



2020-2021 Budget Plan

Adopted March 19, 2020

SCOTT COUNTY, IOWA

BUDGET PLAN

JULY 1, 2020 – JUNE 30, 2021

Document Prepared By

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SCOTT COUNTY, IOWA

We Serve our Citizens with P.R.I.D.E.

Professionalism

Doing it Right

Responsiveness

Doing it Now

Involvement

Doing it Together

Dedication

Doing it with Commitment

Excellence

Doing it Well



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Scott County, Iowa for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Scott County

Iowa

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



INTRODUCTORY SECTION

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THE BUDGET GUIDE

The purpose of this section is to provide the reader with a general explanation of the format and content of the fiscal year 2020-21 budget document and to act as an aid in budget review. This document provides all summary and supporting data on the general financial condition of the County and details services, programs, and staffing levels proposed and adopted for all departments and authorized agencies.

The *Introductory Section* includes a brief history of the County, the joint budget message from the Chairperson of the Board of Supervisors and the County Administrator, and various summary schedules showing combined revenues and appropriations for all funds. Additionally, information is presented on the County's taxable valuation base, tax levy rates and tax levy amounts. Graphs are used extensively to enhance the reader's review of the summarized information.

Each *Fund Type Section* is tabbed for easy and quick reference: *Major Governmental Funds, Non-major Governmental Funds, and Business-Type Activities Funds*. More descriptive information about these funds may be found under these tabbed sections.

The *Department/Authorized Agency Detail Section* presents budgeting for outcomes for each department. The budgeting for outcomes section includes outputs, outcomes and effectiveness measures for each service the department provides. The service is labeled as a core service, semi-core service, or service enhancement (see glossary). Each service is tied to the Board of Supervisors goals, to ensure that each county service aligns with the goals of the Board. Also included is budget detail by sub-object revenue and expenditure totals, and staffing data is also provided. For comparative purposes, all program budget information indicates the actual FY19 status, the budget and projected FY20 status, and the requested and adopted FY21 status. Departments and authorized agency **programs are grouped functionally, - i.e., public safety and legal services, physical health and social services, etc.**, in recognition of the interrelationship of many programs and services.

The *Supplemental Information Section* includes such things as a glossary providing definitions of terms used throughout this document, a description of the County's budget process, and the County's pay plan for FY21. The County's basis of accounting, various financial management policies and miscellaneous statistics about Scott County are also located in the Supplemental Information Section.



Past to the Present

Scott County is a part of the "Quad-Cities": a three county metropolitan area. The counties of Scott (Iowa), Rock Island, Mercer, and Henry (Illinois), make up the Davenport – Rock Island-Moline Metropolitan Statistical Area, DRIM-MSA, with a population of approximately 386,682.

The "Quad-Cities" is actually a label for fourteen contiguous communities in Iowa and Illinois that make up a single socio-economic unit. It straddles the historic Mississippi River, the area's claim to fame, midway between Minneapolis-St. Paul to the north and St. Louis to the south; and between Chicago to the east and Des Moines to the west. It is the largest border metropolitan area between Iowa and Illinois.

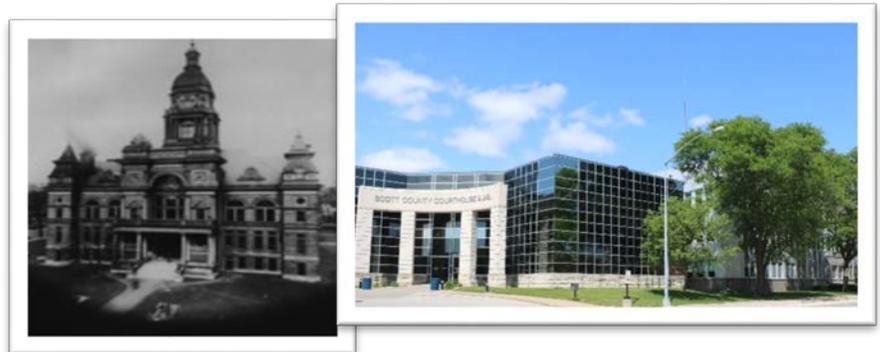
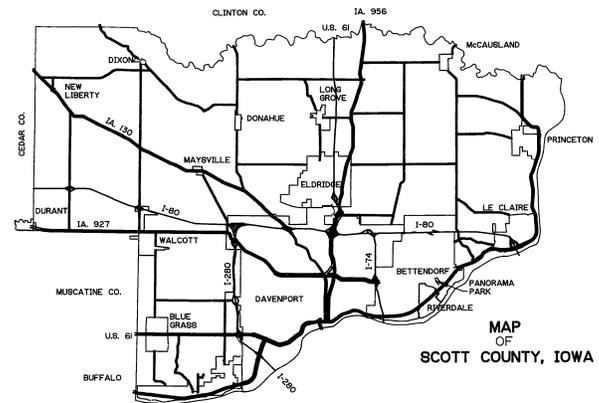
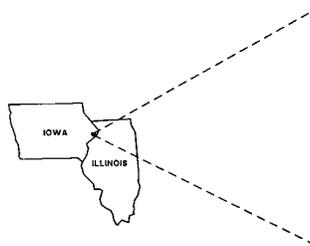
Antoine LeClaire, an early settler of the County, donated the square of land the Scott County Courthouse stands on today. If the County ever abandons the

site, the property would revert to the heirs of Antoine LeClaire. The first courthouse was erected on this land during 1840-41 and served for 45 years. The following years to 1874 saw changes and additions to the structure of Scott County government. One of the major changes was in the structure of the governing board. From 1838 until 1850 county commissioners were elected on an annual basis. By 1861 the name Board of Supervisors had been mandated, with 14 supervisors from throughout the county representing the citizens. In 1870 the structure changed again, and only three board supervisors were elected countywide. In 1874, the membership of the board of supervisors increased to its present five officials.

In 1979 an administrator form of government was adopted by ordinance, and the Board of Supervisors hired a county administrator. In 1978 the County Home Rule Bill was enacted, granting all powers to counties consistent with state laws and not specifically prohibited by the Iowa General Assembly.

County Home Rule broadened the powers of the Board of Supervisors to lead the people of Scott County to greater prosperity and growth.

Second Courthouse from 1886 to 1955, and current Courthouse.



BOARD OF SUPERVISORS
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TONY KNOBBE, Chair
KEN BECK, Vice-Chair
KEN CROKEN
BRINSON KINZER
JOHN MAXWELL

June 22, 2020

TO: The Citizens of Scott County

RE: 2020-21 Budget Message

The budget for Fiscal Year 2020-21 is hereby presented as reviewed and adopted by the Board of Supervisors on March 19, 2020, after appropriate board work sessions with public input and public hearings. The budget document was approved after the impacts of COVID-19 and social distancing restrictions were just beginning in Iowa and Scott County. The budget was not adjusted to reflect a potential downturn in the economy due to the limited information available at the time of the public hearing and intended approval date. Instead, the Board of Supervisors committed to learning about the financial impacts and make amendments to the fiscal year 2020 and 2021 budgets as information became available. The document makes reference to potential COVID-19 impacts after the budget adoption.

The County budget is more than a document containing financial figures; it is the County's goals and policies as an **organization whose purpose it is to provide the citizens of Scott County, Iowa with the best possible programs and services for the dollars appropriated.**

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Scott County for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award this year.



For over three decades, the Scott County Board of Supervisors has participated in a formalized goal setting process using an outside facilitator. A strategic plan is established with multi-year objectives that have quarterly updates to the Board.

Scott County Strategic Plan

During the strategic planning sessions the County renews its commitment to service by updating the vision, mission and culture statements for the County. The following vision, mission and PRIDE statements and objectives further informed the staff on the development of programs for the FY20-21 budget, developed from the FY21 strategic plan and updates. The County began a new strategic plan in the fall of 2019 for fiscal years 2021 – 2022.



Scott County Vision 2032 Statement

Scott County 2032 is a GREAT PLACE TO LIVE and a GREAT PLACE FOR BUSINESS.

Scott County 2032 is a SAFE COMMUNITY, a HEALTHY COMMUNITY and a LIVEABLE COMMUNITY FOR ALL.

Scott County Mission Statement

Scott County is dedicated to protecting, strengthening and enriching our community by delivering quality services and providing leadership with PRIDE.

Scott County P.R.I.D.E. Statement

We Serve our Citizens with

P rofessionalism	Doing it Right
R esponsiveness	Doing it Now
I nvolve M ent	Doing it Together
D edication	Doing it with Commitment
E xcellence	Doing it Well

The major themes in the current strategic plan were created with respect to the County’s vision statement, mission statement, and PRIDE Statement.

The major goals of the strategic plan were organized into goals, top priorities, and strategic initiatives for the fiscal years 2021 - 22:

- Financially Responsible County Government
- High Performing Organization = Exceptional County Services
- Local and Regional Economic Growth
- Great Place to Live

Goals and objectives were organized by department. The strategic outcomes by department are presented in the Departmental / Authorized Agency Detail. The significant goals and agendas were placed into two categories of the County: Policy and Management.

SCOTT COUNTY GOALS AND OBJECTIVES

Policy Agenda

Top Priority

Juvenile Detention / Jail Capacity – Short and Long-term capacity remedies including program review. (Most effective and efficient response to crime)

Park View, unincorporated residential area; Service / Infrastructure needs versus resources to address

Long term County facilities (campus) / space utilization

Develop long term Road / Bridge improvement plan



Management Agenda

Top Priority (New)

Cyber Security

Long Term Financing – Capital Improvement versus Operating Costs Analysis and Strategy

Medic 28E Agreement and Implementation

Top Priorities (Ongoing)

Business Continuity of Operation Plan / Continuity of Government (COOP / COG)

Campus Security Plan

County Economic Development Policy, Role, Incentives, TIF

Commercial Backfill / Equality Strategy and Plan

Industrial Park Development

Lead Abatement

Mental Health Funding Policy / Strategy



Park View Rental Ordinance (Rural Residential / Building Ordinance / Guidelines)

SECC Radio System Implementation

West Lake Park Lake Restoration

Departmental Goals

Defined by department, activity / service, business type, and major Board goals

Following the process of identifying objectives and assigning responsibilities, strategic initiatives are developed to address all of the objectives. Specific departments are identified in the action plans which are responsible for carrying out each action step. The status on these action plans are reviewed with the Board by the County Administrator quarterly.

At these strategic planning sessions, both Board members and County management staff reflect on accomplishments during the prior period as we attempt to redefine the County's direction in the identified areas and set objectives as to how they can be achieved in both the long and short term. The process of developing comprehensive policy agenda for the County is a continual process as the needs of the community change.

The process of incorporating the strategic plan priorities into the annual budget process is enhanced each year by having a pre-budget meeting with the Board of Supervisors, the County Administrator and the Director of Budget and Administrative Services at which time the Board reemphasizes the objectives to be accomplished and any additional specific areas to be reviewed during the upcoming budget process. At that meeting, the County Administrator leads the Board in a review of the ending fund balances of the previous year and other financial and legislative information that may shape the Board's priorities.

The budgetary goals are distributed to department heads and authorized agency directors prior to their start on developing their budget requests which includes a listing of all strategic plan objectives as well as a listing of the specific budget areas identified by the Board of Supervisors to be reviewed during the upcoming budget sessions. Department heads, agency directors and County budget analysts are directed to keep these strategic plan priorities and specific areas of budget review in mind when they are preparing and reviewing their FY21 budget submissions. They will highlight the priorities in their budgeting for outcomes measures and analysis, how their requests for support will enhance the Board's identified goals and policy agenda priorities, and specific budget areas of review.

The specific budget areas of review identified by the Board early on in the FY21 budget process were:

1. FY 21 – 22 Strategic Plan initiatives.
2. Organizational requests for staffing, benefits and position requests.
3. Adjust budgets to adopt Board of Supervisor Strategic departmental elements.
4. Require authorized agencies at 0% growth for county contributions. Review new agency requests for new funding sources.
5. Capital Programs – Property tax transfers at \$3,277,830 (General, Vehicle, and Electronic Equipment) and include general fund transfer of \$860,072 from FY 19 to be transferred in FY 20.

These issues represent the short or near term issues to address within the budget development process. The FY21 Budget Initiatives that addressed or impacted these areas are described below:

Fiscal Year 21 - 22 Strategic Plan Initiatives

- The County began implementing the new strategic plan in the fall of 2019. The plan was adopted in December 2019 and is incorporated into the FY 2021 countywide budget and departmental budgeting for outcomes. Many of these projects are funded in fiscal year 2020 as continuing projects, outcomes and goals. Projects and goals may include agenda policy items, departmental activities or goals, or county-wide efforts and capital planning. Additionally, departmental business types and Board goals were incorporated into each department's budgeting for outcomes. Each department has included a summary highlight with the departmental details section of the budget document.

Organizational requests for staffing, benefits and position requests.

- The County compensation level for pension benefits will be estimated using the maximum IPERS employer pension increase, ranging from 9.26% to 9.61%. The fiscal year 2021 budget applies the County's second year under a new salary and benefit study. The budget will be prepared with cost of living adjustments of 2.5%, while securing funding for salary step increases and position placement. The budgeted health cost will be at 8.0% for a prospective January 2021 increase, designed to maintain the Health / Dental Insurance fund balance. Position organizational request will be received, evaluated for a Board recommendation within the budget approval process. Due to COVID-19 many positional change requests were deferred to fiscal year 2021 to determine the financial impacts on the future budget with available.

Adjust budgets to adopt Board of Supervisor Strategic departmental elements

- To maintain limited property tax growth, departments are tasked with submitting budgets for supplies, materials, and other purchased services to meet the Board of

Supervisor departmental goals for the strategic plan. Line item detail changes are permissible and recommended. Historically the County uses 93-98% of budgeted line item expenditures. Additional capacity may be budgeted to achieve the goals outlined by the strategic plan. These resources may be accessed through the request of dollars based on outcome based objectives.

Require Authorized Agencies at 0% county contribution growth. Review new agency requests for new funding sources.

- Review authorized agencies for new funding sources to complement or reduce county funding. To begin the analysis of the County core competency program, a new program evaluation tool was developed in 2018 for new requests for funding to identify and assess the impacts of third party programs and how they may overlay with county strategic planning goals and objectives, as well as current services.

Capital Programs

- The County is moving into a phase of Buildings and Grounds capital maintenance, Information Technology infrastructure support and Conservation major projects including the West Lake Park lake restoration and Scott County Park campground design and construction. Funding for all capital projects is secured on a pay as you go basis with no external borrowing for internal projects, supported by the County capital budgeting master plan. The County did issue debt in support of **the Scott Emergency Communication Center radio and infrastructure project**. Proceeds will be expended over FY 20-22.



The West Lake Park lake restoration plan does call for the State of Iowa to pay 75% of reconstruction costs between fiscal years 2019 and 2021. The County would then contribute 25% of the project costs from the County capital fund.

Additionally the County Engineer has identified \$8.1 million road and bridge infrastructure projects over FY 20 – 22.



The FY21 budget was prepared according to certain policies and practices as established by both the Board of Supervisors and the State of Iowa. These policies and practices are described in the Supplemental Information section of the budget. Short term goals are incorporated into each department’s budgeting

for outcomes to reflect departmental outcomes that will be achieved over one fiscal year basis.

MEDIUM AND LONG RANGE PLANNING

The County’s medium and long range planning is developed through the multi-year strategic plan as approved by the Board. Funding decisions as to the best allocation of financial resources were made with regard to the County’s multi-year goals, mission statement, and current year goals and objectives. By articulating a vision for the future, and identifying long term goals and short term priorities, the County Board defines the County’s core businesses and outcomes.

The Board continued the process by updating a new strategic planning in FY 2019, with an eye toward 2022 and 2032. The Board has begun setting goals with focus around:

- **Local and Regional Economic Growth**
- **High Performing Organization = Exceptional County Services**
- **Financially Responsible County Government**
- **Great Place to Live**

The County's strategic plan seeks multiple objectives while addressing short-term challenges and opportunities. Individual policy agendas, management agendas, management in progress and major projects were charted in 2019 as objectives and then individual initiatives. Following is further detail into the objectives of each of the goals.

Financially Responsible County Government

- Deliver County services in the most efficient, cost effective manner
- Have adequate resources for defined County services and programs
- Serve as responsible steward of County finances, fund balances and resources
- Invest in maintenance and future expansion of County buildings, facilities and roads
- Have affordable, responsible compensation and benefits for County employees

Local and Regional Economic Growth

- Expand the County tax base and revenues through economic growth and business investment
- Partner with / support schools and college in preparing a workforce 21st century jobs
- Partner with / support municipalities in local economic development projects and investments
- Expand agricultural related businesses in Scott County
- Support the retention and growth of current Scott County businesses
- Attract new major businesses to Scott County – headquarters, regional offices, major production plants
- Have industrial / commercial land available for business investment with adequate infrastructure

High Performing Organization – Exceptional County Services

- Have effective management and employee succession planning and program
- Increase residents understanding of Scott County Government – policies, plans, services, finances, programs, and value to daily life
- Value creative thinking and innovative decision making throughout the County organization

- Have County government working as a team that effectively uses the available resources
- Have easy access to County information and services
- Collaborate with other governments in the Quad Cities in service delivery

Great Place to Live

- Connect County trails to County parks and some municipal parks – Bridging gap between established trails and parks
- Preservation / enhance the natural resources and environment of Scott County
- Partner to provide a timely, appropriate response for an emergency call or natural disaster
- Maintain quality roads that facilitates mobility throughout the County and the region through secondary roads
- Have top quality County parks
- Maintain a safe community for all – “Safest Large County in Iowa”
- Have County land and master plans used in guiding and managing growth in Scott County



Conservation “Selfie Station”

By identifying the objectives, departmental goals and board goals were developed to meet the medium and long term planning.

Additionally, consideration of current economic conditions, as well as past results, guided how resources are allocated by service area. The County’s budget process estimates stabilized operating costs using a CPI index over multiple years.

In the 2013 State Legislative session, a new property tax law was passed that has had a multiple year impact on all local governments’ finances. By addressing these changes through incorporation of strategic flexibility the County government can provide operation flexibility to address current and future service needs. Through the multiyear planning, an offsetting tax increase nor service level cuts were required to adapt to the change. In order to prepare for the potential changes in funding due to the elimination of backfill dollars, the County Board has continued work on developing a four-year phase out plan of reliance on backfill supplemental grant dollars. A minimum taxable value growth of at least 3.0% will lessen the reliance on the backfill dollars over a three year period. The state legislature continues to determine if and when the commercial and industrial taxable rollback backfill will no longer be funded by the state at 100%. Additionally the state legislature has capped the amount of state-wide backfill dollars available to supplement local government. Any change to state funding of backfill dollars beyond 25% reduction will be funded by fund balance of the County.

Projected Change in Fund Balance by Fiscal Year				
Funds	Budget 2020-2021	Projected 2021-2022	Projected 2022-2023	Projected 2023-2024
General	(\$130,000)	\$447,108	(\$12,630)	\$627,659
Mental Health	\$-	(\$103,492)	(\$103,492)	(\$103,492)
Secondary Roads	(\$1,436,923)	\$74,530	\$77,589	\$183,512
Debt Service	(\$268,928)	(\$358,801)	(\$401,820)	(\$413,250)
Capital Projects	(\$6,482,076)	\$966,050	\$2,544,600	\$2,051,600
Non-Major	(\$34,044)	\$67,757	\$79,431	\$98,716

The General Fund is projected to fluctuate from a fund balance reduction to increasing fund balance over the next four years, while maintaining programs and service levels. Key assumptions include 4.5% property tax revenue trend increase. The trend considers the valuation growth of taxable property while maintaining the tax rate with minimal changes. Other revenue streams are projected to remain relatively flat within a (-2.0%) – 0.5% variance, excluding interest income. Salary expenditures continue to grow at 3.1% per year step and cost of living adjustment, net benefits at 6.4%, while the County’s policy for other expenditure types is to maintain a 0% allowable growth except for adjustments related to the strategic plan of the County. As purchased services and supplies continue to rise over time, line item or program adjustments will be considered at that time, as well as limited growth for operating departments based on identified outcomes of new money of adjustments to match strategic plan objectives. The 2021 projected deficit is directly related to expending fund balance for the strategic plan items that are funded with FY 19 savings and assigned fund balance. The projected change in fund balance in future years will be allocated to program goals or property tax adjustments to maintain a balanced budget.



The Mental Health Fund currently has maximized the legal tax levy authority, creating a balanced budget this year and a deficit projected in future years. Services within the service area continue to exceed available resources. The budgeted and projected expenditures have been limited to the state per capita amount but will not sufficiently fund the County’s requirements to the mental health region. After the budget adoption in 2018, the State determined regional organizations within Iowa have a surplus of fund balance and must work within per capita caps within each region. Scott County may now levy \$30.78 per capita, however this is below the projected costs of local and regional services. Additionally, after the 2019 and 2020 budgets were adopted, the state assigned expanded services to be funded with local regional / county dollars without further funding. As a region, these services are expected to cost an additional \$1 million to \$2 million per year. Scott County represents 53% of the region’s population. Without further changes in State of Iowa law or funding levels from the state, core services will be reduced or eliminated, after all available local funding is exhausted. The fiscal year 2021 budget for the region reflect a budget reduction in excess of \$2 million dollars from the prior year. The multi-year projection estimates that Scott County will levy the maximum allowable tax levy, based on per capita in all future years.

After the FY16 budget was developed for the Secondary Roads Fund, the State of Iowa increased the gas tax by \$0.10 per gallon. While the projected revenue growth has been flat, due to consumer management of fuel purchases such as fuel efficient vehicles, local governments have begun to plan for increased capital investment. The County's five year capital plan includes identified road projects, which will be reorganized due to the increased funding from the gas tax. Secondary Road capital projects are expected to increase after preliminary engineering and determination of actual revenues available. The fund is projecting county sponsored capital projects of \$3,015,000, \$2,287,500, \$1,350,000, and \$1,660,000 over the next four years for a number of bridges and paving projects. The Secondary Roads fund is now projecting \$400,000 decrease in Roads Use Tax related to COVID-19 travel.

The Debt Service Fund's general obligation debt is supported by property tax dollars net of direct funding sources of contributed revenue for third party debt. The decrease for FY 2021 is attributable to the restricted revenue contributions for the SECC Equipment Bonds G.O. debt and payment by the Scott Waste Commission for interest debt service on the 2015 debt issuance. The reduction in future years equity is related to expenditures paid from the loan repayment by the Scott Waste Commission.

The fund balance fluctuations for the Capital Projects fund are outlined in the five-year capital plan. All major projects of the County are funded with current projected revenue streams and require no additional general obligation funding at this time. Currently, there are no plans to issue debt in the near future.

The consolidated non-major funds are projected to remain flat in fund balance between fiscal year 2021 and 2024.

CONSOLIDATED DISPATCH (SECC) IMPACT

Scott County, along with the cities of Davenport and Bettendorf and Medic Ambulance

consolidated four dispatch centers and implemented an integrated center with an interoperable radio organization independent from the County, however state law requires the EMA service to be part of the County levy. Because it is reported in the County levy, the budget information reflects the impact of the service on the County levy over time. FY21 is the eleventh year the Scott County tax levy will provide primary funding for the agency through its consolidated tax levy. Likewise, the cities of Davenport and Bettendorf continue to receive the financial benefits in their respective tax levies.

*Numbers are approximate	2016	2017	2018	2019
ADMIN CALLS ANSWERED	145,838	129,603	131,753	92,192
911 CALLS ANSWERED	77,712	80,975	72,452	107,997
CALLS FOR SERVICE DISPATCHED	186,361	207,777	204,509	224,898

information reflects the impact of the service on the County levy over time. FY21 is the eleventh year the Scott County tax levy will provide primary funding for the agency through its consolidated tax levy. Likewise, the cities of Davenport and Bettendorf continue to receive the financial benefits in their respective tax levies.

This year is the 3rd lowest property tax rate levied for the Center. The increase in levy dollars is directly tied to the Center's levy request to fund ongoing operations while capital investment is funded through fund balance & operation revenue. These fund balances were generated by conservative approach to personnel funding.



Fiscal Year	SECC / EMA Rate	% Change	Levy Dollars	% Change
2011-12	\$1.05048	-0.4	\$7,175,122	3.7
2012-13	\$1.03361	-1.6	\$7,341,080	2.3
2013-14	\$1.00341	-2.9	\$7,329,290	0.0
2014-15	\$0.94952	-5.4	\$6,964,449	-5.0
2015-16	\$0.89283	-5.9	\$6,613,099	-5.0
2016-17	\$0.89404	0.1	\$6,871,688	3.9
2017-18	\$0.92385	3.3	\$7,333,473	6.7
2018-19	\$0.95619	3.5	\$8,031,560	9.5
2019-20	\$0.93030	-2.7	\$8,193,616	2.0
2020-21	\$0.89756	-3.5	\$8,418,000	2.7

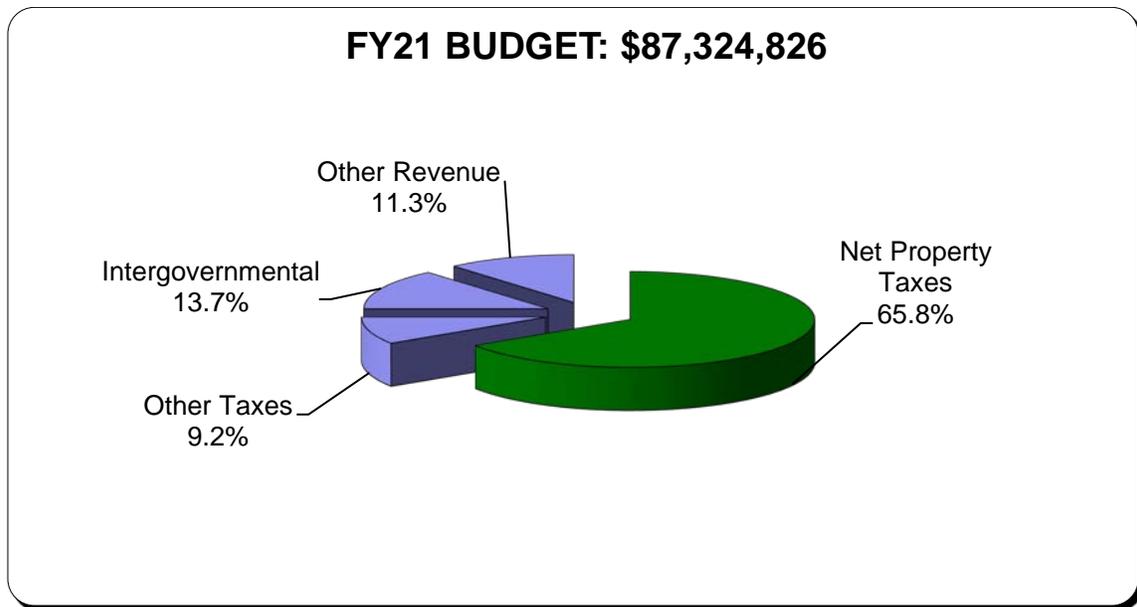
The consolidation allows for improved services with the reliability and interoperability of the most advanced dispatching operation. Over the long term, the service will be delivered at a lower cost than the four entities could provide separately in their own jurisdictions.

The Board of Supervisors approved an Emergency Equipment Bond Issue in 2009 to fund the equipment for the new center. This issue was funded through the debt service levy and revenue from a wireless phone line tax. The state law changed in 2014 to require all wire-in lines in Scott County to pay the \$1.00 tax per line. The 2009 issue was refunded in the 2020 fiscal year and reissued as 2019 bonds. The FY21 budget funds the debt service with phone line taxes and property taxes. Approximately \$1,200,000 is generated by these fees.

The Center contracted with a vendor and a consulting and project management service for the procurement of a two-county (Scott County, Iowa and Rock Island County, Illinois) P25 Radio System. The upgrade of radio tower infrastructure and location. The project scope is be designed and replace a leased 800 Mhz EDACs system now in use as identified in a needs assessment plan for hardware nearing the end of life. Increased utilization and interoperability are key features to be considered in the design of the new system. The Scott County Contribution to the two county project is approximately \$6.4 million for infrastructure and management of the project. Additionally the County will finance the procurement of radios for all underlying communities within Scott County in the amount of \$5.4 million. The debt issuance occurred in August of 2019 and currently refinanced the 2009 debt series, while saving \$1.1 million in future cash flow. The infrastructure improvements will be financed through a debt levy and abated through the use of E911 surcharge funds. The radio procurement will be financed through a county-wide debt levy. After the project is complete, the dispatch center estimates to incur lower maintenance costs of the combined contract and associated radio costs.

TAX LEVY AND REVENUE OUTLOOK

The property tax continues to be the major revenue source for Scott County. In FY21, total net property taxes represent 66% of total County revenues. The County continues to rely heavily on property taxes to fund programs as other revenue sources have decreased or have limited growth in recent years. Additionally the debt service levy increased in FY21 due to the issuance of the 2019 General Obligation debt series. Intergovernmental revenues share of total revenues are expected to decrease by 0.9%, due to changes in general grant funding and the increase in property tax share.



Other revenue sources in the FY21 budget are charges for services and local option sales tax. Charges for services are expected to remain flat based on similar volumes as in prior years and no significant rate changes. The local option tax serves as property tax relief and is relatively stable in the long term. Changes nationally based on consumer spending habits or internet sales are expected to affect the collection of this revenue source; however, it is too early to tell what the financial impacts are that will be attributable to Scott County. The County was projecting a slight increase of \$200,000 before COVID-19. **The budgetary impact of COVID-19 to the local option sales tax is unknown.**

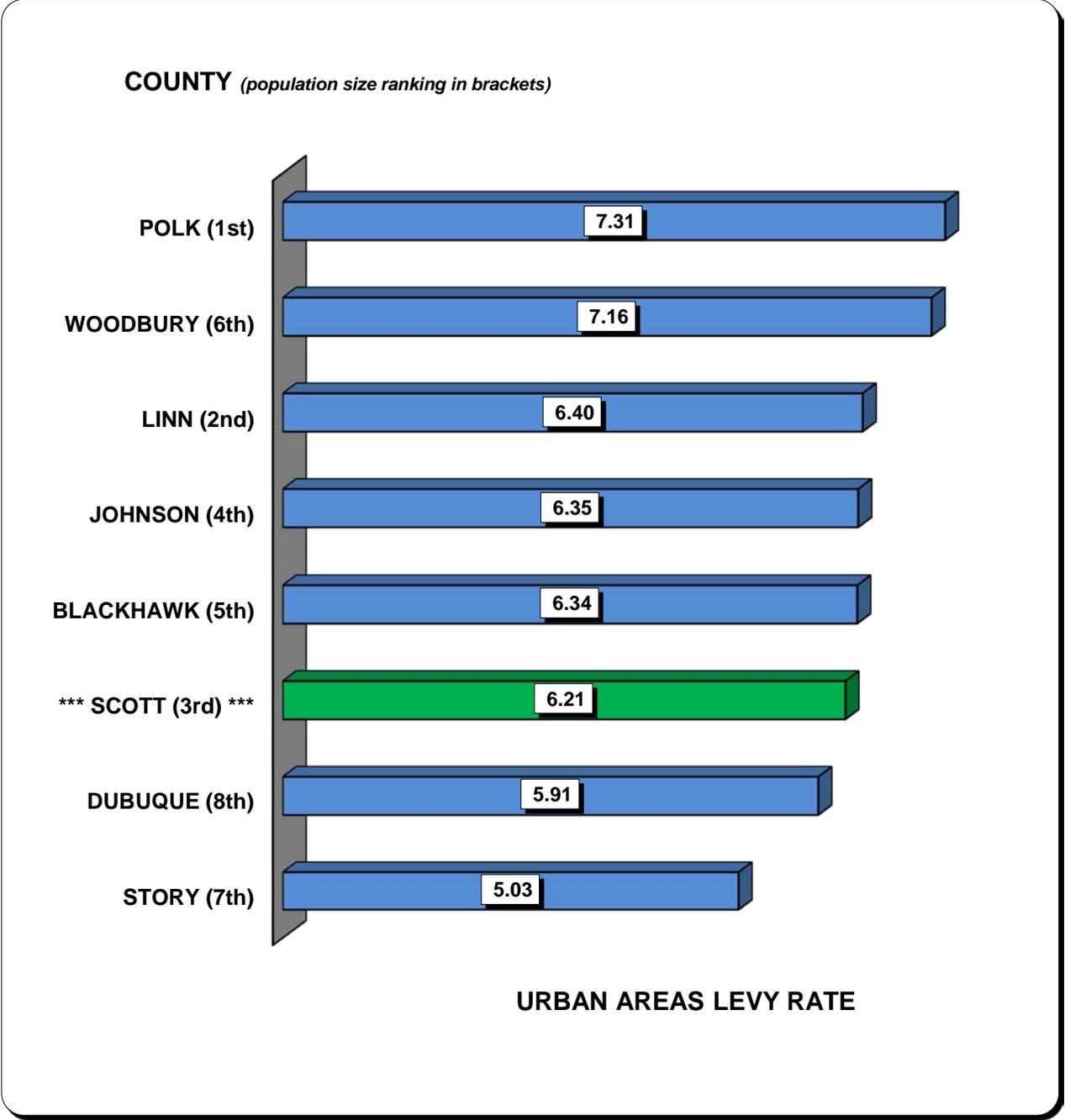


The state will deduct any FY20 COVID-19 reductions from the FY21 distribution.

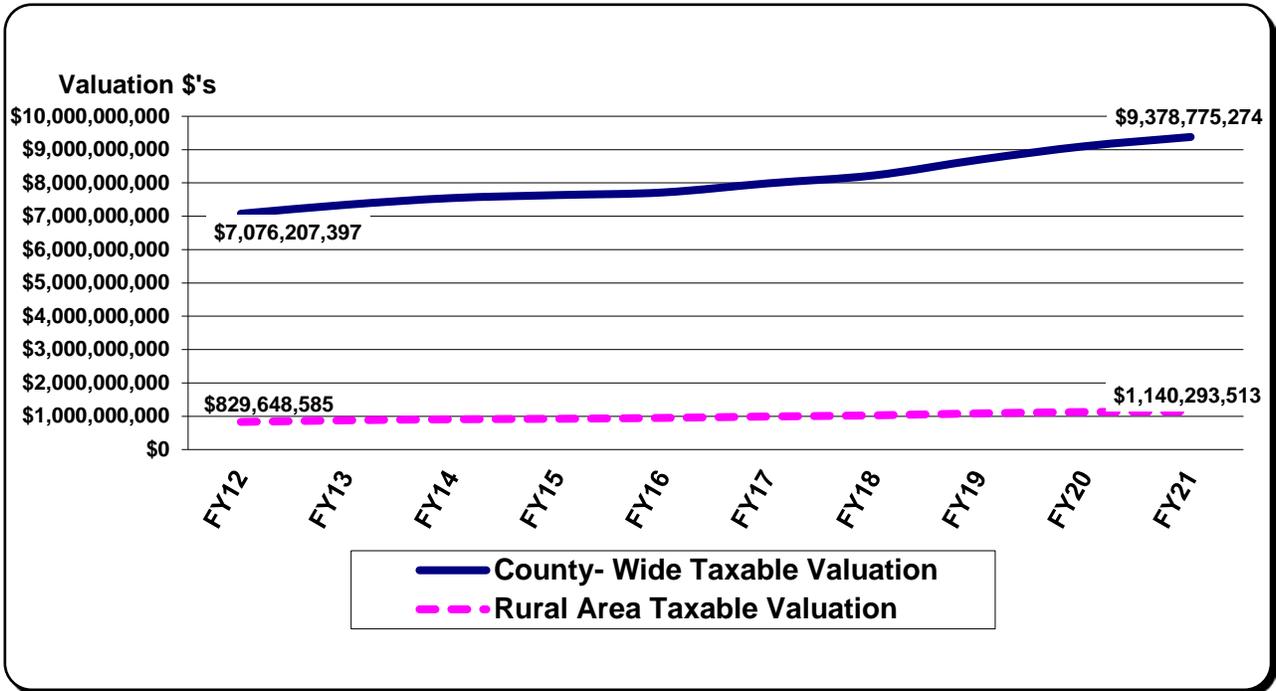
The tax rate per \$1,000 of taxable valuation for FY21 increased from \$5.99401 to \$6.21304 for property located in incorporated areas (cities). The rate has increased from \$8.90566 to \$9.11441 for property located in unincorporated areas (townships). The increase in the tax rate is attributable to two levy adjustments within the General Fund and the Debt Service Fund of the County. The General Fund levy was increased to balance the budget for proposed staffing request and compensation adjustments, while the Debt Service levy was increased to reflect the County property tax levy portion of the new 2019 General Obligation Communications and Refunding Bonds. Due to the rollback increase (taxable value decreasing), all residential property owners with the same property valuation will see a net increase of County taxes for FY 21 of about 0.3%. This is the second rate increase for County tax rates since fiscal year 2011.

Historical Tax Rates and \$ Change from Previous Year				
Fiscal Year	Urban Rate	% Change	Rural Rate	% Change
2011-12	6.37607	0.0	9.51373	1.2
2012-13	6.30156	-1.2	9.43922	-0.8
2013-14	6.23534	-1.1	9.28021	-1.4
2014-15	6.13204	-1.7	9.17153	-1.2
2015-16	6.00377	-2.1	9.01072	-1.8
2016-17	5.82228	-3.0	8.78518	-2.5
2017-18	5.82167	-0.0	8.76857	-0.2
2018-19	5.82167	0.0	8.74885	-0.2
2019-20	5.99401	2.9	8.90566	1.8
2020-21	6.21304	3.7	9.11441	2.3

For FY21, Scott County's urban property tax rate ranks the 3rd lowest respectively among the eight largest urban counties in Iowa. Scott County also has the 3rd lowest rural property tax rate among the eight largest urban counties.



The County's tax base has increased at an average rate of 3.25% annually over the past ten years, while the five year average is 4.31% annually, and the one year growth was 3.0%. The increase in the taxable value has allowed Scott County to maintain or lower the tax levy rate for nine out of ten years.



Residential taxable valuations also reflect a State imposed rollback computation, currently at 55.0743% of fair market value. The agriculture land / structure rollback computation was 81.43832% for assessment year 2019. The State of Iowa implemented a Commercial, Industrial and Railroad rollback in FY17 of 10% creating a 90% assessment limitation. However, the value lost in this rollback is backfilled by state funding. A new class of Multi-Residential was applied in FY 17. In FY 16 these properties were valued with a 10% rollback as a Commercial property, however in FY 21 the new class is valued at 71.2500% and will continue to decline by 3.75% each year until it equals the residential class. The loss in rollback value for the multi-residential class, from the 100% level, is no longer backfilled by the state. The loss on the multi-residential property is approximately \$260,000 from the previous 100% valuation. The current county wide taxable valuation base amount of \$9.37 billion dollars reflects a 3.0% increase from last year. For FY21, with the rollbacks, the residential property, commercial, industrial, multi-residential and ag land / structures taxable property assessed values increased, while utility property assessed values decreased. The residential class of property represents approximately 62.7% of the County's total tax base.

Projecting future rollbacks, it becomes clear that the residential class will continue to fund a larger portion of the County budget each year.

STATE AND FEDERAL FUNDING

State and Federal aid for next year represents 13.7% of the total revenue sources for FY21, which is down 0.9% compared to the previous year. The decrease is related to generally flat intergovernmental revenues while property tax reliance increased. The County increased budget estimates related to Detention Care Reimbursements, \$80,000, Medicaid grant funding, \$55,000, and Justice Advocate Grants, \$83,000. The next fiscal year is a general election, which reduces intergovernmental reimbursements by \$100,000. The total amount of \$11,978,083 intergovernmental revenue is made up of \$4,250,233 in general public safety grants,

reimbursements and health department grant funds, \$4,192,812 in state shared revenues such as motor fuel and franchise taxes, \$2,386,928 in state property tax replacement credits against levied taxes such as homestead replacement, and \$1,148,110 in other State credits including state payments, commercial and industrial property replacement tax credit and military tax credits.

OTHER REVENUES

Fees and charges total \$7,291,842 for FY21, an decrease of 0.3% of total revenue as compared to \$7,245,917 for FY20. These revenues consist of various licenses and permits and various departmental charges for services. Many of the fees are established and set by state law. Additional licenses, permits and charges for services within the Sheriff Department are based on recent trend experience. The County has performed several fee study reports over the years to evaluate where fee levels that are within the County's control are in relation to other municipalities and as compared to the cost of providing the service. Fee adjustments are made on a frequent basis to minimize the adverse affect of large fee increases in any given fiscal year. Also, County officials work with the State in this area for fees set by State law. The builder permits were recently amended to include subcontractor fees. This will increase permitting fees in excess of the \$10,000 budgeted increase. Most projected revenues are based on historical trends factoring in any new legislative or county fee changes. Some revenues are calculated based on economic assumptions such as interest rates and income and recording fees. The use of money and property is expected to increase 17%, or \$135,000, due the increase in interest rates on short term investments. The increase was projected before the COVID-19 pandemic and will likely decrease in fiscal year 2021. Interest earned on monies held during county-wide property tax collection are retained by the County.

As most services in the General Fund are essential, such as law enforcement and health services, the Board of Supervisors and County staff continue to be sensitive to the problems of increasing service charges which could prohibit low income, senior citizens and the disabled from receiving County services.

REVENUE SUMMARY

The following presents a summary of major and non-major fund reserves (excluding capital funds) for the FY21 budget year and the percentage of increases and decreases in relation to the prior year budget amounts.

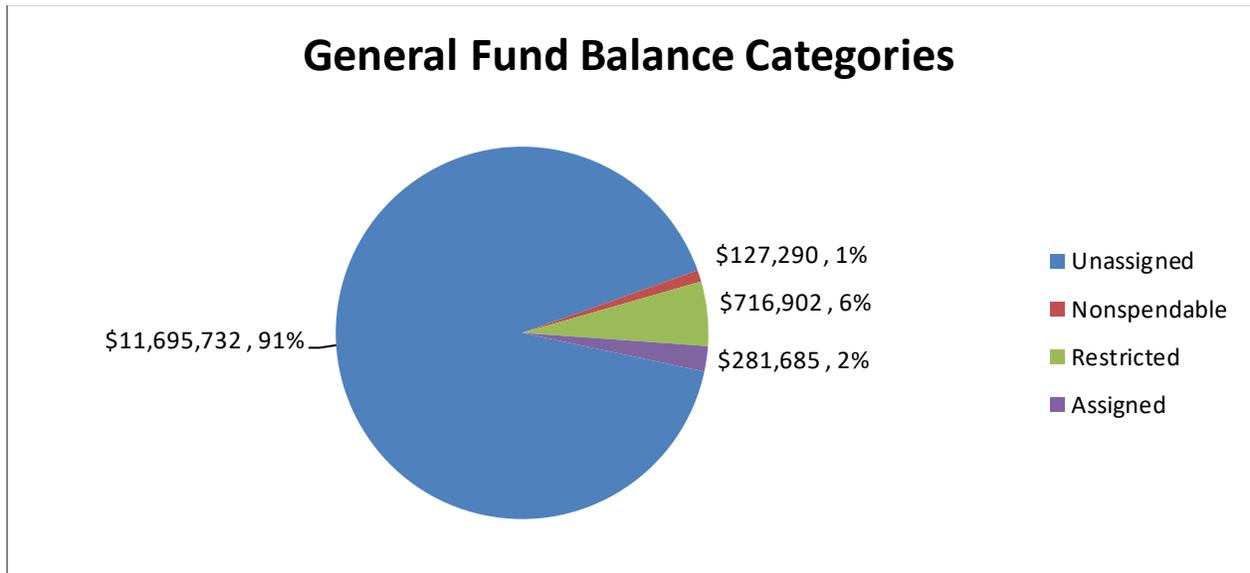
- **Net property tax revenue is increasing from FY 20 by 6.9%.** The net increase was the result of an increased valuation county wide, increased levy rate and compensating for local option sales tax and intergovernmental revenues.
- **Interest rates were projected to increase investment income, however will decline with COVID-19.** Market rates for county investments are approximately dropped by 2/3 from the March budget level. It is noted that the County receives 1.5% per month interest costs on delinquent property taxes which results in a nearly 100% collection rate.
- **Other taxes, penalties and costs are flat due to local option taxes.** Local option taxes (one cent sales tax) are projected to increase by \$200,000 due to increases related to internet sales tax collection, however the impact of limited sales due to COVID-19 has been delayed to FY 21 by the state. Local option taxes are only used for property tax reduction.
- **License and permit fees are projected to decline from the previous year budget.** Locations within Scott County are experiencing residential building growth. However, County services for weapon permits have proved to be cyclical and are projected in a downturn.

- **Charges for services are increasing 1.3% from FY20.** This increasing is due to the net budgeting of the jail care-keep charges and related sheriff service fees related to projected volumes.
- **State and Federal Aid is decreasing 1.7% compared to the FY20.** The decrease is directly related to the reduction of Iowa DNR Grants related to West Lake Park Restoration.

FUND BALANCES

The fund balance of the General Fund is projected to be \$12,821,609, which is a decrease of \$130,000 from the re-estimated FY20 balance. The decrease in fund balance is directly related to the use of assigned fund balance for strategic planning elements to be accomplished in the 2021 budget year. Important to the Board is the maintenance of fund balance as we continue to face uncertainty in non-real estate tax revenues during these changing economic times. The Board developed a strong financial position going into fiscal year 2021 before the initial onset of COVID-19 and potential lost revenues or increased expenditures.

The Board has estimated nonspendable fund balances prepaid items of \$127,290. The amounts restricted for the other statutory programs is \$716,902. The amount assigned for IBNR claims liabilities of fund balance is \$281,685. The remaining \$11,695,732 provides the County with a fund balance that meets cash flow needs prior to the collection of property taxes and significantly reduces the likelihood of the County entering the short-term debt market to pay for current operating expenditures. The County has a financial policy of a minimum fund balance of 15% as of June 30.



The amount of General Fund unassigned fund balance, 18.3% of FY 21 expenditures is in line with the minimum amount designated by the County's Financial Management policies.

State Mental Health and Disabilities Services funding historically has been an issue across the state. The state legislature approved a redesign for MH/D services and took over full funding of Medicaid services in FY13. In FY13 the State approved a three year funding plan for services. This model was extended without additional funding after the FY 17 budget was adopted. The Board must make funding decisions outside of the budget process because the State is unwilling to provide timely decision on mental health funding. As of July 1, 2014 the County's MH/D services became part of the Eastern Iowa Mental Health – Disability Services Region. The County's local tax levy

was frozen in 1996 by State law at \$3,308,032. After the 2018 budget, the state allowed a rebalancing of levy authority within the regions. Scott County's new maximum is \$5,333,651; however the region's maximum levy remains \$9,258,286. The regional member counties are Cedar, Clinton, Jackson, Muscatine and Scott Counties. Because of these significant factors, the Board has not designated a minimum fund balance policy for the MH/DS fund. For FY 2021, the County increased the property tax levy from \$5,309,827 to \$5,333,651 due to regional population increases. Other members within the region also levied the maximum amount of levy per capita. Without a change in state law to increase the Eastern Iowa Mental Health and Disability Services levy limit, eventually in future fiscal years, the region will be unable to fund all of the current services. The fiscal year 2021 regional budget reflects a reduction of services based on available funding.

The Secondary Roads Fund is decreasing by \$1,436,923 due to planned capital projects and road maintenance. The County has implemented a capital maintenance and improvement schedule to reflect the 2015 gasoline tax increase of \$0.10 per gallon.

The County's Debt Service Fund is decreasing by \$268,928 to a fund balance of \$7,008,680 due to the continued debt services on the Waste Commission Bonds, Public Safety Lease and SECC radio, infrastructure and refunding bonds. A portion of the SECC bonds debt payment is funded by 911 service tax on phone bills. The reduction of fund balance is tied to the Waste Commission providing funding for debt service through a note receivable.

The Capital Projects fund balance will decrease 66% to \$3,388,277 from a projected \$9,870,353. The County is investing in building maintenance projects, technology upgrades, the joint 911 radio and infrastructure project and continuing a new project of West Lake restoration. The county issued \$11.3 million in new debt proceeds to fund a joint radio project with Rock Island County for 911 infrastructure and radios. This money will be expended over fiscal years 2020 and 2021. The conservation projects include campground construction, West Lake Park restoration, which is partially grant funded, and lodge design and construction. Additionally there are information technology projects that invest in the infrastructure life of the system that will be incurred in FY 21. These projects are the reason for this decrease and are discussed further under the Capital Improvements section below.

Funds	FY 20 Projected Fund Balance	Change in Fund Balance - Budget 2020-2021	FY 21 Fund Balance
General	\$12,951,609	(\$130,000)	\$12,821,609
Mental Health	\$360,391	\$-	\$360,391
Secondary Roads	\$2,787,021	(\$1,436,923)	\$1,350,098
Debt Service	\$7,277,608	(\$268,928)	\$7,008,680
Capital Projects	\$9,870,353	(\$6,482,076)	\$3,388,277
Non-Major	\$220,225	(\$34,044)	\$186,181

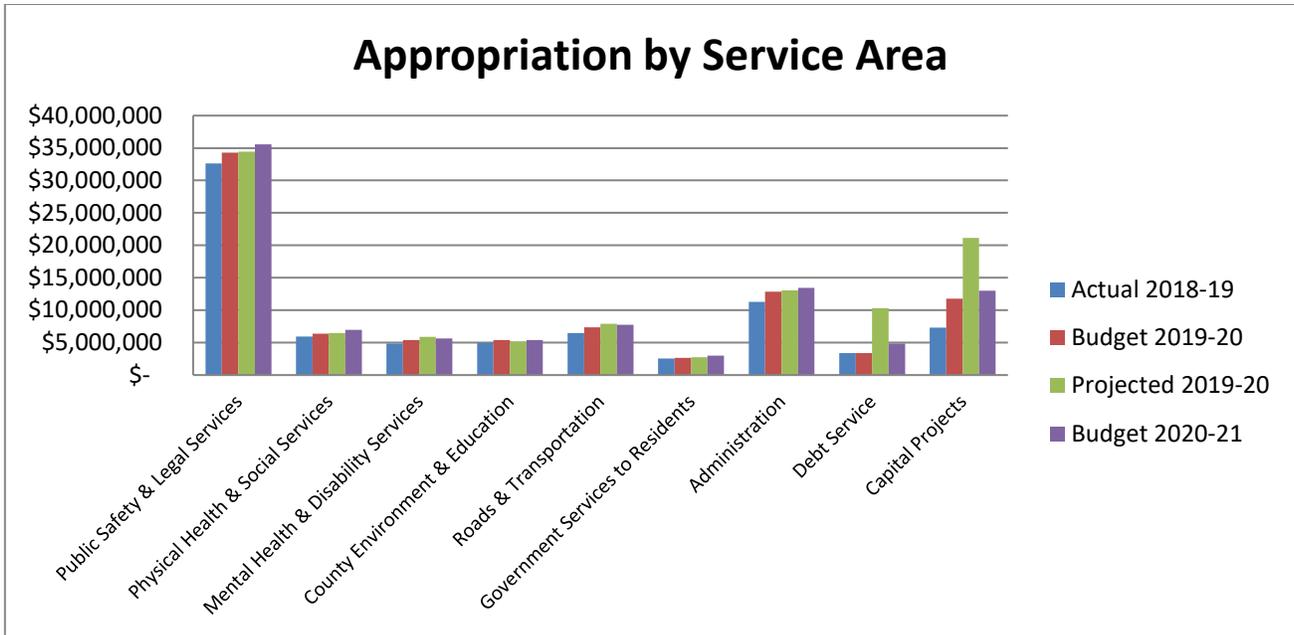
PROGRAMS AND SERVICES

As a service organization, the County is people intensive. Over the last ten (10) years the County has increased its work force by only 21.1 FTE's, or 4.4%, to its current level of 493.77 FTE's. During this period, the increase is mostly related to Health and Sheriff public safety to support grant funded outreach programs, jail and special programming. Additionally the Attorney's office has increased 3.5 positions over ten years as the department requested more attorneys based on case load. The Juvenile Detention Center has increased 2.7 FTE positions due to the increase in new social diversion programming and required staffing ratios. These additions have been offset by attrition in other departments due to efficiencies, including Community Services, Recorder, and Human Resources. A shift of dispatchers from the Sheriff Department to the SECC occurring in FY 12, reduced budgeted FTE count by 13 positions. For FY21, a net 1.0 position was added to the County. The County authorized an information security analyst to help address cyber-security concerns within the county. Other positions, 5.0 FTE correction officers, 1.0 Assistant Attorney, 1.0 Multi-Service Clerk were requested and budgeted for FY21, however were delayed in authorization due to the financial impacts of COVID-19. The budgeted net impact to the additional FTE level is about \$654,000 to the General Fund, however, only \$95,000 has been authorized as of July 1, 2020.

Two departments requested additional staffing that would have expanded service levels beyond historical trends. The Attorney's Office requested a 1.0 FTE attorney, and the Sheriff Department requested 7.0 FTE patrol deputies. Due to the nature of the requests, the County determined further study is required in order to fund these staffing positions. The Board of Supervisors requested staffing studies be completed before funds are appropriated to the requesting departments. Property tax dollars were levied to support and fund the positions, however they are not allocated to the department until the staffing analysis is complete and accepted by the Board. Approximately \$586,000 dollars have been reserved in non-departmental funds of the county.

The County has four union groups to negotiate salary and benefit agreements with following Iowa Code Chapter 20 guidelines. In recent years, the County and union groups have been successful in approving multi-year agreements. The overall negotiated average salary increase for both labor groups and non-union personnel was 2.5%. By March, 2020 all union groups had settled with the County for fiscal the FY 21 budget year or later. Fiscal year 2021 is the second year of new salary scales as recommended by the County's consultant based on the staffing study. The study was implemented for all union groups and non-represented staff. After including the negotiated cost of living adjustments, the General Fund increase is about \$905,000 or 3.2% of FY 20 budgeted salaries.

Overall expenditures for all County operations including capital projects (net of transfers and non-budgeted funds) are \$95,676,797 which is an increase of \$6,105,851 or 6.8% from the FY20 budget. The operating budget is up by 4.6% or \$3,434,935, primarily due to support for the mental health services, SECC, strategic planning elements, continuing salary and benefits under the new scales, and new staffing requests budgeted for but not allocated. Total revenues (net of other financing sources and non-budgeted funds) for the County are \$87,104,826, which is an increase of 4.9% above last fiscal year.



The overall expenditure increase of 6.8% is the result of several service areas increasing with one decreasing. Capital projects are discussed further below and are increasing 10.2%. Government Services to Residents is increasing 13.2% due to national presidential election costs, and staffing ongoing operations. Administration (interprogram) is increasing 4.9% due to salary and benefits allocations, information technology staffing change, and planned spending for strategic planning elements such as lead abatement and professional services. Physical Health and Social Services is increasing 9.0% as a benefits program working with protective payee services was reclassified from mental health services to social services. The remainder of the increase is related to salary and benefit adjustments. County Environment & Education is decreasing 0.4% as many programs related to West Lake Park and Buffalo Shores are paused while park renovations are completed. Public Safety & Legal Services is increasing 3.8% primarily due to salary and benefit compensation, contributions to SECC for general operations, and requested but unallocated staffing adjustments.

Mental Health and Developmental Disabilities Services is increasing by 4.3% due to state mental health redesign and the funding of some services at the new regional level. This is the sixth year of budgeting as a region and under ACA funding which is changing the costs structure of the program. The county is fully funding mental health services to the maximum per capita levy per the request of the regional governing board. Roads & Transportation is increasing 5.0% increase due to the capital improvements within the road maintenance activities, while Debt Service is increasing by 43.1%. Debt Service includes interest and principal payments on the Solid Waste general obligation bond issued in FY 2016, but paid by the commission, the County issued Emergency Equipment and Refunding Bonds issued in 2019, and Public Safety Authority capital lease. Additionally, the leasing body, Scott County Public Safety Authority, crossover refunded the debt for future years in 2013. FY 21 is the sixth year of reduced debt service payments by about \$175,000 per year. The expected decrease in debt service requirements from tax levy dollars in FY 21 and future years will allow for continued strategic flexibility in the County’s tax rate. The reduced need of tax dollars, with increased tax base, will allow a lower percentage of tax levy dollars to be allocated to debt service. In Fiscal Year 2019, the County issued General Obligation Bonds for 911 radio infrastructure, radios, and refunding the 2009 issue.

The issuance was a current refunding of the 2009 bonds, which saved future cash flow of \$1.1 million between FY 20 and FY 29. Debt Service is increasing due to the new investment in radios and 911 infrastructure. Scott County was rated AA1 by Moody's Investment Services for the 2019 issue.



CAPITAL IMPROVEMENTS AND DEBT SERVICE

Two of the County's projects were recently recognized by outside agencies for their innovation in the industry. The Scott County Conservation department is leading the way in Iowa through their development an algae wheel waste treatment plant that went online in 2020. The Iowa State Association of Counties recognized the project as an innovative idea and practice. The Scott County Emergency Communications Center and County Radio and Communications project, in conjunction with Rock Island County, Illinois was recognized by GFOA as a 2020 Award for Excellence in Government Finance. The project utilized best practices in financing and project development.

Beginning in our FY13 capital improvement plan, the County focused on its un-programmed needs and capital projects in future years. We not only have planned for the future from a needs perspective, but we have translated those needs being met from a funding prospective. The County planned to increase its contributions to the capital projects and electronic equipment fund to provide for major improvements, such as the projects in the space utilization plan and technology improvements. FY 17 projects concluded both of these studies. Beginning in FY 18 and beyond the County turned to capital maintenance for buildings, technology and conservation. The capital program for FY 21 through FY 24 shows an increased commitment to Conservation Projects, while increasing investment into care and keep of current facilities, including technology.

The Capital budget was developed and approved before the impact of COVID-19 can fully be known. The County expects that many capital projects will be delayed by either vendor constraints or the county's determination to slow the project. No projects were canceled after the budget adoption, but projects began to shift naturally to a later timeframe.

The operating budget again will be supplemented with an aggressive five year Capital Improvements Program. In most years, it is the Board's intention to include, in the operating budget, transfers to the Capital Improvement Fund for capital improvement projects. The program is largely supported by property tax dollars. There has been a decrease in FY21 revenues and other sources to reflect the decrease in state grant revenue related to West Lake Park Restoration, change the use of fund balance from conservation CIP Reserve, and the use of one time monies from the general fund. In addition, the county amended the budget to transfer prior year budget savings in FY 20 to the fund to support future projects.

Beginning in fiscal year 2014, the County could include the lease payment payable to the Public Safety Authority in the Debt Service Fund. This reallocation of debt service allows a greater access to the entire county taxable valuation and reduces the overall tax rate payable by the taxpayers. Additionally in Fiscal Year 2013, the County Public Safety Authority (PSA) entered into a cross-over refunding arrangement to reduce future debt service by \$2.095 million dollars through FY 2025. This resulted in an amended lease contract between the County and the PSA. The County completed the cross over refunding in FY 15. Additionally, the County issued \$8.215 million of Solid Waste Disposal Bonds in FY 2016 to fund single stream recycling center for the

Scott County Waste Commission. These bonds are funded by the proceeds from the Waste Commission. In fiscal year 2019, the County issued General Obligation Radio and Communication Bonds which also refunded the 2009 debt. The proceeds of \$11.8 million were placed in a capital sub-fund restricted to the purchase of radio tower infrastructure and end point radios throughout the county.



The Board of Supervisors has authorized a transfer from the General Fund to the Capital Fund to support computer software and hardware purchases as a result of the adopted Scott County IT Strategic Master Plan. This plan was adopted by the Board of Supervisors Spring of 2010, and includes numerous projects that will require the purchase of new software and hardware. The final major project is document management, and the hardware was acquired in FY 17. The FY 21 budget features continued consultation for electronic content management, enterprise storage, website upgrade, and a new technology assessment.

The County is currently using only 3.56% of its allowable legal debt margin consisting of two general bond issues and the lease obligations to the Public Safety Authority. These outstanding bond issues are described further under the major governmental funds section of this document. Debt of \$29.7 million was issued by the Scott County Public Safety Authority in FY06 due to the jail renovation/expansion being approved at the fall 2004 general election. This was refunded in the form of \$17.675 million in refunding bonds in 2012 and 2013. In FY10, the County issued \$10.5 million of Emergency Equipment Bonds to finance acquisition of 911 and radio equipment, towers, computer equipment, software and hardware for the new Scott Emergency Communication Center (SECC). In FY 16, the County issued \$8.215 million in Solid Waste Disposal Bonds to finance single stream recycling center and equipment. In FY 19, the County issued the \$12.7 million General Obligation Communications and Refunding Bonds. The County has maintained at a very low percentage within the legal debt limit.

The capital improvement budget totals \$12,983,076 for fiscal year FY21, with 25% or \$3,303,500 for general projects, 17% or \$2,265,000 for Secondary Roads projects, 3% or \$329,000 for vehicle acquisition, 40% or \$5,216,906 for the bonded communication infrastructure and radios, and 14% or \$1,868,670 for Conservation parks and recreation projects. The larger, non-routine projects for FY 21 include attorney office expansion, \$225,000; Jail HVAC replacement, \$430,000; Juvenile Detention security door replacement, \$250,000 and Administration security enhancements, \$123,000. Non-routine technology projects include video storage, \$75,000; technology assessment, \$100,000; website upgrade, \$10,000; and ESRI Parcel Fabric Conversion, \$750,000.



After the FY 20 budget adoption, the county incurred emergency repairs to the EIFS (Exterior Insulation and Finish Systems) of the Administrative Center.

It was determined to move up the FY 2021 and FY 2022 window replacement to the fall of 2019 in order to consolidate the EIFS and window projects for reduced implementation costs.



The capital fund balance is able to fund moving the project up in time, without the need to issue debt. It was recently determined the project is behind schedule and would continue into FY 2021.

The general capital improvements budget of \$3,303,500 is supported by fund balances from various funds. General fund transfers are made for one time projects if and when the general fund balance exceeds the minimum balance requirement as set forth

in the County's Financial Management Policies. The capital improvement fund also is supported by gaming boat revenues. Gaming revenues have seen a decline of approximately 40% in over ten years because of the economy, but have recently began an upwards trend directly related to both riverboat gaming rooms moving to new casinos on land and sports book betting. The gaming revenues declined in FY 20 due to the COVID-19 Pandemic and the impact will be a reduction of \$140,000. This decline in a critical funding source for our capital budget requires a larger property tax transfer to fund projects.

The local Secondary Roads capital program totals \$2,265,000, which is similar to previous years. However there is an expected \$3.5 million in contributed capital for FY 22. The County Secondary Roads Department has been planning new and larger projects based upon the use of the \$0.10 gas tax increase in the spring of 2015. Major projects include the bridge replacements in Liberty, Winfield, and Cleona townships. The department is also planning on a number of hot mix asphalt paving projects including Princeton Road, and 290th Street.

The Conservation Department capital plan for FY21 totals \$1,886,670. Conservation capital projects include a lodge design and construction, the continuance of **West Lake restoration at West Lake Park**, and beach improvements (\$1,101,000), and campground construction and Pioneer Village renovation at Scott County Park (\$390,000). General Resource Enhancement and Protection (REAP) improvements of \$38,670 will occur at the nature center. The West Lake restoration is a two phase, multi-year improvement plan to improve watershed ponds, dredging, bank stabilization and fish habitat improvements. The project is funded 75% with state dollars and 25% local match dollars. The State and County amended the agreement for the state to incur projects costs first and the county to pay the state its share (25%) at time of improvements. Conservation also has designated a portion, \$339,000, for small equipment and vehicles.



The fleet manager has completed an annual review of the countywide vehicle fleet, excluding the Conservation Department. The FY 21 capital plan has designated \$339,000 for general vehicle replacements including one net increase in patrol vehicles, two spares for accident replacement, and general fleet replacements based on grading scale. After the budget was adopted it was determined a portion of the FY 21 replacements would be delayed and rebid for the following fiscal year due to manufacturer delays.

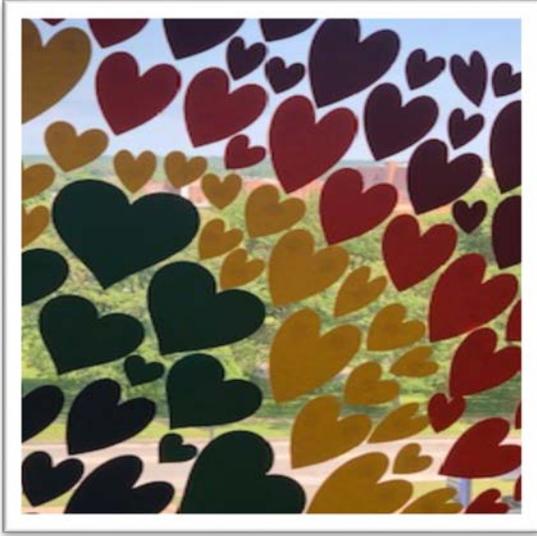
The budget document contains a capital improvements section under the tab entitled "Major Governmental Funds". This section is informative and provides a correlation between the operations budget and the five-year capital improvements program. There is also a column for unprogrammed needs to allow identification of needed capital projects in the future when funding becomes available.

SUMMARY

The preparation of the FY21 budget has been an opportunity to fund important capital projects and mental health services and continued operations while meeting the strategic plan. The Board is very pleased to have met its goals in both balancing the FY21 operating budget and stabilizing the County's reliance on property tax revenues. The diversification of revenue resources, yet reliance on stable property tax funding has helped as the county prepares to move into fiscal year 2021 with the unmeasured impacts of the COVID-19 pandemic.

The Board and County Administrator expresses its appreciation to the staff of all departments who assisted and contributed to its preparation. Special thanks goes to the Director of Budget and Administrative Services, ERP / ECM Analyst, Administrative Assistant, the Assistant County Administrator, and the County department heads and professional staff who performed budget analyst duties: Community Services Director, Health Department Director, Financial Management Supervisor (Treasurer's Office), Office Manager and Accounting and Tax Manager (Auditor's Office), County Attorney (Office Manager), Planning and Development Director, and the Operation's Manager (Recorder's Office).

These are challenging times which require the Board, elected and appointed department heads, and County staff to develop new methods and ideas in providing services to the community and to continue to improve its public facilities and infrastructure. The continued change of the state/federal/local funding partnerships has placed a greater financial burden on local governments, in addition to providing less flexibility in how we collectively deal with the County's issues and needs. The future property tax limitations approved by the State Legislature will affect economic growth opportunities and may force service reductions. Nonetheless, county officials will continue to work with State senators and representatives to forge partnerships to make Iowa a better place for all its citizens to live.



With strong leadership and a commitment to improve the quality of life in the County, the Board of Supervisors and Administration is looking forward to working with County staff and the citizens of Scott County during the upcoming year in achieving the goals, objectives, programs and services outlined in the budget.

Respectively submitted,

Tony Knobbe, Chair
Scott County Board of Supervisors

Mahesh Sharma
County Administrator

SCOTT COUNTY OFFICIALS

<u>Official Title</u>	<u>Official</u>	<u>Term Expiration Date of Elected Officials</u>
Elected Officials		
Supervisor, Chairperson	Tony Knobbe	2020
Supervisor, Vice Chair	Ken Beck	2020
Supervisor	Ken Croken	2022
Supervisor	Brinson Kinzer	2022
Supervisor	John Maxwell	2022
Attorney	Michael J. Walton	2022
Auditor	Roxanna Moritz	2020
Recorder	Rita Vargas	2022
Sheriff	Tim Lane	2020
Treasurer	Mike Fennelly	2022
Administration		
County Administrator	Mahesh Sharma	
Department Heads		
Budget and Administrative Services	David Farmer	
Community Services	Lori Elam	
Conservation	Roger Kean	
Facility and Support Services	Tammy Speidel	
Health	Edward Rivers	
Human Resources	Mary Thee	
Information Technology	Matt Hirst	
Juvenile Detention Center	Jeremy Kaiser	
Planning & Development	Tim Huey	
Secondary Roads	Angie Kersten	



Non-elected Departments within Scott County

Administration:

The Administration Department serves as the principal advisor to the Board of Supervisors and acts as a liaison between the Board and other County departments. They also represent the Board in dealings with other governmental agencies.

Budget & Administrative Services:

Part of Scott County Administration, the function is to analyze, report, assess and recommend the financial budget, reporting and services for Scott County. The department prepares the annual budget, the comprehensive and popular annual financial reports, quarterly reporting, grant monitoring, indirect costs reports, Enterprise Resource Planning and policy review.

Community Services:

This office provides a variety of services and programs including Protective Payee Service, Tax Suspension, General Assistance Programs and provides a resource for veterans and their families with Veterans Affairs Commission, Veteran Assistance and Services. Scott County is part of the Eastern Iowa MH/DS Region providing Mental Health and Developmental Disability Services.

Conservation:

Provides recreational activities for the citizens of Scott County and the general public by acquiring, developing, operating, and preserving the historical, educational, environmental, recreational and natural resources of the County.

Facility and Support Services:

FSS's role is to support those "front-line" agencies and departments that provide direct service and interaction with their ultimate customers, the citizens of Scott County. Services provided: Facilities Management, Print & Mail Services, Building Maintenance, Custodial Services, Records Management, and Vehicle Pool Services.



Health:

The Scott County Health Department promotes, protects, and preserves health through leadership, service, education and partner ships. They provide Clinical Services, Environmental Health Services, Public Safety Services & Programs, and Community Relations Information & Planning.



Human Resources:

This office is responsible for overall development and administration of the County policies and programs, recruitment, EEO, wage and salary administration, labor relations, employee development, benefits and organizational development, among other things.

Information Technology:

I.T. is a technical resource for the County and has primary functions of applications, technical infrastructure, geographic information systems and web. I.T. supports a collaborative work environment and provides dependable and efficient data and voice services for the County and various related agencies.

Juvenile Detention Center:



JDC is a 16 bed co-ed facility, but the structure provides more than short-term confinement. The philosophy is to challenge youth to take responsibility for the thinking/behavioral patterns that brought about their placement, and to explore areas of growth and change needed to assure that they will not be detained again.

Planning & Development:

P&D is responsible for the current and future land uses in all unincorporated areas of Scott County.

Secondary Roads:

This department is responsible for the construction and maintenance of all 564 roads & 120 bridges under the County's jurisdiction.

Elected Departments within Scott County

Attorney's Office:

The Scott County Attorney's Office serves in civil matters as legal counsel for the Scott County Board of Supervisors and all county officers and agencies. The County Attorney's Office also serves in criminal matters as chief prosecutor for the State of Iowa in Scott County.

Auditor's Office:

As clerk to the Board of Supervisors, the Auditor's Office prepares and maintains all official records meeting minutes, Board voting records, resolutions, contracts, and correspondence. The Auditor acts as County Commissioner of Elections and administers all federal state, and local elections that take place within the County. This office also processes authorized payments for the Board of Supervisors and prepares payroll for 570 part time and full time employees, 120 seasonal employees, and 320 poll workers during general elections.

Recorder's Office:

The Recorder's Office is responsible for recording and maintaining official records effecting title to real estate. The Recorder issues marriage licenses, registers births and deaths, issues certificates on vital records and processes passport applications. This office also issues hunting and fishing licenses and titles recreational vehicles.

Sheriff's Office:

The Scott County Sheriff's Office is comprised of four divisions focused on progressive public safety to fulfill the diverse needs of citizens through the expertise of our professional staff utilization of all available resources: Patrol Division, Civil Division, Corrections Division, and Criminal Investigation Division.

Treasurer's Office:

The State of Iowa Department of Transportation mandates the Scott County Treasurer as their agent to collect motor vehicle fees according to the Iowa Code. These fees include, but are not limited to: transfer of ownership (title transfer), registration fees, (license plate/validation fees), duplicate titles, and notation and cancellation of security interests. Additionally, the Treasurer collects property taxes on behalf of all jurisdictions in Scott County—cities, school districts, and other taxing bodies, and each jurisdiction.



Iowa Black Out Plates

Authorized Agencies

Bi-State Regional Commission

To service as a forum for intergovernmental cooperation and delivery of regional programs and to assist member local governments in planning and project development.

Center for Active Seniors, Inc./CASI

To provide services that promote independence and enrich the lives of older adults through socialization, health, wellness and supportive services.

Center for Alcohol/Drug/CADS

To provide quality substance abuse education, prevention, assessment, treatment & referral services.

Community Health Care

Quality health care for all people in need.

Durant Ambulance

Emergency medical treatment and transport.

Emergency Management

Provides county-wide preparedness, mitigation, response, recovery, detection, protection and prevention of natural or man-made disasters.

SECC

To provide superior Public Safety Dispatch services in an efficient and accurate manner.

Library

A mission to make available library materials and information in a variety of formats to people of all ages.

Medic Ambulance

Improve the health, safety, and security of our community by providing high quality emergency medical services and healthcare transportation.

Visit Quad Cities

To enhance the quality of life and economic development for residents

and visitors by marketing the Quad Cities region as an outstanding Midwest convention and tourism destination.

An Authorized Agency:
a recognized
non-profit agency receiving
County funding and
following the County's required
BFO budgeting requirements

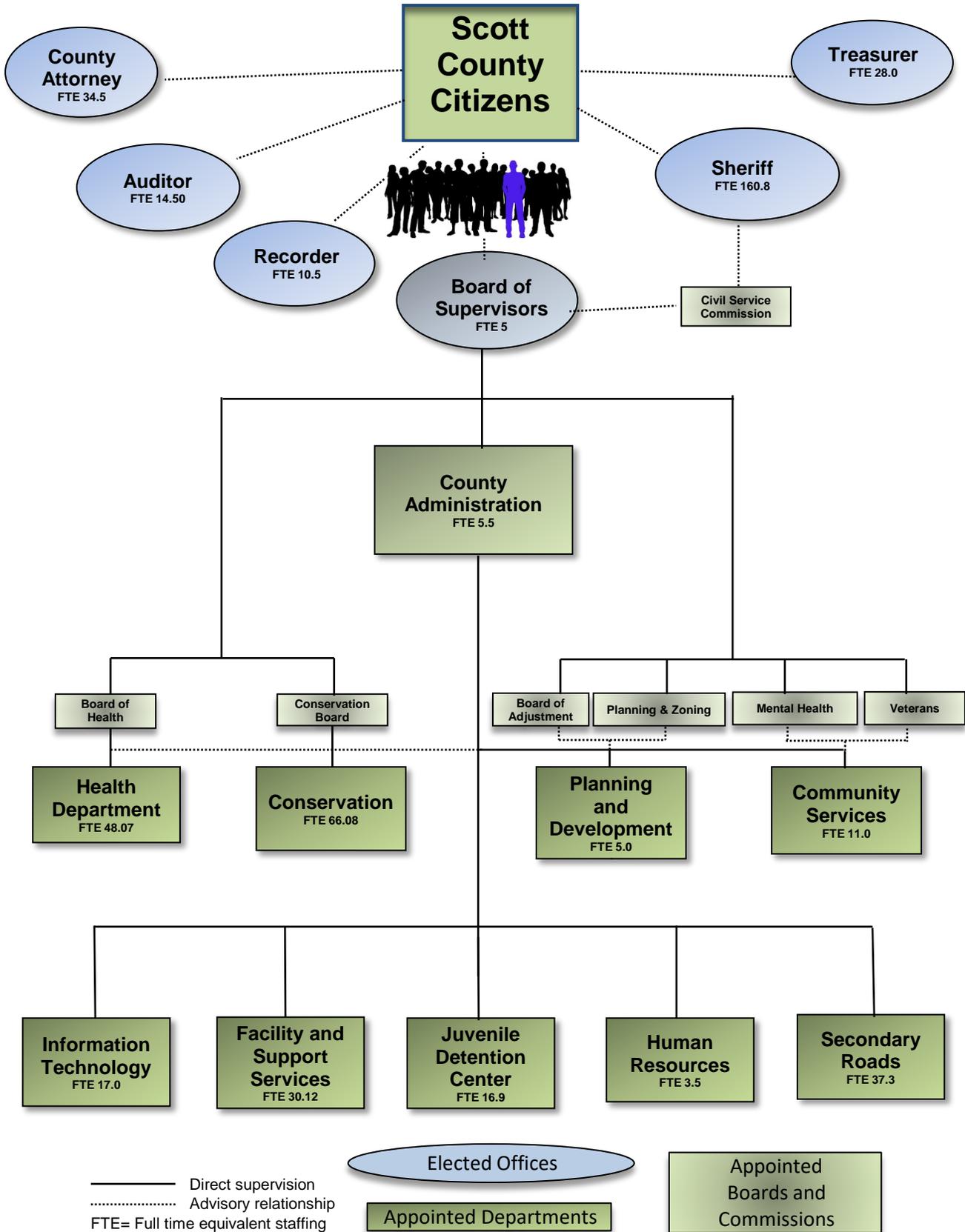
Quad Cities First

Marketing the Quad Cities region to companies looking to relocate or expand in our market.

GDRC Greater Davenport Redevelopment Corporation

Provides arms-length real estate transactions with privacy and confidentiality.

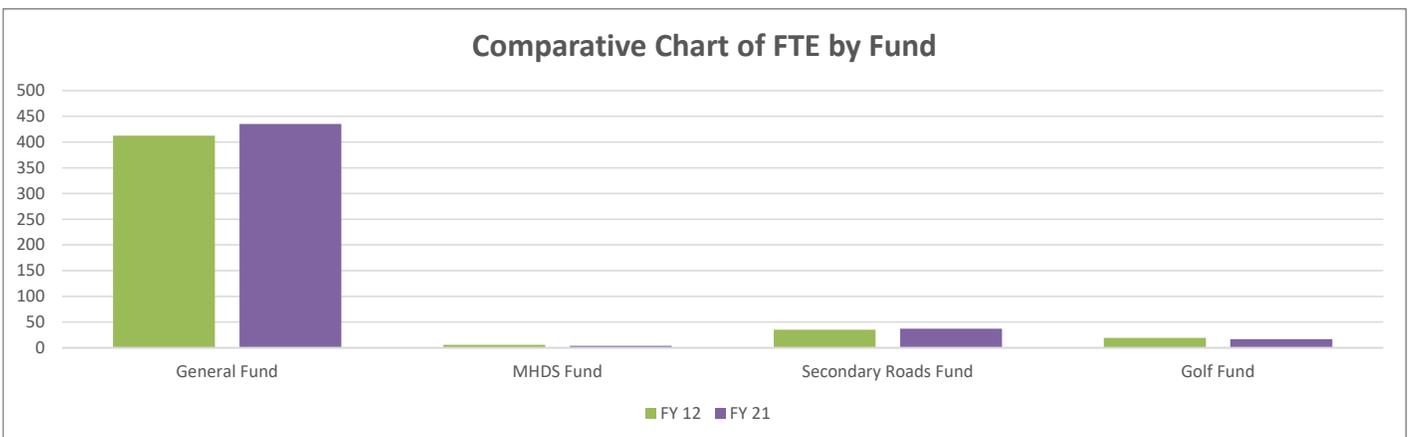
Scott County Government Organizational Chart



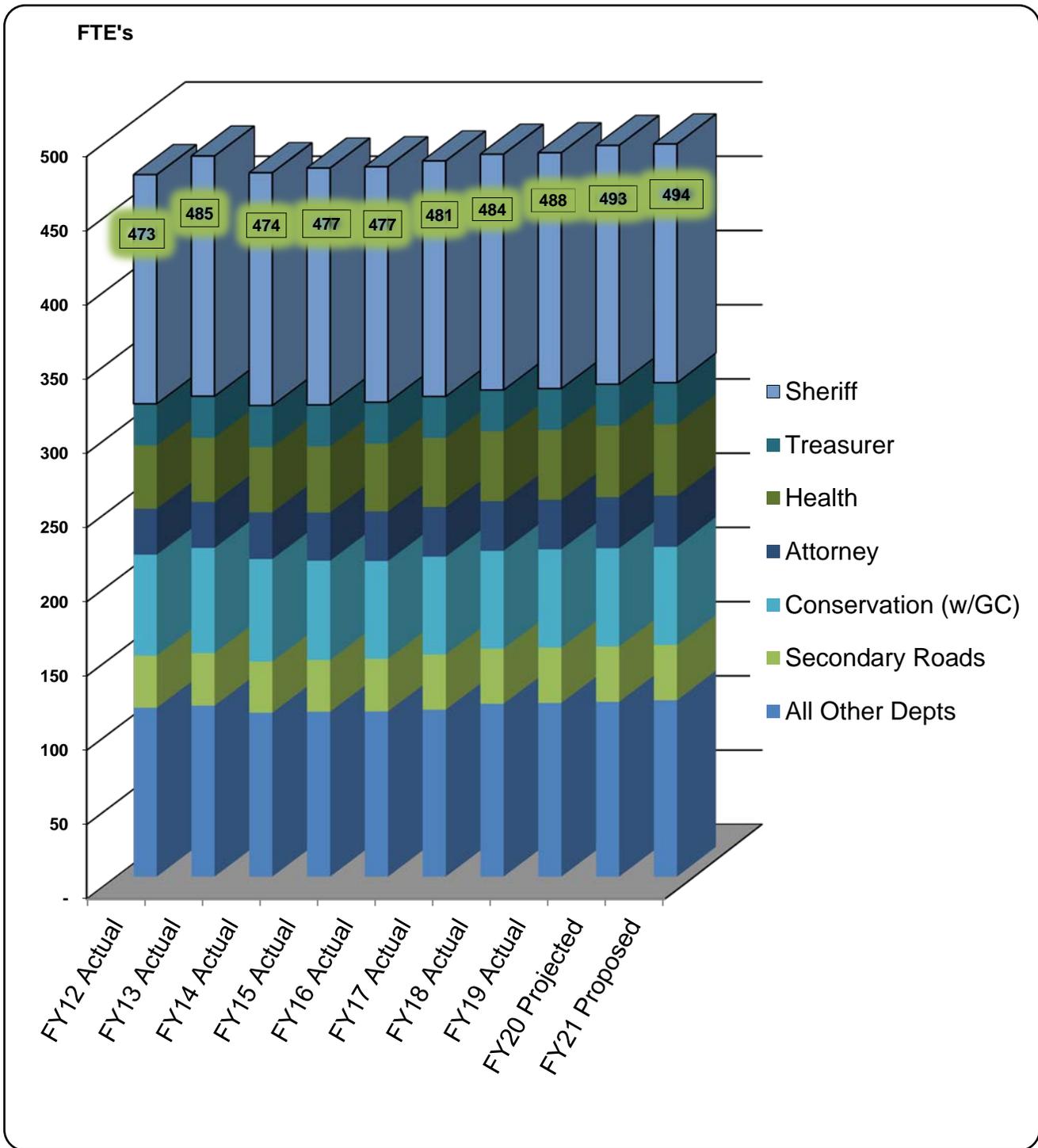
EMPLOYEE AUTHORIZATION HISTORY - 10 YEAR FTE LISTING

Department	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY 20-21 Change
Administration	3.50	3.50	3.50	3.50	4.90	5.90	5.90	5.50	5.50	5.50	-
Attorney	31.00	31.00	31.50	32.50	33.50	33.50	33.50	33.50	34.50	34.50	-
Auditor	14.40	14.05	14.05	14.05	14.05	14.05	14.05	14.05	14.50	14.50	-
Community Services	11.50	11.50	10.00	10.00	10.00	10.00	10.50	11.00	11.00	11.00	-
Conservation (net of golf course)	48.62	51.45	49.70	48.85	48.85	48.85	49.10	49.10	49.10	49.10	-
Facility and Support Services	30.55	30.55	29.60	30.50	28.50	28.70	29.87	29.87	30.12	30.12	-
Health	42.65	43.25	43.97	44.52	45.52	46.52	46.92	46.92	48.07	48.07	-
Human Resources	4.50	4.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	-
Information Technology	14.40	15.40	15.40	15.40	15.40	15.00	16.00	16.00	16.00	17.00	1.00
Juvenile Detention Services	14.20	15.00	14.20	14.20	15.00	15.40	16.40	16.90	16.90	16.90	-
Planning & Development	4.08	4.08	4.08	3.83	4.33	4.33	4.58	4.58	5.00	5.00	-
Recorder	11.50	11.50	11.00	11.00	10.50	10.50	10.50	10.50	10.50	10.50	-
Secondary Roads	35.15	35.40	34.40	34.85	35.45	36.15	36.90	37.30	37.30	37.30	-
Sheriff	154.35	161.75	156.80	159.50	157.80	158.60	158.80	158.80	160.80	160.80	-
Supervisors	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	-
Treasurer	<u>28.00</u>	-									
SUBTOTAL	453.40	465.93	454.70	459.20	460.30	464.00	469.52	470.52	475.79	476.79	1.00
Golf Course Enterprise	<u>19.35</u>	<u>19.35</u>	<u>19.35</u>	<u>17.98</u>	<u>17.98</u>	<u>16.98</u>	<u>16.98</u>	<u>16.98</u>	<u>16.98</u>	<u>16.98</u>	-
TOTAL	<u>472.75</u>	<u>485.28</u>	<u>474.05</u>	<u>477.18</u>	<u>478.28</u>	<u>480.98</u>	<u>486.50</u>	<u>487.50</u>	<u>492.77</u>	<u>493.77</u>	<u>1.00</u>

Note: Due to COVID -19 the County delayed action on FY 21 Position changes during the budget adoption. FY21 reflect action after the budget adoption.

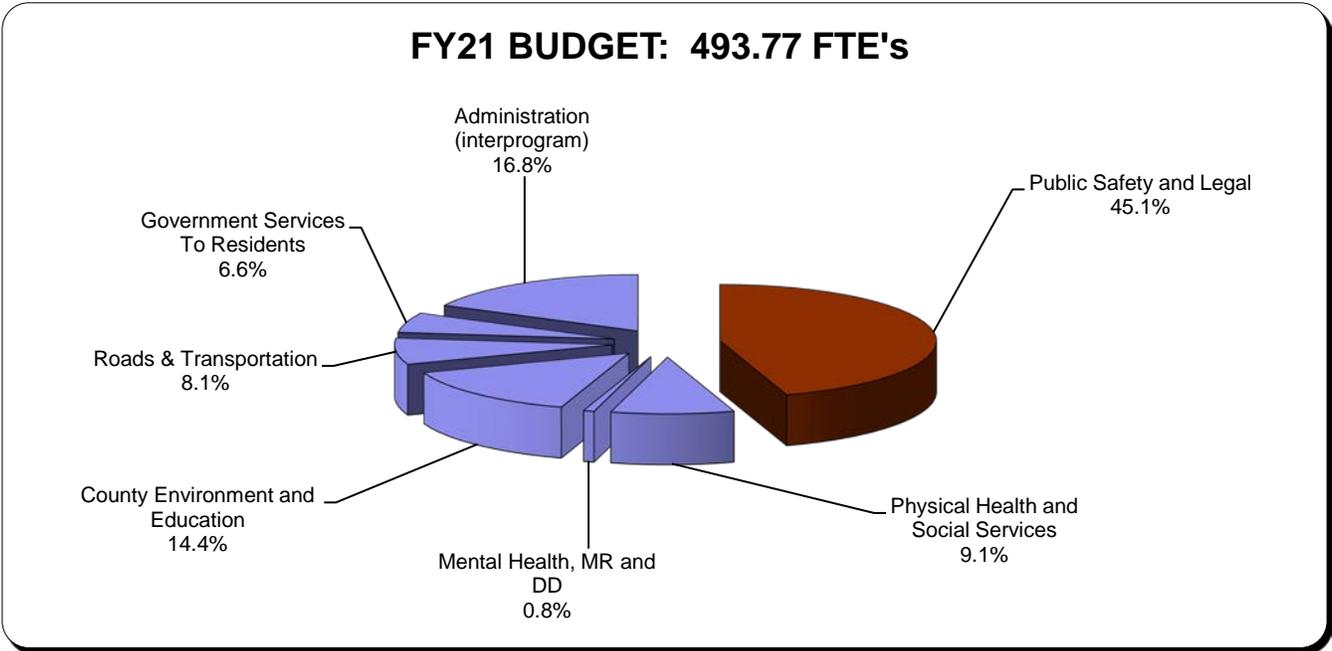


FTE (Full Time Equivalents) STAFFING TRENDS TEN YEAR COMPARISON

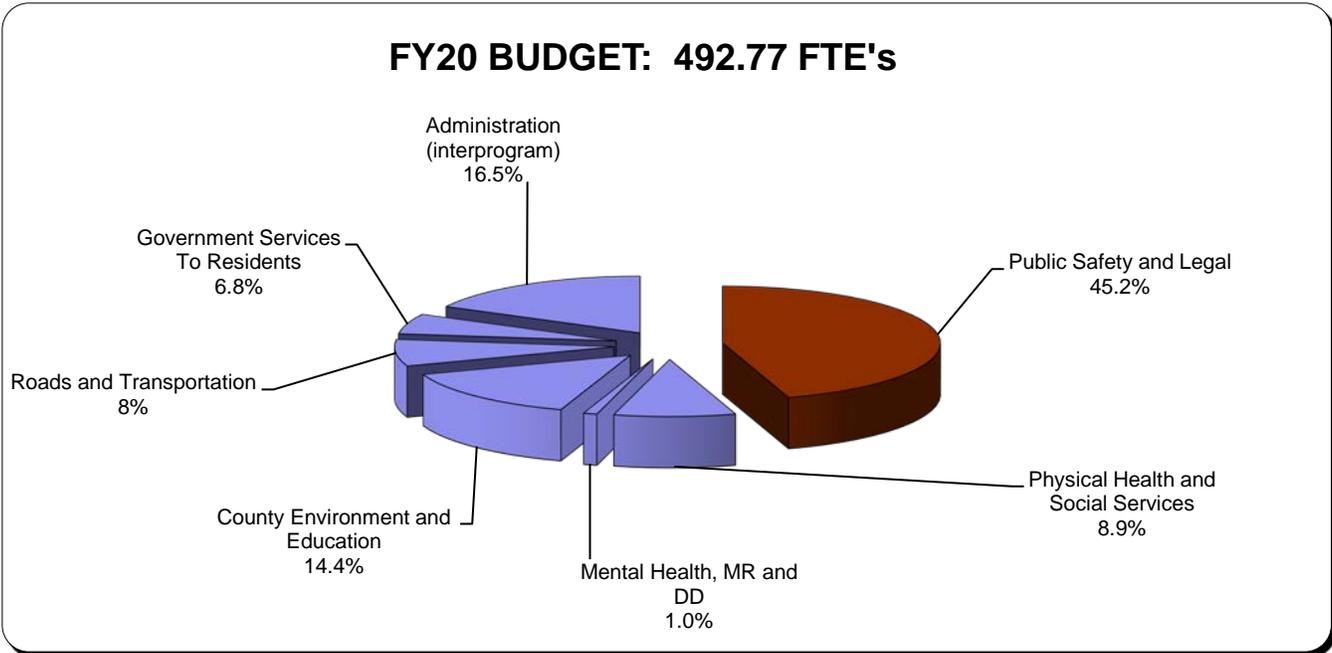


Total FTE's have increased 20 positions or 4.3% over the past 10 years. 5.4 positions have been added to the Health Department, primarily grant funded positions or for the Jail Inmate Health program. 3.5 positions have been added to the Attorney's office to support criminal and risk management. Sheriff department has increased 6.5 positions for Jail & Patrol Safety.

FTE (Full Time Equivalents) Staffing FY20 vs FY21 - By Service Area

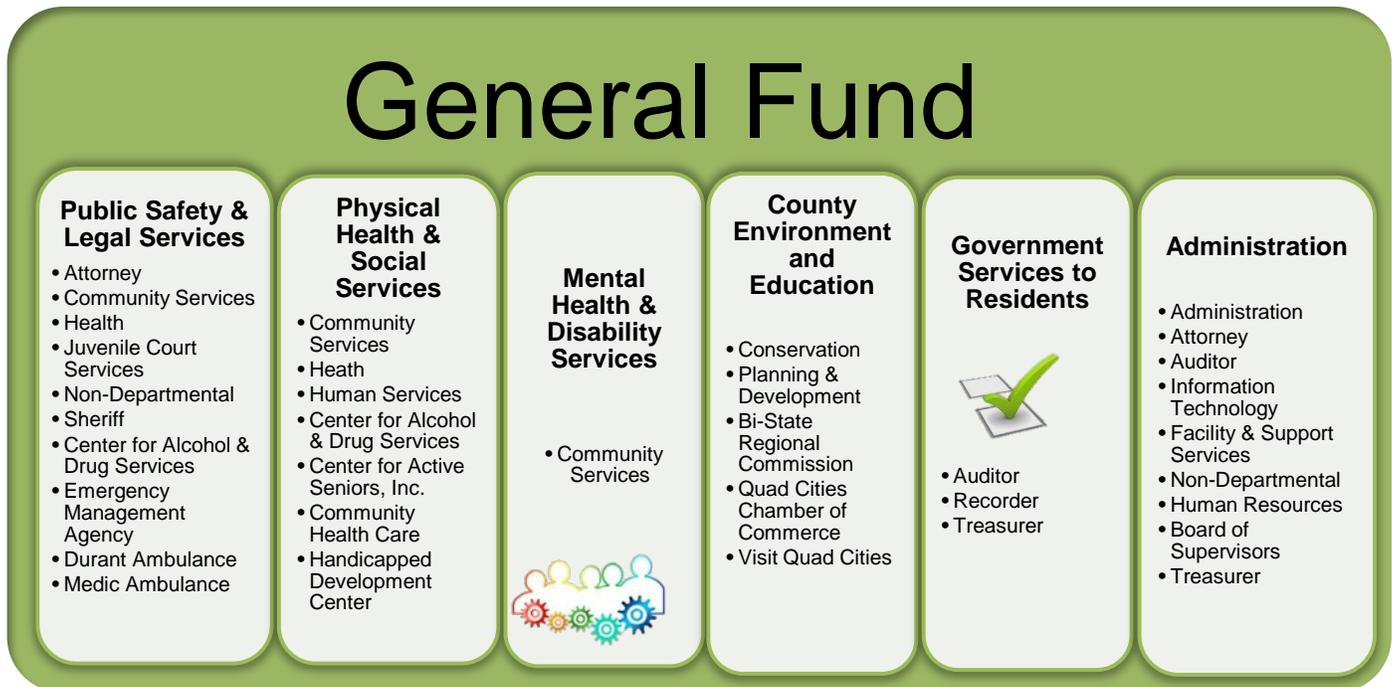


Almost half of the County's workforce is a part of the Public Safety & Legal Services area (Attorney, Jail Health, Sheriff, Juvenile Detention).



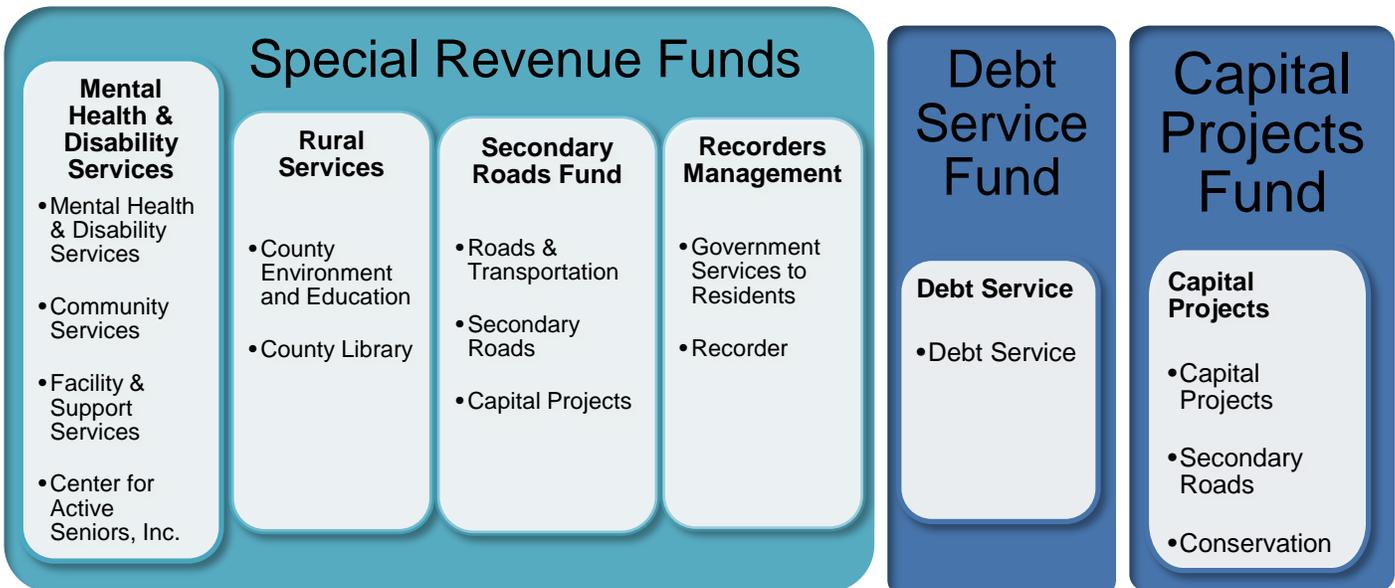
GOVERNMENTAL FUNDS, STATE SERVICE AREAS AND RELATED DEPARTMENTS

General Fund



Major Revenue Sources of the **General Fund** are Property Taxes (69%), Other County Taxes (10%), Intergovernmental (8%) and Charges for Services (9%).

Special Revenue Funds



Major Revenues of **MHDS** are Property Taxes (86%) and Intergovernmental (5%).

Major Revenues of **Rural Services Fund** are Property Taxes (93%)

Major Revenues of **Secondary Roads Fund** are Intergovernmental Road Use Tax (49%) and required transfers from the Rural Services and General Funds (44%)

Major Revenue Sources of the **Recorders Management Fund** are Charges for Services (99%)

Major Revenues of the **Debt Service Fund** are Property Taxes (63%) and Intergovernmental revenues and credits (34%)

Major Revenues of the **Capital Projects Fund** are transfers from the General Fund (51%) and Gaming Taxes (12%)

The above charts describe the relationship of the governmental fund types, individual funds, state service areas and servicing departments or authorized agencies. Major revenues are subsequently described below.

SCOTT COUNTY FUND STATEMENT

ALL FUNDS

<u>Fund</u>	<u>Estimated Balance 06/30/20</u>	<u>Revenues*</u>	<u>Expenditures*</u>	<u>Estimated Balance 06/30/21</u>
Major Governmental Funds				
General Fund	\$ 12,951,609	\$ 74,960,075	\$ 75,090,075	\$ 12,821,609
Mental Health & Disability Services	360,391	5,628,347	5,628,347	360,391
Secondary Roads	2,787,021	8,575,177	10,012,100	1,350,098
Debt Service	7,277,608	4,598,321	4,867,249	7,008,680
Capital Improvements				
General	3,018,329	4,264,500	5,172,170	2,110,659
Bond Issuance	5,141,906	75,000	5,216,906	-
Vehicle	299,609	257,000	329,000	227,609
Conservation Equip Reserve	671,283	125,000	101,200	695,083
Conservation CIP Reserve	<u>739,226</u>	<u>44,000</u>	<u>428,300</u>	<u>354,926</u>
Total Capital Improvements	9,870,353	4,765,500	11,247,576	3,388,277
Total Major Governmental Funds	33,246,982	98,527,420	106,845,347	24,929,055
Nonmajor Governmental Funds				
Rural Services	147,982	3,328,969	3,350,213	126,738
Recorder's Record Mgt	<u>72,243</u>	<u>32,200</u>	<u>45,000</u>	<u>59,443</u>
Total Nonmajor Governmental Funds	220,225	3,361,169	3,395,213	186,181
Business-Type Activities Fund				
Golf Course Enterprise	<u>2,381,544</u>	<u>1,079,200</u>	<u>1,293,884</u>	<u>2,166,860</u>
Total*	<u>\$ 35,848,751</u>	<u>\$ 102,967,789</u>	<u>\$ 111,534,444</u>	<u>\$ 27,282,096</u>

*Includes interfund transfers and non-budgeted fund activity. All funds are budgeted funds with the exception of the Golf Course Enterprise Fund as further discussed under the blue tabbed Supplemental Information section (basis of accounting) of this budget document.

SCOTT COUNTY REVENUE ESTIMATES*

ALL FUNDS

<u>Fund</u>	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
Major Governmental Funds					
General Fund	\$ 70,584,918	\$ 72,589,564	\$ 73,607,253	\$ 74,960,075	3.3%
Mental Health & Disability Services	4,623,215	5,791,326	5,822,846	5,628,347	-2.8%
Secondary Roads	8,241,313	8,024,966	8,060,738	8,575,177	6.9%
Debt Service	3,655,353	3,660,342	6,244,220	4,598,321	25.6%
Capital Improvements					
General	6,362,419	5,366,330	6,124,998	4,264,500	-20.5%
Bond Issuance	-	-	11,975,000	75,000	N/A
Vehicle	371,119	272,000	272,000	257,000	-5.5%
Conservation Equip Reserve	214,509	102,000	124,000	125,000	22.5%
Conservation CIP Reserve	<u>162,273</u>	<u>44,000</u>	<u>54,000</u>	<u>44,000</u>	0.0%
Total Capital Improvements	7,110,320	5,784,330	18,549,998	4,765,500	-17.6%
Total Major Governmental Funds	94,215,119	95,850,528	112,285,055	98,527,420	2.8%
Nonmajor Governmental Funds					
Rural Services	3,200,181	3,298,706	3,301,609	3,328,969	0.9%
Recorder's Record Mgt	<u>32,481</u>	<u>32,200</u>	<u>32,200</u>	<u>32,200</u>	0.0%
Total Nonmajor Governmental Funds	3,232,662	3,330,906	3,333,809	3,361,169	0.9%
Business-Type Activities Fund					
Golf Course Enterprise	<u>954,812</u>	<u>1,081,200</u>	<u>1,081,200</u>	<u>1,079,200</u>	-0.2%
Total*	<u>\$ 98,402,593</u>	<u>\$ 100,262,634</u>	<u>\$ 116,700,064</u>	<u>\$ 102,967,789</u>	2.7%

*Includes interfund transfers and non-budgeted fund activity

Note: The General Fund revenue has increased to fund compensation and positional requests through increase property taxes.

Note: Debt service reflect the increase in property tax revenue for the 2019 General Obligation Communications and Refunding Bonds.

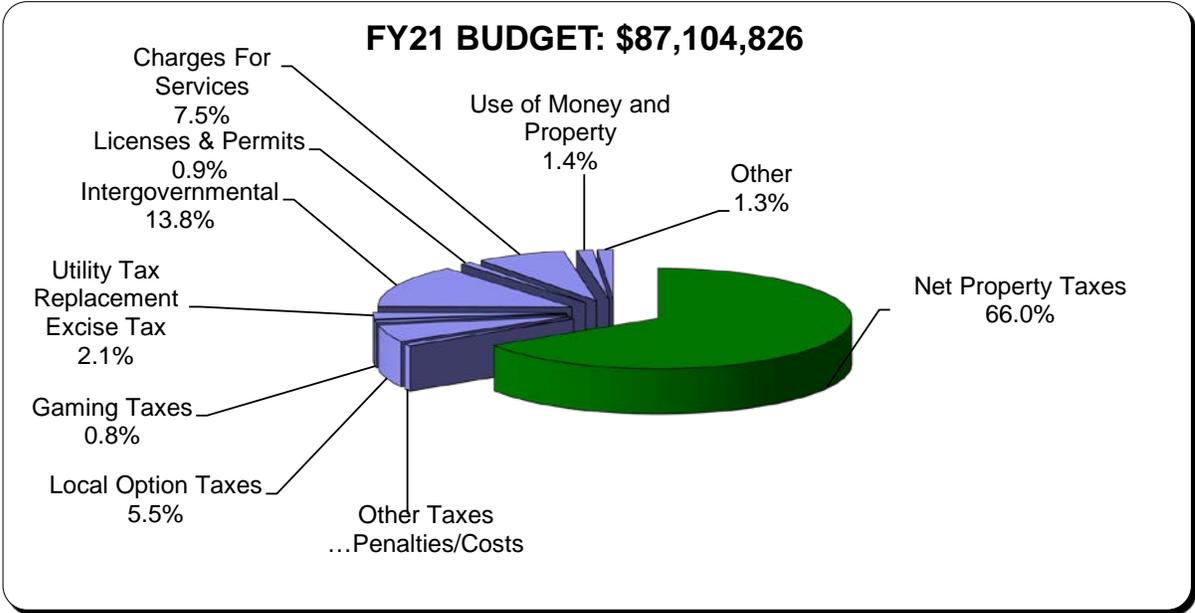
Note: Capital Improvements (General) decrease reflects the state grant for West Lake Restoration.

ALL COUNTY FUNDS - REVENUES RECONCILIATION INFORMATION

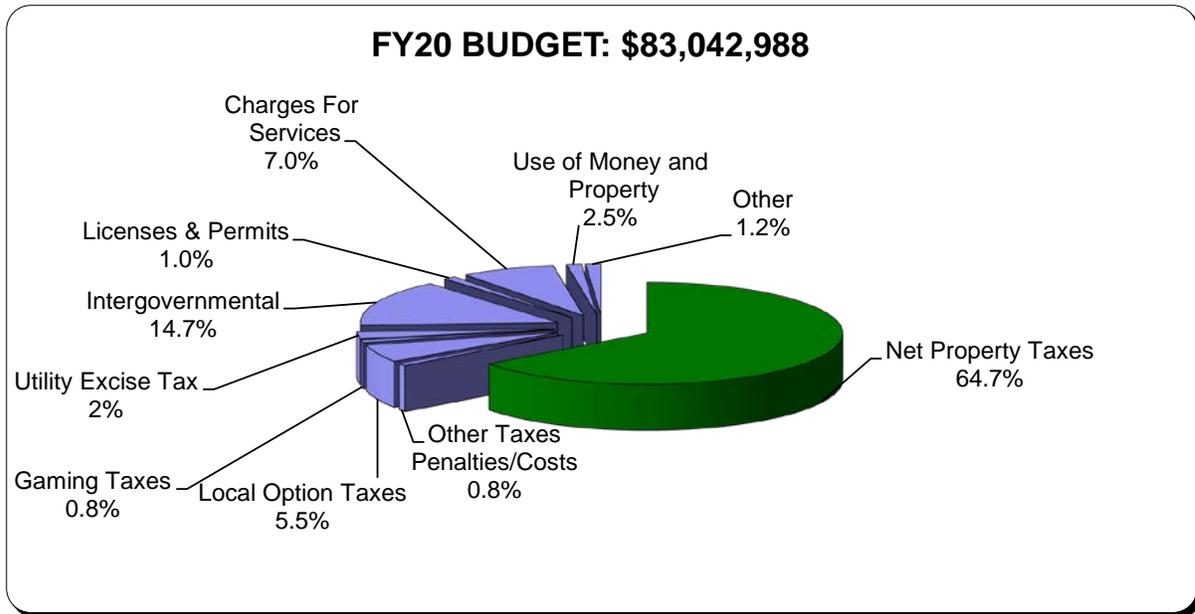
	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Revised</u> <u>Estimate</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
Revenues per summary statement	\$ 98,402,593	\$ 100,262,634	\$ 116,700,064	\$ 102,967,789	2.7%
Less transfers in:					
GENERAL BASIC					
Recorder's Record Mgt	20,000	20,000	20,000	20,000	0.0%
GENERAL SUPPLEMENTAL					
General Basic	8,153,524	7,861,667	7,861,667	7,069,263	-10.1%
SECONDARY ROADS					
General Basic	906,000	941,000	941,000	970,000	3.1%
Rural Services Basic	2,618,000	2,709,000	2,709,000	2,755,000	1.7%
CAPITAL IMPROVEMENT					
General Basic	4,323,324	2,752,830	3,536,810	2,970,000	7.9%
Recorder's Record Mgt	25,000	-	25,000	25,000	N/A
Conservation Equipment	196,465	103,200	154,262	101,200	-1.9%
Conservation CIP Reserve	779,922	1,315,750	1,068,324	428,300	-67.4%
VEHICLE REPLACEMENT					
General Basic	325,000	225,000	225,000	225,000	0.0%
CONSERVATION CAPITAL IMPROVEMENT					
General Basic	<u>90,400</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Transfers In	17,437,635	15,928,447	16,541,063	14,563,763	-8.6%
Less: Proceeds of fixed assets	277,084	210,000	234,000	220,000	4.8%
Less: Proceeds of Debt Issuance	-	-	14,562,592	-	N/A
Less Non-Budgeted Funds					
GOLF COURSE ENTERPRISE REVENUES	<u>954,812</u>	<u>1,081,200</u>	<u>1,081,200</u>	<u>1,079,200</u>	-0.2%
Total Non-Budgeted Funds	<u>954,812</u>	<u>1,081,200</u>	<u>1,081,200</u>	<u>1,079,200</u>	-0.2%
Net Budgeted Revenues	<u>\$ 79,733,062</u>	<u>\$ 83,042,987</u>	<u>\$ 84,281,209</u>	<u>\$ 87,104,826</u>	4.9%

COUNTY REVENUES BY SOURCE

Budgeted Funds



Net property taxes represent over half of all revenues collected by the County.



REVENUE SOURCES

(excluding transfers, sale of capital assets and non-budgeted funds)

<u>Revenues</u>	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
Taxes Levied on Property	\$ 52,054,452	\$ 56,084,819	\$ 56,084,819	\$ 59,873,149	6.8%
Less: Uncollected Delinq Taxes-Levy Yr	50,731	12,619	12,619	20,700	64.0%
Less: Credits To Taxpayers	<u>2,386,829</u>	<u>2,321,650</u>	<u>2,321,650</u>	<u>2,386,928</u>	2.8%
Net Current Property Taxes	49,616,892	53,750,550	53,750,550	57,465,521	6.9%
Add: Delinquent Property Tax Revenue	<u>50,731</u>	<u>12,619</u>	<u>12,619</u>	<u>20,700</u>	64.0%
Total Net Property Taxes	49,667,623	53,763,169	53,763,169	57,486,221	6.9%
Penalties, Interest & Costs On Taxes	690,085	590,000	590,000	590,000	0.0%
Other County Taxes	<u>69,001</u>	<u>67,389</u>	<u>89,572</u>	<u>69,001</u>	2.4%
Total Other Taxes, Penalties & Costs	759,086	657,389	679,572	659,001	0.2%
Local Option Taxes	4,455,941	4,600,000	4,800,000	4,800,000	4.3%
Gaming Taxes	683,200	685,000	680,000	680,000	-0.7%
Utility Tax Replacement Excise Tax	1,796,259	1,842,895	1,842,895	1,854,323	0.6%
Intergovernmental:					
State Shared Revenues	4,336,309	4,032,966	4,163,894	4,192,812	4.0%
State Grants & Reimbursements	3,273,867	3,440,236	3,670,624	3,177,421	-7.6%
State / Federal Pass Through Rev	642,155	513,370	550,290	503,165	-2.0%
State Credits Against Levied Taxes	2,386,829	2,321,650	2,320,650	2,386,928	2.8%
Other State Credits	1,538,689	1,148,372	1,538,968	1,148,110	0.0%
Federal Grants & Entitlements	14,933	20,500	15,000	15,000	-26.8%
Contr & Reimb From Other Govts	623,846	701,929	856,847	546,747	-22.1%
Payments in Lieu of Taxes	<u>7,923</u>	<u>8,000</u>	<u>7,900</u>	<u>7,900</u>	-1.3%
Subtotal Intergovernmental	12,824,551	12,187,023	13,124,173	11,978,083	-1.7%
Licenses & Permits	756,807	832,645	792,295	796,295	-4.4%
Charges For Services	6,043,099	6,413,272	6,088,345	6,495,547	1.3%
Use of Money & Property	1,476,671	1,029,099	1,345,016	1,183,299	15.0%
Miscellaneous	<u>1,269,828</u>	<u>1,032,496</u>	<u>1,165,744</u>	<u>1,172,057</u>	13.5%
Total Revenues	<u>\$ 79,733,065</u>	<u>\$ 83,042,988</u>	<u>\$ 84,281,209</u>	<u>\$ 87,104,826</u>	4.9%
Other Financing Sources	<u>\$ 277,084</u>	<u>\$ 210,000</u>	<u>\$ 14,796,592</u>	<u>\$ 220,000</u>	4.8%
Total Revenues	<u>\$ 80,010,149</u>	<u>\$ 83,252,988</u>	<u>\$ 99,077,801</u>	<u>\$ 87,324,826</u>	4.9%

Note: Total Net Property taxes are to increase to fund SECC 911 radio communication bonds.

TEN YEAR REVENUE SOURCES SUMMARY

Budgeted Funds

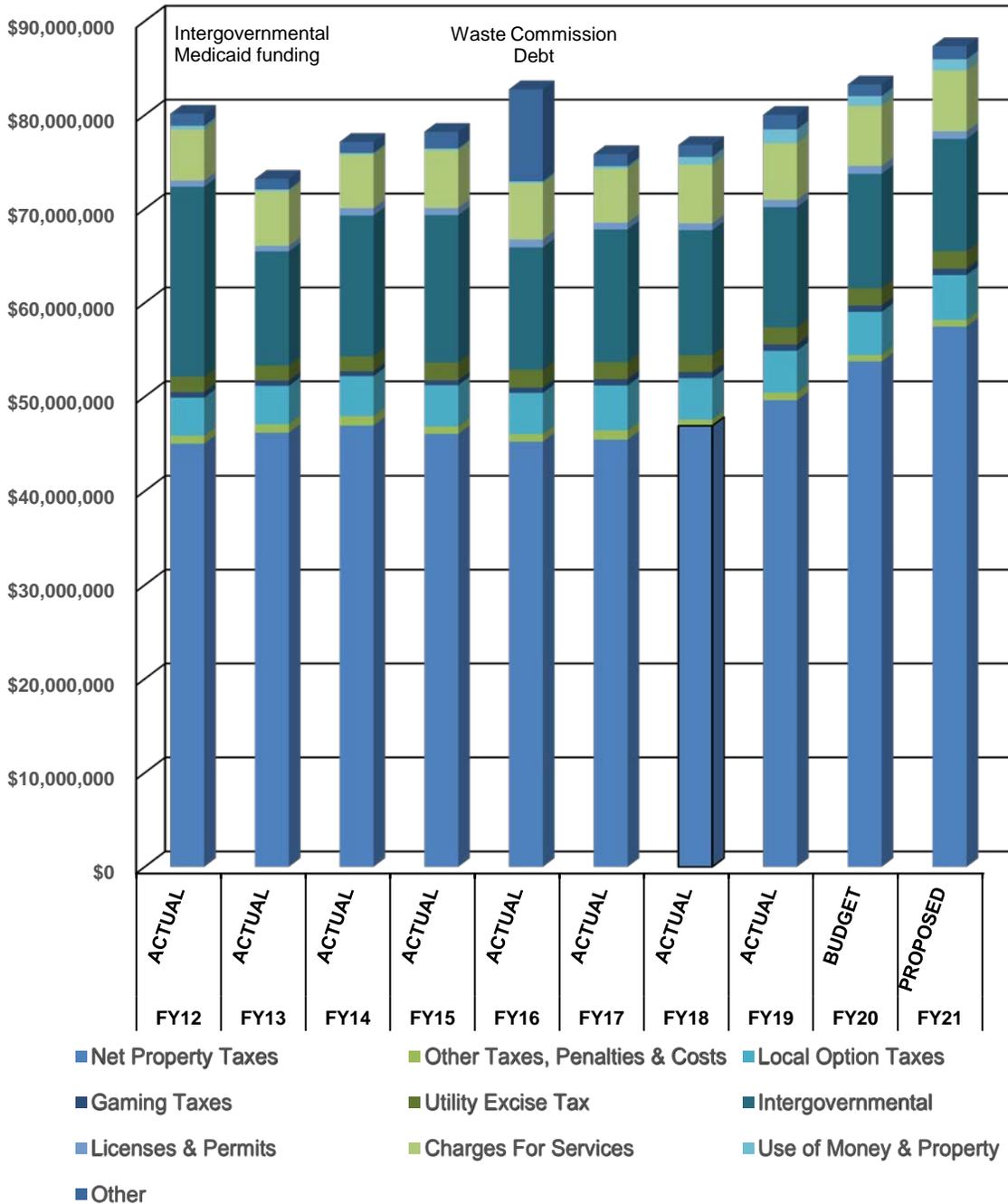
	<u>FY12 ACTUAL</u>	<u>FY 13 ACTUAL</u>	<u>FY 14 ACTUAL</u>	<u>FY 15 ACTUAL</u>	<u>FY 16 ACTUAL</u>
REVENUES					
Taxes Levied on Property	\$ 45,954,824	\$ 47,340,634	\$ 48,348,396	\$ 47,749,333	\$ 47,361,125
Less: Uncollected Delinquent Taxes	38,493	18,652	19,214	27,703	34,165
Less: Credits To Taxpayers	<u>976,464</u>	<u>1,181,783</u>	<u>1,427,445</u>	<u>1,725,323</u>	<u>2,150,371</u>
Net Current Property Taxes	44,939,867	46,140,199	46,901,737	45,996,307	45,176,589
Add: Delinquent Property Tax Rev	<u>38,493</u>	<u>18,652</u>	<u>19,214</u>	<u>27,703</u>	<u>34,165</u>
Total Net Property Taxes	44,978,360	46,158,851	46,920,951	46,024,010	45,210,754
Penalties, Interest & Costs on Taxes	789,143	816,474	930,986	715,763	725,336
Other County Taxes	<u>68,373</u>	<u>70,286</u>	<u>66,301</u>	<u>71,502</u>	<u>68,618</u>
Total Other Taxes, Penalties & Costs	857,516	886,760	997,287	787,265	793,954
Local Option Taxes	4,052,754	4,098,552	4,268,291	4,403,167	4,390,604
Gaming Taxes	596,840	579,504	527,014	528,381	569,059
Utility Tax Replacement Excise Tax	1,625,295	1,598,817	1,558,330	1,891,294	1,887,779
Intergovernmental :					
State Shared Revenues	3,146,564	3,156,344	3,200,405	3,438,603	4,085,495
State Grants & Reimbursements	9,913,111	6,293,589	4,338,463	3,808,093	3,037,277
State Credits Against Levied Taxes	1,008,826	1,181,783	1,427,445	1,725,323	2,150,371
State/Federal Pass-Through Grants	1,348,695	822,214	620,479	527,873	1,186,366
Other State Credits	3,889,690	23,844	4,615,650	5,563,033	1,780,811
Federal Grants & Entitlements	172,734	184,986	153,228	147,697	4,532
Contr & Reimb From Other Govts	762,885	486,761	656,078	484,867	800,532
Payments in Lieu of Taxes	<u>6,682</u>	<u>6,521</u>	<u>7,306</u>	<u>7,058</u>	<u>7,980</u>
Subtotal Intergovernmental	20,249,187	12,156,042	15,019,054	15,702,547	13,053,364
Licenses & Permits	653,400	581,967	781,072	752,254	833,144
Charges For Services	5,463,130	5,837,340	5,710,597	6,164,147	5,994,703
Use of Money & Property	375,150	175,568	175,564	179,457	204,636
Other:					
Miscellaneous	932,323	1,011,329	1,070,437	1,676,695	1,198,310
General Long Term Debt Proceeds	-	-	-	-	8,314,457
Proceeds of Fixed Asset Sales	<u>343,601</u>	<u>113,813</u>	<u>104,183</u>	<u>96,048</u>	<u>282,565</u>
Total Other	1,275,924	1,125,142	1,174,620	1,772,743	9,795,332
Total Revenues & Other Sources	<u>\$ 80,127,556</u>	<u>\$ 73,198,543</u>	<u>\$ 77,132,780</u>	<u>\$ 78,205,265</u>	<u>\$ 82,733,329</u>

TEN YEAR REVENUE SOURCES SUMMARY

Budgeted Funds (continued)

	<u>FY 17 ACTUAL</u>	<u>FY 18 ACTUAL</u>	<u>FY 19 ACTUAL</u>	<u>FY20 BUDGET</u>	<u>FY21 PROPOSED</u>
REVENUES					
Taxes Levied on Property	\$ 47,703,825	\$ 49,231,124	\$ 52,054,452	\$ 56,084,819	\$ 59,873,149
Less: Uncollected Delinquent Taxes	15,642	12,619	50,731	12,619	20,700
Less: Credits To Taxpayers	<u>2,289,759</u>	<u>2,321,649</u>	<u>2,386,829</u>	<u>2,321,650</u>	<u>2,386,928</u>
Net Current Property Taxes	45,398,424	46,896,856	49,616,892	53,750,550	57,465,521
Add: Delinquent Property Tax Rev	<u>15,642</u>	<u>12,619</u>	<u>50,731</u>	<u>12,619</u>	<u>20,700</u>
Total Net Property Taxes	45,414,066	46,909,475	49,667,623	53,763,169	57,486,221
Penalties, Interest & Costs on Taxes	611,959	577,759	690,085	590,000	590,000
Other County Taxes	<u>67,762</u>	<u>67,390</u>	<u>69,001</u>	<u>67,389</u>	<u>69,001</u>
Total Other Taxes, Penalties & Costs	679,721	645,149	759,086	657,389	659,001
Local Option Taxes	4,786,393	4,404,685	4,455,941	4,600,000	4,800,000
Gaming Taxes	693,456	678,633	683,200	685,000	680,000
Utility Tax Replacement Excise Tax	<u>1,793,616</u>	<u>1,764,931</u>	<u>1,796,259</u>	<u>1,842,895</u>	<u>1,854,323</u>
Intergovernmental :					
State Shared Revenues	4,267,366	4,110,946	4,336,309	4,032,966	4,192,812
State Grants & Reimbursements	3,165,602	3,256,912	3,273,867	3,440,236	3,177,421
State Credits Against Levied Taxes	2,299,759	2,321,650	2,386,829	2,321,650	2,386,928
State/Federal Pass-Through Grants	<u>1,170,841</u>	<u>1,018,178</u>	<u>642,155</u>	<u>513,370</u>	<u>503,165</u>
Other State Credits	1,636,379	1,519,163	1,538,689	1,148,372	1,148,110
Federal Grants & Entitlements	28,446	21,187	14,933	20,500	15,000
Contr & Reimb From Other Govts	1,564,274	1,077,827	623,846	701,929	546,747
Payments in Lieu of Taxes	<u>7,273</u>	<u>7,784</u>	<u>7,923</u>	<u>8,000</u>	<u>7,900</u>
Subtotal Intergovernmental	14,139,940	13,333,647	12,824,551	12,187,023	11,978,083
Licenses & Permits	729,106	720,306	756,807	832,645	796,295
Charges For Services	5,770,914	6,255,443	6,043,099	6,413,272	6,495,547
Use of Money & Property	<u>247,886</u>	<u>825,224</u>	<u>1,476,671</u>	<u>1,029,099</u>	<u>1,183,299</u>
Other:					
Miscellaneous	1,191,821	1,178,133	1,269,828	1,032,496	1,172,057
General Long Term Debt Proceeds	-	-	-	-	-
Proceeds of Fixed Asset Sales	<u>85,370</u>	<u>94,150</u>	<u>277,084</u>	<u>210,000</u>	<u>220,000</u>
Total Other	1,277,191	1,272,283	1,546,912	1,242,496	1,392,057
Total Revenues & Other Sources	<u>\$ 75,532,289</u>	<u>\$ 76,809,776</u>	<u>\$ 80,010,149</u>	<u>\$ 83,252,988</u>	<u>\$ 87,324,826</u>

TEN YEAR REVENUE SUMMARY COMPARISON



Net property taxes as a percentage of total County revenues for FY21 will be 66%. That percentage is higher than ten years ago in FY12 when it was 56%. The reasons for the increase include historically low interest rates during this period and increasing wages, benefits and staffing compared to reimbursable revenues. Additionally the County continues to receive less support from the State and Federal governments. The increase in actual expenditures is offset by the increase in property tax reliance.

SCOTT COUNTY EXPENDITURE ESTIMATES*

ALL FUNDS

<u>Fund</u>	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
Major Governmental Funds					
General Fund	\$ 71,035,320	\$ 72,809,564	\$ 74,239,729	\$ 75,090,075	3.1%
Mental Health & Disability Services	4,850,854	5,396,295	5,895,580	5,628,347	4.3%
Secondary Roads	7,825,155	11,698,600	12,336,100	10,012,100	-14.4%
Debt Service	3,382,890	3,402,239	10,295,207	4,867,249	43.1%
Capital Improvements					
General	5,767,181	6,947,170	9,344,530	5,172,170	-25.5%
Bond Issuance	-	-	6,833,094	5,216,906	N/A
Vehicle	236,284	510,000	525,000	329,000	-35.5%
Conservation Equip Reserve	196,465	103,200	154,262	101,200	-1.9%
Conservation CIP Reserve	779,922	1,315,750	1,068,324	428,300	-67.4%
Total Capital Improvements	6,979,852	8,876,120	17,925,210	11,247,576	26.7%
Total Major Governmental Funds	94,074,071	102,182,818	120,691,826	106,845,347	4.6%
Nonmajor Governmental Funds					
Rural Services	3,198,036	3,296,575	3,296,575	3,350,213	1.6%
Recorder's Record Mgt	45,000	20,000	45,000	45,000	125.0%
Total Nonmajor Governmental Funds	3,243,036	3,316,575	3,341,575	3,395,213	2.4%
Business-Type Activities Fund					
Golf Course Enterprise	1,037,251	1,290,913	1,288,552	1,293,884	0.2%
Total*	<u>\$ 98,354,358</u>	<u>\$ 106,790,306</u>	<u>\$ 125,321,953</u>	<u>\$ 111,534,444</u>	4.4%

*Includes interfund transfers and non-budgeted fund activity

Note: General Fund FY21 budget reflects the required transfers to itself for use of the basic tax levy for benefit services and general salary and wage increases, and positional staffing requests.

Note: Secondary Roads FY21 budgeted expenditure activity represents the continuation of projects due to incorporation of gasoline tax increase.

Note: Recorder's Management Fund is increasing due to the transfer of fund for electronic content management within the Capital Fund.

Note: General Capital Improvements represents the change in long term capital projects, including the SECC Communications System.

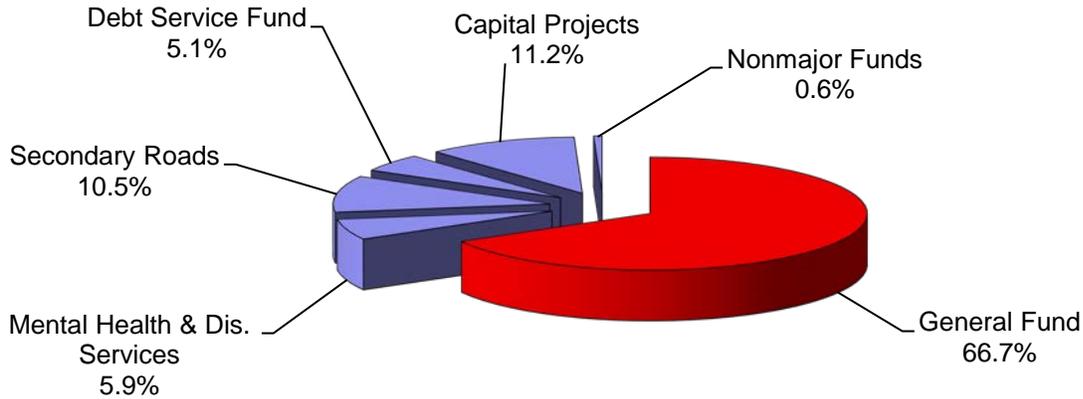
ALL COUNTY FUNDS - EXPENDITURES RECONCILIATION INFORMATION

	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
Expenditures per summary statement	\$ 98,354,358	\$ 106,790,306	\$ 125,321,953	\$ 111,534,444	4.4%
Less transfers out:					
GENERAL BASIC					
General Supplemental	8,153,524	7,861,667	7,861,667	7,069,263	-10.1%
Secondary Roads	906,000	941,000	941,000	970,000	3.1%
Capital Improvements	4,323,324	2,752,830	2,709,000	2,970,000	7.9%
Vehicle Replacement	325,000	225,000	225,000	225,000	0.0%
Conservation CIP	90,400	-	-	-	0.0%
RURAL SERVICES BASIC					
Secondary Roads	2,618,000	2,709,000	3,536,810	2,755,000	1.7%
CONSERVATION EQUIPMENT					
Capital Improvements	196,465	103,200	154,262	101,200	-1.9%
CONSERVATION CIP					
Capital Improvements	779,922	1,315,750	1,068,324	428,300	-67.4%
RECORDER'S RECORD MGT					
General Basic	20,000	20,000	20,000	20,000	0.0%
Capital Improvements	25,000	-	25,000	25,000	N/A
Total Transfers Out - Budgeted Funds	17,437,635	15,928,447	16,541,063	14,563,763	-8.6%
Less Non-Budgeted Funds					
GOLF COURSE ENTERPRISE EXPENSES	1,037,251	1,290,913	1,288,552	1,293,884	0.2%
Transfers out					
GENERAL BASIC					
Heath Insurance	465,000	-	100,000	-	0.0%
Total Non-Budgeted Funds	1,502,251	1,290,913	1,388,552	1,293,884	0.2%
Net Budgeted Expenditures	<u>\$ 79,414,472</u>	<u>\$ 89,570,946</u>	<u>\$ 107,392,338</u>	<u>\$ 95,676,797</u>	6.8%

ALL COUNTY EXPENDITURES BY FUND

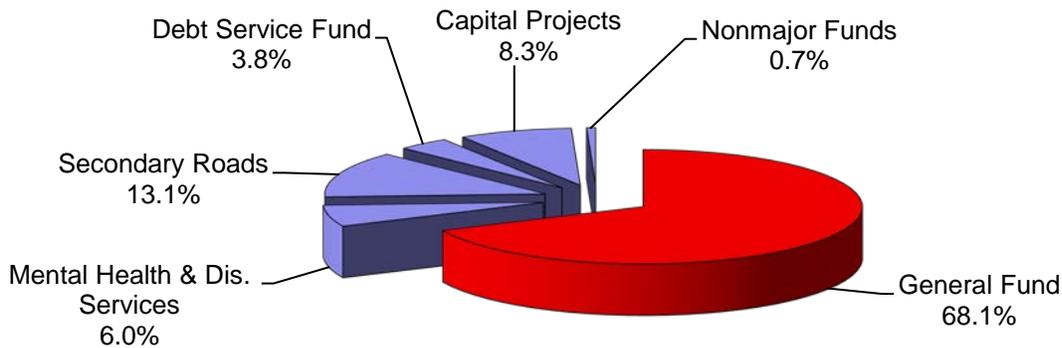
Budgeted Funds

FY21 BUDGET: \$95,676,797



This graph, which excludes transfers and non-budgeted funds, shows that the majority of County expenditures come from the General Fund. There is an increase in the amount of expenditures for the Debt Service Fund for the SECC Communications and refunding bonds. Additionally the Capital Projects Fund will distribute capital funds for that project.

FY20 BUDGET: \$89,570,946



SERVICE AREA DESCRIPTIONS

PUBLIC SAFETY AND LEGAL SERVICES

Includes Sheriff programs - Patrol & Investigations, Jail and Jail Health Services; service of civil papers and Prisoner Transportation; Juvenile Court Services programs including the Juvenile Detention Center; County Attorney programs - Criminal Prosecution, Child Support Recovery, and Corporate Counsel/Civil Division; other court costs including grand jury costs and juvenile justice base costs; all ambulance services; Emergency Management Agency, and SECC (consolidate dispatch center).

PHYSICAL HEALTH AND SOCIAL SERVICES

Includes Health Department programs - Environmental Health, and Disease Prevention & Health Promotion; Community Health Care - Other Services; Genesis Visiting Nurse/Homemaker programs - Public Health Nursing and Home Support Services; Community Services Department programs - General Relief, Social Benefits, and Veteran Services; Human Services program - Administrative Support; Commission on Aging programs - Outreach, Transportation, Day Care, Volunteer Services, Leisure Services and Congregate Meals; Community Health Care program - Community Services clients; Center for Alcohol & Drug Services programs - Outpatient and Residential.

MENTAL HEALTH, MR AND DD SERVICES

Includes - State Institutions; Community Services programs - Mental Health, and Commitment/ Advocacy; Human Services program - Case Management; Handicapped Development Center programs - Residential, Vocational and Developmental Services; Vera French Community Health Center programs - Outpatient, Community Services, Community Support Services, Case Management, Residential, and Day Treatment.

COUNTY ENVIRONMENT AND EDUCATION SERVICES

Includes Conservation programs - Parks and Recreation; Planning and Development Department program - Code Enforcement; Bi-State Metropolitan Planning Commission program; Quad-City Convention/Visitors Bureau program; Quad-City Development Group program; and Scott Soil Conservation District program. Library program; Mississippi Valley Fair program.

ROADS AND TRANSPORTATION SERVICES

Includes Secondary Roads Department programs - Administration and Engineering, Roadway Maintenance, and other general roadway expenses.

GOVERNMENT SERVICES TO RESIDENTS

Includes Auditor's program - Election; Recorder Department programs - Administration and Public Records; Treasurer Department programs - Motor Vehicle Registration and County General Store.

ADMINISTRATION (INTERPROGRAM) SERVICES

Includes County Administrator program; Auditor's Department programs - Business/Finance and Taxation; Information Technology programs; Facility and Support Services Department programs; Non-Departmental program - Insurance Costs, Professional Services and Contingency; Human Resources Department; Board of Supervisors; Treasurer's Department programs - Tax Collection and Accounting/Finance.

DEBT SERVICE

Includes the Scott Solid Waste Commission Bond Issue, debt (lease) payment to the Public Safety Authority for the expansion/renovation of the existing jail sites

CAPITAL IMPROVEMENTS

Includes Secondary Roads projects; Conservation projects; and general projects.

APPROPRIATION SUMMARY BY SERVICE AREA (excluding transfers and non-budgeted funds)

SERVICE AREA	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
Public Safety & Legal Services	\$ 32,614,613	\$ 34,289,553	\$ 34,433,480	\$ 35,590,157	3.8%
Physical Health & Social Services	5,928,272	6,398,499	6,458,716	6,976,608	9.0%
Mental Health & Disability Services	4,860,116	5,396,295	5,895,580	5,628,347	4.3%
County Environment & Education	4,949,600	5,422,061	5,437,904	5,402,560	-0.4%
Roads & Transportation	6,495,668	7,378,600	7,883,100	7,747,100	5.0%
Government Services to Residents	2,555,119	2,665,913	2,761,058	3,017,786	13.2%
Administration	<u>11,295,242</u>	<u>12,840,616</u>	<u>13,071,669</u>	<u>13,463,914</u>	4.9%
SUBTOTAL OPERATING BUDGET	\$ 68,698,630	\$ 74,391,537	\$ 75,941,507	\$ 77,826,472	4.6%
Debt Service	3,382,890	3,402,239	10,295,207	4,867,249	43.1%
Capital Projects	<u>7,332,952</u>	<u>11,777,170</u>	<u>21,155,624</u>	<u>12,983,076</u>	10.2%
TOTAL COUNTY BUDGET	<u>\$ 79,414,472</u>	<u>\$ 89,570,946</u>	<u>\$ 107,392,338</u>	<u>\$ 95,676,797</u>	6.8%

Note: Physical Health & Social Services is increasing due to transfer of social services benefit program from Mental Health Services to this functional area.

Note: Mental Health and Disability Services expenditures have fluctuated due to the change in state funding model for regional services.

Note: Government Services to Residents is related to salaries and benefits within elections and general services.

Note: Capital Projects increase is due to multiple projects including conservation, secondary roads, and Scott Emergency Communications Radio Tower Project.

Note: In FY 20, the County current refunded the prior radio communication bonds, thereby increasing the current year's expenditures.

TEN YEAR APPROPRIATION SUMMARY BY SERVICE AREA
(excluding transfers and non-budgeted funds)

SERVICE AREA	<u>FY12 ACTUAL</u>	<u>FY 13 ACTUAL</u>	<u>FY 14 ACTUAL</u>	<u>FY 15 ACTUAL</u>
Public Safety & Legal Services	\$26,757,075	\$27,676,758	\$ 27,937,707	\$ 28,462,489
Physical Health & Social Services	5,395,364	5,240,951	5,381,859	5,461,000
Mental Health & Disability Services	17,466,386	8,216,370	7,030,251	6,037,145
County Environment & Education	4,450,578	4,591,243	4,601,466	4,761,946
Roads & Transportation	5,111,168	4,969,031	4,528,797	5,439,459
Government Services to Residents	2,210,614	2,178,373	2,202,471	2,141,186
Administration	<u>9,203,859</u>	<u>9,121,577</u>	<u>9,619,161</u>	<u>10,051,868</u>
SUBTOTAL OPERATING BUDGET	\$70,595,044	\$61,994,303	\$ 61,301,712	\$ 62,355,093
Debt Service	4,369,070	4,368,485	4,385,802	4,083,170
Capital Projects	<u>2,190,782</u>	<u>3,751,883</u>	<u>3,717,114</u>	<u>5,088,549</u>
TOTAL COUNTY BUDGET	<u>\$77,154,896</u>	<u>\$70,114,671</u>	<u>\$ 69,404,628</u>	<u>\$ 71,526,812</u>

Note: FY 13 is the first year the State of Iowa took non-federal share of Medicaid expenditures from the County government level.

Note: FY 20 is the first year of a county wide salary and benefit compensation study.

Note: FY 21 is the first year of newly issued Debt Service for the Radio Communication Bonds.

TEN YEAR APPROPRIATION SUMMARY BY SERVICE AREA
(excluding transfers and non-budgeted funds) continued

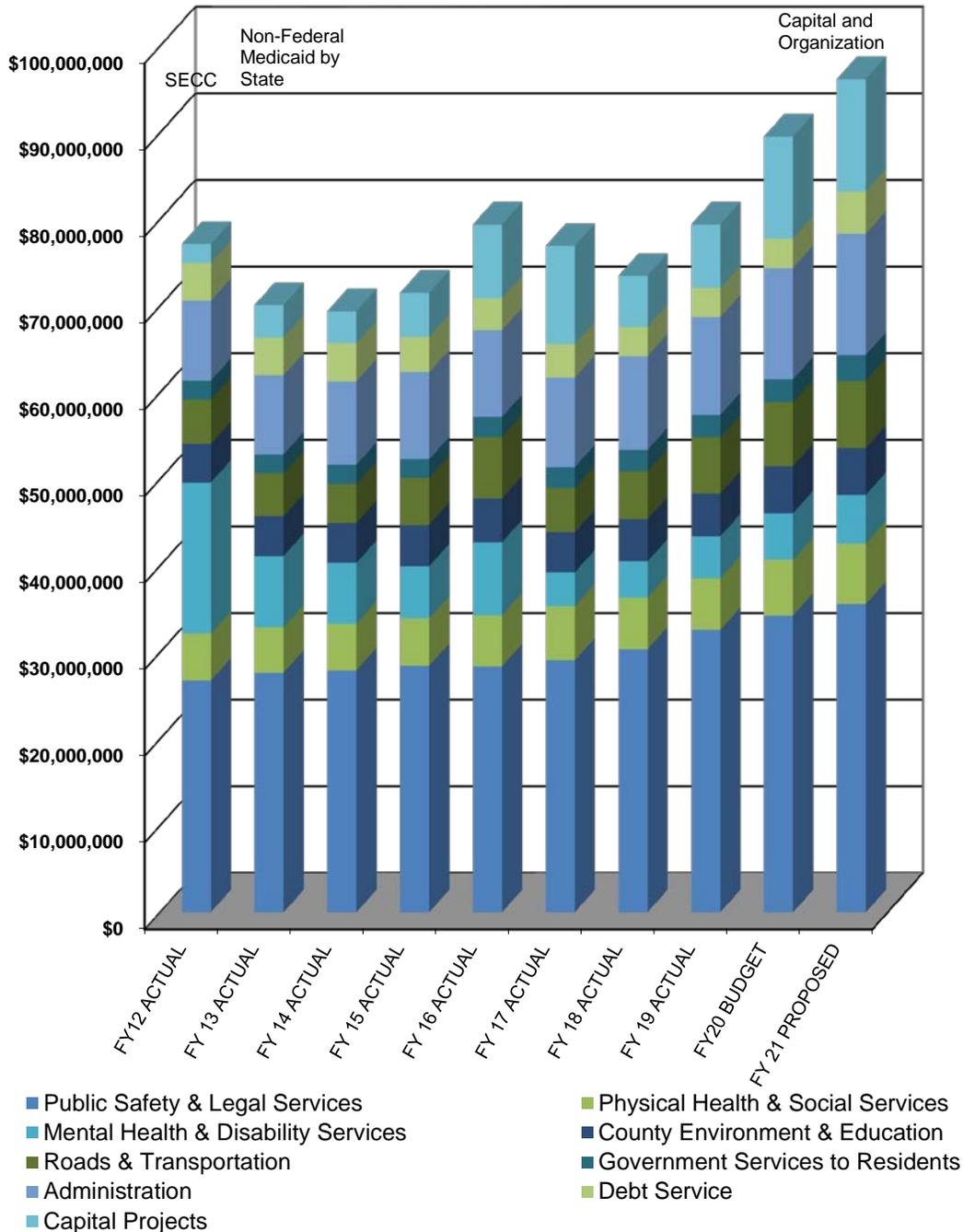
SERVICE AREA	<u>FY 17 ACTUAL</u>	<u>FY 18 ACTUAL</u>	<u>FY 19 ACTUAL</u>	<u>FY20 BUDGET</u>	<u>FY21 BUDGET</u>
Public Safety & Legal Services	\$29,079,965	\$30,356,380	\$32,614,613	\$34,289,553	\$35,590,157
Physical Health & Social Services	6,252,971	5,971,999	5,928,272	6,398,499	6,976,608
Mental Health & Disability Services	3,923,626	4,188,284	4,860,116	5,396,295	5,628,347
County Environment & Education	4,622,710	4,871,037	4,949,600	5,422,061	5,402,560
Roads & Transportation	5,084,780	5,527,111	6,495,668	7,378,600	7,747,100
Government Services to Residents	2,429,984	2,471,843	2,555,119	2,665,913	3,017,786
Administration	<u>10,342,307</u>	<u>10,821,868</u>	<u>11,295,242</u>	<u>12,840,616</u>	<u>13,463,914</u>
SUBTOTAL OPERATING BUDGET	\$61,736,343	\$64,208,522	\$68,698,630	\$74,391,537	\$77,826,472
Debt Service	3,862,879	3,391,122	3,382,890	3,402,239	4,867,249
Capital Projects	<u>11,335,952</u>	<u>5,881,753</u>	<u>7,332,952</u>	<u>11,777,170</u>	<u>12,983,076</u>
TOTAL COUNTY BUDGET	<u>\$76,935,174</u>	<u>\$73,481,397</u>	<u>\$79,414,472</u>	<u>\$89,570,946</u>	<u>\$95,676,797</u>

Note: FY 13 is the first year the State of Iowa took non-federal share of Medicaid expenditures from the County government level.

Note: FY 20 is the first year of a county wide salary and benefit compensation study.

Note: FY 21 is the first year of newly issued Debt Service for the Radio Communication Bonds.

TEN YEAR APPROPRIATION SUMMARY COMPARISON



Public Safety continues to be the largest portion of the budget. In FY 2012, the County began funding the Scott Emergency Communication Center for the second year. In FY 2013, the State of Iowa began paying for non-Federal share of Medicaid dollars on the state level rather than granting monies to the counties to pay for services. Other shifts have naturally occurred due to compensation and benefit levels. Additionally capital services have increased over the FY 15, 16, 17, 19, 20 and 21 due to courthouse renovations and patrol facility acquisition (FY 15 and 16), the West Lake Restoration (FY 19 through FY 21) and Secondary Road improvements in FY 20 and FY 21. The County began to include funding for organizational changes in FY 20 and FY 21.

FUND BALANCE REVIEW

	June 30, 2018 <u>Actual</u>	June 30, 2019 <u>Actual</u>	June 30, 2020 <u>Projected</u>	June 30, 2021 <u>Projected</u>	% Change From Prior <u>Projected</u>
BUDGETED FUNDS					
General Fund					
Nonspendable Prepaid Expenses	\$ 187,308	\$ 127,290	\$ 127,290	\$ 127,290	0.0%
Restricted for Other Statutory Programs	771,661	716,902	716,902	716,902	0.0%
Assigned for Health Claim liability	465,000	100,000	-	-	N/A
Assigned for Capital Projects	1,184,554	783,980	-	-	N/A
Assigned for Claim Liabilities	254,474	281,685	281,685	281,685	0.0%
Assigned for Strategic Planning Initiatives	349,500	220,000	130,000	-	-100.0%
Unassigned	<u>10,821,990</u>	<u>11,354,228</u>	<u>11,695,732</u>	<u>11,695,732</u>	<u>0.0%</u>
Total General Fund	14,034,487	13,584,085	12,951,609	12,821,609	-1.0%
Special Revenue Funds					
MH-DD Fund	660,764	433,125	360,391	360,391	0.0%
Rural Services Fund	140,803	142,948	147,982	126,738	-14.4%
Recorder's Record Management	97,562	85,043	72,243	59,443	-17.7%
Secondary Roads	<u>6,646,225</u>	<u>7,062,383</u>	<u>2,787,021</u>	<u>1,350,098</u>	<u>-51.6%</u>
Total Special Revenue Funds	7,545,354	7,723,499	3,367,637	1,896,670	-43.7%
Debt Service					
Scott Solid Waste Commission					
Revenue Bond	7,540,000	7,190,000	6,830,000	6,460,000	-5.4%
Debt Service Remaining Fund Balance	<u>3,516,132</u>	<u>4,138,595</u>	<u>447,608</u>	<u>548,680</u>	<u>22.6%</u>
Total Debt Service Fund	11,056,132	11,328,595	7,277,608	7,008,680	-3.7%
Capital Improvements					
Capital Improvements-General	5,642,623	6,237,861	3,018,329	2,110,659	-30.1%
Bond Issuance	-	-	5,141,906	-	-100.0%
Vehicle Replacement	417,774	552,609	299,609	227,609	-24.0%
Conservation Equipment Reserve	683,501	701,545	671,283	695,083	3.5%
Conservation CIP Reserve	<u>2,371,199</u>	<u>1,753,550</u>	<u>739,226</u>	<u>354,926</u>	<u>-52.0%</u>
Total Capital Improvements	9,115,097	9,245,565	9,870,353	3,388,277	-65.7%
Total Budgeted Funds	41,751,070	41,881,744	33,467,207	25,115,236	-25.0%
Non-Budgeted Funds					
(Net Assets)					
Golf Course Enterprise	<u>2,671,335</u>	<u>2,588,896</u>	<u>2,381,544</u>	<u>2,166,860</u>	<u>-9.0%</u>
Grand Total All County Funds	<u>\$ 44,422,405</u>	<u>\$ 44,470,640</u>	<u>\$ 35,848,751</u>	<u>\$ 27,282,096</u>	<u>-23.9%</u>
General Fund Expenditures	32,537,212	33,329,682	36,786,023	38,206,804	3.9%
General Supplemental Expenditures	<u>21,606,938</u>	<u>23,442,042</u>	<u>24,789,229</u>	<u>25,649,008</u>	<u>3.5%</u>
	<u>54,144,150</u>	<u>56,771,724</u>	<u>61,575,252</u>	<u>63,855,812</u>	<u>3.7%</u>
Unassigned Fund Balance	<u>10,821,990</u>	<u>11,354,228</u>	<u>11,695,732</u>	<u>11,695,732</u>	<u>0.0%</u>
	20.0%	20.0%	19.0%	18.3%	-3.6%

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

GOVERNMENTAL FUNDS - THREE YEAR COMPARISON

	----- MAJOR GOVERNMENTAL FUNDS -----					
	----- GENERAL FUND -----			----- MENTAL HEALTH & DIS. SERVICES FUND -----		
	ACTUAL <u>2018-19</u>	PROJECTED <u>2019-20</u>	BUDGET <u>2020-21</u>	ACTUAL <u>2018-19</u>	PROJECTED <u>2019-20</u>	BUDGET <u>2020-21</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 43,095,674	\$ 45,858,094	\$ 48,471,828	\$ 3,966,573	\$ 5,137,766	\$ 5,170,812
Less: Uncollected Delinquent Taxes-Levy Yr	43,539	10,464	18,000	4,007	810	1,000
Less: Credits To Taxpayers	1,979,585	1,948,580	1,979,685	182,201	150,807	182,200
Net Current Property Taxes	41,072,550	43,899,050	46,474,143	3,780,365	4,986,149	4,987,612
Delinquent Property Tax Revenue	43,539	10,464	18,000	4,007	810	1,000
Penalties, Interest & Costs On Taxes	749,787	670,974	649,703	-	-	-
Other County Taxes	5,982,079	6,335,715	6,326,155	143,849	174,845	166,221
Intergovernmental	5,984,413	6,336,106	5,765,138	305,842	274,249	263,054
Licenses & Permits	711,222	762,295	766,295	-	-	-
Charges For Services	5,858,946	5,859,568	6,029,582	146,355	175,533	2,200
Use of Money & Property	1,015,046	907,030	891,099	28,737	18,000	15,000
Miscellaneous	993,812	934,384	940,697	214,060	193,260	193,260
Subtotal Revenues	62,411,394	65,715,586	67,860,812	4,623,215	5,822,846	5,628,347
Other Financing Sources:						
Bond Proceeds	-	-	-	-	-	-
Operating Transfers In	8,173,524	7,881,667	7,089,263	-	-	-
Proceeds of Fixed Asset Sales	-	10,000	10,000	-	-	-
Total Revenues & Other Sources	70,584,918	73,607,253	74,960,075	4,623,215	5,822,846	5,628,347
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Public Safety & Legal Services	32,614,613	34,433,480	35,590,157	-	-	-
Physical Health & Social Services	5,928,272	6,458,716	6,976,608	-	-	-
Mental Health & Disability Services	9,262	-	-	4,850,854	5,895,580	5,628,347
County Environment & Education	4,369,564	4,850,329	4,807,347	-	-	-
Roads & Transportation	-	-	-	-	-	-
Government Services to Residents	2,555,119	2,761,058	3,017,786	-	-	-
Administration (interprogram)	11,295,242	13,071,669	13,463,914	-	-	-
Debt Service	-	-	-	-	-	-
Capital Projects	-	-	-	-	-	-
Subtotal Expenditures	56,772,072	61,575,252	63,855,812	4,850,854	5,895,580	5,628,347
Other Financing Uses:						
Operating Transfers Out	14,263,248	12,664,477	11,234,263	-	-	-
Total Expenditures & Other Uses	71,035,320	74,239,729	75,090,075	4,850,854	5,895,580	5,628,347
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(450,402)	(632,476)	(130,000)	(227,639)	(72,734)	-
Beginning Fund Balance - July 1,	\$ 14,034,487	\$ 13,584,085	\$ 12,951,609	\$ 660,764	\$ 433,125	\$ 360,391
Ending Fund Balance - June 30,	\$ 13,584,085	\$ 12,951,609	\$ 12,821,609	\$ 433,125	\$ 360,391	\$ 360,391

**COMBINED STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCE
GOVERNMENTAL FUNDS - THREE YEAR COMPARISON**

--- MAJOR GOVERNMENTAL FUNDS ---
----- SECONDARY ROADS -----

	<u>ACTUAL</u> <u>2018-19</u>	<u>PROJECTED</u> <u>2019-20</u>	<u>BUDGET</u> <u>2020-21</u>
REVENUES & OTHER FINANCING SOURCES			
Taxes Levied on Property	\$ -	\$ -	\$ -
Less: Uncollected Delinquent Taxes-Levy Yr	-	-	-
Less: Credits To Taxpayers	-	-	-
Net Current Property Taxes	-	-	-
Delinquent Property Tax Revenue	-	-	-
Penalties, Interest & Costs On Taxes	-	-	-
Other County Taxes	-	-	-
Intergovernmental	4,427,818	4,193,394	4,222,312
Licenses & Permits	45,585	30,000	30,000
Charges For Services	7,792	23,244	433,765
Use of Money & Property	161,699	80,000	80,000
Miscellaneous	34,419	14,100	14,100
Subtotal Revenues	<u>4,677,313</u>	<u>4,340,738</u>	<u>4,780,177</u>
Other Financing Sources:			
Bond Proceeds	-	-	-
Operating Transfers In	3,524,000	3,650,000	3,725,000
Proceeds of Fixed Asset Sales	40,000	70,000	70,000
Total Revenues & Other Sources	<u>8,241,313</u>	<u>8,060,738</u>	<u>8,575,177</u>
EXPENDITURES & OTHER FINANCING USES			
Operating:			
Public Safety & Legal Services	-	-	-
Physical Health & Social Services	-	-	-
Mental Health & Disability Services	-	-	-
County Environment & Education	-	-	-
Roads & Transportation	6,495,668	7,883,100	7,747,100
Government Services to Residents	-	-	-
Administration (interprogram)	-	-	-
Debt Service	-	-	-
Capital Projects	<u>1,329,487</u>	<u>4,453,000</u>	<u>2,265,000</u>
Subtotal Expenditures	7,825,155	12,336,100	10,012,100
Other Financing Uses:			
Operating Transfers Out	-	-	-
Total Expenditures & Other Uses	<u>7,825,155</u>	<u>12,336,100</u>	<u>10,012,100</u>
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	416,158	(4,275,362)	(1,436,923)
Beginning Fund Balance - July 1,	<u>\$ 6,646,225</u>	<u>\$ 7,062,383</u>	<u>\$ 2,787,021</u>
Ending Fund Balance - June 30,	<u>\$ 7,062,383</u>	<u>\$ 2,787,021</u>	<u>\$ 1,350,098</u>

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

GOVERNMENTAL FUNDS - THREE YEAR COMPARISON

	----- MAJOR GOVERNMENTAL FUNDS -----					
	----- DEBT SERVICE FUND -----			----- CAPITAL PROJECTS FUND -----		
	ACTUAL 2018-19	PROJECTED 2019-20	BUDGET 2020-21	ACTUAL 2018-19	PROJECTED 2019-20	BUDGET 2020-21
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 1,881,789	\$ 1,853,272	\$ 2,997,654	\$ -	\$ -	\$ -
Less: Uncollected Delinquent Taxes-Levy Yr	1,964	503	1,100	-	-	-
Less: Credits To Taxpayers	86,040	56,283	86,040	-	-	-
Net Current Property Taxes	1,793,785	1,796,486	2,910,514	-	-	-
Delinquent Property Tax Revenue	1,964	503	1,100	-	-	-
Other County Taxes	64,867	61,710	91,293	683,200	680,000	680,000
Intergovernmental	1,713,290	1,610,143	1,575,414	238,318	523,102	-
Use of Money & Property	81,447	30,000	20,000	184,071	304,786	172,000
Miscellaneous	-	-	-	27,536	61,500	24,000
Subtotal Revenues	3,655,353	3,498,842	4,598,321	1,133,125	1,569,388	876,000
Other Financing Sources:						
Bond Proceeds	-	2,420,000	-	-	10,260,000	-
Bond Premium	-	325,378	-	-	1,557,214	-
Operating Transfers In	-	-	-	5,740,111	5,009,396	3,749,500
Proceeds of Fixed Asset Sales	-	-	-	237,084	154,000	140,000
Total Revenues & Other Sources	3,655,353	6,244,220	4,598,321	7,110,320	18,549,998	4,765,500
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Administration	-	-	-	-	-	-
Debt Service	3,382,890	10,295,207	4,867,249	-	-	-
Capital Projects	-	-	-	6,003,465	16,702,624	10,718,076
Subtotal Expenditures	3,382,890	10,295,207	4,867,249	6,003,465	16,702,624	10,718,076
Other Financing Uses:						
Operating Transfers Out	-	-	-	976,387	1,222,586	529,500
Total Expenditures & Other Uses	3,382,890	10,295,207	4,867,249	6,979,852	17,925,210	11,247,576
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	272,463	(4,050,987)	(268,928)	130,468	624,788	(6,482,076)
Beginning Fund Balance - July 1,	\$ 11,056,132	\$ 11,328,595	\$ 7,277,608	\$ 9,115,097	\$ 9,245,565	\$ 9,870,353
Ending Fund Balance - June 30,	\$ 11,328,595	\$ 7,277,608	\$ 7,008,680	\$ 9,245,565	\$ 9,870,353	\$ 3,388,277

**COMBINED STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCE
GOVERNMENTAL FUNDS - THREE YEAR COMPARISON**

	----- NONMAJOR FUNDS -----			----- ALL GOVERNMENTAL FUNDS -----		
	ACTUAL 2018-19	PROJECTED 2019-20	BUDGET 2020-21	ACTUAL 2018-19	PROJECTED 2019-20	BUDGET 2020-21
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 3,110,414	\$ 3,203,502	\$ 3,232,855	\$ 52,054,450	\$ 56,052,634	\$ 59,873,149
Less: Uncollected Delinquent Taxes-Levy Yr	1,220	842	600	50,730	12,619	20,700
Less: Credits To Taxpayers	<u>139,002</u>	<u>133,795</u>	<u>139,003</u>	<u>2,386,828</u>	<u>2,289,465</u>	<u>2,386,928</u>
Net Current Property Taxes	2,970,192	3,068,865	3,093,252	49,616,892	53,750,550	57,465,521
Delinquent Property Tax Revenue	1,220	842	600	50,730	12,619	20,700
Penalties, Interest & Costs On Taxes	-	-	-	749,787	670,974	649,703
Other County Taxes	70,705	79,223	79,952	6,944,700	7,331,493	7,343,621
Intergovernmental	154,867	149,679	152,165	12,824,548	13,086,673	11,978,083
Licenses & Permits	-	-	-	756,807	792,295	796,295
Charges For Services	30,007	30,000	30,000	6,043,100	6,088,345	6,495,547
Use of Money & Property	5,671	5,200	5,200	1,476,671	1,345,016	1,183,299
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,269,827</u>	<u>1,203,244</u>	<u>1,172,057</u>
Subtotal Revenues	3,232,662	3,333,809	3,361,169	79,733,062	84,281,209	87,104,826
Other Financing Sources:						
Bond Proceeds	-	-	-	-	12,680,000	-
Bond Premium	-	-	-	-	1,882,592	-
Operating Transfers In	-	-	-	17,437,635	16,541,063	14,563,763
Proceeds of Fixed Asset Sales	<u>-</u>	<u>-</u>	<u>-</u>	<u>277,084</u>	<u>234,000</u>	<u>220,000</u>
Total Revenues & Other Sources	3,232,662	3,333,809	3,361,169	97,447,781	115,618,864	101,888,589
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Public Safety & Legal Services	-	-	-	32,614,613	34,433,480	35,590,157
Physical Health & Social Services	-	-	-	5,928,272	6,458,716	6,976,608
Mental Health & Disability Services	-	-	-	4,860,116	5,895,580	5,628,347
County Environment & Education	580,036	587,575	595,213	4,949,600	5,437,904	5,402,560
Roads & Transportation	-	-	-	6,495,668	7,883,100	7,747,100
Government Services to Residents	-	-	-	2,555,119	2,761,058	3,017,786
Administration (interprogram)	-	-	-	11,295,242	13,071,669	13,463,914
Debt Service	-	-	-	3,382,890	10,295,207	4,867,249
Capital Projects	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,332,952</u>	<u>21,155,624</u>	<u>12,983,076</u>
Subtotal Expenditures	580,036	587,575	595,213	79,414,472	107,392,338	95,676,797
Other Financing Uses:						
Operating Transfers Out	<u>2,663,000</u>	<u>2,754,000</u>	<u>2,800,000</u>	<u>17,902,635</u>	<u>16,641,063</u>	<u>14,563,763</u>
Total Expenditures & Other Uses	3,243,036	3,341,575	3,395,213	97,317,107	124,033,401	110,240,560
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(10,374)	(7,766)	(34,044)	130,674	(8,414,537)	(8,351,971)
Beginning Fund Balance - July 1,	<u>\$ 238,365</u>	<u>\$ 227,991</u>	<u>\$ 220,225</u>	<u>\$ 41,751,070</u>	<u>\$ 41,881,744</u>	<u>\$ 33,467,207</u>
Ending Fund Balance - June 30,	<u>\$ 227,991</u>	<u>\$ 220,225</u>	<u>\$ 186,181</u>	<u>\$ 41,881,744</u>	<u>\$ 33,467,207</u>	<u>\$ 25,115,236</u>

APPROPRIATION SUMMARY BY PROGRAMS WITHIN DEPARTMENT
(excluding transfers and non-budgeted funds)

	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
ADMINISTRATION	\$ 759,743	\$ 814,400	\$ 815,300	\$ 844,410	3.7%
General Administration	759,743	814,400	815,300	844,410	3.7%
ATTORNEY	\$ 4,453,354	\$ 4,746,801	\$ 4,853,195	\$ 4,868,302	2.6%
County Attorney Administration	345,701	361,417	361,667	370,955	2.6%
Prosecution / Legal	3,045,026	3,298,294	3,402,618	3,439,633	4.3%
Risk Management	1,062,627	1,087,090	1,088,910	1,057,714	-2.7%
AUDITOR	\$ 1,692,420	\$ 1,691,278	\$ 1,782,973	\$ 1,929,099	14.1%
Auditor Administration	236,535	249,336	249,286	257,702	3.4%
Elections	735,074	654,393	749,888	843,702	28.9%
Business Finance	447,656	491,343	488,343	508,494	3.5%
Taxation	273,155	296,206	295,456	319,201	7.8%
CAPITAL IMPROVEMENTS	\$ 6,003,465	\$ 7,457,170	\$ 16,702,624	\$ 10,718,076	43.7%
General Capital Improvements	3,340,556	4,805,000	13,332,039	8,849,406	84.2%
Conservation Capital Projects	2,662,909	2,652,170	3,370,585	1,868,670	-29.5%
COMMUNITY SERVICES	\$ 5,531,572	\$ 6,167,093	\$ 6,673,678	\$ 6,736,081	9.2%
Community Services Administration	167,114	186,641	185,791	184,734	-1.0%
General Relief	498,942	529,289	538,239	571,696	8.0%
Veteran Services	163,553	157,574	158,274	164,871	4.6%
Chemical Dep & Other Services	52,916	60,800	59,300	60,500	-0.5%
MH / D Services	4,649,047	5,232,789	5,732,074	5,465,792	4.5%
Benefits Program	-	-	-	288,488	N/A
CONSERVATION (net of golf course)	\$ 3,637,848	\$ 3,994,793	\$ 4,005,950	\$ 3,980,267	-0.4%
Conservation Administration	517,827	580,712	585,412	588,505	1.3%
Parks & Recreation	2,785,623	3,032,689	3,039,486	2,998,322	-1.1%
Wapsi River Environmental Center	334,398	381,392	381,052	393,440	3.2%
DEBT SERVICES	\$ 3,382,890	\$ 3,402,239	\$ 10,295,207	\$ 4,867,249	43.1%
Solid Waste Bonds	563,281	562,931	562,931	562,131	-0.1%
SECC Equipment Bonds	872,730	865,390	7,758,358	2,331,500	169.4%
PSA Lease	1,946,879	1,973,918	1,973,918	1,973,618	0.0%
FACILITY & SUPPORT SERVICES	\$ 3,605,654	\$ 3,941,360	\$ 3,950,743	\$ 4,185,846	6.2%
FSS Administration	143,303	153,984	155,014	162,258	5.4%
Maint of Buildings & Grounds	2,004,383	2,176,882	2,230,935	2,330,169	7.0%
Custodial Services	787,831	847,721	849,371	880,822	3.9%
Support Services	670,137	762,773	715,423	812,597	6.5%

APPROPRIATION SUMMARY BY PROGRAMS WITHIN DEPARTMENT
(excluding transfers and non-budgeted funds)

	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
HEALTH DEPARTMENT	\$ 6,226,352	\$ 6,752,170	\$ 6,798,717	\$ 6,958,494	3.1%
Administration	799,065	850,922	860,967	876,449	3.0%
Public Health Safety	2,031,480	2,207,005	2,205,145	2,188,547	-0.8%
Clinical Services	1,288,959	1,430,420	1,432,885	1,496,602	4.6%
Community Relations & Planning	1,280,207	1,362,925	1,397,387	1,495,236	9.7%
Environmental Health	826,641	900,898	902,333	901,660	0.1%
HUMAN SERVICES	\$ 78,573	\$ 83,452	\$ 88,012	\$ 86,452	3.6%
Administrative Support	78,573	83,452	88,012	86,452	3.6%
INFORMATION TECHNOLOGY	\$ 2,640,899	\$ 2,937,881	\$ 3,118,911	\$ 3,248,273	10.6%
Administration	163,964	173,369	173,869	177,767	2.5%
Information Processing	2,476,935	2,764,512	2,945,042	3,070,506	11.1%
JUVENILE COURT SERVICES	\$ 2,120,120	\$ 2,154,619	\$ 1,942,918	\$ 2,192,558	1.8%
Juvenile Detention Center	1,906,563	1,967,057	1,719,757	1,950,306	-0.9%
Emergency Youth Shelter	53,461	75,000	75,000	75,000	0.0%
In-Home Care	45,150	51,467	51,116	51,480	0.0%
GPS Monitoring	57,344	61,095	57,945	61,108	0.0%
Youth Transition Decision Making	7,366	-	19,100	26,388	N/A
Auto Theft Accountability	50,236	-	20,000	28,276	N/A
NON-DEPARTMENTAL	\$ 617,859	\$ 1,397,897	\$ 1,443,447	\$ 1,423,750	1.8%
Non-Departmental	420,858	1,189,897	1,231,447	1,203,750	1.2%
Court Support Costs	61,103	60,500	61,000	65,500	8.3%
Other Law Enforcement Costs	60,536	61,000	61,000	61,000	0.0%
Centralized Fleet Maintenance	75,362	86,500	90,000	93,500	8.1%
HUMAN RESOURCES	\$ 434,024	\$ 474,361	\$ 473,611	\$ 467,146	-1.5%
Human Resource Management	434,024	474,361	473,611	467,146	-1.5%
PLANNING & DEVELOPMENT	\$ 431,010	\$ 534,021	\$ 532,171	\$ 547,725	2.6%
P & D Administration	175,988	186,917	186,917	203,462	8.9%
Code Enforcement	252,410	331,904	330,054	329,063	-0.9%
Tax Deed Properties	2,612	15,200	15,200	15,200	0.0%
RECORDER	\$ 800,636	\$ 863,293	\$ 864,743	\$ 906,405	5.0%
Recorder Administration	169,540	184,291	184,791	193,905	5.2%
Public Records	486,346	525,422	526,872	486,095	-7.5%
Vital Records	144,750	153,580	153,080	226,405	47.4%

APPROPRIATION SUMMARY BY PROGRAMS WITHIN DEPARTMENT
(excluding transfers and non-budgeted funds)

	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
SECONDARY ROADS	\$ 7,825,154	\$ 11,698,600	\$ 12,336,100	\$ 10,012,100	-14.4%
Administration	288,869	341,000	348,000	311,000	-8.8%
Engineering	450,064	722,500	796,500	576,500	-20.2%
Bridges & Culverts	174,651	255,000	225,000	345,000	35.3%
Roads	2,365,597	2,699,500	3,012,500	2,992,500	10.9%
Snow & Ice Control	485,467	491,000	491,000	497,000	1.2%
Traffic Controls	373,848	305,000	316,000	306,000	0.3%
Road Clearing	261,160	291,000	266,000	266,000	-8.6%
New Equipment	812,514	750,000	750,000	750,000	0.0%
Equipment Operations	1,160,675	1,314,500	1,444,000	1,444,000	9.9%
Tools, Materials & Supplies	55,120	109,100	109,100	109,100	0.0%
Real Estate & Buildings	67,702	100,000	125,000	150,000	50.0%
Roadway Construction	1,329,487	4,320,000	4,453,000	2,265,000	-47.6%
SHERIFF	\$ 16,109,082	\$ 16,980,154	\$ 17,309,044	\$ 18,162,791	7.0%
Sheriff Administration	569,432	602,442	601,542	634,651	5.3%
Patrol	3,383,465	3,746,317	3,754,317	3,879,949	3.6%
Jail/Prisoner Transportation	9,376,136	9,656,339	9,982,729	10,566,438	9.4%
Civil Deputies	349,703	347,590	346,090	357,917	3.0%
Investigations	967,097	1,163,922	1,164,422	1,269,411	9.1%
Bailiffs/Courthouse Security	1,060,520	1,016,901	1,014,401	998,385	-1.8%
Civil-Clerical	402,729	446,643	445,543	456,040	2.1%
SUPERVISORS	\$ 345,045	\$ 373,151	\$ 375,531	\$ 386,166	3.5%
Supervisors, Board of	345,045	373,151	375,531	386,166	3.5%
TREASURER	\$ 2,181,782	\$ 2,354,918	\$ 2,357,158	\$ 2,479,491	5.3%
Treasurer Administration	208,428	222,438	223,038	219,334	-1.4%
Tax Administration	513,400	560,532	562,072	600,517	7.1%
Motor Vehicle Registration-CH	551,905	598,671	597,671	640,030	6.9%
County General Store	433,580	471,556	470,756	493,149	4.6%
Accounting/Finance	474,469	501,721	503,621	526,461	4.9%

APPROPRIATION SUMMARY BY PROGRAMS WITHIN DEPARTMENT
(excluding transfers and non-budgeted funds)

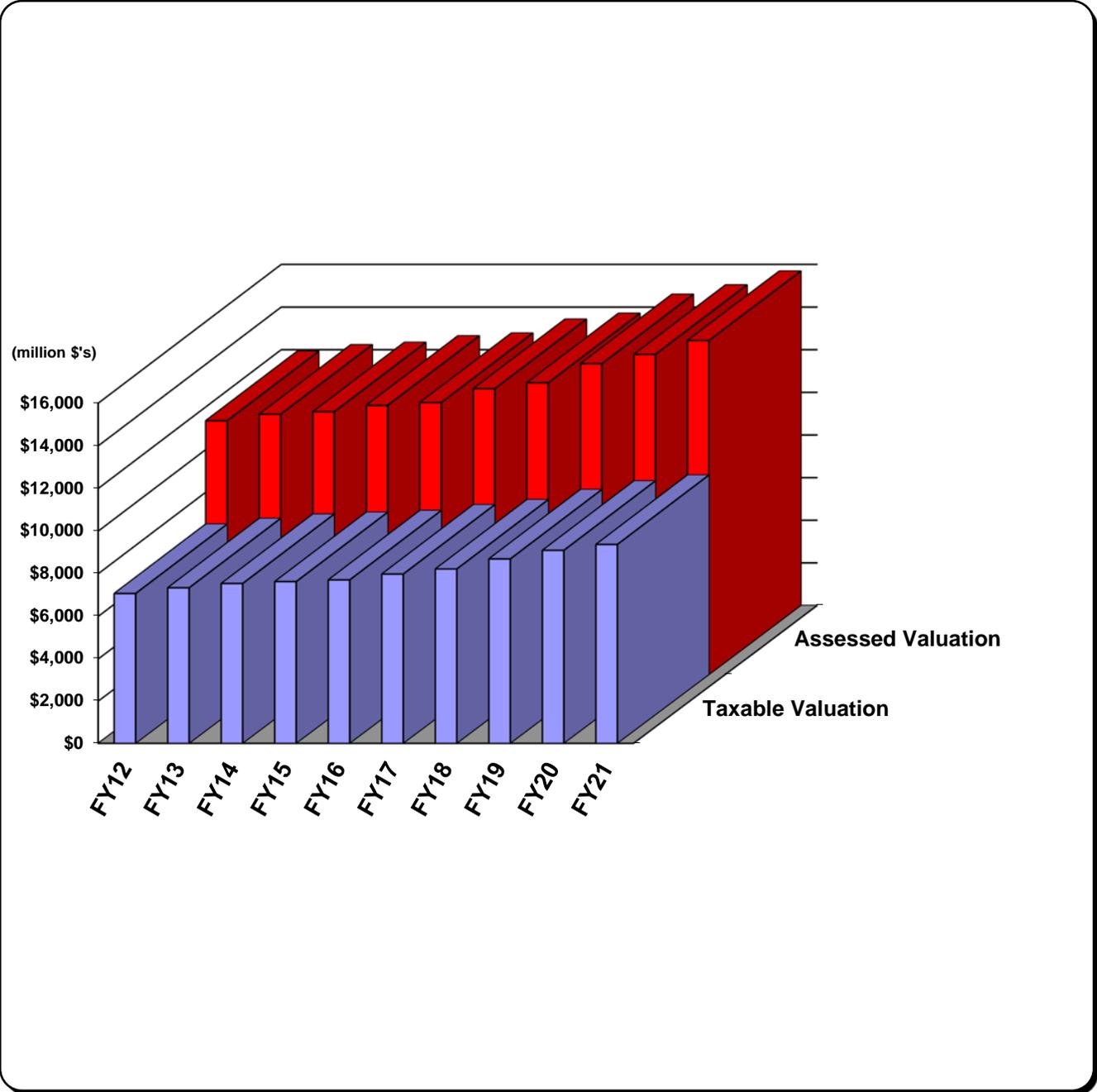
	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
AUTHORIZED AGENCIES:					
BI-STATE REGIONAL COMMISSION	\$ 94,755	\$ 94,755	\$ 94,785	\$ 94,755	0.0%
Regional Planning/Technical Assistance	77,355	77,355	77,385	77,355	0.0%
Legislative Contract	17,400	17,400	17,400	17,400	0.0%
CENTER FOR ALCOHOL/DRUG SERVICES	\$ 677,876	\$ 688,331	\$ 688,331	\$ 688,331	0.0%
Outpatient Services	29,545	40,000	40,000	40,000	0.0%
Residential Services	295,432	295,432	295,432	295,432	0.0%
Jail Based Assessment & Treatment	154,899	154,899	154,899	154,899	0.0%
Inmate Substance Abuse Treatment	100,000	100,000	100,000	100,000	0.0%
Criminal Justice Client Case Mgmt	98,000	98,000	98,000	98,000	0.0%
CENTER FOR ACTIVE SENIORS, INC.	\$ 275,250	\$ 213,750	\$ 213,750	\$ 213,750	0.0%
Outreach to Older Persons	227,114	165,614	165,614	165,614	0.0%
Day Care for Older Persons	48,136	48,136	48,136	48,136	0.0%
COMMUNITY HEALTH CARE	\$ 302,067	\$ 302,067	\$ 302,067	\$ 302,067	0.0%
Health Services-Comm Services	302,067	302,067	302,067	302,067	0.0%
EMERGENCY MANAGEMENT AGENCY	\$ 8,318,000	\$ 8,468,000	\$ 8,468,000	\$ 8,418,000	-0.6%
Emergency Preparedness	218,000	218,000	218,000	218,000	0.0%
Emergency Communications (SECC)	8,100,000	8,250,000	8,250,000	8,200,000	-0.6%
DURANT AMBULANCE	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
Durant-Emergency Care & Transfer	20,000	20,000	20,000	20,000	0.0%
HUMANE SOCIETY	\$ 33,317	\$ 33,317	\$ 33,317	\$ -	-100.0%
Animal Shelter	33,317	33,317	33,317	-	-100.0%
COUNTY LIBRARY	\$ 580,036	\$ 587,575	\$ 587,575	\$ 595,213	1.3%
Library Resources & Services	574,740	587,575	587,575	595,213	1.3%

APPROPRIATION SUMMARY BY PROGRAMS WITHIN DEPARTMENT
(excluding transfers and non-budgeted funds)

	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
MEDIC AMBULANCE	\$ 93,035	\$ 200,000	\$ 120,974	\$ 200,000	0.0%
Medic Ambulance Service	93,035	200,000	120,974	200,000	0.0%
Visit Quad Cities	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	0.0%
Regional Tourism Development	70,000	70,000	70,000	70,000	0.0%
QC DEVELOPMENT GROUP	\$ 72,654	\$ 73,500	\$ 73,506	\$ 74,000	0.7%
Quad Cities First	42,654	43,500	43,506	44,000	1.1%
GDRC	30,000	30,000	30,000	30,000	0.0%
TOTAL ALL DEPTS/AGENCIES	<u>\$ 79,414,472</u>	<u>\$ 89,570,946</u>	<u>\$ 107,392,338</u>	<u>\$ 95,676,797</u>	6.8%

TAXABLE VALUATIONS vs 100% ASSESSMENTS

TEN YEAR COMPARISON (in million \$'s)



Currently due to a State applied rollback to residential, commercial, industrial & ag property, taxable values are only at 59.8% of the County's fully assessed property values, which is 0.7% lower than the previous year.

ASSESSED AND TAXABLE VALUES OF TAXABLE PROPERTY TEN FISCAL YEAR COMPARISON

<u>Fiscal Year</u>	<u>----- Real Property -----</u>		<u>----- Utilities -----</u>	
	<u>Taxable Value</u>	<u>Assessed Value</u>	<u>Taxable Value</u>	<u>Assessed Value</u>
2011-12	\$ 6,673,545,437	\$ 11,524,029,840	\$ 402,661,960	\$ 402,661,960
2012-13	6,943,020,526	11,830,380,890	402,322,998	402,322,998
2013-14	6,996,529,321	11,793,603,661	549,582,783	549,582,783
2014-15	7,240,638,632	12,109,481,489	394,987,689	538,804,065
2015-16	7,319,187,974	12,162,390,696	395,641,402	615,595,708
2016-17	7,597,944,724	12,779,295,631	391,113,465	649,309,189
2017-18	7,852,430,879	13,094,122,976	374,014,313	612,028,444
2018-19	8,310,742,928	13,887,123,403	388,373,917	712,185,371
2019-20	8,716,555,374	14,284,438,067	385,887,791	752,734,311
2020-21	9,005,278,205	14,902,311,117	373,497,069	783,621,853

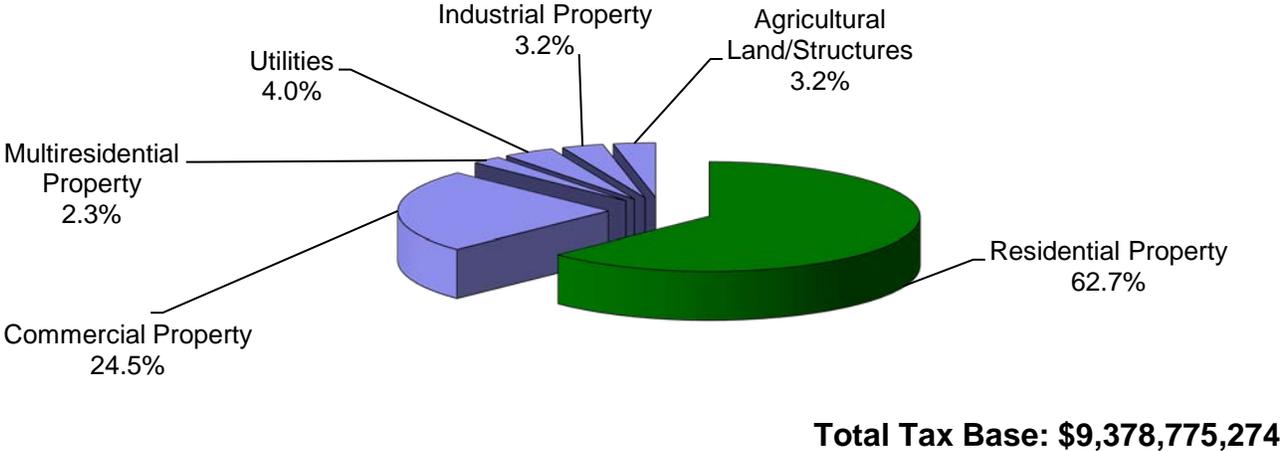
Note: Taxes are not assessed on Personal Property.

**ASSESSED AND TAXABLE VALUES OF TAXABLE PROPERTY
TEN FISCAL YEAR COMPARISON (continued)**

Fiscal Year	----- Total -----		Ratio Taxable to Assessed Value	Tax Increment Financing District Values
	<u>Taxable Value</u>	<u>Assessed Value</u>		
2011-12	\$ 7,076,207,397	\$ 11,926,691,800	59.33%	\$ 360,551,426
2012-13	7,345,343,524	12,232,703,888	60.05%	379,706,751
2013-14	7,546,112,104	12,343,186,444	61.14%	395,699,656
2014-15	7,635,626,321	12,648,285,554	60.37%	406,555,742
2015-16	7,714,829,376	12,777,986,404	60.38%	425,111,551
2016-17	7,989,058,189	13,428,604,820	59.49%	413,836,841
2017-18	8,226,445,192	13,706,151,420	60.02%	449,518,457
2018-19	8,699,116,845	14,599,308,774	59.59%	439,662,541
2019-20	9,102,443,165	15,037,172,378	60.53%	436,750,524
2020-21	9,378,775,274	15,685,932,970	59.79%	469,701,411

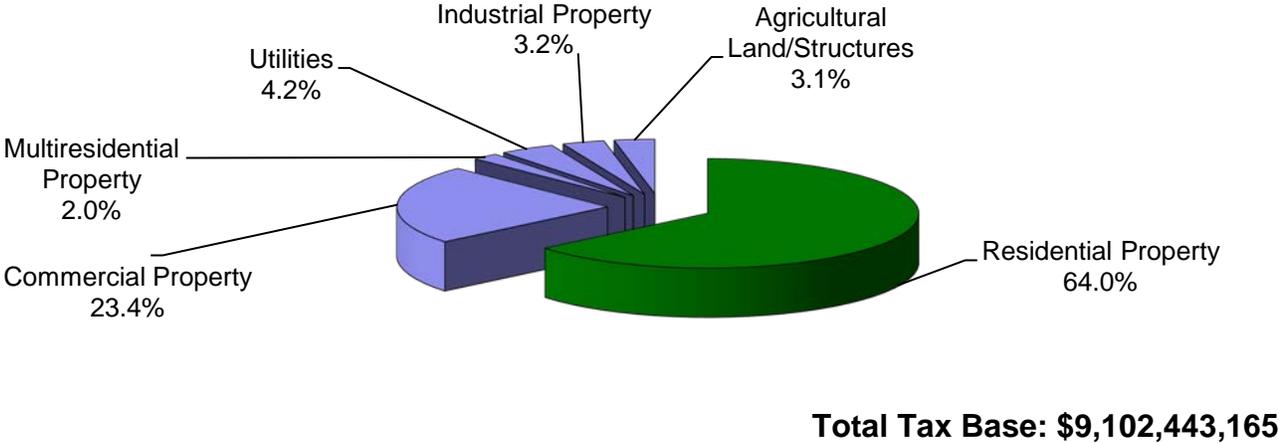
TAXABLE VALUATION BY CLASS OF PROPERTY

FY21 TAXABLE VALUATION



Residential property valuations represent over half of the County's tax base. Residential valuations would represent 69.9%, however, the State mandated rollback percentage shifts the tax burden to other classes. The growth in tax base between years was 3.0%.

FY20 TAXABLE VALUATION



TAXABLE PROPERTY VALUATION COMPARISON

	January 1,2018 For FY20	% of Total	January 1,2019 For FY21	% of Total	Amount Change	% Change
COUNTY-WIDE						
Residential Property	5,825,882,612	64.0%	5,884,000,347	62.7%	58,117,735	1.0%
Commercial Property	2,128,966,256	23.4%	2,301,048,375	24.5%	172,082,119	8.1%
Multiresidential	184,595,351	2.0%	217,847,078	2.3%	33,251,727	18.0%
Utilities	385,887,791	4.2%	373,497,069	4.0%	(12,390,722)	-3.2%
Industrial Property	294,147,922	3.2%	300,121,010	3.2%	5,973,088	2.0%
Agricultural Land/Structures	282,963,233	3.1%	302,261,395	3.2%	19,298,162	6.8%
All Classes	<u>9,102,443,165</u>	<u>100.0%</u>	<u>9,378,775,274</u>	<u>100.0%</u>	<u>276,332,109</u>	<u>3.0%</u>
UNINCORPORATED AREAS						
Residential Property	744,779,364	66.1%	743,011,091	65.2%	(1,768,273)	-0.2%
Commercial Property	49,417,259	4.4%	48,378,389	4.2%	(1,038,870)	-2.1%
Multiresidential	7,494,550	0.7%	9,243,665	0.1%	1,749,115	23.3%
Utilities	77,067,741	6.8%	75,966,318	6.7%	(1,101,423)	-1.4%
Industrial Property	1,644,507	0.1%	1,644,507	0.1%	-	0.0%
Agricultural Land/Structures	245,577,307	21.8%	262,049,543	23.0%	16,472,236	6.7%
Total	<u>1,125,980,728</u>	<u>100.0%</u>	<u>1,140,293,513</u>	<u>100.0%</u>	<u>14,312,785</u>	<u>1.3%</u>
Property in Cities	7,976,462,437	87.6%	8,238,481,761	87.8%	262,019,324	3.3%
Property in Rural Areas	<u>1,125,980,728</u>	<u>12.4%</u>	<u>1,140,293,513</u>	<u>12.2%</u>	<u>14,312,785</u>	<u>1.3%</u>
Total	<u>9,102,443,165</u>	<u>100.0%</u>	<u>9,378,775,274</u>	<u>100.0%</u>	<u>276,332,109</u>	<u>3.0%</u>

EXCLUDED VALUES FROM COUNTY'S OVERALL TAX BASE:	January 1,2018 For FY20	January 1,2019 For FY21	Amount Change	% Change
Tax Increment Financing District Values	436,750,524	469,701,411	32,950,887	7.5%
Military Exemptions	14,932,676	14,471,528	(461,148)	-3.1%
Utilities/Railroads Rollback Amount	366,846,520	410,124,784	43,278,264	11.8%
Ag Land/Structures Rollback Amount	221,136,407	68,687,925	(152,448,482)	-68.9%
Commercial Rollback Amount	261,756,913	283,751,505	21,994,592	8.4%
Industrial	39,083,582	40,628,568	1,544,986	4.0%
Multiresidential	64,346,911	91,042,221	26,695,310	41.5%
Residential Rollback Amount	4,529,875,680	4,928,749,754	398,874,074	8.8%
Total Rollback Loss	<u>5,483,046,013</u>	<u>5,822,984,757</u>	<u>339,938,744</u>	<u>6.2%</u>
Total Excluded Values	<u>5,934,729,213</u>	<u>6,307,157,696</u>	<u>372,428,483</u>	<u>6.3%</u>
Percent of Tax Base Excluded	<u>39.5%</u>	<u>40.2%</u>		
100% Valuation	<u>15,037,172,378</u>	<u>15,685,932,970</u>	<u>648,760,592</u>	<u>4.3%</u>

PROPERTY TAX LEVY COMPARISON ALL FUNDS

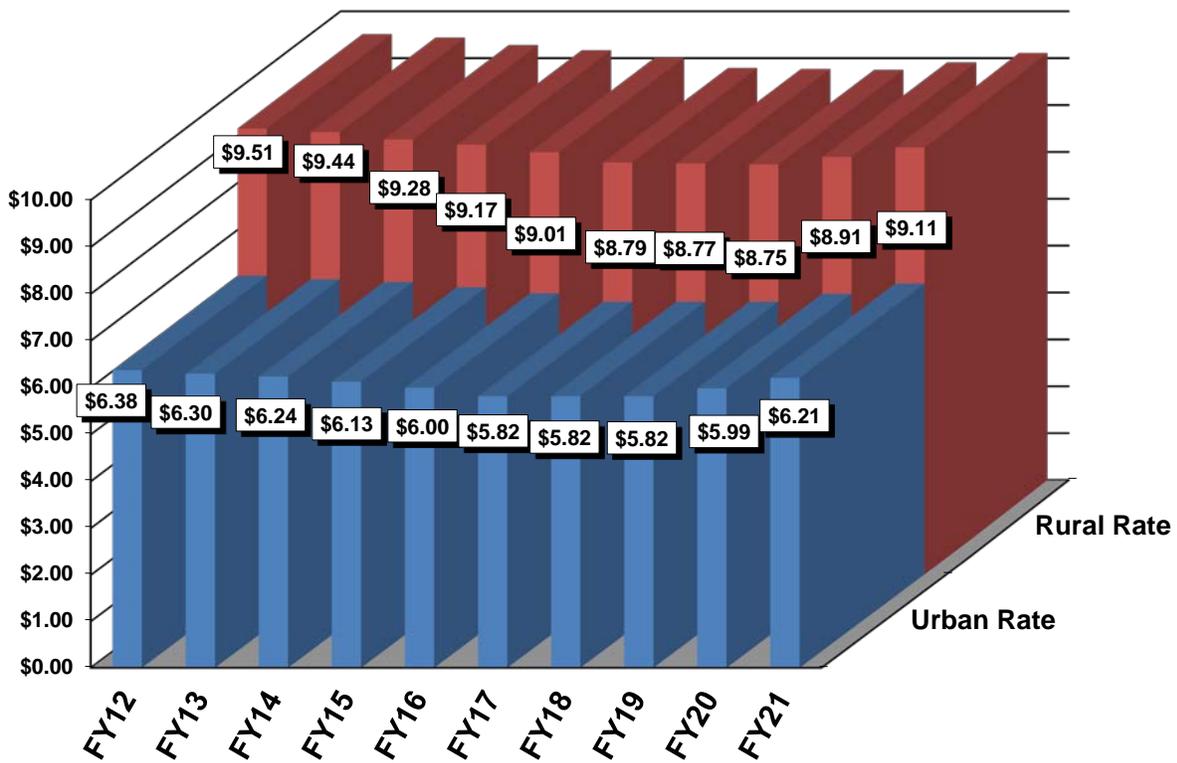
	----- 2019-20 Budget -----		----- 2020-21 Budget -----		Levy Amount % Incr -Decr
	<u>Levy Amount</u>	<u>Levy Rate Per \$1,000 Taxable Valuation</u>	<u>Levy Amount</u>	<u>Levy Rate Per \$1,000 Taxable Valuation</u>	
General Fund	\$ 47,393,809	\$ 5.20671	\$ 49,996,983	\$ 5.33086	5.5%
Special Revenue Fund					
MH-DD	\$ 5,309,827	\$ 0.58334	\$ 5,333,651	\$ 0.56869	0.4%
Debt Service Fund	<u>\$ 1,945,618</u>	<u>\$ 0.20396</u>	<u>\$ 3,087,422</u>	<u>\$ 0.31349</u>	58.7%
Total County-Wide Levy	\$ 54,649,254	\$ 5.99401 ⁽¹⁾	\$ 58,418,056	\$ 6.21304	6.9%
Special Revenue Fund (rural only)					
Rural Services Basic	<u>\$ 3,278,460</u>	<u>\$ 2.91165</u> ⁽²⁾	<u>\$ 3,308,416</u>	<u>\$ 2.90137</u>	0.9%
Total Gross Levy	\$ 57,927,714	\$ 8.90566	\$ 61,726,472	\$ 9.11441	6.6%
Less State Replacement Credits Against Levied Taxes	<u>\$ 2,321,650</u>		<u>\$ 2,385,928</u>		2.8%
Total Net Levy	<u>\$ 55,606,064</u>	<u>\$ 8.90566</u> ⁽³⁾	<u>\$ 59,340,544</u>	<u>\$ 9.11441</u>	6.7%

⁽¹⁾ Corporate rate levied against property in incorporated areas (cities)

⁽²⁾ Levied in the unincorporated areas only for Secondary Roads and for participation in the County Library System

⁽³⁾ Rural rate levied against property in unincorporated areas (townships)

TEN YEAR LEVY RATE COMPARISON



In FY12, Rural rate increased due to a state formula for local effort related to the distribution of Road Use Tax. The urban rate increased due to the funding of the Scott Emergency Communication Center. The FY20 rate increased to fund requested organizational changes and mental health services. The FY21 is recommend to increase due to organizational change requests and 2019 General Obligation Bonds Debt service.

TAX LEVIES AND LEVY RATES TEN YEAR HISTORICAL COMPARISON

<u>Fiscal Year</u>	<u>Gross Tax Levy</u> ⁽¹⁾	<u>Percent Change In Levy</u> ⁽¹⁾	<u>Urban Levy Rate</u> ⁽²⁾	<u>Rural Levy Rate</u> ⁽³⁾
2011-12	\$ 46,152,940	4.3%	\$ 6.37607	\$ 9.51373
2012-13	\$ 47,508,708	2.9%	\$ 6.30156	\$ 9.43922
2013-14	\$ 48,415,997	1.9%	\$ 6.23534	\$ 9.28021
2014-15	\$ 49,773,216	2.8%	\$ 6.13204	\$ 9.17530
2015-16	\$ 49,314,403	-0.9%	\$ 6.00377	\$ 9.01072
2016-17	\$ 49,572,552	0.5%	\$ 5.82228	\$ 8.78518
2017-18	\$ 51,015,046	2.9%	\$ 5.82167	\$ 8.76857
2018-19	\$ 53,917,024	5.7%	\$ 5.82167	\$ 8.74885
2019-20	\$ 57,927,714	7.4%	\$ 5.99401	\$ 8.90566
2020-21	\$ 61,726,472	6.6%	\$ 6.21303	\$ 9.11440

⁽¹⁾ Includes State replacement credits against levies taxes and utility replacement dollars.

⁽²⁾ Urban levy rate per \$1,000 taxable valuation levied against property in incorporated areas (cities)

⁽³⁾ Rural levy rate per \$1,000 taxable valuation levied against property in unincorporated areas (townships)

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - LONG RANGE PLAN GENERAL FUND

	<u>ACTUAL 2017-</u> <u>18</u>	<u>PROJECTED</u> <u>2018-19</u>	<u>BUDGET 2019-</u> <u>20</u>	<u>PROJECTED</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 41,806,176	\$ 44,499,514	\$ 47,082,143	\$ 49,200,839	\$ 51,414,877	\$ 53,728,547
Other County Taxes/TIF Revenue	6,041,779	6,416,689	6,385,858	6,449,717	6,514,214	6,579,356
Intergovernmental	5,984,413	6,336,106	5,765,138	5,649,835	5,536,839	5,426,102
Licenses & Permits	711,222	762,295	766,295	777,023	787,901	798,932
Charges For Services	5,858,946	5,859,568	6,029,582	6,041,641	6,053,724	6,065,832
Use of Money & Property	1,015,046	907,030	891,099	445,550	445,550	445,550
Fees, Forfeitures and Miscellaneous Revenue	993,812	934,384	940,697	945,400	950,127	954,878
Subtotal Revenues	62,411,394	65,715,586	67,860,812	69,510,006	71,703,232	73,999,196
Other Financing Sources:						
Operating Transfers In and assets sold	8,173,524	7,891,667	7,099,263	7,387,380	7,719,812	8,067,203
Total Revenues & Other Sources	70,584,918	73,607,253	74,960,075	76,897,385	79,423,044	82,066,399
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Salaries	25,829,213	27,921,832	29,236,550	29,841,454	30,458,874	31,089,068
Benefits	10,063,156	11,547,541	12,153,957	12,931,810	13,759,446	14,640,051
Capital Outlay	162,723	148,025	171,800	171,800	171,800	171,800
Purchases Services & Expenses	18,819,457	20,005,956	20,290,602	20,347,485	20,534,808	20,723,876
Supplies & Materials	1,897,523	1,951,898	2,002,903	2,018,926	2,035,078	2,051,358
Subtotal Expenditures	56,772,072	61,575,252	63,855,812	65,311,475	66,960,006	68,676,153
Other Financing Uses:						
Other Financing Uses	14,263,248	12,664,477	11,234,263	11,135,796	12,472,656	12,759,569
Total Expenditures & Other Uses	71,035,320	74,239,729	75,090,075	76,447,271	79,432,662	81,435,722
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$ (450,402)</u>	<u>\$ (632,476)</u>	<u>\$ (130,000)</u>	<u>\$ 450,114</u>	<u>\$ (9,618)</u>	<u>\$ 630,677</u>

Revenue / Use	Trend
Taxes Levied on Property	4.5% 5 year trend, 10 year 3.25% valuation growth, stable tax rate
Other County Taxes/TIF Revenue	0.4% Trend rate 2016 - 2021
Intergovernmental	-2% Trend based on net flat state intergovernmental and declining federal intergov. revenue, less commercial and industrial rollback backfill dollars through sunset. (before COVID-19)
Licenses & Permits	-0.6% Trend rate 2016 - 2021
Charges For Services	0.2% Trend rate 2016 - 2021
Use of Money & Property	50% of FY 21 reduction due to COVID -19 impacts
Fees, Forfeitures and Miscellaneous Revenue	0.5% Trend rate 2016 - 2021
Salaries	3.1% Net cost of living and step wage increases per year, less turnover.
Benefits	6.4% Cost of insurance / wage related benefits per year.
Capital Outlay	0% Allowable growth budget guideline / strategic planning.
Purchases Services & Expenses	0% Allowable growth budget guideline / strategic planning, plus departmental selected adjustments of 2% trend.
Supplies & Materials	0% Allowable growth budget guideline / strategic planning, 0.4% trend adjusted by departments offset by purchase services and expenses.
Conclusion	Future revenue growth will provide for current operating expenditures as long as taxes levied on property continues to grow based on the 10 year average growth rate. Flexibility in programing is available.

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

MENTAL HEALTH & DISABILITIES FUND

	<u>ACTUAL 2018</u> <u>19</u>	<u>PROJECTED</u> <u>2019-20</u>	<u>BUDGET</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 3,784,372	\$ 4,986,959	\$ 4,988,612	\$ 4,986,959	\$ 4,986,959	\$ 4,986,959
Other County Taxes/TIF Revenue	143,849	174,845	166,221	166,221	166,221	166,221
Intergovernmental	305,842	274,249	263,054	263,054	263,054	263,054
Licenses & Permits	-	-	-	-	-	-
Charges For Services	146,355	175,533	2,200	2,200	2,200	2,200
Use of Money & Property	28,737	18,000	15,000	8,000	8,000	8,000
Fees, Forfeitures and Miscellaneous Revenue	<u>214,060</u>	<u>193,260</u>	<u>193,260</u>	<u>193,260</u>	<u>193,260</u>	<u>193,260</u>
Subtotal Revenues	4,623,215	5,822,846	5,628,347	5,619,694	5,619,694	5,619,694
Other Financing Sources:						
Operating Transfers In and assets sold	-	-	-	-	-	-
Total Revenues & Other Sources	<u>4,623,215</u>	<u>5,822,846</u>	<u>5,628,347</u>	<u>5,619,694</u>	<u>5,619,694</u>	<u>5,619,694</u>
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Salaries	473,528	491,160	378,206	395,225	413,010	431,596
Benefits	186,109	203,297	150,858	161,720	173,364	185,846
Capital Outlay	3,444	508	25,508	500	500	500
Purchases Services & Expenses	4,178,803	5,197,685	5,070,845	5,162,810	5,133,382	5,102,314
Supplies & Materials	<u>8,970</u>	<u>2,930</u>	<u>2,930</u>	<u>2,930</u>	<u>2,930</u>	<u>2,930</u>
Subtotal Expenditures	4,850,854	5,895,580	5,628,347	5,723,186	5,723,186	5,723,186
Other Financing Uses:						
Other Financing Uses	-	-	-	-	-	-
Total Expenditures & Other Uses	<u>4,850,854</u>	<u>5,895,580</u>	<u>5,628,347</u>	<u>5,723,186</u>	<u>5,723,186</u>	<u>5,723,186</u>
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$ (227,639)</u>	<u>\$ (72,734)</u>	<u>\$ -</u>	<u>\$ (103,492)</u>	<u>\$ (103,492)</u>	<u>\$ (103,492)</u>

	Trend
Taxes Levied on Property	County tax cap of \$30.78 per capita, population of 172,943 limits taxes on property and intergovernmental subsidy.
Other County Taxes/TIF Revenue	
Intergovernmental	N/A
Licenses & Permits	
Charges For Services	Includes protective payee service at flat volume or rate growth
Use of Money & Property	
Fees, Forfeitures and Miscellaneous Revenue	3% Expectation of growth
Salaries	0% Trend rate 2014 - 2019
Benefits	4.5% Net cost of living and step wage increases per year.
Capital Outlay	7.2% Cost of insurance / wage related benefits per year.
Purchases Services & Expenses	0% Allowable growth budget guideline.
Supplies & Materials	0% Allowable growth budget guideline, required contribution to regional agent for services.
Conclusion	0% Allowable growth budget guideline
	The Mental Health Fund is in a structural deficit. Funding will come from 1) prior year fund balance; 2) fiscal partners within the region; 3) change in services provided or 4) a change in state code to allow for more local funding

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - LONG RANGE PLAN SECONDARY ROADS

	<u>ACTUAL 2018-</u> <u>19</u>	<u>PROJECTED</u> <u>2019-20</u>	<u>BUDGET</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other County Taxes/TIF Revenue	-	-	-	-	-	-
Intergovernmental	4,427,818	4,193,394	4,222,312	4,180,089	4,221,890	4,264,109
Licenses & Permits	45,585	30,000	30,000	30,000	30,300	30,603
Charges For Services	7,792	23,244	433,765	5,000	5,050	5,101
Use of Money & Property	161,699	80,000	80,000	40,000	40,000	40,000
Fees, Forfeitures and Miscellaneous Revenue	<u>34,419</u>	<u>14,100</u>	<u>14,100</u>	<u>14,100</u>	<u>14,100</u>	<u>14,100</u>
Subtotal Revenues	4,677,313	4,340,738	4,780,177	4,269,189	4,311,340	4,353,912
Other Financing Sources:						
Operating Transfers In and assets sold	<u>3,564,000</u>	<u>3,720,000</u>	<u>3,795,000</u>	<u>3,803,300</u>	<u>3,963,039</u>	<u>4,129,486</u>
Total Revenues & Other Sources	8,241,313	8,060,738	8,575,177	8,072,489	8,274,378	8,483,398
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Secondary Roads	<u>7,825,155</u>	<u>12,336,100</u>	<u>10,012,100</u>	<u>7,997,959</u>	<u>8,196,789</u>	<u>8,299,887</u>
Subtotal Expenditures	7,825,155	12,336,100	10,012,100	7,997,959	8,196,789	8,299,887
Other Financing Uses:						
Other Financing Uses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures & Other Uses	7,825,155	12,336,100	10,012,100	7,997,959	8,196,789	8,299,887
Excess Of Revenues & Other Sources						
over(under) Expenditures & Other Uses	<u>\$ 416,158</u>	<u>\$ (4,275,362)</u>	<u>\$ (1,436,923)</u>	<u>\$ 74,530</u>	<u>\$ 77,589</u>	<u>\$ 183,512</u>

	Trend
Intergovernmental	Estimated 1% reduction FY 22 due to COIVD impact and then 1% growth.
Licenses & Permits	0% Net growth of rate vs volume.
Charges For Services	0% Net growth of rate vs volume.
Use of Money & Property	0% Growth
Fees, Forfeitures and Miscellaneous Revenue	0% Growth
Secondary Roads	4.2% Salary growth; 7.2 % benefit growth; 1% contractor growth; capital project projections
Conclusion	Funding provides for current operating and long term capital investment. Drawdowns are tied to funding for capital projects and prior year savings.

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - LONG RANGE PLAN

DEBT SERVICE FUND

	<u>ACTUAL</u> <u>2018-19</u>	<u>PROJECTED</u> <u>2019-20</u>	<u>BUDGET</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED 2023-</u> <u>24</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 1,795,749	\$ 1,796,989	\$ 2,911,614	\$ 2,828,715	\$ 2,817,654	\$ 2,816,403
Other County Taxes/TIF Revenue	64,867	61,710	91,293	93,119	94,981	96,881
Intergovernmental	1,713,290	1,610,143	1,575,414	1,553,164	1,534,914	1,521,364
Use of Money & Property	81,447	30,000	20,000	20,000	20,000	20,000
Subtotal Revenues	<u>3,655,353</u>	<u>3,498,842</u>	<u>4,598,321</u>	<u>4,494,998</u>	<u>4,467,549</u>	<u>4,454,648</u>
Other Financing Sources:						
Proceeds of debt issuance	-	2,745,378	-	-	-	-
Operating Transfers In and assets sold	-	-	-	-	-	-
Total Revenues & Other Sources	<u>3,655,353</u>	<u>6,244,220</u>	<u>4,598,321</u>	<u>4,494,998</u>	<u>4,467,549</u>	<u>4,454,648</u>
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Debt Service and fees	<u>3,382,890</u>	<u>10,295,207</u>	<u>4,867,249</u>	<u>4,853,799</u>	<u>4,869,369</u>	<u>4,867,898</u>
Subtotal Expenditures	<u>3,382,890</u>	<u>10,295,207</u>	<u>4,867,249</u>	<u>4,853,799</u>	<u>4,869,369</u>	<u>4,867,898</u>
Other Financing Uses:						
Other Financing Uses	-	-	-	-	-	-
Total Expenditures & Other Uses	<u>3,382,890</u>	<u>10,295,207</u>	<u>4,867,249</u>	<u>4,853,799</u>	<u>4,869,369</u>	<u>4,867,898</u>
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$ 272,463</u>	<u>\$ (4,050,987)</u>	<u>\$ (268,928)</u>	<u>\$ (358,801)</u>	<u>\$ (401,820)</u>	<u>\$ (413,250)</u>

	Trend
Taxes Levied on Property	Net property tax requirement for outstanding debt service
Other County Taxes/TIF Revenue	2.2% Trend, based on stable tax rate extended across increasing taxable property values
Intergovernmental	Net property tax requirement for outstanding debt service, plus intergovernmental contribution for loan receivable interest
Licenses & Permits	N/A
Charges For Services	N/A
Use of Money & Property	N/A
Debt Service	Obtained from approved debt service schedules and fee estimates
Conclusion	Fund balance is decreasing due to 9 Waste Commission debt service paid by loan receivable, but expended with the proceeds.

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - LONG RANGE PLAN CAPITAL PROJECTS FUND

	<u>ACTUAL</u> <u>2018-19</u>	<u>PROJECTED</u> <u>2019-20</u>	<u>BUDGET 2020-</u> <u>21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other County Taxes/TIF Revenue	683,200	680,000	680,000	680,000	680,000	680,000
Intergovernmental	238,318	523,102	-	387,550	100,000	-
Licenses & Permits	-	-	-	-	-	-
Charges For Services	-	-	-	-	-	-
Use of Money & Property	184,071	304,786	172,000	127,800	127,800	127,800
Fees, Forfeitures and Miscellaneous Revenue	<u>27,536</u>	<u>61,500</u>	<u>24,000</u>	<u>39,000</u>	<u>39,000</u>	<u>39,000</u>
Subtotal Revenues	1,133,125	1,569,388	876,000	1,234,350	946,800	846,800
Other Financing Sources:						
Bonds sold and Premium	-	11,817,214	-	-	-	-
Operating Transfers In and assets sold	<u>5,977,195</u>	<u>5,163,396</u>	<u>3,889,500</u>	<u>3,792,800</u>	<u>3,757,800</u>	<u>3,657,800</u>
Total Revenues & Other Sources	7,110,320	18,549,998	4,765,500	5,027,150	4,704,600	4,504,600
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Salaries	-	-	-	-	-	-
Benefits	-	-	-	-	-	-
Capital Outlay	6,003,465	16,702,624	10,718,076	4,061,100	2,160,000	2,453,000
Purchases Services & Expenses	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Subtotal Expenditures	6,003,465	16,702,624	10,718,076	4,061,100	2,160,000	2,453,000
Other Financing Uses:						
Other Financing Uses	<u>976,387</u>	<u>1,222,586</u>	<u>529,500</u>	-	-	-
Total Expenditures & Other Uses	6,979,852	17,925,210	11,247,576	4,061,100	2,160,000	2,453,000
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$ 130,468</u>	<u>\$ 624,788</u>	<u>\$ (6,482,076)</u>	<u>\$ 966,050</u>	<u>\$ 2,544,600</u>	<u>\$ 2,051,600</u>

	Trend
Taxes Levied on Property	N/A
Other County Taxes/TIF Revenue	0% Growth
Intergovernmental	N/A
Licenses & Permits	N/A
Charges For Services	N/A
Use of Money & Property	N/A
Fees, Forfeitures and Miscellaneous Revenue	0% Growth
Capital Outlay	See 5 year capital plan for project detail
Conclusion	The long term capital fund balance remains relatively stable.

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - LONG RANGE PLAN NON MAJOR FUNDS

	<u>ACTUAL</u> <u>2018-19</u>	<u>PROJECTED</u> <u>2019-20</u>	<u>BUDGET</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 2,971,412	\$ 3,069,707	\$ 3,093,852	\$ 3,226,888	\$ 3,365,644	\$ 3,510,366
Other County Taxes/TIF Revenue	70,705	79,223	79,952	81,151	82,369	83,604
Intergovernmental	154,867	149,679	152,165	152,926	153,690	161,375
Licenses & Permits	-	-	-	-	-	-
Charges For Services	30,007	30,000	30,000	30,000	30,300	30,603
Use of Money & Property	5,671	5,200	5,200	5,200	5,200	5,200
Fees, Forfeitures and Miscellaneous Revenue	-	-	-	-	-	-
Subtotal Revenues	<u>3,232,662</u>	<u>3,333,809</u>	<u>3,361,169</u>	<u>3,496,165</u>	<u>3,637,203</u>	<u>3,791,149</u>
Other Financing Sources:						
Operating Transfers In and assets sold	-	-	-	-	-	-
Total Revenues & Other Sources	<u>3,232,662</u>	<u>3,333,809</u>	<u>3,361,169</u>	<u>3,496,165</u>	<u>3,637,203</u>	<u>3,791,149</u>
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Library	<u>580,036</u>	<u>587,575</u>	<u>595,213</u>	<u>602,951</u>	<u>610,789</u>	<u>618,729</u>
Subtotal Expenditures	580,036	587,575	595,213	602,951	610,789	618,729
Other Financing Uses:						
Other Financing Uses	<u>2,663,000</u>	<u>2,754,000</u>	<u>2,800,000</u>	<u>2,825,487</u>	<u>2,946,983</u>	<u>3,073,703</u>
Total Expenditures & Other Uses	3,243,036	3,341,575	3,395,213	3,428,438	3,557,772	3,692,433
Excess Of Revenues & Other Sources over (under) Expenditures & Other Uses	<u>\$ (10,374)</u>	<u>\$ (7,766)</u>	<u>\$ (34,044)</u>	<u>\$ 67,727</u>	<u>\$ 79,431</u>	<u>\$ 98,716</u>

	Trend
Taxes Levied on Property	4.3% 10 year average growth valuation rural area, stable tax rate
Other County Taxes/TIF Revenue	1.5% Trend Rate 2016 - 2021
Intergovernmental	Estimated 0.5% trend growth
Charges For Services	0% Net growth of rate vs volume.
Fees, Forfeitures and Miscellaneous Revenue	0% Growth
Library	1.3% Growth estimate
Conclusion	The non-major funds remain relatively stable. The pass through property taxes may have to be adjusted based on operational growth of the library.

MAJOR GOVERNMENTAL FUNDS

GENERAL FUND

The General Fund for the County of Scott accounts for all transactions of the County which pertain to the general administration and services traditionally provided to its citizens except those specifically accounted for elsewhere. Services within the General Fund include law enforcement services, legal services, emergency services, juvenile court justice services, physical health services, services to the poor, services to military veterans, services to the elderly, environmental quality services, conservation and recreation services, animal control services, county development services, representation (election) services, state administrative services and various interprogram services such as policy and administration, central services and risk management services.

The General Fund is also the primary source of appropriations to fund costs of providing these services. Consequently, considerable importance is placed upon the fund's financial condition. The Board of Supervisors and staff's objective is to maintain an acceptable level of service for the County's citizens within the limitations of revenue sources that are available to support these activities.

An objective of maintaining the General Fund as a self-funding entity, revenues and/or available balances must be provided to support expense levels during the entire fiscal year. Consequently, the fund balance or working balance is estimated or projected at a level sufficient to fund the first three months of a new fiscal year prior to the receipt of property tax revenues in October. (In Iowa property taxes are paid in two installments due September 30th and March 31st.) The revenue sources over the past several years have been directed toward this goal in order to avoid interim financing. The following is a ten-year history of the changes in the unrestricted, unreserved/unassigned General Fund balance:

Fiscal Year	June 30 Fund Balance
2011-12	\$9,477,799
2012-13	10,041,990
2013-14	9,832,639
2014-15	10,098,835
2015-16	10,212,287
2016-17	10,474,822
2017-18	10,821,990
2018-19	11,354,228
2019-20 (Projected)	11,695,732
2020-21 (Projected)	11,695,732

The Scott County Board of Supervisors has adopted a set of financial management policies. As a part of these financial management policies a *minimum* year-end unassigned fund balance for the General Fund was identified as 15% of annual operating expenses. The General Fund projected June 30, 2021 balance is projected to be 18.3%, which is above the minimum fund balance guidelines.

In order to fund capital projects, the Board of Supervisors makes a property tax transfer from the General Fund to the Capital Projects fund. The transfer amount is necessary to fund routine capital projects within the County.

The local option sales tax revenue represents approximately 6.4% of total revenues to the General Fund in FY21. The County is projecting increasing activity within local option sales taxes as natural growth is occurring, supplemented by an increase in internet sales. All estimated local option tax revenues are used to reduce the General Fund property tax requirement for the ensuing fiscal year.

The FY 2021 budget reflects the compensation and benefits of the County after implementing the salary and benefit study implemented in FY 20. The study was the first comprehensive compensation study by the county in over 30 years and reflects an effort to bring wages and benefits in line with a market analysis. The study, sponsored by the Board of Supervisors, through a consultant recommended moving away from the Hay Guide Chart-Profile method to a market based job review and classification system. The study found 38% of positions were more than 5% behind market, 56% at market, and 6% more than 5% ahead of market. All employees' positions were reclassified as of July 1, 2019. Employee compensation was then placed on the new scales based on most equivalent wage, without moving down in the scale. The scale was then adjusted based on market adjustments through cost of living adjustments. Unions would continue to negotiate the costs of living adjustments each year. All employees are now eligible for a step each year of 2.5% per year, as well as a cost of living adjustment of the compensation scale. The Sheriff unions for Deputies and Corrections Officers reflect a 4% step per year as well as a cost of living annual adjustment. The County expects annual salary adjustments to become linear in their compensation adjustments for fiscal year 2021 and thereafter. The General Fund FTE is recommended to increase by 7.0 positions for a cost of \$639,188; however, decisions about positions were deferred until after the fiscal year started. The combined cost of the new positions and step recommendations is \$1,353,244 or 4.9% of FY 20 budgeted salaries.

The Public Safety and Legal Services service area is increasing by 3.8%. This increase is due to the Sheriff department requesting 18 additional positions including 7.0 FTE deputies, 9.0 FTE jail corrections officers, and 2.0 FTE bailiffs. The Board budgeted for the 5.0 corrections officers and set aside money for 5.5 deputies, but did not take action on any public safety positions due to the onset of COVID-19. Additionally, the Attorney's office requested 2.0 FTE for assistant attorneys. The Board set aside funding for these positions but did not act on them due to the onset of COVID-19. The funding of \$585,959 was set aside for the adoption of future positions pending COVID-19 and affirmation of need within the departments. The adult correction division represents 35% of the Public Safety and Legal Services of the County. Other salary and benefits within this service area are expected to increase by 4.8% after salary and benefit changes.

Additionally, the property tax funding of Emergency Management Agency and Scott Emergency Communications Center (SECC) requested a decreased flow through contribution of about \$50,000, a 0.6% decrease from the prior year, from the County. SECC was formed by a 28E (intergovernmental agreement) to consolidate all of the Police

and Fire dispatch services for Scott County. This funding will pay all operational costs as well as the department service for the equipment and building.

The County also funds the **Scott County Emergency Management Agency (EMA)** through the supplemental tax levy of the County. The EMA increased its budgeted expenditures this year to include new staffing and additional programming.

Physical Health and Social Services is increasing by 9.0% primarily due to the movement of a benefits program to support community services from the Mental Health Fund to the General Fund. The program supports those applying for state and federal benefits. This represents 3.3% of the increase. The County continues to see a decline in specific grant funding for Physical Health and Social Services, offset increased by wage and benefit increases. Additionally the **County budgeted \$100,000 for lead abatement efforts**. This is being funded through prior year budgetary savings. County Environment and Education is decreasing 0.6% due to offset seasonal costs associated with reduced services at West Lake Park construction and wage and benefit increases.



Government Services to Residents is increasing by 13.2% due to projected election costs which vary from year to year depending on the number of special elections and departmental salary and benefit increases. FY 2021 is national election year which increases the volume of elections but decreases amount of reimbursable costs received by the County. The Administration (interprogram) service area expenditures nets to a 4.9% increase primarily for the salary study, and annual changes in the strategic planning initiatives funded from fund balance.



The General Fund is comprised of two levying funds - the General Basic Fund and the General Supplemental Fund. The General Basic Fund has a \$3.50 rate per \$1,000 taxable valuation limitation. The General Supplemental Fund is for specific services and expenditures as outlined in Section 331.424 of the Code of Iowa and include such services as elections, court services, employee benefit costs, emergency management services, and risk management service (see Financial Management Policies in the Supplemental Information section of this budget document for a complete listing). Current law requires counties to levy the General Basic Fund maximum levy prior to utilizing the General Supplemental Fund levy. The FY21 General Basic levy rate is at the \$3.50 limit with the General Supplemental Fund at a \$1.83086 levy rate amount.

SCOTT COUNTY FUND STATEMENT
ALL FUNDS

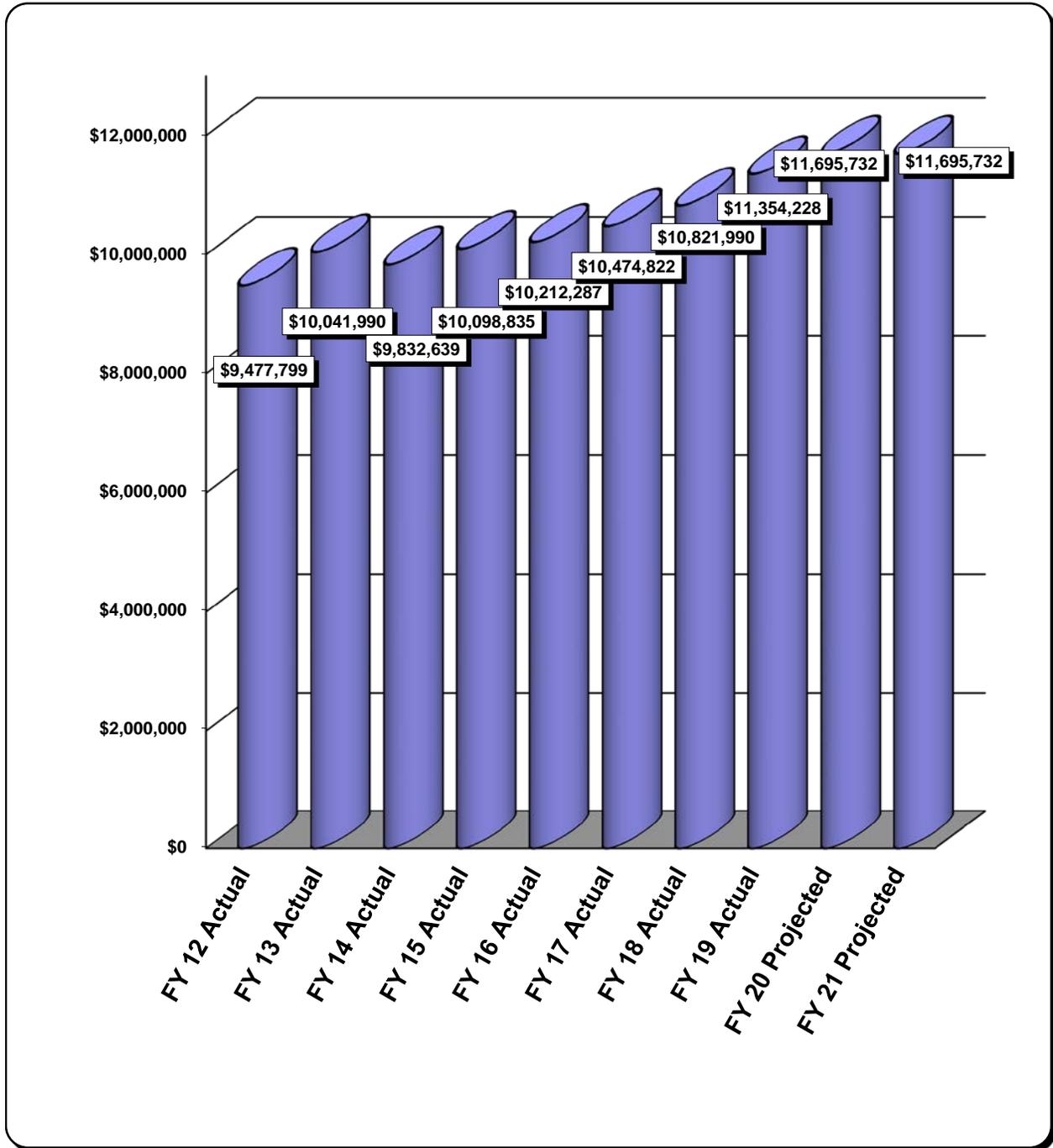
Estimated Balance	Revenues	Expenditures
202,765	\$ 64,200,948	\$ 64,200,948
666,176	5,016,875	4,908,000
2,598,713	3,934,844	3,888,000
5,983,948	2,977,030	
23,776	610,000	7,988,000
381,287	329,200	610,000
467,804		

GENERAL FUND TOTAL FUND STATEMENT

	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
Beginning balance, July 1	\$ 14,034,487	\$ 11,448,029	\$ 13,584,085	\$ 12,951,609	13.1%
Revenues and transfers in	<u>70,584,918</u>	<u>72,589,564</u>	<u>73,607,253</u>	<u>74,960,075</u>	3.3%
Funds available	84,619,405	84,037,593	87,191,338	87,911,684	4.6%
Expenditures and transfers out	<u>71,035,320</u>	<u>72,809,564</u>	<u>74,239,729</u>	<u>75,090,075</u>	3.1%
Ending Balance, June 30	<u>\$ 13,584,085</u>	<u>\$ 11,228,029</u>	<u>\$ 12,951,609</u>	<u>\$ 12,821,609</u>	14.2%
Less: Estimated nonspendable, restrictions, or assignments					
Amount nonspendable for prepaid items			127,290	127,290	
Amount restricted for other statutory programs			716,902	716,902	
Amount assigned for strategic planning initiatives			130,000	-	
Amount assigned for IBNR claims liabilities			<u>281,685</u>	<u>281,685</u>	
Unassigned Fund Balance			<u>\$ 11,695,732</u>	<u>\$ 11,695,732</u>	

GENERAL FUND UNASSIGNED ENDING FUND BALANCE

TEN YEAR COMPARISON

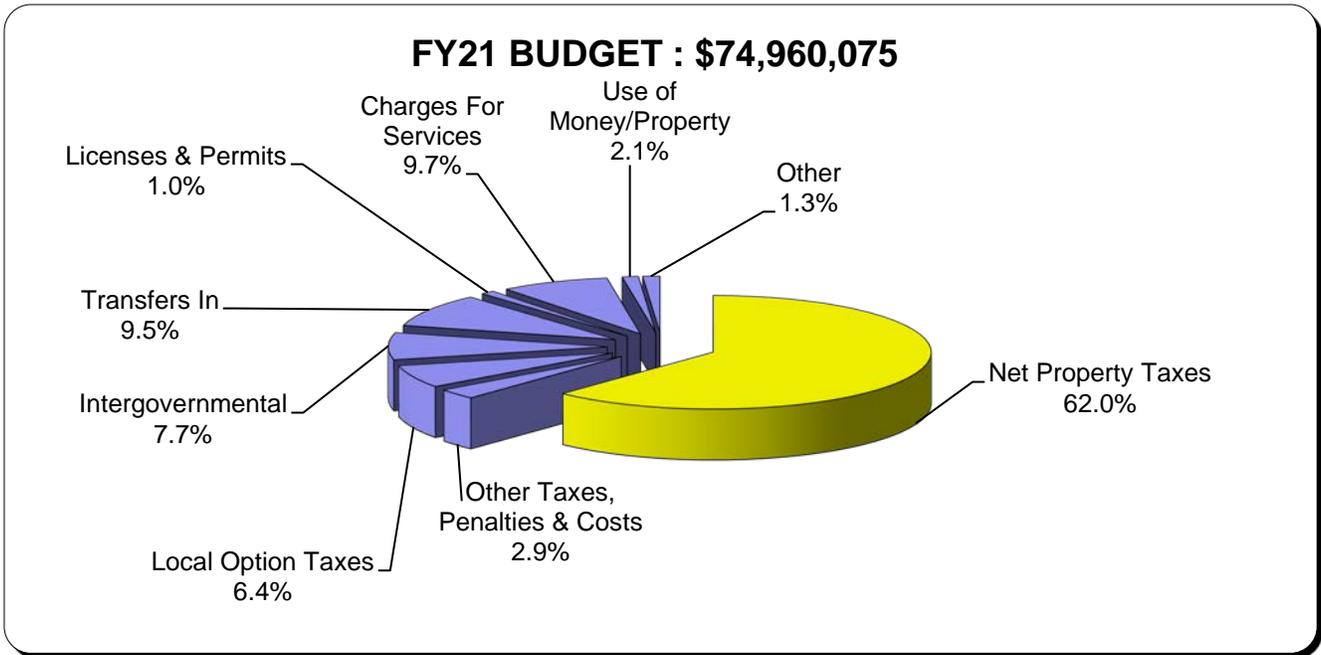


The recommended FY21 General Fund unassigned ending fund balance is expected to be at \$11,695,732 which represents 18.3% of general fund expenditures. The Board's Financial Management Policy requires a 15% minimum General Fund balance.

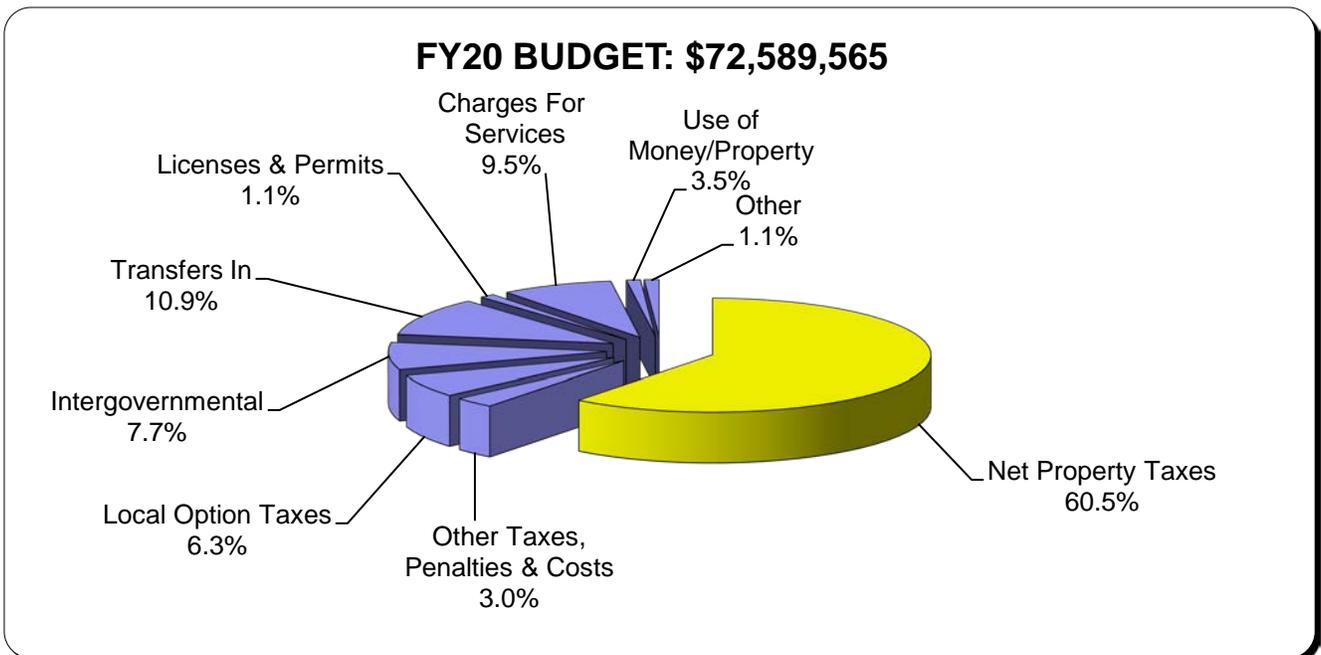
GENERAL FUND TOTAL REVENUE SOURCES

	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
Taxes Levied on Property	\$ 43,095,674	\$ 45,858,094	\$ 45,858,094	\$ 48,471,828	5.7%
Less: Uncollected Delinquent Taxes-Lev	43,539	10,464	10,464	18,000	72.0%
Less: Credits To Taxpayers	<u>1,979,585</u>	<u>1,948,580</u>	<u>1,948,580</u>	<u>1,979,685</u>	1.6%
Net Current Property Taxes	41,072,550	43,899,050	43,899,050	46,474,143	5.9%
Add: Delinquent Property Tax Revenue	43,539	10,464	10,464	18,000	72.0%
 Total Net Property Taxes	 41,116,089	 43,909,514	 43,909,514	 46,492,143	 5.9%
 Penalties, Interest & Costs On Taxes	 690,085	 590,000	 590,000	 590,000	 0.0%
Other County Taxes	<u>59,702</u>	<u>58,791</u>	<u>80,974</u>	<u>59,703</u>	1.6%
Total Other Taxes, Penalties & Costs	749,787	648,791	670,974	649,703	0.1%
 Local Option Taxes	 4,455,941	 4,600,000	 4,800,000	 4,800,000	 4.3%
Utility Tax Replacement Excise Tax	1,526,138	1,535,715	1,535,715	1,526,155	-0.6%
 Intergovernmental :					
State Grants & Reimbursements	1,772,198	1,787,525	1,929,322	1,915,421	7.2%
State Credits Against Levied Taxes	1,979,585	1,948,580	1,947,580	1,979,685	1.6%
State/ Federal Pass Thru	494,416	404,370	528,422	503,165	24.4%
Other State Credits	1,343,344	998,253	1,343,766	997,851	0.0%
Federal Grants & Entitlements	14,933	20,500	15,000	15,000	-26.8%
Contr & Reimb From Other Govts	372,014	446,698	564,116	346,116	-22.5%
Payments in Lieu of Taxes	<u>7,923</u>	<u>8,000</u>	<u>7,900</u>	<u>7,900</u>	-1.3%
Subtotal Intergovernmental	5,984,413	5,613,926	6,336,106	5,765,138	2.7%
 Licenses & Permits	 711,222	 802,645	 762,295	 766,295	 -4.5%
Charges For Services	5,858,946	6,047,472	5,859,568	6,029,582	-0.3%
Use of Money & Property	1,015,046	756,099	907,030	891,099	17.9%
 Other:					
Fines, Forfeitures & Defaults	962,674	759,235	910,818	917,197	20.8%
Miscellaneous	<u>31,138</u>	<u>24,500</u>	<u>23,566</u>	<u>23,500</u>	-4.1%
Total Other	993,812	783,735	934,384	940,697	20.0%
 Total Revenues before Other Financing Sources	 <u>62,411,394</u>	 <u>64,697,897</u>	 <u>65,715,586</u>	 <u>67,860,812</u>	 4.9%
 Proceeds of Fixed Asset Sales	 -	 10,000	 10,000	 10,000	 0.0%
 Transfers in from:					
General Basic	8,153,524	7,861,667	7,861,667	7,069,263	-10.1%
Recorders Management	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	0.0%
Total transfers in	8,173,524	7,881,667	7,881,667	7,089,263	-10.1%
 GRAND TOTAL REVENUES	 <u><u>\$ 70,584,918</u></u>	 <u><u>\$ 72,589,564</u></u>	 <u><u>\$ 73,607,253</u></u>	 <u><u>\$ 74,960,075</u></u>	 3.3%

GENERAL FUND REVENUES BY TYPE



The percentage of revenues received from net property taxes has increased from 60.5% to 62.0% from FY20 to FY21. This increase is because the County increased the general fund levy to pay for salaries, benefits and public safety costs. Additionally local option sales taxes and intergovernmental revenues in dollars have flattened or declined in relation to the overall budgeted dollar change.

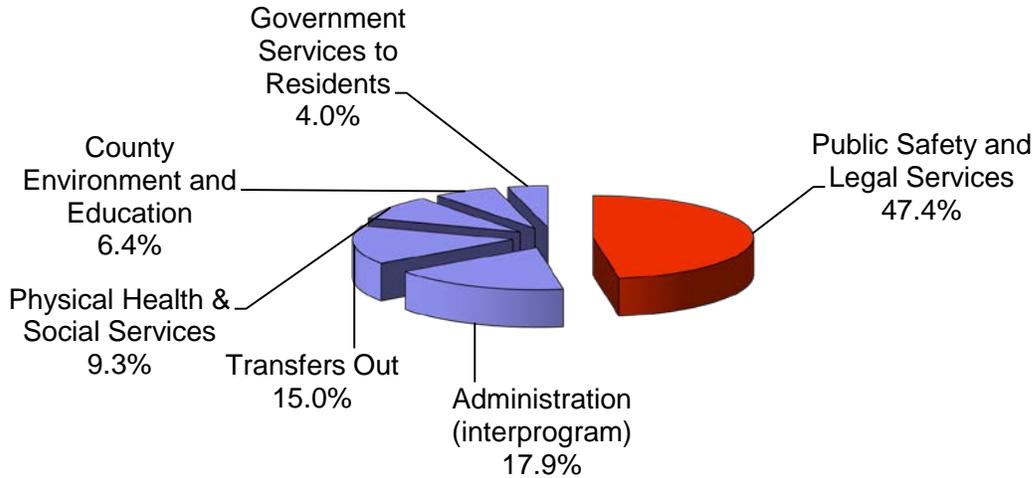


GENERAL FUND EXPENDITURES BY SERVICE AREA

SERVICE AREA	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
Public Safety & Legal Services	\$ 32,614,613	\$ 34,289,553	\$ 34,433,480	\$ 35,590,157	3.8%
Physical Health & Social Services	5,928,272	6,398,499	6,458,716	6,976,608	9.0%
Mental Health and Disability Services	9,262	-	-	-	N/A
County Environment & Education	4,369,564	4,834,486	4,850,329	4,807,347	-0.6%
Government Services to Residents	2,555,119	2,665,913	2,761,058	3,017,786	13.2%
Administration (interprogram)	<u>11,295,242</u>	<u>12,840,616</u>	<u>13,071,669</u>	<u>13,463,914</u>	4.9%
SUBTOTAL BEFORE TRANSFERS	<u>56,772,072</u>	<u>61,029,067</u>	<u>61,575,252</u>	<u>63,855,812</u>	4.6%
Transfers out to:					
General Supplemental	8,153,524	7,861,667	7,861,667	7,069,263	-10.1%
Secondary Roads	906,000	941,000	941,000	970,000	3.1%
Capital Improvements	4,323,324	2,752,830	3,536,810	2,970,000	7.9%
Conservation CIP Reserve	90,400	-	-	-	N/A
Vehicle Replacement	325,000	225,000	225,000	225,000	0.0%
Internal Service - Health	<u>465,000</u>	<u>-</u>	<u>100,000</u>	<u>-</u>	N/A
Total transfers	<u>14,263,248</u>	<u>11,780,497</u>	<u>12,664,477</u>	<u>11,234,263</u>	-4.6%
GRAND TOTAL EXPENDITURES AND TRANSFERS OUT	<u>\$ 71,035,320</u>	<u>\$ 72,809,564</u>	<u>\$ 74,239,729</u>	<u>\$ 75,090,075</u>	3.1%

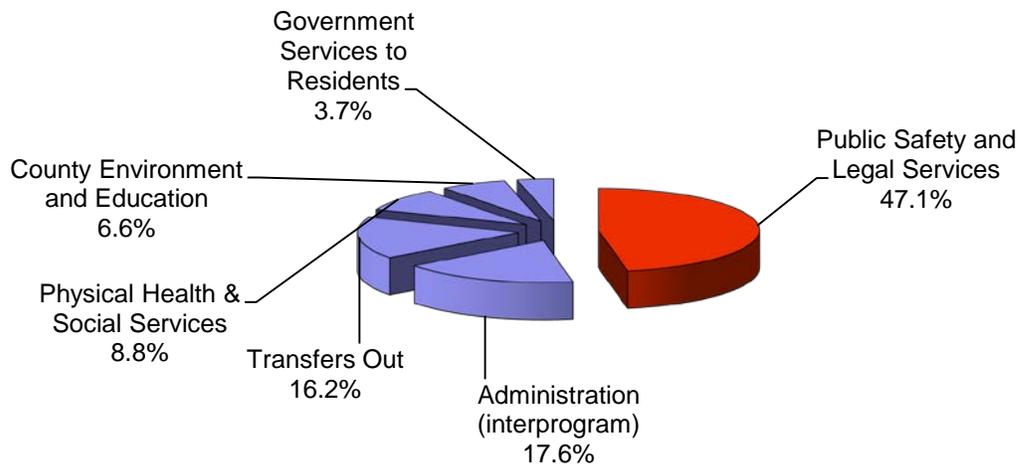
GENERAL FUND EXPENDITURES BY SERVICE AREA

FY20 BUDGET: \$75,090,075



This graph shows that the single largest General Fund expense category is for Public Safety & Legal Services costs. The amount for transfers out includes countywide property tax funding for the Secondary Roads budget and transfers to fund benefits.

FY20 BUDGET: \$72,809,564



MENTAL HEALTH & DISABILITIES SERVICES FUND

In 1996, the Iowa State Legislature capped the dollar amount on the local property tax levy for this fund in the future. This was done to build a partnership between the state and the counties. Over the years, the State Legislature made several changes to the mental health system: added funds to the overall system, took over all of the Medicaid payment system, created mental health redesign which recreated 14 Regions across the state, added/mandated several new services, especially crisis services, altered how fund balances are used/monitored, and most recently, required the Regions to administer part of the children's system.



In FY12, Senate File 2315 (mental health redesign) was passed. Mental health/disability services are now categorized by Domains: Core, Additional Core, Mandated, Other Informational/Other Services and Administration. Core services are mandated and all other services can be implemented as long as the region has funds. Regions received equalization funding in FY14 and FY15, but have not received any new funding since. Fund balances increased dramatically as Medicaid Expansion (ACA) occurred, counties formed regions-sharing fund balances, the state took over the Medicaid non-federal share payments, and some regions were slow to start all the new crisis services.

Core domain services that must be funded include: 1. Treatment Services- outpatient, assessment, medication management, and inpatient; 2. Crisis - crisis evaluation, mobile response, crisis stabilization residential and community based, 23 hour observation/holding, 24 hour access to crisis response, and access centers; 3. Community Support- respite, home health aide, community living, intensive residential services, and home/vehicle modification; 4. Supported Employment- job development, prevocational, and supported employment-enclave; 5. Recovery- peer and family support; 6. Service Coordination; and 7. Subacute Services.

Over the years, funding has been an issue as the State Legislature continued to mandate more services and additional populations. In May 2017, the Legislature passed SF504 (May 2017) which removed the 1996 levy cap, allowing the counties to adjust the MH levy based on budget needs up to the "new" regional per capita amount. Every region in the state was assigned a new "regional dollar cap". The caps ranged from \$25.84 to \$47.28. The Eastern Iowa MHDS Region's "new" cap was \$30.78. Scott County was able to raise additional \$1.9 million in local funding for fiscal year 2017 and thereafter, however, each of the four partner counties in the region were required to reduce levies by the same \$1.9 million. The "new regional cap" was one of the lowest across the State. Because the Regions had large fund balances, the State Legislature was not going to address funding or the "caps".

Between 2017 and 2019, the State Legislature passed legislation that required regions to reduce fund balances quickly, raise/lower levies dramatically and fund very expensive 24/7 mental health services. This resulted in serious concerns regarding sustainability of the new services. The regions needed long term stable funding in order to plan and develop the new services required. In FY19, the Region was able to reduce the fund balance quickly as four counties levied \$0; it provided one time funding grants to various providers in the region; and it also had several new crisis services implemented. Also during the 2019 legislative session, House File 690 was passed requiring the regions to deliver a set of core behavioral health services to children with an SED diagnosis and the families.

The Region was forced to make service cuts and start waiting lists during FY20 as several crisis services had been implemented and the spending trend was much higher than expected. The region also eliminated funding for sheltered workshops as of January 2020. The Governing Board had spoken to numerous legislators about the low per capita and the issue of sustainable funding for crisis services. The Eastern Iowa MHDS Region was the first region to hit the wall in regards to funding. The message was very clear: numerous additional service mandates, expensive 24/7 crisis services, new populations to fund, no new money in the system, and a low per capita creates financial strains on the system.

As the Region began developing the FY21 budget, the Governing Board requested the budget be revenue neutral. The individual counties trimmed their budgets as much as possible. The Management Team reviewed the crisis services and worked to save dollars wherever possible. The FY21 budget was approved at 97% of the revenue (Property tax dollars).

There was hope that the 2020 legislative session would address the levy cap issue that impacts more regions but the Covid-19 Pandemic has resulted in the State Legislators shortening the session. The county, the state and the world are different places now. Mental Health services are needed even more so now. The region is still providing crisis services but just in a different format or way. The Region now has a Children's Advisory Committee who will start to address the new services and training required. It is unknown how services will continue without additional funding or change in the regional per capita. The future of the services the region is required to have available is questionable. The FY22 budget may be even more of a challenge if changes to funding do not occur at the state level.



**MENTAL HEALTH & DISABILITY SERVICES FUND
FUND STATEMENT**

<u>Fund</u>	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
Beginning balance, July 1	\$ 660,764	\$ 826,942	\$ 433,125	\$ 360,391	-56.4%
Revenues	<u>4,623,215</u>	<u>5,791,326</u>	<u>5,822,846</u>	<u>5,628,347</u>	-2.8%
Funds available	5,283,979	6,618,268	6,255,971	5,988,738	-9.5%
Expenditures	<u>4,850,854</u>	<u>5,396,295</u>	<u>5,895,580</u>	<u>5,628,347</u>	4.3%
Excess (deficiency) of revenues over expenditures	<u>(227,639)</u>	<u>395,031</u>	<u>(72,734)</u>	<u>-</u>	-100.0%
Ending Balance, June 30	<u>\$ 433,125</u>	<u>\$ 1,221,973</u>	<u>\$ 360,391</u>	<u>\$ 360,391</u>	-70.5%

MENTAL HEALTH & DISABILITY SERVICES FUND

REVENUE SOURCES

<u>Fund</u>	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
REVENUES					
Taxes Levied on Property	\$ 3,966,573	\$ 5,137,766	\$ 5,137,766	\$ 5,170,812	0.6%
Less: Uncollected Delinquent Taxes- Levy Year	4,007	810	810	1,000	23.5%
Less: Credits To Taxpayers	<u>182,201</u>	<u>150,807</u>	<u>150,807</u>	<u>182,200</u>	20.8%
Net Current Property Taxes	3,780,365	4,986,149	4,986,149	4,987,612	0.0%
Add: Delinquent Property Tax Revenue	<u>4,007</u>	<u>810</u>	<u>810</u>	<u>1,000</u>	23.5%
Total Net Property Taxes	3,784,372	4,986,959	4,986,959	4,988,612	0.0%
Other County Taxes	<u>3,383</u>	<u>2,784</u>	<u>2,784</u>	<u>3,382</u>	21.5%
Total Other Taxes, Penalties & Costs	3,383	2,784	2,784	3,382	21.5%
Utility Tax Replacement Excise Tax	140,466	172,061	172,061	162,839	-5.4%
Intergovernmental :					
State Credits Against Levied Taxes	182,201	150,807	150,807	182,200	20.8%
Other State Credits	<u>123,641</u>	<u>80,655</u>	<u>123,442</u>	<u>80,854</u>	0.2%
Subtotal Intergovernmental	305,842	231,462	274,249	263,054	13.6%
Charges For Services	146,355	180,800	175,533	2,200	-98.8%
Use of Money and Property	28,737	24,000	18,000	15,000	-37.5%
Other:					
Miscellaneous	<u>214,060</u>	<u>193,260</u>	<u>193,260</u>	<u>193,260</u>	0.0%
Total Other	<u>214,060</u>	<u>193,260</u>	<u>193,260</u>	<u>193,260</u>	0.0%
GRAND TOTAL REVENUES	<u>\$ 4,623,215</u>	<u>\$ 5,791,326</u>	<u>\$ 5,822,846</u>	<u>\$ 5,628,347</u>	-2.8%

MENTAL HEALTH & DISABILITY SERVICES FUND
EXPENDITURE DETAIL

MH / D SERVICE AREA	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
Mental Health					
General Administration	\$ -	\$ -	\$ -	\$ -	N/A
Coordination Services	191,425	142,338	135,638	192,553	35.3%
Personal & Environ Support	788,523	495,349	817,381	584,000	17.9%
Treatment Services	949,214	602,827	780,000	760,000	26.1%
Vocational & Day Services	12,745	40,000	1,000	1,000	-97.5%
Licensed/Certified Living Arrangements	1,382,278	1,403,200	1,034,014	932,250	-33.6%
Instit/Hospital/Commitment Services	<u>596,082</u>	<u>549,318</u>	<u>598,818</u>	<u>648,019</u>	18.0%
Total Mental Health	3,920,267	3,233,032	3,366,851	3,117,822	-3.6%
Intellectual Disability					
General Administration	-	-	-	-	N/A
Coordination Services	-	-	-	-	N/A
Personal & Environ Support	7,029	19,010	8,000	8,000	-57.9%
Treatment Services	25,132	280	3,000	-	-100.0%
Vocational & Day Services	514,151	381,500	292,871	18,600	-95.1%
Licensed/Certified Living Arrangements	20,672	85,100	26,400	26,400	-69.0%
Instit/Hospital/Commitment Services	<u>2,868</u>	<u>4,785</u>	<u>2,960</u>	<u>3,004</u>	-37.2%
Total Intellectual Disability	569,852	490,675	333,231	56,004	-88.6%
Developmental Disabilities					
General Administration	-	-	-	-	N/A
Coordination Services	-	-	-	-	N/A
Personal & Environ Support	73,138	7,500	76,110	76,110	914.8%
Vocational & Day Services	7,574	29,000	2,000	2,000	-93.1%
Licensed/Certified Living Arrangements	-	95,300	-	-	-100.0%
Instit/Hospital/Commitment Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Developmental Disabilities	80,712	131,800	78,110	78,110	-40.7%
Brain Injury					
Personal & Environ Support	-	3,000	-	-	-100.0%
Vocational & Day Services	<u>28,481</u>	<u>8,900</u>	<u>3,000</u>	<u>3,000</u>	-66.3%
Total Developmental Disabilities	28,481	11,900	3,000	3,000	-74.8%
General Administration					
General Administration	251,542	276,608	277,108	276,647	0.0%
Transfer to Fiscal Agent	<u>-</u>	<u>1,252,280</u>	<u>1,837,280</u>	<u>2,096,764</u>	N/A
Total General Administration	251,542	1,528,888	2,114,388	2,373,411	55.2%
Grand total MH / D expenditures	<u>\$ 4,850,854</u>	<u>\$ 5,396,295</u>	<u>\$ 5,895,580</u>	<u>\$ 5,628,347</u>	4.3%

SECONDARY ROAD FUND

The Secondary Road Fund is established pursuant to Section 331.429 of the Code of Iowa (see Financial Management Policies in the Supplemental Information section of the budget document). This fund is used to account for all Secondary Road services expenditures and sources of revenue. The primary sources of revenue include proceeds from the State Road Use Tax (RUT) and transfers of levied property taxes from both the General Basic Fund and the Rural Services Basic Fund.

The maximum levy amount in any one year from the General Basic Fund cannot exceed the equivalent of a tax of sixteen and seven-eighths cent (\$0.16875) per thousand dollars of assessed value of all taxable property in the County. The maximum levy amount in any one year from the Rural Services Basic Fund cannot exceed the equivalent of a tax of three dollars and three-eighths cents (\$3.00375) per thousand dollars of assessed value on all taxable property not located within the corporate limits of a city (i.e.townships).

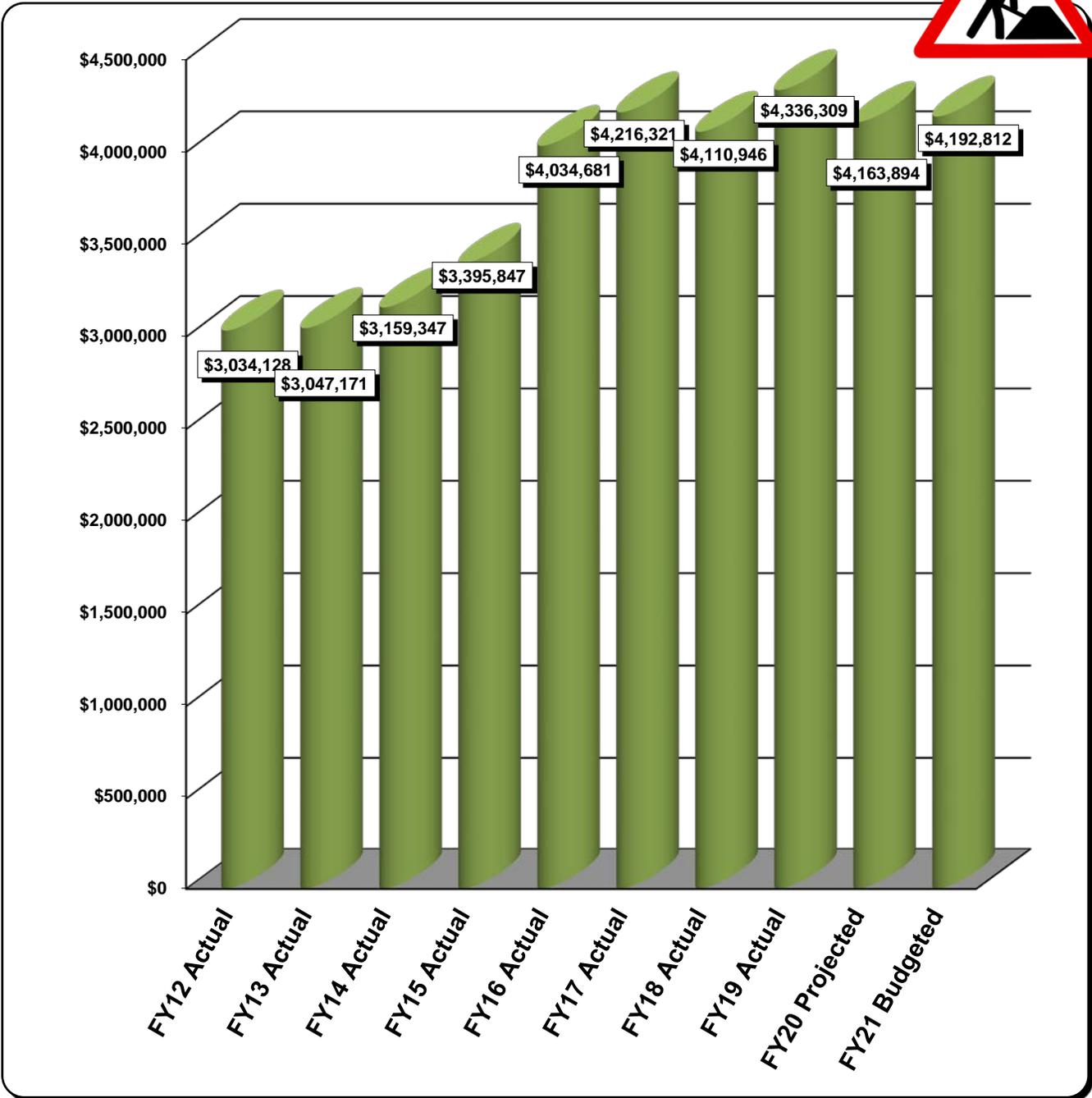
Current Iowa Code allocates Road Use Tax (RUT) Funding based formula guidelines. The formula provides steady funding for all construction and maintenance projects and helps keep the rural services property tax levy stable. RUT had a dip in FY 11, decreased and leveled off in FY12-14, then the State increased the gasoline tax in March of 2015, which will flow through to local governments funding in future years. The following information provides a ten-year history of State Road Use Tax revenues:

Fiscal Year	Road Use Tax Revenues
2011-12	\$3,034,128
2012-13	3,047,171
2013-14	3,159,347
2014-15	3,395,847
2015-16	4,034,681
2016-17	4,216,321
2017-18	4,110,946
2018-19	4,336,309
2019-20 Projected	4,163,894
2020-21 Budgeted	4,192,812

Finally for fiscal year 2021 the urban levy rate used to compute the transfer amount from the General Basic Fund is \$0.10343 or 61% of the maximum \$0.16875 levy rate. The rural levy rate is used to compute the transfer amount from the Rural Basic Fund is \$2.41604 or 80% of the maximum \$3.00375 levy rate.

ROAD USE TAX REVENUES

TEN YEAR COMPARISON



This graph shows the amount of growth after the application of state formula guidelines. Current growth is tied to the road use tax collected, general economy, and county characteristics, including lane miles and bridges. There was an increase in FY 16 due to an increase in the road fuel tax. The tax is expected to stabilize or reduce due to flattening of miles and reduction of gasoline costs.

SECONDARY ROADS FUND

FUND STATEMENT

	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Revised</u> <u>Estimate</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Intergovernmental	\$ 4,427,818	\$ 4,060,466	\$ 4,193,394	\$ 4,222,312	4.0%
Licenses & Permits	45,585	30,000	30,000	30,000	0.0%
Charges For Services	7,792	155,000	23,244	433,765	179.8%
Use of Property and Money	161,699	45,000	80,000	80,000	77.8%
Miscellaneous	34,419	14,500	14,100	14,100	-2.8%
Subtotal Revenues	4,677,313	4,304,966	4,340,738	4,780,177	11.0%
Other Financing Sources:					
Operating Transfers In	3,524,000	3,650,000	3,650,000	3,725,000	2.1%
Proceeds of Fixed Assets Sales	40,000	70,000	70,000	70,000	0.0%
Total Revenues & Other Sources	8,241,313	8,024,966	8,060,738	8,575,177	6.9%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Roads & Transportation					
Administration	\$ 288,871	\$ 341,000	\$ 348,000	\$ 311,000	-8.8%
Engineering	450,063	722,500	796,500	576,500	-20.2%
Bridges & Culverts	174,651	255,000	225,000	345,000	35.3%
Roads	2,365,597	2,699,500	3,012,500	2,992,500	10.9%
Snow & Ice Control	485,467	491,000	491,000	497,000	1.2%
Traffic Controls	373,848	305,000	316,000	306,000	0.3%
Road Clearing	261,160	291,000	266,000	266,000	-8.6%
New Equipment	812,514	750,000	750,000	750,000	0.0%
Equipment Operation	1,160,675	1,314,500	1,444,000	1,444,000	9.9%
Tools, Materials, Supplies	55,120	109,100	109,100	109,100	0.0%
Real Estate & Buildings	67,702	100,000	125,000	150,000	50.0%
Capital Projects	1,329,487	4,320,000	4,453,000	2,265,000	-47.6%
Subtotal Expenditures	7,825,155	11,698,600	12,336,100	10,012,100	-14.4%
Other Financing Uses:	-	-	-	-	N/A
Total Expenditures & Other Uses	7,825,155	11,698,600	12,336,100	10,012,100	-14.4%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	416,158	(3,673,634)	(4,275,362)	(1,436,923)	-60.9%
Beginning Fund Balance - July 1,	<u>\$ 6,646,225</u>	<u>\$ 4,695,919</u>	<u>\$ 7,062,383</u>	<u>\$ 2,787,021</u>	-40.7%
Ending Fund Balance - June 30,	<u>\$ 7,062,383</u>	<u>\$ 1,022,285</u>	<u>\$ 2,787,021</u>	<u>\$ 1,350,098</u>	32.1%

DEBT SERVICE FUND

The Debt Service Fund accounts for general obligation bonds that are backed by the full faith and credit of Scott County. As of July 1, 2020, two current general obligation bonds are outstanding amounts to \$18,610,000 and one capital lease of \$11,040,000. The first issuance is the 2015A General Obligation County Solid Waste Disposal Bonds. The proceeds of the debt were loaned to the Scott County Waste Commission to finance the renovation and equipment purchase of the multi-use recycling center within the county. The new equipment and renovation enables the center to provide single-stream recycling at a higher volume of business. This issue will be repaid by the Commission. The second issuance is the 2019 General Obligation Communications and Refunding Bonds. This issue refunded the 2009 General Obligation bonds for initial capital acquisition at the Scott Emergency Communication Center, and issued \$11.8 million in principal and premium to fund new infrastructure and radios from the communication center. The Board committed to purchasing radios for the updated 911-communication system for the entire county, thereby equalizing all property taxpayers contribution to the system. The capital lease is for the County Jail via the Public Safety Authority. Beginning in FY 14, the County could levy for the debt service cost of the Public Safety Capital Lease. Previously this lease was paid out of the General Fund. The movement of the debt allows the County to access a greater percentage of taxable valuation, thus reducing the overall tax rate of the County. The existing debt levels of the County are sufficient for the County's current needs and are not impacting the operational levels of any service areas.

The continuing reduction of debt service as well as the increase in taxable base valuation through the debt service levy, has enabled the County to fund current operations at a reduced debt service tax rate, until the most recent issuance. The additional debt service levy capacity has allowed the general fund to continue to pay for operations including salary and benefit adjustments without an increase in the overall tax levy.

Fiscal Year	Tax Base	Debt Services Fund Levy *	Debt Services Fund Levy
2011-12	\$7,436,623,478	\$1,352,369	\$0.18185
2012-13	7,724,916,932	1,352,334	0.17506
2013-14	7,941,811,760	3,341,400	0.42074
2014-15	8,042,182,063	2,882,665	0.35844
2015-16	8,139,940,927	2,709,363	0.33285
2016-17	8,402,965,030	2,410,868	0.26691
2017-18	8,765,963,649	1,941,318	0.22376
2018-19	9,138,779,386	1,948,018	0.21316
2019-20	9,539,193,699	1,945,618	0.20396
2020-21	9,848,476,685	3,087,422	0.31349

* The Debt Services Fund Levy includes the asking for utility replacement taxes, net of other revenue contributions including E-911 Wired and Wireless surcharge fees, and loan repayments from the Waste Commission.

FY 2014 was the first year the PSA Jail lease could be applied to the debt service tax base. As such \$2,127,505 or \$0.281933 was removed from the general levy while \$0.26788 was added to the debt service levy. This was an immediate savings of \$0.01405 per \$1000 of taxable value. The increase in rates between fiscal year 2020 and 2021 is related to the 2019 issuance of debt with property taxes to be the source of funding for radios on the new system.

The following is a summary of the general obligation bonds outstanding as of July 1, 2019 for the General Obligation Solid Waste Disposal issue:

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2020-21	\$ 370,000	\$ 191,131	\$ 561,131	3.00%
2021-22	380,000	180,131	560,031	3.00%
2022-23	395,000	168,632	563,632	4.00%
2023-24	410,000	152,931	562,831	4.00%
2024-25	425,000	136,431	561,431	2.00%
2025-26 & After	<u>4,850,000</u>	<u>779,426</u>	<u>5,629,426</u>	2.00%-3.00%
	\$ 6,830,000	\$ 1,608,482	\$ 8,438,482	

The following is a summary of the general obligation bonds outstanding as of July 1, 2020 for the General Obligation Communications and Refunding issue:

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2020-21	\$ 1,740,000	\$ 589,000	\$ 2,329,000	5.00%
2021-22	1,835,000	502,000	2,337,000	5.00%
2022-23	1,920,000	410,250	2,330,250	5.00%
2023-24	2,020,000	314,250	2,334,250	5.00%
2024-25	2,180,000	213,250	2,393,250	5.00%
2025-26 & After	<u>2,085,000</u>	<u>152,000</u>	<u>2,237,000</u>	5.00%
	\$ 11,780,000	\$ 2,180,750	\$13,960,750	

The following is a summary of the Capital Lease outstanding as of July 1, 2019 for the Lease with the Public Safety Authority:

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2020-21	\$ 1,800,000	\$ 167,318	\$ 1,967,918	2.00%
2021-22	1,810,000	131,618	1,941,618	2.00%
2022-23	1,850,000	95,418	1,945,418	1.60%
2023-24	1,890,000	65,818	1,955,818	1.70%
2024-25	<u>1,925,000</u>	<u>33,688</u>	<u>1,958,688</u>	1.75%
	\$ 9,275,000	\$ 494,158	\$ 9,769,158	

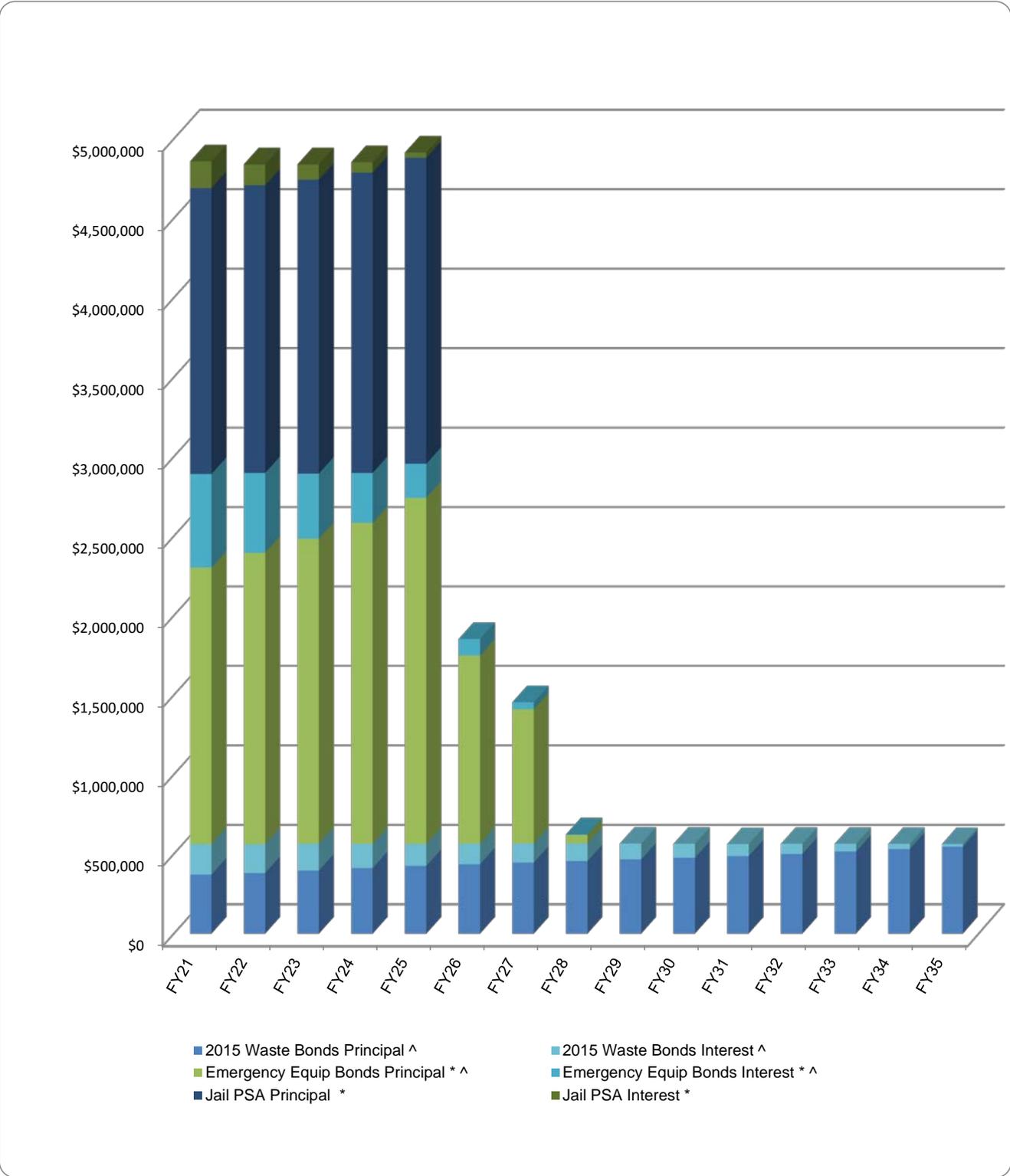
Scott County has a very small amount of outstanding debt when compared to the legal allowable debt limit. The computation of the County's legal debt margin as of July 1, 2020 is as follows:

Assessed Value (100%) January 2019	<u>\$ 15,685,932,970</u>
Debt Limit 5% of Assessed Valuation (Iowa Statutory Limitation)	\$ 784,296,649
Capital Leases	9,275,000
Bonds Outstanding Debt Margin	<u>18,610,000</u>
Debt Applicable to Margin	27,885,000
Legal Debt Margin	<u>\$ 756,411,649</u>
Percent of Debt Limit Used	<u>3.56%</u>

DEBT SERVICE FUND FUND STATEMENT

	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Taxes Levied on Property	\$ 1,881,789	\$ 1,853,272	\$ 1,853,272	\$ 2,997,654	61.7%
Less: Uncollected Delinquent Taxes-Levy Year	1,964	503	503	1,100	118.7%
Less: Credits To Taxpayers	86,040	56,283	56,283	86,040	52.9%
Net Current Property Taxes	1,793,785	1,796,486	1,796,486	2,910,514	62.0%
Delinquent Property Tax Revenue	1,964	503	503	1,100	118.7%
Other County Taxes	64,867	61,710	61,710	91,293	47.9%
Intergovernmental	1,713,290	1,746,643	1,610,143	1,575,414	-9.8%
Use of Property and Money	81,447	55,000	30,000	20,000	-63.6%
Subtotal Revenues	<u>3,655,353</u>	<u>3,660,342</u>	<u>3,498,842</u>	<u>4,598,321</u>	25.6%
Other Financing Sources:					
Bond Sale Issuance	-	-	2,420,000	-	N/A
Bond Premium Issuance	-	-	325,378	-	N/A
Total Revenues & Other Sources	<u>3,655,353</u>	<u>3,660,342</u>	<u>6,244,220</u>	<u>4,598,321</u>	25.6%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Administration	\$ -	\$ -	\$ -	\$ -	N/A
Debt Service					
Principal Payments	2,570,000	2,655,000	9,215,000	3,910,000	47.3%
Interest and Fee Payments	812,890	747,239	1,080,207	957,249	28.1%
Subtotal Expenditures	<u>3,382,890</u>	<u>3,402,239</u>	<u>10,295,207</u>	<u>4,867,249</u>	43.1%
Other Financing Uses:					
Total Expenditures & Other Uses	3,382,890	3,402,239	10,295,207	4,867,249	43.1%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>272,463</u>	<u>258,103</u>	<u>(4,050,987)</u>	<u>(268,928)</u>	-204.2%
Beginning Fund Balance - July 1,	<u>\$ 11,056,132</u>	<u>\$ 11,364,545</u>	<u>\$ 11,328,595</u>	<u>\$ 7,277,608</u>	-36.0%
Ending Fund Balance - June 30,	<u>\$ 11,328,595</u>	<u>\$ 11,622,648</u>	<u>\$ 7,277,608</u>	<u>\$ 7,008,680</u>	-39.7%

REMAINING OUTSTANDING DEBT THROUGH MATURITY



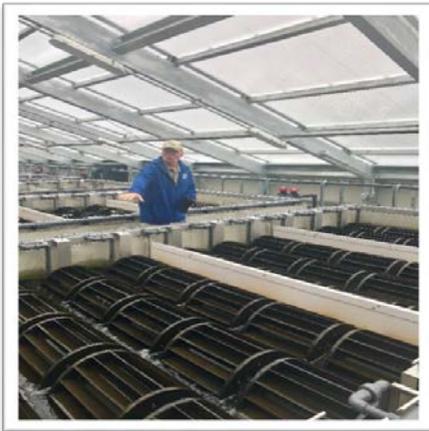
The remaining debt outstanding shown in the above graph is for the Public Safety Lease which matures in FY 25, the Emergency Equipment which will not be fully amortized until FY27, and Solid Waste Bonds will mature in FY 35.



Capital Projects Fund

Scott County has implemented an aggressive pay-as-you-go philosophy in various expenditure areas to alleviate as much as possible added interest costs associated with long term financing such as general obligation bonds. This has been accomplished through implementing a capital improvement levy in the General Basic Fund and annually transferring this amount to the Capital Improvements Fund in addition to devoting the entire amount of riverboat gaming tax proceeds to capital projects funding. Also, various reserve funds have been created so future levy rates will not fluctuate greatly when replacement needs arise. The creation of the sub-funds Vehicle Replacement Reserve Fund, the Conservation Equipment Replacement Reserve Fund, and the Conservation CIP Reserve Fund has proven very beneficial in meeting this objective. The County did issue debt to fund the SECC 911 Radio Infrastructure towers and end point radios in 2019. The proceeds were deposited into a sub-fund of the Capital Projects Fund.

The County has a true 5 year capital program, with projects scheduled through FY25. A portion of these projects is planned as a result of our FY10 Information Technology Strategic Plan and FY13 Master Space Utilization Plan. FY19 moved into a care and keep of the County's assets and investment into the Conservation Department parks and recreation facilities. FY21 represents the increased investment in Information technology projects, secondary roads and care and keep of buildings and grounds.



Two of the County's projects were recently recognized by outside agencies for their innovation in the industry. The Scott County Conservation department is leading the way in Iowa through their development of an **algae wheel waste treatment plant** that went online in 2020. The Iowa State Association of Counties recognized the project as an innovative idea and practice. The Scott County Emergency Communications Center and County Radio and Communications project, in conjunction with Rock Island County, Illinois was recognized by GFOA as a 2020 Award for Excellence in Government Finance. The project utilized best practices in financing and project development.

Capital Budget Development Process

Scott County's Five-Year Capital Project Plan for consideration is developed each year as a part of the County's operating budget process. County departments submit their requests using worksheets as provided by the Office of Administration by November of the preceding year. This allows budget analysts to review and evaluate the project description, need, other alternatives, as well as other projects already approved or under way within the requesting department. In addition, the impact on the departments' operating budget in both personnel and non-salary costs is also itemized on this worksheet.

The Director of Budget and Administrative Services coordinates the requests concerning remodeling and construction of new or existing County facilities and as well as any vehicle or fleet requests. The Director of IT coordinates the requests for software,

hardware and other IT equipment requests. Once these requests are gathered and analyzed, an administrative committee reviews and makes a recommendation to the County Administrator for inclusion into the recommended budget.

The operating budget will again be supplemented with an aggressive five year Capital Improvements Program. In most years, it is the board's intention to include, in the operating budget, transfers to the Capital Improvement Fund for capital improvement projects. The Board of Supervisors will make a transfer from the General Fund to the Capital Fund to support computer software and hardware purchases as a result of the adopted Scott County IT Strategic Master Plan. This plan was adopted by the Board of Supervisors in the spring of 2010, and includes numerous projects that will require the purchase of new software and hardware. A new plan is budgeted for fiscal year 2021.

Capital Definition and Plan

The Capital Plan is a plan to expend one time monies or dedicated resources towards long-lasting physical improvements over a multi-year period. As projects are completed new projects are added into the plan generally three to five years in the future and are planned for future capital improvement. Examples of capital expenditures include buildings, technology including computers and infrastructure, vehicles or equipment. The Secondary Roads fund pays for secondary roads improvements. One-time agency funding and special consultant studies that may lead to a long-term asset are also included within the capital fund.

Capitalized assets are assets that exceed \$10,000 and have a useful life greater than one year.

Ways to Pay for Capital Improvements

The County utilizes two major funds for capital improvements, the Capital Projects Fund and Secondary Roads Fund. The Capital Projects Fund is used to account and report for resources restricted committed or assigned for the acquisition of property and equipment or construction of major capital projects not being financed by proprietary funds. Additionally, by the Code of Iowa, the Secondary Roads Fund is used to pay for secondary road improvements and maintenance through the use of restricted revenues.

The County uses the following ways to pay for capital improvements for fiscal year 2021:

<u>Fund</u>	<u>Description</u>	<u>2021 Budgeted Dollars</u>	<u>Impacts</u>
Capital	Gaming Taxes on gross revenues	\$680,000	Dedicated revenue resource to fund capital projects; dependent on gross volume of tax receipts.
Capital	Intergovernmental – Reimbursement Grants	\$-	Grant for specific projects, amounts fund 75-100% of estimated projects; renewal is dependent on projects.
Capital	Use of Money & Property	\$172,000	Estimated revenue based on interest earnings; interest earnings are based on cash available for investment and market rates.
Capital	Miscellaneous	\$24,000	Miscellaneous donations and reimbursements
Capital	Operating Transfer in – General Basic	\$3,195,000	Transfers from General fund to support capital development. Money is transferred as available in a “pay as you go” funding model. Available resources from the general fund are budgeted for transfer. Any decline in general property tax revenue or levy may decrease contribution. -\$1,000,000 General conservation improvements -\$1,970,000 General capital improvements – technology and buildings -\$225,000 General vehicle acquisition
Capital	Operating Transfer in – General Basic Budget Savings	\$0	Transfer is made in current budget year based upon General Fund surplus fund balance as of previous fiscal year end close.
Capital	Operating Transfer in – Conservation Equipment	\$101,200	Use of sub-fund equity; available based on sub-fund account balance.
Capital	Operating Transfer in – Conservation CIP Reserve	\$428,300	Use of sub-fund equity; available based on sub-fund account balance.
Capital	Sale of Capital Assets	\$140,000	Reinvestment of capital dollars through the timely disposition of assets that have reached the intended useful life. Dependent on market value of assets disposed.
Secondary Roads	General operating revenues – Road Use Tax; County property tax transfer	\$2,265,000	Equal to intended capital plan; Planned projects are dependent on operating revenue and equity of Secondary Roads Fund.

Additionally, the County could issue long term debt on the acquisition of capital assets, as it did in Fiscal Year 2020. The County’s ability to issue debt is governed by the code of Iowa and most projects require a voter referendum.

The County is currently using only 3.56% of its allowable legal debt margin consisting of three general bond issues. These outstanding bond issues are described further under the major governmental funds section of this document. Debt of \$29.7 million was issued by the Scott County Public Safety Authority in FY06 due to the jail renovation/expansion being approved at the fall 2004 general election. This was refunded in the form of \$17.675 million in refunding bonds in 2012 and 2013. In FY16, the County issued \$8.215 million in Solid Waste Disposal Bonds to finance single stream recycling center and equipment. The jail renovation / expansion assets of the County. In FY 20, the County issued General Obligation Communication and Refunding Bonds of \$11.780 million to current refund the 2009 issue and provide new capital for radio tower infrastructure and endpoint radios. The Emergency Equipment Bonds created assets for the Scott Emergency Communication Center, a blended component unit of the County.

Upcoming Capital Projects

The capital improvement budget totals \$12,983,076 for fiscal year FY21, with 25% or \$3,303,500 for general projects, 17% or \$2,265,000 for Secondary Roads projects, 3% or \$329,000 for vehicle acquisition, 40% or \$5,216,906 for the bonded communication infrastructure and radios, and 14% or \$1,868,670 for Conservation parks and recreation projects. The Capital Plan is moving into stages of long term capital maintenance for buildings and technology and use of the bond proceeds for the SECC radio project.

After completing the ERP implementation in FY15, the County began the review and implementation of an electronic content management solution. The first phase of the ECM project included content collection for accounts payable, juvenile detention center and high volume scanning for the treasurer's office. ECM phase two is focusing on human resources records, while phase three is in the project scoping phase for further integration into the ERP system and jail management records. Recently the County began implementation for Planning and Zoning for rental inspections. Additionally, the County has selected a partner vendor to digitize historical records from the County Recorder's office. The project is budgeted at \$340,000 over FY19 - FY21. The County looks forward to these challenging projects. FY21 will dedicate \$1,373,500 of \$3,303,500 toward technology and equipment acquisition. Non-routine technology and equipment technology assessment, website upgrade, facilities snow equipment, and ESRI Parcel Fabric Conversion.

The County is working on the following significant buildings and grounds projects within the FY21 capital budget: Attorney office expansion, \$225,000; Jail HVAC replacement, \$430,000; Tremont (facilities storage and assembly building) improvements, \$111,500; Juvenile Detention door security and security components, \$326,100; Administration building security enhancements, \$123,000, and Public Safety officer shooting range, \$130,000.

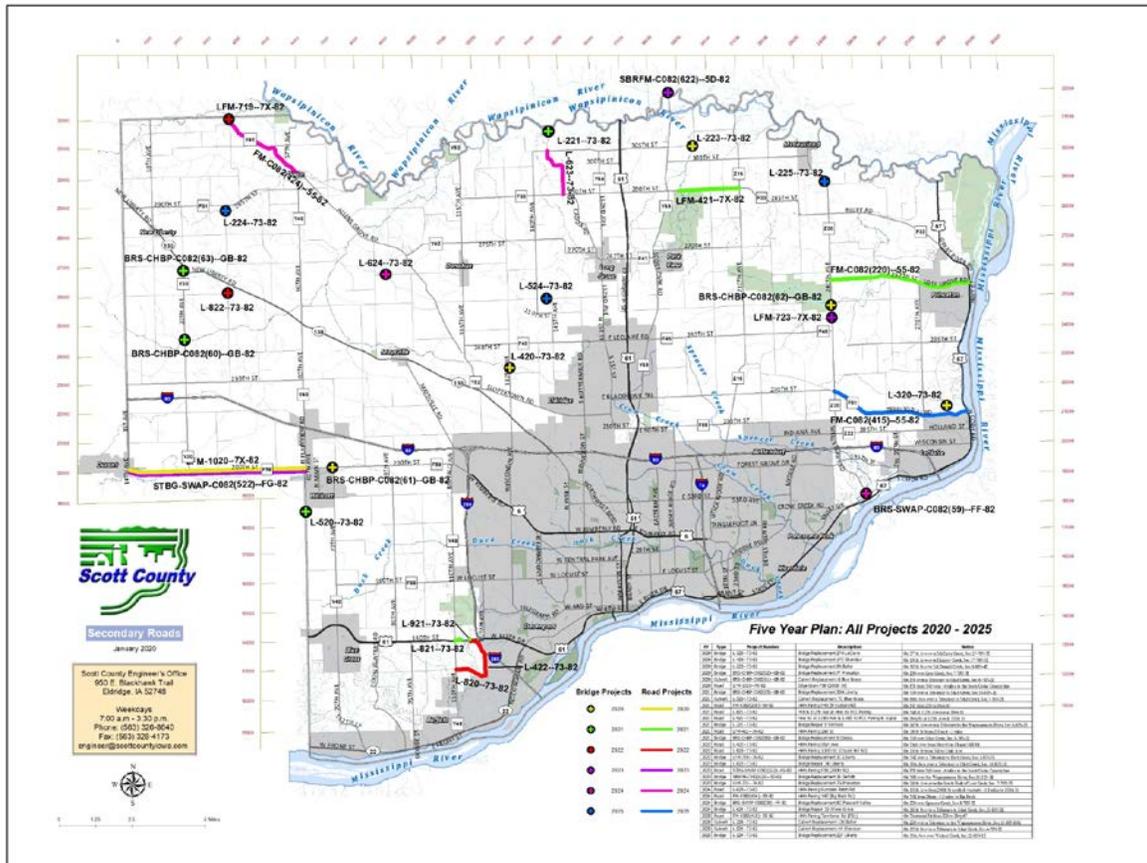


The general capital improvements budget of \$3,303,500 is supported by fund balances from the general fund general savings and current property tax transfers. General fund transfers are made for one time projects if and when the general fund balance exceeds the minimum balance requirement as set forth in the County's Financial Management Policies. The financial impact of COVID-19 may force a reduction in planned capital financing. The Capital Improvement Fund is supported by gaming revenues. Unfortunately, gaming revenues have seen a decline of approximately 40%

since the mid 2000's because of the economy. Additionally, COVID-19 reduced the FY 20 gaming revenues by about \$140,000, after the budget was adopted. Gaming taxes have increased slightly due to the redevelopment of two boat casinos into **land based casinos** and sports book gambling; however, increase has only been estimated as an additional \$25,000 per year based on the recent trends.

The local Secondary Roads capital program totals \$2,265,000 for construction projects, is reduced but takes advantage of matching grants from the state of Iowa. The County Engineer is developing projects based upon the increased revenue structure from \$0.10 gasoline tax that was enacted in March 2015. Now that more consistent revenue funding and volume has been identified, major projects for FY 21 include the bridge replacements in Liberty, Winfield, and Cleona townships. The department is also planning on a number of hot mix asphalt paving projects including Princeton Road, and 290th Street.

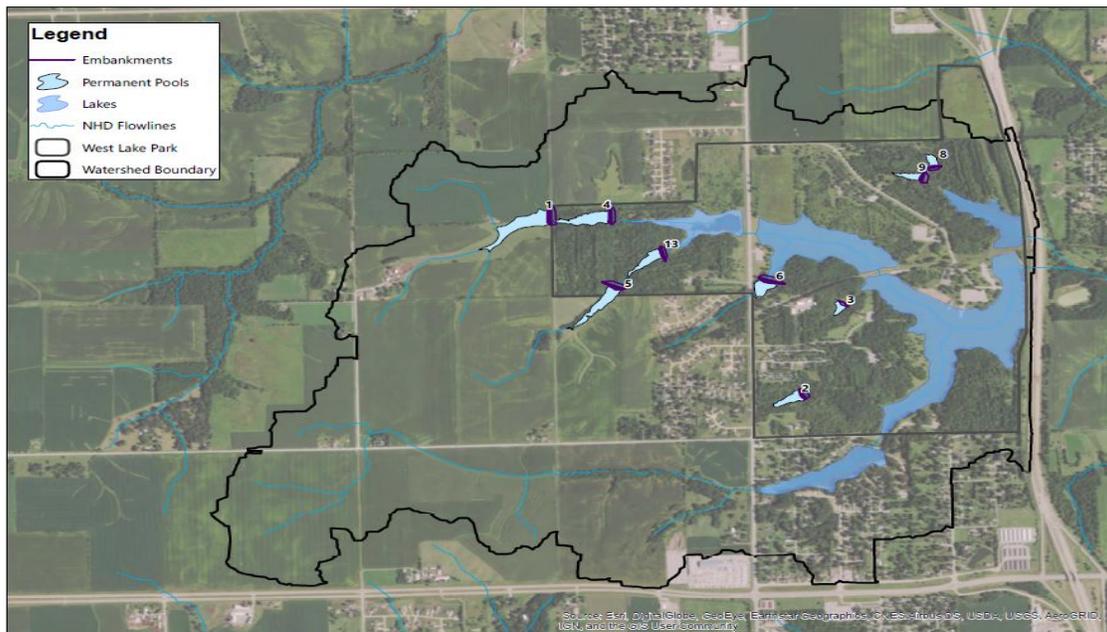
The five-year capital plan includes county projects and projects that will be let by the state and contributed to the county. Following is a map of the five-year secondary roads capital plan.



The Conservation Department capital plan for FY21 totals \$1,868,670. The Conservation Department continues one of the largest projects in the County over the next couple of years, the West Lake restoration. This restoration plan, with the help of the Iowa Department of Natural Resources, will be part of the Iowa Lake Restoration and Watershed improvements which includes lake dredging and armoring to improve water quality and fisheries. This project will be funded 75% with state dollars and 25% for county contribution, with the state paying all expenditures first and the County reimbursing the state as work progresses. The state changed the funding model from the

County financing the project to incurring the expenditures first. The project will occur over multiple years / phases.

Phase 1 (FY19- FY20) included the repair and construction of 5 watershed improvement ponds and Phase 2 (FY 20 – FY 21) will include 4 watershed improvement ponds, lake dredging, shoreline deepening, bank stabilization and fish habitat improvement. The County contribution will be funded 12.5% from general capital resources and 12.5% from conservation dedicated resources. Conservation capital projects include lodge design and construction, West Lake restoration and beach improvements (\$1,101,000), and campground design, and pioneer village renovation at Scott County Park (\$390,000). The Wapsi Center improvements include general Resource Enhancement and Protection improvements of \$38,670. Conservation also has designated a portion, \$339,000, for small equipment and vehicles.



The budget document contains a capital improvements section under the tab entitled "Major Governmental Funds". This section is informative and provides a correlation between the operations budget and the five-year capital improvements program. There is also a column for unprogrammed needs to allow identification of needed capital projects in the future when funding becomes available.

Operating Impacts

The upcoming projects in the capital budget that will save the County on future operational costs. See below for a table of items and their operating cost impacts:

BLDG / Category	PROJECT	Fiscal Year	Revenues	Salary / Benefits	Operational Contracts / Maintenance	Utilities / Supplies	Net Operating Costs
A.4 – Juvenile Detention Center	JDC Residential Door Replacement	2021	-	(\$2,200) reduction	-	-	\$2,200
A.5 – Administration Center	Security Enhancements	2021	-	-	\$10,000 Increase	-	(\$10,000)
A.8 – Other Building / Grounds	FSS – Energy Incentive Program	2021-2025	-	-	(\$4,800) reduction over 5 years	-	\$4,800
C – Technology and equipment	Network Core Switching Replacement	2021	-	-	\$8,400 Increase per year	-	(\$8,400)
C – Technology and Equipment	Auditor Time and Attendance Software	2024	-	-	\$25,000 per year	-	(\$25,000)
F – Conservations	WLP – Beach Improvements	2022	\$5,000	-	-	-	\$5,000
F – Conservation	Pioneer Village Renovation	2021	\$4,000	-	-	-	\$4,000
F – Conservation	SCP - Incachias Campground	2021	\$150,000	\$15,000	\$1,000	\$33,000	\$101,000
F – Conservation	WLP – Lodge	2023	\$25,000	-	\$500	\$5,000	\$19,500
	Totals		\$184,000	\$12,800	\$40,100	\$38,000	\$93,100

Four of the conservation projects are expected to be revenue generators for the parks department; Scott County Park Incachias Campground, the West Lake Park Lodge, the West Lake Park Beach improvements, Pioneer Village Renovation (chapel). These facilities will generate facility / unit rentals that exceed the costs of maintenance or general staffing. The technology projects will add to operational costs through new maintenance agreement contracts. The facility building projects will have minimal impact due to segmented maintenance on individual projects.

The Scott County Emergency Communication and Radio Project is projected to decrease maintenance and access fees for the entire region, SECC and the county. Radio System Access Fees and third party maintenance will be replaced by owned radio, dispatch and system maintenance and future capital investment sinking fund. It is currently estimated to be a reduction of \$50,000 per year; however, the actual result will depend on the final financial maintenance model developed by the commission to recover future maintenance costs.

Many of the projects will have minimal impacts to operations as most projects are not adding square footage, software / hardware swaps or are not significant changes. The projects listed in the detailed plan are for major repairs, renovations or replacements. By proactively planning for these projects we can avoid the cost of deferred maintenance and take advantage of efficiency gains from new equipment and technologies. The Board of Supervisors encourages County departments to self-identify potential projects as capital requests during the budget process. Careful planning and decision making should help to minimize those operational impacts going forward.

The pages that follow lists the individual capital projects planned for the next five years in addition to last year's actual projects and the current year's revised projects. Some projects originally planned for FY20 were moved to FY21 and beyond due to timing and budget constraints or longer planning procedures required.

CAPITAL PROJECTS FUND SUMMARY

FUND STATEMENT

	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Revised</u> <u>Estimate</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ 683,200	\$ 685,000	\$ 680,000	\$ 680,000	-0.7%
Intergovernmental	238,318	387,550	523,102	-	-100.0%
Use of Money & Property	184,071	144,000	304,786	172,000	19.4%
Miscellaneous	27,536	41,000	61,500	24,000	-41.5%
Subtotal Revenues	1,133,125	1,257,550	1,569,388	876,000	-30.3%
Other Financing Sources:					
Operating Transfers In					
General Basic	4,738,724	2,977,830	3,761,810	3,195,000	7.3%
Recorder's Record Mgt	25,000	-	25,000	25,000	N/A
Capital Improvement (General)	-	-	-	-	N/A
Conservation Equipment	196,465	103,200	154,262	101,200	-1.9%
Conservation CIP Reserve	779,922	1,315,750	1,068,324	428,300	-67.4%
Electronic Equipment	-	-	-	-	0.0%
Total Transfers In	5,740,111	4,396,780	5,009,396	3,749,500	-14.7%
Bond Sale Proceeds	-	-	10,260,000	-	N/A
Bond Premium	-	-	1,557,214	-	N/A
Proceeds of Fixed Asset Sales	237,084	130,000	154,000	140,000	7.7%
Total Revenues & Other Sources	7,110,320	5,784,330	18,549,998	4,765,500	-17.6%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	\$ 6,003,465	\$ 7,457,170	\$ 16,702,624	\$ 10,718,076	43.7%
Subtotal Expenditures	6,003,465	7,457,170	16,702,624	10,718,076	43.7%
Other Financing Uses:					
Operating Transfers Out					
Conservation CIP Fund	196,465	-	154,262	101,200	N/A
Capital Improvements	779,922	1,418,950	1,068,324	428,300	-69.8%
Total Transfers Out	976,387	1,418,950	1,222,586	529,500	-62.7%
Total Expenditures & Other Uses	6,979,852	8,876,120	17,925,210	11,247,576	26.7%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	130,468	(3,091,790)	624,788	(6,482,076)	109.7%
Beginning Fund Balance - July 1,	<u>\$ 9,115,097</u>	<u>\$ 7,774,704</u>	<u>\$ 9,245,565</u>	<u>\$ 9,870,353</u>	27.0%
Ending Fund Balance - June 30,	<u>\$ 9,245,565</u>	<u>\$ 4,682,914</u>	<u>\$ 9,870,353</u>	<u>\$ 3,388,277</u>	-27.6%

CAPITAL PROJECTS (General) FUND

FUND STATEMENT

	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Revised</u> <u>Estimate</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ 683,200	\$ 685,000	\$ 680,000	\$ 680,000	-0.7%
Intergovernmental	238,318	387,550	523,102	-	-100.0%
Use of Money & Property	116,190	105,000	100,000	60,000	-42.9%
Miscellaneous	-	17,000	37,500	-	-100.0%
Subtotal Revenues	<u>1,037,708</u>	<u>1,194,550</u>	<u>1,340,602</u>	<u>740,000</u>	-38.1%
Other Financing Sources:					
Operating Transfers In					
General Basic	4,323,324	2,752,830	3,536,810	2,970,000	7.9%
Recorder's Record Mgt	25,000	-	25,000	25,000	N/A
Conservation Equipment	196,465	103,200	154,262	101,200	-1.9%
Conservation CIP Reserve	779,922	1,315,750	1,068,324	428,300	-67.4%
Electronic Equipment	-	-	-	-	N/A
Total Transfers In	<u>5,324,711</u>	<u>4,171,780</u>	<u>4,784,396</u>	<u>3,524,500</u>	-15.5%
Proceeds of fixed asset sales	-	-	-	-	N/A
Total Revenues & Other Sources	<u>6,362,419</u>	<u>5,366,330</u>	<u>6,124,998</u>	<u>4,264,500</u>	-20.5%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	<u>\$ 5,767,181</u>	<u>\$ 6,947,170</u>	<u>\$ 9,344,530</u>	<u>\$ 5,172,170</u>	-25.5%
Subtotal Expenditures	<u>5,767,181</u>	<u>6,947,170</u>	<u>9,344,530</u>	<u>5,172,170</u>	-25.5%
Other Financing Uses:					
CIP - Conservation CIP Reserve	-	-	-	-	N/A
Total Expenditures & Other Uses	<u>5,767,181</u>	<u>6,947,170</u>	<u>9,344,530</u>	<u>5,172,170</u>	-25.5%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	595,238	(1,580,840)	(3,219,532)	(907,670)	-42.6%
Beginning Fund Balance - July 1,	<u>\$ 5,642,623</u>	<u>\$ 5,337,852</u>	<u>\$ 6,237,861</u>	<u>\$ 3,018,329</u>	-43.5%
Ending Fund Balance - June 30,	<u>\$ 6,237,861</u>	<u>\$ 3,757,012</u>	<u>\$ 3,018,329</u>	<u>\$ 2,110,659</u>	-43.8%

**BOND ISSUANCE FUND
FUND STATEMENT**

	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Revised</u> <u>Estimate</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Use of Money & Property	\$ -	\$ -	\$ 157,786	\$ 75,000	N/A
Subtotal Revenues	-	-	157,786	75,000	
Other Financing Sources:					
Bond Sale Proceeds	-	-	10,260,000	-	N/A
Bond Premium	-	-	1,557,214	-	N/A
Operating Transfers In					
General Basic	-	-	-	-	N/A
Total Transfers In	-	-	11,817,214	-	N/A
Total Revenue & Other Sources	-	-	11,975,000	75,000.00	N/A
EXPENDITURES & OTHER FINANCING USES					
Operating:	\$ -	\$ -	\$ -	\$ -	N/A
Other Financing Uses:					
Operating Transfers Out					
Capital Improvements	-	-	6,833,094	5,216,906	N/A
Total Transfers Out	-	-	6,833,094	5,216,906	N/A
Total Expenditures & Other Uses	-	-	6,833,094	5,216,906	N/A
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	-	-	5,141,906	(5,141,906)	N/A
Beginning Fund Balance - July 1,	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,141,906</u>	N/A
Ending Fund Balance - June 30,	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,141,906</u>	<u>\$ -</u>	N/A

VEHICLE REPLACEMENT FUND

FUND STATEMENT

	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Revised</u> <u>Estimate</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ -	\$ -	\$ -	\$ -	N/A
Use of Money & Property	<u>7,750</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	0.0%
Subtotal Revenues	7,750	7,000	7,000	7,000	0.0%
Other Financing Sources:					
Transfer - From General Basic	325,000	225,000	225,000	225,000	0.0%
Proceeds of Fixed Asset Sales	<u>38,369</u>	<u>40,000</u>	<u>40,000</u>	<u>25,000</u>	-37.5%
 Total Revenues & Other Sources	 371,119	 272,000	 272,000	 257,000	 -5.5%
EXPENDITURES & OTHER FINANCING USES					
Operating - Vehicles:	\$ 236,284	\$ 510,000	\$ 525,000	\$ 329,000	-35.5%
Other Financing Uses:					
Operating Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
 Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	 134,835	 (238,000)	 (253,000)	 (72,000)	 -69.7%
 Beginning Fund Balance - July 1,	 <u>\$ 417,774</u>	 <u>\$ 419,774</u>	 <u>\$ 552,609</u>	 <u>\$ 299,609</u>	 -28.6%
Ending Fund Balance - June 30,	<u><u>\$ 552,609</u></u>	<u><u>\$ 181,774</u></u>	<u><u>\$ 299,609</u></u>	<u><u>\$ 227,609</u></u>	25.2%

CONSERVATION EQUIPMENT RESERVE FUND

FUND STATEMENT

	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Revised</u> <u>Estimate</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Use of Property and Money	\$ 15,794	\$ 12,000	\$ 10,000	\$ 10,000	-16.7%
Miscellaneous	-	-	-	-	N/A
Subtotal Revenues	15,794	12,000	10,000	10,000	-16.7%
Other Financing Sources:					
Operating Transfers In					
General Basic	-	-	-	-	N/A
Proceeds of Fixed Asset Sales	198,715	90,000	114,000	115,000	27.8%
Total Revenues & Other Sources	214,509	102,000	124,000	125,000	22.5%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Other Financing Uses:					
Operating Transfers Out					
General Basic	\$ -	\$ -	\$ -	\$ -	N/A
General CIP	196,465	103,200	154,262	101,200	-1.9%
Total Transfers Out	196,465	103,200	154,262	101,200	N/A
Total Expenditures & Other Uses	196,465	103,200	154,262	101,200	-1.9%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	18,044	(1,200)	(30,262)	23,800	-2083.3%
Beginning Fund Balance - July 1,	\$ 683,501	\$ 553,977	\$ 701,545	\$ 671,283	21.2%
Ending Fund Balance - June 30,	\$ 701,545	\$ 552,777	\$ 671,283	\$ 695,083	25.7%

**CONSERVATION CIP RESERVE FUND
FUND STATEMENT**

	<u>Actual 2018-19</u>	<u>Budget 2019-20</u>	<u>Revised Estimate 2019-20</u>	<u>Budget 2020-21</u>	<u>% Change From Prior Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Use of Property and Money	\$ 44,337	\$ 20,000	\$ 30,000	\$ 20,000	0.0%
Miscellaneous	<u>27,536</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>	0.0%
Subtotal Revenues	71,873	44,000	54,000	44,000	0.0%
Other Financing Sources:					
Operating Transfers In					
General - Basic	90,400	-	-	-	N/A
General CIP	-	-	-	-	N/A
Total Transfers In	<u>90,400</u>	-	-	-	N/A
 Total Revenues & Other Sources	 162,273	 44,000	 54,000	 44,000	 0.0%
EXPENDITURES & OTHER FINANCING USES					
Operating:	\$ -	\$ -	\$ -	\$ -	N/A
Other Financing Uses - Transfer to					
General CIP	<u>779,922</u>	<u>1,315,750</u>	<u>1,068,324</u>	<u>428,300</u>	-67.4%
Total Expenditures & Other Uses	779,922	1,315,750	1,068,324	428,300	-67.4%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(617,649)	(1,271,750)	(1,014,324)	(384,300)	-69.8%
 Beginning Fund Balance - July 1,	 <u>\$ 2,371,199</u>	 <u>\$ 1,463,101</u>	 <u>\$ 1,753,550</u>	 <u>\$ 739,226</u>	 -49.5%
Ending Fund Balance - June 30,	<u>\$ 1,753,550</u>	<u>\$ 191,351</u>	<u>\$ 739,226</u>	<u>\$ 354,926</u>	85.5%

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY										
Building & Grounds	\$ 2,049,419	\$ 1,470,000	\$ 312,502	\$ 2,665,425	\$ 1,820,000	\$ 2,666,100	\$ 685,000	\$ 1,028,000	\$ 1,042,750	\$ 62,895,441
Space Plan Utilization Project	12,929	-	-	500,000	-	-	-	-	-	32,000,000
Technology & Equipment Acquisition	981,924	2,715,000	599,840	2,698,520	1,373,500	995,000	1,075,000	1,025,000	975,000	6,540,000
Other Projects	60,000	110,000	50,000	110,000	110,000	50,000	50,000	50,000	50,000	-
SUBTOTAL GENERAL CIP	3,104,272	4,295,000	962,342	5,973,945	3,303,500	3,711,100	1,810,000	2,103,000	2,067,750	101,435,441
Conservation CIP Projects	2,662,908	2,652,170	1,111,708	3,370,585	1,868,670	1,472,800	1,437,800	1,337,800	1,435,800	9,150,000
Subtotal Projects Paid from General CIP Fund	5,767,180	6,947,170	2,074,050	9,344,530	5,172,170	5,183,900	3,247,800	3,440,800	3,503,550	110,585,441
Vehicle Acquisition Sub Fund	236,383	510,000	-	525,000	329,000	350,000	350,000	350,000	325,000	-
Bond Issuance Sub Fund	-	-	1,327,836	6,833,094	5,216,906	-	-	-	-	-
Secondary Roads Fund Equipment (operations function)	806,199	750,000	610,121	750,000	750,000	750,000	750,000	750,000	750,000	-
Secondary Roads Fund Construction Projects	1,601,268	4,320,000	2,203,889	4,453,000	2,265,000	1,537,500	600,000	910,000	1,050,000	-
Total All Capital Projects	\$ 8,411,030	\$ 12,527,170	\$ 6,215,896	\$ 21,905,624	\$ 13,733,076	\$ 7,821,400	\$ 4,947,800	\$ 5,450,800	\$ 5,628,550	\$ 110,585,441
REVENUE SUMMARY										
Gaming Taxes-Davenport	\$ 354,178	\$ 335,000	\$ 166,919	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ -
Gaming Taxes-Bettendorf	329,022	350,000	139,213	330,000	330,000	330,000	330,000	330,000	330,000	-
Interest Income	116,190	137,000	(37,668)	140,000	90,000	120,800	120,800	120,800	120,800	-
State Grants & Reimbursements	238,318	343,750	40,260	516,802	-	5,000	5,000	5,000	5,000	-
Contributions From Local Governments	-	43,800	-	43,800	-	-	-	-	-	-
Sale of Assets	-	90,000	-	114,000	115,000	-	-	-	-	-
DNR Reimbursement - Lost Grove Lake	-	24,000	-	24,000	24,000	24,000	24,000	24,000	24,000	-
Other	-	-	-	-	-	-	-	-	-	-
Miscellaneous (donations, refunds)	-	-	12,500	-	-	-	-	-	-	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET**

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY										
Transfers										
From General Basic Fund - Cons	782,830	782,830	-	782,830	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-
From General Basic Fund - Budget										
Savings / Special	1,570,494	-	-	783,980	-	-	-	-	-	-
From General Basic Fund - Tax Levy	1,970,000	1,970,000	-	1,970,000	1,970,000	1,970,000	1,970,000	1,970,000	1,970,000	-
From General Basic Fund - Dept Capital	-	-	-	-	-	-	-	-	-	-
From Recorder's Record Mgmt Fund	25,000	-	-	25,000	25,000	-	-	-	-	-
From Conservation Reserves	976,387	1,418,950	-	1,222,586	529,500	472,800	437,800	337,800	435,800	-
Total Revenues	\$ 6,362,419	\$ 5,495,330	\$ 321,224	\$ 6,302,998	\$ 4,433,500	\$ 4,272,600	\$ 4,237,600	\$ 4,137,600	\$ 4,235,600	\$ -
<i>CIP Fund revenues over (under) expend</i>	<i>595,239</i>	<i>(1,451,840)</i>	<i>(1,752,826)</i>	<i>(3,041,532)</i>	<i>(738,670)</i>	<i>(911,300)</i>	<i>989,800</i>	<i>696,800</i>	<i>732,050</i>	
Vehicle Replacement Sub Fund										
REVENUE SUMMARY										
Interest Income	7,750	7,000	-	7,000	7,000	7,000	7,000	7,000	7,000	-
Sale of Assets	38,369	40,000	1,086	40,000	25,000	25,000	25,000	25,000	25,000	-
Transfers										
From General Basic Fund - Tax Levy	325,000	225,000	-	225,000	225,000	325,000	325,000	325,000	325,000	-
Total Revenues	371,119	272,000	1,086	272,000	257,000	357,000	357,000	357,000	357,000	-
Expenditures	236,383	510,000	182,452	525,000	329,000	350,000	350,000	350,000	325,000	-
<i>Vehicle Replacement revenues over expenditures</i>	<i>134,736</i>	<i>(238,000)</i>	<i>(181,366)</i>	<i>(253,000)</i>	<i>(72,000)</i>	<i>7,000</i>	<i>7,000</i>	<i>7,000</i>	<i>32,000</i>	<i>-</i>
Bond Issuance Sub Fund										
Revenue Summary										
Proceeds on Bonds issued	-	-	11,817,214	11,817,214	-	-	-	-	-	-
Interest Income	-	-	-	157,786	75,000	-	-	-	-	-
Total Revenues	-	-	11,817,214	11,975,000	75,000	-	-	-	-	-
Expenditures - Capital Contributions SECC	-	-	1,327,836	6,833,094	5,216,906	-	-	-	-	-
Bond Issuance Fund revenues over exper	-	-	10,489,378	5,141,906	(5,141,906)	-	-	-	-	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET**

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY										
CIP FUND BALANCE RECAP										
Beginning Fund Balance	\$ 5,642,623	\$ 6,237,862	\$ 6,237,862	\$ 6,237,862	\$ 3,018,330	\$ 2,110,660	\$ 1,178,560	\$ 2,147,560	\$ 2,823,560	\$ -
Net Transfers of Revenues to Subfund:	-	(146,000)	-	(178,000)	(169,000)	(20,800)	(20,800)	(20,800)	(20,800)	-
Increase (decrease)	<u>595,239</u>	<u>(1,451,840)</u>	<u>(1,752,826)</u>	<u>(3,041,532)</u>	<u>(738,670)</u>	<u>(911,300)</u>	<u>989,800</u>	<u>696,800</u>	<u>732,050</u>	<u>-</u>
Ending Net CIP Fund Balance	6,237,862	4,640,022	4,485,036	3,018,330	2,110,660	1,178,560	2,147,560	2,823,560	3,534,810	-
Vehicle Replacement Fund Balance	552,609	314,609	371,243	299,609	227,609	234,609	241,609	248,609	280,609	-
Bond Issuance Fund	-	-	10,489,378	5,141,906	-	-	-	-	-	-
Conservation CIP Fund Balance	1,753,550	481,800	1,753,550	739,226	354,926	502,126	384,326	366,526	250,726	-
Conservation Equipment Fund Balance	<u>701,545</u>	<u>700,345</u>	<u>701,545</u>	<u>671,283</u>	<u>695,083</u>	<u>753,083</u>	<u>823,083</u>	<u>893,083</u>	<u>963,083</u>	<u>-</u>
Ending Gross CIP Fund Balance	\$ 9,245,566	\$ 6,136,776	\$ 17,800,752	\$ 9,870,354	\$ 3,388,278	\$ 2,668,378	\$ 3,596,578	\$ 4,331,778	\$ 5,029,228	\$ -

APPROPRIATION DETAIL INFORMATION

A. Bldg and Grounds

A.1 Courthouse

CH General Remodeling / Replacement	\$ 37,235	\$ 40,000	\$ 3,168	\$ 40,000	\$ 40,000	\$ 40,000	\$ 42,500	\$ 42,500	\$ 42,500	\$ -
CH Retrocommissioning / Energy Projects	-	-	-	-	-	-	-	-	-	-
CH HVAC Recommissioning/Controls	124,868	75,000	69,499	75,000	-	-	-	-	-	-
CH Roof	7,837	-	-	-	-	-	-	-	-	-
CH Switch over from boiler to forced air	-	-	-	-	-	-	-	-	-	750,000
CH Bi-Directional Amplifier	-	-	-	-	20,000	-	-	-	-	-
CH Sex Offender Registry Office	20,036	-	-	-	-	-	-	-	-	-
CH Elevator Controls and Cooling Unit	-	257,000	-	257,000	-	-	-	-	-	-
CH 2nd Half 3rd Floor Cooling	-	-	-	-	-	-	-	-	-	-
CH 3rd Floor Abatement and Carpet	53,822	-	-	-	-	-	-	-	-	-
CH Attorney Office Expansion	-	-	-	-	225,000	225,000	-	-	-	-
CH UPS Replacement	-	-	-	-	-	-	-	38,000	-	-
CH Public Safety Dispatch Backup HVAC	-	-	-	-	-	-	-	-	-	70,000
CH Stairwell Retreads	-	-	-	-	50,000	-	-	-	-	-
TOTAL COURTHOUSE	237,776	372,000	72,667	372,000	335,000	265,000	42,500	80,500	42,500	820,000

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET**

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY										
A.2 Jail										
JL General Remodeling/Replacement	12,163	40,000	-	40,000	45,000	45,000	45,000	45,000	45,000	-
JL Carpet	28,506	38,000	-	38,000	38,000	38,000	38,000	-	-	-
JL Security System Replacement	435	20,000	-	20,000	20,000	25,000	25,000	25,000	25,000	2,500,000
JL UPS Replacement	-	-	-	-	-	-	110,000	-	-	-
JL HVAC TRANE Equip Comp Renewal	-	-	-	-	-	-	-	-	-	-
JL Bi-Directional Amplifier	-	-	-	-	40,000	-	-	-	-	-
JL HVAC Replacement	-	30,000	-	30,000	430,000	-	-	-	-	-
JL Support Elevators	-	-	-	-	-	-	-	-	-	500,000
JL Sec. System Repl.-Intercom	138,900	-	-	-	-	-	-	-	-	-
JL Jail Expansion / Renovation Long Term	-	-	-	-	-	-	-	-	-	16,662,516
JL Jail Expansion / Renovation Short Term	-	-	-	-	-	-	-	-	-	7,417,925
JL PLC Replacement & Syntinel Control Syst	-	-	-	-	21,400	98,900	-	-	-	-
JL Double Bunking Project	-	-	-	25,000	-	-	-	-	-	-
TOTAL JAIL	180,005	128,000	-	153,000	594,400	206,900	218,000	70,000	70,000	27,080,441
A.3 Tremont Bldg										
TR General Remodeling/Replacement	8,450	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000	-
TR ADA Improvements	14,521	-	-	-	-	-	-	-	-	-
TR Convert Old Patrol Space	-	25,000	-	-	25,000	655,000	-	-	-	-
TR Exterior Improvements	-	-	-	-	20,000	250,000	-	-	-	-
TR Overhead Doors / Heaters / Lighting	-	-	-	-	-	-	-	-	-	100,000
TR Roof Replacement	-	-	-	-	51,500	860,000	-	-	-	-
TOTAL TREMONT BUILDING	22,972	40,000	-	15,000	111,500	1,780,000	15,000	15,000	15,000	100,000

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET**

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY										
A.4 Juvenile Detention Center										
JDC General Remodeling/Replacement	18,059	20,000	-	20,000	20,000	20,000	20,000	20,000	20,000	-
JDC Capital Improvements	-	-	-	-	-	-	-	-	-	-
JDC PLC Replacement & Syntinel Control System (Commander)	-	-	-	-	16,100	39,200	-	-	-	-
JDC Security Systems Replacement	-	25,000	-	25,000	25,000	25,000	25,000	25,000	25,000	500,000
JDC Resident Door Replacement	-	250,000	-	-	250,000	-	-	-	-	-
JDC Roof Replacement	-	-	-	-	-	-	-	-	-	175,000
JDC Intercom System Upgrade	-	-	-	-	-	-	50,000	-	-	-
JDC North Exit Door	-	50,000	-	50,000	-	-	-	-	-	-
JDC Public Safety Radios	-	-	-	-	15,000	-	-	-	-	-
JDC Fire Panel System Replacement	-	-	-	-	-	15,000	-	-	-	-
JDC Bi-Directional Amplifier	-	-	-	-	-	20,000	-	-	-	-
JDC Facility Unprogrammed needs space	-	-	-	-	-	-	-	-	-	250,000
JDC Facility Expansion	-	-	-	-	-	-	-	-	-	26,000,000
JDC Boiler Replacement	-	-	-	-	-	-	17,000	-	-	-
	-	-	-	-	-	-	-	-	-	-
TOTAL Juvenile Detention Center	18,059	345,000	-	95,000	326,100	119,200	112,000	45,000	45,000	26,925,000
A.5 Admin Center										
AC Remodeling/Redecorating	87,498	40,000	9,081	40,000	40,000	40,000	42,500	42,500	40,250	-
AC Renovate Elev Cars	1,171,340	-	59,372	60,000	-	-	-	-	-	-
AC ADA Improvements	-	-	-	-	-	-	-	-	85,000	-
AC HVAC Controls	197,744	150,000	115,543	150,000	-	-	-	-	-	-
AC HVAC System	-	-	-	-	-	-	-	655,000	575,000	1,000,000
AC Bi-Directional Amplifier	-	-	-	-	20,000	-	-	-	-	-
AC Carpet Replacement	-	85,000	-	85,000	30,000	100,000	100,000	-	-	-
AC Window Replacement and Recladding	60,351	-	10,683	1,515,425	-	-	-	-	-	-
AC Election CCTV upgrade	16,472	-	-	-	-	-	-	-	-	-
AC 3rd & 4th Floor Breakrooms	-	-	-	-	15,000	-	-	-	-	-
AC Auditor Recorder Plat Room/ Vault Room	-	-	-	-	-	-	-	-	-	305,000
AC Immunization Clinic	15,250	-	-	-	-	-	-	-	-	-
AC Treasurer Station Remodel	-	125,000	39,754	70,000	-	-	-	-	-	-
AC Security Enhancements	-	-	-	-	123,000	60,000	60,000	25,000	75,000	1,065,000
AC Tuckpoint Repair	-	-	-	-	-	-	-	-	-	200,000
	-	-	-	-	-	-	-	-	-	-
TOTAL ADMINISTRATIVE CENTER	1,548,654	400,000	234,433	1,920,425	228,000	200,000	202,500	722,500	775,250	2,570,000

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET**

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY										
A.6 Downtown Storage Bldg										
DSB General Remodeling/Replacement	-	15,000	789	15,000	15,000	15,000	15,000	15,000	15,000	-
TOTAL DOWNTOWN STORAGE BUILDING	-	15,000	789	15,000	15,000	15,000	15,000	15,000	15,000	-
A.7 Sheriff Patrol										
SP General Remodeling/ Replacement	-	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000	-
SP Shooting Range	-	-	-	-	130,000	-	-	-	-	1,000,000
SP Training Room	-	-	116	-	-	-	-	-	-	1,000,000
TOTAL SHERIFF PATROL BUILDING	-	15,000	116	15,000	145,000	15,000	15,000	15,000	15,000	2,000,000
A.8 Other Bldg/Grounds										
OB Miscellaneous Landscaping	8,961	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000	-
OB Regulatory Compliance Cost	1,054	15,000	4,497	15,000	15,000	15,000	15,000	15,000	15,000	-
OB Parking Lot Repair/Maintenance	-	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000	-
OB Parking	2,765	-	-	-	-	-	-	-	-	3,400,000
EE FSS - Energy Incentive Program	-	110,000	-	35,000	20,000	20,000	20,000	20,000	20,000	-
OB PedSafe ADA Walkway/CH Lt/Sign	-	-	-	-	-	-	-	-	-	-
OB Courthouse Lighting & Asphalt Resurfacing	-	-	-	-	-	-	-	-	-	-
OB Plow Truck	27,985	-	-	-	-	-	-	-	-	-
OB Campus Signage Replacement	1,189	-	-	-	-	-	-	-	-	-
TOTAL OTHER B & G	41,954	155,000	4,497	80,000	65,000	65,000	65,000	65,000	65,000	3,400,000
TOTAL BUILDING & GROUNDS	2,049,419	1,470,000	312,502	2,665,425	1,820,000	2,666,100	685,000	1,028,000	1,042,750	62,895,441
B. Space Utilization Master Plan										
Land Acquisition	-	-	-	500,000	-	-	-	-	-	-
Planning and Development / JDC East	12,929	-	-	-	-	-	-	-	-	-
Courthouse Long Range	-	-	-	-	-	-	-	-	-	32,000,000
TOTAL SPACE UTILIZATION MASTER PLAN	12,929	-	-	500,000	-	-	-	-	-	32,000,000

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET**

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY										
C.1 Technology & Equipment Annual										
EE IT-Remote Sites WANS	5,108	20,000	-	20,000	20,000	20,000	20,000	20,000	20,000	-
EE IT-Edge Devices - Network Access Layer	-	20,000	5,015	20,000	240,000	240,000	20,000	20,000	20,000	200,000
EE IT-Premise Wiring	11,517	15,000	1,399	15,000	25,000	25,000	25,000	25,000	25,000	-
EE IT-Web Site Development	75	25,000	-	25,000	25,000	25,000	25,000	25,000	25,000	-
EE IT-CCTV Camera Equipment	7,169	15,000	-	15,000	15,000	17,500	17,500	17,500	17,500	500,000
EE IT-MFP Replacements	38,131	52,500	-	52,500	52,500	52,500	52,500	52,500	52,500	-
EE IT-PC's/Printers - Component Support	48,198	75,000	29,386	75,000	75,000	75,000	75,000	75,000	75,000	-
EE IT-Replace Monitors	9,321	10,000	475	10,000	10,000	10,000	10,000	10,000	10,000	-
EE IT-Software Licenses(windows software)	32,340	45,000	1,800	45,000	45,000	45,000	45,000	45,000	45,000	-
EE IT-Tape Backup Equipment	14,473	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000	-
EE Sher-Vehicle Auxiliary Equipment	49,288	223,000	80,954	223,000	120,000	120,000	120,000	120,000	120,000	-
EE IT-Phone System Upgrade/Repl	48,216	10,000	6,340	10,000	10,000	10,000	10,000	10,000	10,000	500,000
EE IT-GIS Equipment	9,802	25,000	7,450	25,000	25,000	25,000	25,000	25,000	25,000	-
EE IT-Enterprise Notification Solution (Crisis Communications)	30,690	25,000	11,925	25,000	15,000	15,000	15,000	15,000	15,000	-
EE Rec-ECM Recorder's office	59,281	180,000	2,914	180,000	190,000	25,000	25,000	25,000	25,000	-
EE IT-Electronic Content Mgt.	14,331	75,000	1,910	75,000	75,000	75,000	75,000	75,000	75,000	-
TOTAL TECHNOLOGY & EQUIP ANNUA	377,941	830,500	149,568	830,500	957,500	795,000	575,000	575,000	575,000	1,200,000

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET**

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY										
C.2 Technology & Equipment Acquisition Non Routine										
EE Auditor-Election Equip	84,780	-	-	-	-	-	-	-	-	1,000,000
EE Auditor-Poll Book Replacement - Laser P	-	18,500	-	30,020	-	-	-	-	-	150,000
EE Auditor-Secure Transport and Storage of Election Equipment	-	150,000	-	120,000	-	-	-	-	-	-
EE FSS- Grounds equipment	-	-	-	-	42,000	-	-	-	-	-
EE IT-Laptops / Tablets	85,865	-	-	195,000	-	-	-	-	-	250,000
EE Sher-Mobile Data Computers (MDC)	304,245	-	-	-	-	-	-	-	400,000	450,000
EE IT-Servers	-	-	-	-	-	-	-	-	-	400,000
EE IT-Storage - Video	-	-	-	-	75,000	-	-	-	-	-
EE IT-Storage - Enterprise	-	250,000	-	250,000	-	-	-	-	-	750,000
EE IT-GIS (Aerial Photos)	34,282	80,000	-	80,000	-	-	-	-	-	150,000
EE Tr-Tax System Upgrade	-	-	-	-	-	-	-	-	-	-
EE Sher-Jail Equipment	-	-	-	-	-	-	-	-	-	-
EE Sher-CH/Jail Metal Detect	-	-	-	-	-	-	-	-	-	-
EE Sher-Full Body Security Screening	-	166,000	-	166,000	-	-	-	-	-	-
EE Sher-Body Camera Project	-	-	-	-	-	-	-	-	-	50,000
EE Sher-Guns/Masks/Helmet Shields Riot	-	-	-	17,000	-	-	-	-	-	-
EE Sher-Rifles	80,701	-	-	-	-	-	-	-	-	-
EE Jail-Medical Supply Refrigerator	-	-	-	-	7,000	-	-	-	-	-
EE Hth-Immunization Refrig. / Freezer	-	-	-	-	7,000	-	-	-	-	-
EE IT-Desktop Replacements	-	-	-	-	-	-	-	-	-	400,000
EE IT-Enterprise Desktop/App Virtualization	-	-	-	-	-	-	-	-	-	-
EE IT-Network Review Study / Security	-	-	-	-	-	200,000	-	-	-	-
EE IT-Technology Assessment	-	100,000	-	-	100,000	-	-	-	-	-
EE IT-ERP Customization / Software	-	-	-	-	-	-	-	-	-	-
EE IT-Network Core / Distribution	-	500,000	850	500,000	-	-	-	-	-	1,000,000
EE IT-Website Upgrade to Drupal 8	-	100,000	-	-	100,000	-	-	-	-	-
EE JDC-Refrigerator/ Freezer	-	-	-	-	10,000	-	-	-	-	-
EE Sher-Mobile Router	-	-	-	-	-	-	-	-	-	-
EE Auditor-Time and Attendance Software	14,111	-	-	-	-	-	500,000	-	-	-
EE IT-Back-up and Restore System Upgrade	-	200,000	390,000	390,000	-	-	-	-	-	-
EE Adm-Board Room Recording	-	200,000	-	-	-	-	-	-	-	200,000
EE PD-Community Development Software	-	-	-	-	-	-	-	450,000	-	-
EE Sher-PDA for Jail	-	-	-	-	-	-	-	-	-	40,000
EE IT-ESRI Parcel Fabric Conversion	-	25,000	-	25,000	75,000	-	-	-	-	-
EE Sher-Jail Management	-	-	-	-	-	-	-	-	-	500,000
EE Sher-Softcode Civil Service Civil Process	-	95,000	59,422	95,000	-	-	-	-	-	-

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY										
EE Secondary Roads Equipment	-	-	-	-	-	-	-	-	-	-
TOTAL TECHNOLOGY & EQUIP NON-ROUTINE	603,984	1,884,500	450,272	1,868,020	416,000	200,000	500,000	450,000	400,000	5,340,000
TOTAL TECHNOLOGY	981,924	2,715,000	599,840	2,698,520	1,373,500	995,000	1,075,000	1,025,000	975,000	6,540,000
D. Other Projects										
OP Capital Contribution General	-	-	-	-	-	-	-	-	-	-
OP Capital Contingency	-	-	-	-	-	-	-	-	-	-
OP NW Dav Industrial Park Rail Spur	60,000	60,000	-	60,000	60,000	-	-	-	-	-
OP Scott County YMCA	-	-	50,000	50,000	-	-	-	-	-	-
OP Bike Trail/CAT Funding	-	50,000	-	-	50,000	50,000	50,000	50,000	50,000	-
Total Other Projects	60,000	110,000	50,000	110,000	110,000	50,000	50,000	50,000	50,000	-
Grand Total	\$ 3,104,272	\$ 4,295,000	\$ 962,342	\$ 5,973,945	\$ 3,303,500	\$ 3,711,100	\$ 1,810,000	\$ 2,103,000	\$ 2,067,750	\$ 101,435,441

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
F. Conservation Projects										
Scott County Park										
SCP-Cabin Construction	\$ 241,541	\$ -	\$ 4,298	\$ 4,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SCP-Campground Design & Construction	565,280	700,000	723,800	1,025,000	100,000	-	-	-	-	-
SCP-Entry Station	-	-	0	-	-	-	-	400,000	-	-
SCP-Lodge	-	-	-	-	-	-	-	-	500,000	1,200,000
SCP-Pool and Aquatic Ctr Renov	44,535	35,000	13,307	20,500	35,000	35,000	40,000	40,000	40,000	-
SCP-Car Wash Bay	-	-	-	-	-	-	-	-	-	-
SCP-Trails, Roads & Parking Lot Resurfacing	-	-	-	-	80,000	-	260,000	-	-	1,200,000
SCP-Storage Barn	-	-	-	-	-	125,000	-	-	-	-
SCP-Pioneer Village Renov	-	45,000	46,762	67,000	175,000	-	250,000	-	-	-
SCP-Pioneer Village Church Steeple	-	-	-	-	-	-	-	-	-	-
SCP-Old Nature Center	-	-	-	-	-	-	-	-	-	-
SCP-Foundation Repair	-	-	-	-	-	-	-	-	-	-
SCP-Cody Lake Shelter Replacement	-	-	-	-	-	-	150,000	-	-	-
SCP-Cody Lake Renovation	-	-	-	-	-	-	100,000	-	-	-
SCP-Outhouse Replacement	-	-	-	-	-	-	-	100,000	-	-
SCP-Playground	-	-	-	-	-	-	100,000	-	100,000	-
SCP-Watershed Protection	-	-	-	-	-	-	-	100,000	-	-
SCP-Cody Homestead Improvements	32,266	-	-	-	-	-	-	-	-	-
Scott County Park Sub-total	883,622	780,000	788,167	1,116,800	390,000	160,000	900,000	640,000	640,000	2,400,000

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
Westlake Park										
WLP-Lodge Design & Construction	-	135,000	-	50,000	400,000	400,000	200,000	-	-	-
WLP-Shelters	-	-	-	-	-	-	-	200,000	-	-
WLP-Park Road Repair	-	-	-	-	-	-	-	-	-	-
WLP-Wastewater Tx Upgrades	810,796	600,000	115,894	115,894	-	-	-	-	-	-
WLP-Playgrounds	-	-	-	-	-	-	100,000	200,000	-	-
WLP-Lake Restoration	321,520	687,500	69,355	763,159	601,000	-	-	-	-	-
WLP-Beach Improvements	-	-	-	-	100,000	-	-	-	-	300,000
WLP-Trails, Roads & Parking Lot Resurfacing	-	-	-	-	-	350,000	-	-	-	900,000
WLP-Campground Site Paving	-	-	-	-	-	200,000	-	-	-	500,000
WLP-Maintenance Area Bldg's	-	-	-	-	-	125,000	-	-	-	-
WLP-Outhouse Replacement	-	-	-	-	-	-	-	-	40,000	-
WLP-Hdqtrs	27,231	-	825	-	-	-	-	-	-	-
WLP-Cabins	-	-	-	-	-	-	-	-	-	-
Westlake Park Sub-total	1,159,546	1,422,500	186,074	929,053	1,101,000	1,075,000	300,000	400,000	40,000	1,700,000
Wapsi Center										
Wapsi	-	-	-	-	-	-	-	-	-	-
REAP	5,940	38,670	-	38,670	38,670	-	-	-	-	-
REAP - Wapsi Office Replacement	-	-	-	-	-	-	-	-	-	-
REAP - WAPSI Feasibility Assessment	-	-	-	-	-	-	-	-	-	-
Wapsi Ed Center Development	68,573	-	43,024	-	-	-	-	-	-	2,000,000
Wapsi Renovations	-	-	-	320,000	-	-	-	-	-	-
Wapsi Improvements	-	-	-	-	-	-	-	-	-	-
Well & Water System Replacement	-	-	-	-	-	-	-	-	-	-
Wapsi Road	-	-	-	-	-	-	-	-	-	-
Wapsi Center Sub-total	74,513	38,670	43,024	358,670	38,670	-	-	-	-	2,000,000
Buffalo Shores										
BSP-Trails, Roads & Parking Lot Resurfacing	-	-	-	-	-	-	-	-	350,000	350,000
Buffalo Shores Res - HVAC & Roof	-	50,000	7,970	20,000	-	-	-	-	-	-
Buffalo Shores - Restoration - Flood	-	-	-	450,000	-	-	-	-	-	-
Buffalo Shores Dock Replacement	-	-	-	-	-	-	-	-	60,000	-
Buffalo Shores Sub-total	-	50,000	7,970	470,000	-	-	-	-	410,000	350,000

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
Other Locations										
Master Plan	-	-	-	-	-	-	-	-	-	-
Land Acquisition / Park Expansion	-	-	-	-	-	-	-	-	-	2,000,000
Renewable Energy Projects	-	-	-	-	-	-	-	-	-	700,000
EAB & Reforestation	-	-	-	-	-	-	-	-	50,000	-
ADA Improv - all parks	-	-	-	-	-	-	-	-	-	-
Mid-American Shade Tree Program	-	-	-	-	-	-	-	-	-	-
Administration - Capital Planning	1,264	-	-	-	-	-	-	-	-	-
Transfer to contingency	-	-	-	-	-	-	-	-	-	-
Transfer to General fund	-	-	-	-	-	-	-	-	-	-
Vehicles and Small Equipment	532,465	341,000	-	392,062	339,000	237,800	237,800	237,800	237,800	-
Tech & Equip - Other Equip	-	-	49,517	52,000	-	-	-	-	-	-
Buena Vista	-	-	-	-	-	-	-	-	-	-
Software	-	20,000	-	15,000	-	-	-	-	-	-
Park Maintenance - Park Major	-	-	36,955	37,000	-	-	-	60,000	-	-
Park Building Maintenance	11,498	-	-	-	-	-	-	-	-	-
Archery Range	-	-	-	-	-	-	-	-	58,000	-
Undesignated Projects	-	-	-	-	-	-	-	-	-	-
Other Locations Sub-total	545,227	361,000	86,472	496,062	339,000	237,800	237,800	297,800	345,800	2,700,000
F. Conservation Projects Total	\$ 2,662,908	\$ 2,652,170	\$ 1,111,708	\$ 3,370,585	\$ 1,868,670	\$ 1,472,800	\$ 1,437,800	\$ 1,337,800	\$ 1,435,800	\$ 9,150,000

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET

	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	UNPROG NEEDS
County Levy Contribution	782,830.00	782,830	598,646	782,830	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-
West Lake Restoration Contribution (12.5%)	40,190	343,750	-	288,142	300,500	-	-	-	-	-
County CIP Fund Balance Contribution	<u>410,165</u>	<u>67,970</u>	<u>-</u>	<u>374,970</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
County CIP Contribution	<u>1,233,185</u>	<u>1,194,550</u>	<u>598,646</u>	<u>1,445,942</u>	<u>1,300,500</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>-</u>
Conservation CIP Fund Balance Contribution	779,922	1,315,750		1,068,324	428,300	472,800	437,800	337,800	435,800	-
Conservation Equipment Fund Balance	196,465	103,200	-	154,262	101,200	-	-	-	-	-
Capital Fund Outside Funding (Grants / Sale of Assets)	447,396	-	62,913	663,387	-	-	-	-	-	-
General Fund Restriction (REAP / Donations / Grants)	<u>5,940</u>	<u>38,670</u>	<u>-</u>	<u>38,670</u>	<u>38,670</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Conservation Equity Contributions	<u>1,429,723</u>	<u>1,457,620</u>	<u>62,913</u>	<u>1,924,643</u>	<u>568,170</u>	<u>472,800</u>	<u>437,800</u>	<u>337,800</u>	<u>435,800</u>	<u>-</u>
Total Funding	\$ 2,662,908	\$ 2,652,170	\$ 661,559	\$ 3,370,585	\$ 1,868,670	\$ 1,472,800	\$ 1,437,800	\$ 1,337,800	\$ 1,435,800	\$ -

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET

Roads Project #	Description	Special Funding	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	Unprogrammed Needs
G. Secondary Roads Projects												
L-118	Various Large Culvert Replacements-331		\$ 40,455.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
L-413	HMA Paving 52nd Ave (Wapsi Center)-366		272,287	-	-	-	-	-	-	-	-	-
L-518	HMA Paving 102nd Ave-366		20,358	-	-	-	-	-	-	-	-	-
L-519	Bridge Replacement 4E Sheridan (140th Ave)-320		112,878	-	97,781	90,000	-	-	-	-	-	-
L-515	HMA Paving F31 (Girl Scout Rd-FM)-366	Contributed Capital	2,573,640	-	-	-	-	-	-	-	-	-
L-618	HMA Paving 55th Ave & 57th Ave-366		147,460	-	-	-	-	-	-	-	-	-
L-320	Bridge Replacement 27H LeClaire-320		-	70,000	-	391,000	-	-	-	-	-	-
L-119	Various Large Culvert Replacements		68,927	-	-	-	-	-	-	-	-	-
L-319	Bridge Replacement 7 Princeton		-	340,000	29,968	380,000	-	-	-	-	-	-
L-420	Bridge Replacement 17C Sheridan		-	320,000	-	558,000	-	-	-	-	-	-
L-819	HMA Paving 270th St (Indian Hills)		561,011	-	-	-	-	-	-	-	-	-
L-920	HMA Paving 190th Ave (Smoke Rd)		377,892	-	-	-	-	-	-	-	-	-
L-309	HMA Paving Cody Rd		-	-	-	-	-	-	-	-	-	-
L-418	Bridge Replacement 33H Liberty	55% Grant	-	-	-	-	525,000	-	-	-	-	-
L-1020	Edge Drain F58 (200th St)		-	200,000	-	200,000	400,000	-	-	-	-	-
L-223	Bridge Replacement 8A Butler		-	400,000	-	550,000	25,000	-	-	-	-	-
L-120	Various Large Culvert Replacements		-	90,000	5,538	90,000	-	-	-	-	-	-
L-520	Culvert Replacement 7C Blue Grass		-	300,000	-	-	400,000	-	-	-	-	-
L-620	HMA Paving Slopertown Rd		-	1,100,000	861,626	894,000	-	-	-	-	-	-
L-720	HMA Paving Cadda Rd		-	1,100,000	1,208,977	1,300,000	-	-	-	-	-	-
L-521	Transfer to FM (Princeton Rd-FM)		-	400,000	-	-	-	-	-	-	-	-
L-220	HMA Paving F45 (Princeton Rd-FM)	Contributed Capital	-	1,600,000	-	-	2,500,000	-	-	-	-	-
L-309	HMA Paving Cody Rd		-	250,000	-	-	-	-	-	-	-	-
L-821	Y48 & 112th Ave at Hwy 61 PCC Paving		-	-	-	-	250,000	-	-	-	-	-
L-921	Hwy 61 at 115th Ave & 118th St PCC Paving & Signal		-	-	-	-	200,000	-	-	-	-	-
L-221	Bridge Repair 9 Winfield		-	-	-	-	90,000	-	-	-	-	-
L-421	HMA Paving 290th St		-	-	-	-	900,000	-	-	-	-	-
L-323	Bridge Replacement 7F Princeton	55% Grant	-	-	-	350,000	-	-	-	-	-	-
L-321	Bridge Replacement 9 Cleona (BRS)	55% Grant	-	-	-	-	600,000	-	-	-	-	-
L-322	Culvert Replacement 6 Blue Grass	55% Grant	-	-	-	500,000	-	-	-	-	-	-
L-422	HMA Paving Utah Ave		-	-	-	-	-	595,000	-	-	-	-
L-820	HMA Paving 130th St (Chapel Hill Rd)		-	-	-	-	-	467,500	-	-	-	-
L-719	Bridge Replacement 3C Liberty		-	-	-	-	-	400,000	-	-	-	-
L-822	Bridge Repair 34I Liberty		-	-	-	-	-	75,000	-	-	-	-
L-522	HMA Paving F58 (200th St-STP)	Contributed Capital	-	-	-	-	-	-	2,600,000	-	-	-
L-622	Bridge Replacement 31 DeWitt (SBRFM or SWAP-HBP)	Contributed Capital	-	-	-	-	-	-	1,000,000	-	-	-
L-723	Bridge Replacement 7G Princeton		-	-	-	-	-	600,000	-	-	-	-
L-623	HMA Paving Pumpkin Patch Rd		-	-	-	-	-	-	-	760,000	-	-
L-424	HMA Paving Y4E (Big Rock Rd-FM)	Contributed Capital	-	-	-	-	-	-	-	1,300,000	-	-
L-820	Bridge Replacement 8C Pleasant Valley (BRS)	Contributed Capital	-	400,000	-	-	-	-	-	750,000	-	-
L-624	Bridge Repair 33 Allens Grove		-	-	-	-	-	-	-	150,000	-	-
L-415	HMA Paving Territorial Rd (F51-FM)	Contributed Capital	-	-	-	-	-	-	-	-	2,500,000	-
L-225	Culvert Replacement 13K Butler		-	-	-	-	-	-	-	-	400,000	-
L-524	Culvert Replacement 4A Sheridan		-	-	-	-	-	-	-	-	250,000	-
L-224	Bridge Replacement 22F Liberty		-	-	-	-	-	-	-	-	400,000	-
L-222	HMA Paving Hillandale Road		-	-	-	-	-	-	-	-	-	275,000
	Bridge Replacement 11A Cleona		-	-	-	-	-	-	-	-	-	600,000

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY21 BUDGET

Roads Project #	Description	Special Funding	FY19 ACTUAL	FY20 BUDGET	FY20 YTD	FY20 ESTIMATE	FY21 PLAN	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	Unprogrammed Needs
L-423	Bridge Replacement 6 Pleasant Valley		-	-	-	-	-	-	-	-	-	750,000
L-523	HMA Paving 278th Avenue		-	-	-	-	-	-	-	-	-	400,000
L-721	Culvert Replacement 2A Hickory Grove		-	-	-	-	-	-	-	-	-	350,000
L-309	HMA Paving Cody Rd		-	-	-	-	-	-	-	-	-	250,000
L-722	HMA Paving 145th Street		-	-	-	-	-	-	-	-	-	135,000
L-324	HMA Paving 275th Street		-	-	-	-	-	-	-	-	-	1,300,000
G. Secondary Roads Total			\$ 4,174,908	\$ 6,570,000	\$ 2,203,889	\$ 5,303,000	\$ 5,890,000	\$ 1,537,500	\$ 4,200,000	\$ 2,960,000	\$ 3,550,000	\$ 4,060,000
Funding												
	55% Grant		-	-	-	358,000	454,000	-	-	-	-	-
	80% Grant		-	-	-	-	-	-	-	-	-	-
	Contributed Capital		2,573,640	1,600,000	-	492,000	3,171,000	-	3,600,000	2,050,000	2,500,000	-
	Secondary Roads General		<u>1,601,268</u>	<u>4,320,000</u>	<u>2,203,889</u>	<u>4,453,000</u>	<u>2,265,000</u>	<u>1,537,500</u>	<u>600,000</u>	<u>910,000</u>	<u>1,050,000</u>	-
			\$ 4,174,908	\$ 5,920,000	\$ 2,203,889	\$ 5,303,000	\$ 5,890,000	\$ 1,537,500	\$ 4,200,000	\$ 2,960,000	\$ 3,550,000	\$ -
	New Equipment		\$ 806,199	\$ 750,000	\$ 610,121	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ -

NONMAJOR GOVERNMENTAL FUNDS

SUMMARY FUND STATEMENT

NONMAJOR GOVERNMENTAL FUNDS

<u>Fund</u>	<u>Estimated Balance 07/01/20</u>	<u>Revenues and transfers</u>	<u>Expenditures and transfers</u>	<u>Estimated Balance 06/30/21</u>
NONMAJOR GOVERNMENTAL FUNDS:				
Rural Services Fund	\$ 147,982	\$ 3,328,969	\$ 3,350,213	\$ 126,738
Recorder's Record Management Fund	<u>72,243</u>	<u>32,200</u>	<u>45,000</u>	<u>59,443</u>
Total Other Funds*	<u>\$ 220,225</u>	<u>\$ 3,361,169</u>	<u>\$ 3,395,213</u>	<u>\$ 186,181</u>

*Includes interfund transfers and non-budgeted fund activity

RURAL SERVICES BASIC FUND

The Rural Services Basic Fund is used to levy taxes for rural county services as identified in Section 331.428 of the Code of Iowa (see the Financial Management Policies in the Supplemental Information section of the budget document).

The County currently uses this fund for two specific purposes: (1) transfer of funds to the Secondary Roads Fund, and (2) appropriation of funds toward the funding of the Scott County Library.

The levy for the aforementioned two purposes is applied only against property located in the unincorporated areas (townships). Since the taxable valuation of agricultural land/structures is computed on a five year productivity average as opposed to fair market value, the rural tax base and calculated rural services fund tax levy rate have fluctuated over the past ten (10) years as shows below:

Fiscal Year	Rural Tax Base	Rural Services Fund Levy *	Rural Services Fund Levy
2011-12	\$829,648,585	\$2,536,743	\$3.13766
2012-13	877,086,710	2,686,071	3.13766
2013-14	908,864,982	2,704,207	3.04487
2014-15	923,012,002	2,805,489	3.03949
2015-16	949,429,559	2,854,891	3.00695
2016-17	992,010,615	2,939,229	2.96290
2017-18	1,025,764,483	3,022,829	2.94690
2018-19	1,086,344,571	3,179,921	2.92718
2019-20	1,125,980,428	3,278,460	2.91165
2020-21	1,140,293,513	3,308,416	2.90137

The breakdown between the Secondary Roads Fund transfer amount and the amount appropriated for the County Library are as follows:

Fiscal Year	Sec Rds Transfer*	Levy Rate	Library Appropriation*	Levy Rate
2011-12	\$2,061,118	\$2,48709	\$539,149	\$0.65057
2012-13	2,139,440	2.51192	532,955	0.62274
2013-14	2,226,719	2.44036	551,588	0.60451
2014-15	2,261,000	2.43465	561,697	0.60484
2015-16	2,310,000	2.41880	561,697	0.58815
2016-17	2,408,000	2.39819	567,021	0.56471
2017-18	2,470,000	2.39063	574,740	0.55627
2018-19	2,618,000	2.39627	580,036	0.53091
2019-20	2,709,000	2.39268	587,575	0.51897
2020-21	2,755,000	2.38590	595,213	0.51547

* Includes tax levy and other county taxes and State tax replacement credits not against levied taxes

RURAL SERVICES BASIC FUND

FUND STATEMENT

	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Revised</u> <u>Estimate</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Taxes Levied on Property	\$ 3,110,414	\$ 3,203,502	\$ 3,203,502	\$ 3,232,855	0.9%
Less: Uncollected Delinq Taxes-Levy Yr	1,220	842	842	600	-28.7%
Less: Credits To Taxpayers	<u>139,002</u>	<u>133,795</u>	<u>133,795</u>	<u>139,003</u>	3.9%
Net Current Property Taxes	2,970,192	3,068,865	3,068,865	3,093,252	0.8%
Delinquent Property Tax Revenue	1,220	842	842	600	-28.7%
Other County Taxes	70,705	79,223	79,223	79,952	0.9%
Intergovernmental	154,867	146,976	149,679	152,165	3.5%
Use of Property and Money	<u>3,197</u>	<u>2,800</u>	<u>3,000</u>	<u>3,000</u>	7.1%
Subtotal Revenues	3,200,181	3,298,706	3,301,609	3,328,969	0.9%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	3,200,181	3,298,706	3,301,609	3,328,969	0.9%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
County Environment & Education	<u>580,036</u>	<u>587,575</u>	<u>587,575</u>	<u>595,213</u>	1.3%
Subtotal Expenditures	580,036	587,575	587,575	595,213	1.3%
Other Financing Uses:					
Operating Transfers Out	<u>2,618,000</u>	<u>2,709,000</u>	<u>2,709,000</u>	<u>2,755,000</u>	1.7%
Total Expenditures & Other Uses	3,198,036	3,296,575	3,296,575	3,350,213	1.6%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>2,145</u>	<u>2,131</u>	<u>5,034</u>	<u>(21,244)</u>	N/A
Beginning Fund Balance - July 1,	<u>\$ 140,803</u>	<u>\$ 137,974</u>	<u>\$ 142,948</u>	<u>\$ 147,982</u>	7.3%
Ending Fund Balance - June 30,	<u>\$ 142,948</u>	<u>\$ 140,105</u>	<u>\$ 147,982</u>	<u>\$ 126,738</u>	-9.5%

RECORDER'S RECORD MANAGEMENT FUND

The 1993 Iowa Legislature created a County Recorder's Record Management Fund to be used exclusively for the preservation of maintenance of public records. The legislation required that a \$1.00 fee per each recorded instrument be deposited into this fund and that the Recorder use the fees collected (and interest earned) to produce and maintain public records that meet archival standards and to enhance the technological storage, and transmission capabilities related to archival quality records. In past years the County Recorder has authorized the purchase of optical imaging equipment to enhance the operations of this office. The Recorder also hired an outside firm to digitize the office's microfilmed records back to 1989, the year the computerized index system was implemented. Most recently, the Recorder's Office used these funds to purchase a new third party computer application to replace the previously in-house developed real estate document system. Based on current transaction levels this fund will receive approximately \$30,000 each year.

RECORDER'S RECORD MANAGEMENT FUND

FUND STATEMENT

	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Revised</u> <u>Estimate</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Charges For Services	\$ 30,007	\$ 30,000	\$ 30,000	\$ 30,000	0.0%
Use of Money & Property	<u>2,474</u>	<u>2,200</u>	<u>2,200</u>	<u>2,200</u>	0.0%
Subtotal Revenues	32,481	32,200	32,200	32,200	0.0%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	32,481	32,200	32,200	32,200	0.0%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Other Financing Uses:					
Operating Transfers Out - General Func	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
Operating Transfers Out - Capital CIP	<u>25,000</u>	<u>-</u>	<u>25,000</u>	<u>25,000</u>	N/A
Total Expenditures & Other Uses	45,000	20,000	45,000	45,000	125.0%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>(12,519)</u>	<u>12,200</u>	<u>(12,800)</u>	<u>(12,800)</u>	-204.9%
Beginning Fund Balance - July 1,	<u>\$ 97,562</u>	<u>\$ 96,728</u>	<u>\$ 85,043</u>	<u>\$ 72,243</u>	-25.3%
Ending Fund Balance - June 30,	<u>\$ 85,043</u>	<u>\$ 108,928</u>	<u>\$ 72,243</u>	<u>\$ 59,443</u>	-45.4%

BUSINESS-TYPE ACTIVITIES FUNDS

GOLF COURSE ENTERPRISE FUND

In May 1990, the County entered into an agreement to lease certain land of the County to a golf course developer. The agreement, which was to expire April 30, 2030, required the developer to make a one-time payment to the County of \$10 and to make deposits into various escrow accounts to pay for the construction of the golf course on the leased ground.

Simultaneously, the County entered into a lease purchase contract with the developer for the acquisition of the golf course. This agreement was to provide the financing for the project. The final agreement (as refinanced in 1993 between the County and Boatman's Trust Company) required the County to make varying semiannual rental payments through May 1, 2013. The terms of the lease purchase contract provide that should the County fail to make an annual appropriation for any year before the beginning of that year in an amount sufficient, together with amounts budgeted to be available for such purpose in the Enterprise Fund, for the scheduled payments coming due during that year, the agreement shall terminate as of the beginning of that year.

The County could at any time during this agreement, pay the total prepayment price at which time the land lease is canceled. The County paid the lease in its entirety at the conclusion of FY 12.

The course and clubhouse, called Glynn's Creek, opened July 1, 1992 at Scott County Park. Glynn's Creek has received rave reviews since its opening. While the number of rounds played initially increased steadily since the first year of operation rounds have decreased in recent years. In order to increase revenues, the Conservation Board is selling season passes to the golf course. These passes are flexible for weekend or weekday play and are available in junior/single/family memberships. The season passes also offer players discounts on food, pro-shop merchandise, & range activities. Also, the payment schedules for the passes are offered on a monthly schedule. The golf course website <http://www.scottcountyiowa.com/glynnscreek/> allows players to reserve tee times online.

At the conclusion of the lease commitment, the County forgave the interfund advance and interfund loan interest balance between the General Fund and the Golf Course Enterprise Fund.

This County run operation is accounted for in the Golf Course Enterprise Fund.

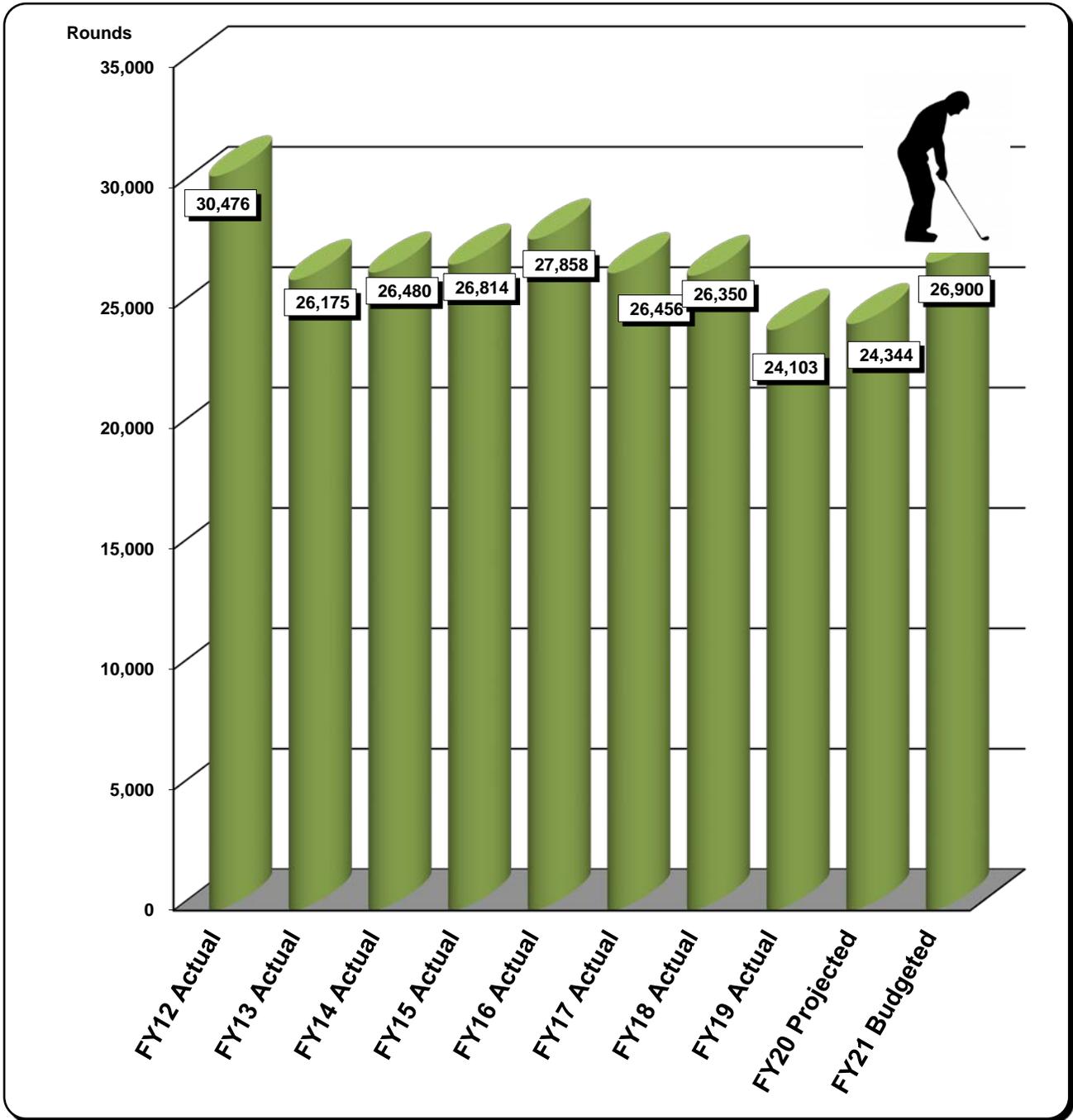
GOLF COURSE ENTERPRISE FUND

FUND STATEMENT

	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Revised</u> <u>Estimate</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Charges For Services	\$ 943,242	\$ 1,070,200	\$ 1,070,200	\$ 1,070,200	0.0%
Use of Money & Property	10,669	10,000	10,000	8,000	-20.0%
Miscellaneous	<u>901</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	0.0%
Subtotal Revenues	954,812	1,081,200	1,081,200	1,079,200	-0.2%
Other Financing Sources:					
Transfer - General Fund	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	954,812	1,081,200	1,081,200	1,079,200	-0.2%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
County Environment & Education	<u>\$ 1,037,251</u>	<u>\$ 1,290,213</u>	<u>\$ 1,288,552</u>	<u>\$ 1,293,884</u>	0.3%
Subtotal Expenditures	1,037,251	1,290,213	1,288,552	1,293,884	0.3%
Other Financing Uses:					
Loss on asset disposed	-	-	-	-	N/A
Interest expense	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Expenditures & Other Uses	1,037,251	1,290,213	1,288,552	1,293,884	0.3%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>(82,439)</u>	<u>(209,013)</u>	<u>(207,352)</u>	<u>(214,684)</u>	2.7%
Beginning Fund Equity - July 1,	<u>\$ 2,671,335</u>	<u>\$ 2,542,089</u>	<u>\$ 2,588,896</u>	<u>\$ 2,381,544</u>	-6.3%
Ending Fund Equity - June 30,	<u>\$ 2,588,896</u>	<u>\$ 2,333,076</u>	<u>\$ 2,381,544</u>	<u>\$ 2,166,860</u>	-7.1%

GLYNNS CREEK GOLF COURSE ROUNDS

TEN YEAR COMPARISON



This graph shows that golf rounds have struggled for consistency. Golf rounds nationwide and in the Midwest have flattened in rounds played. Rounds are projected to see an upward trend in the near future with a 1% change and are certainly weather dependent. The FY 21 budgeted projection is based upon conservative estimates of consistent usage and before any long-term implications of COVID-19.

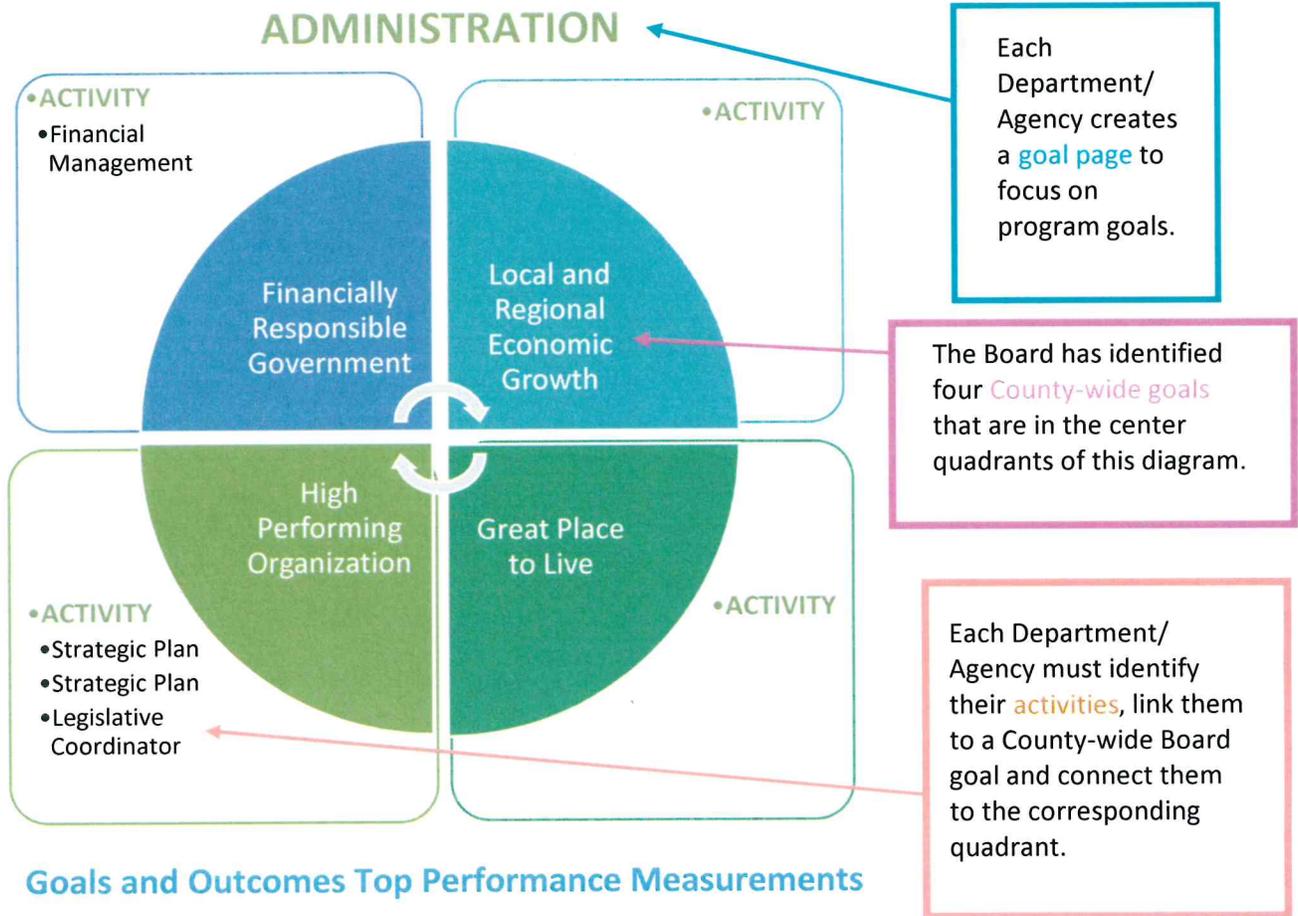
**DEPARTMENTAL /
AUTHORIZED AGENCY DETAIL**

SCOTT COUNTY
 FY21 BUDGETING FOR OUTCOMES DETAIL
 INDEX BY DEPARTMENT/AUTHORIZED AGENCY

<u>Department</u>	<u>Analyst</u>	<u>Page</u>
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A Guide to Scott County Department Goals and Outcomes



Goals and Outcomes Top Performance Measurements

Performance Outcome
(Target)

Analysis of Effectiveness
(How well are we doing?)

Board: Organize, review and update the Board of Supervisors 2021 and 2022 Strategic Plan	The County's new strategic plan went into effect in December 2019. County Administration will work with departments to achieve strategic initiatives.
Management: Develop Financial Policy and analysis in reviewing capital improvements versus investment in ongoing operating activities.	The analysis will review current and future capital requests to determine the relative costs benefit analysis of the capital requests and future ongoing operational investment versus the current operating costs, such as contracted services.
Board: Review Medic 28E (Joint Agreement) for change in type of services from Not-For-Profit organization to joint governmental entity.	The governing board of the Medic EMS is considering a change in organizational structure to a governmental organization. The County participates in the current structure and would participate in the future organizational structure as well. If a change is successful, MEDIC EMS would be able to access new state and federal reimbursements set aside for governmental entities and access new efficiencies.

Each Department/ Agency must identify a **measurement** based on a County-wide Board Strategic Goal or Management Goal.

A Guide to Scott County Budgeting for Outcomes

Activity/Service: The service or activity is department providing

Board Goals: The goal that is being met

Fund: The fund that supports this program

County Department: The department in which the program operates

Budget Dollars: The budget specific to this activity/service

ACTIVITY/SERVICE: Correctional Health	DEPARTMENT: Health/Public Safety/2006			
BUSINESS TYPE: Core	RESIDENTS SERVED: All Residents			
BOARD GOAL: Financially Responsible	FUND: 01 General			
	BUDGET: \$1,577,132			
OUTPUTS				
	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 PROJECTED	2019-20 PROJECTED
Number of inmates in the jail greater than 14 days.	1,326	1,259	1,338	1,300
Number of inmates in the jail greater than 14 days with a current health appraisal.	1,320	1,244	1,325	1,287
Number of inmate health contacts.	35,839	29,966	33,575	32,900
Number of inmate health contacts provided in the jail.	35,538	29,686	31,896	32,751
Number of medical requests received.	7,784	8,126	7,723	7,955
Number of medical requests responded to within 48 hours.	7,778	8,113	7,723	7,955

PROGRAM DESCRIPTION:
Provide needed medical care for all Scott County inmates 24 hours a day. Includes passing of medication, sick call, nursing assessments, health screenings and limited emergency care.

Program Description:
A short overview and explanation of the services provided

PERFORMANCE MEASUREMENT		2016-17 ACTUAL	2017-18 ACTUAL	2018-19 PROJECTED	2019-20 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Inmates are screened for medical conditions that could impact jail operations.	Inmates who stay in the facility greater than 14 days will have a current health appraisal (within 1st 14 days or within 90 days of current incarceration date).	100%	99%	99%	99%
Medical care is provided in a cost-effective, secure environment.	Maintain inmate health contacts within the jail facility.	99%	99%	99%	99%
Assure timely response to inmate medical requests.	Medical requests are reviewed and responded to within 48 hours.	100%	100%	100%	100%

Performance Measurement:
A two year history. Current projections and budgeted projections are presented.

A Guide to Scott County Budget Analysis

Program:
Program within the Department

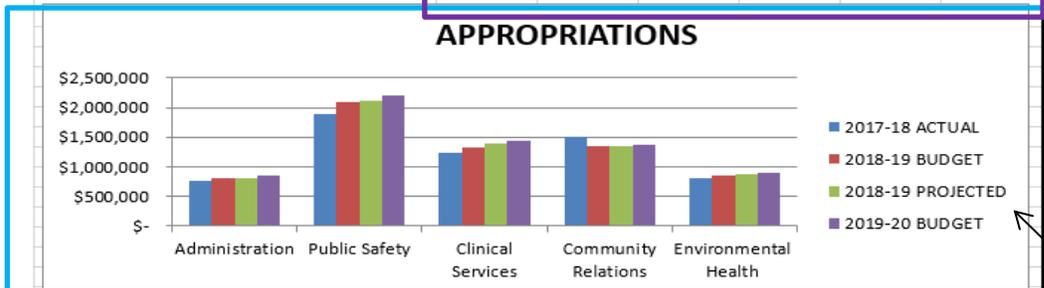
Comparative Information:
Two year actual, current budget, projected budget, departmental request, and adopted value

Full Time Equivalent:
By actual position

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2016-17	2017-18	2018-19	2018-19	2019-20	2019-20
PROGRAM: Administration (20.1)00	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:						
805-A Health Director	1.00	1.00	1.00	1.00	1.00	1.00
571-A Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00
252-A Administrative Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
162-A Resource Specialist	2.00	2.00	2.00	2.00	2.00	2.00
141-A Resource Assistant	3.00	3.00	3.00	3.00	3.00	3.00
TOTAL POSITIONS	8.00	8.00	8.00	8.00	8.00	8.00
REVENUE SUMMARY:						
Intergovernmental	\$ 16,000	\$ 58	\$ -	\$ -	\$ -	\$ -
Charges for Services	2		25	25	25	25
Miscellaneous	53	35	250	250	250	250
TOTAL REVENUES	\$ 16,055	\$ 93	\$ 275	\$ 275	\$ 275	\$ 275
APPROPRIATION SUMMARY:						
Salaries	\$ 495,771	\$ 506,797	\$ 519,961	\$ 520,461	\$ 546,967	\$ 546,967
Benefits	206,976	223,340	242,500	242,500	260,797	260,797
Purchase Services & Expenses	40,568	19,623	32,460	34,495	32,428	32,428
Supplies & Materials	9,480	5,945	10,900	10,900	10,730	10,730
TOTAL APPROPRIATIONS	\$ 752,795	\$ 755,705	\$ 805,821	\$ 808,356	\$ 850,922	\$ 850,922

Program or Authorized Agency REVENUES

Program or Authorized Agency EXPENDITURES



ANALYSIS

No changes to authorized positions for FY20.

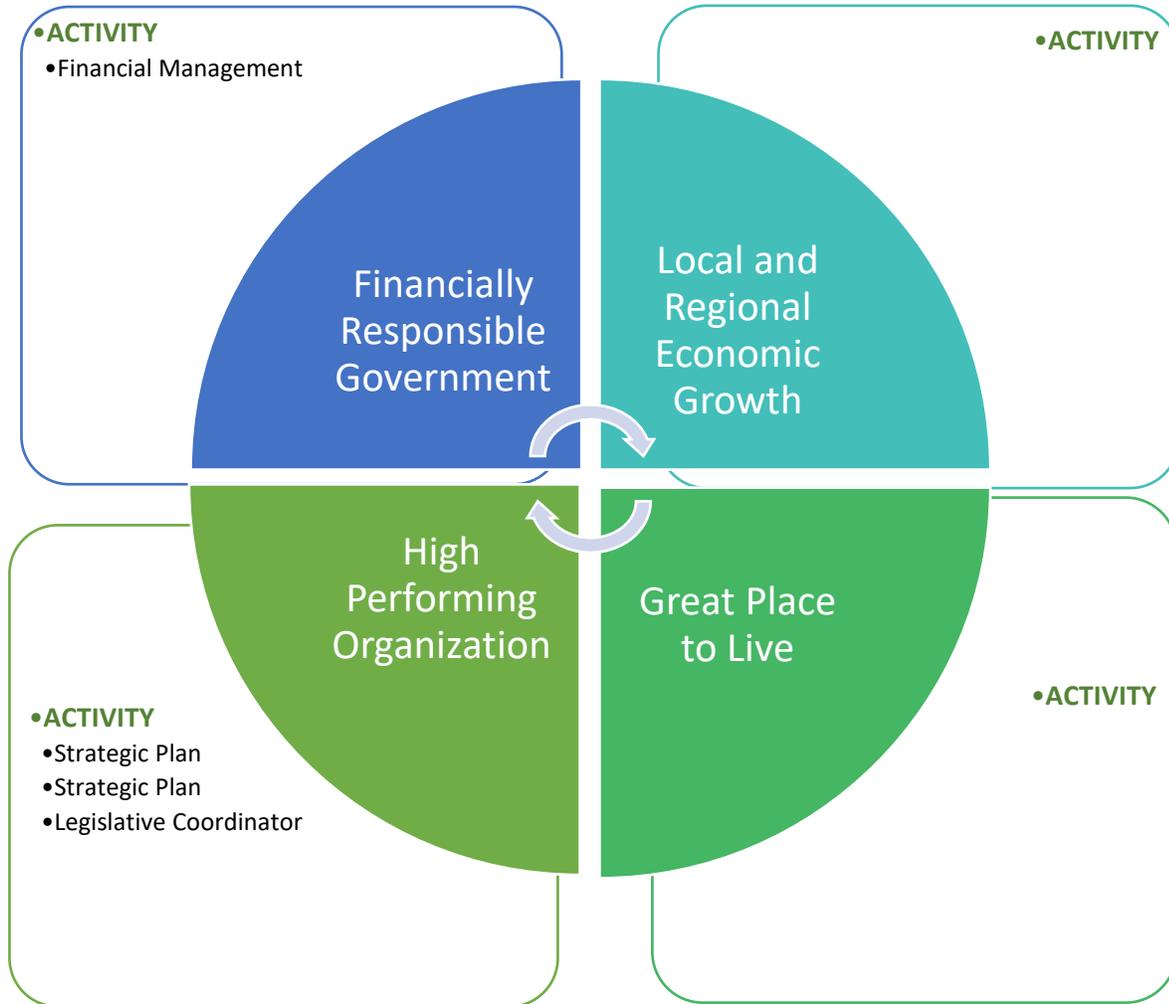
Revenue is flat as compared to FY19.

Expenditure changes in FY20 are in the salary and benefits line items; minimal changes in non-salary line items.

Analysis: Analysis of the information listed, changes and notes listed

Summary Chart of all Department Appropriations

ADMINISTRATION



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Organize, review and update the Board of Supervisors 2021 and 2022 Strategic Plan</p>	<p>The County's new strategic plan went into effect in December 2019. County Administration will work with departments to achieve strategic initiatives.</p>
<p>Management: Develop Financial Policy and analysis in reviewing capital improvements versus investment in ongoing operating activities.</p>	<p>The analysis will review current and future capital requests to determine the relative costs benefit analysis of the capital requests and future ongoing operational investment versus the current operating costs, such as contracted services.</p>
<p>Board: Review Medic 28E (Joint Agreement) for change in type of services from Not-For-Profit organization to joint governmental entity.</p>	<p>The governing board of the Medic EMS is considering a change in organizational structure to a governmental organization. The County participates in the current structure and would participate in the future organizational structure as well. If a change is successful, MEDIC EMS would be able to access new state and federal reimbursements set aside for governmental entities and access new efficiencies.</p>

Administration

Mahesh Sharma, County Administrator



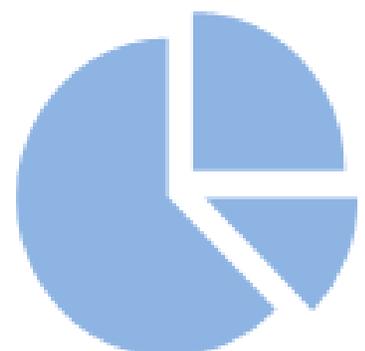
MISSION STATEMENT: The County Administrator will work to create a sustainable, enjoyable and prosperous community for all Scott County residents

ACTIVITY/SERVICE:	Policy and Facilitation	DEPT/PROG:	Administration	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$394,410
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of agenda items		262	298	280
Number of agenda items postponed		0	0	0
Number of agenda items placed on agenda after distribution		0	4	0

PROGRAM DESCRIPTION:

Organize and coordinate the legislative and policy functions of the Board of Supervisors. Recommend ordinances, resolutions, motions and provide administrative guidance.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Prepare reports, studies, legislative actions for Board consideration in a prompt, efficient manner.	Percentage number of agenda items placed on the agenda 5 days in advance of the meeting.	100%	99%	100%	100%
Board members are informed and prepared to take action on all items on the agenda.	Percentage number of agenda items that are postponed at Board meeting.	0.0%	0.0%	0.00%	0.00%



ACTIVITY/SERVICE:	Financial Management	DEPT/PROG:	Administration	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$313,000
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of Grants Managed		58	63	60
Number of Budget Amendments		2	2	3
Number of Purchase Orders Issued		334	388	400

PROGRAM DESCRIPTION:

Recommend balanced budget and capital plan annually. Forecast revenues and expenditures and analyze trends. Prepare reports and monitor and recommend changes to budget plan. Monitor and audit purchasing card program. Administer grants and prepare reports. Coordinate the annual audit and institute recommendations. Prepare special reports.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maintain minimum fund balance requirements for the County's general fund - according to the Financial Management Policy, and within legal budget	Maintain a 15% general fund balance, and each state service area to be 100% expended or below	23% / 100%	22% / 100%	20% / 100%	20% / 100%
Ensure that all Federal Grants receive a perfect score with no audit findings for County's annual Single Audit	Zero audit findings for federal grants related to the Single Audit	0	0	0	0
Submit Budget / CAFR / PAFR to GFOA obtains Award Certificate	Recognition of Achievements in Reporting	3	3	3	3
Develop Training program for ERP / Financial users to increase comfort and report utilization / accounting	2 Training events outside of annual budget training	Program Developd FY19 Training	2	2	2
Develop Financial Policy and analysis reviewing capital improvements vs ongoing operating costs	Identify the costs vs benefits of continued optional long term capital investments vs operating investments	N/A	N/A	Collect Long term Capital Budget Requests	Develop and Assess Policy of Long Term Capital Investments

ACTIVITY/SERVICE:	Legislative Coordinator	DEPT/PROG:	Administration	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$58,000
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of committee of the whole meetings		45	44	50
Number of meetings posted to web 5 days in advance		100%	100%	100%
Percent of Board Mtg handouts posted to web within 24 hours		100%	100%	100%

PROGRAM DESCRIPTION:

Coordination of intergovernmental relations: scheduling meetings with city councils, authorized agencies and boards and commissions; appointments to boards and commissions, 28E Agreements, etc. Coordination of agenda preparation and meeting notices and custodian of official files for Board of Supervisors and Public Safety Authority.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Agenda materials are available to the public.	Agenda posted to the website 5 days in advance of the meeting.	100%	100%	100%	100%
Handouts are available to the public timely.	Handouts are posted to the website within 24 hours after the meeting.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Strategic Plan	DEPT/PROG:	Administration	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$79,000
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of Strategic Plan goals		20	105	57
Number of Strategic Plan goals on-schedule		15	75	75
Number of Strategic Plan goals completed		10	7	20
				2020-21
				PROJECTED

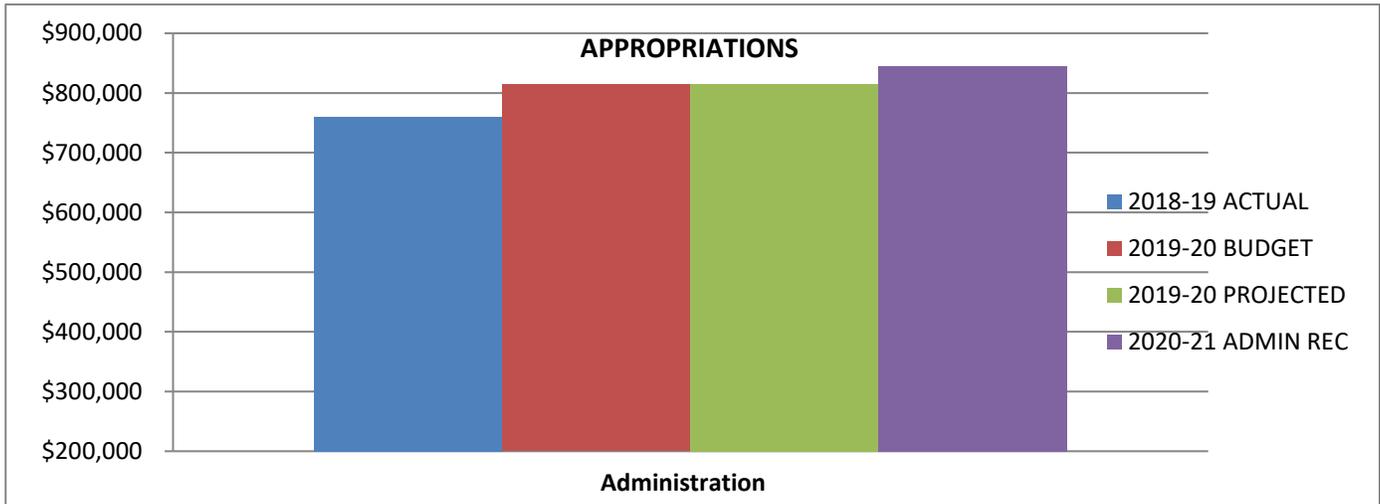
PROGRAM DESCRIPTION:

Facilitate through collaboration the achievement of the Board of Supervisors goals and report the outcomes quarterly. Supervise appointed Department Heads.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Strategic Plan goals are on-schedule and reported quarterly	Percentage of Strategic Plan goals on-schedule	60%	70%	75%	50%
Strategic Plan goals are completed*	Percentage of Strategic Plan goals completed	35%	71%	20%	50%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: General Administration (11.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
County Administrator	1.00	1.00	1.00	1.00	1.00	1.00
41-N Asst. Co. Administrator/HR Director	0.50	0.50	0.50	0.50	0.50	0.50
37-N Budget and Administrative Services Director	1.00	1.00	1.00	1.00	1.00	1.00
30-N Fleet Manager	0.40	-	-	-	-	-
27-N ERP and Budget Analyst	1.00	1.00	1.00	1.00	1.00	1.00
25-N Purchasing Specialist	1.00	1.00	1.00	1.00	1.00	1.00
25-N Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	5.90	5.50	5.50	5.50	5.50	5.50

APPROPRIATION SUMMARY:						
Salaries	\$ 567,617	\$ 561,747	\$ 597,248	\$ 594,998	\$ 616,057	\$ 616,057
Benefits	175,339	182,773	198,977	201,727	209,278	209,278
Purchase Services & Expenses	13,781	13,931	16,375	16,375	16,875	16,875
Supplies & Materials	1,514	1,292	1,800	2,200	2,200	2,200
TOTAL APPROPRIATIONS	\$ 758,251	\$ 759,743	\$ 814,400	\$ 815,300	\$ 844,410	\$ 844,410

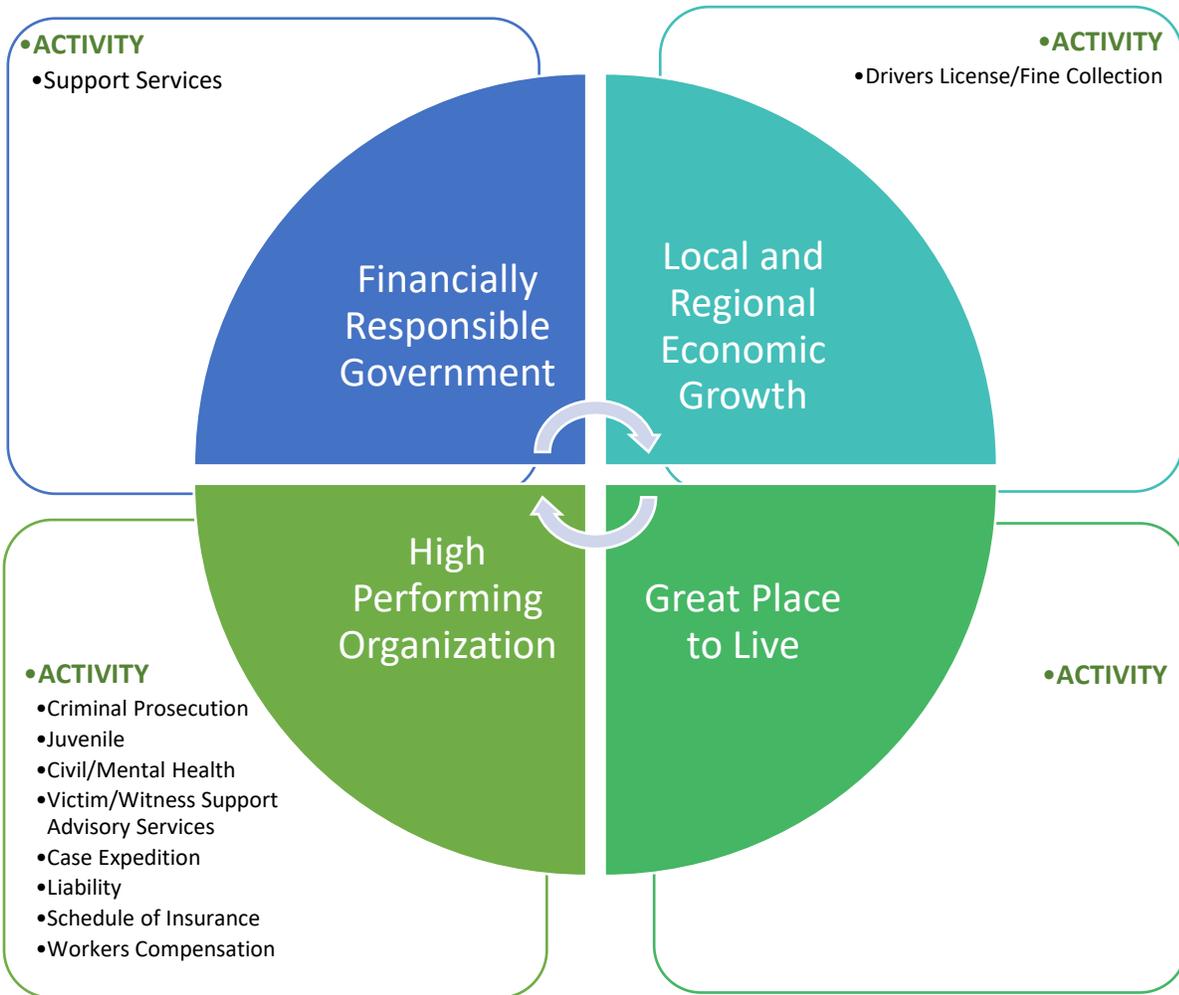


ANALYSIS

For FY21, non-salary costs for this program are recommended to increase \$500. Salary and benefits will increase with the non-represented step, cost of living adjustments, and benefit cost increases.

The County's administrative outcomes are designed to strengthen community and internal county relationships while addressing the Board of Supervisors strategic planning initiatives.

ATTORNEY



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Management: Risk Management Policy Update</p>	<p>Risk Management policies were updated and are being implemented. The Risk Management Reference Guide is being reevaluated to include the new Alertus notification system. Risk Management will continue to provide fair and effective claim management for the county.</p>
<p>Management: Criminal Prosecution</p>	<p>The Attorney's Office is responsible for the enforcement of all state laws charged in Scott County. The office will continue to prosecute approximately 5,000 indictable cases annually and represent the state in juvenile court. The office will continue to train and consult with local law enforcement.</p>
<p>Management: Representing the County</p>	<p>The Attorney's Office provides legal advice and representation to elected officials, department heads and the board of supervisors. The office will strive to provide timely and accurate legal advise to county officials.</p>

Attorney's Office

Mike Walton, County Attorney



MISSION STATEMENT: The County Attorney's Office is dedicated to providing the citizens of Scott County with a safe community by providing well-trained, career prosecutors and support staff to pursue justice through the resolution of legal issues, prosecute criminal offenses occurring within Scott County, cooperate with law enforcement agencies for the protection of citizens, and provide legal representation for the County, its elected officials and departments.

ACTIVITY/SERVICE:	Criminal Prosecution	DEPARTMENT:	Attorney		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$2,723,055
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
New Indictable Misdemeanor Cases		3,139	3,689	3,500	3,500
New Felony Cases		1,119	1,355	1,250	1,250
New Non-Indictable Cases		1,964	2,089	2,000	2,000
Conducting Law Enforcement Training (hrs)		22.25	30	25	25

PROGRAM DESCRIPTION:

The County Attorney Office is responsible for the enforcement of all state laws and county ordinances charged in Scott County. The duties of a prosecutor include advising law enforcement in the investigation of crimes, evaluating evidence, preparing all legal documents filed with the court, and participating in all court proceedings including jury and non-jury trials.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Attorney's Office will represent the State in all criminal proceedings.	98% of all criminal cases will be prosecuted by the SCAO.	98%	98%	98%	98%
Attorney's Office will have qualified, well-trained attorneys to represent County.	100% of Attorneys will receive a minimum of 15 hrs of CLE (continuing education) annually.	100%	100%	100%	100%
Attorney's Office will diligently work toward achieving justice in all criminal cases.	Justice is accomplished in 100% of criminal cases.	100%	100%	100%	100%



ACTIVITY/SERVICE:	Juvenile	DEPARTMENT:	Attorney	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$496,387
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
New Juvenile Cases - Delinquencies, CINA, Terms, Rejected		689	869	750
Uncontested Juvenile Hearings		1,870	2,054	1,700
Evidentiary Juvenile Hearings		505	552	500

PROGRAM DESCRIPTION:

The Juvenile Division of the County Attorney's Office represents the State in all Juvenile Court proceedings, works with police departments and Juvenile Court Services in resolving juvenile delinquency cases, and works with the Department of Human Services and other agencies in Children in Need of Assistance actions.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Attorney's Office represents the State in juvenile delinquency proceedings.	98% of all juvenile delinquency cases will be prosecuted by the SCAO.	98%	98%	98%	98%
Attorney's Office represents the Department of Human Services in CINA cases.	98% of all juvenile CINA cases will be pursued by the SCAO.	98%	98%	98%	98%

ACTIVITY/SERVICE:	Civil / Mental Health	DEPARTMENT:	Attorney	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$217,507
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Non Litigation Services Intake		76	85	80
Litigation Services Intake		333	365	300
Non Litigation Services Cases Closed		12	64	80
Litigation Services Cases Closed		314	339	300
# of Mental Health Hearings		296	300	250

PROGRAM DESCRIPTION:

Provide legal advice and representation to Scott County Board of Supervisors, elected officials, departments, agencies, school and township officers. Represent the State in Mental Health Commitments.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Attorney's Office will provide representation and service as required.	Attorney's Office will defend 90% of County cases in-house. (rather than contracting other attorneys)	90%	90%	90%	90%
Attorney's Office will provide representation at Mental Health Commitment Hearings.	100% representation	100%	100%	100%	100%
Attorney's Office will have qualified, well-trained attorneys to represent County.	100% of Attorneys will receive a minimum of 15 hrs of CLE (continuing education) annually.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Driver License / Fine Collection	DEPARTMENT:	Attorney		
BUSINESS TYPE:	Community Add On	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET: \$148,714	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
total cases entered to be collected on		NA	511	5,000	5,000
total cases flagged as default		NA	104	100	100
\$ amount collected for county		394,063	432,646	400,000	400,000
\$ amount collected for state		951,510	1,029,647	800,000	800,000
\$ amount collected for DOT		5,753	6,000.00	3,000	3,000

PROGRAM DESCRIPTION:

The Driver License Reinstatement Program gives drivers the opportunity to get their driver's licenses back after suspension for non-payment of fines. The Delinquent Fine Collection program's purpose is to assist in collecting delinquent amounts due and to facilitate the DL program. The County Attorney's Office is proactive in seeking out candidates, which is a new revenue source for both the County and the State.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Attorney's Office will work to assist Scott County residents in obtaining driver licenses after suspension.	Attorney's Office will assist applicants with suspensions 100% of the time.	100%	100%	100%	100%
Attorney's Office will work to assist Scott County residents in paying delinquent fines.	Attorney's Office will grow the program approximately 10% each quarter as compared to the previous fiscal years grand total.	25%	27%	10%	10%

ACTIVITY/SERVICE:	Victim/Witness Support Service	DEPARTMENT:	Attorney		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$72,502	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# victim packets sent		1,864	1,928	1,800	1,800
# victim packets returned		659	710	600	600

PROGRAM DESCRIPTION:

The Victim/Witness Program of Scott County provides services to victims of crime and focuses attention on the rights of crime victims. The Victim/Witness Coordinator notifies victims of all proceedings, and provides service referrals and information to victims and witnesses.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Attorney's Office will actively communicate with crime victims.	100% of registered crime victims will be sent victim registration information.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Advisory Services	DEPARTMENT:	Attorney		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$114,318	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of walk-in complaints received		162	208	150	150

PROGRAM DESCRIPTION:

The County Attorney's Office is available daily from 8:30 am to 11:30 am to assist citizens who wish to consult an assistant county attorney to determine whether criminal charges or other action is appropriate in a given situation. In addition, an attorney is available 24/7 to assist law enforcement officers.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Attorney's Office will respond to citizen's requests for information during complaint desk hours.	100% of requests will be addressed.	100%	100%	100%	100%
Attorney's Office will assist law enforcement officers in answering legal questions.	An attorney is on call 24/7, 365 days a year.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Case Expedition	DEPARTMENT:	Attorney		
BUSINESS TYPE:	Community Add On	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$38,106
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of entries into jail		7,523	8,730	7,500	7,500

PROGRAM DESCRIPTION:

The purpose of Case Expeditor is to facilitate inmates' progress through the judicial system.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
The Case Expeditor will review the cases of all inmates in the Scott County Jail to reduce the number of days spent in the jail before movement.	100% of inmate cases are reviewed.	100%	100%	100%	100%

Attorney - Risk Management



Rhonda Oostenryk, Risk Manager

MISSION STATEMENT: Investigation and review of all claims and losses, implementing policies or procedures to adjust, settle, resist or avoid future losses; relating liability and worker's compensation issues.

ACTIVITY/SERVICE:	Liability	DEPARTMENT:	Risk Mgmt	12.1202
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	02 Supplemental	BUDGET: \$518,280
OUTPUTS		2017	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
				2020-21
				PROJECTED
\$40,000 of Claims GL		\$21,771	\$4,500	\$40,000
\$50,000 of Claims PL		\$11,749	\$655	\$30,000
\$85,000 of Claims AL		\$84,757	\$47,172	\$60,000
\$20,000 of Claims PR		\$25,022	\$157,162	\$40,000

PROGRAM DESCRIPTION:

Tort Liability: A "tort" is an injury to another person or to property, which is compensable under the law. Categories of torts include negligence, gross negligence, and intentional wrongdoing.

PERFORMANCE MEASUREMENT		2017	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Prompt investigation of liability accidents/incidents	To investigate incidents/accidents within 5 days	90%	90%	90%	90%

ACTIVITY/SERVICE:	Schedule of Insurance	DEPARTMENT:	Risk Mgmt	12.1202
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	02 Supplemental	BUDGET: \$380,777
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
# of County maintained policies - 15		15	11	15

PROGRAM DESCRIPTION:

Schedule of Insurance

Maintaining a list of items individually covered by a policy, e.g., a list of workers compensation, general liability, auto liability, professional liability, property and excess umbrella liability.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Market and Educate underwriters to ensure accurate premiums	Audit Insurance Job Classification codes	100%	100%	100%	100%

ACTIVITY/SERVICE:	Workers Compensation	DEPARTMENT:	Risk Mgmt		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$158,657
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Claims Opened (new)		29	38	40	40
Claims Reported		37	59	50	50
\$250,000 of Workers Compensation Claims		\$133,838	\$164,994	\$250,000	\$250,000

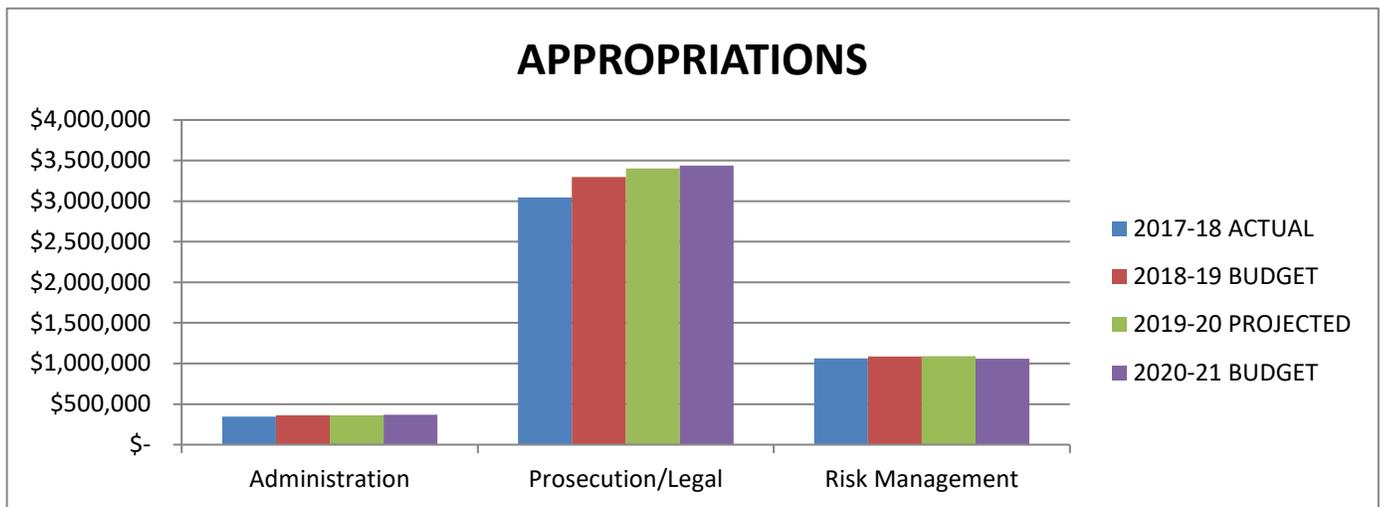
PROGRAM DESCRIPTION:

To ensure that employees who are injured on the job are provided proper medical attention for work related injuries and to determine preventive practices for injuries.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To investigate workers comp claims within 5 days	To investigate 100% of accidents within 5 days	100%	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Attorney Administration (12.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
X County Attorney	0.50	0.50	0.50	0.50	0.50	0.50
Y First Assistant Attorney	0.40	0.40	0.40	0.40	0.40	0.40
30-N Office Administrator	1.00	1.00	1.00	1.00	1.00	1.00
26-N Paralegal/Executive Secretary	0.50	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	2.40	2.40	2.40	2.40	2.40	2.40

APPROPRIATION SUMMARY:						
Salaries	\$ 248,063	\$ 252,986	\$ 259,222	\$ 258,472	\$ 264,988	\$ 264,988
Benefits	79,706	84,711	89,695	90,695	93,467	93,467
Purchase Services & Expenses	6,526	4,360	7,500	7,500	7,500	7,500
Supplies & Materials	2,967	3,643	5,000	5,000	5,000	5,000
TOTAL APPROPRIATIONS	\$ 337,262	\$ 345,700	\$ 361,417	\$ 361,667	\$ 370,955	\$ 370,955



ANALYSIS

For FY21, non-salary costs for this program are recommended to remain unchanged from previous year. Salary and benefits will increase with the non-represented step, cost of living adjustments, and benefit cost increases.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Criminal Prosecution (1201&1203)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
X County Attorney	0.50	0.50	0.50	0.50	0.50	0.50
Y First Assistant Attorney	0.60	0.60	0.60	0.60	0.60	0.60
36-N Senior Assistant Attorney	4.00	4.00	7.00	7.00	7.00	7.00
32-N Assistant Attorney	10.00	10.00	7.00	7.00	9.00	7.00
28-N Investigator	-	-	1.00	1.00	1.00	1.00
27-N Case Expeditor	1.00	1.00	1.00	1.00	1.00	1.00
27-N Paralegal Audio/Visual Production Specialist	1.00	1.00	1.00	1.00	1.00	1.00
26-N Paralegal	1.00	1.00	1.00	1.00	1.00	1.00
26-N Paralegal/Executive Secretary	0.50	0.50	0.50	0.50	0.50	0.50
20-AFSCME Senior Victim and Witness Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
22-AFSCME Intake Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
21-AFSCME Fine Collections Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
21-AFSCME Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
21-AFSCME Legal Secretary	1.00	1.00	1.00	1.00	1.00	1.00
21-AFSCME Legal Secretary	1.00	1.00	1.00	1.00	1.00	1.00
20-AFSCME- Victim and Witness Specialist	1.00	1.00	1.00	1.00	1.00	1.00
18-AFSCME Seignior Office Assistant	1.00	1.00	2.00	2.00	2.00	2.00
Office Assistant	1.00	1.00	-	-	-	-
18-AFSCME Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Z Summer Law Clerk	0.50	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	30.10	30.10	31.10	31.10	33.10	31.10
REVENUE SUMMARY:						
Intergovernmental	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Fines & Forfeitures	406,307	443,347	425,000	425,000	425,000	425,000
Miscellaneous						
TOTAL REVENUES	\$ 407,507	\$ 444,547	\$ 426,200	\$ 426,200	\$ 426,200	\$ 426,200
APPROPRIATION SUMMARY:						
Salaries	\$ 2,008,370	\$ 2,084,327	\$ 2,279,544	\$ 2,340,312	\$ 2,505,984	\$ 2,366,742
Benefits	718,468	795,625	883,800	926,356	1,001,722	936,941
Purchase Services & Expenses	63,326	137,748	101,950	106,950	106,950	106,950
Supplies & Materials	21,807	27,278	33,000	29,000	29,000	29,000
TOTAL APPROPRIATIONS	\$ 2,811,971	\$ 3,044,978	\$ 3,298,294	\$ 3,402,618	\$ 3,643,656	\$ 3,439,633
ANALYSIS						
For FY21, non-salary costs for this program are recommended to remain unchanged from previous year. Salary and benefits will increase with the non-represented step, cost of living adjustments, and benefit cost increases.						
An Investigator position was added in 2019 which increased FTE salary and benefits.						
A vehicle was added from the County's current fleet, which increased the fuel budget line item.						

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Risk Management (1202)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
32-N Risk Manager	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00	1.00

REVENUE SUMMARY:						
Charges for Services	\$ -	\$ -	\$ 25	\$ 25	\$ -	\$ -
Miscellaneous	64,896	15,425	10,000	10,000	10,000	10,000
TOTAL REVENUE	\$ 64,896	\$ 15,425	\$ 10,025	\$ 10,025	\$ 10,000	\$ 10,000

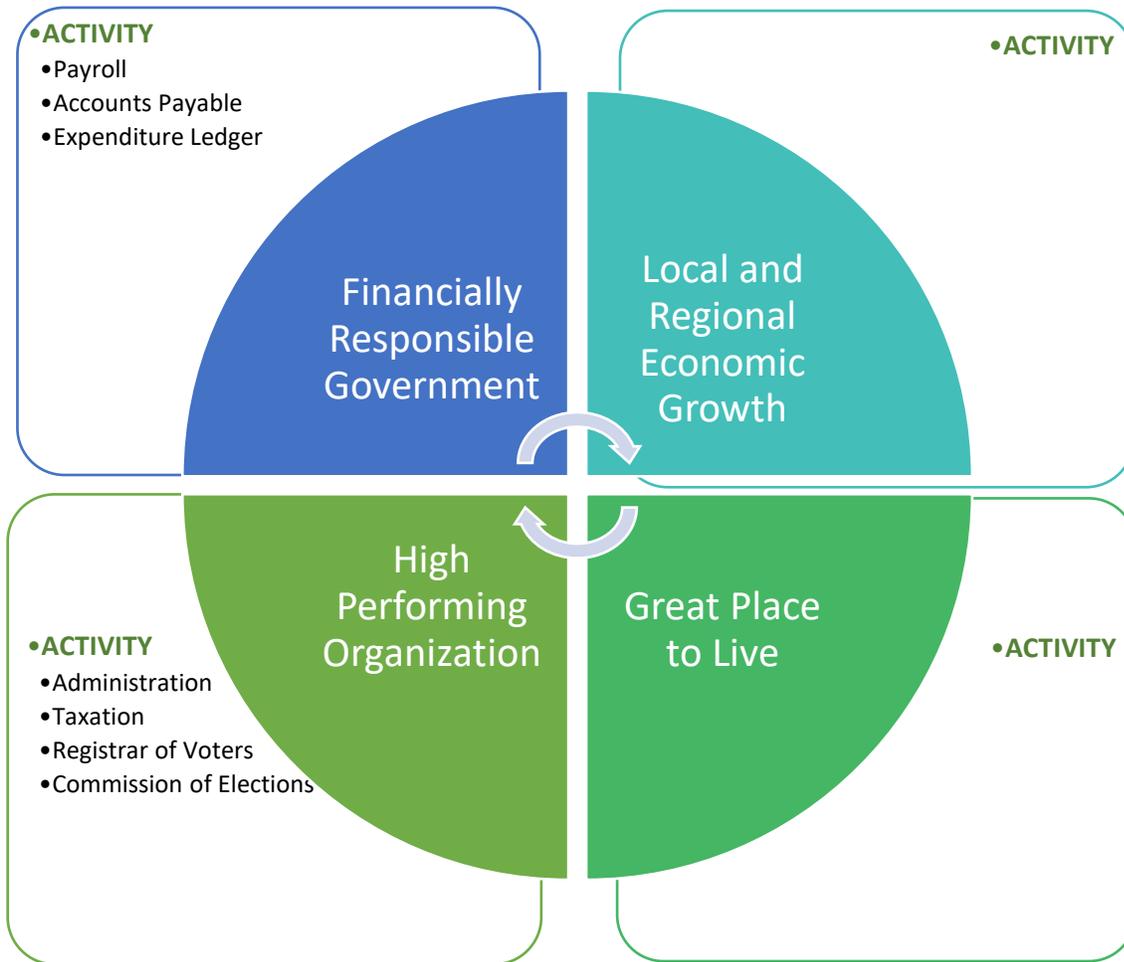
APPROPRIATION SUMMARY:						
Salaries	\$ 89,150	\$ 91,646	\$ 97,512	\$ 97,012	\$ 99,241	\$ 99,241
Benefits	22,792	23,720	25,578	26,078	26,792	26,792
Purchase Services & Expenses	742,554	947,231	962,000	964,070	929,681	929,681
Supplies & Materials	402	30	2,000	1,750	2,000	2,000
TOTAL APPROPRIATIONS	\$ 854,898	\$ 1,062,627	\$ 1,087,090	\$ 1,088,910	\$ 1,057,714	\$ 1,057,714

ANALYSIS

For FY21, non-salary costs for this program are recommended to remain unchanged from previous year. Salary and benefits will increase with the non-represented step, cost of living adjustments, and benefit cost increases.

A vehicle was added from the County's current fleet, but the fuel was already budgeted for.

AUDITOR



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: High Performing Organization</p>	<p>The Auditor's Office provides timely, accurate, efficient and cost effective services to the taxpayers, voters and real estate customers of Scott County, and to all County Departments, County Agencies and County Employees. Our office maintains the county property tax system, pays the county's bill and employees, conducts all elections in the county and maintains the county's voter registration file.</p>
<p>Management: High Performing Organization</p>	<p>Our office prepares and supervises ballot printing and voting machine programming; orders election supplies; employs and conducts schools of instructions for precinct election officials; prepares and monitors the processing of absentee ballots; receives nomination papers and public measure petitions to be placed on the ballot; acts as Clerk to Board of Election Canvassers and Special Voter Precinct Board.</p>
<p>Management: High Performing Organization</p>	<p>Our staff works with the statewide I-VOTERS system to maintain voter registration records; verify new applicants are legally eligible to vote; purges records of those no longer legally eligible to vote; prepares lists of qualified voters for each election to insure only those qualified to vote actually do vote; reviews election day registrants to insure their qualifications to vote.</p>

Auditor's Office

Roxanna Moritz, County Auditor



MISSION STATEMENT: To provide timely, accurate, efficient and cost effective services to the taxpayers, voters and real estate customers of Scott County, and to all County Departments, County Agencies and County Employees.

ACTIVITY/SERVICE:	Administration	DEPARTMENT:	Auditor		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	257,702
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Maintain administration costs at or below 15% of budget		14.4%	11.2%	15.0%	15.0%

PROGRAM DESCRIPTION:

This program provides overall management of the statutory responsibilities of the Auditor's Office, including prior listed programs and not listed duties, such as clerk to the Board of Supervisors, etc. These responsibilities include establishing policy and setting goals for each individual program. Ensure new voters have an opportunity to vote.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Ensure all statutory and other responsibilities are met.	Conduct at least 12 meetings with managers to review progress and assess need for new internal policies or procedures.	12	12	12	12
Assign staff to effectively and efficiently deliver services to Scott County.	Conduct at least 4 meetings with staff to review progress on goals and assess staff needs to meet our legal responsibilities.	4	4	4	4



ACTIVITY/SERVICE:	Taxation	DEPARTMENT:	Auditor		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	319,201
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Property Transfers Processed		7,234	6,745	7,500	7,500
Local Government Budgets Certified		49	49	49	49

PROGRAM DESCRIPTION:

This program provides: certifies taxes and budgets for all Scott County taxing districts; maintains property tax system regarding transfers, credits, splits, property history, and assists public with property tax changes; maintains correct property valuations for all taxing districts including rollbacks, valuation credits, and TIF district valuation and reconciliation; maintains property plat books and county GIS system.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Certify taxes and budgets.	Meet statutory & regulatory deadlines for certification with 100% accuracy	100%	100%	100%	100%
Process all property transfers.	Process all real estate transfers without errors within 48 hours of receipt of correct transfer documents	100%	100%	100%	100%

ACTIVITY/SERVICE:	Payroll	DEPARTMENT: Auditor- Business & Finance			
BUSINESS TYPE:	Core	RESIDENTS SERVED:		All Employees	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: 284,757	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of Employees		759	774	700	770
Time Cards Processed		23,344	17,363	23,000	17,400

PROGRAM DESCRIPTION:

This program provides payroll services for all County Departments, County Assessor, County Library and SECC. Services include processing payroll; calculation and payment of payroll liabilities including payroll taxes, retirement funds, and other withholdings; ensure all Federal and State payroll laws are followed; present payroll to the Board for approval pursuant to the Code of Iowa.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Pay all employees correctly and timely.	All employees are paid correctly and on time.	100%	100%	100%	100%
Pay all payroll liabilities on time and correctly. This includes taxes, and other withholdings.	Occur no penalties for late payments.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Accounts Payable	DEPARTMENT: Auditor- Business & Finance			
BUSINESS TYPE:	Core	RESIDENTS SERVED:			All Departments
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	213,567
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Invoices Processed		24,644	25,401	25,000	25,000

PROGRAM DESCRIPTION:

This program provides accounts payable services for all County Departments, County Assessor, County Library and SECC; audits all claims submitted for payment; verifies claims for conformance to County policy and applicable laws; processes warrants and accounts for all expenditures in the general ledger; claims are presented for Board approval according to the Code of Iowa.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To process all claims correctly and according to policies and procedures.	Have all claims correctly processed and paid.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Expenditure Ledger	DEPARTMENT: Auditor - Business & Finance			
BUSINESS TYPE:	Core	RESIDENTS SERVED:			All Departments
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	10,170
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of Account Centers		9,300	10,094	9,700	11,000

PROGRAM DESCRIPTION:

This program is responsible for the general accounting of expenditures in the general ledger of the County and is responsible for all changes therein.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To make sure the General Ledger properly reflects all expenditures and receipts.	Make sure all adjustments are proper according to accounting policies and procedures.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Commissioner of Elections	DEPARTMENT: Auditor-Elections		
BUSINESS TYPE:	Core	RESIDENTS SERVED:		130,000
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: 641,214
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Conduct 3 county-wide elections		3	1	3

PROGRAM DESCRIPTION:

This program prepares and supervises ballot printing and voting machine programming; orders all election supplies; employs and conducts schools of instructions for precinct election officials; prepares and monitors the processing of absentee ballots; receives nomination papers and public measure petitions to be placed on the ballot; acts as Clerk to Board of Election Canvassers and Special Voter Precinct Board.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Contract for and arrange facilities for election day and early voting polling places.	Ensure 100% of polling places meet legal accessibility requirements or receive waivers from the Secretary of State.	100%	100%	100%	100%
Receive and process all absentee ballot requests for all elections.	Process and mail ballots to 100% of voters who submit correct absentee ballot requests in accordance with State law.	100%	100%	100%	100%
Ensure precinct election officials are prepared to administer election laws for any given election.	Conduct election official training before major elections.	3	1	3	1

ACTIVITY/SERVICE:	Registrar of Voters	DEPARTMENT: Auditor -Elections		
BUSINESS TYPE:	Core	RESIDENTS SERVED:		All Residents
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: 202,488
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Maintain approximately 125,000 voter registration files		125,578	125,381	125,000

PROGRAM DESCRIPTION:

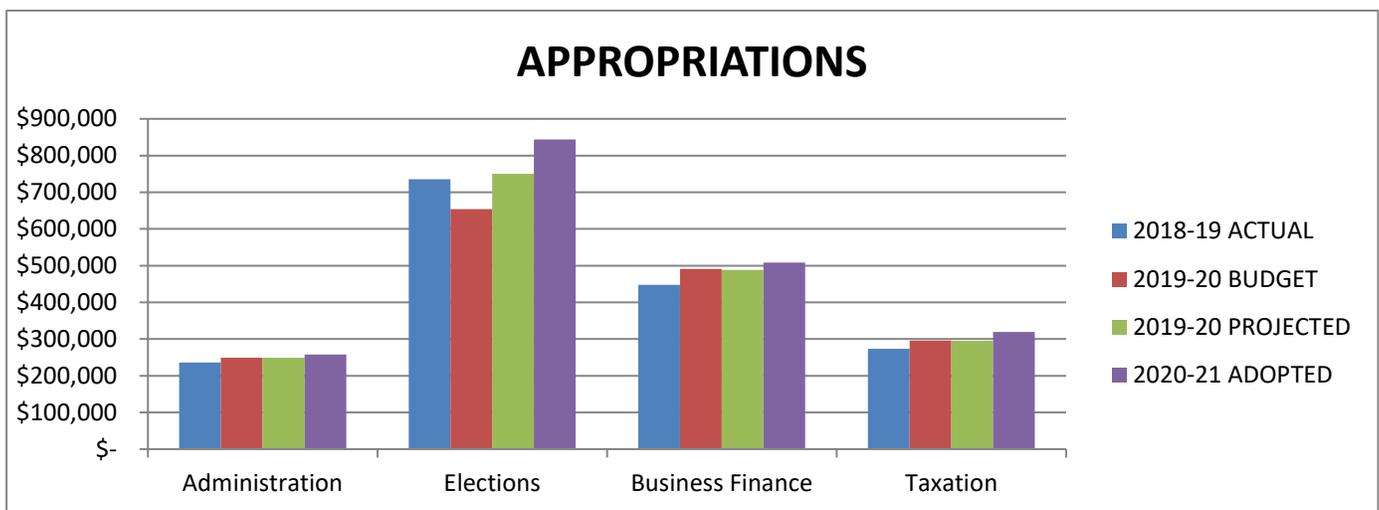
This program works with the statewide I-VOTERS system; maintains current records of residents desiring to vote; verifies new applicants are legally eligible to vote; purges records of residents no longer legally eligible to vote; prepares lists of qualified voters for each election to insure only those qualified to vote actually do vote; reviews election day registrants to insure their qualifications to vote.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Ensure new voters have opportunity to vote.	All new registrations are verified, processed and voters sent confirmation by legal deadlines.	100%	100%	100%	100%
Update voter registration file to ensure accurate and up-to-date information regarding voters.	Process all information on voter status received from all agencies to maintain current registration file.	100%	100%	100%	100%
Ensure all statutory responsibilities are met.	Conduct quarterly review of state and federal voter registration laws and procedures to ensure compliance.	100%	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Auditor Administration (13.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
X Auditor	1.00	1.00	1.00	1.00	1.00	1.00
33-N Operations Manager-Auditor	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	2.00	2.00	2.00	2.00	2.00	2.00

REVENUE SUMMARY:						
Fines, Forfeitures & Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -					

APPROPRIATION SUMMARY:						
Salaries	\$ 181,627	\$ 185,770	\$ 193,507	\$ 193,007	\$ 199,704	\$ 199,704
Benefits	45,440	48,165	51,029	51,529	52,948	52,948
Purchase Services & Expenses	3,079	1,999	4,300	4,000	4,300	4,300
Supplies & Materials	1,179	601	500	750	750	750
TOTAL APPROPRIATIONS	\$ 231,325	\$ 236,535	\$ 249,336	\$ 249,286	\$ 257,702	\$ 257,702



ANALYSIS

There is little budget variation in the four program areas in the Auditor's Office, except for Elections in which the budget increases and decreases based on the election cycles and if special elections occur.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Elections (1301)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
26-AFSCME Elections Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
19-AFSCME Senior Elections Clerk	2.00	2.00	2.00	2.00	2.00	2.00
16-AFSCME Elections Clerk	0.65	0.65	0.65	1.00	1.00	1.00
TOTAL POSITIONS	3.65	3.65	3.65	4.00	4.00	4.00

REVENUE SUMMARY:						
Intergovernmental	\$ 174,029	\$ 26,479	\$ 100,000	\$ 218,000	\$ -	\$ -
Charges for Services	-	-	300	300	300	300
Fines, Forfeitures & Miscellaneous	345	80	-	-	-	-
TOTAL REVENUES	\$ 174,374	\$ 26,559	\$ 100,300	\$ 218,300	\$ 300	\$ 300

APPROPRIATION SUMMARY:						
Salaries	\$ 302,315	\$ 363,095	\$ 315,336	\$ 358,466	\$ 414,636	\$ 414,636
Benefits	82,169	92,152	83,307	84,807	135,101	135,101
Purchase Services & Expenses	223,107	229,899	224,750	275,615	232,965	232,965
Supplies & Materials	30,543	49,929	31,000	31,000	61,000	61,000
TOTAL APPROPRIATIONS	\$ 638,134	\$ 735,075	\$ 654,393	\$ 749,888	\$ 843,702	\$ 843,702

ANALYSIS

The 2020 General Election will occur during this fiscal year and the budget reflects the increased costs associated with higher turnout election. In particular the turnout for the 2020 General Election is predicted to be especially high. Also, a part time position was increased to full time status as part of a reassignment of duties between Elections and Business and Finance.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Business/Finance (1302)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMN REC
AUTHORIZED POSITIONS:						
36-N Accounting & Tax Manager	0.70	0.70	0.70	0.70	0.70	0.70
23-N Payroll Specialist	2.00	2.00	2.00	2.00	2.00	2.00
21-AFSCME Accounts Payable Specialist	1.50	1.50	1.50	1.50	1.50	1.50
19-N Official Records Clerk	0.90	0.90	1.00	1.00	1.00	1.00
TOTAL POSITIONS	5.10	5.10	5.20	5.20	5.20	5.20

REVENUE SUMMARY:						
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -					

APPROPRIATION SUMMARY:						
Salaries	\$ 323,812	\$ 306,717	\$ 327,214	\$ 324,214	\$ 335,608	\$ 335,608
Benefits	121,601	133,284	152,054	152,054	160,811	160,811
Purchase Services & Expenses	440	2,350	3,475	3,475	3,475	3,475
Supplies & Materials	5,753	5,305	8,600	8,600	8,600	8,600
TOTAL APPROPRIATIONS	\$ 451,606	\$ 447,656	\$ 491,343	\$ 488,343	\$ 508,494	\$ 508,494

ANALYSIS

There is no variation in this program except for increasing one 0.9 FTE position to a 1.0 FTE position and reassignment of duties as noted in the Elections analysis.

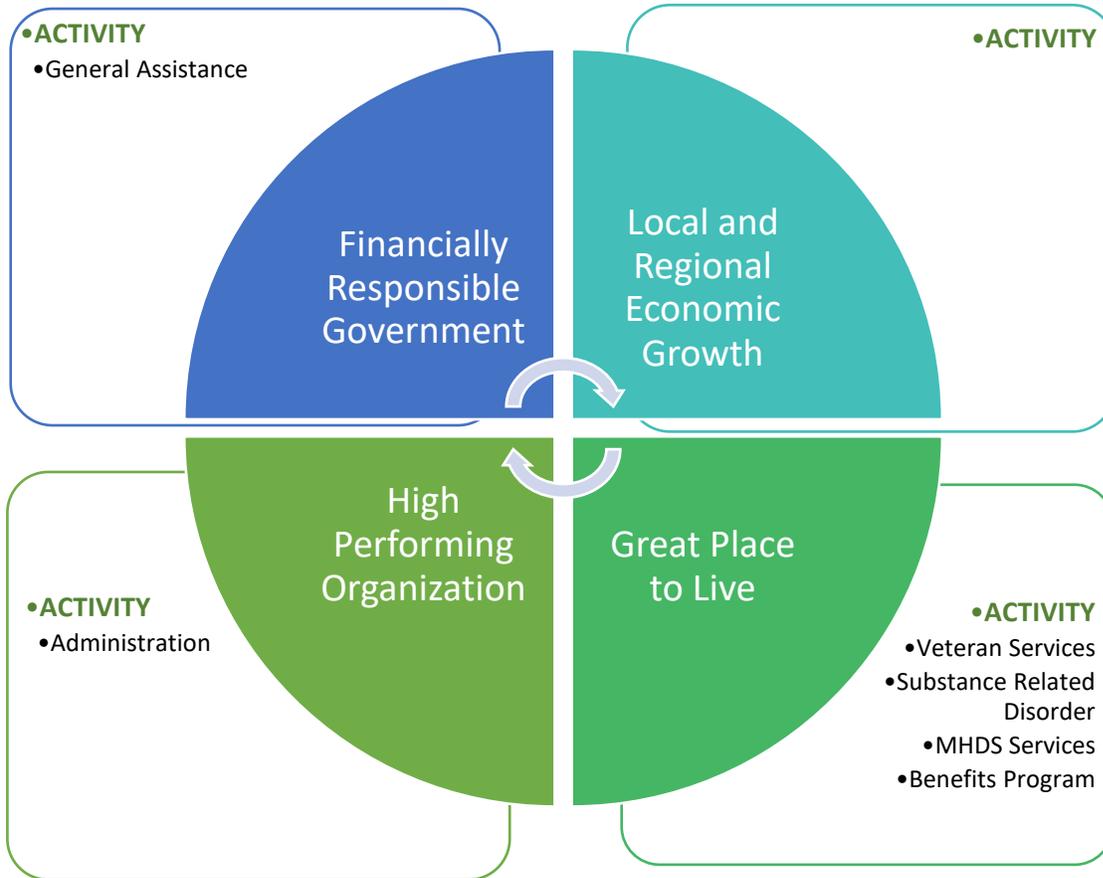
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Taxation (1303)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Y Deputy Auditor-Tax	1.00	1.00	1.00	1.00	1.00	1.00
36-N Accounting & Tax Manager	0.30	0.30	0.30	0.30	0.30	0.30
24-N GIS/Elections Systems Technician	1.00	1.00	1.00	1.00	1.00	1.00
19-AFSCME Platroom Specialist	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	3.30	3.30	3.30	3.30	3.30	3.30

REVENUE SUMMARY:						
Licenses and Permits	\$ 5,693	\$ 5,343	\$ 5,475	\$ 5,475	\$ 5,475	\$ 5,475
Charges for Services	37,793	35,391	38,675	36,775	36,775	36,775
TOTAL REVENUES	\$ 43,486	\$ 40,734	\$ 44,150	\$ 42,250	\$ 42,250	\$ 42,250
APPROPRIATION SUMMARY:						
Salaries	\$ 201,138	\$ 203,148	\$ 216,101	\$ 215,351	\$ 230,694	\$ 230,694
Benefits	71,557	68,230	74,220	74,220	80,122	80,122
Purchase Services & Expenses	4,246	505	4,885	4,885	7,385	7,385
Supplies & Materials	1,814	1,272	1,000	1,000	1,000	1,000
TOTAL APPROPRIATIONS	\$ 278,755	\$ 273,155	\$ 296,206	\$ 295,456	\$ 319,201	\$ 319,201

ANALYSIS

There is little variation in the Taxation division from previous years. There is an increase for equipment maintenance to refurbish record books such as plat books.

COMMUNITY SERVICES



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Work with Iowa Legislature to find long term funding solution for mental health regions and services</p>	<p>The county holds legislative forums to address issues and provide feedback. Scott County is part of the UCC and joins forces with other larger counties in the state for lobbying purposes. The regional Governing Board has advocated for the need for a legislative fix, whether that be "rebased or rebalancing" the levy caps across the state, or a new funding mechanism.</p>
<p>Management: Work with MHDS regional service providers and Care Coordinators to assist individuals when in crisis.</p>	<p>The crisis services, mobile response, hotline, drop in center and crisis beds along with all the care coordinators have assisted hundreds of people and have prevented suicide attempts/successes as well as deflect from hospital admissions and jail. The services help the individuals in crisis in a timely manner.</p>
<p>Management: Work with local providers to help reduce homelessness.</p>	<p>Staff from Community Services attend monthly meetings with various providers to discuss the needs and possible solutions.</p>
<p>Management: Assist individuals applying for state and federal benefits.</p>	<p>Staff from Community Services will assist agencies and individuals in completing paperwork for state and federal programs. These programs can offer financial assistance and/or rental, food and medical aid as needed.</p>

Community Services



Lori Elam, Community Services Director

MISSION STATEMENT: The Community Services Department provides funding for a variety of social services, including MH/DS services, Protective Payee services, Veteran services, General Assistance and Substance Related services, for individuals and their families.

ACTIVITY/SERVICE:	Community Services Administration	DEPARTMENT:	CSD 17.1000	
BUSINESS TYPE:	Foundation	RESIDENTS SERVE	172,126	
BOARD GOAL:	Performing Organization	FUND:	10 MHDD	BUDGET: \$184,734
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of appeals requested from Scott County Consumers		1	0	1
Number of Exceptions Granted		2	0	1

PROGRAM DESCRIPTION:

To provide administration and representation of the department, including administration of the MH/DD budget of the Eastern Iowa MH/DS region, oversight of the Protective Payee program, the Veteran Services Program, the General Assistance Program, the Substance Related Disorders Program and other social services and institutions.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To monitor MH/DS funding within Scott County to ensure cost-effective services are assisting individuals to live as independently as possible.	Review all of the "Exception to Policy" cases with the Management Team of the MH Region to ensure the Management Policy and Procedures manual is being followed as written, policies meet the community needs and that services are cost-effective.	1 Case Reviewed	0 Cases Reviewed	1 Case Reviewed	5 Cases Reviewed



ACTIVITY/SERVICE:	General Assistance Program	DEPARTMENT:	CSD 17.1701	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVE	172,126	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$571,696
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of applications requesting financial assistance	792	689	800	700
# of applications approved	409	328	425	400
# of approved clients pending Social Security approval	12	9	10	10
# of individuals approved for rental assistance (unduplicated)	178	168	190	180
# of burials/cremations approved	124	113	100	112
# of families and single individuals served	Families 222 Singles 440	Families 211 Singles 478	Families 300 Singles 500	Families 200 Singles 500
# of guardianship claims paid for minors	N/A	N/A	5	20
# of cases denied to being over income guidelines	70	47	75	70
# of cases denied/incomplete app and/or process	329	191	300	300

PROGRAM DESCRIPTION:

To provide financial assistance to meet the needs of persons who are poor as defined in Iowa Code Chapter 252.25 and 252.27 (have no property, unable to earn a living due to a physical or mental disability) and who are not currently eligible for federal or state public assistance.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To provide financial assistance (rent, utilities, burial, direct assist) to 400 individuals (applicants) as defined by Iowa Code Chapter 252.25 during the year.	To grant assistance averaging no more than \$800.00 per applicant approved.	\$705.13	\$890.00	\$810.00	\$800.00
To provide financial assistance to individuals as defined by Iowa Code Chapter 252.25.	To provide at least 800 referrals on a yearly basis to individuals who don't qualify for county assistance.	813	897	700	800
To maintain the Community Services budget in order to serve as many Scott County citizens as possible.	Review quarterly General Assistance expenditures verses budgeted amounts (1701).	\$439,164 or 101% of budget	\$423,605 or 92% of budget	\$529,289	\$571,696

ACTIVITY/SERVICE:	Veteran Services		DEPARTMENT:	CSD 17.1702	
BUSINESS TYPE:	Quality of Life		RESIDENTS SERVE	172,126	
BOARD GOAL:	Great Place to Live		FUND:	01 General	BUDGET: \$164,871
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of requests for veteran services (federal/state)		1143	1293	1205	1200
# of applications for county assistance		71	69	75	70
# of applications for county assistance approved		55	44	65	60
# of outreach activities		54	44	40	60
# of burials/cremations approved		16	7	15	15
Ages of Veterans seeking assistance:					
Age 18-25		20	20	30	50
Age 26-35		99	74	125	100
Age 36-45		142	101	150	155
Age 46-55		194	193	200	200
Age 56-65		193	312	200	200
Age 66 +		495	593	500	495
Gender of Veterans: Male : Female		1018:125	990:303	1055:150	1000:200

PROGRAM DESCRIPTION:

To provide outreach and financial assistance to Scott County veterans and their families, in addition to providing technical assistance in applying for federal veteran benefits.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To provide public awareness/outreach activities in the community.	Will reach out to at least 150 Veterans/families each quarter (600 annually).	1,051	1,061	700	600
To provide public awareness/outreach activities in the community.	Will increase the number of veteran requests for services (federal/state) by 25 annually. (New, first time veterans applying for benefits)	574	438	625	465
To provide financial assistance (rent, burial, utilities, direct assist) to veterans as defined in Iowa Code Chapter 35B.	To grant assistance averaging no more than \$750 per applicant.	\$726.34	\$762.81	\$700.00	\$750.00

ACTIVITY/SERVICE:	Substance Related Disorder Services	DEPARTMENT:	CSD 17.1703		
BUSINESS TYPE:	Core	RESIDENTS SERVE	172,126		
BOARD GOAL:	Great Place to Live	FUND:	02 Supplemental	BUDGET:	\$60,500
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of involuntary substance abuse commitments filed		176	144	150	170
# of SA adult commitments		142	123	125	135
# of SA children commitments		26	20	20	25
# of substance abuse commitment filings denied		8	1	10	10
# of hearings on people with no insurance		23	24	22	30

PROGRAM DESCRIPTION:

To provide funding for emergency hospitalizations, commitment evaluations for substance related disorders according to Iowa Code Chapter 125 for Scott County residents.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To provide mandated court ordered SA evaluations in the most cost effective manner possible.	The cost per evaluation will be no greater than \$400.00	\$272.13	\$364.72	\$300.00	\$400.00
To maintain the Community Services budget in order to serve as many Scott County citizens with substance related disorders as possible.	Review quarterly substance related commitment expenditures verses budgeted amounts.	\$45,718 or 75% of the budget	\$52,155 or 86% of the budget	\$60,800	\$60,500

ACTIVITY/SERVICE:	MH/DD Services	DEPARTMENT:	CSD 17.1704	
BUSINESS TYPE:	Core	RESIDENTS SERVE	172,126	
BOARD GOAL:	Great Place to Live	FUND:	10 MHDD	BUDGET: \$5,465,792

OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of involuntary mental health commitments filed	336	319	340	350
# of adult MH commitments	269	275	260	300
# of juvenile MH commitments	41	35	50	40
# of mental health commitment filings denied	26	9	30	10
# of hearings on people with no insurance	19	30	25	30

# of Crisis situations requiring funding/care coordination	136	121	150	150
# of funding requests/apps processed- ID/DD and MI	1,401	1,610	1,200	1,300

PROGRAM DESCRIPTION:

To provide services as identified in the Eastern Iowa MH/DS Regional Management Plan to persons with a diagnosis of mental illness, intellectual disability, brain injury and other developmental disabilities.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To provide mandated court ordered MH evaluations in most cost effective manner possible.	The cost per evaluation will be no greater than \$1,700.00.	\$1,628.86	\$1,852.36	\$1,400.00	\$1,700.00
To keep the costs of mental health commitment orders at a minimum level to ensure other services such as residential, vocational and community supports are fully funded.	Review quarterly mental health commitment expenditures verses budgeted amounts.	\$504,949	\$677,521	\$451,000	\$424,845

ACTIVITY/SERVICE:	Benefit Program	DEPARTMENT:	CSD 17.1705	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVE	172,126	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$288,488
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
				2020-21
				PROJECTED
# of Benefit Program Cases		N/A	N/A	435
# of New Benefit Cases		N/A	N/A	35
# of Benefit Program Cases Closed		N/A	N/A	40
# of Benefit Program Clients Seen in Offices		N/A	N/A	4,600
# of Social Security Applications Completed		N/A	N/A	10
# of SSI Disability Reviews Completed		N/A	N/A	25
# of Rent Rebate Applications Completed		N/A	N/A	35
# of Medicaid Applications (including reviews) Completed		N/A	N/A	25
# of Energy Assistance Applications Completed		N/A	N/A	25
# of Food Assistance Applications Completed		N/A	N/A	60
				70

PROGRAM DESCRIPTION:

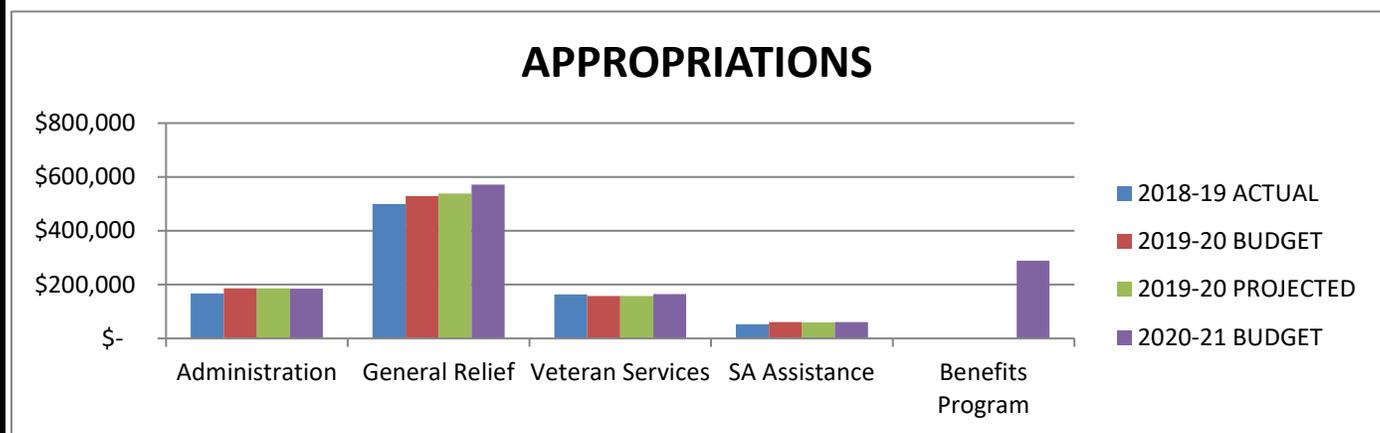
To provide technical assistance to individuals when they are applying for a variety of benefits at the federal and state level.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To expand the Benefits Program, ensuring individuals have access to all qualified programs, federally and state, which leads to stability in housing and health.	There will be at least 470 Benefit cases each quarter that will generate fee amounts of \$47,100.	420 cases/ \$169,155 in total fees for the year (\$42,289 in fees per quarter)	447 cases/ \$152,790 in total fees for the year (\$38,198 in fees per quarter)	435 cases/ \$45,200 in fees per quarter	470 cases/ \$47,100 in fees per quarter
To ensure the Benefits program is following all policies and procedures, an in-house audit will be done on a regular basis.	The in-house audit will be done on 25 benefit cases each month with 100% accuracy, ensuring all paperwork is present and accurate.	N/A	25 cases reviewed each month/with 98% accuracy	25 cases each month/100% accuracy each month	25 cases each month/100% accuracy each month
To provide intensive coordination services to ensure individuals remain stable in housing, have health insurance, and have adequate food throughout the month.	There will be at least 1150 contacts made with Benefit program individuals each quarter to ensure housing is appropriate and bills are paid.	N/A	N/A	4600 Contacts were made with Benefit Program Clients per quarter	5000 Contacts were made with Benefit Program Clients per quarter

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Community Services Admin (17.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Mental Health Region CEO	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00	1.00

REVENUE SUMMARY:						
Miscellaneous	\$ 139,315	\$ 145,766	\$ 142,000	\$ 142,100	\$ 142,000	\$ 142,000
TOTAL REVENUES	\$ 139,315	\$ 145,766	\$ 142,000	\$ 142,100	\$ 142,000	\$ 142,000

APPROPRIATION SUMMARY:						
Salaries	\$ 117,499	\$ 120,432	\$ 128,706	\$ 128,206	\$ 126,617	\$ 126,617
Benefits	37,500	40,204	43,525	43,175	43,707	43,707
Purchase Services & Expenses	6,757	6,478	14,410	14,410	14,410	14,410
Supplies & Materials	-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$ 161,756	\$ 167,114	\$ 186,641	\$ 185,791	\$ 184,734	\$ 184,734



ANALYSIS

The Community Services Department has many programs within it: General Assistance, Veterans Services, Substance Use, and Mental Health. The administrative expenditures and revenues are decreasing slightly, approximately \$1,900. The mental health program remains under the Eastern Iowa MHDS Region. Legislation continues to impact the MH region negatively with new mandates and no changes in funding. New service mandates have resulted in a great deal of stress on the MH budget. The Region was forced to cut services in FY20 and may have to adjust/reduce the crisis services in FY21, if Legislators don't fix the funding mechanism. New crisis services, mobile crisis response, crisis stabilization beds and the respite center are very expensive 24/7 services.

The Community Services Department transferred the Protective Payee program and developed a program called "Benefits Program" which will serve more individuals with or without a disability. Many people come to the office seeking help understanding federal and state programs and staff end up assisting them with the applications and other paperwork as it is so important to help them stretch their resources each month.

Community Services provided funding again (\$15,000) to Humility Homes and Services in FY20 for the winter emergency shelter. They continue to seek other funders and work on a plan to reduce the need for the emergency shelter. The Emergency Lodging program continues to get a lot of use from local law enforcement agencies. It provides a warm place to stay and allows staff to help individuals resolve their problems, whether it be homelessness, transportation and/or medical. Community Services continues to see a lot of individuals from other states come to the office seeking help. Some of the individuals stay in Iowa and others move on to another state as emergency lodging is a temporary service.

Issues:

1. Mental health funding
2. Legislative impacts each year- unfunded mandates
3. MH Region changes- 4 or 5 counties
4. Homeless individuals from other states seeking help in Scott County

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: General Assist/Other Services (1701)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
29-N Case Aide Supervisor/Coord of Disability Services	1.00	1.00	1.00	1.00	0.50	0.50
21-AFSCME Case Aide	1.00	1.00	1.00	1.00	1.00	1.00
18-AFSCME Senior Office Assistant	0.35	0.35	0.35	0.35	0.35	0.35
18-AFSCME Senior Office Assistant	0.85	0.85	0.85	0.85	0.85	0.85
TOTAL POSITIONS	3.20	3.20	3.20	3.20	2.70	2.70

REVENUE SUMMARY:						
Charges for Services	\$ 13,218	\$ 7,072	\$ 17,100	\$ 7,500	\$ -	\$ -
Miscellaneous	6,017	13,004	5,000	12,100	12,100	12,100
TOTAL REVENUES	\$ 19,235	\$ 20,076	\$ 22,100	\$ 19,600	\$ 12,100	\$ 12,100

APPROPRIATION SUMMARY:						
Salaries	\$ 143,478	\$ 146,414	\$ 153,531	\$ 152,031	\$ 156,982	\$ 156,982
Benefits	71,097	76,262	83,088	83,588	86,594	86,594
Purchase Services & Expenses	287,773	275,399	291,920	301,870	327,370	327,370
Supplies & Materials	319	867	750	750	750	750
TOTAL APPROPRIATIONS	\$ 502,667	\$ 498,942	\$ 529,289	\$ 538,239	\$ 571,696	\$ 571,696

ANALYSIS

The FY21 General Assistance (GA) program's non-salary costs have increased due to the need to purchase additional grave plots (\$25,450). An RFP will be done with the local cemeteries as the county is running out of plots last purchased in May of 2018. The county still offers cremation services or burials. Community Services staff will be meeting with funeral home directors to discuss possible changes in the GA burial policies for next fiscal year. Staff will also do another statewide survey to see what other counties do for GA.

The FY21 salary and benefits are increasing slightly due to cost of living and the salary study/adjustments.

The county continues to have individuals sign the interim reimbursement form so when they are approved for Social Security funds, the county is paid back. The GA program continues to provide rental and utility assistance as well as assistance with medical needs or prescriptions and bus tickets (in order to get back home). The county funds are always the last to be used.

The county continues to provide emergency lodging through the mental health budget. The office receives alot of calls from people seeking help from Iowa as it has more services than surrounding states. The office refers people to other agencies as much as possible.

The Iowa Code for guardianship (232D.505) was revised to have the county be financially responsible for legal expenses in minor guardianship cases when the family is below 150% FPL. This expense (\$10,000) will be captured within the GA budget for FY20 and FY21, but, the true cost is unknown at this time.

Issues:

1. Out of state individuals seeking services and help.
2. Statewide survey needed to see what other counties GA policies include.
3. Attorney fees for minor guardianship cases- new code- unfunded mandate.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Veteran Services (1702)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
24-N Veteran's Affairs Director	1.00	1.00	1.00	1.00	1.00	1.00
18-AFSCME Senior Office Assistant	0.15	0.15	0.15	0.15	0.15	0.15
TOTAL POSITIONS	1.15	1.15	1.15	1.15	1.15	1.15

REVENUE SUMMARY:						
Intergovernmental	\$ 9,575	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Miscellaneous	800	138	-	-	-	-
TOTAL REVENUES	\$ 10,375	\$ 10,138	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

APPROPRIATION SUMMARY:						
Salaries	\$ 69,436	\$ 84,962	\$ 67,410	\$ 67,410	\$ 72,209	\$ 72,209
Benefits	31,358	36,236	35,684	36,384	38,132	38,132
Capital Outlay	-	1,491	-	-	-	-
Purchase Services & Expenses	45,529	39,708	53,680	53,680	53,730	53,730
Supplies & Materials	3,529	1,155	800	800	800	800
TOTAL APPROPRIATIONS	\$ 149,852	\$ 163,552	\$ 157,574	\$ 158,274	\$ 164,871	\$ 164,871

ANALYSIS

The FY21 Veterans Affairs budget is increasing slightly due to cost of living and salary adjustments/study. The non-salary costs remain steady. The FY21 revenue remains stable as well, each county receives the County VA grant from the state that helps to fund the VA Director, either part time or full time. The Scott County VA Director has settled into his new job (started in August 2018) and is seeing numerous individuals and families every day. The VA Director also participates in outreach sessions.

The VA Director has updated the computer system and moved to a web based system so he can take the laptop with him to outreach sessions and help Veterans right away (rather than making appointments for his office). The VA Director will also look at ways to advertise the county services through business cards and magnets.

Issues:

1. Use of the County VA Grant money from the state- has restrictions.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: SA Assistance (1703)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
TOTAL POSITIONS	-	-	-	-	-	-
REVENUE SUMMARY:						
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc Fees	-	-	-	-	-	-
TOTAL REVENUES	\$ -					
APPROPRIATION SUMMARY:						
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Purchase Services & Expenses	53,660	52,916	60,800	59,300	60,500	60,500
Supplies & Materials	-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$ 53,660	\$ 52,916	\$ 60,800	\$ 59,300	\$ 60,500	\$ 60,500

ANALYSIS

The FY21 budget amount is slightly lower than the FY20 budget. The number of substance use disorder commitments varies every year. The FY19 actuals were significantly lower than the FY18 numbers. The FY20 numbers are on target for the budget. The county is responsible for the attorney and sheriff costs and possibly the hospital/doctor costs if insurance doesn't pay.

The Mental Health region has co-occurring care coordinators who have been helping individuals access services. The care coordinators also help the families understand the disorder and provide support if needed.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Benefits Program (1705)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
29-N Case Aide Supervisor/Coord of Disability Services	-	-	-	-	0.50	0.50
21-AFSCME Case Aide	-	-	-	-	1.00	1.00
18-AFSCME Senior Office Assistant	-	-	-	-	0.65	0.65
16-AFSCME Office Assistant	-	-	-	-	1.00	1.00
TOTAL POSITIONS	-	-	-	-	3.15	3.15
REVENUE SUMMARY:						
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ 186,710	\$ 186,710
Misc Fees	-	-	-	-	-	-
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 186,710	\$ 186,710
APPROPRIATION SUMMARY:						
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 172,371	\$ 172,371
Benefits	-	-	-	-	96,817	96,817
Purchase Services & Expenses	-	-	-	-	11,800	11,800
Supplies & Materials	-	-	-	-	7,500	7,500
TOTAL APPROPRIATIONS	\$ -	\$ -	\$ -	\$ -	\$ 288,488	\$ 288,488

ANALYSIS

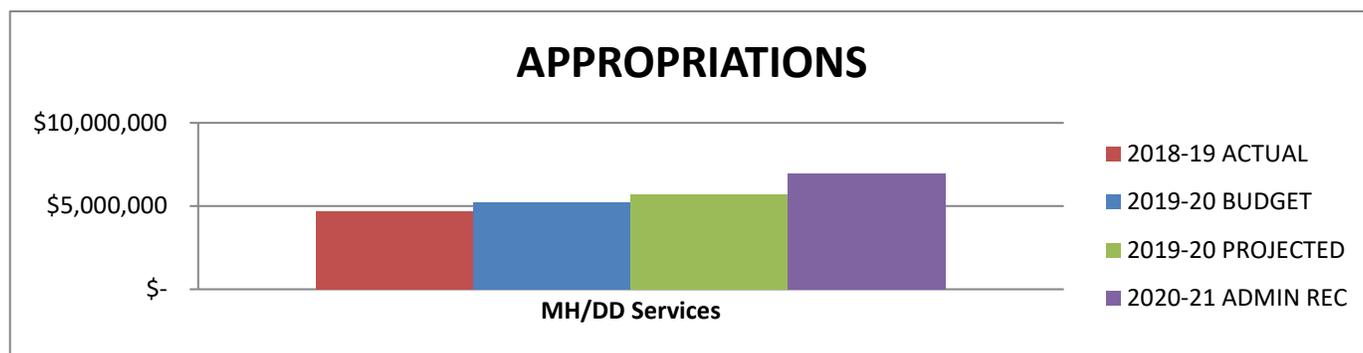
The Benefits Program is a new blended program within the Community Services Department in FY21. It includes the Protective Payee program, will serve individuals with and without disabilities, and will provide assistance with completing paperwork and/or applications for other federal and state benefits. In addition, staff will also assist with renewals on all applications/services. This service will ensure that individuals have access to as many programs as possible, allowing them to stretch their own funds even further.

Staff will review all programs to make sure individuals meet any and all requirements. This service will help individuals remain in their current living situation and have food/funds all month long. The costs of this program are primarily staff salary and benefits. The revenue is generated from fees charged for certain services.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: MH - DD Services (1704)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
37-N Community Services Director	-	-	-	-	-	-
29-N Coordinator of Disability Services	1.00	1.00	1.00	1.00	1.00	1.00
24-N Children's Coordinator of Disability Services	-	-	-	-	1.00	1.00
24-N Mental Health Advocate	1.00	1.00	1.00	1.00	1.00	1.00
23-N Senior Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
21-AFSCME Case Aide	1.00	1.00	1.00	1.00	-	-
18-AFSCME Senior Office Assistant	0.65	0.65	0.65	0.65	-	-
16-AFSCME Office Assistant	1.00	1.00	1.00	1.00	-	-
TOTAL POSITIONS	5.65	5.65	5.65	5.65	4.00	4.00

REVENUE SUMMARY:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	142,014	159,320	180,800	2,200	2,200	2,200
Miscellaneous	71,766	68,921	51,260	51,260	51,260	51,260
TOTAL REVENUES	\$ 213,780	\$ 228,241	\$ 232,060	\$ 53,460	\$ 53,460	\$ 53,460

APPROPRIATION SUMMARY:						
Salaries	\$ 331,753	\$ 365,140	\$ 375,775	\$ 375,775	\$ 264,251	\$ 264,251
Benefits	132,599	150,627	162,076	164,576	111,658	111,658
Capital Outlay	1,780	3,444	508	508	508	25,508
Purchase Services & Expenses	3,564,709	4,181,852	4,691,500	5,188,285	6,546,782	5,061,445
Supplies & Materials	12,611	9,485	2,930	2,930	2,930	2,930
TOTAL APPROPRIATIONS	\$ 4,043,452	\$ 4,710,548	\$ 5,232,789	\$ 5,732,074	\$ 6,926,129	\$ 5,465,792



ANALYSIS

The mental health budget faces significant challenges as the Eastern Iowa MHDS Region has reduced fund balance per SF504 and HF691. In FY21, the region will have very little fund balance and will have several crisis services that are "core" (required to be implemented). The State continues to mandate new services, yet does not provide new funding. The funding mechanism has to be addressed in order to maintain the current service level. All of the MH Regions across the state are locked in to the funding level from FY15. It is time to "rebase" or "rebalance" the funding in each region. The State Legislators and Governor realize the funding issues need to be addressed but are unsure of how to do that.

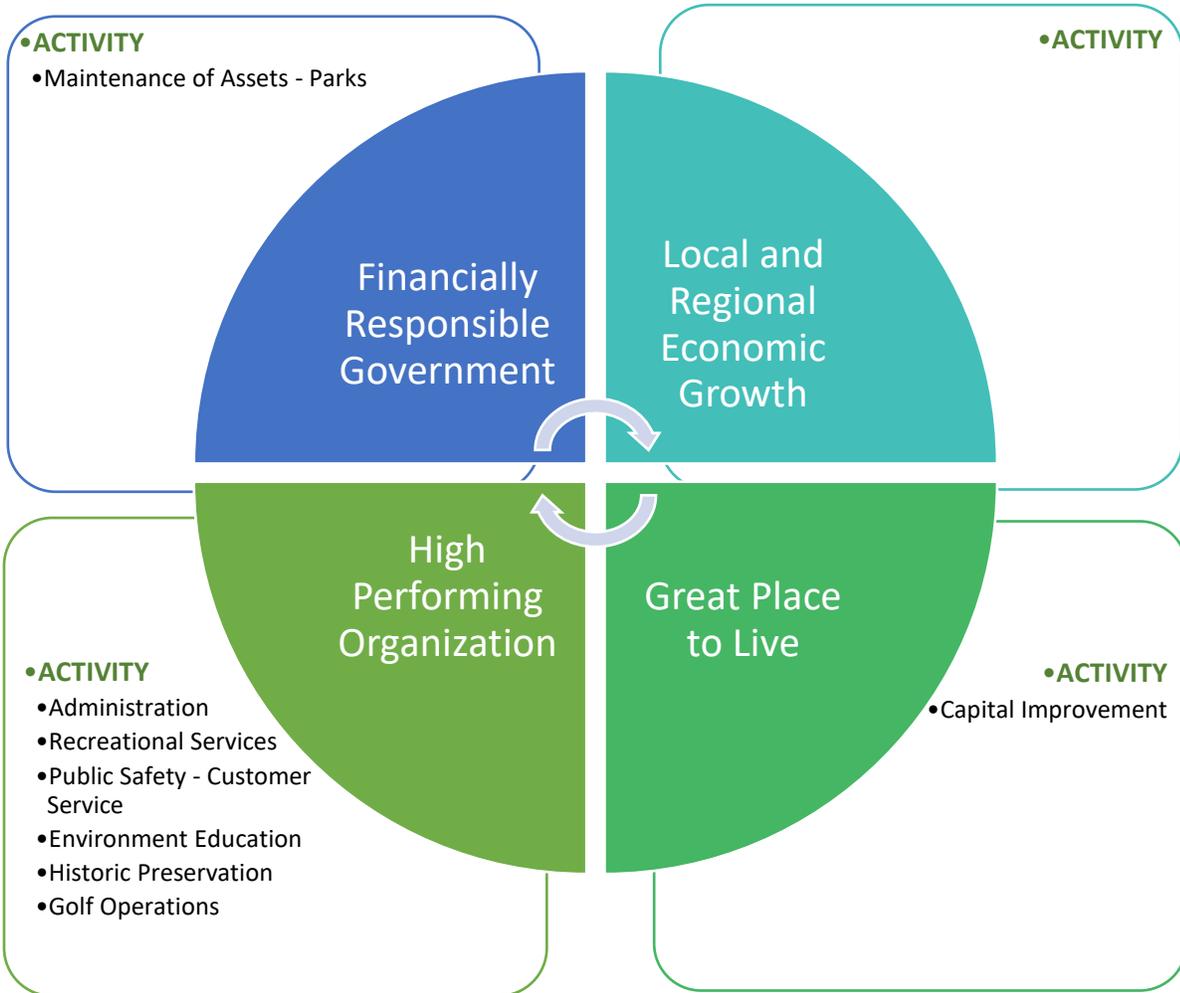
The FY21 revenues are significantly different as the Protective Payee program was transferred/blended into a Benefits program (1705) which will serve more individuals with/without a disability. The FY21 recommended expenditures are increasing overall by 4% (\$233,003) from the original FY20 budget. The increase is due to the number of individuals at the state mental health institutions and individuals moving from facilities to supported community living situations. Scott County is also benefiting from the new ACT service (Assertive Community Treatment) operated by Vera French CMHC. This new program focuses on individuals with long term mental health issues who have not responded to traditional outpatient services. Scott County has budgeted funds to transfer to the MH Region for payment of regional crisis services. The MH Region had a difficult year (2019-2020) as Muscatine County has requested to move to another region. The Region has reduced funding and started waiting lists for certain services. The Region is no longer funding sheltered workshop.

The Children's behavioral health bill was passed last legislative session (2019). The Region budgeted for a Coordinator of Disability Services for children. It is unclear at this time how much of a financial impact this will have on the Region. The Region will develop an implementation plan for FY21 and will also create a children's advisory committee and add individuals to the Regional Governing Board by 7/1/20.

Issues:

1. Funding- Overall system needs additional dollars and/or regions need to be "rebased/rebalanced".

CONSERVATION



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Financially Responsible Government</p>	<p>In addition to developing and enhancing existing revenue generating programs that offset county expenses, we are also advocating and lobbying our state legislators for more stable funding through the Resource Enhancement And Protection program and the Natural Resource and Outdoor Recreation Trust Fund.</p>
<p>Management: High Performing Organization</p>	<p>The Scott County Conservation Board strives to conserve natural resources, preserve scenic and historical sites, and develop recreational facilities. As commissioners, the Board strives to develop, protect, and make available to the public the recreational and cultural resources of our County for the benefit of all.</p>
<p>Management: Great Place to Live</p>	<p>One of the Board's Top Priorities is the West Lake Park lake restoration project. This multi-year project will significantly improve water quality, and enhance the fishing opportunities and water recreational activities at this highly used 620 acre county park.</p>

Conservation Department

Roger Kean, Conservation Director



MISSION STATEMENT: To improve the quality of life and promote and preserve the health, welfare and enjoyment for the citizens of Scott County and the general public by acquiring, developing, operating, and preserving the historical, educational, environmental, recreational and natural resources of the County.

ACTIVITY/SERVICE:	Administration/Policy Development	DEPT/PROG:	Conservation 1800	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	166,650	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$588,505
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Total appropriations managed -Fund 101, 102 (net of golf course)		\$3,576,745	\$3,637,848	\$4,005,950
Total FTEs managed		27.25	27.25	27.25
Administration costs as percent of department total.		14%	13%	12%
REAP Funds Received		\$47,928	\$38,670	\$38,670
Total Acres Managed		2,509	2,509	2,509

PROGRAM DESCRIPTION:

In 1956 the citizens of Scott County authorized the creation of the Conservation Board, which was charged with the responsibility of administering and developing a park system that meets the recreational, environmental, historical, and educational needs of the County.

PERFORMANCE MEASUREMENT		2017-2018	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Increase the number of people reached through social media, email newsletters, and press releases. Reminding residents that Scott County is a great place to live.	Increase number of customers receiving electronic notifications to for events, specials, and Conservation information	6,917	7,529	8,000	10,000
Financially responsible budget preparation and oversight of the park and golf services	To maintain a balanced budget for all depts by ensuring that we do not exceed 100% of appropriations	94%	92%	100%	100%



ACTIVITY/SERVICE:	Capital Improvement Projects	DEPT/PROG:	Conservation 1800	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	166,650	
BOARD GOAL:	Great Place to Live	FUND:	25 Capital Improv	BUDGET: \$1,868,670
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total project appropriations managed - Fund 125	N/A	\$2,118,945	\$2,457,029	\$1,529,670
Total Current FY Capital Projects	N/A	N/A	6	8
Total Projects Completed in Current FY	N/A	N/A	2	7
Total vehicle & other equipment costs	N/A	\$536,347	\$459,062	\$339,000

PROGRAM DESCRIPTION:

Provide the most efficient planning, analysis, and construction coordination for all Conservation CIP projects. Insure that a minimum of 90% of all capital projects are completed within budgeted amount and the scheduled time frame.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To be removed from the State's Impaired Waters List and improve the fishery at the West Lake Park Complex.	Partnering with the IADNR and FYRA Engineering to restore the lakes.	N/A	N/A	Complete Phase 1 Watershed Construction and begin Phase 2 In-Lake work.	Complete Phase 2 In-Lake Work.
To offer the highest quality camping experiences to our customers.	To replace the aging Incahias Campground at Scott County Park by the end of FY20.	N/A	N/A	Complete construction and open campground to the public.	Add final amenities and begin online reservations.
Meet NPDES permit limits in association with wastewater treatment operations at West Lake Park.	Plan, contract and build a state of the art Wastewater Treatment Plant using algae to meet permit limits by November 1, 2019.	N/A	N/A	Complete construction and meet permit limits.	Explore feasibility of solar energy.
To provide a year round facility for large group or family gatherings and educational programming.	Design and construct a new lodge at West Lake Park.	N/A	N/A	Select engineering firm and begin preliminary design.	Begin construction of the multi-year project to be completed by FY22
Financially responsible Equipment Replacement	To replace equipment according to department equipment schedule and within budget	N/A	100%	131%	100%

ACTIVITY/SERVICE:	Recreational Services	DEPT/PROG: 1801,1805,1806,1807,1808,1809			
BUSINESS TYPE:	Core	RESIDENTS SERVED: All Residents			
BOARD GOAL:	Performing Organization	FUND: 01 General	BUDGET: \$700,716		
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total Camping Revenue		\$819,586	\$797,368	\$850,000	\$870,000
Total Facility Rental Revenue		\$106,528	\$100,232	\$116,500	\$116,500
Total Concession Revenue		\$152,576	\$126,231	\$146,590	\$142,300
Total Entrance Fees (beach/pool, Cody, Pioneer Village)		\$189,554	\$145,756	\$160,813	\$146,600

PROGRAM DESCRIPTION:

This program is responsible for providing facilities and services to the public for a wide variety of recreational opportunities and to generate revenue for the dept.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To provide a high quality camping experience throughout the recreational season at SCP, WLP & BSP	To meet or exceed a 45% occupancy per year for all campsites	44%	45%	46%	46%
To provide a high quality rental facilities (i.e. shelters, cabins, etc) for public use.	To meet or exceed a 36% occupancy per year for all rental facilities	35%	37%	36%	36%
To provide unique outdoor aquatic recreational opportunities that contribute to economic growth	To increase attendance at the Scott County Park Pool and West Lake Park Beach and Boat Rental	37,622	28,471	28,000	28,000
To continue to provide and evaluate high quality programs	Achieve a minimum of a 95% satisfaction rating on evaluations from participants attending various department programs and services (ie. Education programs, swim lessons, day camps)	100.0%	99.6%	95.0%	95.0%

ACTIVITY/SERVICE:	Maintenance of Assets - Parks	DEPT/PROG: 1801,1805,1806,1807,1808,1809			
BUSINESS TYPE:	Foundation	RESIDENTS SERVED: All Residents			
BOARD GOAL:	Financially Responsible	FUND: 01 General	BUDGET: \$1,680,101		
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total vehicle and equipment repair costs (not including salaries)		\$74,735	\$65,113	\$74,546	\$74,636
Total building repair costs (not including salaries)		\$27,334	\$16,574	\$31,450	\$31,450
Total maintenance FTEs		7	7.25	7.25	7.25

PROGRAM DESCRIPTION:

This program involves the daily maintenance of all equipment, facilities, and grounds owned and operated by the Conservation Board.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To encourage the use of environmentally safe (green) maintenance products utilized throughout the dept.	To increase the utilization of green products to represent a minimum 80% of all maintenance products.	88%	88%	88%	88%
Financially responsible Equipment Replacement	To replace equipment according to department equipment schedule and within original budget entry	N/A	100%	100%	100%
Financially responsible Equipment Maintenance	To maintain all vehicles and equipment ensuring that we do not exceed 100% of appropriations	N/A	101%	100%	100%

ACTIVITY/SERVICE:	Public Safety-Customer Service	DEPT/PROG: Conservation 1801,1809			
BUSINESS TYPE:	Core	RESIDENTS SERVED: All Residents			
BOARD GOAL:	Performing Organization	FUND: 01 General	BUDGET: \$294,258		
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of special events or festivals requiring ranger assistance		34	21	27	27
Number of reports written.		25	29	30	30
Number of law enforcement and customer service personnel (seasonal & full-time)		102	102	102	102

PROGRAM DESCRIPTION:

This program involves the law enforcement responsibilities and public relations activities of the department's park ranger staff.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Increase the number of natural resource oriented public programs facilitated, attended, or conducted by ranger staff.	Involvement in public programs per year (for example: hunter & boater safety programs, fishing clinics, etc.)	16	17	16	16
Total Calls for service for all rangers	To monitor total calls for enforcement, assistance, or public service as tracked through the County's public safety software.	N/A	1,128	1,128	1,200

ACTIVITY/SERVICE:	Environment Education/Public Programs	DEPT/PROG:	Conservation 1805	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$393,440
	OUTPUTS	2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
	Number of programs offered.	229	248	300
	Number of school contact hours	10,116	12,457	12,500
	Number of people served.	18,429	24,304	24,500
	Operating revenues generated (net total intergovt revenue)	\$12,338	\$13,481	\$14,000
	Classes/Programs/Trips Cancelled due to weather	9	28	6

PROGRAM DESCRIPTION:

This program involves the educational programming and facilities of the Wapsi River Environmental Education Center.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To educate the general public about the environment, the need to preserve our natural resources, and the value of outdoor recreation.	To maintain 100% satisfaction through comment cards and evaluations received from all public programs.	100%	100%	100%	100%
To provide schools with environmental education and outdoor recreation programs that meet their Iowa Core needs.	100% of all Iowa school programs will meet at least 1 Iowa Core requirement.	100%	100%	100%	100%
To provide the necessary programs to advance and support environmental and education professionals in their career development.	To provide at least two career opportunities that qualify for their professional certification and development needs.	6	11	4	4
Program additions and enhancements through the use of Americorps Grant	Number of programs completed with Americorps staff	NA	NA	50	50
Implementation of recommendations of Wapsi Center Assessment Study	Recommendations completed to enhancement both on-site and off-site programming.	NA	NA	Begin preliminary design and construction of dormitory renovations.	Complete Dormitory Renovation Phase 1 - Existing Building

ACTIVITY/SERVICE:	Historic Preservation & Interpretation	DEPT/PROG:	Conservation 1806,1808	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$323,247
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Total revenue generated		\$87,926	\$87,218	\$94,472
Total number of weddings per year at Olde St Ann's Church		52	36	55
Pioneer Village Day Camp Attendance		386	429	400

PROGRAM DESCRIPTION:

This program involves the programming and facilities of the Walnut Grove Pioneer Village and the Buffalo Bill Cody Homestead that are dedicated to the historical preservation and education of pioneer life in Scott County.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To have as many people as possible enjoy the displays and historical educational festivals provided at each site	To increase annual attendance	20,490	14,513	20,000	20,000
To collect sufficient revenues to help offset program costs to ensure financial responsibility	To increase annual revenues from last year's actual	\$87,926	\$93,947	\$94,000	\$94,000
To increase presentations to outside groups and local festivals to acquaint the public about Pioneer Village and Cody Homestead's purpose and goals	To maintain or increase the number of tours/presentations	35	36	36	36

ACTIVITY/SERVICE:	Golf Operations	DEPT/PROG:	Conservation 1803,1804	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	71 Golf	BUDGET: \$1,293,884
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
		2020-21	PROJECTED	
Total number of golfers/rounds of play		26,350	24,103	25,500
Total appropriations administered		\$1,021,117	\$1,024,002	\$1,288,552
Number of Outings/Participants		34/2216	39/2728	38/2850
Number of days negatively impacted by weather		47	33	40

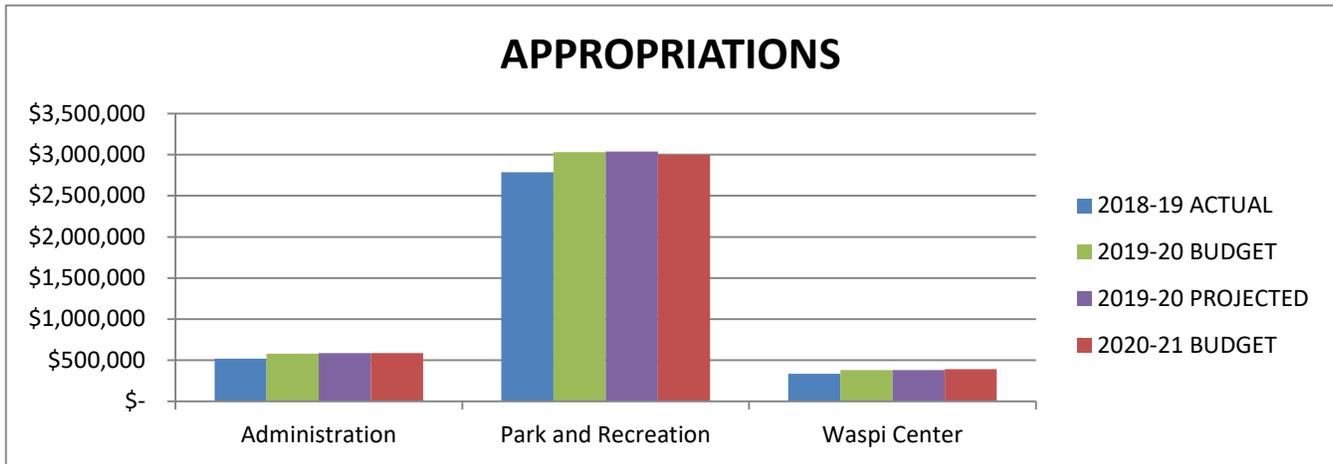
PROGRAM DESCRIPTION:

This program includes both maintenance and clubhouse operations for Glynn's Creek Golf Course.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To increase revenues to support program costs to ensure financial responsibility	Golf course revenues to support 100% of the yearly operation costs .	\$54,286	(\$72,453)	\$0	\$0
To provide an efficient and cost effective maintenance program for the course ensuring financial responsibility	To maintain course maintenance costs at \$22.70 or less per round	\$20.62	\$22.32	\$22.70	\$22.70
Maintain industry standard profit margins on concessions	Maintain profit levels on concessions at or above 63%	63%	63%	63%	63%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Conservation Administration (1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
38-N Conservation Director	1.00	1.00	1.00	1.00	1.00	1.00
34-N Deputy Conservation Director	1.00	1.00	1.00	1.00	1.00	1.00
26-N Roadside Vegetation Specialist	-	0.25	0.25	0.25	0.25	0.25
23-N Senior Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
18-N A Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	4.00	4.25	4.25	4.25	4.25	4.25

REVENUE SUMMARY:						
Intergovernmental	\$ 47,928	\$ 38,670	\$ 38,670	\$ 38,670	\$ 38,670	\$ 38,670
Charges for Services	81,487	703	-	-	-	-
Misc	574	98	-	328	-	-
Financing	-	-	-	114,000	115,000	115,000
TOTAL REVENUES	\$ 129,989	\$ 39,471	\$ 38,670	\$ 152,998	\$ 153,670	\$ 153,670
APPROPRIATION SUMMARY:						
Salaries	\$ 310,985	\$ 322,269	\$ 348,803	\$ 346,803	\$ 335,788	\$ 335,788
Benefits	115,539	123,785	135,043	137,043	148,151	148,151
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	77,836	63,871	86,612	91,312	94,312	94,312
Supplies & Materials	12,732	7,901	10,254	10,254	10,254	10,254
TOTAL APPROPRIATIONS	\$ 517,091	\$ 517,826	\$ 580,712	\$ 585,412	\$ 588,505	\$ 588,505



ANALYSIS

No changes to authorized positions for FY21.

FY21 revenue is scheduled to increase due to sale of fixed assets. Previously these were broken out per park programs, but will now be budgeted in Admin (1000) to allow for easier budgeting/forecasting.

Non-salary FY21 expenditures are expected to increase primarily due to an increase starting in January 2020 to allow the department to rent and maintain credit card readers throughout the department as part of the RecTrac 3.1 migration. Increases are also expected due to utility increases.

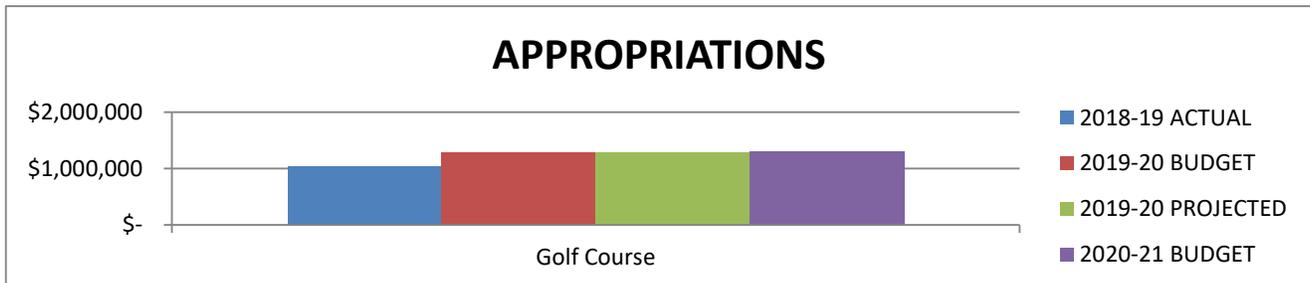
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Conservation Administration (1801&06-09)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
31-N Park Manager	2.00	2.00	2.00	2.00	2.00	2.00
24-N Park Ranger	5.00	5.00	5.00	5.00	5.00	5.00
22-N Parks Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Specialist/Crew Leader	-	-	1.00	1.00	1.00	1.00
20-N Pioneer Village Site Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
21-N Equipment Mechanic	2.00	2.00	1.00	1.00	1.00	1.00
21-N Park Maintenance Technician	4.00	4.00	4.00	4.00	4.00	4.00
15-N Cody Homestead Site Coordinator	0.75	0.75	0.75	0.75	0.75	0.75
Z Seasonal Park Maintenance (WLP,SCP,PV)	7.52	7.52	7.52	7.52	7.52	7.52
Z Seasonal Beach/Pool Manager (SCP)	0.29	0.29	0.29	0.29	0.29	0.29
Z Seasonal Asst Beach/Pool Manager (SCP)	0.21	0.21	0.21	0.21	0.21	0.21
Z Seasonal Pool/Beach Lifeguard (WLP, SCP)	6.28	6.28	6.28	6.28	6.28	6.28
Z Seasonal Concession Workeres (SCP)	1.16	1.16	1.16	1.16	1.16	1.16
Z Seasonal Concession Workers (WLP)	1.80	1.80	1.80	1.80	1.80	1.80
Z Seasonal Pool/Beach Manager (WLP)	0.29	0.29	0.29	0.29	0.29	0.29
Z Seasonal Asst Pool/Beach Manager (WLP)	0.23	0.23	0.23	0.23	0.23	0.23
Z Seasonal Park Patrol (WLP, SCP)	2.17	2.17	2.17	2.17	2.17	2.17
Z Seasonal Park Attendants (WLP, SCP, BSP)	2.95	2.95	2.95	2.95	2.95	2.95
Z Seasonal Day Camp Counselors (Pioneer Village)	1.56	1.56	1.56	1.56	1.56	1.56
Z Seasonal Concession Worker (Cody)	0.19	0.19	0.19	0.19	0.19	0.19
TOTAL POSITIONS	40.40	40.40	40.40	40.40	40.40	40.40
REVENUE SUMMARY:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	1,274,854	1,191,849	1,348,972	1,278,475	1,279,972	1,279,972
Uses of Money & Property	126,592	110,853	136,099	97,030	81,099	81,099
Miscellaneous	12,243	11,074	10,475	10,300	10,300	10,300
Conservation Equipment Fund	15,725	187,965	90,000	-	-	-
TOTAL REVENUES	\$ 1,429,414	\$ 1,501,741	\$ 1,585,546	\$ 1,385,805	\$ 1,371,371	\$ 1,371,371
APPROPRIATION SUMMARY:						
Salaries	\$ 1,486,633	\$ 1,512,455	\$ 1,630,630	\$ 1,625,084	\$ 1,622,496	\$ 1,622,496
Benefits	459,963	489,361	581,963	586,813	525,295	525,295
Capital Improvement	-	-	-	-	-	-
Purchase Services & Expenses	409,616	407,872	413,441	431,376	443,876	443,876
Supplies & Materials	386,611	375,935	406,655	396,213	406,655	406,655
TOTAL APPROPRIATIONS	\$ 2,742,823	\$ 2,785,623	\$ 3,032,689	\$ 3,039,486	\$ 2,998,322	\$ 2,998,322
ANALYSIS						
<p>FY21 revenue charges for services are anticipated to decrease based on four year actuals for shelter rentals and wedding fees and a decrease in revenue due to Lake Restoration at West Lake Park.</p> <p>FY21 non-salary expenditures (purchase services & expenses) are increasing. Utilities sewer expenses are anticipated to increase with the opening of the new Incahias East Campground. The additional full service sites are in high demand by the public and will bring in increased revenue to the park to help offset the expense. In addition, electrical, propane, natural gas expenses have increased. Commercial services expenses are up and the additional expense allows the department to offer increased programming to the public at Scott County Park and Pioneer Village.</p>						

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2017-18	2019-20	2019-20	2020-21	2020-21
PROGRAM: Conservation Administration (1803&1804)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
30-N Golf Pro/Manager	1.00	1.00	1.00	1.00	1.00	1.00
22-N Golf Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00	1.00
21-N Equipment Mechanic - Golf	1.00	1.00	1.00	1.00	1.00	1.00
19-N Park Technician-Golf Course	1.00	1.00	1.00	1.00	1.00	1.00
Z Seasonal Assistant Golf Professional	0.73	0.73	0.73	0.73	0.73	0.73
Z Seasonal Golf Pro Staff	7.48	7.48	7.48	7.48	7.48	7.48
Z Seasonal Part Time Groundskeepers	4.77	4.77	4.77	4.77	4.77	4.77
TOTAL POSITIONS	16.98	16.98	16.98	16.98	16.98	16.98

REVENUE SUMMARY:						
Charges for Services	\$ 1,039,711	\$ 943,242	\$ 1,106,200	\$ 1,070,200	\$ 1,070,200	\$ 1,070,200
Total Miscellaneous	1,921	1,921	1,000	1,000	1,000	1,000
Conservation Equipment Fund	-	-	-	-	-	-
TOTAL REVENUES	\$ 1,041,632	\$ 945,163	\$ 1,107,200	\$ 1,071,200	\$ 1,071,200	\$ 1,071,200

APPROPRIATION SUMMARY:						
Salaries	\$ 507,752	\$ 518,298	\$ 566,960	\$ 582,960	\$ 602,066	\$ 602,066
Benefits	138,508	73,694	179,489	186,829	198,055	198,055
Capital Outlay	73,836	94,791	216,769	191,768	166,768	166,768
Purchase Services & Expenses	95,323	155,988	108,890	108,890	108,890	108,890
Supplies & Materials	206,955	194,481	218,105	218,105	218,105	218,105
Debt Service	2,099	(1)	-	-	-	-
TOTAL APPROPRIATIONS	\$ 1,024,473	\$ 1,037,251	\$ 1,290,213	\$ 1,288,552	\$ 1,293,884	\$ 1,293,884
Net Income	\$17,159	(\$92,088)	(\$183,013)	(\$217,352)	(\$222,684)	(\$222,684)

*Deficits will be covered by Conservation capital project reserve



ANALYSIS

Non-salary FY21 expenditures and revenues are expected to remain the same for this program.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2017-18	2019-20	2019-20	2020-21	2020-21
PROGRAM: Wapsi (1805)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
28-N Naturalist Program Manager	1.00	1.00	1.00	1.00	1.00	1.00
24-N Naturalist	2.00	2.00	2.00	2.00	2.00	2.00
Z Seasonal Maintenance/Resident Caretaker	0.66	0.66	0.66	0.66	0.66	0.66
Z Seasonal Assistant Naturalist	0.79	0.79	0.79	0.79	0.79	0.79
TOTAL POSITIONS	4.45	4.45	4.45	4.45	4.45	4.45

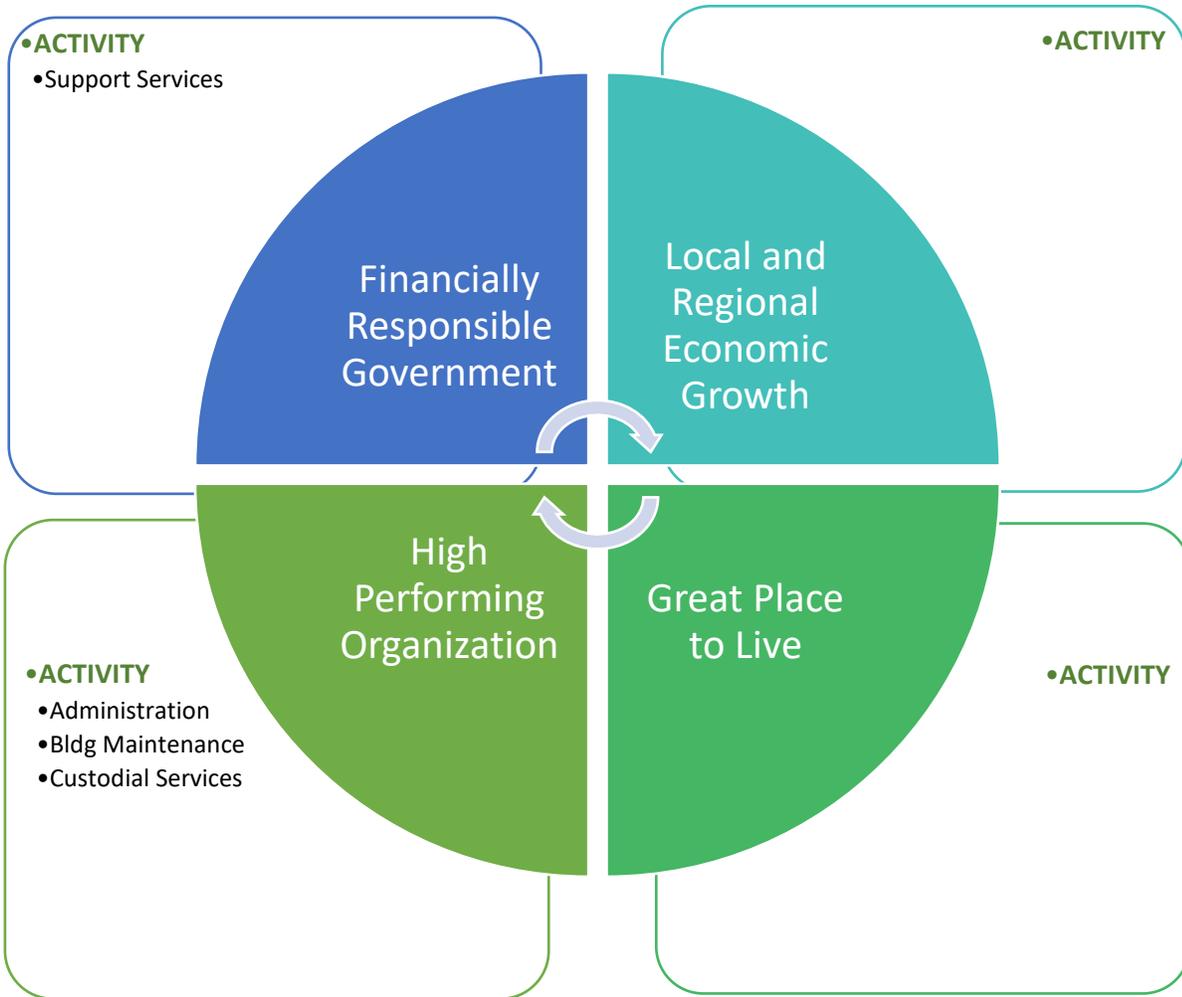
Intergovernmental						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	2,540	2,370	4,000	3,500	3,500	3,500
Uses of Money & Property	9,030	9,735	10,000	10,000	10,000	10,000
Miscellaneous	768	1,376	500	500	500	500
Conservation Equipment Fund	-	-	-	-	-	-
TOTAL REVENUES	\$ 12,338	\$ 13,481	\$ 14,500	\$ 14,000	\$ 14,000	\$ 14,000
APPROPRIATION SUMMARY:						
Salaries	\$ 202,035	\$ 213,772	\$ 235,089	\$ 234,249	\$ 241,230	\$ 241,230
Benefits	66,957	71,257	83,353	83,853	82,460	82,460
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	39,751	37,586	45,050	46,050	52,850	52,850
Supplies & Materials	14,466	11,783	17,900	16,900	16,900	16,900
TOTAL APPROPRIATIONS	\$ 323,209	\$ 334,398	\$ 381,392	\$ 381,052	\$ 393,440	\$ 393,440

ANALYSIS

FY21 revenue charges for services are anticipated to decrease slightly based on four year actuals for shelter rental fees and to account for the repurposing of the dormitory.

Non salary FY21 expenditures are expected to increase with the cost share of the anticipated AmeriCorp Grant for two full time members at the Wapsi Center. These positions will allow us to provide additional outdoor programming for the public.

FACILITY AND SUPPORT SERVICES



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: JDC and Jail Space Study Implementation</p>	<p>Work with the Admin, JDC and Jail staff to determine next steps and establish schedule of Space Study Implementation. Primary goal for this time period will be to acquire property for future expansion needs. The County could accomplish the purchase within FY20 or early FY21.</p>
<p>Board SECC Radio Project</p>	<p>Work with SECC to perform project management work associated with the lease of 1 radio tower location and acquisition of land, lease or purchase offer development of 5 additional tower sites. Participate in ongoing meetings as it relates to build out. It is anticipated that all tower sites would be up and operational within a 2 year time frame.</p>
<p>Management Perform Key Inventory/Audit</p>	<p>This is recommendation from a recent security audit. Completing this inventory/audit will be a large undertaking and will assist with added security within the facilities. Anticipated time frame to completion is approximately 10 months.</p>

Facility and Support Services



Tammy Speidel, Director

MISSION STATEMENT: It is the mission of the Facility and Support Services Department to provide high quality, cost effective services in support of the core services and mission of Scott County Government. Our services include capital asset management (capital planning, purchasing and life-cycle services), facility operations services (maintenance and custodial) and office operations support (mail, document imaging and printing).

ACTIVITY/SERVICE:	Administration	DEPARTMENT:		FSS	
BUSINESS TYPE:	Core	RESIDENTS SERVED: All County Bldg Occupants			
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$ 120,382
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total percentage of CIP projects on time and with in budget.		90%	88%	85%	85%
Maintain total departmental cost per square foot at or below \$6.50 (maintenance and custodial combined)		\$4.57	\$4.87	\$6.10	\$6.30

PROGRAM DESCRIPTION:

Responsible for the development and coordination of a comprehensive program for maintenance of all county facilities, including maintenance and custodial services as well as support services (mail/print shop/document imaging, conference room maintenance and scheduling and pool car scheduling) in support of all other County Departments. Develop, prepare and manage departmental as well as Capital Improvement budget and manage projects associated with all facilities and grounds. Handle all aspects of cardholder training, card issuance and cardholder compliance for the County Purchasing Card Program.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Number of cautionary letters issued to Credit Card holders	Limited number of cautionary letters demonstrates adherence to the County's Purchasing Card Policy	N/A	N/A	<6	<6



ACTIVITY/SERVICE:	Maintenance of Buildings	DEPARTMENT:		FSS	
BUSINESS TYPE:	Core	RESIDENTS SERVED: Occup. Co. bldgs & agencies			
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$ 2,014,615
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of total man hours spent in safety training		122	142	145	198
# of PM inspections performed quarterly		156	138	140	300
Total maintenance cost per square foot		\$2.47	\$2.59	\$2.75	\$2.85

PROGRAM DESCRIPTION:

To maintain the organizations real property and assets in a proactive manner. This program supports the organizations green initiatives by effectively maintaining equipment to ensure efficiency and effective use of energy resources. This program provides prompt service to meet a myriad of needs for our customer departments/offices and visitors to our facilities.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maintenance Staff will make first contact on 90% of routine work orders within 5 working days of staff assignment.	To be responsive to the workload from our non-jail customers.	93%	90%	93%	90%
Maintenance Staff will strive to do 30% of work on a preventive basis.	To do an increasing amount of work in a scheduled manner rather than reactive.	32%	30%	30%	30%

ACTIVITY/SERVICE:	Custodial Services	DEPARTMENT:	FSS		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	Occupants all county bldgs		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$ 584,533
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of square feet of hard surface floors maintained		447,010	384,844	550,000	550,000
Number of square feet of soft surface floors maintained		191,771	145,392	225,000	225,000
Total Custodial Cost per Square Foot		\$2.10	\$2.28	\$3.35	\$3.45

PROGRAM DESCRIPTION:

To provide a clean and sanitary building environment for our customer departments/offices and the public. This program has a large role in supporting the organization-wide green initiative by administering recycling and green cleaning efforts. This program administers physical building security and access control.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Divert 85,000 pounds of waste from the landfill by: shredding confidential info, recycling cardboard, plastic & metals, kitchen grease	To continually reduce our output of material that goes to the landfill.	119,500	149,460	85,000	95,000
Perform annual green audit on 40% of FSS cleaning products.	To ensure that our cleaning products are "green" by current industry standards.	40%	40%	40%	40%

ACTIVITY/SERVICE:	Support Services	DEPARTMENT:		FSS	
BUSINESS TYPE:	Core	RESIDENTS SERVED: Dept/offices/external customers			
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$ 717,268
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Actual number of hours spent on imaging including quality control and doc prep		2,912	2,919	2,912	2,940
Total number of pieces of mail processed through the mail room		NA	NA	310,000	350,000
Total number of copies produced in the Print Shop		NA	NA	750,000	750,000

PROGRAM DESCRIPTION:

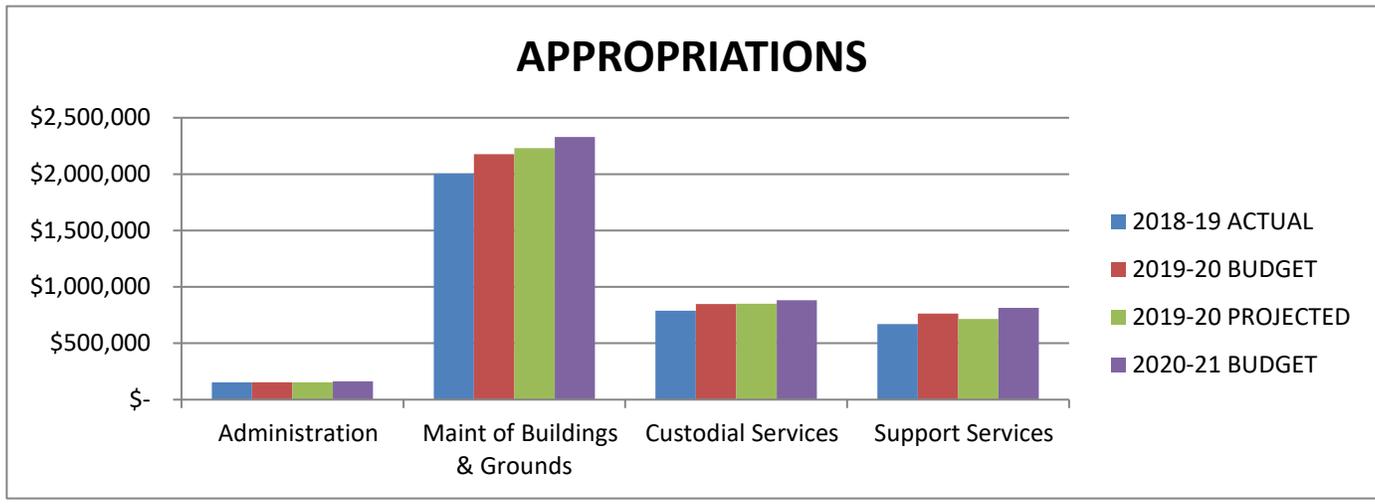
To provide support services to all customer departments/offices including: county reception, imaging, print shop, mail, reception, FSS Fleet scheduling, conference scheduling and office clerical support. To provide support to FSS admin by processing AP/PC/PAYROLL and other requested administrative tasks.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Support Services staff will participate in safety training classes (offered in house) on an annual basis.	Participation will result in a work force that is better trained and a safer work environment.	N/A	N/A	24 hours	25 hours
Mail room will send out information regarding mail preparation of outgoing mail.	Four times per year the Print Shop will prepare and send out information which will educate customers to try and reduce the amount of mail pieces damaged and/or returned to the outgoing department.	N/A	N/A	4	4

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Facility&Support Services Admin (1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
37-N Facility and Support Services Director	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00	1.00

REVENUE SUMMARY:						
Charges for Services	\$ -	\$ -	\$ 25	\$ -	\$ -	\$ -
Miscellaneous	471	3,344	100	131	100	100
TOTAL REVENUES	\$ 471	\$ 3,344	\$ 125	\$ 131	\$ 100	\$ 100

APPROPRIATION SUMMARY:						
Salaries	\$ 96,803	\$ 102,939	\$ 109,645	\$ 109,645	\$ 114,757	\$ 114,757
Benefits	34,216	37,491	39,769	40,769	42,876	42,876
Purchase Services & Expenses	3,727	2,726	4,070	4,070	4,125	4,125
Supplies & Materials	6,312	147	500	530	500	500
TOTAL APPROPRIATIONS	\$ 141,058	\$ 143,303	\$ 153,984	\$ 155,014	\$ 162,258	\$ 162,258



ANALYSIS

For FY21, non-salary costs for this program are recommended to increase by only \$55. Salary and benefits will increase with the non-represented step, cost of living adjustments and benefit cost increases.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Maint Bldg&Grd(1501-06,1508,1510-15)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
27-N Facilities Maintenance Manager	-	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Manager	1.00	-	-	-	-	-
23-AFSCME Electronic System Technician	2.00	2.00	2.00	2.00	2.00	2.00
19-AFSCME Senior Facilities Maintenance Worker	4.00	4.00	4.00	4.00	4.00	4.00
19-AFSCME Facilities Maintenance Worker	1.00	1.75	2.00	2.00	2.00	2.00
16-AFSCME Grounds Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	9.00	9.75	10.00	10.00	10.00	10.00

REVENUE SUMMARY:						
Intergovernmental	\$ 127,035	\$ 105,611	\$ 98,950	\$ 92,016	\$ 92,016	\$ 92,016
Miscellaneous	34,481	28,224	20,960	20,975	19,925	19,925
Sales General Fixed Assets	-	-	-	-	-	-
TOTAL REVENUES	\$ 161,516	\$ 133,835	\$ 119,910	\$ 112,991	\$ 111,941	\$ 111,941
APPROPRIATION SUMMARY:						
Salaries	\$ 434,758	\$ 435,888	\$ 519,647	\$ 519,647	\$ 538,207	\$ 538,207
Benefits	185,265	181,674	222,190	224,190	218,604	218,604
Capital Outlay	-	4,500	5,500	6,000	500	500
Purchase Services & Expenses	1,148,448	1,306,752	1,378,545	1,413,548	1,453,008	1,508,008
Supplies & Materials	80,278	75,569	51,000	67,550	64,850	64,850
TOTAL APPROPRIATIONS	\$ 1,848,749	\$ 2,004,383	\$ 2,176,882	\$ 2,230,935	\$ 2,275,169	\$ 2,330,169

ANALYSIS

For FY21, non-salary costs for this program are recommended to increase by \$138,313. Salaries are expected to increase with the represented step and cost of living adjustments and benefit expenses are expected to decrease by \$3,586. Revenues are expected to decrease by \$7,969.

Increases are related primarily to an anticipated 3 to 4 % increase in utility costs as well as an increase in schools of instruction and travel line items.

Additionally as equipment ages both maintenance contract (outside vendors) pricing as well as maintenance of equipment (parts and labor performed primarily by FSS staff) has continued to increase.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Custodial Services (1507&1516)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
21-N Custodial Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
16-AFSCME Custodian	13.12	13.12	13.12	13.12	13.12	13.12
TOTAL POSITIONS	14.12	14.12	14.12	14.12	14.12	14.12

REVENUE SUMMARY:						
Intergovernmental	\$ 60,816	\$ 66,733	\$ 61,898	\$ 68,250	\$ 68,250	\$ 68,250
Miscellaneous	7,614	50,942	45,250	45,250	48,450	48,450
TOTAL REVENUES	\$ 68,430	\$ 117,675	\$ 107,148	\$ 113,500	\$ 116,700	\$ 116,700

APPROPRIATION SUMMARY:						
Salaries	\$ 484,027	\$ 519,880	\$ 557,070	\$ 555,070	\$ 576,033	\$ 576,033
Benefits	198,990	216,393	235,401	236,401	246,389	246,389
Capital Outlay	6,625	8,027	8,500	8,500	8,500	8,500
Purchase Services & Expenses	1,660	567	750	400	400	400
Supplies & Materials	38,678	42,964	46,000	49,000	49,500	49,500
TOTAL APPROPRIATIONS	\$ 729,980	\$ 787,831	\$ 847,721	\$ 849,371	\$ 880,822	\$ 880,822

ANALYSIS

For FY21, non-salary costs for this program are recommended to increase by \$3,150. Salary and benefits will increase with the represented step, cost of living adjustments and benefit cost increases. Revenues for this program are expected to increase by \$9,552.

Increases are primarily due to increased cost of supplies. Please note that supplies charged to 1511- General Store are reimbursed by the State at 70% and supplies charged to 1516- Waste Commission are reimbursed at 100%.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Support Services (1509)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Purchasing Specialist	1.00	-	-	-	-	-
18-AFSCME Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
16-AFSCME Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00
16-AFSCME Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00
TOTAL POSITIONS	6.00	5.00	5.00	5.00	5.00	5.00

REVENUE SUMMARY:						
Intergovernmental	\$ 5,968	\$ 7,852	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Charges for Services	59,442	60,572	35,000	35,000	35,000	35,000
Miscellaneous	795	2,595	250	100	100	100
TOTAL REVENUES	\$ 66,205	\$ 71,019	\$ 41,250	\$ 41,100	\$ 41,100	\$ 41,100
APPROPRIATION SUMMARY:						
Salaries	\$ 185,360	\$ 186,247	\$ 207,559	\$ 207,559	\$ 207,068	\$ 207,068
Benefits	81,493	83,053	95,214	96,714	98,329	98,329
Capital Outlay	-	-	12,000	2,000	12,000	12,000
Purchase Services & Expenses	356,578	374,952	379,000	340,150	425,200	425,200
Supplies & Materials	12,561	25,885	69,000	69,000	70,000	70,000
TOTAL APPROPRIATIONS	\$ 635,992	\$ 670,137	\$ 762,773	\$ 715,423	\$ 812,597	\$ 812,597

ANALYSIS

For FY21, non-salary costs for this program are recommended to increase by \$47,200. Salaries have decreased slightly and benefit costs will increase.

This increase represents additional postage budgeted for the upcoming General Election. Factoring out the increase in postage, non salary costs actually decreased slightly.

HEALTH



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Implement Community Health Improvement Plan (CHIP).</p>	<p>The Community Health Improvement Plan steering committee will monitor and advance the activities identified in the CHIP. An annual report will be completed. Health Department will initiate efforts to support the development of a community group to look at Health Care Access issues through its own strategic plan.</p>
<p>Board: Continued Lead Abatement efforts.</p>	<p>The department will continue to provide lead testing, case management, environmental follow-up, and education as required by the Childhood Lead Poisoning Prevention Contract with the IDPH. The department will be an active participant in community efforts to address lead through Live Lead Free Quad Cities.</p>
<p>Management: Maintain Health Department Accreditation.</p>	<p>Health Department will monitor ongoing requirements of Public Health Accreditation Board (PHAB) to assure they are met. PHAB annual report will be submitted according to deadlines.</p>

Health Department



Ed Rivers, Director

MISSION STATEMENT: The Scott County Health Department is committed to promoting, protecting and preserving the health of the community by providing leadership and direction as advocates for the individual, the family, the community and the environment we serve.

ACTIVITY/SERVICE:	Administration	DEPARTMENT:		Health/Admin/1000	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:		All Residents	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$1,546,607
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Annual Report		1	1	1	1
Minutes of the BOH Meeting		10	12	10	10
Number of grant contracts awarded.		13	14	13	16
Number of subcontracts issued.		8	6	6	7
Number of subcontracts issued by funder guidelines.		8	6	6	7
Number of subcontractors.		4	4	4	4
Number of subcontractors due for an annual review.		3	3	3	3
Number of subcontractors that received an annual review.		3	3	3	3
Number of benefit eligible staff		NA	42	42	48
Number of benefit eligible staff participating in QI projects (unduplicated)		NA	21	21	26
Number of staff		NA	51	52	54
Number of staff that complete department required 12 hours of continuing education.		NA	46	52	54
Total number of consumers reached with education.		14,560	9,274	13,510	12,355
Number of consumers receiving face-to-face educational information about physical, behavioral, environmental, social, economic or other issues affecting health.		1,936	3,453	3,274	3,070
Number of consumers receiving face-to-face education reporting the information they received will help them or someone else to make healthy choices.		1,865	3,280	3,110	2,917

PROGRAM DESCRIPTION:

Iowa Code Ch. 137 requires each county maintain a Local Board of Health. One responsibility of the Board of Health is to assure compliance with grant requirements-programmatically and financially. Another is educate the community through a variety of methods including media, marketing venues, formal educational presentations, health fairs, training, etc. As the department pursued PHAB accreditation, quality improvement and workforce development efforts took a more prominent role throughout the department. The department is working to achieve a culture of quality.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	3 MONTH
OUTCOME:	EFFECTIVENESS:	ACTUAL	ACTUAL	PROJECTED	ACTUAL
Provide guidance, information and updates to Board of Health as required by Iowa Code Chapter 137.	Board of Health will meet at least six times per year as required by law.	10	12	10	10
Delivery of public health services through subcontract relationships with community partners.	Subcontracts will be issued according to funder guidelines.	100%	100%	100%	100%
Subcontractors will be educated and informed about the expectations of their subcontract.	Subcontractors will receive an annual programmatic review.	100%	100%	100%	100%
Establish a culture of quality within the Scott County Health Department.	Percent of benefit eligible staff participating in QI Projects (unduplicated).	N/A	50%	50%	55%
SCHD will support and retain a capable and qualified workforce.	Percent of staff that complete the department's expectation of 12 hours of continuing education.	NA	90%	100%	100%
Scott County residents will be educated on issues affecting health.	Consumers receiving face-to-face education report that the information they received will help them or someone else to make healthy choices.	96%	95%	95%	95%



ACTIVITY/SERVICE:	Animal Bite Rabies Risk Assessment and Recommendations for Post Exposure Prophylaxis	DEPARTMENT:	Health/Clinical/2015		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$118,793
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of exposures that required a rabies risk assessment.		207	280	210	280
Number of exposures that received a rabies risk assessment.		207	280	210	280
Number of exposures determined to be at risk for rabies that received a recommendation for rabies post-exposure prophylaxis.		207	280	210	280
Number of health care providers notified of their patient's exposure and rabies recommendation.		52	49	55	50
Number of health care providers sent a rabies treatment instruction sheet at the time of notification regarding their patient's exposure.		52	49	55	50

PROGRAM DESCRIPTION:

Animal bites are required by law to be reported. The department works with Scott County Animal Control to follow-up on bites to determine whether the individual(s) is at risk for contract rabies. Once the risk has been determined, a medical recommendation for post-exposure prophylaxis treatment for individuals involved in animal bites or exposures can be made in consultation with the department's medical director.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Provide a determination of rabies risk exposure and recommendations.	Reported exposures will receive a rabies risk assessment.	100%	100%	100%	100%
Provide a determination of rabies risk exposure and recommendations.	Exposures determined to be at risk for rabies will have a recommendation for rabies post-exposure prophylaxis.	100%	100%	100%	100%
Health care providers will be informed about how to access rabies treatment.	Health care providers will be sent an instruction sheet on how to access rabies treatment at the time they are notified of their patient's bite/exposure.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Childhood Lead Poisoning Prevention	DEPARTMENT:	Health/Clinical/2016		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$109,160
OUTPUTS	2017-18	2018-19	2019-20	2020-21	
	ACTUAL	ACTUAL	PROJECTED	PROJECTED	
Number of children with a capillary blood lead level of greater than or equal to 10 ug/dl.	14	12	16	12	
Number of children with a capillary blood lead level of greater than or equal to 10 ug/dl who receive a venous confirmatory test.	14	12	16	12	
Number of children who have a confirmed blood lead level of greater than or equal to 15 ug/dl.	14	8	12	8	
Number of children who have a confirmed blood lead level of greater than or equal to 15 ug/dl who have a home nursing or outreach visit.	14	8	12	8	
Number of children who have a confirmed blood lead level of greater than or equal to 20 ug/dl.	7	4	6	5	
Number of children who have a confirmed blood lead level of greater than or equal to 20 ug/dl who have a complete initial medical evaluation from a physician.	7	4	6	5	
Number of environmental investigations completed for children who have a confirmed blood lead level of greater than or equal to 20 ug/dl.	6	4	8	5	
Number of environmental investigations completed, within IDPH timelines, for children who have a confirmed blood lead level of greater than or equal to 20 ug/dl.	6	4	8	5	
Number of environmental investigations completed for children who have two confirmed blood lead levels of 15-19 ug/dl.	11	4	9	8	
Number of environmental investigations completed, within IDPH timelines, for children who have two confirmed blood lead levels of 15-19 ug/dl.	11	4	9	8	
Number of open lead properties.	24	28	21	26	
Number of open lead properties that receive a reinspection.	53	19	42	52	
Number of open lead properties that receive a reinspection every six months.	53	19	42	52	
Number of lead presentations given.	6	20	5	12	

PROGRAM DESCRIPTION:

The department provides childhood blood lead testing and case management of all lead poisoned children in Scott County. It also works with community partners to conduct screening to identify children with elevated levels not previously identified by physicians. Staff conducts environmental health inspections and reinspections of properties where children with elevated blood lead levels live and links property owners to community resources to support lead remediation. Staff participates in community-wide coalition efforts to decrease lead poisoning in Scott County through education and remediation of properties at risk SCC CH27, IAC 641, Chapter 67,69,70.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Children identified with blood lead levels greater than or equal to 10 micrograms per deciliter receive services as appropriate for the blood lead level.	Children with capillary blood lead levels greater than or equal to 10 ug/dl receive confirmatory venous blood lead measurements.	100%	100%	100%	100%
Children identified with blood lead levels greater than or equal to 10 micrograms per deciliter receive services as appropriate for the blood lead level.	Ensure children with confirmed blood lead levels greater than or equal to 15 ug/dl receive a home nursing or outreach visit.	100%	100%	100%	100%
Children identified with blood lead levels greater than or equal to 10 micrograms per deciliter receive services as appropriate for the blood lead level.	Ensure children with venous blood lead levels greater than or equal to 20 ug/dl receive a complete medical evaluation from a physician.	100%	100%	100%	100%
Assure that elevated blood lead inspections are conducted by certified elevated blood lead inspectors/risk assessors employed by or under contract with a certified elevated blood lead inspection agency.	Complete environmental investigations for children having a single venous blood lead level greater than or equal to 20 ug/dl according to required timelines.	100%	100%	100%	100%
Assure that elevated blood lead inspections are conducted by certified elevated blood lead inspectors/risk assessors employed by or under contract with a certified elevated blood lead inspection agency.	Complete environmental investigations of homes associated with children who have two venous blood lead levels of 15-19 ug/dl according to required timelines.	100%	100%	100%	100%
Ensure that lead-based paint hazards identified in dwelling units associated with an elevated blood lead child are corrected.	Ensure open lead inspections are re-inspected every six months.	100%	100%	100%	100%
Assure the provision of a public health education program about lead poisoning and the dangers of lead poisoning to children.	By June 30, twelve presentations on lead poisoning will be given to target audiences.	50%	240%	100%	100%

ACTIVITY/SERVICE:	Communicable Disease	DEPARTMENT:	Health/Clinical/2017		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$64,183
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of communicable diseases reported through school surveillance.		1480	1240	1540	1285
Number of reportable communicable diseases requiring investigation.		293	185	275	250
Number of reportable communicable diseases investigated according to IDPH timelines.		293	185	275	250
Number of reportable communicable diseases required to be entered into IDSS.		293	185	275	250
Number of reportable communicable diseases required to be entered into IDSS that were entered within 3 business days.		293	184	275	250

PROGRAM DESCRIPTION:

Program to investigate and prevent the spread of communicable diseases and ensure proper treatment of disease. There are approximately 50 communicable diseases or disease types that are required to be reported to public health. When notified, the department completes appropriate case interviews and investigations in order to gather information and issues recommendations to help stop the spread of the disease. Also includes the investigation of food borne outbreaks. Ch 139 IAC

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Stop or limit the spread of communicable diseases.	Initiate communicable disease investigations of reported diseases according to Iowa Department of Public Health guidelines.	100%	100%	100%	100%
Assure accurate and timely documentation of communicable diseases.	Cases requiring follow-up will be entered into IDSS (Iowa Disease Surveillance System) within 3 business days.	100%	99%	100%	100%

ACTIVITY/SERVICE:	Community Transformation	DEPARTMENT:		Health/Community Relations, Information, and Planning/2038	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:		All Residents	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$97,976
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of worksites where a wellness assessment is completed.		7	7	5	5
Number of worksites that made a policy or environmental improvement identified in a workplace wellness assessment.		6	6	5	5
Number of communities where a community wellness assessment is completed.		4	2	5	5
Number of communities where a policy or environmental improvement identified in a community wellness assessment is implemented.		4	1	5	5

PROGRAM DESCRIPTION:

Create environmental and systems changes at the community level that integrate public health, worksite and community initiatives to help prevent chronic disease through good nutrition and physical activity. Evidence based assessment tools are utilized to assess workplaces and/or communities in order to develop recommendations for change.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Workplaces will implement policy or environmental changes to support employee health and wellness.	Workplaces will implement policy or environmental changes to support employee health and wellness.	86%	86%	100%	100%
Communities will implement policy or environmental changes to support community health and wellness.	CTP targeted communities will implement evidence based recommendations for policy or environmental change based upon assessment recommendations.	100%	50%	100%	100%

ACTIVITY/SERVICE:	Correctional Health	DEPARTMENT:	Health/Public Safety/2006	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$1,583,388
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of inmates in the jail greater than 14 days.	1,259	1,391	1,300	1,320
Number of inmates in the jail greater than 14 days with a current health appraisal.	1,244	1,333	1,287	1,307
Number of inmate health contacts.	29,966	36,826	32,900	33,200
Number of inmate health contacts provided in the jail.	29,686	36,476	32,751	32,868
Number of medical requests received.	8,126	9,921	7,955	8,750
Number of medical requests responded to within 48 hours.	8,113	9,909	7,955	8,745

PROGRAM DESCRIPTION:

Provide needed medical care for all Scott County inmates 24 hours a day. Includes passing of medication, sick call, nursing assessments, health screenings and limited emergency care.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Inmates are screened for medical conditions that could impact jail operations.	Inmates who stay in the facility greater than 14 days will have a current health appraisal (within 1st 14 days or within 90 days of current incarceration date).	99%	96%	99%	99%
Medical care is provided in a cost-effective, secure environment.	Maintain inmate health contacts within the jail facility.	99%	99%	99%	99%
Assure timely response to inmate medical requests.	Medical requests are reviewed and responded to within 48 hours.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Child Health Program	DEPARTMENT:	Health/Community Relations, Information, and Planning/2032		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$195,306
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of families who were informed.		5,155	3,955	5,110	3,100
Number of families who received an inform completion.		1,935	1,910	2,146	1,705
Number of children in agency home.		837	684	900	900
Number of children with a medical home as defined by the Iowa Department of Public Health.		696	574	720	720

PROGRAM DESCRIPTION:

Promote health care for children from birth through age 21 through services that are family-centered, community based, collaborative, comprehensive, coordinated, culturally competent and developmentally appropriate.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Ensure Scott County families (children) are informed of the services available through the Early Periodic Screening Diagnosis and Treatment (EPSDT) Program.	Families will be contacted to ensure they are aware of the benefits available to them through the EPSDT program through the inform completion process.	38%	48%	42%	55%
Ensure EPSDT Program participants have a routine source of medical care.	Children in the EPSDT Program will have a medical home.	80%	84%	80%	80%

ACTIVITY/SERVICE:	Emergency Medical Services	DEPARTMENT:	Health/Public Safety/2007		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$91,070
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of ambulance services required to be licensed in Scott County.		7	7	7	9
Number of ambulance service applications delivered according to timelines.		7	7	7	9
Number of ambulance service applications submitted according to timelines.		7	7	7	9
Number of ambulance service licenses issued prior to the expiration date of the current license.		7	7	7	9

PROGRAM DESCRIPTION:

The department issues ambulance licenses to operate in Scott County and defines boundaries for providing service according to County Code of Ordinances Chapter 28. Department participates in the quality assurance of ambulance efforts across Scott County.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Provide licensure assistance to all ambulance services required to be licensed in Scott County.	Applications will be delivered to the services at least 90 days prior to the requested effective date of the license.	100%	0%	100%	100%
Ensure prompt submission of applications.	Completed applications will be received at least 60 days prior to the requested effective date of the license.	100%	100%	100%	100%
Ambulance licenses will be issued according to Scott County Code.	Licenses are issued to all ambulance services required to be licensed in Scott County prior to the expiration date of the current license.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Employee Health	DEPARTMENT:	Health/Clinical/2019	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$52,241
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of employees eligible to receive annual hearing tests.	162	153	162	153
Number of employees who receive their annual hearing test or sign a waiver.	162	153	162	153
Number of employees eligible for Hepatitis B vaccine.	29	45	30	45
Number of employees eligible for Hepatitis B vaccine who received the vaccination, had a titer drawn, produced record of a titer or signed a waiver within 3 weeks of their start date.	29	45	30	45
Number of eligible new employees who received blood borne pathogen training.	25	35	25	35
Number of eligible new employees who received blood borne pathogen training within 3 weeks of their start date.	25	35	25	35
Number of employees eligible to receive annual blood borne pathogen training.	257	254	257	254
Number of eligible employees who receive annual blood borne pathogen training.	257	254	257	254
Number of employees eligible for tuberculosis screening who receive a pre-employment physical.	25	31	25	30
Number of employees eligible for tuberculosis screening who receive a pre-employment physical that includes a tuberculosis screening.	25	31	25	30
Number of employees eligible for tuberculosis screening who receive a booster screening within four weeks of their pre-employment screening.	25	31	25	30
Number of employees eligible to receive annual tuberculosis training.	257	254	257	257
Number of eligible employees who receive annual tuberculosis training.	257	254	257	257

PROGRAM DESCRIPTION:

Tuberculosis testing , Hepatitis B vaccinations, Hearing and Blood borne Pathogen education, CPR trainings, Hearing screenings, etc for all Scott County employees that meet risk criteria as outlined by OSHA. Assistance for jail medical staff is used to complete services provided to Correctional staff. (OSHA 1910.1020)

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Minimize employee risk for work related hearing loss.	Eligible employees will receive their hearing test or sign a waiver annually.	100%	100%	100%	100%
Minimize the risk of workplace exposure to blood borne pathogens.	Eligible employees will receive Hepatitis B vaccination, have titer drawn, produce record of a titer or sign a waiver of vaccination or titer within 3 weeks of their start date.	100%	100%	100%	100%
Minimize the risk of workplace exposure to blood borne pathogens.	Eligible new employees will receive blood borne pathogen education within 3 weeks of their start date.	100%	100%	100%	100%
Minimize the risk of workplace exposure to blood borne pathogens.	Eligible employees will receive blood borne pathogen education annually.	100%	100%	100%	100%
Early identification of employees for possible exposure to tuberculosis.	Eligible new hires will be screened for tuberculosis during pre-employment physical.	100%	100%	100%	100%
Early identification of employees for possible exposure to tuberculosis.	Eligible new employees will receive a booster screening for tuberculosis within four weeks of their initial screen.	100%	100%	100%	100%
Early identification of employees for possible exposure to tuberculosis.	Eligible employees will receive tuberculosis education annually.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Food Establishment Licensing and Inspection	DEPARTMENT:	Health/Environmental/2040		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$425,202
	OUTPUTS	2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of inspections required.		1100	1322	1000	1300
Number of inspections completed.		1176	1322	1000	1300
Number of inspections with critical violations noted.		709	779	500	780
Number of critical violation reinspections completed.		665	760	500	780
Number of critical violation reinspections completed within 10 days of the initial inspection.		641	632	500	702
Number of inspections with non-critical violations noted.		464	626	400	546
Number of non-critical violation reinspections completed.		432	618	400	546
Number of non-critical violation reinspections completed within 90 days of the initial inspection.		429	604	400	519
Number of complaints received.		103	91	90	125
Number of complaints investigated according to Nuisance Procedure timelines.		103	91	90	125
Number of complaints investigated that are justified.		45	40	36	50
Number of temporary vendors who submit an application to operate.		601	353	500	425
Number of temporary vendors licensed to operate prior to the event.		601	349	500	425

The Board of Health has a 28E Agreement with the Iowa Department of Inspections and Appeals to regulate establishments that prepare and sell food for human consumption on or off their premise according to Iowa and FDA food code. SCHD licenses and inspects food service establishments, retail food establishments, home food establishments, warehouses, mobile food carts, farmers' markets, temporary events. Department of Inspection and Appeals, IAC 481 Chapter 30 Food and Consumer Safety.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Meet SCHED's contract obligations with the Iowa Department of Inspections and Appeals.	Food Establishment inspections will be completed annually.	107%	100%	100%	100%
Ensure compliance with the food code.	Critical violation reinspections will be completed within 10 days of the date of inspection.	90%	81%	90%	90%
Ensure compliance with the food code.	Non-critical violation reinspections will be completed within 90 days of the date of inspection.	93%	96%	90%	95%
Ensure compliance with the food code.	Complaints will be investigated to determine whether justified within timelines established in the Nuisance Procedure.	100%	100%	100%	100%
Temporary vendors will be conditionally approved and licensed based on their application.	Temporary vendors will have their license to operate in place prior to the event.	100%	99%	100%	100%

ACTIVITY/SERVICE:	Hawki	DEPARTMENT: Health/Community Relations, Information, and Planning/2035		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED: All Residents		
BOARD GOAL:	Great Place to Live	FUND: 01 General	BUDGET: \$29,244	
	OUTPUTS	2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
		2020-21		PROJECTED
Number of schools targeted to provide outreach regarding how to access and refer to the Hawki Program.	62	62	62	60
Number of schools where outreach regarding how to access and refer to the Hawki Program is provided.	184	105	62	60
Number of medical provider offices targeted to provide outreach regarding how to access and refer to the Hawki Program.	60	60	60	100
Number of medical providers offices where outreach regarding how to access and refer to the Hawki Program is provided.	99	100	60	100
Number of dental providers targeted to provide outreach regarding how to access and refer to the Hawki Program.	54	54	80	110
Number of dental providers where outreach regarding how to access and refer to the Hawki Program is provided.	114	117	80	110
Number of faith-based organizations targeted to provide outreach regarding how to access and refer to the Hawki Program.	10	10	60	25
Number of faith-based organizations where outreach regarding how to access and refer to the Hawki Program is provided.	69	13	60	25

PROGRAM DESCRIPTION:

Hawki Outreach is a program for enrolling uninsured children in health care coverage. The Department of Human Services contracts with the Iowa Department of Public Health and its Child Health agencies to provide this statewide community-based grassroots outreach program.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
School personnel will understand the Hawki Program and how to link families to enrollment assistance.	Schools will be contacted according to grant action plans.	297%	169%	100%	100%
Medical provider office personnel will understand the Hawki Program and how to link families to enrollment assistance.	Medical provider offices will be contacted according to grant action plans.	165%	167%	100%	100%
Dental provider office personnel will understand the Hawki Program and how to link families to enrollment assistance.	Dental provider offices will be contacted according to grant action plans.	211%	217%	100%	100%
Faith-based organization personnel will understand the Hawki Program and how to link families to enrollment assistance.	Faith-based organizations will be contacted according to grant action plans.	690%	130%	100%	100%

ACTIVITY/SERVICE:	Healthy Child Care Iowa	DEPARTMENT:	Health/Clinical/2022		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$123,784	
OUTPUTS		2017-18 ACTUAL	2018-19 ACTUAL	2019-20 PROJECTED	2020-21 PROJECTED
Number of technical assistance requests received from centers.		265	248	255	255
Number of technical assistance requests received from child care homes.		68	52	65	60
Number of technical assistance requests from centers responded to.		265	248	255	255
Number of technical assistance requests from child care homes responded to.		68	52	65	60
Number of technical assistance requests from centers that are resolved.		265	247	255	255
Number of technical assistance requests from child care homes that are resolved.		68	52	65	60
Number of child care providers who attend training.		100	180	100	140
Number of child care providers who attend training and report that they have gained valuable information that will help them to make their home/center safer and healthier.		96	96	95	133

PROGRAM DESCRIPTION:

Provide education to child care providers regarding health and safety issues to ensure safe and healthy issues

PERFORMANCE MEASUREMENT		2017-18 ACTUAL	2018-19 BUDGETED	2019-20 PROJECTED	2020-21 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Safe, healthy child care environments for all children, including those with special health needs.	Technical assistance requests from centers are responded to.	100%	100%	100%	100%
Safe, healthy child care environments for all children, including those with special health needs.	Technical assistance requests from day care homes are responded to.	100%	100%	100%	100%
Safe, healthy child care environments for all children, including those with special health needs.	Technical assistance requests from centers are resolved.	100%	100%	100%	100%
Safe, healthy child care environments for all children, including those with special health needs.	Technical assistance requests from day care homes are resolved.	100%	100%	100%	100%
Safe, healthy child care environments for all children, including those with special health needs.	Child care providers attending trainings report that the training will enable them to make their home/center/ preschool safer and healthier.	96%	96%	95%	95%

ACTIVITY/SERVICE:	Hotel/Motel Program	DEPARTMENT:	Health/Environmental/2042	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$9,864
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of licensed hotels/motels.	38	42	42	44
Number of licensed hotels/motels requiring inspection.	17	30	20	24
Number of licensed hotels/motels inspected by June 30.	17	30	20	24
Number of inspected hotels/motels with violations.	12	7	8	10
Number of inspected hotels/motels with violations reinspected.	12	7	8	10
Number of inspected hotels/motels with violations reinspected within 30 days of the inspection.	12	7	8	10
Number of complaints received.	14	17	16	20
Number of complaints investigated according to Nuisance Procedure timelines.	14	17	16	20
Number of complaints investigated that are justified.	6	9	8	12

PROGRAM DESCRIPTION:

Board of Health has a 28E Agreement with the Iowa Department of Inspections and Appeals regarding licensing and inspecting hotels/motels to assure state code compliance. Department of Inspections and Appeals, IAC 481, Chapter 37 Hotel and Motel Inspections.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Assure compliance with Iowa Administrative Code.	Licensed hotels/motels will have an inspection completed by June 30 according to the bi-yearly schedule.	100%	100%	100%	100%
Assure compliance with Iowa Administrative Code.	Licensed hotels/motels with identified violations will be reinspected within 30 days.	100%	100%	100%	100%
Assure compliance with Iowa Administrative Code.	Complaints will be investigated to determine whether justified within timelines established in the Nuisance Procedure.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Immunization	DEPARTMENT:	Health/Clinical/2024	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$260,508
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of two year olds seen at the SCHD clinic.		76	70	63
Number of two year olds seen at the SCHD clinic who are up-to-date with their vaccinations.		73	55	47
Number of doses of vaccine shipped to SCHD.		5,603	3,108	5,400
Number of doses of vaccine wasted.		4	3	11
Number of school immunization records audited.		29,751	29,839	29,756
Number of school immunization records up-to-date.		29,555	29,752	29,458
Number of preschool and child care center immunization records audited.		6,180	6,171	6,020
Number of preschool and child care center immunization records up-to-date.		6,086	6,098	5,900

PROGRAM DESCRIPTION:

Immunizations are provided to children birth through 18 years of age, in Scott County, who qualify for the federal Vaccine for Children (VFC) program as provider of last resort. IAC 641 Chapter 7. Program also includes an immunization record audit of all children enrolled in an elementary, intermediate, or secondary school in Scott County. An immunization record audit of all licensed preschool/child care facilities in Scott County is also completed. IAC 641 Chapter 7

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Assure that clients seen at the Scott County Health Department receive the appropriate vaccinations.	Two year olds seen at the Scott County Health Department are up-to-date with their vaccinations.	96%	79%	75%	85%
Assure that vaccine is used efficiently.	Vaccine wastage as reported by the Iowa Department of Public Health will not exceed contract guidelines of 5%.	0.07%	0.10%	0.20%	0.20%
Assure that all schools, preschools and child care centers have up-to-date immunization records.	School records will show up-to-date immunizations.	99.3%	99.7%	99.0%	99.0%
Assure that all schools, preschools and child care centers have up-to-date immunization records.	Preschool and child care center records will show up-to-date immunizations.	98.5%	98.8%	98.0%	98.0%

ACTIVITY/SERVICE:	Injury Prevention	DEPARTMENT:	Health/Public Safety/2008		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$23,942	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of community-based injury prevention meetings and events.		13	17	12	15
Number of community-based injury prevention meetings and events with a SCHED staff member in attendance.		13	17	12	15

PROGRAM DESCRIPTION:

Partner with community agencies to identify, assess, and reduce the leading causes of unintentional injuries in Scott County. Share educational messaging on injury prevention in the community.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Engage in community-based injury prevention initiatives.	A SCHED staff member will be present at community-based injury prevention meetings and events. (Safe Kids/Safe Communities, Senior Fall Prevention, CARS)	100%	100%	100%	100%

ACTIVITY/SERVICE:	I-Smile Dental Home Project	DEPARTMENT: Health/Community Relations, Information and Planning/2036			
BUSINESS TYPE:	Core	RESIDENTS SERVED: All Residents			
BOARD GOAL:	Great Place to Live	FUND: 01 General	BUDGET: \$272,539		
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of practicing dentists in Scott County.		110	112	108	110
Number of practicing dentists in Scott County accepting Medicaid enrolled children as clients.		22	18	30	17
Number of practicing dentists in Scott County accepting Medicaid enrolled children as clients only with an I-Smile referral and/or accepting dental vouchers.		22	28	40	15
Number of kindergarten students.		2,208	2,197	2,232	2,205
Number of kindergarten students with a completed Certificate of Dental Screening.		2,198	2,196	2,210	2,183
Number of ninth grade students.		2,270	2,359	2,277	2,315
Number of ninth grade students with a completed Certificate of Dental Screening.		1,839	1,934	2,049	1,968

PROGRAM DESCRIPTION:

Assure dental services are made available to uninsured/underinsured children in Scott County.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Assure a routine source of dental care for Medicaid enrolled children in Scott County.	Scott County practicing dentists who are accepting Medicaid enrolled children into their practice.	20%	16%	28%	25%
Assure access to dental care for Medicaid enrolled children in Scott County.	Scott County practicing dentists who are accepting Medicaid enrolled children into their practice by I-Smile referral only.	20%	25%	37%	14%
Assure compliance with Iowa's Dental Screening Mandate.	Students entering kindergarten will have a valid Certificate of Dental Screening.	99.5%	100%	99%	99%
Assure compliance with Iowa's Dental Screening Mandate.	Students entering ninth grade will have a valid Certificate of Dental Screening.	81.0%	82.0%	90%	85%

ACTIVITY/SERVICE:	Maternal Health	DEPARTMENT:	Health/Community Relations, Information and Planning/2033		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$125,951	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of Maternal Health Direct Care Services Provided		NA	NA	125	875
Number of Maternal Health clients in agency home.		NA	NA	100	175
Number of Maternal Health clients with a medical home as defined by the Iowa Department of Public Health.		NA	NA	80	158

PROGRAM DESCRIPTION:

The Maternal Health (MH) Program is part of the federal Title V Program. It is delivered through a contract with the Iowa Department of Public Health. The MH Program promotes the health of pregnant women and infants by providing or assuring access to prenatal and postpartum health care for low-income women. Services include: linking to health insurance, completing risk assessments, providing medical and dental care coordination, providing education, linking to transportation, offering breastfeeding classes, addressing health disparities, providing post-partum follow-up, etc. Dental care is particularly important for pregnant women because hormone levels during pregnancy can increase the risk of oral health problems.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maternal Health clients will have positive health outcomes for mother and baby.	Women in the Maternal Program will have a medical home to receive early and regular prenatal care.	NA	NA	80%	90%

ACTIVITY/SERVICE:	Medical Examiner	DEPARTMENT:	Health/Public Safety/2001		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$378,781	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of deaths in Scott County.		1787	1730	1762	1775
Number of deaths in Scott County deemed a Medical Examiner case.		296	239	277	280
Number of Medical Examiner cases with a cause and manner of death determined.		296	239	277	280

PROGRAM DESCRIPTION:

Activities associated with monitoring the medical examiner and the required autopsy-associated expenses and activities relevant to the determination of causes and manners of death. Iowa Code 331.801-805 as well as the Iowa Administrative Rules 641-126 and 127 govern county medical examiner activities.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Deaths which are deemed to potentially affect the public interest will be investigated according to Iowa Code.	Cause and manner of death for medical examiner cases will be determined by the medical examiner.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Non-Public Health Nursing	DEPARTMENT:	Health/Clinical/2026		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$87,786	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of students identified with a deficit through a school-based screening.		27	19	35	22
Number of students identified with a deficit through a school-based screening who receive a referral.		27	19	35	22
Number of requests for direct services received.		235	232	195	235
Number of direct services provided based upon request.		235	232	195	235

PROGRAM DESCRIPTION:

Primary responsibility for school health services provided within the non-public schools in Scott County. There are currently 9 non-public schools in Scott County with approximately 2,600 students. Time is spent assisting the schools with activities such as performing vision and hearing screenings; coordinating school health records; preparing for State of Iowa required immunization and dental audits; assisting with the development of individualized education plans (IEPs) for children with special health needs; as well as meeting the education and training needs of staff through medication administration training.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Deficits that affect school learning will be identified.	Students identified with a deficit through a school-based screening will receive a referral.	100%	100%	100%	100%
Provide direct services for each school as requested.	Requests for direct services will be provided.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Onsite Wastewater Program	DEPARTMENT:	Health/Environmental/2044	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$152,717
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of septic systems installed.	107	97	115	100
Number of septic systems installed which meet initial system recommendations.	107	97	115	100
Number of sand filter septic system requiring inspection.	1,330	1,439	1,350	1,450
Number of sand filter septic system inspected annually.	1,303	1,029	1,350	1,450
Number of septic samples collected from sand filter septic systems.	176	136	165	189
Number of complaints received.	9	10	7	10
Number of complaints investigated.	9	10	7	10
Number of complaints investigated within working 5 days.	9	10	7	10
Number of complaints investigated that are justified.	7	9	4	8

PROGRAM DESCRIPTION:

Providing code enforcement and consultation services for the design, construction, and maintenance of septic systems for private residences and commercial operations. Collect effluent samples from sewage systems which are designed to discharge effluent onto the surface of the ground or into a waterway. Scott County Code, Chapter 23 entitled Private Sewage Disposal System.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Assure the proper installation of septic systems to prevent groundwater contamination.	Approved installations will meet initial system recommendations.	100%	100%	100%	100%
Assure the safe functioning of septic systems to prevent groundwater contamination.	Sand filter septic systems will be inspected annually by June 30.	98%	72%	100%	100%
Assure the safe functioning of septic systems to prevent groundwater contamination.	Complaints will be investigated within 5 working days of the complaint.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Public Health Nuisance	DEPARTMENT:	Health/Environmental/2047		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$62,404	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of complaints received.		42	43	42	42
Number of complaints justified.		19	28	23	23
Number of justified complaints resolved.		19	27	22	22
Number of justified complaints requiring legal enforcement.		0	1	2	1
Number of justified complaints requiring legal enforcement that were resolved.		0	1	2	1

PROGRAM DESCRIPTION:

Investigate public health nuisance complaints from the general public and resolve them to code compliance. Scott County Code, Chapter 25 entitled Public Health Nuisance.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Ensure compliance with state, county and city codes and ordinances.	Justified complaints will be resolved.	100%	96%	95%	95%
Ensure compliance with state, county and city codes and ordinances.	Justified complaints requiring legal enforcement will be resolved.	NA	100%	100%	100%

ACTIVITY/SERVICE:	Public Health Preparedness	DEPARTMENT:	Health/Public Safety/2009		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$111,365	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of drills/exercises held.		5	8	5	5
Number of after action reports completed.		5	8	5	5
Number of newly hired employees.		2	5	2	4
Number of newly hired employees who provide documentation of completion of position appropriate NIMS training.		2	5	2	4

PROGRAM DESCRIPTION:

Keep up to date information in case of response to a public health emergency. Develop plans, policies and procedures to handle public health emergencies. Train staff to function in roles within the National Incident Management System.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Assure efficient response to public health emergencies.	Department will participate in five emergency response drills or exercises annually.	100%	100%	100%	100%
Assure efficient response to public health emergencies.	Newly hired employees will provide documentation of completion of position appropriate NIMS training by the end of their 6 MONTH probation period.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Recycling	DEPARTMENT:	Health/Environmental/2048		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$77,611	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of tons of recyclable material collected.		569.44	763.75	537.39	763.75
Number of tons of recyclable material collected during the same time period in previous fiscal year.		537.39	562.34	537.39	763.75

PROGRAM DESCRIPTION:

Provide recycling services at three drop off locations (Scott County Park, West Lake Park, and Republic Waste) for individuals living unincorporated Scott County. The goal is to divert recyclable material from the Scott County landfill.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Assure the use and efficiency of recycling sites to divert recyclable material from the landfill.	Volume of recyclable material collected, as measured in tons, will meet or exceed amount of material collected during previous fiscal year.	6%	26%	0%	0%

ACTIVITY/SERVICE:	Septic Tank Pumper	DEPARTMENT:	Health/Environmental/2059		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$1,232
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of septic tank cleaners servicing Scott County.		9	8	9	9
Number of annual septic tank cleaner inspections of equipment, records and land application sites (if applicable) completed.		9	8	9	9

PROGRAM DESCRIPTION:

Contract with the Iowa Department of Natural Resources for inspection of commercial septic tank cleaners' equipment and land disposal sites according to Iowa Code 455B.172 and under Iowa Administrative Code 567 - Chapter 68.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Control the danger to public health, safety and welfare from the unauthorized pumping, transport, and application of septic waste.	Individuals that clean septic tanks, transport any septic waste, and land apply septic waste will operate according to Iowa Code.	100%	100%	100%	100%

ACTIVITY/SERVICE:	STD/HIV Program	DEPARTMENT:		Health/Clinical/2028	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:		All Residents	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$702,033
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of people who present to the Health Department for any STD/HIV service (general information, risk reduction, results, referrals, etc).		1,341	1,338	1,372	1,400
Number of people who present for STD/HIV services.		1,087	1,085	1,125	1,200
Number of people who receive STD/HIV services.		1,037	1,059	1,069	1,164
Number of clients positive for STD/HIV.		1,247	1,451	1,186	1,510
Number of clients positive for STD/HIV requiring an interview.		236	420	215	438
Number of clients positive for STD/HIV who are interviewed.		213	398	195	416
Number of partners (contacts) identified.		257	437	267	332
Reported cases of gonorrhea, chlamydia and syphilis treated.		1,242	1,446	1,200	1,505
Reported cases of gonorrhea, chlamydia and syphilis treated according to treatment guidelines.		1,228	1,429	1,188	1,490
Number of gonorrhea tests completed at SCHD.		592	593	605	600
Number of results of gonorrhea tests from SHL that match SCHD results.		291	589	599	594
Number lab proficiency tests interpreted.		15	15	15	15
Number of lab proficiency tests interpreted correctly.		14	15	15	15

PROGRAM DESCRIPTION:

Provide counseling, testing, diagnosis, treatment, referral and partner notification for STDs. Provide Hepatitis A and/or B and the HPV vaccine to clients. Provide HIV counseling, testing, and referral. Provide HIV partner counseling, testing and referral services. Provide Hepatitis C testing and referral. Requested HIV/STD screening is provided to Scott County jail inmates by the correctional health staff and at the juvenile detention center by the clinical services staff following the IDPH screening guidelines. Conduct education and testing in outreach settings to limit spread of disease. IAC 641 Chapters 139A and 141A

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Contacts (partners) to persons positive will be identified, tested and treated for an STD in order to stop the spread of STDS.	Positive clients will be interviewed.	95%	95%	95%	95%
Ensure that persons diagnosed with gonorrhea, Chlamydia and syphilis are properly treated.	Reported cases of gonorrhea, Chlamydia, and syphilis will be treated according to guidelines.	99%	99%	99%	99%
Ensure accurate lab testing and analysis.	Onsite gonorrhea results will match the State Hygienic Laboratory (SHL) results.	100%	99%	99%	99%
Ensure accurate lab testing and analysis.	Proficiency tests will be interpreted correctly.	93%	100%	100%	100%

ACTIVITY/SERVICE:	Swimming Pool/Spa Inspection Program	DEPARTMENT:	Health/Environmental/2050	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$54,379
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of seasonal pools and spas requiring inspection.	58	46	58	50
Number of seasonal pools and spas inspected by June 15.	58	44	58	50
Number of year-round pools and spas requiring inspection.	87	73	87	75
Number of year-round pools and spas inspected by June 30.	87	73	87	75
Number of swimming pools/spas with violations.	134	91	126	112
Number of inspected swimming pools/spas with violations reinspected.	134	91	126	112
Number of inspected swimming pools/spas with violations reinspected within 30 days of the inspection.	126	91	126	112
Number of complaints received.	1	6	4	4
Number of complaints investigated according to Nuisance Procedure timelines.	1	6	4	4
Number of complaints investigated that are justified.	0	4	2	3

PROGRAM DESCRIPTION:

Memorandum of Understanding with the Iowa Department of Public Health for Annual Comprehensive Pool/Spa Inspections to assure compliance with Iowa Code. Iowa Department of Public Health IAC 641, Chapter 15 entitled Swimming Pools and Spas.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Annual comprehensive inspections will be completed.	Inspections of seasonal pools and spas will be completed by June 15 of each year.	100%	96%	100%	100%
Annual comprehensive inspections will be completed.	Inspections of year-round pools and spas will be completed by June 30 of each year.	100%	100%	100%	100%
Swimming pool/spa facilities are in compliance with Iowa Code.	Follow-up inspections of compliance plans will be completed by or at the end of 30 days.	94%	100%	100%	100%
Swimming pool/spa facilities are in compliance with Iowa Code.	Complaints will be investigated to determine whether justified within timeline established in the Nuisance Procedure.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Tanning Program	DEPARTMENT:	Health/Environmental/2052	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$12,694
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of tanning facilities requiring inspection.	34	33	34	22
Number of tanning facilities inspected by April 15.	34	33	34	22
Number of tanning facilities with violations.	17	16	17	11
Number of inspected tanning facilities with violations reinspected.	16	16	17	11
Number of inspected tanning facilities with violations reinspected within 30 days of the inspection.	16	16	17	11
Number of complaints received.	0	0	1	1
Number of complaints investigated according to Nuisance Procedure timelines.	0	0	1	1
Number of complaints investigated that are justified.	0	0	1	1

PROGRAM DESCRIPTION:

Memorandum of Understanding with the Iowa Department of Public Health for the regulation of public and private establishments who operate devices used for the purpose of tanning human skin through the application of ultraviolet radiation. Conduct annual and complaint inspections. IDPH, IAC 641, Chapter 46 entitled Minimum Requirements for Tanning Facilities.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete annual inspection.	Yearly tanning inspections will be completed by April 15 of each year.	100%	100%	100%	100%
Tanning facilities are in compliance with Iowa Code.	Follow-up inspections will be completed within 30 days of the submission of a corrective action plan.	94%	100%	100%	100%
Tanning facilities are in compliance with Iowa Code.	Complaints will be investigated to determine whether justified within timelines established in the Nuisance Procedure.	NA	NA	100%	100%

ACTIVITY/SERVICE:	Tattoo Establishment Program	DEPARTMENT:	Health/Environmental/2054	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$9,130
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of tattoo facilities requiring inspection.	27	27	27	29
Number of tattoo facilities inspected by April 15.	26	26	27	29
Number of tattoo facilities with violations.	3	9	5	7
Number of inspected tattoo facilities with violations reinspected.	3	9	5	7
Number of inspected tattoo facilities with violations reinspected within 30 days of the inspection.	3	9	5	7
Number of complaints received.	0	0	1	1
Number of complaints investigated according to Nuisance Procedure timelines.	0	0	1	1
Number of complaints investigated that are justified.	0	0	1	1

PROGRAM DESCRIPTION:

Memorandum of Understanding with the Iowa Department of Public Health for Annual Inspection and complaint investigation in order to assure that tattoo establishments and tattoo artists meet IDPH, IAC 641, Chapter 22 entitled Practice of Tattooing.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete annual inspection.	Yearly tattoo inspections will be completed by April 15 of each year.	96%	96%	100%	100%
Tattoo facilities are in compliance with Iowa Code.	Follow-up inspections will be completed within 30 days of the submission of a corrective action plan.	100%	100%	100%	100%
Tattoo facilities are in compliance with Iowa Code.	Complaints will be investigated to determine whether justified within timelines established in the Nuisance Procedure.	NA	NA	100%	100%

ACTIVITY/SERVICE:	Tobacco Program	DEPARTMENT: Health/Community Relations, Information and Planning/2037		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED: All Residents		
BOARD GOAL:	Great Place to Live	FUND: 01 General	BUDGET: \$104,062	
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
		2020-21		PROJECTED
Number of cities in Scott County.		16	16	16
Number of cities that have implemented a tobacco-free parks policy.		NA	NA	4
Number of school districts in Scott County (Bettendorf, Davenport, Non-Public, North Scott, Pleasant Valley).		NA	NA	5
Number of school districts in Scott County with an ISTEP Chapter.		NA	NA	2
				3

PROGRAM DESCRIPTION:

Coordinate programming in the community to reduce the impact of tobacco through education, cessation, legislation and reducing exposure to secondhand smoke. Efforts to change policies to support tobacco-free living is a focus. Staff facilitates ISTEP Chapters (Iowa Students for Tobacco Education and Prevention) targeted to middle and high school age students.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
People visiting Scott County parks will no longer be exposed to secondhand smoke and other tobacco products.	Cities will implement park policy changes to support community health and wellness.	NA	NA	25%	31%
Youth will be exposed to tobacco-related education and prevention messages and will not become tobacco users.	All Scott County school districts will have an ISTEP Chapter.	NA	NA	40%	60%

ACTIVITY/SERVICE:	Transient Non-Community Public Water Supply	DEPARTMENT:	Health/Environmental/2056		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$2,461	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of TNC water supplies.		26	26	26	26
Number of TNC water supplies that receive an annual sanitary survey or site visit.		26	26	26	26

PROGRAM DESCRIPTION:

28E Agreement with the Iowa Department of Natural Resources to provide sanitary surveys and consultation services for the maintenance of transient non-community public water supplies. A transient non-community public water supply serves at least 25 individuals at least 60 days of the year or has 15 service connections. Water is provided by means of serving food, water, drink or ice, restrooms, water faucets, or lodging. The individuals being served by this public water well change or do not remain at the facility for a long period of time.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Assure the safe functioning of transient non-community public water supplies.	TNCs will receive a sanitary survey or site visit annually.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Vending Machine Program	DEPARTMENT:	Health/Environmental/2057		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$2,236	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of vending companies requiring inspection.		7	7	7	7
Number of vending companies inspected by June 30.		7	5	7	7

PROGRAM DESCRIPTION:

Issue licenses, inspect and assure compliance of vending machines that contain non-prepackaged food or potentially hazardous food according to a 28E Agreement between the Iowa Department of Inspections and Appeals and the Board of Health. Department of Inspection and Appeals, IAC 481 Chapter 30 Food and Consumer Safety.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete annual inspections	Licensed vending companies will be inspected according to established percentage by June 30.	100%	71%	100%	100%

ACTIVITY/SERVICE:	Water Well Program	DEPARTMENT:	Health/Environmental/2058	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$69,844
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of wells permitted.	17	19	18	18
Number of wells permitted that meet SCC Chapter 24.	17	19	18	18
Number of wells plugged.	21	14	28	18
Number of wells plugged that meet SCC Chapter 24.	21	14	28	18
Number of wells rehabilitated.	6	4	5	5
Number of wells rehabilitated that meet SCC Chapter 24.	6	4	5	5
Number of wells tested.	99	86	90	93
Number of wells test unsafe for bacteria or nitrate.	27	13	25	20
Number of wells test unsafe for bacteria or nitrate that are educated by staff regarding how to correct the well.	NA	NA	25	20

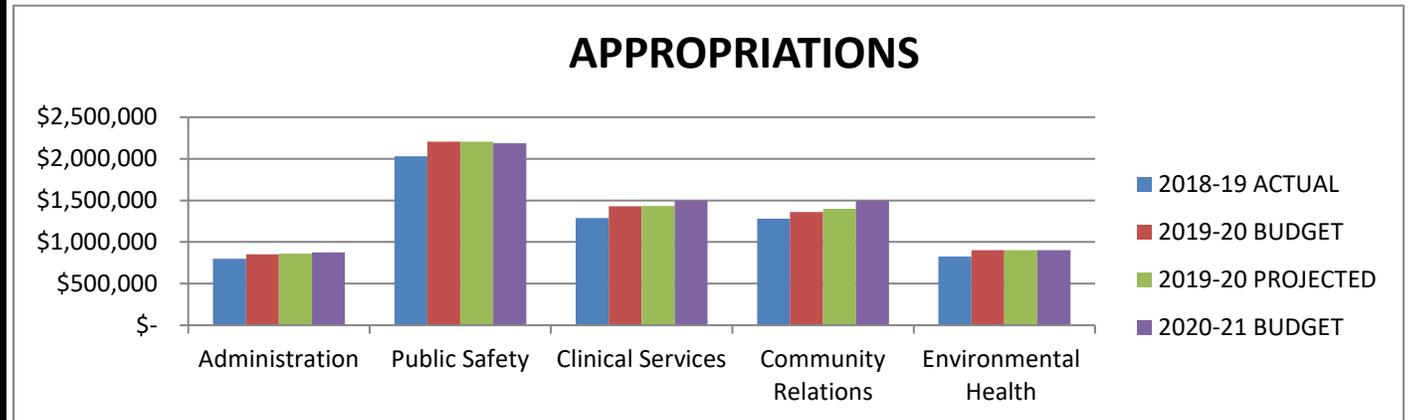
PROGRAM DESCRIPTION:

License and assure proper water well construction, closure, and rehabilitation. Monitor well water safety through water sampling. The goal is prevent ground water contamination and illness. Scott County Code, Chapter 24 entitled Private Water wells.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Assure proper water well installation.	Wells permitted will meet Scott County Code: Chapter 24, Non-Public Water Supply Wells.	100%	100%	100%	100%
Assure proper water well closure.	Plugged wells will meet Scott County Code: Chapter 24, Non-Public Water Supply Wells.	100%	100%	100%	100%
Assure proper well rehabilitation.	Permitted rehabilitated wells will meet Scott County Code: Chapter 24, Non-Public Water Supply Wells.	100%	100%	100%	100%
Promote safe drinking water.	Property owners with wells testing unsafe for bacteria or nitrates will be educated on how to correct the water well.	NA	NA	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Administration (20.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
39-N Health Director	1.00	1.00	1.00	1.00	1.00	1.00
34-N Deputy Health Director	1.00	1.00	1.00	1.00	1.00	1.00
24-N Grant Accounting Specialist	1.00	1.00	1.00	1.00	1.00	1.00
18-N Senior Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00
16-N Office Assistant	3.00	3.00	3.00	3.00	3.00	3.00
TOTAL POSITIONS	8.00	8.00	8.00	8.00	8.00	8.00

REVENUE SUMMARY:						
Intergovernmental	\$ 58	\$ 1,239	\$ -	\$ -	\$ -	\$ -
Charges for Services			25	25	25	25
Miscellaneous	35	2,916	250	250	250	250
TOTAL REVENUES	\$ 93	\$ 4,155	\$ 275	\$ 275	\$ 275	\$ 275
APPROPRIATION SUMMARY:						
Salaries	\$ 506,796	\$ 518,708	\$ 546,967	\$ 543,467	\$ 554,514	\$ 554,514
Benefits	223,340	239,519	260,797	262,297	261,847	261,847
Purchase Services & Expenses	19,623	35,262	32,428	42,048	44,008	44,008
Supplies & Materials	5,945	5,576	10,730	13,155	16,080	16,080
TOTAL APPROPRIATIONS	\$ 755,704	\$ 799,065	\$ 850,922	\$ 860,967	\$ 876,449	\$ 876,449



ANALYSIS

No changes to authorized positions for FY21.

Revenue is flat as compared to FY20.

Expenditure changes in FY21 are in the salary and benefits line items; minimal changes in non-salary line items that were achieved by moving existing dollars around within department budget.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Public Health Safety (2001-2009)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
31-N Correctional Health Manager	1.00	1.00	1.00	1.00	1.00	1.00
29-N Public Health Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
27-N Public Health Nurse	4.00	4.00	4.35	4.35	4.35	4.35
27-N Community Health Consultant	1.00	1.00	1.00	1.00	1.00	1.00
21-N Medical Assistant	1.00	1.00	1.00	1.00	1.00	1.00
16-N Office Assistant	0.45	0.45	0.45	0.45	0.45	0.45
Z Correction Health/Public Health Nurse	1.35	1.35	1.35	1.35	1.35	1.35
TOTAL POSITIONS	9.80	9.80	10.15	10.15	10.15	10.15

REVENUE SUMMARY:						
Intergovernmental	\$ 61,134	\$ 59,990	\$ 62,000	\$ 61,960	\$ 50,000	\$ 50,000
Miscellaneous	22,881	10,801	15,500	10,000	9,500	9,500
TOTAL REVENUES	\$ 84,015	\$ 70,791	\$ 77,500	\$ 71,960	\$ 59,500	\$ 59,500
APPROPRIATION SUMMARY:						
Salaries	\$ 664,830	\$ 679,291	\$ 794,349	\$ 790,664	\$ 777,513	\$ 777,513
Benefits	228,644	238,986	278,642	281,157	284,404	284,405
Purchase Services & Expenses	987,769	1,101,595	1,114,414	1,112,724	1,106,029	1,106,029
Supplies & Materials	15,295	11,608	19,600	20,600	20,600	20,600
TOTAL APPROPRIATIONS	\$ 1,896,538	\$ 2,031,480	\$ 2,207,005	\$ 2,205,145	\$ 2,188,546	\$ 2,188,547

ANALYSIS

No changes to authorized positions for FY21.

Department anticipates a 23% decrease in revenue in FY21. This decrease is primarily related to grant money to offset public health preparedness efforts. The program has been delivered regionally for two years and in FY21, two regional service areas will be combined. No programmatic impacts are anticipated.

Expenditure changes in FY21 are salary and benefit related; minimal changes in non-salary line items. The slight increase in supplies and materials is related to items to support the medical care of residents of Juvenile Detention Center (JDC). A limited amount of money had previously been in the Juvenile Detention Center budget. Supply ordering, etc will now be handled by the nurse at JDC; the funds have been removed from the JDC budget.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Clinical Services (2014-2028)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
31-N Clinical Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
28-N Clinical Services Specialist	1.00	1.00	1.00	1.00	1.00	1.00
27-N Child Care Nurse Consultant	1.00	1.00	1.00	1.00	1.00	1.00
27-N A Public Health Nurse	4.00	4.00	4.00	4.00	4.00	4.00
27-N Community Health Interventionist	1.00	1.00	1.00	1.00	1.00	1.00
27-N Disease Intervention Specialist	1.00	1.00	1.00	1.00	1.00	1.00
21-N Medical Assistant	1.00	1.00	1.00	1.00	1.00	1.00
20-N Medical Lab Technician	0.75	0.75	0.75	0.75	0.75	0.75
Z Correction Health/Public Health Nurse	0.72	0.72	0.72	0.72	0.72	0.72
TOTAL POSITIONS	11.47	11.47	11.47	11.47	11.47	11.47

REVENUE SUMMARY:						
Intergovernmental	\$ 331,420	\$ 375,628	\$ 362,332	\$ 359,503	\$ 368,792	\$ 368,792
Charges for Services	10,070	14,645	15,200	16,743	11,500	11,500
Miscellaneous	454	178	350	1,000	200	200
TOTAL REVENUES	\$ 341,944	\$ 390,451	\$ 377,882	\$ 377,246	\$ 380,492	\$ 380,492
APPROPRIATION SUMMARY:						
Salaries	\$ 760,459	\$ 761,669	\$ 834,022	\$ 832,072	\$ 850,319	\$ 855,835
Benefits	285,779	304,734	343,888	349,088	358,187	358,187
Purchase Services & Expenses	183,920	211,426	235,660	234,825	266,580	266,580
Supplies & Materials	13,627	11,130	16,850	16,900	16,000	16,000
TOTAL APPROPRIATIONS	\$ 1,243,785	\$ 1,288,959	\$ 1,430,420	\$ 1,432,885	\$ 1,491,086	\$ 1,496,602

ANALYSIS

No changes to authorized positions for FY21.

FY21 revenue is expected to increase slightly as compared to FY20 budgeted. While revenue decreases are anticipated in the Immunization and HIV grants, the department anticipates being able to bill private and public insurance for childhood immunizations resulting in an overall slight increase. This change also decreases charges for services where the current donation for immunizations is reported. Donations to offset services will no longer be accepted once billing occurs.

FY21 non salary expenses are projected to increase 12%. The Humane Society of Scott County (HSSC) has been treated as an authorized agency in the past. The Health Department and County purchase Animal Control and Animal Bite Follow-Up Services from HSSC. It was determined that HSSC should no longer be an authorized agency of Scott County and services should be negotiated as a service contract. The increase in dollars in this area is the result of moving the funds to support HSSC from county non-departmental funds to the Health Department's budget.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Comm Relations & Planning (2031-2038)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
29-N Community Health Manager	1.00	1.00	1.00	1.00	1.00	1.00
27-N Community Health Consultant	2.00	2.00	2.00	2.00	2.00	2.00
27-N Community Tobacco Consultant	1.00	1.00	1.00	1.00	1.00	1.00
27-N Community Transformation Consultant	1.00	1.00	1.00	1.00	1.00	1.00
24-N Community Dental Consultant-Maternal, Child	1.00	1.00	1.00	1.00	1.00	1.00
24-N Community Dental Consultant-Older Adult	1.00	1.00	1.00	1.00	1.00	1.00
26-N Child Health Consultant	2.00	2.00	2.00	2.00	2.00	2.00
Z Maternal, Child & Adolescent Health Nurse	0.40	0.40	0.40	1.20	1.20	1.20
TOTAL POSITIONS	9.40	9.40	9.40	10.20	10.20	10.20

REVENUE SUMMARY:						
Intergovernmental	\$ 922,060	\$ 884,713	\$ 907,840	\$ 978,907	\$ 961,507	\$ 961,507
Miscellaneous	-	-	50	50	50	50
TOTAL REVENUES	\$ 922,060	\$ 884,713	\$ 907,890	\$ 978,957	\$ 961,557	\$ 961,557
APPROPRIATION SUMMARY:						
Salaries	\$ 540,301	\$ 591,672	\$ 631,552	\$ 630,152	\$ 704,867	\$ 704,867
Benefits	214,469	231,615	253,268	260,068	287,162	287,162
Purchase Services & Expenses	745,075	455,311	475,705	504,767	500,807	500,807
Supplies & Materials	840	1,609	2,400	2,400	2,400	2,400
TOTAL APPROPRIATIONS	\$ 1,500,685	\$ 1,280,207	\$ 1,362,925	\$ 1,397,387	\$ 1,495,236	\$ 1,495,236

ANALYSIS

The authorized positions for this area increased by a .8 grant funded FTE to support the Maternal, Child, and Adolescent Health program in FY20. This change took place outside of the budget process. The position will continue in FY21.

FY20 projected revenue compared to FY20 budget revenue is anticipated to increase by 7.8%. The primary reason for the increase is due to additional direct care (Medicaid billable) services being provided in the I-Smile Dental (2036) and Maternal Health (2033) programs. In addition, the department received two new grants from the Iowa Department of Public Health to support Community Transformation efforts (2038).

FY20 projected to FY21 budgeted revenue is anticipated to decrease by 1.8%. This decrease is grant related.

FY20 projected non salary expenses compared to FY20 budget expenses are expected to increase 6%. Grant expenditures account for this increase. There will be a slight decrease in these expenses in FY21; they are related to grants as well.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Environmental Health (2039-2059)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
29-N Environmental Health Manager	1.00	1.00	1.00	1.00	1.00	1.00
27-N Environmental Health Specialist	7.00	7.00	7.00	7.00	7.00	7.00
Z Summer Health Worker	0.25	0.25	0.25	0.25	0.25	0.25
TOTAL POSITIONS	8.25	8.25	8.25	8.25	8.25	8.25

REVENUE SUMMARY:						
Intergovernmental	\$ 35,358	\$ 26,615	\$ 36,370	\$ 34,767	\$ 34,767	\$ 34,767
Licenses and Permits	322,598	386,515	445,800	429,200	429,200	429,200
Charges for Services	73,988	68,549	74,225	73,325	75,125	75,125
Miscellaneous	4	-	250	250	250	250
TOTAL REVENUES	\$ 431,948	\$ 481,679	\$ 556,645	\$ 537,542	\$ 539,342	\$ 539,342

APPROPRIATION SUMMARY:						
Salaries	\$ 519,216	\$ 534,598	\$ 571,098	\$ 569,148	\$ 577,735	\$ 577,735
Benefits	181,027	188,652	213,035	216,505	212,970	212,970
Purchase Services & Expenses	99,616	94,188	107,340	107,455	102,505	102,505
Supplies & Materials	5,523	9,203	9,425	9,225	8,450	8,450
TOTAL APPROPRIATIONS	\$ 805,382	\$ 826,641	\$ 900,898	\$ 902,333	\$ 901,660	\$ 901,660

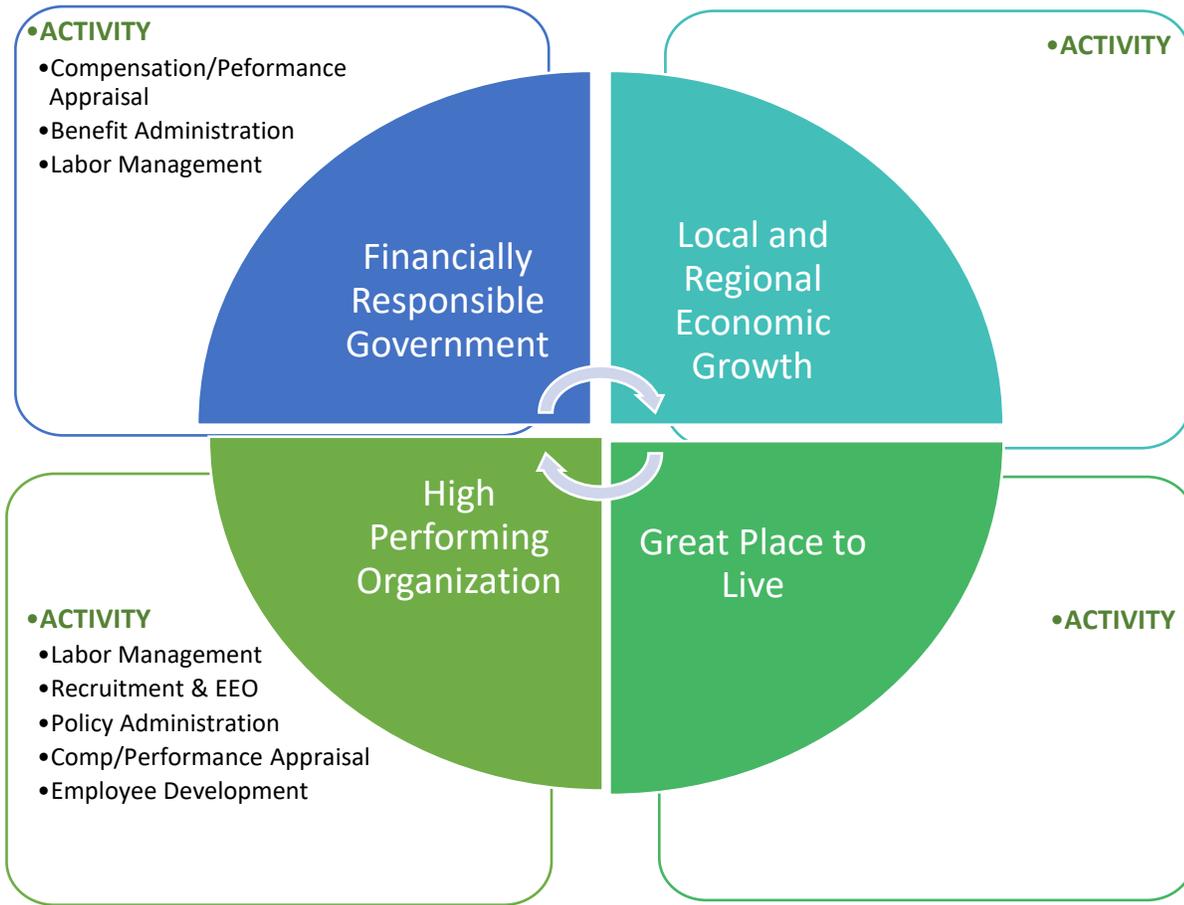
ANALYSIS

No changes to authorized positions for FY21.

FY20 projected compared to budgeted revenue for are expected to decrease 3.7%. One reason is due to an anticipated decrease in revenue received to support a Waste Haulers Inspection (2059) Program. Waste Commission of Scott County has identified this as an area that is no longer needed. In addition, projections made regarding revenue as a result of a change in fees for the Food Program (2040), Hotel/Motel (2042) and Vending (2057) have been adjusted to actual after a year of being in effect. These changes are reflected in FY21 projections, which are consistent with FY20 projections.

FY21 projected non-salary expenditures remain consistent with slight adjustments made between line items within the department.

HUMAN RESOURCES



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Job Description finalization of Classification and Compensation Study</p>	<p>Classification & Compensation study was implemented July 1, 2019. HR will conclude finalization of the job description updates in FY20 which officially concludes the project. In FY21 we'll work with Occupational Health to update their records.</p>
<p>Management: ECM Phase III</p>	<p>Phase II to be completed first quarter FY21: scanning of personnel files (including benefit & I9) Phase III to begin in FY21: working with IT on retention and access to files Phase IV (FY22) onboarding through ECM</p>
<p>Management: Health Insurance & Wellness Program</p>	<p>Implementation of health insurance changes for CY21 and work with Health Benefit team for wellness review and implementation of "well steps" program for FY21.</p>

HUMAN RESOURCES



Mary Thee, Assistant County Administrator/HR Director

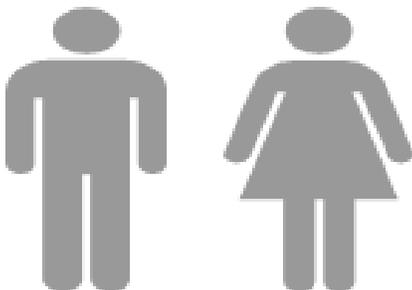
MISSION STATEMENT: To foster positive employee relations and progressive organizational improvement for employees, applicants and departments by: ensuring fair and equal treatment; providing opportunity for employee development and professional growth; assisting in identifying and retaining qualified employees; utilizing effective, innovative recruitment and benefit strategies; encouraging and facilitating open communication; providing advice on employment issues and being committed to establishing strategic business partnerships with departments to improve organizational design.

ACTIVITY/SERVICE:	Labor Management	DEPT/PROG:	HR 24.1000	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Employees	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$113,985
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of bargaining units	6	5	5	5
% of workforce unionized	54%	53%	53%	53%
# meeting related to Labor/Management	37	41	25	20
# training sessions with Labor/Management	n/a	0	2	1

PROGRAM DESCRIPTION:

Negotiates five union contracts, acts as the County's representative at impasse proceedings. The IBEW (Bailiff) unit did not recertify. Compliance with Iowa Code Chapter 20.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Improve relations with bargaining units	Conduct regular labor management meetings	25	11	12	12



ACTIVITY/SERVICE:	Recruitment/EEO Compliance	DEPT/PROG:	HR 24.1000		
BUSINESS TYPE:	Core Service	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$104,173	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
% of employees over 55 (nearing retirement)		n/a	29%	26%	26%
# of jobs posted		68	63	60	50
# of applications received		2,754	2,450	3,000	3,000

PROGRAM DESCRIPTION:

Directs the recruitment and selection of qualified applicants for all County positions and implements valid and effective selection criteria. Serve as EEO and Affirmative Action Officer and administers programs in compliance with federal and state laws and guidelines. Serves as County coordinator to assure compliance with ADA, FMLA, FLSA and other civil rights laws.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Measure the rate of countywide employee separations not related to retirements.	Decrease countywide turnover rate not related to retirements.	6.8%	7%	5%	5%
Measure the number of employees hired in underutilized areas.	Increase the number of employees hired in underutilized areas.	6	5	3	3

ACTIVITY/SERVICE:	Compensation/Performance Appraisal	DEPT/PROG:	HR 24.1000	
BUSINESS TYPE:	Semi-Core Service	RESIDENTS SERVED:	All Employees	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$39,240
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
# rate changes processed		n/a	337 ¹	300
# of organizational change studies exclusive of salary study		n/a	1	1
# new hires		n/a	72	75
				70

PROGRAM DESCRIPTION:

Monitors County compensation program, conducts organizational studies to ensure ability to remain competitive in the labor market. Work with consultant to review job descriptions and classifications. Responsible for wage and salary administration for employee wage steps. Coordinate and monitor the Employee Performance Appraisal system, assuring compliance with County policy. Work to digitize employee personnel files to permit future desktop access to employees.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Measures timely submission of evaluations by supervisors.	% of reviews not completed within 30 days of effective date.	47%	48%	33%	45%
% of jobs reviewed as part of salary study	Review progress and impact of salary study	n/a	100%	100%	n/a
% of personnel files scanned as part of project	Review progress and impact of project	37%	50%	100%	n/a

1. An additional 576 rate changes were performed in June in order to implement the findings of the classification and compensation study

ACTIVITY/SERVICE:	Benefit Administration	DEPT/PROG:	HR 24.1000	
BUSINESS TYPE:	Semi-Core Service	RESIDENTS SERVED:	All Employees	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$74,743
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Cost of health benefit PEPM		\$1,258	\$1,180	\$1,300
% of eligible employees enrolled in deferred comp		n/a	61%	65%
% of family health insurance to total		64%	65%	65%

PROGRAM DESCRIPTION:

Administers employee benefit programs (group health insurance, group life, LTD, deferred compensation and tuition reimbursement program) including enrollment, day to day administration, as well as cost analysis and recommendation for benefit changes.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
# new or increased contributions to deferred compensation	Impact of deferred compensation marketing and design changes	n/a	49	50	10
% of eligible employees participating in Y@work program	Impact of wellness marketing and labor changes	n/a	32%	30%	25%

ACTIVITY/SERVICE:	Policy Administration	DEPT/PROG:	HR 24.1000	
BUSINESS TYPE:	Semi-Core Service	RESIDENTS SERVED:	All Employees	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$19,620
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
# of Administrative Policies		72	73	74
# policies reviewed		12	17	5

PROGRAM DESCRIPTION:

Develops County-wide human resources and related policies to ensure best practices, consistency with labor agreements, compliance with state and federal law and their consistent application County wide.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Review policies at minimum every 5 years to ensure compliance with laws and best practices.	Review 5 policies annually	12	17	5	5

ACTIVITY/SERVICE:	Employee Development	DEPT/PROG:	HR 24.1000	
BUSINESS TYPE:	Semi-Core Service	RESIDENTS SERVED:	All Employees	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$115,385
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
# of employees in Leadership program		100	118	118
# of training opportunities provided by HR		12	17	12
# of all employee training opportunities provided		7	8	7
# of hours of Leadership Recertification Training provided		21.5	21.5	15

PROGRAM DESCRIPTION:

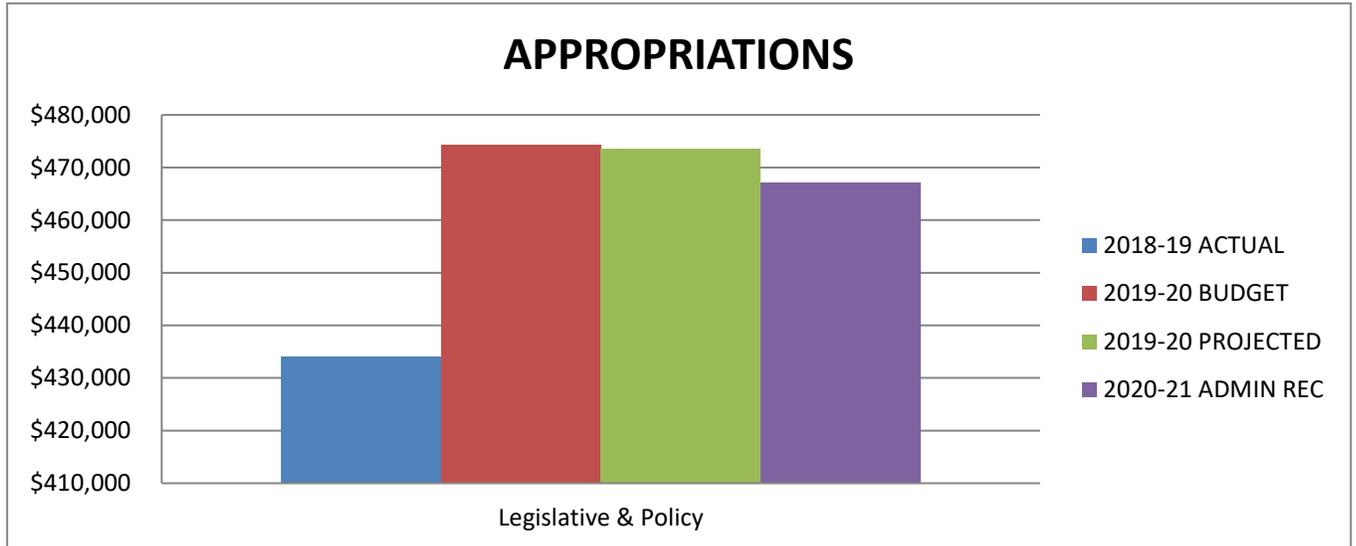
Evaluate needs, plans and directs employee development programs such as in-house training programs for supervisory and non-supervisory staff to promote employee motivation and development. Coordinates all Employee Recognition and the new Employee Orientation Program.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Effectiveness/utilization of County sponsored supervisory training	% of Leadership employees attending County sponsored supervisory training	33%	25%	25%	25%
Effectiveness/utilization of County sponsored training	% of employees attending county offered training	n/a	30%	30%	30%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Human Resources Management (24.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
41-N Assistant County Administrator/HR Director	0.50	0.50	0.50	0.50	0.50	0.50
27-N Human Resources Generalist	2.00	2.00	2.00	2.00	2.00	2.00
23-N Benefits Specialist	-	-	1.00	1.00	1.00	1.00
Benefits Coordinator	1.00	1.00	-	-	-	-
TOTAL POSITIONS	3.50	3.50	3.50	3.50	3.50	3.50

REVENUE SUMMARY:						
Miscellaneous	\$ 253	\$ 267	\$ 500	\$ 500	\$ 500	\$ 500
TOTAL REVENUES	\$ 253	\$ 267	\$ 500	\$ 500	\$ 500	\$ 500

APPROPRIATION SUMMARY:						
Salaries	\$ 238,395	\$ 269,929	\$ 262,625	\$ 261,625	\$ 252,303	\$ 252,303
Benefits	86,656	94,321	101,036	103,786	104,143	104,143
Purchase Services & Expenses	66,733	67,618	106,750	104,250	106,750	106,750
Supplies & Materials	3,492	2,156	3,950	3,950	3,950	3,950
TOTAL APPROPRIATIONS	\$ 395,276	\$ 434,024	\$ 474,361	\$ 473,611	\$ 467,146	\$ 467,146



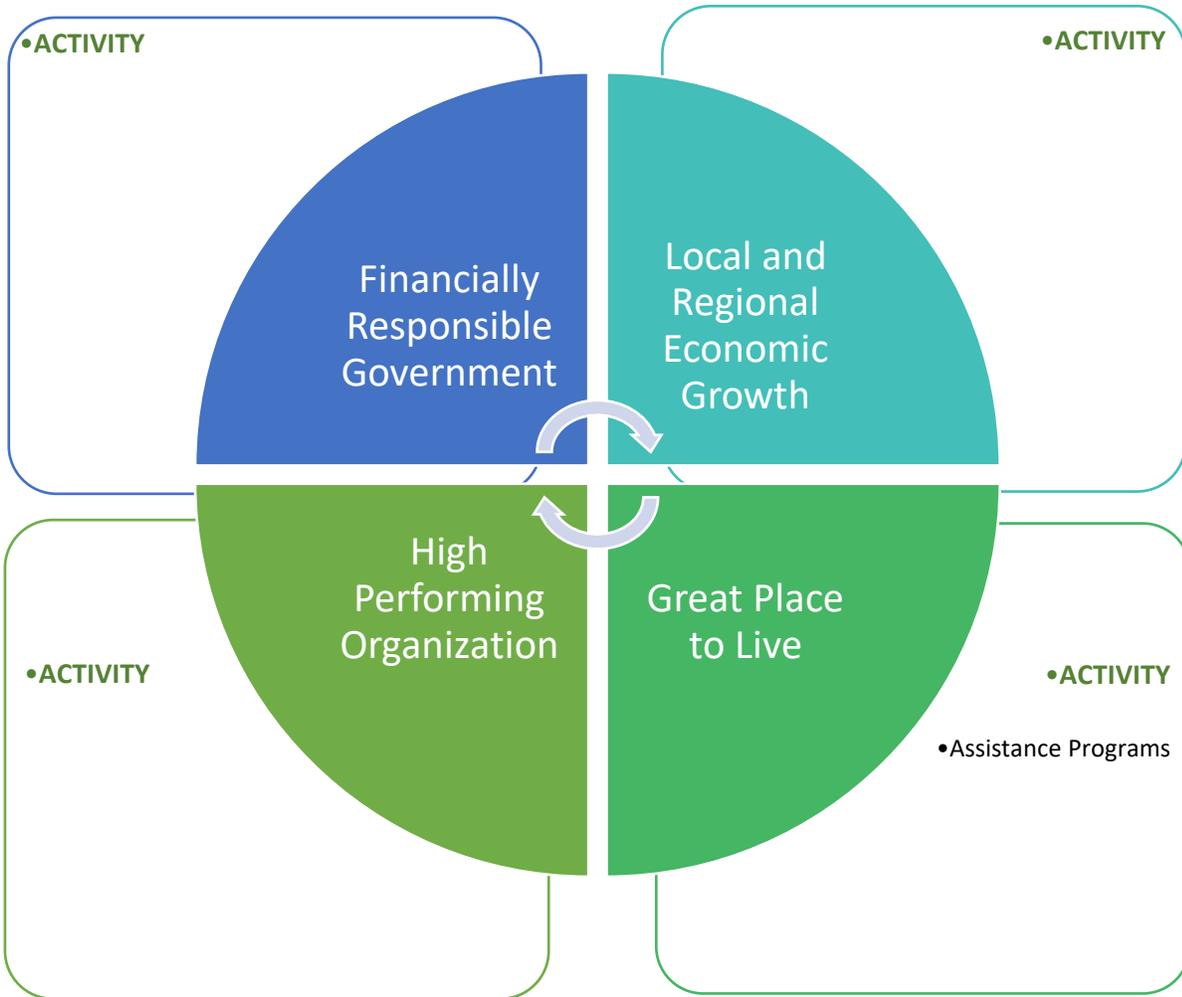
ANALYSIS

Revenues for this program are minimal and consist of Refunds & Reimbursements and the sale of past PRIDE items.

FY21 non-salary cost requests for this program remain unchanged from FY20.

There are no budget issues and no capital, personnel or vehicle changes to this program.

DHS



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Management: Financially Responsible Government</p>	<p>Cost pricing on supplies, furniture & equipment to ensure we are getting the best value for the money</p>
<p>Management: Financially Responsible Government</p>	<p>For the continued safety of our staff out in the field, provide cell phones for the workers. Long distance calls are placed on the cell phones, saving charges from their deskphones.</p>

Department of Human Services

Director: Kelly Kennedy Garcia

Phone: 515-281-5454

Website: www.dhs.state.ia.us



MISSION STATEMENT:

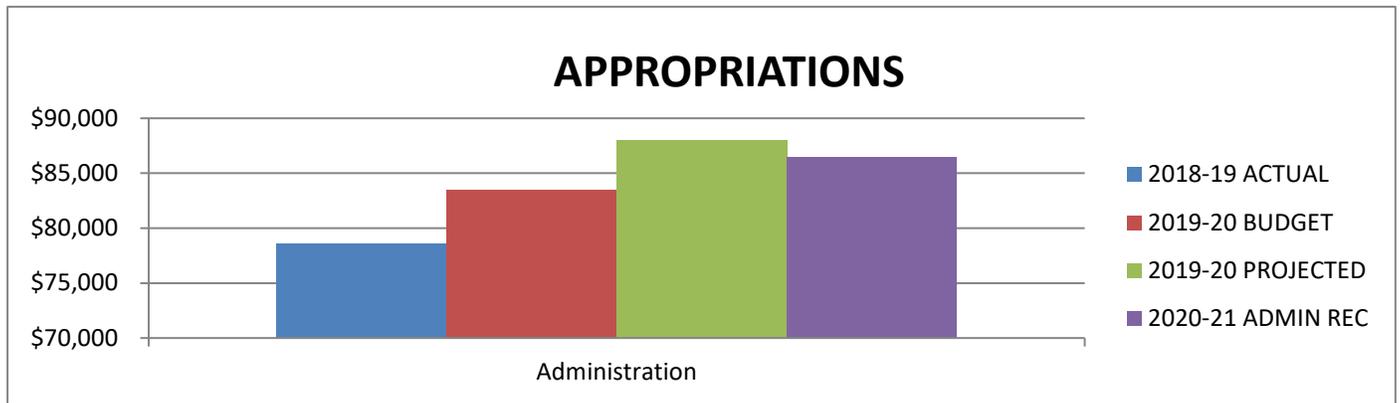
ACTIVITY/SERVICE:	Assistance Programs	DEPARTMENT:	21.1000		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	1,800		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$83,452
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
The number of cost saving measures implemented		2	2	2	2
Departmental Budget dollars expended (direct costs)		83,452	83,452	\$88,012	\$83,452
LAE dollars reimbursement (indirect cost)		255,315	252,388	\$245,000	\$250,000

PROGRAM DESCRIPTION:

The Department of Human Services is a comprehensive human service agency coordinating, paying for and/or providing a broad range of services to some of Iowa's most vulnerable citizens. Services and programs are grouped into four Core Functions: Economic Support, Health Care and Support Services, Child and Adult Protection and Resource Management. The focus of these services is to assist this population with achieving health, safety and self-sufficiency. All of these programs are federally mandated and are supported by federal and state funds. The county's contribution to this process is mandated in state legislation which stipulates the county is responsible for providing the day to day office operational funding. A percentage of this county funding is reimbursed quarterly through the Local Administrative Expense (LAE) Reporting (federal) which includes the direct and indirect costs incurred by the county for the support of DHS services. A large portion of the day to day operational expenditures are determined by federal and state rules as it relates to program administration.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Provide services to citizens in the most cost effective way.	Quarterly expenses will be monitored and stay within budgeted figures	100%	100% of expenses remained within budget	100%	100.00%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Administrative Support (21.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
REVENUE SUMMARY:						
Social Services Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	28,333	28,333	28,333	24,000	24,000	24,000
Miscellaneous	-	-	-	-	-	-
TOTAL REVENUES	\$ 28,333	\$ 28,333	\$ 28,333	\$ 24,000	\$ 24,000	\$ 24,000
APPROPRIATION SUMMARY:						
Capital	\$ 2,976	\$ 6,641	\$ 3,000	\$ 6,860	\$ 4,500	\$ 4,500
Purchase Services & Expenses	58,539	48,444	62,400	55,500	56,952	56,952
Supplies & Materials	21,927	23,488	18,052	25,652	25,000	25,000
TOTAL APPROPRIATIONS	\$ 83,442	\$ 78,573	\$ 83,452	\$ 88,012	\$ 86,452	\$ 86,452



ANALYSIS

The Department of Human Services (DHS) operates several offices within the Scott County Administrative Center. The county is responsible for providing office space, office furniture and supplies per Iowa Code. The county does receive a small amount of financial reimbursement but not 100%. The county continues to address this "unfunded mandate" with state Legislators.

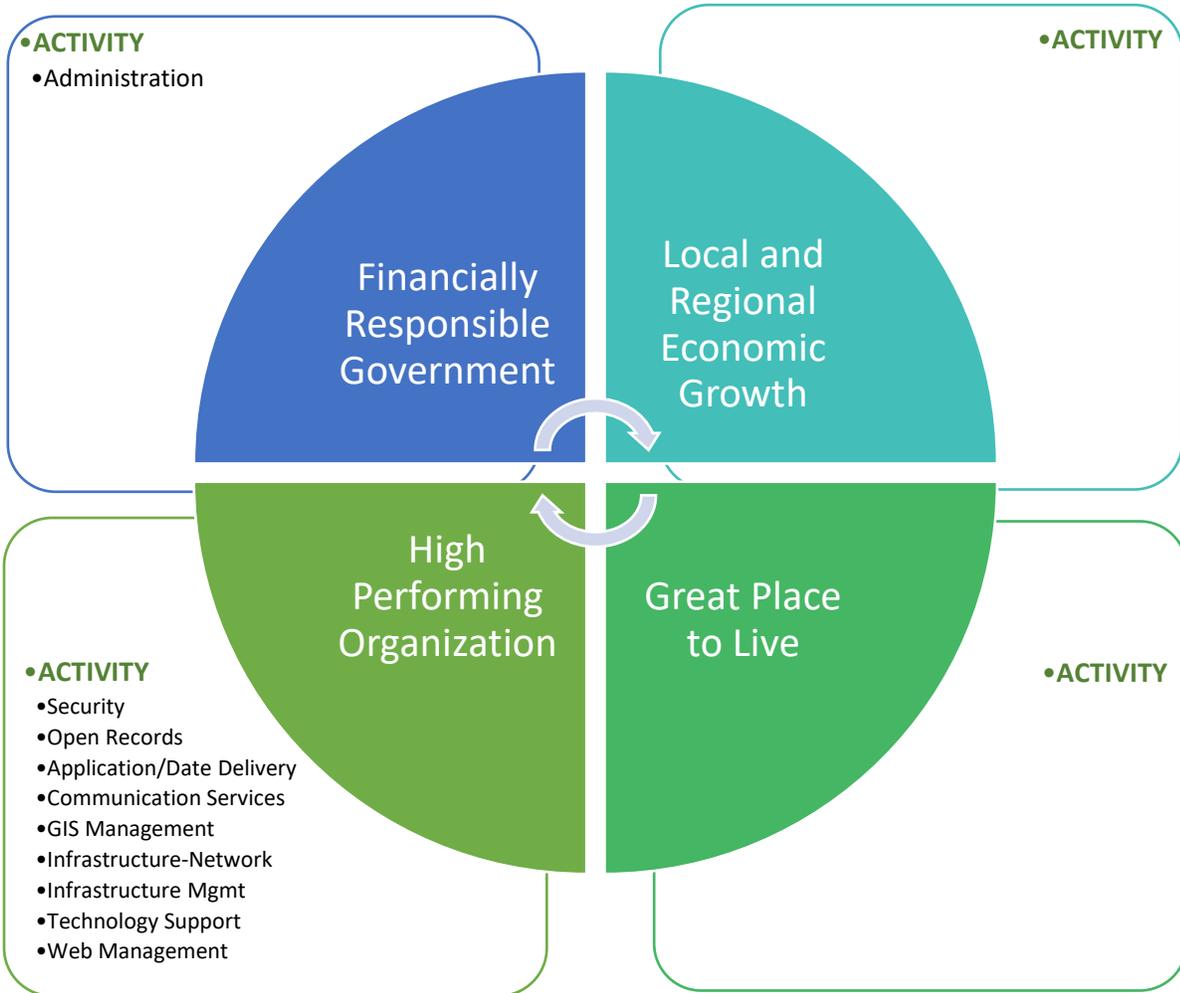
DHS provides a variety of services to hundreds of individuals in the county. DHS processes Medicaid applications, food applications, Family Investment Program requests as well as foster care services for hundreds of children and families.

DHS has requested additional funds for furniture, a 6% increase, for FY21.

Issues:

1. Unfunded mandate with low reimbursement rate.

INFORMATION TECHNOLOGY



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: To continue as a high performing organization, the County will focus on Cybersecurity and related issues</p>	<p>The County is requested to authorize 1.0 FTE to focus on cyber security issues, develop training, identify weaknesses and develop action plans to address identified issues.</p>
<p>Management: Develop 2020 Technology Assessment plan</p>	<p>The County will seek a vendor to advise and develop a 2020 action plan, designed to survey current technology assets and needs, and direction. The assessment plan will then be utilized by management to develop technology investment decisions over the next decade.</p>
<p>Management: Continue upgrade cycle of Information Technology Assets</p>	<p>Fy 2020-22 will focus on a number of technology upgrades including network, storage, laptops, back ups and GIS Parcel Fabric. The County will seek to complete these upgrades on time with minimal impact to internal and external users.</p>

Information Technology

Matt Hirst, IT Director



MISSION STATEMENT: IT's mission is to provide dependable and efficient technology services to County employees by: empowering employees with technical knowledge; researching, installing, and maintaining innovative computer and telephone systems; and implementing and supporting user friendly business applications.

ACTIVITY/SERVICE:	Administration	DEPT/PROG:	I.T.	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$173,483
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Authorized personnel (FTE's)		16	16	16
Departmental budget		2,713,540	2,640,899	2,937,881
Electronic equipment capital budget		951,842	851,936	2,231,000
Reports with training goals	(Admin / DEV / GIS / INF)	5 / 2 / 2 / 5	5 / 3 / 2 / 5	5 / 3 / 2 / 5
Users supported	(County / Other)	561/410	590/470	575/475

PROGRAM DESCRIPTION:

To provide responsible administrative leadership and coordination for the Information Technology Department and to assure stability of County technology infrastructure for Scott County Departments by providing dependable and timely network administration as well as application, GIS, and Web development resources.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Keep department technology skills current.	Keep individuals with training goals at or above 95%.	100%	100%	100%	100%



ACTIVITY/SERVICE:	Application/Data Delivery	DEPT/PROG:	I.T.		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$752,853
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of Custom Applications supported	(DEV / GIS)	31 / 27	31 / 38	31/ 34	31/ 34
# of COTS supported	(DEV / GIS / INF)	14 / 20 / 65	14 / 20 / 65	14/ 20 / 65	14/ 20 / 65
# of document type groups supported in ECM	(DEV)	N/A	25	35	35
# of document types supported in ECM	(DEV)	N/A	188	225	225
# of documents supported in ECM	(DEV)	N/A	2,644,648	3.0 M	3.0 M
# of pages supported in ECM	(DEV)	N/A	5,370,929	4.25 M	4.25 M

PROGRAM DESCRIPTION:

Custom Applications Development and Support: Provide applications through the design, development, implementation, and on-going maintenance for custom developed applications to meet defined business requirements of County Offices and Departments.

COTS Application Management: Manage and provide COTS (Commercial Off-The Shelf) applications to meet defined business requirements of County Offices and Departments.

Data Management: Manage and provide access to and from County DB's (DataBases) for internal or external consumption.

System Integration: Provide and maintain integrations/interfaces between hardware and/or software systems.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete Apps/Data work orders per SLA guidelines	% of work orders completed within SLA guidelines	90%	90%	90%	90%

ACTIVITY/SERVICE:	Communication Services	DEPT/PROG:	I.T.	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$288,048
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
				2020-21
				PROJECTED
# of quarterly phone bills		11	12	11
\$ of quarterly phone bills		18,017	18,328	20,000
# of cellular phone and data lines supported		265	300	300
# of quarterly cell phone bills		10	13	10
\$ of quarterly cell phone bills		24,497	27,548	25,000
# of VoIP phones supported		1,088	1,071	1,150
% of VoIP system uptime		100	100	100
# of e-mail accounts supported	(County / Other)	862/0	669	900 / 0
GB's of e-mail data stored		1010gb	1,700	1100GB

PROGRAM DESCRIPTION:

Telephone Service: Provide telephone service to County Offices and Departments to facilitate the performance of business functions.

E-mail: Maintain, secure, and operate the County's email system which allows the staff to communicate with the citizens, developers, businesses, other agencies and etc.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete Communication work orders per SLA guidelines	% of work orders completed within SLA guidelines	90%	90%	90%	90%

ACTIVITY/SERVICE:	GIS Services	DEPT/PROG:	I.T.		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$288,048
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# ArcGIS desktop users.		49	50	55	55
# Feature classes managed		990	1520	1100	1100
# ArcServer and ArcReader applications managed		25	29	25	25

PROGRAM DESCRIPTION:

Geographic Information Systems: Develop, maintain, and provide GIS data services to County Offices and Departments. Support county business processes with application of GIS technology.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
# GIS applications publicly available		UNK	UNK	TBD	TBD

*TBD as outcomes are being developed for future reporting

ACTIVITY/SERVICE:	Infrastructure - Network Services	DEPT/PROG:	I.T. 14B	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$360,060
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of network access devices supported	118	235	125	125
# of network ports supported	3,370	4,672	3,500	3,500
% of overall network up-time	99%	99%	99%	99%
% of Internet up-time	99%	99%	99%	99%
GB's of Internet traffic	65,000	125,000	75,000	75,000

PROGRAM DESCRIPTION:

Data Network: Provide LAN/WAN data network to include access to the leased-line and fiber networks that provide connectivity to remote facilities.

Internet Connectivity: Provide Internet access.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
% of network up-time	Keep % of network up-time > x%	99.0%	99.0%	99.0%	99.0%

ACTIVITY/SERVICE:	Infrastructure - User Services	DEPT/PROG:	I.T. 14B	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$360,060
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
		2020-21	PROJECTED	
# of PC's		415	488	450
# of Laptops / Tablets		184	180	200
# of Printers/MFP's		162	160	165
# of Cameras		UNK	UNK	TBD

PROGRAM DESCRIPTION:

User Infrastructure: Acquire, maintain, and support PC's, laptops, printers, displays, and assorted miscellaneous electronics.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Efficient use of technology.	Keep # of devices per employee <= 1.75	1.50	1.13	1.25	1.25

*TBD as outcomes are being developed for future reporting

ACTIVITY/SERVICE:	Infrastructure - Server Services	DEPT/PROG:	I.T. 14B	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$360,060
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
% of storage consumed	3TB	4.5TB	5TB	5TB
TB's of data stored	3TB	4.5TB	5TB	5TB
% of video storage consumed	52TB	2TB	53TB	53TB
TB's of video data stored	251TB	283TB	400TB	400TB
% of server uptime	99%	99%	99%	99%
# of physical servers	22	22	22	22
# of virtual servers	224	221	230	230
PROGRAM DESCRIPTION:				

Servers: Maintain servers including Windows servers, file and print services, and application servers.

Data Storage: Provide and maintain digital storage for required record sets.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
% server uptime	Keep server uptime >=95%	98%	99%	98%	99%

ACTIVITY/SERVICE:	Open Records	DEPT/PROG:	I.T. 14A, 14B		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Requestors		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$26,186
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# Open Records requests	(DEV / GIS / INF)	3/13/9	2 / 21 / 5	3 / 18 / 7	3 / 18 / 7
# of Open Records requests fulfilled within SLA	(DEV / GIS / INF)	3/13/9	2 / 21 / 5	3 / 18 / 7	3 / 18 / 7
avg. time to complete Open Records requests (Days)	(DEV / GIS / INF)	1/1/2	2 / 1 / 2	2 / 2 / 2	2 / 2 / 2

PROGRAM DESCRIPTION:

Open Records Request Fulfillment: Provide open records data to Offices and Departments to fulfill citizen requests.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
# Open Records requests completed within 10 days.	% of Open Records requests closed within 10 days.	100%	100%	100%	100%
Avg. time to complete Open Records requests.	Average time to close Open Records requests <= x days.	< = 5 Days	< 2 Days	< = 5 Days	< = 5 Days

ACTIVITY/SERVICE:	Data Backup	DEPT/PROG:	I.T.		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$229,129
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of DB with maintenance plans	(DEV)	45	45	45	45
# data layers archived	(GIS)	1055	1598	1100	1100
# of backup jobs	(INF)	710	349	750	750
TB's of data backed up	(INF)	1.7 TB	1.14TB	2TB	2TB
# of restore jobs	(INF)	52	3	10	10

PROGRAM DESCRIPTION:

Network Security: Maintain reliable technology service to County Offices and Departments.

Backup Data: Maintain backups of network stored data and restore data from these backups as required.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete Restore work order within SLA.	% of Restore requests completed within SLA.	100%	100%	100%	100%
Backup Databases to provide for Disaster Recovery.	% of databases on a backup schedule to provide for data recovery.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Technology Support	DEPT/PROG:	I.T. 14B		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$261,862	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of after hours calls		N/A	N/A	TBD	TBD
avg. after hours response time (in minutes)		N/A	N/A	TBD	TBD
# of work orders		N/A	N/A	TBD	TBD
avg. time to complete Trouble ticket request		N/A	N/A	TBD	TBD

PROGRAM DESCRIPTION:

Emergency Support: Provide support for after hours, weekend, and holiday for technology related issues.

Help Desk and Tier Two Support: Provide end user Help Desk and Tier Two support during business hours for technology related issues.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete work orders per SLA guidelines	% of work orders completed within SLA.	90%	90%	90%	90%
Respond to after hours/emergency requests within SLA.	% of after-hour support requests responded to within SLA	100%	100%	100%	100%

*TBD as outcomes are being developed for future reporting

ACTIVITY/SERVICE:	Web Services	DEPT/PROG: I.T. 14B		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:		All Users
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$173,483
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
		PROJECTED	PROJECTED	PROJECTED
avg # daily visits		36,338	40,115	45,000
avg # daily unique visitors		18,235	23,429	25,000
avg # daily page views		108,857	118,621	125,000
Citizen requests		82	35	50
Citizen request avg response time		0.65	0.85	< = 1 Days
# dept/agencies web supported		36	34	35

PROGRAM DESCRIPTION:

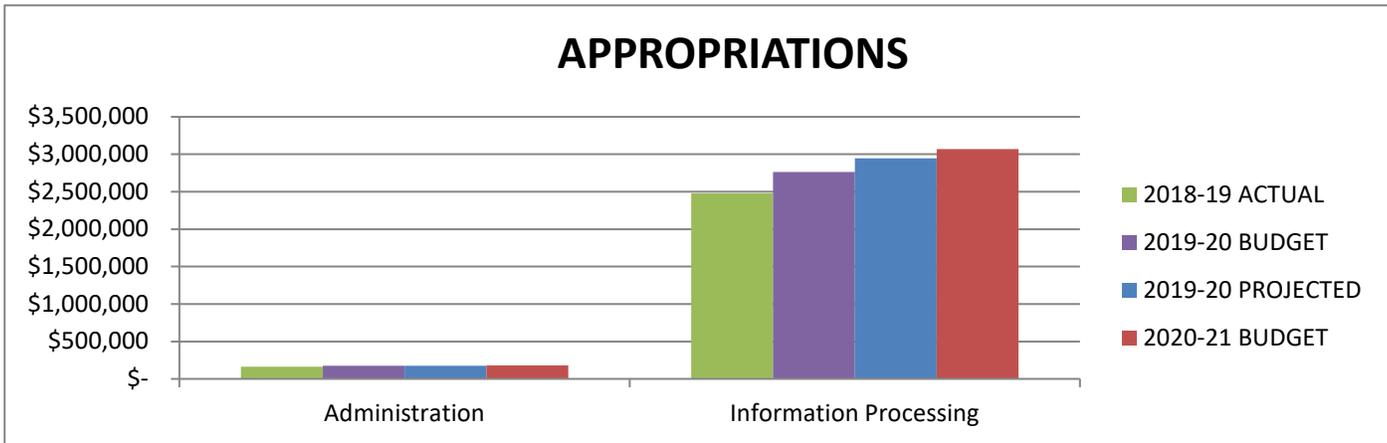
Web Management: Provide web hosting and development to facilitate access to public record data and county services.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Respond to Citizen requests in a timely manner	Average time to respond to Citizen request from www.ScottCountyIowa.com .	0.65	0.85 days	1 day	1 day

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: IT Administration (14.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
37-N Information Technology Director	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00	1.00

REVENUE SUMMARY:						
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	81,767	31,422	-	-	-	-
TOTAL REVENUES	\$ 81,767	\$ 31,422	\$ -	\$ -	\$ -	\$ -

APPROPRIATION SUMMARY:						
Salaries	\$ 115,593	\$ 118,415	\$ 124,547	\$ 124,047	\$ 126,679	\$ 126,679
Benefits	38,134	40,711	43,222	44,222	45,488	45,488
Purchase Services & Expenses	5,911	4,247	5,300	5,300	5,300	5,300
Supplies & Materials	424	591	300	300	300	300
TOTAL APPROPRIATIONS	\$ 160,062	\$ 163,964	\$ 173,369	\$ 173,869	\$ 177,767	\$ 177,767



ANALYSIS

FY21 non-salary costs for this program are to remain unchanged from FY20.

There are no revenues budgeted under the Administration program.

There are no budget issues associated with this program and no capital, personnel, or vehicle requests.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Information Technology (14.1401)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
34-N GIS Manager	1.00	1.00	1.00	1.00	1.00	1.00
32-N Network Infrastructure Manager	1.00	1.00	1.00	1.00	1.00	1.00
34-N Programmer/Analyst Manager	1.00	1.00	1.00	1.00	1.00	1.00
31-N Webmaster	1.00	1.00	1.00	1.00	1.00	1.00
31-N Senior Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	1.00
31-N Information Security Analyst	-	-	-	-	1.00	1.00
28-N Programmer/Analyst	1.00	1.00	2.00	2.00	2.00	2.00
28-N Network Systems Administrator	5.00	5.00	5.00	5.00	5.00	5.00
27-N Technology Systems Specialist Public Safety	1.00	1.00	1.00	1.00	1.00	1.00
27-N GIS Analyst	1.00	1.00	1.00	1.00	1.00	1.00
21-N Desktop Support Technician	2.00	2.00	2.00	2.00	2.00	2.00
TOTAL POSITIONS	15.00	15.00	16.00	16.00	17.00	17.00

REVENUE SUMMARY:						
Intergovernmental	\$ 184,702	\$ 194,490	\$ 221,000	\$ 221,000	\$ 221,000	\$ 221,000
Charges for Services	23,096	23,230	20,000	20,000	20,000	20,000
Miscellaneous	7,650	34,817	6,000	6,000	6,000	6,000
TOTAL REVENUES	\$ 215,448	\$ 252,537	\$ 247,000	\$ 247,000	\$ 247,000	\$ 247,000
APPROPRIATION SUMMARY:						
Salaries	\$ 1,043,382	\$ 1,050,663	\$ 1,164,332	\$ 1,161,332	\$ 1,264,997	\$ 1,264,997
Benefits	381,641	398,509	460,180	466,210	513,009	513,009
Capital Outlay	3,196	2,943	6,000	6,000	6,000	6,000
Purchase Services & Expenses	1,120,854	1,021,556	1,128,500	1,306,000	1,306,000	1,281,000
Supplies & Materials	3,686	3,264	5,500	5,500	5,500	5,500
TOTAL APPROPRIATIONS	\$ 2,552,759	\$ 2,476,935	\$ 2,764,512	\$ 2,945,042	\$ 3,095,506	\$ 3,070,506

ANALYSIS

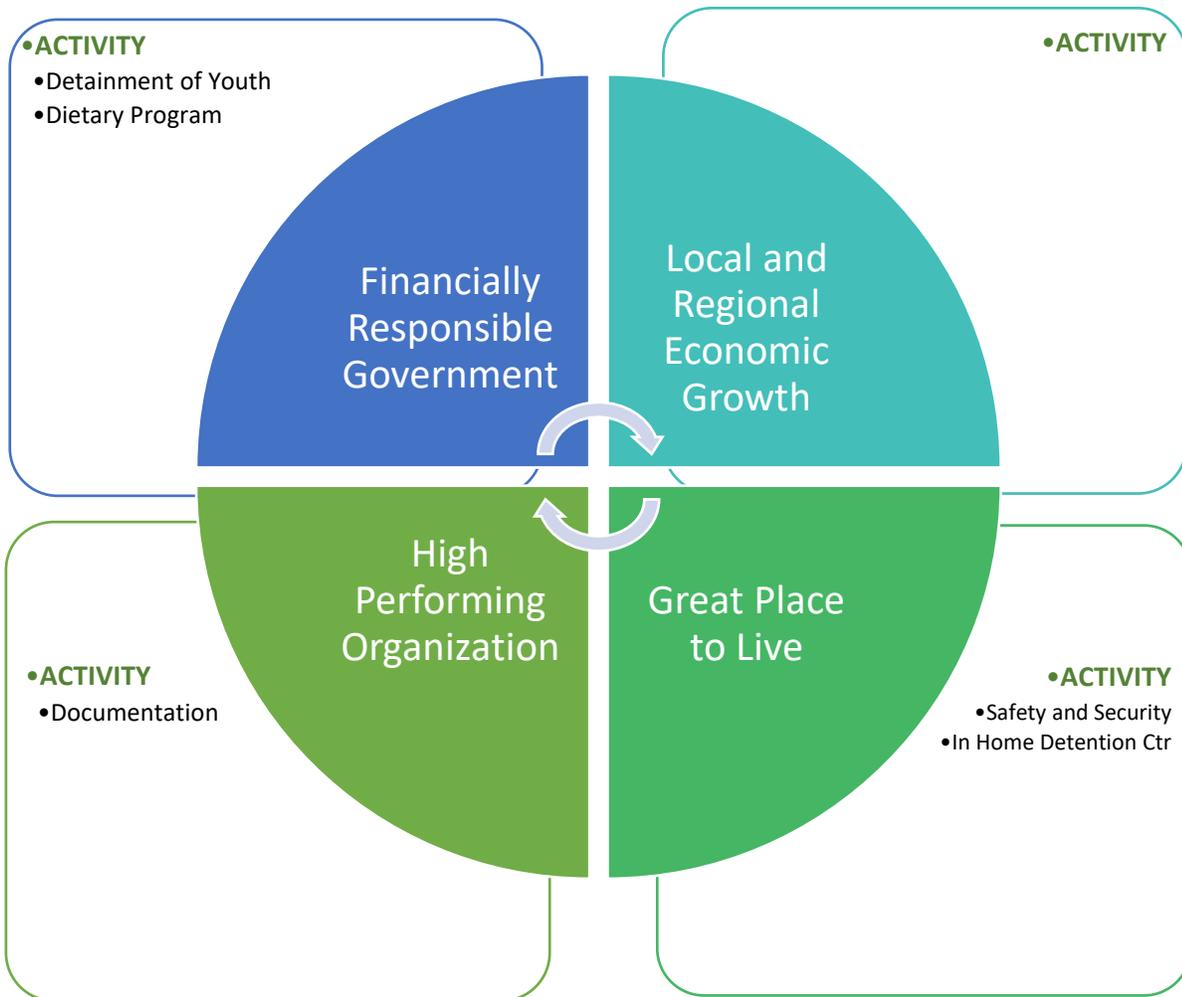
There is one additional FTE requested by the department for FY21 for an Information Security Analyst.

The increase of \$177,500 in FY21 purchase services and expenses is related to projected trend cost increases based on actual billings for service contracts, telephone, and computer software maintenance.

Budgeted revenues for this program remain unchanged from the previous year.

The budgeted capital outlay of \$6,000 is unchanged from previous years.

JUVENILE DETENTION CENTER



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Management Address short term detention bed space needs as well as begin addressing long term bed space needs.</p>	<p>Working with JDC Residents Population manager to develop plan to house 15+ residents in other detention centers across Iowa. Communicating with the community and media about the need for long term bed space. Working with administration to identify property/land for new detention center and bid building design.</p>
<p>Management: Meet or exceed all performance measures regarding recidivism with Auto-theft accountability program.</p>	<p>Will measure every referral and to track and report out recidivism rates, 6 months and 12 months past discharge from program.</p>
<p>Management: All Community-based diversion programs will operate in a fiscally responsible manner.</p>	<p>All Community-based diversion programs: (In-home Detention, GPS Monitoring, Youth Transition Decision-Making Program, and Auto Theft Accountability Program) will post revenues which meet or exceed expenses for the year.</p>

Juvenile Detention Center

Jeremy Kaiser, Director



MISSION STATEMENT: To ensure the health, education, and well-being of youth through the development of a well-trained, professional staff.

ACTIVITY/SERVICE:	Detainment of Youth	DEPARTMENT:	JDC 22.2201	\$807,988
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$817,622
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
# of persons admitted		351	348	300
Average daily detention population		18	21	23
# of days of adult-waiver juveniles		241	0	0
# of total days client care		6,451	7,676	8,400

PROGRAM DESCRIPTION:

Detainment of youthful offenders who reside in Scott County. Provide children with necessary health care, clothing, and medication needs in compliance with state regulations, in a fiscally responsible manner. Facilitate and assist agencies with providing educational, recreational, spiritual, and social-skill programming to the residents in our care.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To safely detain youthful offenders according to state licensing regulations/best practices, and in a fiscally responsible manner.	To serve all clients for less than \$240 per day after revenues are collected.	\$150	\$200	\$200	\$210



ACTIVITY/SERVICE:	Safety and Security	DEPARTMENT:	JDC 22.2201	\$807,988
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$817,622
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
# of escape attempts		0	0	0
# of successful escapes		0	0	0
# of critical incidents		116	106	120
# of critical incidents requiring staff physical intervention		25	41	24

PROGRAM DESCRIPTION:

Preventing escapes of youthful offenders by maintaining supervision and security protocol.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To de-escalate children in crisis through verbal techniques.	To diffuse crisis situations without the use of physical force 80% of the time.	78%	61%	80%	73%

ACTIVITY/SERVICE:	Dietary Program	DEPARTMENT:	JDC 22.2201	\$60,000
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$58,509
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Revenue generated from CNP reimbursement		33,993	34,306	34,000
Grocery cost		60,315	63,774	60,000

PROGRAM DESCRIPTION:

Serve residents nutritious food three meals a day, plus one snack in a fiscally-responsible manner. Claim child nutrition program reimbursement through the state of Iowa to generate revenue.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To serve kids food in accordance with State regulations at a sustainable cost.	To have an average grocery cost per child per day of less than \$4.50 after CNP revenue.	\$4.08	\$4.47	\$4.33	\$4.50

ACTIVITY/SERVICE:	Documentation	DEPARTMENT:	JDC 22.2201	\$201,997
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$331,552
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
# of intakes processed		351	348	300
# of discharges processed		343	352	300

PROGRAM DESCRIPTION:

Documenting intake information including demographic data of each resident. Documenting various other pertinent case file documentation throughout each resident's stay including: behavior progress, critical incidents, visitors, etc. Documenting discharge information. All documentation must be done in an efficient manner and in compliance with state licensing requirements.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To reduce error rate in case - file documentation	To have 9% or less error rate in case-file documentation	15%	19%	10%	10%

ACTIVITY/SERVICE: In home Detention Program		DEPARTMENT:	JDC 22B	\$112,588
Semi-core service	Community Add On	RESIDENTS SERVED:		All Residents
BOARD GOAL:	Great Place to Live	FUND:	BUDGET:	\$167,252
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
# residents referred for IHD program		159	138	150
# of residents who complete IHD program successfully		122	122	130

PROGRAM DESCRIPTION:

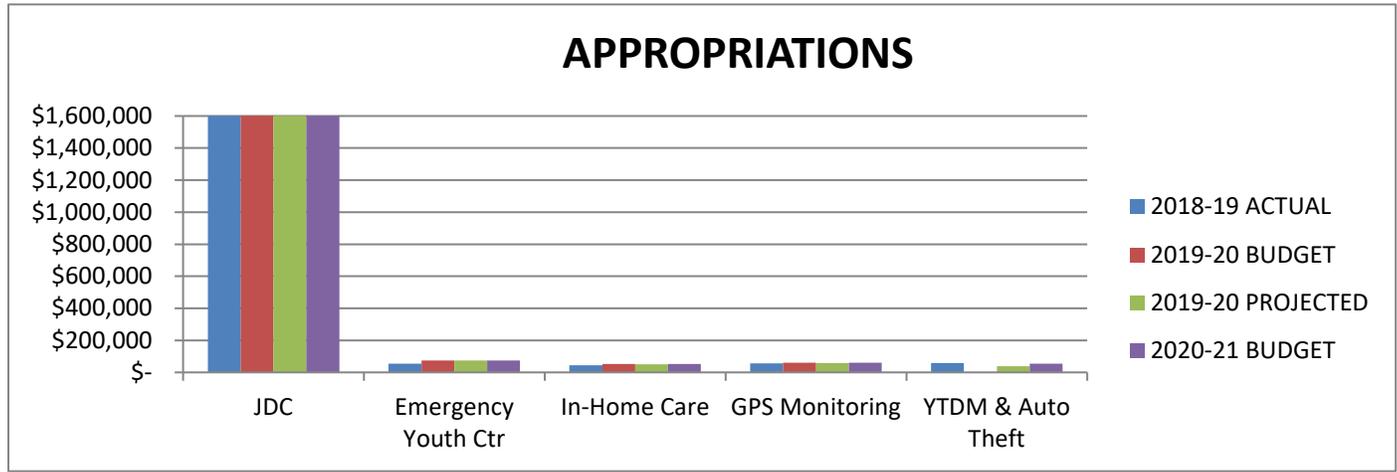
Certain juveniles are eligible to be supervised in the community through an "In-Home detention" program as an alternative to secure detention. JDC staff can supervise these juveniles in the community through random phone calls and home visits. Studies show that juveniles are less likely to commit crimes if diverted into a community-based, detention alternative program.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To ensure that all juveniles who are referred for In Home Detention supervision are given every opportunity to successfully complete the program.	80% or more of juveniles who are referred for In Home Detention complete the program successfully.	77%	88%	87%	89%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Juvenile Detention (1000, 2201)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
34-N Juvenile Detention Center Director	1.00	1.00	1.00	1.00	1.00	1.00
26-N Juvenile Detention Shift Supervisor	2.00	2.00	2.00	1.90	1.90	1.90
22-N Detention Youth Counselor	12.90	12.90	12.90	12.16	12.16	12.16
TOTAL POSITIONS	15.90	15.90	15.90	15.06	15.06	15.06

REVENUE SUMMARY:						
Intergovernmental	\$ 276,798	\$ 279,192	\$ 278,000	\$ 360,401	\$ 354,000	\$ 354,000
Charges for Services	19,730	-	1,000	1,000	1,000	1,000
Miscellaneous	3,784	986	500	500	500	500
TOTAL REVENUES	\$ 300,312	\$ 280,178	\$ 279,500	\$ 361,901	\$ 355,500	\$ 355,500

APPROPRIATION SUMMARY:						
Salaries	\$ 990,989	\$ 1,035,160	\$ 995,519	\$ 991,519	\$ 976,457	\$ 976,457
Benefits	338,662	374,061	390,638	395,038	392,949	392,949
Capital Outlay	3,012	3,231	1,000	1,000	1,000	1,000
Purchase Services & Expenses	184,003	418,627	506,500	256,700	506,500	506,500
Supplies & Materials	73,213	75,484	73,400	75,500	73,400	73,400
TOTAL APPROPRIATIONS	\$ 1,589,879	\$ 1,906,563	\$ 1,967,057	\$ 1,719,757	\$ 1,950,306	\$ 1,950,306



ANALYSIS

The total number of full-time equivalent employees has decreased slightly due to utilizing some employees time in other, community-based programs. The largest expense change is in "Purchase Services and Expenses." This is due to the fact that the last two fiscal years, the County has had to spend money to place many juveniles in other facilities, due to lack of bed space.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Emergency Youth Shelter (2202)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC

AUTHORIZED POSITIONS:						
TOTAL POSITIONS	-	-	-	-	-	-

REVENUE SUMMARY:						
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -					
APPROPRIATION SUMMARY:						
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	75,529	53,461	75,000	75,000	75,000	75,000
Supplies & Materials	-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$ 75,529	\$ 53,461	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000

ANALYSIS

\$75,000 is the appropriate amount to set aside each year for shelter services. The County has no control over how much these services are utilized.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: In-Home Care (2203)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
22-N Community Based Youth Counselor	0.25	0.25	0.25	0.50	0.50	0.50
22-N Detention Youth Counselor	-	-	-	0.16	0.16	0.16
TOTAL POSITIONS	0.25	0.25	0.25	0.66	0.66	0.66

REVENUE SUMMARY:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	65,242	53,200	60,000	50,000	50,000	50,000
Miscellaneous	-	-	-	-	-	-
TOTAL REVENUES	\$ 65,242	\$ 53,200	\$ 60,000	\$ 50,000	\$ 50,000	\$ 50,000

APPROPRIATION SUMMARY:						
Salaries	\$ 32,515	\$ 34,994	\$ 37,051	\$ 37,051	\$ 37,085	\$ 37,085
Benefits	8,869	9,170	10,665	10,665	10,645	10,645
Capital Outlay	398	-	-	-	-	-
Purchase Services & Expenses	1,251	987	2,750	2,600	2,750	2,750
Supplies & Materials	115	-	1,000	800	1,000	1,000
TOTAL APPROPRIATIONS	\$ 43,148	\$ 45,151	\$ 51,466	\$ 51,116	\$ 51,480	\$ 51,480

ANALYSIS

This program is set up to best cost/revenue neutral. The amount of staff dedicated to this program is commensurate with the amount of revenue earned. \$50,000 is the projected budget each year.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: GPS (2204)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
22-N Community Based Youth Counselor	0.25	0.25	0.25	0.50	0.50	0.50
22-N Detention Youth Counselor	-	-	-	0.16	0.16	0.16
TOTAL POSITIONS	0.25	0.25	0.25	0.66	0.66	0.66

REVENUE SUMMARY:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	69,203	58,017	67,000	54,000	54,000	54,000
Miscellaneous	-	-	-	-	-	-
TOTAL REVENUES	\$ 69,203	\$ 58,017	\$ 67,000	\$ 54,000	\$ 54,000	\$ 54,000

APPROPRIATION SUMMARY:						
Salaries	\$ 32,938	\$ 38,186	\$ 37,051	\$ 37,051	\$ 37,085	\$ 37,085
Benefits	8,851	10,054	10,664	10,663	10,642	10,642
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	12,106	9,103	13,381	10,231	13,381	13,381
Supplies & Materials	-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$ 53,895	\$ 57,343	\$ 61,096	\$ 57,945	\$ 61,108	\$ 61,108

ANALYSIS

This program is set up to best cost/revenue neutral. The amount of staff dedicated to this program is commensurate with the amount of revenue earned. Each year this program has earned more revenue than spent on expenses.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: YTDM&Auto Theft (2205/2206)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
26-N Juvenile Detention Shift Supervisor	-	-	-	0.10	0.10	0.10
22-N Detention Youth Counselor	-	-	-	0.42	0.42	0.42
TOTAL POSITIONS	-	-	-	0.52	0.52	0.52
REVENUE SUMMARY:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	267	41,205	5,000	50,000	50,000	50,000
Miscellaneous	-	21,345	-	20,000	20,000	20,000
TOTAL REVENUES	\$ 267	\$ 62,550	\$ 5,000	\$ 70,000	\$ 70,000	\$ 70,000
APPROPRIATION SUMMARY:						
Salaries	\$ 431	\$ 13,252	\$ -	\$ 18,000	\$ 29,886	\$ 29,886
Benefits	113	5,365	-	9,600	13,278	13,278
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	-	15,685	-	7,500	7,500	7,500
Supplies & Materials	-	23,299	-	4,000	4,000	4,000
TOTAL APPROPRIATIONS	\$ 544	\$ 57,601	\$ -	\$ 39,100	\$ 54,664	\$ 54,664
ANALYSIS						
<p>These programs are set up to best cost/revenue neutral. The amount of staff dedicated to these programs is commensurate with the amount of revenue earned. We are able to be reimbursed for all supply expenses for both programs.</p>						

Non-Departmental Fleet

Barbara A. Pardie, Fleet Manager



MISSION STATEMENT: To provide safe and serviceable vehicles at the most economical way to internal county customers

ACTIVITY/SERVICE:	Fleet Services	DEPT/PROG: NonDep/Fleet 2304		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED: Internal Vehicle Maintenance		
BOARD GOAL:	Financially Responsible	FUND: 01 General	BUDGET: \$	93,500
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Vehicle Replacement-Excluding Conservation	\$ 872,162	\$ 1,048,638	\$ 1,050,000	\$ 1,050,000
Vehicle downtime less than 24 hours	99.46%	99.49%	95%	95%
Average time for service Non-secondary Roads Vehicles	38 Minutes	48.5 Minutes	45 Minutes	45
Average time for Service Secondary Roads Equipment	129.22 Minutes	121.3 Minutes	240 Minutes	240

PROGRAM DESCRIPTION:

To provide modern, functional and dependable vehicles in a ready state so that Scott County citizens needs are met with the least cost and without interruption.

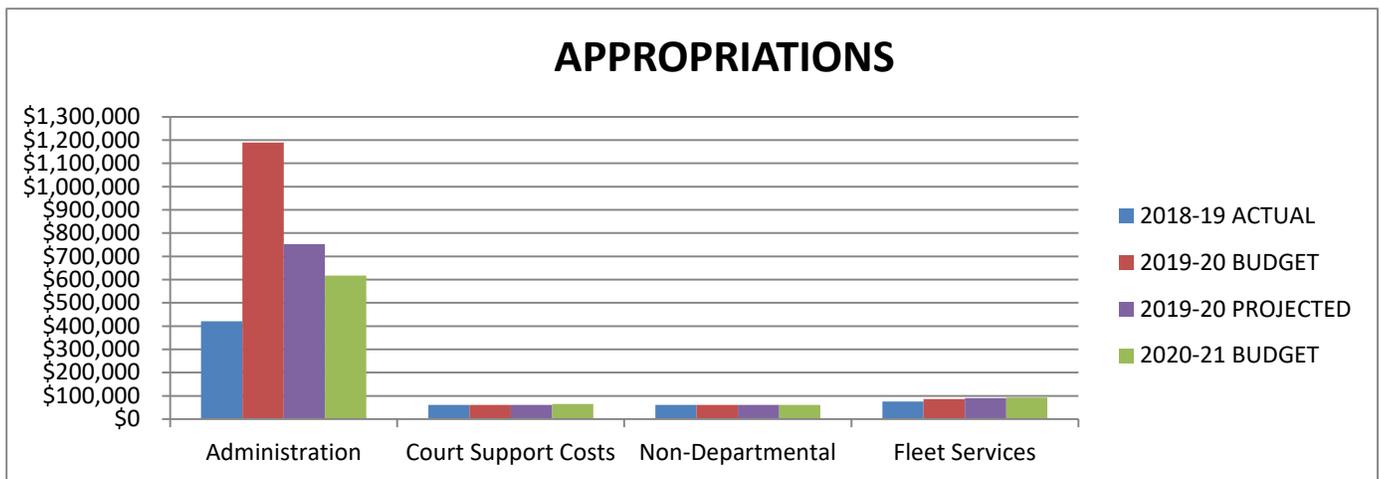
PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To maintain high levels of service to Scott County vehicles	Service within 10% of manufacture's recommended hours or miles	100%	100%	100%	100%
To provide time sensitive mobile repairs	Respond to all mobile calls within 1 hr.	100%	100%	100%	100%
To provide customers timely servicing or repairs	Begin repairs within 10 minutes of show time	100%	100%	100%	100%
To provide communications to customers that servicing or repairs are complete	Contact customer within 10 minutes of completion.	100%	100%	100%	100%



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Non-Departmental (23)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
TOTAL POSITIONS	-	-	-	-	-	-

REVENUE SUMMARY:						
Intergovernmental	\$ 153,675	\$ 179,134	\$ 158,000	\$ 177,900	\$ 177,900	\$ 177,900
Use of Money and Property	-	-	-	-	-	-
Miscellaneous	3,984	56,381	2,000	26,000	26,000	26,000
TOTAL REVENUES	\$ 157,659	\$ 235,515	\$ 160,000	\$ 203,900	\$ 203,900	\$ 203,900

APPROPRIATION SUMMARY:						
Salaries	\$ (140)	\$ -	\$ 292,795	\$ 292,795	\$ -	\$ 382,000
Benefits	1,419	-	185,652	185,702	-	203,800
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	304,626	420,080	710,950	752,450	717,450	617,450
Supplies & Materials	-	776	500	500	500	-
TOTAL APPROPRIATIONS	\$ 305,905	\$ 420,856	\$ 1,189,897	\$ 1,231,447	\$ 717,950	\$ 1,203,250



ANALYSIS

Non-departmental costs cover the general shared administrative expenses of the County including pass through grants for public safety, professional fees for cost reporting, professional services and audit. The reduction in purchase services and expenses for the FY21 budget is due to less planned professional fees to meet the strategic elements of the County. The increase in salary and benefits is to match the reserve for over hires within other departments.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	
PROGRAM: Non-Departmental Court Support		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC	
AUTHORIZED POSITIONS:								
TOTAL POSITIONS		-	-	-	-	-	-	
REVENUE SUMMARY:								
Intergovernmental	\$	-	\$	-	\$	-	\$	-
Charges for Services		81,121		80,823		82,000		82,000
Miscellaneous		516		516		3,000		3,000
TOTAL REVENUES	\$	81,637	\$	81,339	\$	85,000	\$	85,000
APPROPRIATION SUMMARY:								
Salaries	\$	-	\$	-	\$	-	\$	-
Benefits		-		-		-		-
Capital Outlay		-		-		-		-
Purchase Services & Expenses		55,487		61,103		60,500		61,000
Supplies & Materials		-		-		-		-
TOTAL APPROPRIATIONS	\$	55,487	\$	61,103	\$	60,500	\$	61,000
ANALYSIS								
Program is Judicial funding and mandated support costs.								

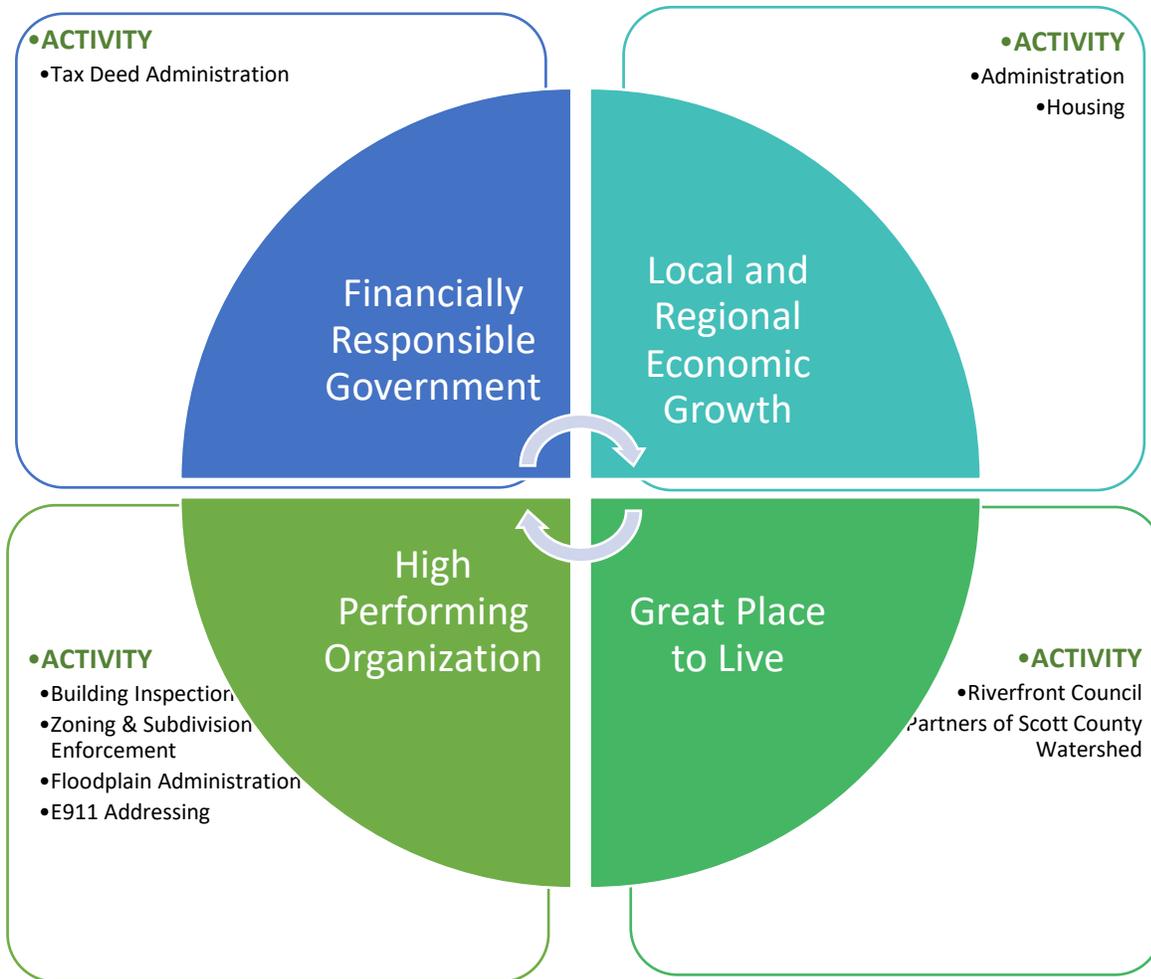
FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Non-Departmental 2301&2303		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
TOTAL POSITIONS		-	-	-	-	-	-
REVENUE SUMMARY:							
Intergovernmental	\$	54,927	\$ 153,684	\$ 61,000	\$ 147,131	\$ 145,000	\$ 145,000
TOTAL REVENUES	\$	54,927	\$ 153,684	\$ 61,000	\$ 147,131	\$ 145,000	\$ 145,000
APPROPRIATION SUMMARY:							
Salaries	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits		-	-	-	-	-	-
Capital Outlay		-	-	-	-	-	-
Purchase Services & Expenses		60,696	60,536	61,000	61,000	61,000	61,000
Supplies & Materials		-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$	60,696	\$ 60,536	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000
ANALYSIS							
Program area is pass-through grand funding to another agency.							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Non-Departmental Fleet		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
30-N Fleet Manager		-	0.40	0.40	0.40	0.40	0.40
TOTAL POSITIONS		-	-	-	-	-	-
REVENUE SUMMARY:							
Charges for Services	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES			\$ -	\$ -	\$ -	\$ -	\$ -
APPROPRIATION SUMMARY:							
Salaries	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits		-	-	-	-	-	-
Purchase Services & Expenses		69,469	74,160	84,500	88,000	91,500	91,500
Supplies & Materials		1,911	1,202	2,000	2,000	2,000	2,000
TOTAL APPROPRIATIONS	\$	71,380	\$ 75,362	\$ 86,500	\$ 90,000	\$ 93,500	\$ 93,500

ANALYSIS

Maintenance costs are projected to increase due to relative increase in patrol vehicles. Costs allocation from Secondary Roads fleet staff which also includes staffing and benefit adjustments.

PLANNING AND DEVELOPMENT



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Local and Regional Economic Growth</p>	<p>Planning staff serves on various Quad Cities local and regional Boards and committees. Visit Quad Cities, GDRC, Scott County Housing Council, Vera French Housing all strive to have a positive impact on the regional economy. Tourism, industrial development and quality housing are important components for economic growth. Planning Staff represents and advocated Scott County's interests and adopted Board goals to these various regional organizations.</p>
<p>Management: High Performing Organization</p>	<p>Planning staff strives to answer all questions regarding land use, zoning and building codes as accurately as possible. Department staff also review and process all applications in a timely fashion. Building inspections are scheduled and conducted in a professional manner.</p>
<p>Management: Great Place to live</p>	<p>Administering and applying Scott County's strict Ag Preservation land use policies is a challenging but rewarding duty. Preserving prime farm ground and protecting ag operations maintains Scott County's rural character. However, Scott County still encourages growth & development to occur inside city limits which does at time occur on prime farmland. Planning staff strives to balance these sometimes conflicting goals with our recommendations and presentations on future land use.</p>

Planning and Development

Tim Huey, Director



MISSION STATEMENT: To provide professional planning, development and technical assistance to the Board of Supervisors, the Planning and Zoning Commission and the Zoning Board of Adjustment in order to draft, review and adopt land use policies and regulations that guide and control the growth of Scott County by balancing the need to identify areas appropriate for development with the need to preserve productive farm land and protect farming operations and also to fairly enforce County building, subdivision and zoning codes for the protection of the public health, safety and welfare of Scott County citizens by efficiently and effectively interpreting and implementing the regulations.

ACTIVITY/SERVICE:	Planning & Development Administration	DEPARTMENT:	P & D 25A		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	Entire County		
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET: \$54,773	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Appropriations expended		\$ 413,930	\$ 464,750	\$ 526,021	\$ 547,725
Revenues received		\$ 239,213	\$ 238,395	\$ 242,270	\$ 257,720

PROGRAM DESCRIPTION:

Administration of the Planning and Development Departments duties and budget. Prepare, review and update the Scott County Comprehensive Plan as recommended by the Planning and Zoning Commission.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maintain expenditures within approved budget	To expend less than 100% of approved budget expenditures	94%	96%	95%	95%
Implementation of adopted County Comprehensive Plan	Land use regulations adopted and determinations made in compliance with County Comprehensive Plan	100%	100%	100%	100%
Maximize budgeted revenue	To retain 100% of the projected revenue	89%	98%	100%	100%



ACTIVITY/SERVICE:	Building Inspection/code enforcement	DEPARTMENT:	P & D 25B	
Tim Huey, Director	Quality of Life	RESIDENTS SERVED:	Unincor/28ECities	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$410,794
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Total number of building permits issued		799	908	900
Total number of new house permits issued		78	64	60
Total number of inspections completed		3,223	3,004	3,500

PROGRAM DESCRIPTION:

Review building permit applications, issue building permits, enforce building codes, and complete building inspections. Review building code edition updates.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Review and issue building permit applications within five working days of application	All permits are issued within five working days of application	799	800	900	1000
Review and issue building permit applications for new houses within five working days of application	All new house permits are issued within five working days of application	78	75	60	65
Complete inspection requests within two days of request	All inspections are completed within two days of request	3,223	4500	3,500	3,500

ACTIVITY/SERVICE:	Zoning and Subdivision Code Enforcement	DEPARTMENT:	P & D 25B	
Tim Huey, Director	Quality of Life	RESIDENTS SERVED:	Unincorp Areas	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$87,636
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Review of Zoning applications		18	14	18
Review of Subdivision applications		6	11	12
Review Plats of Survey		57	63	50
Review Board of Adjustment applications		5	10	10

PROGRAM DESCRIPTION:

Review zoning and subdivision applications, interpret and enforce zoning and subdivision codes.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Review and present Planning and Zoning Commission applications	All applications are reviewed in compliance with Scott County Zoning & Subdivision Ordinances	24	25	30	30
Review and present Zoning Board of Adjustment applications	All applications are reviewed in compliance with Scott County Zoning Ordinance	5	10	10	10
Investigate zoning violation complaints and determine appropriate enforcement action in timely manner	% of complaints investigated within three days of receipt	95%	90%	95%	95%

ACTIVITY/SERVICE:	Floodplain Administration	DEPARTMENT:	P & D 25B	
Tim Huey, Director	Core	RESIDENTS SERVED:	Uninco/28ECities	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$24,648
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of Floodplain permits issued		6	5	12

PROGRAM DESCRIPTION:

Review and issue floodplain development permit applications and enforce floodplain regulations. Review floodplain map updates.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Review and issue floodplain development permit applications for unincorporated areas of the County	Permits are issued in compliance with floodplain development regulations	6	5	12	12

ACTIVITY/SERVICE:	E-911 Addressing Administration	DEPARTMENT:	P & D 25B	
Tim Huey, Director	Core	RESIDENTS SERVED:	Unincorp Areas	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$24,648
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of new addresses issued		47	49	50

PROGRAM DESCRIPTION:

Review and assign addresses to rural properties, notify Sheriff's Dispatch office and utilities. Enforce provisions of County E-911 addressing code

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Correct assignment of addresses for property in unincorporated Scott County	Addresses issued are in compliance with E-911 Addressing Ordinance	47	49	50	50

ACTIVITY/SERVICE:	Tax Deed Administration	DEPARTMENT:	P & D 25A	
Tim Huey, Director	Core	RESIDENTS SERVED:	Entire County	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$65,727
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of Tax Deed taken		23	36	35
Number of Tax Deeds disposed of		23	0	25

PROGRAM DESCRIPTION:

Research titles of County Tax Deed properties. Dispose of County Tax Deed properties in accordance with adopted County policy.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Tax Certificate delivered from County Treasurer	Review of title of tax certificate properties held by Scott County	71	46	35	25
Hold Tax Deed Auction	Number of County tax deed properties disposed of	23	0	25	25

ACTIVITY/SERVICE:	Housing	DEPARTMENT: P & D 25A		
Tim Huey, Director	Quality of Life	RESIDENTS SERVED:		Entire County
BOARD GOAL:	Economic Growth	FUND: 01 General	BUDGET:	\$82,159
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Amount of funding for housing in Scott County		\$ 1,253,000	\$ 1,636,000	\$ 1,500,000
Number of units assisted with Housing Council funding		525	737	400

PROGRAM DESCRIPTION:

Participation and staff support with Quad Cities Housing Cluster and Scott County Housing Council

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Scott County Housing Council funds granted for housing related projects	Amount of funds granted for housing development projects in Scott County	\$1,253,000	\$ 1,636,000	\$ 1,500,000	\$ 1,500,000
Housing units developed or inhabited with Housing Council assistance	Number of housing units	525	436	400	400
Housing units constructed or rehabilitated and leveraged by funding from Scott County Housing Council	Amount of funds leveraged by Scott County Housing Council	\$5,012,000	\$ 4,811,000	\$ 4,500,000	\$ 4,500,000

ACTIVITY/SERVICE:	Riverfront Council	DEPARTMENT:	P & D 25A	
Tim Huey, Director	Quality of Life	RESIDENTS SERVED:	Entire County	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$8,216
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Quad Citywide coordination of riverfront projects		18	11	6

PROGRAM DESCRIPTION:

Participation and staff support with Quad Cities Riverfront Council

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Attend meetings of the Riverfront Council	Quad Citywide coordination of riverfront projects	4	5	6	6

ACTIVITY/SERVICE:	Partners of Scott County Watershed	DEPARTMENT:	P & D 25A	
Tim Huey, Director	Quality of Life	RESIDENTS SERVED:	Entire County	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$0
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Conduct educational forums on watershed issues		10	12	10
Provide technical assistance on watershed projects		47	47	0

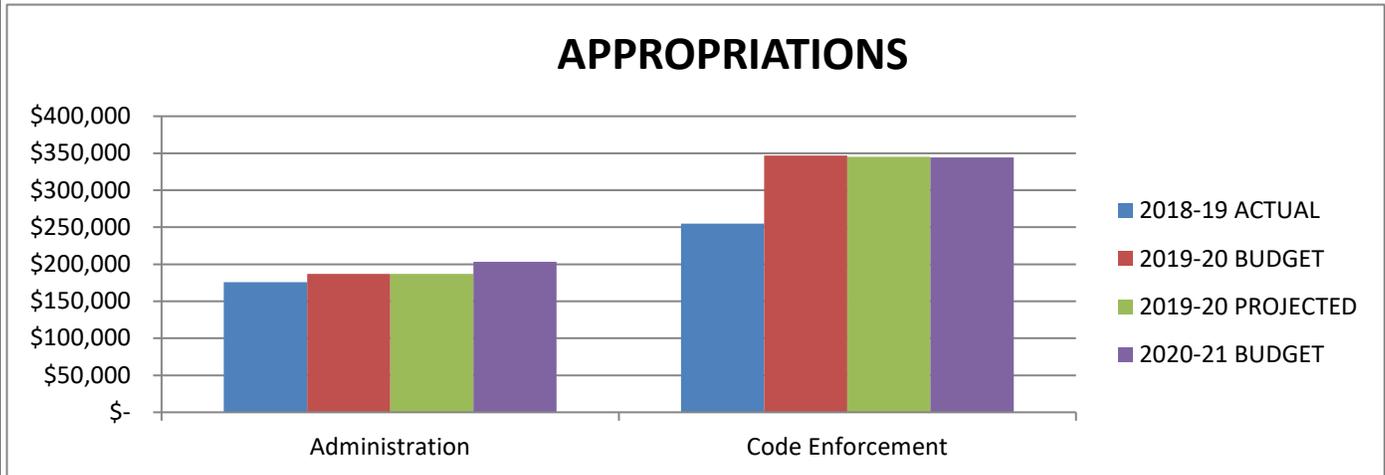
PROGRAM DESCRIPTION:

Planning and Development no longer provides staff support with Partners of Scott County Watersheds

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Conduct educational forums on watershed issues	Number of forums and number of attendees at watershed forums	10 with 310 attendees	12 with 295 attendees	12 with 450 attendees	0
Provide technical assistance on watershed projects	Number of projects installed and amount of funding provided	47	113	0	0

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Planning & Development Admin (25.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
35-N Planning & Development Director	0.60	0.60	0.60	0.60	0.60	0.60
24-AFSCME Building Inspector	0.05	0.05	0.10	0.10	0.10	0.10
24-N Planning & Development Specialist	0.25	0.25	0.25	0.25	0.25	0.25
18-N Senior Office Assistant	0.25	0.37	0.37	0.37	0.37	0.37
Z Planning Intern	0.25	0.25	0.25	0.25	0.25	0.25
TOTAL POSITIONS	1.40	1.52	1.57	1.57	1.57	1.57

REVENUE SUMMARY:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sale of Fixed Assets	-	-	-	-	-	-
TOTAL REVENUES	\$ -					
APPROPRIATION SUMMARY:						
Salaries	\$ 97,194	\$ 100,106	\$ 101,563	\$ 101,563	\$ 118,153	\$ 118,153
Benefits	37,963	40,786	48,754	48,754	48,209	48,209
Purchase Services & Expenses	20,720	32,425	34,600	34,600	35,100	35,100
Supplies & Materials	2,112	2,672	2,000	2,000	2,000	2,000
TOTAL APPROPRIATIONS	\$ 157,989	\$ 175,989	\$ 186,917	\$ 186,917	\$ 203,462	\$ 203,462



ANALYSIS

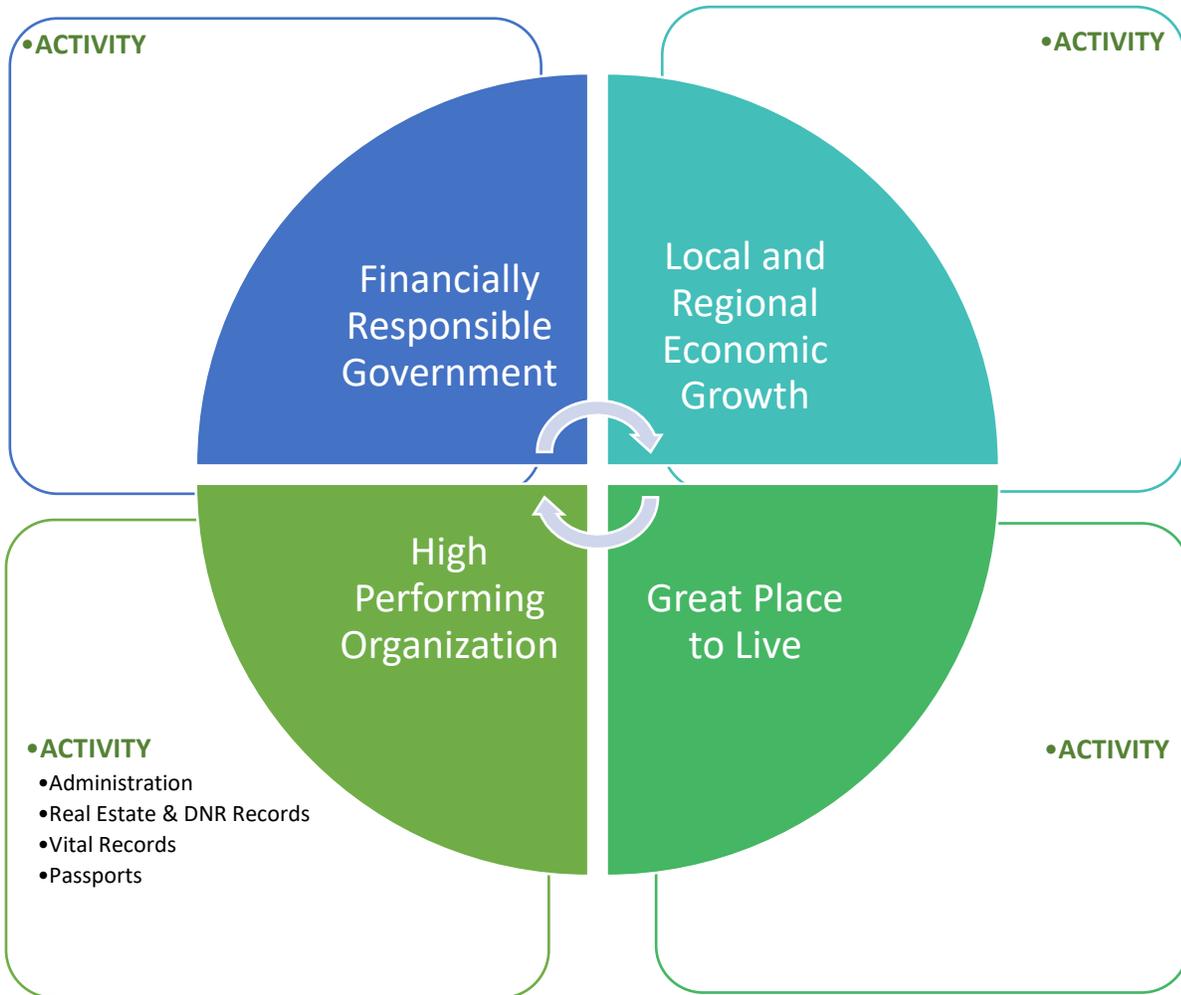
No changes to authorized positions for FY21.

Non-salary FY21 revenues are expected to remain the same for this program.

Non-salary FY21 expenditures are expected to increase only slightly for this program by \$500 or 1.3%.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Code Enforcement (2501 & 2502)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
35-N Planning & Development Director	0.40	0.40	0.40	0.40	0.40	0.40
24-AFSCME Building Inspector	0.95	0.95	1.90	1.90	1.90	1.90
24-N Planning & Development Specialist	0.75	0.75	0.75	0.75	0.75	0.75
18-N Senior Office Assistant	0.25	0.38	0.38	0.38	0.38	0.38
Z Enforcement Officer	0.58	0.58	-	-	-	-
TOTAL POSITIONS	2.93	3.06	3.43	3.43	3.43	3.43
REVENUE SUMMARY:						
Intergovernmental	\$ 1,730	\$ 2,490	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Licenses and Permits	216,084	230,619	226,370	237,620	241,620	241,620
Charges for Services	4,532	4,961	3,600	3,850	3,600	3,600
Other Financing Sources	16,795	-	10,000	10,000	10,000	10,000
TOTAL REVENUES	\$ 239,141	\$ 238,070	\$ 242,470	\$ 253,970	\$ 257,720	\$ 257,720
APPROPRIATION SUMMARY:						
Salaries	\$ 172,011	\$ 175,665	\$ 209,565	\$ 206,315	\$ 223,836	\$ 223,836
Benefits	65,769	72,217	113,219	114,219	95,427	95,427
Purchase Services & Expenses	14,978	4,259	23,120	23,520	23,800	23,800
Supplies & Materials	3,184	2,881	1,200	1,200	1,200	1,200
TOTAL APPROPRIATIONS	\$ 255,942	\$ 255,022	\$ 347,104	\$ 345,254	\$ 344,263	\$ 344,263
ANALYSIS						
<p>Non-salary FY21 revenues are expected to increase slightly due to all subcontractors being required to obtain permits for their portion of a project rather than being covered by the general contactors permit previously.</p> <p>Non-salary FY21 expenditures are essentially remaining the same from the previous budget year with only a \$280 increase.</p>						

RECORDER



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Management: Digitize real estate documents recorded between 1971-1988.</p>	<p>Allow the public easier access to the real estate documents by digitizing these documents. These documents are currently on microfilm, aperture cards and books which requires those seeking this information to come to the office. We have contracted with a vendor to scan and index these documents. The estimated completion of this project is FY21.</p>
<p>Management: Ensure timely processing of real estate recordings, vital records requests and DNR licensing</p>	<p>Cross train multi service clerks to rotate in and out of each department seamlessly to provide timely customer service. Keep departments adequately staffed to provide all services offered by the Recorder's office.</p>
<p>Management: Offer passport processing/photo services 3 days a week.</p>	<p>Ensure at least 1.5 certified passport agents are staffed during passport processing days.</p>

Recorder's Office

Rita Vargas, Recorder



MISSION STATEMENT: To serve the citizens of Scott County by working with the state and federal agencies to establish policies and procedures that assure reliable information, encourage good public relations, commitment to quality, open mindedness, recognition of achievement, a diligent environment, equality of service and responsible record retention. -RECORDER-

ACTIVITY/SERVICE:	Administration	DEPARTMENT:	Recorder 26	ADMIN	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$193,905
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total Department Appropriations		\$777,482	\$800,635	\$886,326	\$946,856

PROGRAM DESCRIPTION:

Record official records of documents effecting title to real estate, maintain a military and tax lien index. Issue recreational vehicle license, titles and liens. Issue hunting and fishing license. Issue certified copies of birth, death and marriage. Report and submit correct fees collected to the appropriate state agencies by the 10th of the month.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Ensure the staff is updated on changes and procedures set by Iowa Code or Administrative Rules from state and federal agencies.	Meet with staff quarterly or as needed to openly discuss changes and recommended solutions.	4	4	4	4
Cross train staff in all core services	Allow adequate staffing in all core service department to ensure timely processing and improved customer service	NA	NA	100%	100%



ACTIVITY/SERVICE:	Real Estate & DNR Records	DEPARTMENT: Recorder 26B			
BUSINESS TYPE:	Core	RESIDENTS SERVED:		All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$526,546	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of real estate documents recorded		34,681	32,537	30,500	30,500
Number of electronic recordings submitted		10,271	10,517	11,000	11,000
Number of transfer tax transactions processed		3,939	3,769	4,000	4,000
% of real estate docs electronically submitted		35%	NA	35%	35%
Conservation license & recreation regist		4,548	12,362	5,000	5,000

NOTE: Boat registration renewal occur every three years.

PROGRAM DESCRIPTION:

Maintain official records of documents effecting title to real estate and other important documents. Issue conservation license's titles, liens and permits.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Ensure all real estate documents presented for recording are placed on record the same day and correct fee is collected.	Information is available for public viewing within 24 hrs of indexing and scanning and the fees are deposited with Treasurer.	100%	50%	100%	100%
Ensure all real estate documents electronically submitted for recording are placed on record with in 48 hrs and the correct fee is collected.	Information is available for public viewing within 24 hrs of indexing	75%	NA	75%	100%
Digitize real estate documents recorded between 1971-1988	Allow the public to access documents electronically from our website anytime.	N/A	N/A	100%	100%
Ensure timely processing of all requests for ATV, ORV, Snowmobile, and boat registrations and titles. Execute hunting/fishing licenses	If received before 4pm, process all DNR requests the same day	N/A	N/A	100%	100%
Ensure accuracy in all DNR licensing and reporting.	Collect correct fees from customers. Provide accurate monthly fees and reports to Iowa Department of Revenue	N/A	N/A	100%	100%

ACTIVITY/SERVICE:	Vital Records	DEPARTMENT: Recorder 26D			
BUSINESS TYPE:	Core	RESIDENTS SERVED:		All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$203,940	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of certified copies requested		12,919	15,522	13,000	13,000
Number of Marriage applications processed		1,040	894	1,100	1,100
Number of passports processed		1,479	1,365	1,400	1,400
Number of passport photos processed		1,279	1,159	1,300	1,200

PROGRAM DESCRIPTION:

Maintain official records of birth, death and marriage certificates. Issue marriage licenses.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Accept Marriage Applications in person or via mail. These are entered into the database the same day as received .	Immediately process and issue the Marriage Certificate. This eliminates the customer having to return in 3 days to pick up certificate.	100%	100%	100%	100%
Ensure timely processing of funeral home certified copy requests	If received prior to 4pm, process funeral home requests same day they are received.	100%	100%	100%	100%
Ensure timely processing of certified copy requests for the public	If received prior to 4pm, process vital record requests same day they are received.	NA	NA	100%	100%

ACTIVITY/SERVICE:	Passports	DEPARTMENT:		
BUSINESS TYPE:	Community Add On	RESIDENTS SERVED:		All Residents
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$22,465
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of Passports Processed		1,479	1,365	1,400
Number of passport photos processed		1,279	1,159	1,300

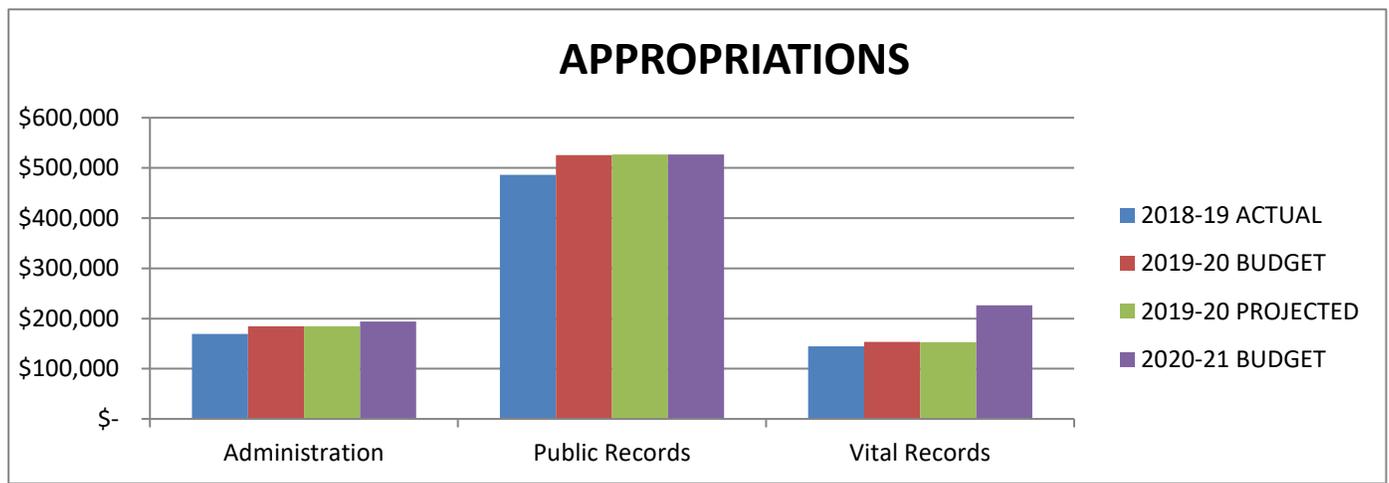
PROGRAM DESCRIPTION:

Execute passport applications and ensure they are in compliance with the guidelines provided by the U.S. Department of State. Provide passport photo services to new and renewing passport customers.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Ensure all customers passport applications are properly executed the same day the customers submits the paperwork	If received before 2:00pm, the completed applications and transmittal sheet are ailed to the U.S. Department of State the same day	100%	100%	100%	100%
Ensure all passport applications are received at the passport processing facility	Track each passport trasmittal daily to ensure it was received by the appropriate facility. Troubleshoot any errors with local post office and passport facility.	N/A	N/A	90%	100%
Offer passport photo services	Allow passport customers one stop by excuting passports and providing passport photo services to new and renewing passport customers.	100%	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Recorder Administration (26.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
X Recorder	1.00	1.00	1.00	1.00	1.00	1.00
33-N Office Administrator	0.50	0.50	0.50	0.50	0.50	0.50
	-	-	-	-		
TOTAL POSITIONS	1.50	1.50	1.50	1.50	1.50	1.50

REVENUE SUMMARY:						
Charges for Services	\$ -		\$ 25	\$ -	\$ -	\$ -
Use of Money & Property	2,943	464	-	-	-	-
Miscellaneous	100	142	150	150	150	150
TOTAL REVENUES	\$ 3,043	\$ 606	\$ 175	\$ 150	\$ 150	\$ 150
APPROPRIATION SUMMARY:						
Salaries	\$ 115,986	\$ 118,823	\$ 125,875	\$ 125,875	\$ 132,540	\$ 132,540
Benefits	46,146	49,225	53,691	54,191	56,640	56,640
Purchase Services & Expenses	1,636	407	1,725	1,725	1,725	1,725
Supplies & Materials	2,366	1,084	3,000	3,000	3,000	3,000
TOTAL APPROPRIATIONS	\$ 166,134	\$ 169,539	\$ 184,291	\$ 184,791	\$ 193,905	\$ 193,905



ANALYSIS

No changes to authorized positions for FY21.
 FY21 revenues are expecting no change.
 FY21 Non-Salary expenditures are expecting no change.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Public Records (26.2601/2602)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Y Second Deputy	1.00	1.00	1.00	1.00	1.00	1.00
33-N Office Administrator	0.50	0.50	0.50	0.50	0.50	0.50
19-AFSCME Real Estate Specialist	1.00	1.00	1.00	1.00	1.00	1.00
19-AFSCME Licensing Specialist	-	-	1.00	1.00	1.00	1.00
17-AFSCME Multi-Service Clerk	4.50	4.50	3.16	3.16	3.66	3.16
TOTAL POSITIONS	7.00	7.00	6.66	6.66	7.16	6.66

REVENUE SUMMARY:						
Charges for Services	\$ 1,009,069	\$ 1,009,069	\$ 1,045,000	\$ 995,000	\$ 995,000	\$ 995,000
Use of Money & Property	1,257	2,474	2,200	2,200	2,200	2,200
Miscellaneous	2,549	2,248	2,000	2,000	2,000	2,000
TOTAL REVENUES	\$ 1,012,875	\$ 1,013,791	\$ 1,049,200	\$ 999,200	\$ 999,200	\$ 999,200
APPROPRIATION SUMMARY:						
Salaries	\$ 318,564	\$ 333,767	\$ 354,130	\$ 353,130	\$ 337,528	\$ 332,960
Benefits	142,286	146,077	162,117	164,517	179,793	153,910
Purchase Services & Expenses	45,832	3,650	2,725	2,725	2,725	2,725
Supplies & Materials	2,797	2,851	6,450	6,500	6,500	6,500
TOTAL APPROPRIATIONS	\$ 509,479	\$ 486,345	\$ 525,422	\$ 526,872	\$ 526,546	\$ 496,095

ANALYSIS

FY20 & FY21 Revenues were reduced by \$50,000 based on past performance in this department. Previous estimates were too high.

Organizational request was submitted to make the half time position full time.

FY21 Non-Salary expenditures are expecting no change.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Vital Records (2603)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
19-AFSCME Vital Records Specialist	1.00	1.00	1.00	1.00	1.00	1.00
17-AFSCME Multi-Service Clerk	1.00	1.00	1.34	1.34	1.34	1.34
TOTAL POSITIONS	2.00	2.00	2.34	2.34	2.34	2.34

REVENUE SUMMARY:						
Charges for Services	\$ 107,098	\$ 115,020	\$ 101,000	\$ 100,000	\$ 93,000	\$ 93,000
TOTAL REVENUES	\$ 107,098	\$ 115,020	\$ 101,000	\$ 100,000	\$ 93,000	\$ 93,000
APPROPRIATION SUMMARY:						
Salaries	\$ 79,492	\$ 88,349	\$ 90,749	\$ 90,249	\$ 133,596	\$ 133,596
Benefits	48,377	55,058	58,831	58,831	88,809	88,809
Purchase Services & Expenses			1,000	1,000	1,000	1,000
Supplies & Materials	777	1,343	3,000	3,000	3,000	3,000
TOTAL APPROPRIATIONS	\$ 128,646	\$ 144,750	\$ 153,580	\$ 153,080	\$ 226,405	\$ 226,405

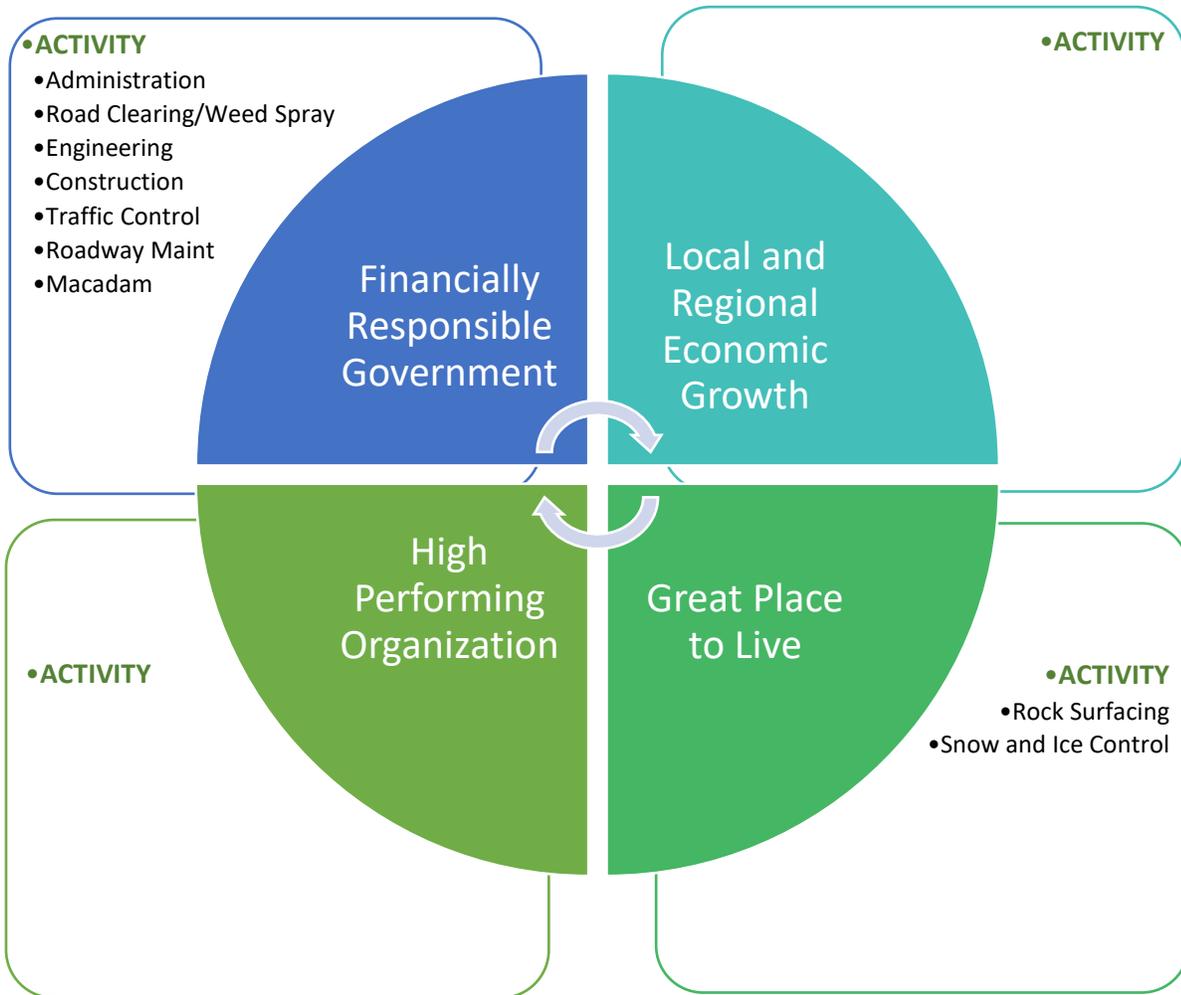
ANALYSIS

FY21 revenues were reduced by \$7,000 to reflect reduced passport processing days (went from processing 3 days a week to just one day a week).

FY21 Non-Salary expenditures are expecting no change.

No changes to authorized positions for FY21.

Secondary Roads



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

Board: Financially Responsible Government	By actively pursuing alternative funding opportunities, the Secondary Roads Department will receive \$812,000 in Federal-Aid funding to replace 4 structurally deficient bridges, to be constructed in FY 20 and 21.
Management: Great Place to Live	By continually reviewing our Winter Operations plan and by providing proper maintenance of our snow removal equipment, we are able to perform effective and efficient snow removal practices in order to maintain a safe road system during the winter months.
Management: Financially Responsible Government	When we are developing construction projects that adjoin or continue through small towns in Scott County, we work closely with their administrators to determine if they would benefit from participating in the project. Including additional work lowers unit prices for both entities. We are also able to support those communities by providing the engineering and contract administration services.

Secondary Roads

Angie Kersten, County Engineer



MISSION STATEMENT: To maintain Scott County Roads and Bridges in a safe, efficient, and economical manner and to construct new roads and bridges in the same safe, efficient and economical manner.

ACTIVITY/SERVICE:	Administration	DEPT/PROG:	Secondary Roads	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	13 Sec Rds	BUDGET: \$311,000
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Resident Contacts		375	400	400
Permits		800	708	800

PROGRAM DESCRIPTION:

To provide equal, fair and courteous service for all citizens of Scott County by being accessible, accommodating and responding to the needs of the public by following established policies and procedures.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To be Responsive to residents inquiries, complaints, or comments.	Contact resident or have attempted to make contact within 48 hours	100%	100%	100%	100%
To be Responsive to requests for Moving permits	Permit requests approved within 24 Hours	100%	100%	100%	100%
To Provide training for employee development	conduct seasonal safety meetings and send employees to classes for leadership development and certifications as they become available	100%	100%	100%	100%
Timely review of claims	To review claims and make payments within thirty days of invoice.	100%	100%	100%	100%
Evaluations	Timely completion of employee evaluations	98%	98%	98%	98%



ACTIVITY/SERVICE:	Engineering	DEPT/PROG:	Secondary Roads		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET: \$576,500	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Project Preparation		6	7	8	11
Project Inspection		4	2	11	11
Projects Let		4	5	8	8

PROGRAM DESCRIPTION:

To provide professional engineering services for county projects and to make the most effective use of available funding.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To complete project plans accurately to prevent extra work orders.	Extra work order items limited to less than 10% of contract orders.	100%	100%	98%	98%
Give staff the required training to allow them to accurately inspect and test materials during construction	Certification are 100% maintained	100%	100%	100%	100%
Prepare project plans to be let on schedule	100% of projects are let on schedule	100%	100%	98%	98%
Engineer's Estimates	Estimates for projects are within 10% of Contract	95%	95%	95%	95%

ACTIVITY/SERVICE:	Construction	DEPT/PROG:	Secondary Roads	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET: \$2,265,000
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Bridge Replacement		1	1	6
Federal and State Dollars		\$2,600,000	\$2,544,000	\$0
Pavement Resurfacing		3	3	2
Culvert Replacement		1	4	4

PROGRAM DESCRIPTION:

To provide for the best possible use of tax dollars for road and bridge construction by (A) using the most up to date construction techniques and practices therefore extending life and causing less repairs, (B) analyzing the existing system to determine best possible benefit to cost ratio and (C) by providing timely repairs to prolong life of system.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To make use of Federal and State funds for Bridge replacements within Federal and State Constraints	To not allow our bridge fund to exceed a 6 year borrow ahead limit	100%	100%	100%	100%
To fully utilize Federal and State FM dollars for road construction	Keep our State FM balance not more than two years borrowed ahead and to use all Federal funds as they become available.	100%	100%	100%	100%
Replace culverts as scheduled in five year plan	All culverts will be replaced as scheduled	100%	100%	100%	100%
Complete construction of projects	Complete construction of projects within 110% of contract costs	100%	100%	100%	100%

ACTIVITY/SERVICE:	Rock Resurfacing	DEPT/PROG:	Secondary Roads	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Great Place to Live	FUND:	13 Sec Rds	BUDGET: \$900,000
	OUTPUTS	2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
	Blading - Miles	391	379	378
	Rock Program - Miles	120	120	120

PROGRAM DESCRIPTION:

To provide a safe, well-maintained road system by utilizing the latest in maintenance techniques and practices at a reasonable cost while providing the least possible inconvenience to the traveling public.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To insure adequate maintenance blading of gravel roads	Every mile of gravel road is bladed in accordance with established best practices when weather conditions permit.	100%	100%	100%	100%
Maintain a yearly rock resurfacing program to insure enough thickness of rock	Insure enough thickness of rock to avoid mud from breaking through the surface on 80% of all Gravel Roads (frost Boils excepted)	100%	100%	100%	100%
Provide instruction to Blade operators on proper techniques	Maintain proper crown and eliminate secondary ditches on 95% of gravel roads	100%	100%	100%	100%

ACTIVITY/SERVICE:	Snow and Ice Control	DEPT/PROG:	Secondary Roads		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	13 Sec Rds	BUDGET: \$497,000	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Tons of salt used		1200	1700	1700	1700
Number of snowfalls less than 2"		9	14	15	15
Number of snowfalls between 2" and 6"		2	8	6	6
Number of snowfalls over 6"		2	4	3	3

PROGRAM DESCRIPTION:

To provide modern, functional and dependable methods of snow removal to maintain a safe road system in the winter months.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
In accordance with our snow policy, call in staff early after an overnight snow event	All snow routes will have one round complete within 2 hours of start time when event is 4 inches or less, within 3 hours when between 4 and 6 inches	100%	100%	100%	100%
Keep adequate stores of deicing materials and abrasives	Storage facilities not to be less than 20% of capacity	100%	100%	100%	100%
To make efficient use of deicing and abrasive materials.	Place deicing and abrasive materials on snow pack and ice within 2 hours of snow clearing.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Traffic Control	DEPT/PROG:	Secondary Roads		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET: \$306,000	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of Signs		7,101	7,101	7,101	7,101
Miles of markings		183	183	183	183

PROGRAM DESCRIPTION:

To provide and maintain all traffic signs and pavement markings in compliance with Federal Standards.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maintain all signs and pavement markings	Hold cost per mile for signs, paint, and traffic signals to under \$325/mile	100%	100%	100%	100%
Maintain pavement markings to Federal standards	Paint all centerline each year and half of all edge line per year	100%	100%	100%	100%
Maintain all sign reflectivity to Federal Standards	Replace 95% of all signs at end of reflective coating warranty	95%	95%	95%	95%

ACTIVITY/SERVICE:	Road Clearing / Weed Spray	DEPT/PROG:	Secondary Roads	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET: \$266,000
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Roadside Miles		1,148	1,148	1,148
Percent of Road Clearing Budget Expended		95.00%	85.00%	95.00%
Cost of HydroSeeder mix (bale)		NA	NA	\$19.00
Amount of mix used		NA	NA	200

PROGRAM DESCRIPTION:

To maintain the roadsides to allow proper sight distance and eliminate snow traps and possible hazards to the roadway and comply with State noxious weed standards.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Remove brush from County Right of way at intersections	Keep brush clear for sight distance at all intersections per AASHTO Standards	95%	95%	95%	95%
Plant Native Iowa Grasses and Flowers in the Right of way	Native Plants help to control weeds with less chemicals and create a more aesthetic roadway.	NA	80%	8%	8%
Remove brush from County Right of way on All Roads to remove snow traps and improve drainage	Keep brush from causing snow traps on roads	95%	95%	95%	95%
To maintain vegetation free shoulders on paved roads	Maintain a program that eliminates vegetation on all paved road shoulders	90%	90%	90%	90%
To stay within State requirements on Noxious weeds	Keep all noxious weeds out of all county right of way	90%	90%	90%	90%

ACTIVITY/SERVICE:	Roadway Maintenance	DEPT/PROG:	Secondary Roads		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET: \$2,277,500	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Miles of Roadside		1,148	1,148	1,148	1,148
Number of Bridges and Culverts over 48"		650	650	650	650

PROGRAM DESCRIPTION:

To provide proper drainage for the roadway and eliminate hazards to the public on the shoulders.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maintain an active ditch cleaning program	Clean a minimum of 5500 lineal feet of ditch per year	100%	100%	100%	100%
Blade shoulders to remove edge rut	Bring up shoulders on all paved roads at least twice a year	100%	100%	100%	100%

ACTIVITY/SERVICE:	Macadam	DEPT/PROG: Secondary Roads		
BUSINESS TYPE:	Core	RESIDENTS SERVED:		All Residents
BOARD GOAL:	Financially Responsible	FUND: 13 Sec Rds	BUDGET:	\$160,000
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of potential Macadam projects		24	24	24
Cost of Macadam stone per ton		\$7.90	\$8.10	\$8.50
Number of potential Stabilized Base projects		10	11	11
Cost per mile of Stabilized Projects		\$40.00	\$40.00	\$40.00

PROGRAM DESCRIPTION:

To provide an inexpensive and effective method of upgrading gravel roads to paved roads and stabilizing existing gravel roads.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maintain an active Macadam and Stabilized Base program	Annually monitor potential projects for eligibility and complete one project per year if eligible	100%	100%	100%	100%
Review culverts on macadam project for adequate length	Extend short culverts as per hydraulic review	100%	100%	100%	100%

ACTIVITY/SERVICE:	General Roadway Expenditures	DEPT/PROG:	Secondary Roads		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET: \$2,453,100	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of Facilities		7	7	7	7

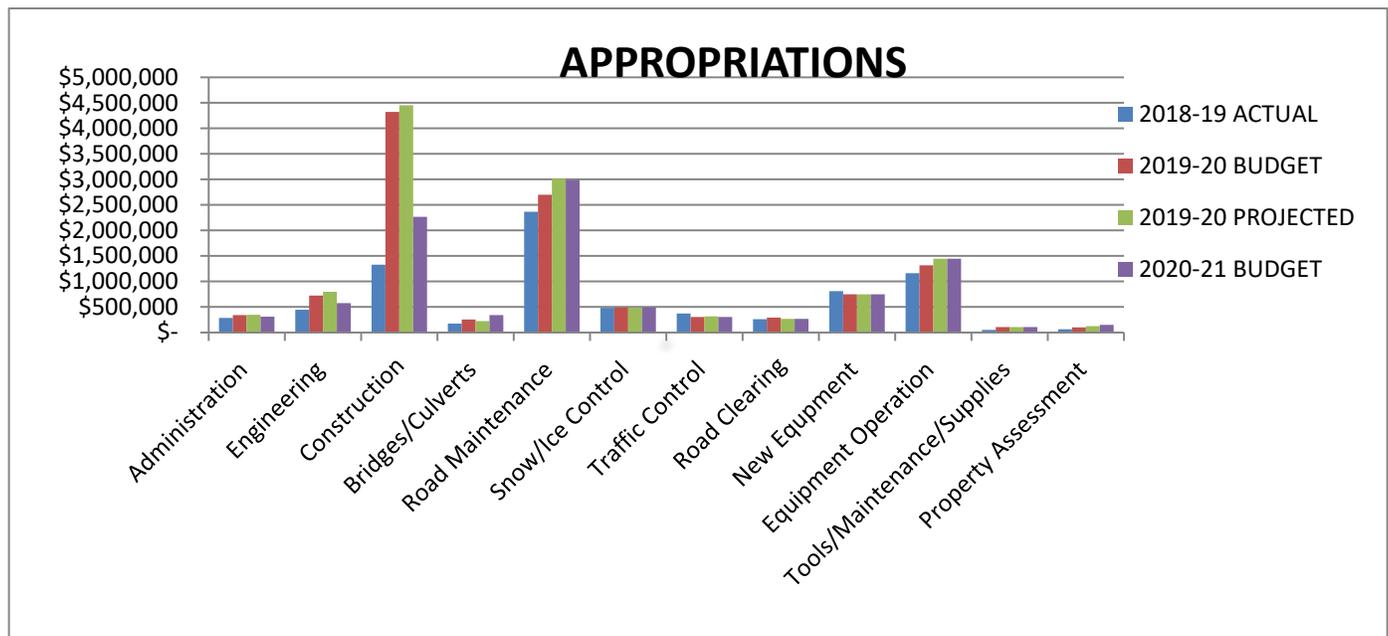
PROGRAM DESCRIPTION:

To perform proper care and maintenance of equipment and facilities to provide road maintenance services.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maintain buildings and grounds to extend lifetime	Inspect facilities annually for scheduling maintenance	100%	100%	100%	100%
Complete inventory checks to effectively manage stock materials	Count each part in stock twice per year	98%	98%	100%	98%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Admin & Eng (2701)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
40-N County Engineer	1.00	1.00	1.00	1.00	1.00	1.00
35-N Assistant County Engineer	1.00	1.00	1.00	1.00	1.00	1.00
25-N Engineering Technician	2.00	2.00	2.00	2.00	2.00	2.00
23-N Sr Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
18-N Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Z Seasonal Engineering Intern	0.25	0.25	0.25	0.25	0.25	0.25
TOTAL POSITIONS	6.25	6.25	6.25	6.25	6.25	6.25

REVENUE SUMMARY:						
Intergovernmental	\$ 4,789,715	\$ 4,427,818	\$ 4,060,466	\$ 4,193,394	\$ 4,222,312	\$ 4,222,312
Licenses and Permits	47,838	45,585	30,000	30,000	30,000	30,000
Charges for Services	5,233	7,792	155,000	23,244	433,765	433,765
Use of Money and Property	79,592	161,699	45,000	80,000	80,000	80,000
Miscellaneous	28,013	34,420	14,500	14,100	14,100	14,100
Other Financing Sources	-	40,000	70,000	70,000	70,000	70,000
TOTAL REVENUES	\$ 4,950,391	\$ 4,717,314	\$ 4,374,966	\$ 4,410,738	\$ 4,850,177	\$ 4,850,177
APPROPRIATION SUMMARY:						
Administration (7000)	\$ 276,447	\$ 288,869	\$ 341,000	\$ 348,000	\$ 311,000	\$ 311,000
Engineering (7010)	429,268	450,064	722,500	796,500	576,500	576,500
TOTAL APPROPRIATIONS	\$ 705,715	\$ 738,933	\$ 1,063,500	\$ 1,144,500	\$ 887,500	\$ 887,500



ANALYSIS

The decrease in Administration Appropriation reflects savings from the retirement of the County Engineer. The decrease in Engineering Appropriation reflects a reduction in consultant design and engineering work. The increase in revenue for charges for services reflects reimbursements for shared project costs from various other jurisdictions, including two with the City of Eldridge, one with the City of Long Grove, one with Muscatine County and one with the Iowa DOT. Intergovernmental revenue is projected to increase by \$28,500 due to Road Use Tax fund increases. There are no personnel changes.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Roadway Construction (2702)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
APPROPRIATION SUMMARY:						
Construction (0200)	\$ 1,074,093	\$ 1,329,487	\$ 4,320,000	\$ 4,453,000	\$ 2,265,000	\$ 2,265,000
TOTAL APPROPRIATIONS	\$ 1,074,093	\$ 1,329,487	\$ 4,320,000	\$ 4,453,000	\$ 2,265,000	\$ 2,265,000

ANALYSIS

During FY20 the department spent down an existing fund balance. Therefore the Appropriations for FY21 show a decrease as that fund balance is no longer available.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Roadway Maintenance (2703)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
30-N Secondary Roads Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
24r-PPME Roadside Veg Spec	0.75	0.75	0.75	0.75	0.75	0.75
26r-PPME Secondary Roads Crew Leader	3.00	3.00	3.00	3.00	3.00	3.00
25r-PPME Senior Signs Technician	1.00	1.00	1.00	1.00	1.00	1.00
24r-PPME Heavy Equipment Operator	7.00	7.00	7.00	7.00	7.00	7.00
24r-PPME Roadside Veg. Tech	1.00	1.00	1.00	1.00	1.00	1.00
24r-PPME Sign Crew Technician	1.00	1.00	1.00	1.00	1.00	1.00
23r-PPME Sr Roads Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00
22r-PPME Roads Maintenance Worker	9.00	9.00	9.00	9.00	9.00	9.00
Z Seasonal Maintenance Worker	0.30	0.30	0.30	0.30	0.30	0.30
TOTAL POSITIONS	25.05	25.05	25.05	25.05	25.05	25.05

APPROPRIATION SUMMARY:						
Bridges/Culverts (7100)	\$ 163,549	\$ 174,651	\$ 255,000	\$ 225,000	\$ 345,000	\$ 345,000
Road Maintenance (7110)	2,069,288	2,365,597	2,699,500	3,012,500	2,992,500	2,992,500
Snow/Ice Control (7120)	296,883	485,467	491,000	491,000	497,000	497,000
Traffic Control (7130)	258,501	373,848	305,000	316,000	306,000	306,000
Road Clearing (7140)	266,036	261,160	291,000	266,000	266,000	266,000
TOTAL APPROPRIATIONS	\$ 3,054,257	\$ 3,660,723	\$ 4,041,500	\$ 4,310,500	\$ 4,406,500	\$ 4,406,500

ANALYSIS

The Bridges/Culverts Appropriation reflects the addition of a pipe culvert replacement. Road Maintenance reflects a variety of changes including increases in Hot Mix Asphalt road patching and Portland Cement Concrete road patching; also an increase in erosion control projects due to the addition of a Roadside Vegetation Specialist. Other line items were decreased to help offset some of the increased costs. There are no changes in personnel.

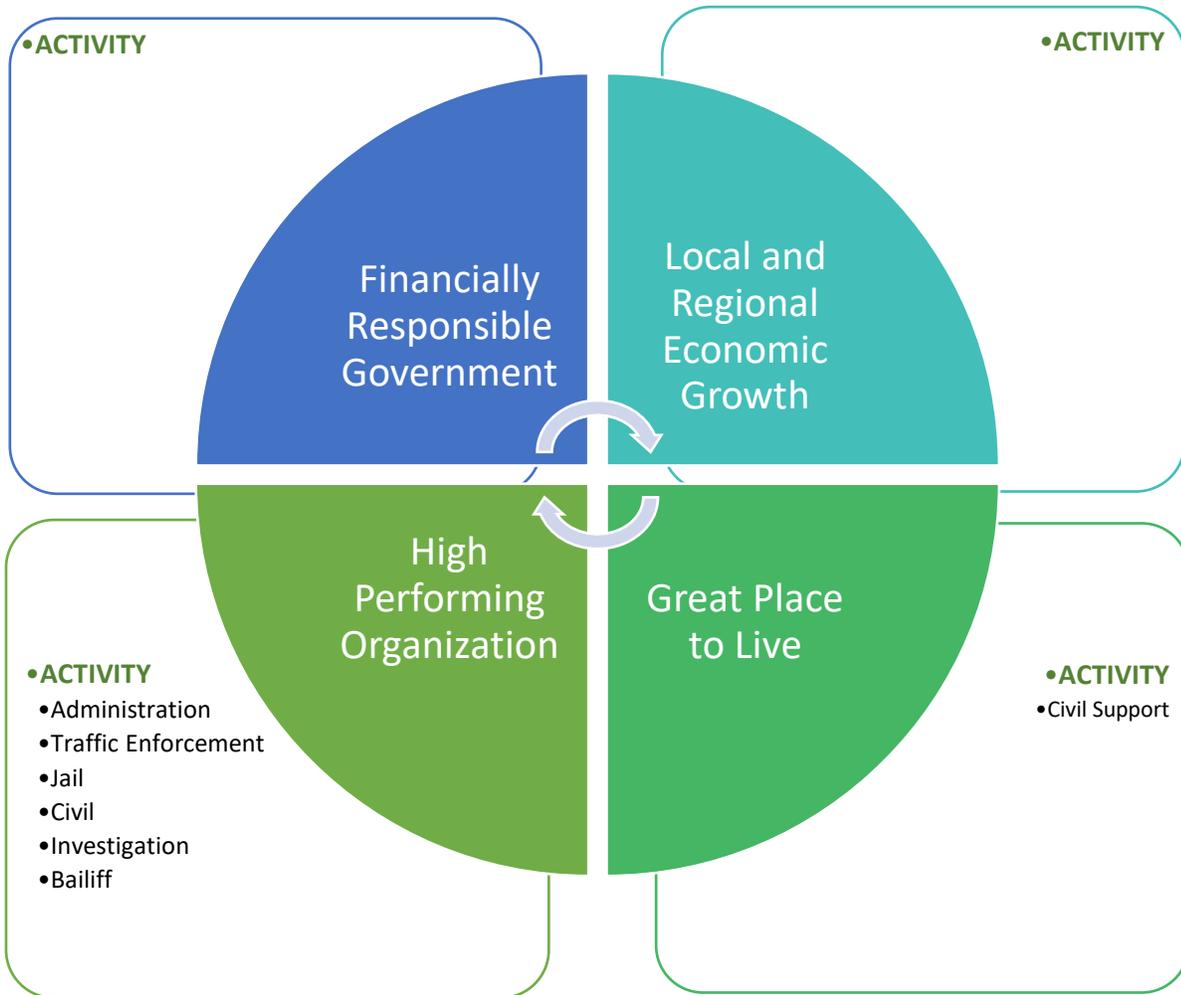
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: General Roadway Exp (2704)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:						
30-N Fleet Manager	0.60	1.00	1.00	1.00	1.00	1.00
27-N Mechanic Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
24r-PPME Senior Mechanic	2.00	2.00	2.00	2.00	2.00	2.00
22r-PPME Mechanic	1.00	1.00	1.00	1.00	1.00	1.00
18r-PPME Parts and Inventory Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Z Eldridge Garage Caretaker	0.30	-	-	-	-	-
TOTAL POSITIONS	5.90	6.00	6.00	6.00	6.00	6.00

APPROPRIATION SUMMARY:						
New Equipment (7200)	\$ 557,030	\$ 812,514	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
Equipment Operation (7210)	1,072,357	1,160,675	1,314,500	1,444,000	1,444,000	1,444,000
Tools/Maintenance/Supplies (7220)	42,062	55,120	109,100	109,100	109,100	109,100
Property Assessment (7230)	95,689	67,702	100,000	125,000	150,000	150,000
TOTAL APPROPRIATIONS	\$ 1,767,138	\$ 2,096,011	\$ 2,273,600	\$ 2,428,100	\$ 2,453,100	\$ 2,453,100

ANALYSIS

Most appropriations remain the same from FY20, except for Property Assessment which reflects the potential for a salt shed replacement. There are no changes in personnel.

SHERIFF



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: High Performing Organization</p>	<p>By completing 1,200 hours of traffic safety enforcement and education, the Sheriff's Office will increase awareness and presence of law enforcement to citizens and visitors to Scott County.</p>
<p>Management: A Great Place to Live</p>	<p>By offering approximately 60 programs/educational opportunities to inmates while incarcerated, we are focusing on releasing individuals who are better able to function out of custody and are "better" and "healthier" than when they entered our facility. Reducing recidivism is a core goal of offering programs.</p>
<p>Management: Financially Responsible Government</p>	<p>By looking to double-bunk 32 cells in the Scott County Jail, the Sheriff's Office is focusing on ways to decrease our "out of County" expenses for housing and "out of County" transportation costs.</p>

Sheriff's Office

Tim Lane, Sheriff's Office



MISSION STATEMENT: To provide progressive public safety to fulfill the diverse needs of citizens through the expertise of our professional staff and utilization of all available resources.

ACTIVITY/SERVICE:	Sheriff's Administration	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$634,651
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Ratio of administrative staff to personnel of < or = 4.5%		3.00%	2.90%	3.00%	3.00%

PROGRAM DESCRIPTION:

Oversee the operations of the Scott County Sheriff's Office.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Increase cost savings on supply orders	All supply orders >\$50 will be cross-referenced against 3 suppliers to ensure lowest price and greatest value.	3	3	3	3
Decrease the number of exceptions on purchase card exception report	2% of PC purchases will be included on the exception report, with all exceptions being cleared by the next PC cycle.	<2%	<2%	<2%	,2%
All payroll will be completed and submitted by deadline.	100% of Sheriff's Office payroll will be completed by 10:00 a.m. on the Tuesday following payroll Monday.	100%	100%	100%	100%



ACTIVITY/SERVICE:	Traffic Enforcement	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVE	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$4,504,934
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of traffic contacts		3,922	5,877	3,500	4,000

PROGRAM DESCRIPTION:

Uniformed law enforcement patrolling Scott County to ensure compliance of traffic laws and safety of citizens and visitors to Scott County.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To increase the number of hours of traffic safety enforcement/seat belt enforcement.	Complete 1,200 hours of traffic safety enforcement and education.	836.25	655.80	1,200	1,200
Respond to calls for service in a timely manner	Respond to calls for service within 7.5 minutes	8.70	10.97	7.50	N/A*

*No longer able to access this report through CADs.

ACTIVITY/SERVICE:	Jail	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$10,456,507
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Inmate instances of programming attendance		24,953	27,013	26,000	26,000
The number of inmate and staff meals prepared		315,095	335,089	320,000	320,000
Jail occupancy		286	310	295	295
Number of inmate/prisoner transports		2289	3258	1,850	3,200

PROGRAM DESCRIPTION:

Provide safe and secure housing and care for all inmates in the custody of the Sheriff.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Operate a secure jail facility	Maintain zero escapes from the Jail facility	0	0	0	0
Operate a safe jail facility	Maintain zero deaths within the jail facility	0	1	0	0
Classification of prisoners	100 % of all prisoners booked into the Jail will be classified per direct supervision standards.	100	100	100	100

ACTIVITY/SERVICE:	Civil	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$357,917
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of attempts of service made.		17,742	17,359	18,000	17,000
Number of papers received.		11,319	9,389	11,500	10,000
Cost per civil paper received.		\$34.12	\$37.25	\$30.00	\$33.00

PROGRAM DESCRIPTION:

Serve civil paperwork in a timely manner.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Timely service for mental injunctions and protective orders	All mental injunctions and protective orders will be attempted the same day of receipt.	1	1	1	1
No escapes during transportation of mental committals	Zero escapes of mental committals during transportation to hospital facilities	0	0	0	0
Timely service of civil papers	Number of days civil papers are served. All civil papers will be attempted at least one time within the first 7 days of receipt.	2.36	2.17	3	3
Increase percentage of papers serviced	Successfully serve at least 93% of all civil papers received	99.0%	98.5%	95.0%	95.0%

ACTIVITY/SERVICE:	Investigations	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$1,269,411
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Crime Clearance Rate		76%	84%	60%	65%

PROGRAM DESCRIPTION:

Investigates crime for prosecution.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete home compliance checks on sex offenders in Scott County.	Complete 415 home compliance checks annually on sex offenders	242	636	415	550
To increase drug investigations by the Special Operations Unit	Investigate 140 new drug related investigations per quarter	200	170	140	185
To increase the number of follow up calls with victims of cases of sexual assault, child abuse and domestic violence.	Increase the number of follow up calls with reviewed sexual assault, child abuse and domestic violence cases by 100 per quarter	135	77	95	95
Increase burglary and theft investigations	100% of burglaries and thefts will be checked against local pawn shops' records	100%	100%	100%	100%

ACTIVITY/SERVICE:	Bailiff's	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$1,144,341
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of prisoners handled by bailiffs		10278	12906	10,275	12,000
Number of warrants served by bailiffs		1,401	1,866	1,400	1,750

PROGRAM DESCRIPTION:

Ensures a safe environment for the Scott County Courthouse, courtrooms and Scott County campus.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
No escapes during transporting inmates to and from court	Allow zero escapes when transporting inmates to and from court in the Scott County Complex	0	0	0	0
No escapes when transporting inmates from one facility to another	Allow zero escapes when transporting inmates from one facility to another	0	0	0	0
No weapons will be allowed in the Scott County Courthouse or Administration Building	Allow zero weapons into the Scott County Courthouse or Administration Building beginning January 1, 2011	0	0	0	0
No injuries to courthouse staff or spectators during trial proceedings	Ensure zero injuries to courthouse staff or spectators during trial proceedings	0	0	0	0

ACTIVITY/SERVICE:	Civil Support	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$456,040
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Maintain administrative costs to serve paper of < \$30		\$33.90	\$33.31	\$33.00	\$33.00
Number of civil papers received for service		11,319	9,389	11,500	10,000

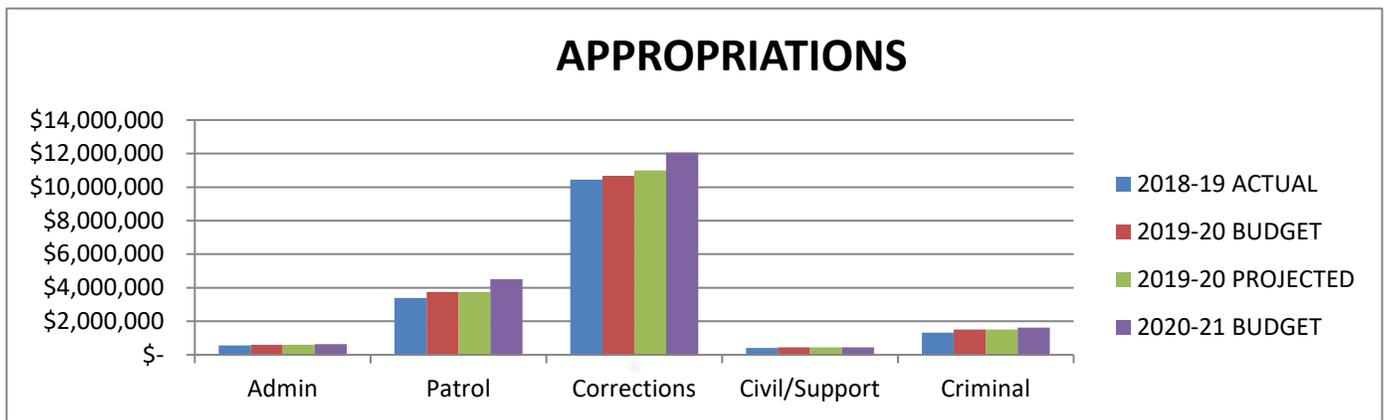
PROGRAM DESCRIPTION:

Ensures timely customer response to inquiries for weapons permits, civil paper service and record requests.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Timely process of civil papers.	Civil papers, excluding garnishments, levies and sheriff sales, will be entered and given to a civil deputy within 3 business days.	<3	<3	<3	<3
Respond to weapons permit requests in a timely fashion.	All weapons permit requests will be completed within 30 days of application.	<30	<30	<30	<30
Timely process of protective orders and mental injunctions.	All protective orders and mental injunctions will be entered and given to a civil deputy for service the same business day of receipt.	1	1	1	1
Timely response to requests for reports/records	All report and record requests will be completed within 72 hours of receipt	<72	<72	<72	<72

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Sheriff Administration (28.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
X Sheriff	1.00	1.00	1.00	1.00	1.00	1.00
Y Chief Deputy Sheriff	1.00	1.00	2.00	2.00	2.00	2.00
30-N Office Administrator	-	-	0.60	0.60	0.60	0.60
Office Administrator	0.60	0.60	-	-	-	-
8s-DSA Sheriff's Deputy	1.00	1.00	-	-	-	-
18-N Senior Office Assistant	-	-	1.00	1.00	1.00	1.00
Senior Clerk	1.00	1.00	-	-	-	-
TOTAL POSITIONS	4.60	4.60	4.60	4.60	4.60	4.60

REVENUE SUMMARY:						
Miscellaneous	\$ 1,151	\$ 3,516	\$ 300	\$ 700	\$ 700	\$ 700
TOTAL REVENUES	\$ 1,151	\$ 3,516	\$ 300	\$ 700	\$ 700	\$ 700
APPROPRIATION SUMMARY:						
Salaries	\$ 398,054	\$ 416,640	\$ 436,886	\$ 435,386	\$ 457,307	\$ 457,307
Benefits	139,582	149,694	161,126	161,726	169,819	169,819
Capital Outlay	1,587	-	-	-	-	-
Purchase Services & Expenses	7,498	4	-	-	-	-
Supplies & Materials	11,983	3,095	4,430	4,430	7,525	7,525
TOTAL APPROPRIATIONS	\$ 558,704	\$ 569,433	\$ 602,442	\$ 601,542	\$ 634,651	\$ 634,651



ANALYSIS

There have been no personnel increases for Sheriff's Administration and only a slight revenue increase of \$400. Appropriations are expected to increase by nearly \$33,000 due to increases in salary and benefits. Due to the lateness of the compensation board meeting to determine salaries for FY21, Administration is estimating a 5% increase for all elected officials. The two chief deputies would each receive a 5% increase to their salaries as well, as State Code states the chief deputies received 85 percent of the sheriff's compensation. Benefit costs have also increased and health insurance premiums are projected to increase by 8 percent.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Patrol (28.2801)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Y Chief Deputy Sheriff - Captain	1.00	1.00	1.00	1.00	1.00	1.00
32-N Sheriff's Lieutenant	2.00	2.00	2.00	2.00	2.00	2.00
4s-DSA Sheriff's Sergeant	4.00	5.00	5.00	5.00	4.00	4.00
Training Sergeant	1.00	-	-	-	-	-
8s-DSA Sheriff's Deputy	19.00	20.00	20.00	20.00	26.00	20.00
TOTAL POSITIONS	27.00	28.00	28.00	28.00	33.00	27.00
REVENUE SUMMARY:						
Intergovernmental	\$ 55,631	\$ 61,266	\$ 56,500	\$ 62,000	\$ 62,000	\$ 62,000
Charges for Services	1,310	1,314	1,250	1,300	1,300	1,300
Miscellaneous	211,956	224,062	201,600	312,100	312,100	312,100
TOTAL REVENUES	\$ 268,897	\$ 286,642	\$ 259,350	\$ 375,400	\$ 375,400	\$ 375,400
APPROPRIATION SUMMARY:						
Salaries	\$ 2,089,769	\$ 2,165,572	\$ 2,338,467	\$ 2,333,467	\$ 2,783,829	\$ 2,387,167
Benefits	810,039	850,065	935,223	948,223	1,228,478	1,000,155
Capital Outlay	54,282	78,489	57,475	57,475	80,120	80,120
Purchase Services & Expenses	159,103	82,591	154,770	154,770	152,125	152,125
Supplies & Materials	185,609	206,749	260,382	260,382	260,382	260,382
TOTAL APPROPRIATIONS	\$ 3,298,802	\$ 3,383,466	\$ 3,746,317	\$ 3,754,317	\$ 4,504,934	\$ 3,879,949
ANALYSIS						
<p>Salaries and benefits are expected to increase due to the 5 additional personnel in Patrol, the expected 5 percent increase by the Scott County Compensation Board for the captain's salary, the 2.5% increase through the Deputy Sheriff Association Union contract and benefit premiums are projected to increase by 8 percent. There are 5 increases to personnel in the Patrol Division due to the addition of the Eastern Iowa Community College deputy, whose salary and benefits are reimbursed by Scott Community College as well as 4 overhires in the Patrol Division, and revenues are expected to increase slightly due to a small increase in grant funding from the Governor's Traffic Safety Bureau grant. Though the FTE's above show one less sergeant in Patrol, this FTE is actually being moved to Investigations (2805) and has no impact on overall Sheriff's Office operational budget.</p>						

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Corrections Division (28.2802/2806)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Assistant Jail Administrator	1.00	1.00	-	-	-	-
33-N Assistant Jail Administrator/Corrections Capt	-	-	1.00	1.00	1.00	1.00
31-N Corrections Lieutenant	2.00	2.00	2.00	2.00	2.00	2.00
29-N Corrections Sergeant	14.00	14.00	14.00	14.00	16.00	14.00
27-N Corrections Food Service Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
26-N Inmate Programs Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
24-N Classification Specialist	2.00	2.00	2.00	2.00	-	2.00
23-N Bailiff Sergeant	1.00	1.00	1.00	1.00	1.00	1.00
10S-Teamsters Corrections Officer	59.00	59.00	59.00	59.00	68.00	64.00
21-N Bailiffs	12.20	12.20	12.20	12.20	14.20	12.20
21-N Inmate Services Specialist	2.00	2.00	2.00	2.00	2.00	2.00
20-N Alternative Sentencing Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
18-Teamsters Corrections Custodial Officer	4.00	4.00	4.00	4.00	4.00	4.00
18-Teamsters Corrections Food Service Officer	4.00	4.00	4.00	4.00	4.00	4.00
20-N Court Compliance Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
TOTAL POSITIONS	107.20	107.20	107.20	107.20	118.20	112.20
REVENUE SUMMARY:						
Intergovernmental	\$ 64,226	\$ 4,745	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Charges for Services	812,923	826,115	825,500	748,500	748,500	748,500
Miscellaneous	5,261	3,606	5,000	3,500	3,500	3,500
TOTAL REVENUES	\$ 882,410	\$ 834,466	\$ 835,500	\$ 757,000	\$ 757,000	\$ 757,000
APPROPRIATION SUMMARY:						
Salaries	\$ 6,189,785	\$ 6,376,154	\$ 6,763,412	\$ 6,744,912	\$ 7,363,658	\$ 7,082,613
Benefits	2,386,370	2,581,427	2,839,386	2,850,386	3,285,358	3,080,377
Capital Outlay	35,195	55,032	55,655	55,655	55,655	55,655
Purchase Services & Expenses	480,086	615,937	360,010	631,510	631,510	631,510
Supplies & Materials	667,798	808,106	654,777	714,667	714,667	714,667
TOTAL APPROPRIATIONS	\$ 9,759,234	\$ 10,436,656	\$ 10,673,240	\$ 10,997,130	\$ 12,050,848	\$ 11,564,822
ANALYSIS						
<p>There has been an overhire of 5 additional corrections officers added to personnel in FY20 and in FY21 a request for an additional 4 corrections officers, to bring the number to 68. According to the Scott County JDC and Jail Assessment report in June, 2019, the number of corrections officers needed to adequately staff the jail is 70. The additional two corrections officers will be requested in the FY22 budget. There has also been an overhire of 2 additional bailiffs for the Administration building and a request that the two classification specialists be upgraded to the status of sergeant. With the addition of 9 corrections officers, addition of two bailiffs and upgrade of the two classification specialists, the increase in salaries is over \$600,000.</p> <p>Purchase Services and Expenses is expected to increase by over \$270,000 due to the increase in housing prisoners out of County and supplies and materials is expected to increase by almost \$60,000 due to the increase in jail population. Topics of discussion for the Board for next fiscal year are the housing prisoners out of County and all the expenses that go along with this: transportation costs, attendant costs, bailiff costs, vehicle maintenance, fuel, overtime...</p> <p>The average number of inmates housed out of County from January 1, 2019 – December 31, 2019 is 33.27 prisoners per day. The average from July 1, 2019 – December 31, 2019 is 42.24 prisoners per day. We have definitely seen a spike in jail population in the last 6 months and we are housing 10 juveniles out per day, so even without the juveniles, we're currently averaging 32 adults housed out on a daily basis.</p>						

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Support Services Division (28.2804)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
30-N Office Administrator	-	0.40	0.40	0.40	0.40	0.40
Office Administrator	0.40	-	-	-	-	-
19-AFSCME Civil Records Specialist	2.00	2.00	2.00	2.00	2.00	2.00
18-N Senior Office Assistant	3.60	3.60	3.60	3.60	3.60	3.60
TOTAL POSITIONS	6.00	6.00	6.00	6.00	6.00	6.00

REVENUE SUMMARY:						
Licenses & Permits	\$ 128,094	\$ 88,746	\$ 125,000	\$ 90,000	\$ 90,000	\$ 90,000
Charges for Services	195	336	600	300	300	300
Miscellaneous	220	78	250	100	100	100
TOTAL REVENUE	\$ 128,509	\$ 89,160	\$ 125,850	\$ 90,400	\$ 90,400	\$ 90,400
APPROPRIATION SUMMARY:						
Salaries	\$ 263,920	\$ 270,168	\$ 294,208	\$ 291,708	\$ 298,023	\$ 298,023
Benefits	112,093	126,846	139,300	140,700	144,882	144,882
Capital Outlay	1,157	1,199	2,325	2,325	2,325	2,325
Purchase Services & Expenses	1,691	619	3,995	3,995	3,995	3,995
Supplies & Materials	5,672	3,896	6,815	6,815	6,815	6,815
TOTAL APPROPRIATIONS	\$ 384,533	\$ 402,728	\$ 446,643	\$ 445,543	\$ 456,040	\$ 456,040

ANALYSIS

There have been no personnel increases for the Support Services Division and no increases in revenues. The increase in salaries is due to the 2.5% AFSCME contract increase in FY21. Benefit costs have also increased and health insurance premiums are projected to increase by 8 percent.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Criminal Investigations Division(2803/2805	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
32-N Sheriff's Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00
4s-DSA Sheriff's Sergeant	2.00	2.00	2.00	2.00	3.00	3.00
8s-DSA Sheriff's Deputy	11.00	11.00	10.00	11.00	11.00	11.00
19-N Sex Offender Registry Specialist	-	-	1.00	1.00	1.00	1.00
TOTAL POSITIONS	14.00	14.00	14.00	15.00	16.00	16.00

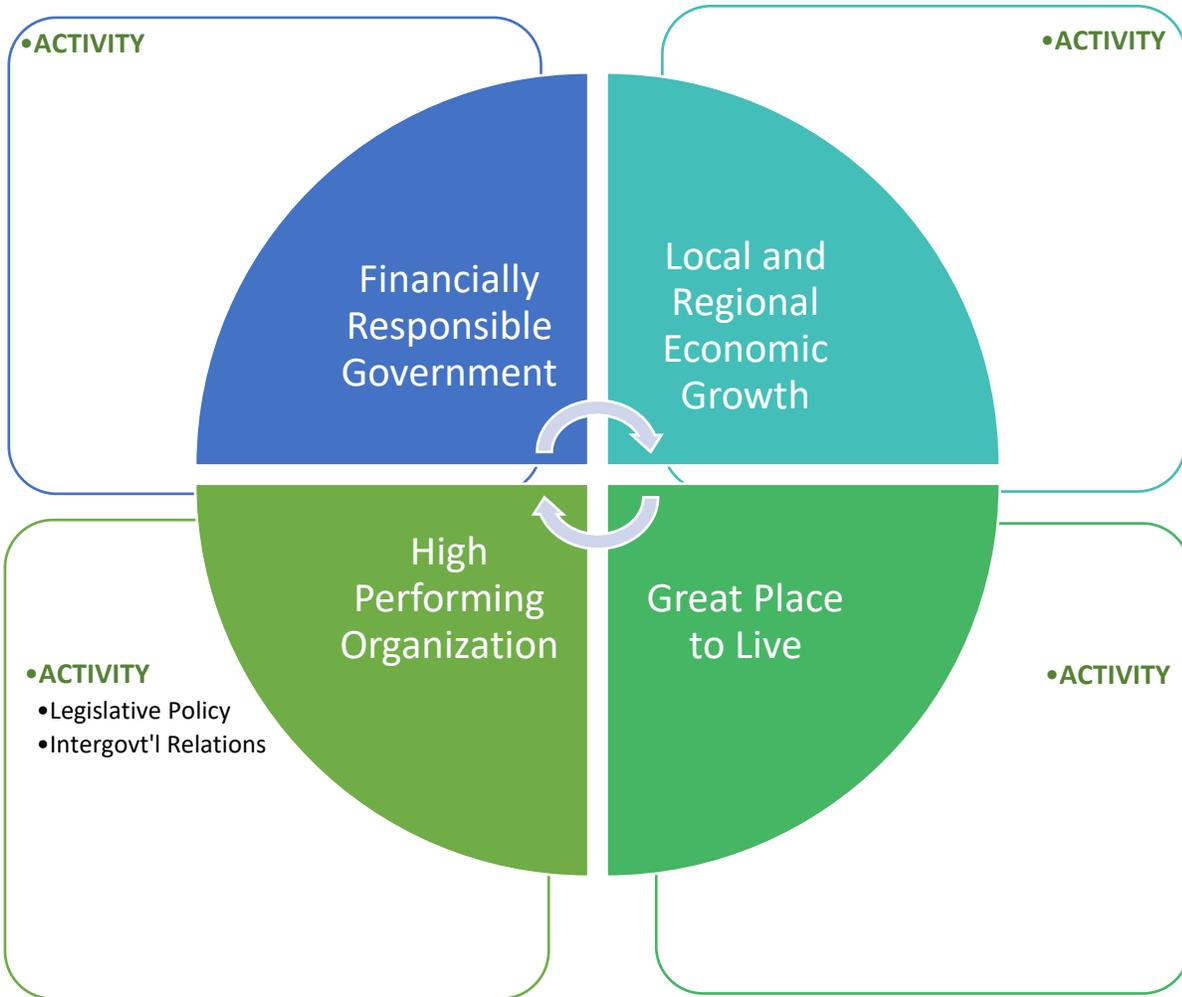
REVENUE SUMMARY:						
Intergovernmental	\$ 77,778	\$ 149,638	\$ 161,500	\$ 165,555	\$ 155,000	\$ 155,000
Charges for Services	326,303	323,473	319,500	319,500	319,500	319,500
Miscellaneous	15,978	17,682	19,000	14,000	14,000	14,000
TOTAL REVENUES	\$ 420,059	\$ 490,793	\$ 500,000	\$ 413,748	\$ 488,500	\$ 488,500

APPROPRIATION SUMMARY:						
Salaries	\$ 921,441	\$ 926,495	\$ 1,037,847	\$ 1,034,847	\$ 1,123,058	\$ 1,123,058
Benefits	347,302	378,365	455,165	457,165	483,520	483,520
Capital Outlay	960	-	-	-	-	-
Purchase Services & Expenses	16,932	2,929	2,000	2,000	2,000	2,000
Supplies & Materials	33,469	9,012	16,500	16,500	18,750	18,750
TOTAL APPROPRIATIONS	\$ 1,320,104	\$ 1,316,801	\$ 1,511,512	\$ 1,510,512	\$ 1,627,328	\$ 1,627,328

ANALYSIS

There have been no personnel increases for the Investigations Division nor the Civil Deputy Division and a slight drop in revenues due to a decrease in the service and mileage fees for the Civil Deputy Division. Though the FTE's above show one more sergeant in Investigations, this FTE is actually being moved from Patrol (2801) and has no impact on the overall Sheriff's Office operational budget. Salaries and benefits are increasing due to the 2.5% pay increase through the Deputy Sheriff Association Union contract and benefit premiums are projected to increase by 8 percent.

BOARD OF SUPERVISORS



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Develop plan of Juvenile Detention and Jail capacity shortages.</p>	<p>Work with County officials to develop and fund a plan that addresses short and long term capacity remedies. The program review will include reviewing effective and efficient responses to crime.</p>
<p>Board: Develop long term plan review for infrastructure improvements within Park View (unincorporated Scott County)</p>	<p>Develop plan for infrastructure and services needs for Park View and identify the resources to address the needs of the residential area.</p>
<p>Board: Develop plan for long term capital plan for campus facilities, space utilization and road / bridge improvement plan.</p>	<p>Continue developing budget for services and address capital resources for campus space utilization. Develop the service plan for the unincorporated road and bridge improvements</p>

Board of Supervisors



MISSION STATEMENT: To enhance county services for citizens and county departments by providing effective management and coordination of services.

ACTIVITY/SERVICE:	Legislative Policy and Policy Dev	DEPT/PROG: BOS		
BUSINESS TYPE:	Core	RESIDENTS SERVED:		All Residents
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: 193,083
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of special meetings with brds/comm and agencies		24	12	24
Number of agenda discussion items		57	70	70
Number of special non-biweekly meetings		38	37	40

PROGRAM DESCRIPTION:

Formulate clear vision, goals and priorities for County Departments. Legislate effective policies and practices that benefit and protect County residents. Plan for and adopt policies and budgets that provide for long term financial stability.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Participate in special meetings and discussions to prepare for future action items.	95% attendance at the committee of the whole discussion sessions for Board action.	97%	95%	95%	95%



ACTIVITY/SERVICE:	Intergovernmental Relations	DEPT/PROG:	BOS 29A	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: 193,083
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Attendance of members at Bi-State Regional Commission		29/36	26/36	34/36
Attendance of members at State meetings		100%	100%	100%
Attendance of members at boards and commissions mtgs		98%	88%	95%

PROGRAM DESCRIPTION:

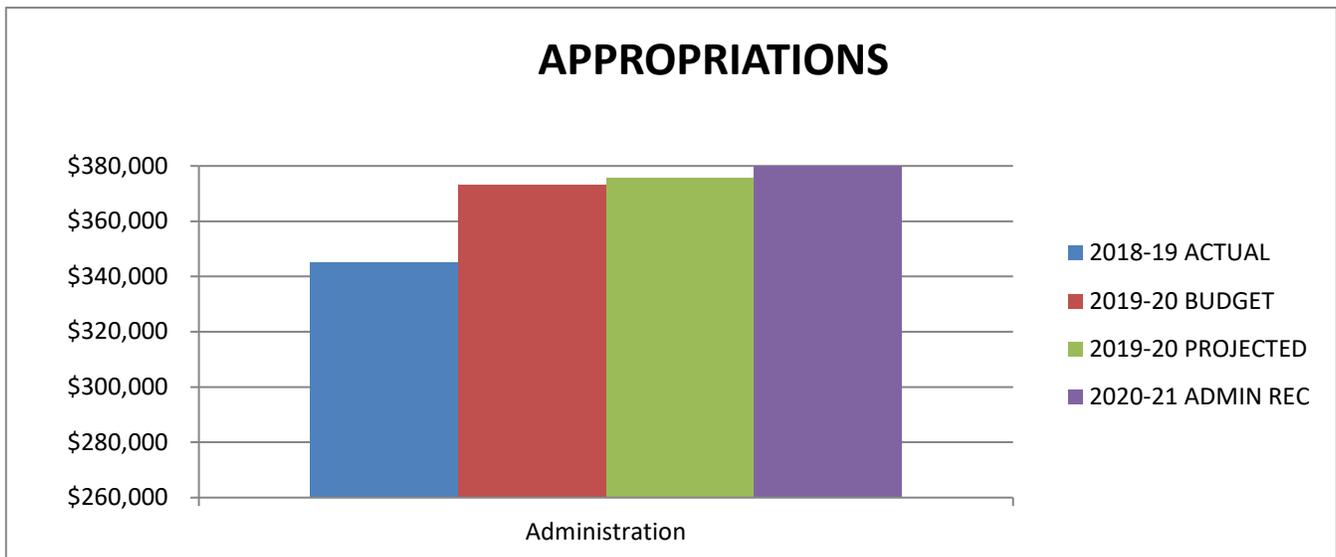
Provide leadership in the Quad Cities and especially in Scott County to create partnerships that enhance the quality of life of the residents. Collaborate with other organizations seen as vital to Scott County's success. Be a model for other jurisdictions.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Board members serve as ambassadors for the County and strengthen intergovernmental relations.	Percent attendance of board members at intergovernmental meetings.	94%	88%	95%	95%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Legislation & Policy (29.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
X Chair, Board of Supervisors	1.00	1.00	1.00	1.00	1.00	1.00
X Member, Board of Supervisors	4.00	4.00	4.00	4.00	4.00	4.00
TOTAL POSITIONS	5.00	5.00	5.00	5.00	5.00	5.00

REVENUE SUMMARY:							
Miscellaneous	\$ 600	\$ 2,165	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 600	\$ 2,165	\$ -	\$ -	\$ -	\$ -	-

APPROPRIATION SUMMARY:							
Salaries	\$ 215,500	\$ 223,177	\$ 220,502	\$ 220,502	\$ 226,000	\$ 226,000	
Benefits	89,263	107,254	123,224	125,604	129,741	129,741	
Purchase Services & Expenses	11,398	13,954	28,600	28,600	29,600	29,600	
Supplies & Materials	804	660	825	825	825	825	
TOTAL APPROPRIATIONS	\$ 316,965	\$ 345,045	\$ 373,151	\$ 375,531	\$ 386,166	\$ 386,166	

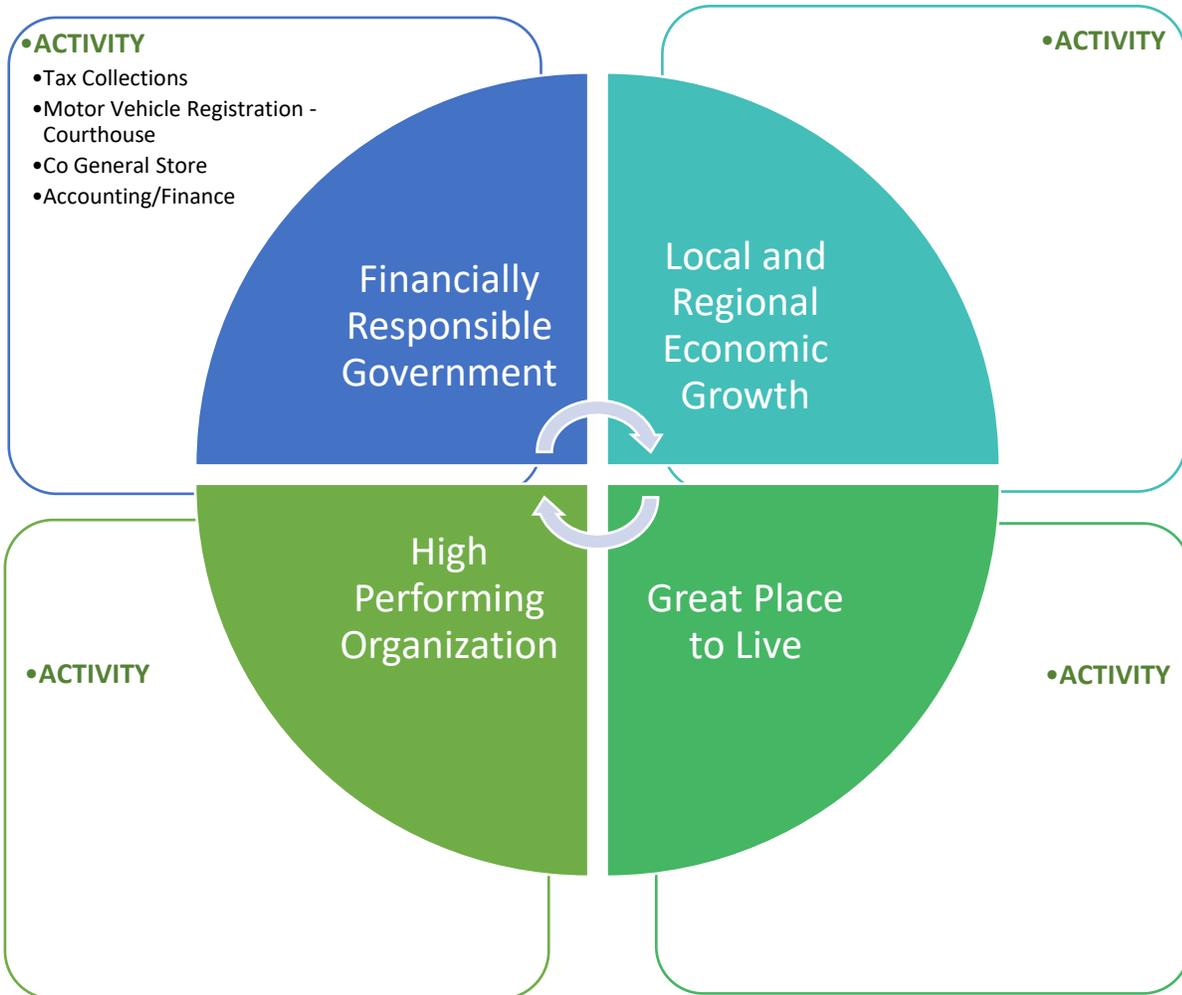


ANALYSIS

The Board of Supervisors is assigning a minimal increase of \$1,000 to purchase services and supplies. The Board's compensation is set by an independent compensation board, subject to certification by the Board of Supervisors upon the budget adoption.

The BFO's focus on policy setting goals and intergovernmental relations with community partners of the County.

TREASURER



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Financially Responsible Government</p>	<p>Investment earnings at least 10 basis points above the Federal Funds Rate. This target connects to the Financially Responsible board goal to show that the County is investing all idle funds safely, with proper liquidity, and at a competitive rate.</p>
<p>Management: High Performing Organization</p>	<p>Serve 80% of customers within 15 minutes of entering the que. This outcome could connect to the High Performing Organization board goal to show how responsive the County is to the needs of the residents.</p>
<p>Management: High Performing Organization</p>	<p>Evaluate and provide secure and convenient pay apps for County citizens. This outcome could connect to the High Performing Organization board goal to show how responsive the County is to the needs of the residents and the changing technology environment.</p>

Treasurer

Mike Fennelly, County Treasurer



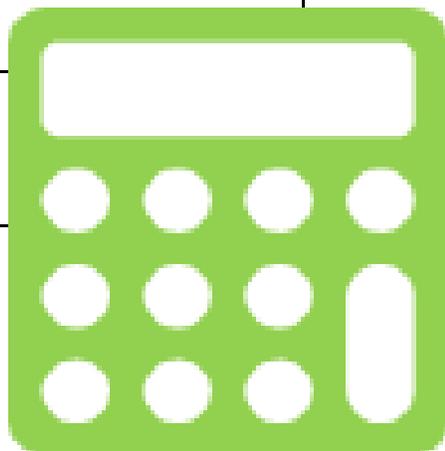
MISSION STATEMENT: To provide consistent policies and procedures for all citizens by offering skillful, efficient, responsive, versatile, involved, courteous and excellent customer service (SERVICE).

ACTIVITY/SERVICE:	Tax Collections	DEPARTMENT:	Treasurer		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$685,273
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Issue tax/SA statements and process payments		198,118	194,889	190,000	190,000
Issue tax sale certificates		1,015	1,217	1,000	1,000
Process elderly tax credit applications		669	603	700	700

PROGRAM DESCRIPTION:

Collect all property taxes and special assessments due within Scott County. Report to each taxing authority the amount collected for each fund. Send, before the 15th of each month, the amount of tax revenue, special assessments, and other moneys collected for each taxing authority in the County for direct deposit into the depository of their choice.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Mail all collection reports to taxing authorities prior to the 10th of each month.	Start apportioning process immediately after the close of the month to ensure completion in a timely manner.	100%	100%	100%	100%
Serve 80% of customers within 15 minutes of entering que.	Provide prompt customer service by ensuring proper staffing levels.	89.97%	91.60%	85.00%	85.00%



ACTIVITY/SERVICE:	Motor Vehicle Reg - Courthouse	DEPARTMENT:	Treasurer	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$724,787
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
		2020-21		PROJECTED
Number of vehicle renewals processed		116,158	115,774	130,000
Number of title and security interest trans. processed		91,217	83,164	83,000
Number of junking & misc. transactions processed		23,146	19,071	19,000

PROGRAM DESCRIPTION:

Provide professional motor vehicle service for all citizens. The Treasurer shall issue, renew, and replace lost or damaged vehicle registration cards or plates and issue and transfer certificates of title for vehicles.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Serve 85% of customers within 15 minutes of entering queue.	Provide prompt customer service by ensuring proper staffing levels.	89.97%	91.60%	85.00%	85.00%
Retain \$1.5 million in Motor Vehicle revenues.	Maximize revenue retained by the County.	\$1,795,398	\$1,747,599	\$1,799,000	\$1,799,000

ACTIVITY/SERVICE:	County General Store	DEPARTMENT:	Treasurer	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$547,983
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
		2020-21	PROJECTED	
Total dollar amount of property taxes collected		14,189,200	19,045,784	14,000,000
Total dollar amount of motor vehicle plate fees collected		8,480,006	7,652,616	7,750,000
Total dollar amt of MV title & security interest fees collected		4,352,472	5,562,801	4,200,000

PROGRAM DESCRIPTION:

Professionally provide any motor vehicle and property tax services as well as other County services to all citizens at a convenient location through versatile, courteous and efficient customer service skills.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Serve 80% of customers within 15 minutes of entering queue.	Provide prompt customer service by ensuring proper staffing levels.	79.50%	77.00%	85.00%	85.00%
Process at least 4.5% of property taxes collected.	Provide an alternative site for citizens to pay property taxes.	4.72%	6.07%	4.50%	4.50%
Process at least 29% of motor vehicle plate fees collected.	Provide an alternative site for citizens to pay MV registrations.	26.14%	24.01%	27.00%	27.00%

ACTIVITY/SERVICE:	Accounting/Finance	DEPARTMENT:	Treasurer	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$581,295
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Number of receipts issued		9,244	9,004	9,250
Number of warrants/checks paid		10,421	9,979	10,400
Dollar amount available for investment annually		456,433,061	473,178,252	450,000,000

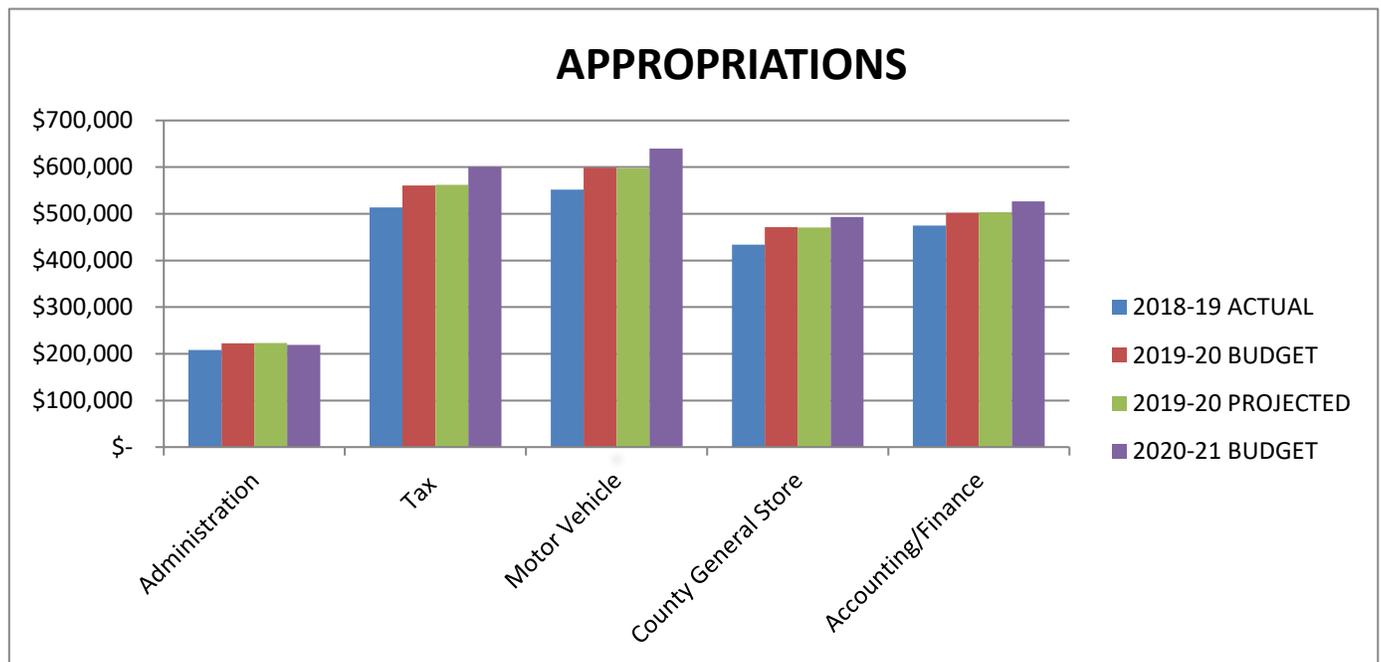
PROGRAM DESCRIPTION:

Provide professional accounting, cash handling, and investment services to Scott County following generally accepted accounting principles.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Investment earnings at least 10 basis points above Federal Funds rate.	Invest all idle funds safely, with proper liquidity, and at a competitive rate.	92.00%	99.62%	90%	90%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Treasurer Administration (30.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
X Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
35-N Finance Manager	0.30	0.30	0.30	0.30	0.30	0.30
33-N Operations Manager-Treasurer	0.30	0.30	0.30	0.30	0.30	0.30
TOTAL POSITIONS	1.60	1.60	1.60	1.60	1.60	1.60

APPROPRIATION SUMMARY:							
Salaries	\$ 156,141	\$ 148,430	\$ 152,823	\$ 152,823	\$ 158,947	\$ 158,947	
Benefits	50,578	51,280	59,935	60,535	50,707	50,707	
Purchase Services & Expenses	3,467	7,317	7,830	7,830	7,830	7,830	
Supplies & Materials	907	1,400	1,850	1,850	1,850	1,850	
TOTAL APPROPRIATIONS	\$ 211,093	\$ 208,427	\$ 222,438	\$ 223,038	\$ 219,334	\$ 219,334	



ANALYSIS

There are no organizational changes in this program for FY21.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Tax Collection (3001)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
33-N Operations Manager-Treasurer	0.30	0.30	0.30	0.30	0.30	0.30
26-N Tax Accounting Specialist	0.50	0.50	0.50	0.50	0.50	0.50
17-AFSCME Multi-Service Clerk	6.50	6.50	6.50	6.50	7.50	7.00
TOTAL POSITIONS	7.30	7.30	7.30	7.30	8.30	7.80

REVENUE SUMMARY:						
Penalties & Interest on Taxes	\$ 577,759	\$ 690,085	\$ 590,000	\$ 590,000	\$ 590,000	\$ 590,000
Charges for Services	235,019	241,646	204,900	204,900	204,900	204,900
Miscellaneous	165	165	-	-	-	-
TOTAL REVENUES	\$ 812,943	\$ 931,896	\$ 794,900	\$ 794,900	\$ 794,900	\$ 794,900
APPROPRIATION SUMMARY:						
Salaries	\$ 315,173	\$ 326,192	\$ 350,844	\$ 349,344	\$ 396,522	\$ 379,695
Benefits	158,897	163,969	175,418	177,418	199,519	186,422
Capital Outlay	1,170	1,170	1,170	2,210	1,200	1,200
Purchase Services & Expenses	9,002	9,902	14,100	14,100	14,200	14,200
Supplies & Materials	21,818	12,167	19,000	19,000	19,000	19,000
TOTAL APPROPRIATIONS	\$ 506,060	\$ 513,400	\$ 560,532	\$ 562,072	\$ 630,441	\$ 600,517

ANALYSIS

Budgeted revenues remain the same as FY20.

Salary and benefit expenses increased due to the request of two new Multi Service Clerks for the Treasurer's office . The related personnel expenses for these employees are to be split evenly between this program and program 3002.

FY20 projected capital outlay increased due to set up costs incurred for Tyler Tax output director program that allows Treasurer's office employees to email information directly from the property tax system.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Motor Vehicle Courthouse (3002)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
33-N Operations Manager-Treasurer	0.30	0.30	0.30	0.30	0.30	0.30
26-N Motor Vehicle Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
17-AFSCME Multi-Service Clerk	6.50	6.50	6.50	6.50	7.50	7.00
TOTAL POSITIONS	7.80	7.80	7.80	7.80	8.80	8.30
REVENUE SUMMARY:						
Charges for Services	\$ 17,996,989	\$ 17,751,970	\$ 1,807,550	\$ 1,807,550	\$ 1,807,550	\$ 1,807,550
Miscellaneous	-	-	-	-	-	-
TOTAL REVENUES	\$ 17,996,989	\$ 17,751,970	\$ 1,807,550	\$ 1,807,550	\$ 1,807,550	\$ 1,807,550
APPROPRIATION SUMMARY						
Salaries	\$ 369,817	\$ 346,378	\$ 373,064	\$ 371,064	\$ 421,012	\$ 404,185
Benefits	174,376	166,817	185,027	186,027	208,311	195,215
Purchase Services & Expenses	529	3,980	5,880	5,880	5,930	5,930
Supplies & Materials	29,010	34,731	34,700	34,700	34,700	34,700
TOTAL APPROPRIATIONS	\$ 573,732	\$ 551,906	\$ 598,671	\$ 597,671	\$ 669,953	\$ 640,030
ANALYSIS						
Budgeted revenues remain the same as FY20.						
Salary and benefit expenses increased due to the request of two new Multi-Service Clerks for the Treasurer's office. The related personnel expenses for these employees are to be split evenly between this program and program 3001.						

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: County General Store (3003)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
33-N Operations Manager-Treasurer	0.10	0.10	0.10	0.10	0.10	0.10
28-N County General Store Manager	1.00	1.00	1.00	1.00	1.00	1.00
18-AFSCME Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
17-AFSCME Multi-Service Clerk	4.00	4.00	4.00	4.00	4.00	4.00
TOTAL POSITIONS	6.10	6.10	6.10	6.10	6.10	6.10

REVENUE SUMMARY:						
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -					
APPROPRIATION SUMMARY:						
Salaries	\$ 287,332	\$ 292,656	\$ 312,927	\$ 310,927	\$ 325,088	\$ 325,088
Benefits	101,199	108,508	120,544	121,744	129,976	129,976
Purchase Services & Expenses	25,954	29,057	34,635	34,635	34,635	34,635
Supplies & Materials	3,337	3,359	3,450	3,450	3,450	3,450
TOTAL APPROPRIATIONS	\$ 417,822	\$ 433,580	\$ 471,556	\$ 470,756	\$ 493,149	\$ 493,149

ANALYSIS

This program has no revenues.

Non-salary expenses are consistent with FY20.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Accounting/Finance (3004)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
35-N Finance Manager	0.70	0.70	0.70	0.70	0.70	0.70
26-N Tax Accounting Specialist	0.50	0.50	0.50	0.50	0.50	0.50
20-AFSCME Revenue Collection Specialist	-	-	-	-	1.00	1.00
18-AFSCME Cashier	1.00	1.00	1.00	1.00	-	-
18-AFSCME Accounting Clerk	3.00	3.00	3.00	3.00	3.00	3.00
TOTAL POSITIONS	5.20	5.20	5.20	5.20	5.20	5.20

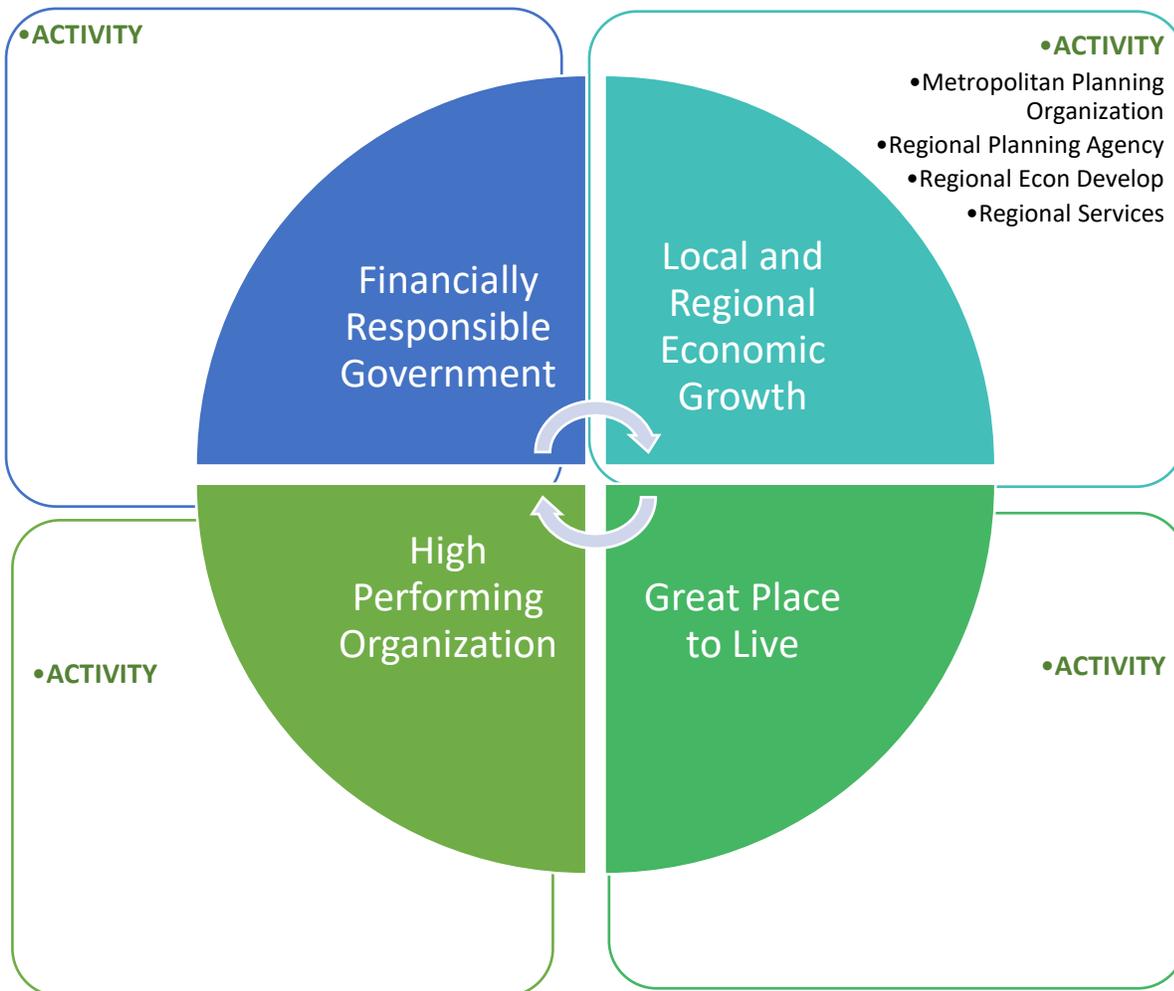
REVENUE SUMMARY:						
Use of Money & Property	\$ 440,066	\$ 893,994	\$ 610,000	\$ 800,000	\$ 800,000	\$ 800,000
Miscellaneous	5,173	5,210	9,500	9,500	9,500	9,500
TOTAL REVENUES	\$ 445,239	\$ 899,204	\$ 619,500	\$ 809,500	\$ 809,500	\$ 809,500
APPROPRIATION SUMMARY:						
Salaries	\$ 307,814	\$ 287,800	\$ 300,146	\$ 298,646	\$ 308,952	\$ 308,952
Benefits	114,600	130,976	143,425	144,825	158,009	158,009
Purchase Services & Expenses	47,247	53,633	55,350	57,350	56,700	56,700
Supplies & Materials	1,945	2,060	2,800	2,800	2,800	2,800
TOTAL APPROPRIATIONS	\$ 471,606	\$ 474,469	\$ 501,721	\$ 503,621	\$ 526,461	\$ 526,461

ANALYSIS

Revenue for this program for FY20 is projected to be larger than budgeted due to the higher interest rates obtained when purchasing longer term certificates of deposits. These FY19 purchases are maturing during FY20 resulting in higher investment income received.

Increase in purchase services & expenses is due to the increasing costs of training and travel for continuing education. Also included in the requested increase is for a 4% annual increase in a maintenance contract.

BI-STATE REGIONAL COMMISSION



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

Management: MPO Long Range Plan complete	Success will be measured when the plan writtten under new guidelines is approved by Federal Highway Administration and Illinois & Iowa Departments of Transportation and is inclusive of all modes.
Management: CEDS Update complete	Success will be measured when the Comprehensive Economic Development Strategy Update is approved by Economic Development Administration and is inclusive of overarching economic goals of the five-county region.
Management: Implement Mississippi River Ports of Eastern Iowa and Western Illinois	Success will be measured with acceptance by U.S. Army Corp of Engineers of Mississippi River Ports of Eastern Iowa and Western Illinois statistical area and data collection occurs by the Waterborne Statistics Center of the U.S. Corp of Engineers.

BI-STATE REGIONAL COMMISSION

Director: Denise Bulat, Phone: 309-793-6300, Website: bistateonline.org

MISSION STATEMENT: To serve as a forum for intergovernmental cooperation and delivery of regional programs and to assist member local governments in planning and project development.

ACTIVITY/SERVICE:	Metropolitan Planning Organization (MPO)	DEPARTMENT:	Bi-State		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Urban		
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET:	\$27,074
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Urban Transportation Policy & Technical Committee meetings		18	17	14	14
Urban Transportation Improvement Program document		1	1	1	1
Mississippi River Crossing meetings		10	7	6	6
Bi-State Trail Committee & Air Quality Task Force meetings		8	8	8	8

PROGRAM DESCRIPTION:

Regional Urban Transportation Planning

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Road & trail construction; bridge coordination, air quality, transit, GIS, grant applications	Maintain the region's eligibility for federal /state highway funds.	\$4.2 Million of transportation improvement programmed	\$5.85 Million of transportation improvement programmed	\$3.98 Million of transportation improvement programmed	\$4.23 Million of transportation improvement programmed



ACTIVITY/SERVICE:	Regional Planning Agency (RPA)	DEPARTMENT:	Bi-State		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Urban		
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET: \$2,320	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Region 9 Transportation Policy & Technical Committee meetings		5	8	6	6
Region 9 Transportation Improvement Program document		1	1	1	1
Transit Development Plan		1	1	1	1

PROGRAM DESCRIPTION:

Regional Rural Transportation Planning

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Road & trail construction; air quality, transit, GIS, grant applications	Maintain the region's eligibility for federal /state highway funds.	\$1.8 Million of transportation improvement programmed	\$1.4 Million of transportation improvement programmed	\$1.47 Million of transportation improvement programmed	\$2.46 Million of transportation improvement programmed

ACTIVITY/SERVICE:	Regional Economic Development Planning	DEPARTMENT:	Bi-State		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Urban		
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET: \$13,151	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Comprehensive Economic Development Strategy document		1	1	1	1
Maintain Bi-State Regional data portal & website		1	1	1	1
EDA funding grant applications		1	1	2	2
Small Business Loans in region		2	2	3	3

PROGRAM DESCRIPTION:
Regional Economic Development Planning

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Census Data Repository, region data portal, EDA funded projects in the region	Maintain the region's eligibility for federal economic development funds.	100%	100%	100%	100%

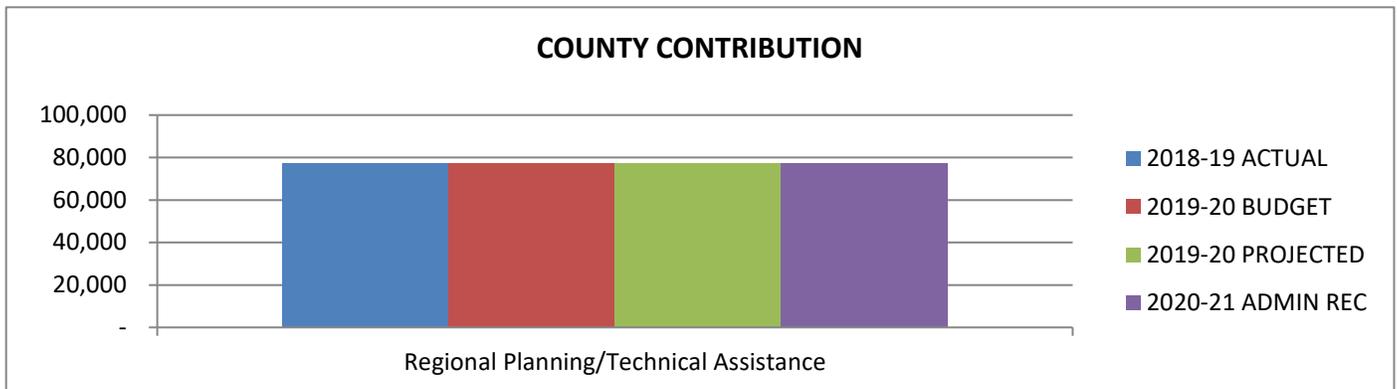
ACTIVITY/SERVICE:	Regional Services	DEPARTMENT:	Bi-State		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Urban		
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET:	\$34,810
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Joint purchasing bids and purchases		19	14	19	14
Administrator/Elected/Department Head meetings		37	39	25	32

PROGRAM DESCRIPTION:

Coordination of Intergovernmental Committees & Regional Programs

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Regional coordination, cooperation and communication for implementation of joint efforts	Maintain the region's cooperation and cost savings in joint efforts	100%	100%	100%	100%

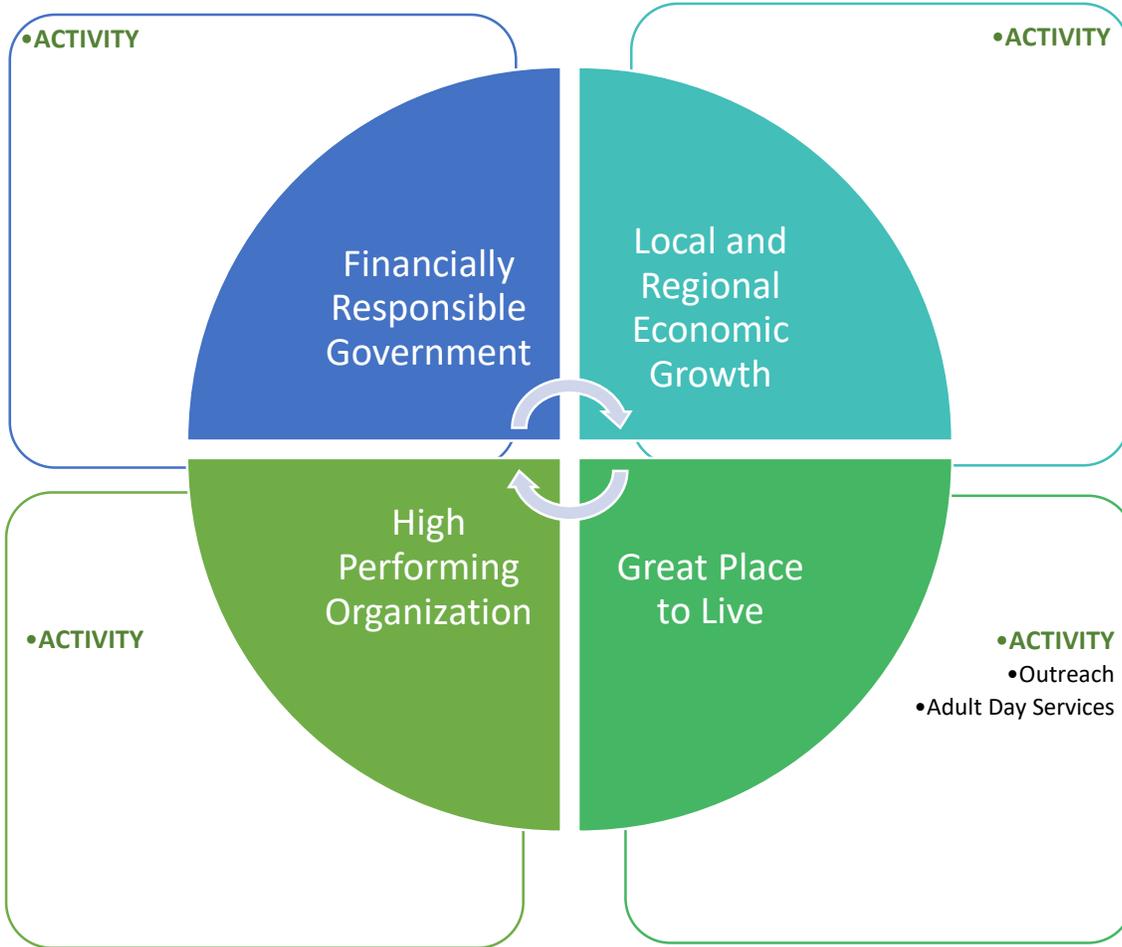
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Regional Plan/Tech Assistance (3600)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
TOTAL POSITIONS	24.50	24.50	23.50	23.50	23.50	23.50
REVENUE SUMMARY:						
Membership Fees	\$ 318,049	314,633	318,829	319,931	319,931	\$ 319,931
Charges for Services	526,092	519,282	593,012	431,315	507,629	507,629
Federal/State Funding	161,149	88,215	96,765	103,235	125,174	125,174
Transportation	720,733	824,542	926,215	985,098	991,865	991,865
SUB-TOTAL REVENUES	\$ 1,726,023	\$ 1,746,672	\$ 1,934,821	\$ 1,839,579	\$ 1,944,599	\$ 1,944,599
Scott County Contribution	77,355	77,355	77,355	77,355	77,355	77,355
TOTAL REVENUES	\$ 1,803,378	\$ 1,824,027	\$ 2,012,176	\$ 1,916,934	\$ 2,021,954	\$ 2,021,954
APPROPRIATION SUMMARY:						
Personal Services	\$ 1,501,267	\$ 1,570,939	\$ 1,687,003	\$ 1,612,231	\$ 1,661,373	\$ 1,661,373
Equipment	1,140	3,623	4,500	4,500	3,500	3,500
Expenses	220,435	203,446	238,780	243,817	234,743	234,743
Occupancy	57,991	57,991	57,991	54,835	56,275	56,275
		1835999	1988274	1915383	1955891	1955891
TOTAL APPROPRIATIONS	\$ 1,780,833	\$ 1,835,999	\$ 1,988,274	\$ 1,915,383	\$ 1,955,891	\$ 1,955,891



ANALYSIS

Member government dues are set by the Bi-State Board.

CENTER FOR ACTIVE SENIORS, INC



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Management: CASI enriches the aging process and quality of life of older adults by providing seniors with the community, connections and supportive services they need to age independently with dignity and grace, making Scott County a great place to live.</p>	<p>CASI's effectiveness is measured with a variety of assessments, surveys, one-on-one conversations and applications with the goal of connecting and supporting participants at a time when cognitive and physical health services may fall out of reach. These measurements show the impact that CASI's supportive services are having on Scott County seniors, their family members, and caregivers.</p>
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Center for Active Seniors, Inc. (CASI)

President/CEO: Laura Kopp, Phone: 563-386-7477, Website: www.casiseniors.org

MISSION STATEMENT: To provide services that promote independence and enrich the lives of older adults through socialization, health, wellness and supportive services.

ACTIVITY/SERVICE:	Outreach	DEPARTMENT:	39.3901	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	700	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$165,614
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
				2020-21
				PROJECTED
Unduplicated # Served (enrolled and not enrolled)		1,676	2,132	1,900
# of clients at low or extremely low income (federal stds/enrolled clients)		950	830	1,280
Total Client Contacts (directly with and on behalf of clients enrolled and not enrolled)		20,881	17,374	15,000
# of clients being enrolled in Home and Community Based Services (Homemaker, Transportation, Home Delivered Meals, Food Pantry Assistance, Summer Heat Relief) - Duplicated number due to clients being eligible for more than one HBCS.		N/A	1,163 (Not reported in 2018-2019)	1,044
# of clients being enrolled in Federal and State benefit programs (Medicare, Medicaid, Food Assistance, Elderly Waiver, HUD Housing, Rent Reimbursement Refund, etc...)		690:1,676	600	645
				655

PROGRAM DESCRIPTION:

To assist Scott County older adults in maintaining independent living by A) completing comprehensive assessments to determine individual needs: B) referrals to local, state and federal programs and services C) providing referral/assistance to determine individual needs. D) implementation and monitoring of programs and services for client. *Definitions: Enrolled Client -CASI Intake, IDA Intake and applications for Federally-funded programs and services. Non-Enrolled Client - No Intake on file.*

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Client maintains a level of independence and remains at home for a longer length of time.	80% of the clients enrolled in the program will be in their home at the end of the fiscal year.	1,578/1,676 or 94%	92%	80%	90%



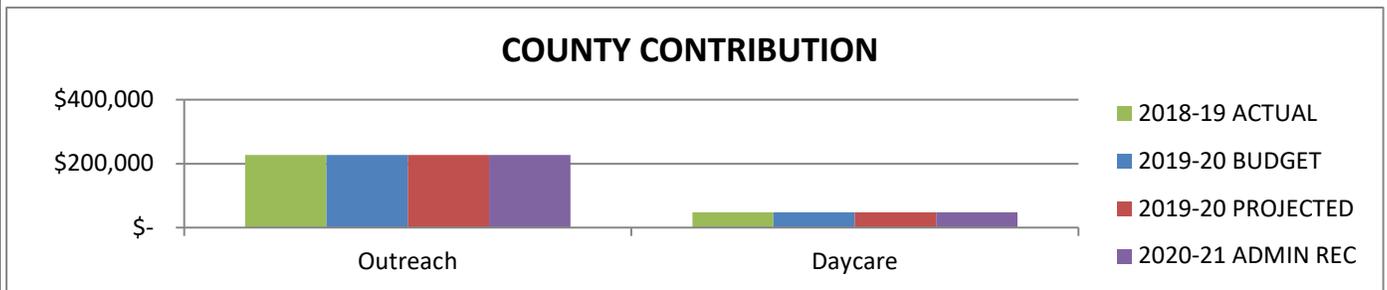
ACTIVITY/SERVICE:	Adult Day Services	DEPARTMENT: CASI 39.3903		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:		228
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$48,136
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
Unduplicated participants		82	90	82
Admissions		25	32	40
# of VA Assisted Participants		19	22	20
# of Medicaid Assisted Participants		25	32	40

PROGRAM DESCRIPTION:

Jane's Place Adult Day Services provides supportive services to elderly Scott County residents who are at risk of premature nursing home placement while also providing caregiver respite. Jane's Place, a low cost alternative to long-term-care placement, allows participants to stay in their home environment 12 to 18 months longer than those who do not utilize adult day services.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Program will increase the caregivers' quality of life by providing caregiver respite.	98% of caregivers will be satisfied with program and report improved quality of life. Results will be measured by surveys done twice a year.	99%	98%	98%	98%
Adult day services extends the participant's level of independence and quality of life allowing them to remain in their current home environment longer.	75% of adult day services participants continue to live in their current home environment at the end of the fiscal year.	75%	75%	75%	75%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Outreach to Older Persons (39.3901)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Director of Senior Services	1.00	1.00	1.00	1.00	1.00	1.00
Senior Advocates	5.00	5.00	6.00	6.00	6.00	6.00
TOTAL POSITIONS	6.00	6.00	7.00	7.00	7.00	7.00
REVENUE SUMMARY:						
Medicaid Waiver ADC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Title III B	14,631	-	-	-	-	-
Veteran's Administration	-	-	-	-	-	-
United Way	-	-	-	-	-	-
Contributions	48	48	-	-	-	-
Miscellaneous	948	950	1,500	1,500	1,500	1,500
CDBG	-	-	-	-	-	-
Day Foundation	10,000	-	-	-	-	-
Supplemental Grants	-	-	-	-	-	-
ADC meals	-	-	-	-	-	-
Admin Revenue Allocation	-	-	135,305	135,305	135,305	135,305
Transportation/ADC	-	-	-	-	-	-
SUB-TOTAL REVENUES	\$ 25,627	\$ 998	\$ 136,805	\$ 136,805	\$ 136,805	\$ 136,805
Scott County Contribution	\$ 227,114	\$ 227,114	\$ 227,114	\$ 167,112	\$ 167,112	\$ 165,614
TOTAL REVENUES	\$ 252,741	\$ 228,112	\$ 363,919	\$ 303,917	\$ 303,917	\$ 302,419
APPROPRIATION SERVICES						
Personal Services	\$ 397,309	\$ 156,377	\$ 358,158	\$ 346,145	\$ 350,889	\$ 350,889
Expenses	4,052	4,052	4,040	2,350	2,350	2,350
Supplies	552	552	244	244	244	244
Occupancy	-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$ 401,913	\$ 160,981	\$ 362,442	\$ 348,739	\$ 353,483	\$ 353,483



ANALYSIS

The Center for Active Seniors, (CASI), offers a variety of services to seniors to help them remain in their own homes as long as possible, thus avoiding early nursing home placement. Scott County provides funding for two programs within CASI: Jane's Place- Adult Day Care service and Senior Outreach services.

Scott County has had a long standing working relationship and partnership with CASI. The county provides funding to both programs: \$165,614 for Outreach and \$48,136 for Adult Day Care for a total of \$213,750.

The Outreach services assist seniors in their own homes access federal and state benefits if they qualify. The FY21 budget shows a slight decrease in revenues and a slight increase in expenditures (personal services). The agency continues to put a lot of effort into soliciting additional funding streams by applying for various grants and funds.

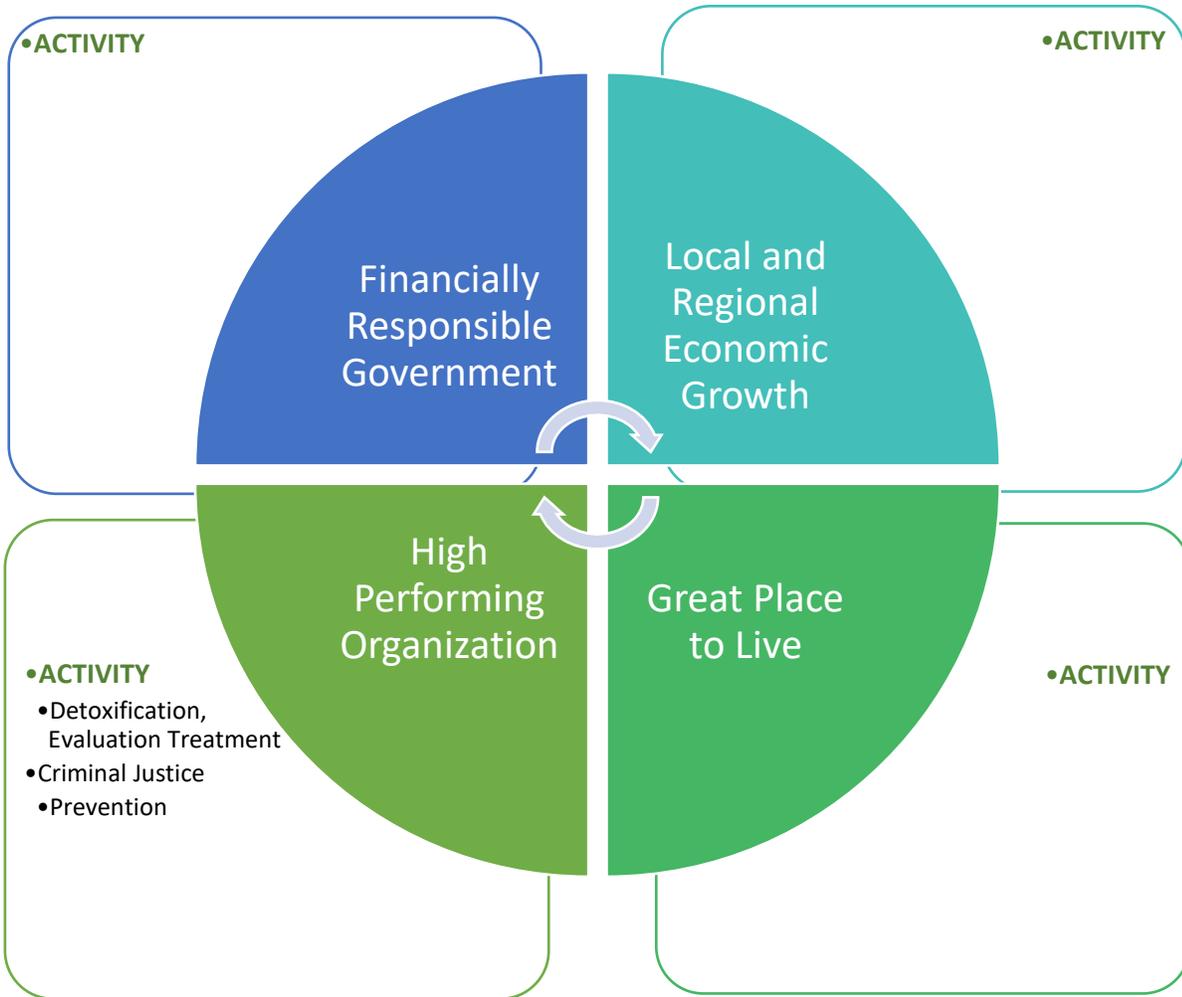
The FY21 funding level is recommended at \$213,750: Outreach Services- \$165,614 and Adult Day Care Services- \$48,136.

Issues:

1. Stable funding from other sources.
2. Increased attendance at Jane's Place.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Day Care/Older Persons (39.3903)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Adult Day Center Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Adult Day Center Assistant Coordinator	1.00	1.00	1.00	1.00	3.00	3.00
Adult Day Center Nursing Assistant	-	-	-	-	0.50	0.50
Adult Day Center Facilitators	6.00	6.00	7.50	7.50	3.00	3.00
Adult Day Center Aides	-	-	-	-	0.25	0.25
TOTAL POSITIONS	8.00	8.00	9.50	9.50	7.75	7.75
REVENUE SUMMARY:						
Medicaid Waiver ADC	\$ 59,896	\$ 64,227	\$ 60,912	\$ 59,000	\$ 59,000	\$ 59,000
Title III B	19,647	19,646	19,646	19,648	19,648	19,648
Veteran's Administration	72,565	46,219	\$ 45,684	\$ 50,000	\$ 50,000	\$ 50,000
United Way	-	-	-	-	-	-
Contributions	2,410	2,418	150	700	700	700
Miscellaneous	-	-	-	-	-	-
CDBG	-	-	-	-	-	-
Day Foundation	-	-	-	-	-	-
Project Income	189,146	210,697	219,804	190,000	200,000	200,000
Supplemental Grants	5,000	7,000	2,000	5,000	5,000	5,000
ADC meals	3,032	5,222	12,516	5,000	5,000	5,000
Admin Revenue Allocation	284,853	284,853	284,853	284,853	284,853	284,853
Transportation/ADC meals	1,683	992	1,070	2,000	2,000	2,000
SUB-TOTAL REVENUES	\$ 638,232	\$ 641,274	\$ 646,635	\$ 616,201	\$ 626,201	\$ 626,201
Scott County Contribution	48,136	48,136	48,136	48,136	48,136	48,136
TOTAL REVENUES	\$ 686,368	\$ 689,410	\$ 694,771	\$ 664,337	\$ 674,337	\$ 674,337
APPROPRIATION SUMMARY:						
Personal Services	\$ 562,236	\$ 555,852	\$ 579,938	\$ 578,565	\$ 584,798	\$ 584,798
Equipment	686	2,188	1,000	500	500	500
Expenses	44,679	47,772	66,844	55,005	55,005	55,005
Supplies	4,542	4,749	4,400	5,000	5,000	5,000
Occup	-	17	-	20	20	20
TOTAL APPROPRIATIONS	\$ 612,143	\$ 610,578	\$ 652,182	\$ 639,090	\$ 645,323	\$ 645,323
ANALYSIS						
<p>The Center for Active Seniors (CASI) provides adult day care services for seniors which allows for loved ones and care takers a break from their duties. Jane's Place provides a meal, nursing care, medication management and respite services for families who are caring for an elderly family member in their own home. Caring for an aging loved one can be a full time job and sometimes very challenging.</p> <p>Scott County provides funding at \$48,136. The agency has other funding streams for this service: Medicaid, Medicare, VA funds, and private pay. CASI continues to struggle with low attendance at Jane's Place but is working on improving the marketing of this service.</p> <p>The FY21 funding level will remain the same at \$48,136.</p> <p>Issues:</p> <ol style="list-style-type: none"> 1. Low attendance 2. Marketing the service 						

CENTER FOR ALCOHOL & DRUG SERVICES (CADS)



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Management: Clients will successfully complete detoxification.</p>	<p>Clients who enter detoxification will successfully complete that process and not discharge against advice and will transition to a lower level of care.</p>
<p>Management: Case mgmt. will improve retention and treatment completion of high risk criminal justice clients.</p>	<p>Average of 16 case mgmt. contacts to high risk criminal justice clients to improve engagement for at least 125 days. After successful completion of all phases of Jail Based Treatment, Scott Co, inmates will remain involved in treatment for at least 30 days after release with successful completion.</p>
<p>Management: Indicated & selective populations receiving prev. services will gain skills & education on substance issues.</p>	<p>Scott County residents receiving programming will report an increase of substance knowledge or life skills in dealing with substance use issues.</p>

Center for Alcohol & Drug Services, Inc. (CADS)

Director: Dennis Duke, phone: 563-322-2667, Website: www.cads-ia.com

MISSION STATEMENT: The Center for Alcohol & Drug Services, Inc. is a non-profit organization established to provide quality substance abuse education, prevention, assessment, treatment, and referral services.

ACTIVITY/SERVICE:	Detoxification, Evaluation & Treatment	DEPARTMENT:		
BUSINESS TYPE:	Core	RESIDENTS SERVED:		800
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: 295,432
OUTPUTS		2016-17	2017-18	2018-19
		ACTUAL	ACTUAL	PROJECTED
Number of admissions to the detoxification unit.		794	755	925
				800

PROGRAM DESCRIPTION:

The Center for Alcohol & Drug Services, Inc. will provide social (non-medical) detoxification services, evaluations, and treatment services at our Country Oaks residential facility.

PERFORMANCE MEASURE		2016-17	2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Clients will successfully complete detoxification.	Clients who enter detoxification will successfully complete that process and not discharge against advice.	98%	95%	95%	95%
Clients will successfully complete detoxification.	Clients who complete detoxification will transition to a lower level of care.	53%	50%	50%	50%



ACTIVITY/SERVICE:	Criminal Justice Program	DEPARTMENT: CADS		
BUSINESS TYPE:	Core	RESIDENTS SERVED:		225
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$352,899
OUTPUTS		2016-17	2017-18	2018-19
		ACTUAL	ACTUAL	PROJECTED
Number of criminal justice clients provided case management.		457	509	475
Number of Clients admitted to the Jail Based Treatment Program.		81	91	100
Number of Scott County Jail inmates referred to Country Oaks.		50	50	50

PROGRAM DESCRIPTION:

The CENTER will provide services for criminal justice clients referred from the Scott County Jail, the Courts, or other alternative programs in the Jail Based Treatment Program and/or in any of the CENTER'S continuum of care (residential, half way house, outpatient, or continuing care).

PERFORMANCE MEASURE		2016-17	2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Case management will improve the retention of high risk criminal justice clients in treatment.	An average of eight case management contacts will be provided to the 225 high risk criminal justice clients.	12	22	8	16
Case management will improve the retention of high risk criminal justice clients in treatment.	Clients will stay engaged in treatment for at least 125 days.	135	138	150	150
Offenders who complete the in-jail portion of the program and return to the community will continue with services at CADS.	Clients will remain involved with treatment services for at least 30 days after release from jail.	85%	90%	90%	90%
Offenders who complete the in-jail portion of the program and return to the community will continue with services at CADS.	Clients will successfully complete all phases of the Jail Based Treatment Program.	59%	65%	57%	57%
Inmates referred from the Scott County jail will successfully complete treatment.	Scott County Jail inmates referred to residential, half way house, outpatient, or continuing care will successfully complete that program.	86%	86%	88%	88%

ACTIVITY/SERVICE: Prevention		DEPARTMENT: CADS			
BUSINESS TYPE:	Community Add On	RESIDENTS SERVED:		1500	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$40,000	
OUTPUTS		2016-17	2017-18	2018-19	
		ACTUAL	ACTUAL	PROJECTED	2019-20 PROJECTED
Number of Scott County Residents receiving indicated or selective prevention services.		1,826	1,847	1,780	1,850

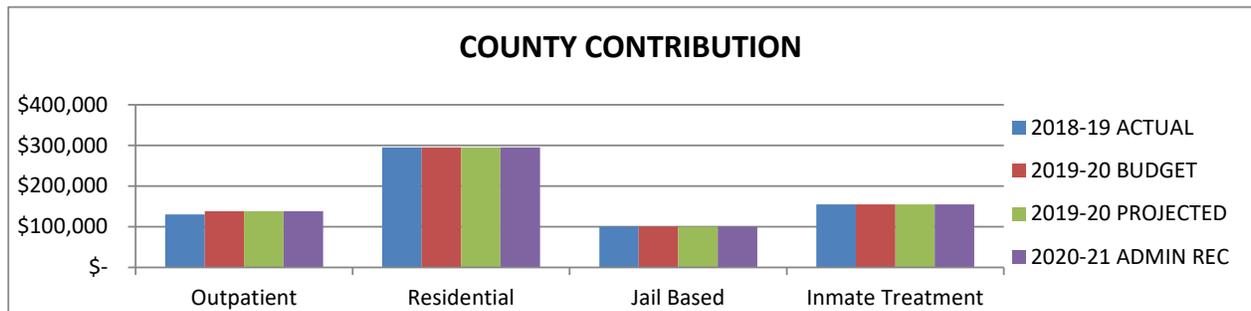
PROGRAM DESCRIPTION:

CADS will conduct substance abuse prevention and awareness programs focused on educational and informational opportunities for those at risk (selective population) and persons exhibiting the early stages of use or related problem behavior.

PERFORMANCE MEASURE		2016-17	2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Indicated and selective populations receiving prevention services will gain skills and education related to substance abuse issues.	Scott County residents receiving programming will report an increase of substance abuse knowledge or life skills in dealing with substance use issues.	95%	92%	90%	90%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Outpatient Services (3801, 3805)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
TOTAL POSITIONS	34.78	37.26	37.26	37.26	37.26	37.26

REVENUE SUMMARY:						
I.D.S.A. Treatment	\$ 1,060,526	\$ 759,013	\$ 772,815	\$ 687,950	\$ 687,950	\$ 687,950
I.D.S.A. Prevention	291,894	285,606	255,765	204,729	204,729	204,729
Scott County Jail Based Project	-	-	-	-	-	-
DASA	-	-	-	-	-	-
Rock Island County	-	-	-	-	-	-
United Way	-	-	-	-	-	-
Client Fees	113,811	35,715	100,000	127,380	127,380	127,380
Insurance Payments	548,257	565,504	1,357,992	868,564	868,564	868,564
Interest	-	-	-	-	-	-
Seventh Judicial District	-	-	-	-	-	-
Contributions	5,618	-	-	-	-	-
County Commitments	-	-	-	-	-	-
Scott County Jail	-	-	-	-	-	-
Local Schools	-	-	-	-	-	-
U S Fed Probation	-	-	100,400	-	-	-
Medicaid, Illinois	-	-	-	-	-	-
Contractual Fees/Payment	192,503	70,356	91,654	75,716	75,716	75,716
Other Operating Revenue	-	7,711	7,000	13,420	13,420	13,420
SUB-TOTAL REVENUES	\$ 2,212,609	\$ 1,723,905	\$ 2,685,626	\$ 1,977,759	\$ 1,977,759	\$ 1,977,759
Substance Abuse Treatment	30,000	24,442	30,000	30,000	30,000	30,000
IDPH Substance Abuse Funds	10,000	8,147	10,000	10,000	10,000	10,000
Tobacco Use Prevention	5,000	-	-	-	-	-
Criminal Justice Client Case Manager	98,000	98,000	98,000	98,000	98,000	98,000
TOTAL COUNTY CONTRIBUTION	143,000	130,589	138,000	138,000	138,000	138,000
TOTAL REVENUES	\$ 2,355,609	\$ 1,854,494	\$ 2,823,626	\$ 2,115,759	\$ 2,115,759	\$ 2,115,759
APPROPRIATION SUMMARY:						
Personal Services	\$ 1,169,841	\$ 666,548	\$ 730,324	\$ 655,228	\$ 655,228	\$ 655,228
Equipment	6,380	4,456	6,304	-	-	-
Expenses	235,901	148,510	211,373	175,486	175,486	175,486
Supplies	27,075	30,966	48,084	17,360	17,360	17,360
Occupancy	35,456	25,562	49,250	23,277	23,277	23,277
TOTAL APPROPRIATIONS	\$ 1,474,652	\$ 876,042	\$ 1,045,335	\$ 871,351	\$ 871,351	\$ 871,351



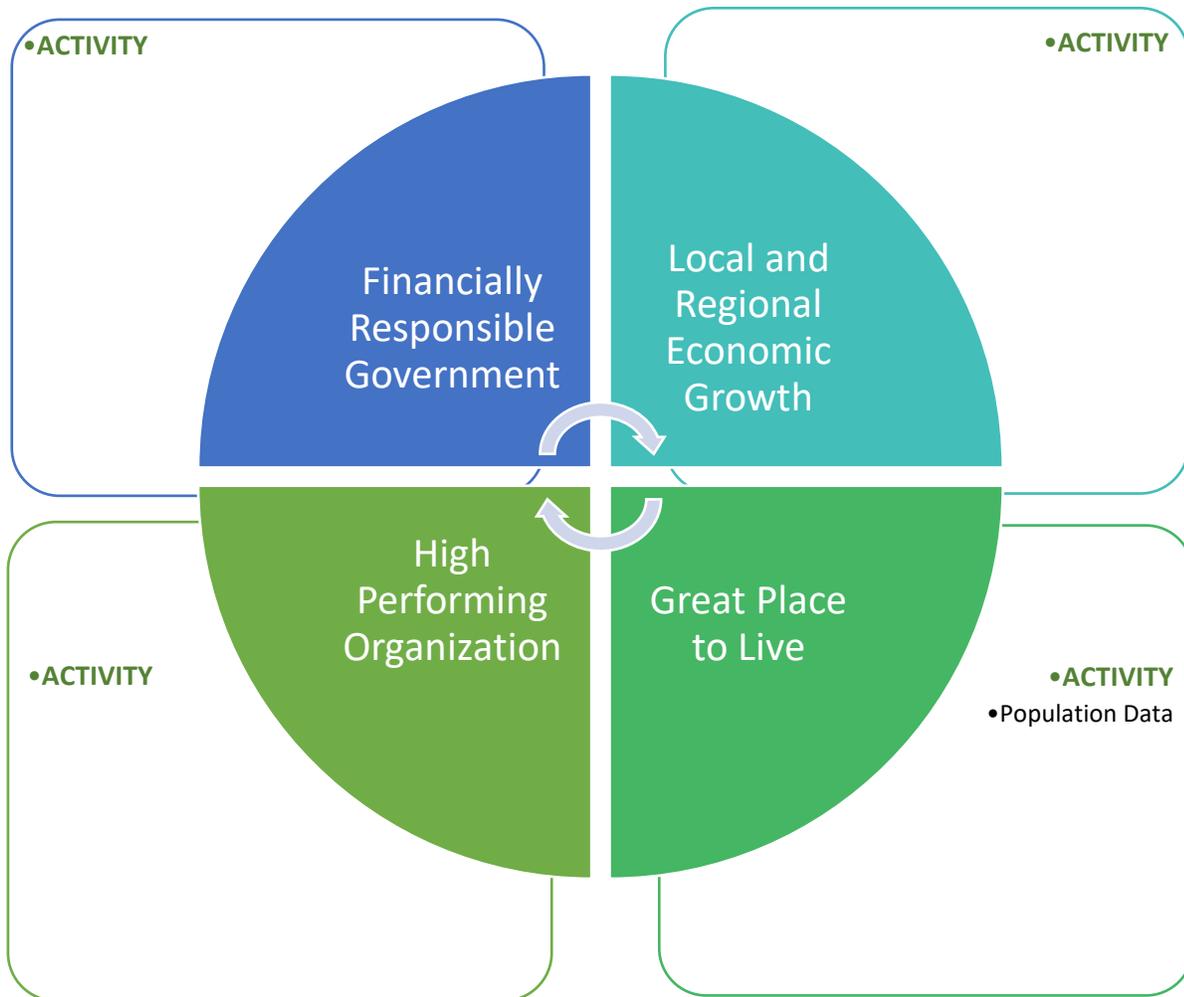
ANALYSIS
 Scott County portion of CADS budget remains unchanged for 2020-2021. BFO unchanged from 2019-2020. Goals consistent with BFO.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Residential Services (3802, 3804)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
TOTAL POSITIONS	28.86	27.60	31.10	31.80	31.80	31.80
REVENUE SUMMARY:						
I.D.S.A. Treatment	\$ 1,080,932	\$ 971,893	\$ 1,048,784	\$ 1,154,975	\$ 1,154,975	\$ 1,154,975
United Way	-	-	-	-	-	-
Client Fees	73,831	31,309	200,000	775,484	775,484	775,484
Insurance Payments	1,028,705	1,242,616	2,640,702	2,314,820	2,314,820	2,314,820
Interest	-	-	-	-	-	-
Contributions	4,762	-	-	-	-	-
County Commitments	45,976	27,417	30,000	27,286	27,286	27,286
US Fed Probation	31,710	(10,760)	8,000	-	-	-
Contractual Fees	9,777	11,932	-	14,708	14,708	14,708
Other Operating Revenue		1,500	13,100			
SUB-TOTAL REVENUES	\$ 2,275,693	\$ 2,275,907	\$ 3,940,586	\$ 4,287,273	\$ 4,287,273	\$ 4,287,273
Detoxification Evaluation and Treatment Services	295,432	295,432	295,432	295,432	295,432	295,432
Scott County Jail - Inmate Substance Abuse Treatment	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL COUNTY CONTRIBUTION	395,432	395,432	395,432	395,432	395,432	395,432
TOTAL REVENUES	\$ 2,671,125	\$ 2,671,339	\$ 4,336,018	\$ 4,682,705	\$ 4,682,705	\$ 4,682,705
APPROPRIATION SUMMARY:						
Personal Services	\$ 1,305,864	\$ 1,363,242	\$ 2,039,039	\$ 1,660,716	\$ 1,660,716	\$ 1,660,716
Equipment	7,004	5,063	4,398	7,132	7,132	7,132
Expenses	235,121	86,001	(324,247)	131,024	131,024	131,024
Supplies	150,315	177,296	150,877	152,074	152,074	152,074
Occupancy	85,926	<u>46,953</u>	79,868	48,587	48,587	48,587
TOTAL APPROPRIATIONS	\$ 1,784,230	\$ 1,678,555	\$ 1,949,935	\$ 1,999,533	\$ 1,999,533	\$ 1,999,533
ANALYSIS						
<p>Scott County portion of CADS budget remains unchanged for 2020-2021. BFO unchanged from 2019-2020. Goals consistent with BFO.</p>						

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Jail Based Assessment/Treatment (3803)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Counselors	6.00	6.00	6.00	5.00	5.00	5.00
Program Managers	1.00	0.40	0.40	0.10	0.10	0.10
TOTAL POSITIONS	7.00	6.40	6.40	5.10	5.10	5.10
REVENUE SUMMARY:						
IDSA Treatment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	-	-	-	-	-	-
7th Judicial	147,347	102,336	120,000	116,864	116,864	116,864
Contributions	2,341	-	-	-	-	-
Contractual Fees	15	14,214	28,427	28,472	28,427	28,427
SUB-TOTAL REVENUES	\$ 149,703	\$ 116,550	\$ 148,427	\$ 145,336	\$ 145,291	\$ 145,291
Jail Based Assessment & Treatment	154,899	154,899	154,899	154,899	154,899	154,899
TOTAL REVENUES	\$ 304,602	\$ 271,449	\$ 303,326	\$ 300,235	\$ 300,190	\$ 300,190
APPROPRIATION SUMMARY:						
Personal Services	\$ 277,695	\$ 244,517	\$ 294,109	\$ 257,096	\$ 257,096	\$ 257,096
Equipment	886	108	-	-	-	-
Expenses	53,852	14,023	4,453	14,120	14,120	14,120
Supplies	11,459	4,900	4,482	5,884	5,884	5,884
Occupancy	753	120	-	-	-	-
TOTAL APPROPRIATIONS	\$ 344,646	\$ 263,668	\$ 303,044	\$ 277,100	\$ 277,100	\$ 277,100
ANALYSIS						
<p>Scott County portion of CADS budget remains unchanged for 2020-2021. BFO unchanged from 2019-2020. Goals consistent with BFO.</p>						

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: All others/CADS	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
President	0.22	-	-	-	-	-
Treatment Supervisor	1.30	-	-	-	-	-
Grants & Contract Specialist	0.22	1.00	1.00	1.00	1.00	1.00
Human Resource Officer	0.22	-	-	-	-	-
Admin Systems Manager	-	-	-	-	-	-
Account Receivable Analyst, Revenue Cycle	0.22	2.00	2.00	2.00	2.00	2.00
Patient Account Representative Biller	0.20	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.20	-	-	-	-	-
Support Services Technician	4.00	8.00	8.00	8.00	8.00	8.00
Maintenance	0.30	-	-	-	-	-
Accreditation, Quality and Practice Standards Coordinator	0.50	3.00	2.40	2.40	2.40	2.40
Counselors	8.00	3.00	4.60	5.00	5.00	5.00
Patient Safety Technician	-	1.00	1.00	1.00	1.00	1.00
Program Managers	1.00	1.05	1.05	1.05	1.05	1.05
RN/LPN	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	17.38	21.05	22.05	22.45	22.45	22.45
REVENUE SUMMARY:						
IDSA Treatment	\$ 237,841	\$ 102,315	\$ 100,000	\$ 58,311	\$ 58,311	\$ 58,311
DASA	139,870	77,844	64,700	64,700	64,700	64,700
Rock Island County	24,660	34,742	51,660	51,660	51,660	51,660
United Way	-	-	-	-	-	-
Client Fees	52,241	16,754	100,000	(693,672)	(693,672)	(693,672)
Insurance Payments	150,932	(724,498)	(2,648,695)	(1,853,168)	(1,853,168)	(1,853,168)
Interest	-	-	-	-	-	-
Contributions	3,091	1,252	20,000	836	836	836
US Fed Probation	77,952	19,690	-	24,557	24,557	24,557
Medicaid, Illinois	9,176	13,695	21,277	9,064	9,064	9,064
Contractual Fees/Payment	(667,621)	41,902	600	29,868	29,868	29,868
Other Operating Revenue	-	723	775	-	-	-
SUB-TOTAL REVENUES	\$ 28,141	\$ (415,581)	\$ (2,289,683)	\$ (2,307,844)	\$ (2,307,844)	\$ (2,307,844)
Scott County Contribution	-	-	-	-	-	-
TOTAL REVENUES	\$ 28,141	\$ (415,581)	\$ (2,289,683)	\$ (2,307,844)	\$ (2,307,844)	\$ (2,307,844)
APPROPRIATION SUMMARY:						
Personal Services	\$ 1,346,916	\$ 1,222,087	\$ 1,427,912	\$ 1,292,448	\$ 1,292,448	\$ 1,292,448
Equipment	6,608	6,862	9,041	22,488	22,488	22,488
Expenses	310,576	699,275	665,736	537,656	537,656	537,656
Supplies	60,971	70,213	37,195	27,092	27,092	27,092
Occupancy	324,655	53,995	67,793	50,256	50,256	50,256
TOTAL APPROPRIATIONS	\$ 2,049,727	\$ 2,052,432	\$ 2,207,677	\$ 1,929,940	\$ 1,929,940	\$ 1,929,940
ANALYSIS						

COMMUNITY HEALTH CARE



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Management: Great Place to Live - Quality Health Care for All</p>	<p>Increase access to an additional 750 Scott County patients utilizing the Health Center's services.</p>
<p>Management: Great Place to Live - Quality Health Care for All</p>	<p>Increase enrollment to 50 patients in CHC's Serious Mental Illness(SMI) and Substance Use Disorder(SUD) care management program.</p>
<p>Management: Great Place to Live - Quality Health Care for All</p>	<p>Maintain at least 50 diabetic patients in CHC's Diabetic Care Program.</p>

Community Health Care

CEO: Tom Bowman 563-336-3000 website chcqa.org

MISSION STATEMENT: Community Health Care serves the Quad Cities with quality health care for all people in need.

ACTIVITY/SERVICE:	Scott County Population Data	DEPARTMENT:	40.4001		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	13,414		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$302,067
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Visits of clients below 100% Federal Poverty Level		7,613	7,224	7,728	7,400
Visits of clients below 101 - 138% Federal Poverty Level		1,462	1,271	1,792	1,800
Visits of clients above 138% Federal Poverty Level		1,830	1,975	2,440	2,500
# of prescriptions filled for those living in Scott County and using the sliding fee scale		6,214	6,704	6,600	6,700
Scott County Resident Affordable Care Act Assisted		409	307	324	330
Scott County Resident Affordable Care Act Enrolled - Marketplac		22	21	32	32
Scott County Resident Affordable Care Act Enrolled - Medicaid E		55	27	92	100

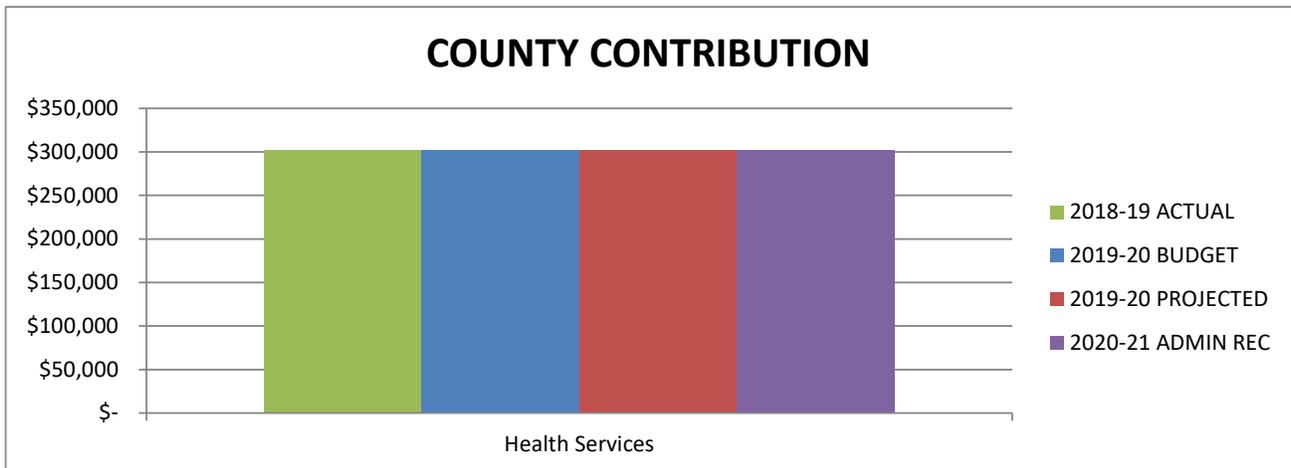
PROGRAM DESCRIPTION:

CHC provides comprehensive primary health care for the Quad City Population in need on a sliding fee scale basis.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Scott County citizens will benefit from the sliding fee scale to make health care more affordable.	CHC will offer the sliding fee discount to all Scott County residents to ensure they have health care services.	\$496,544	\$634,074	\$535,000	\$700,000
Scott County citizens will have insurance coverage: private, Medicaid or Medicare	At least 91% of the citizens seen at CHC will have some form of insurance coverage	90%	89%	87%	91%



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Health Serv-Comm Services (40.4001)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
TOTAL POSITIONS	291.04	291.04	302.57	313.77	320.77	320.77
REVENUE SUMMARY:						
IA St Dept Health/Senior Health	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IA St Dept Health/Child Health	-	-	-	-	-	-
HHS-UHI	4,191,654	4,091,905	1,161,630	4,256,011	4,256,011	4,256,011
Patient Fees	21,946,491	22,990,978	6,108,473	23,680,707	24,509,532	24,509,532
HHS-Homeless	294,338	294,338	73,585	330,168	330,168	330,168
Other	2,039,259	3,176,759	714,381	2,890,851	2,963,122	2,963,122
SUB-TOTAL REVENUES	\$ 28,471,742	\$ 30,553,980	\$ 8,058,069	\$ 31,157,737	\$ 32,058,833	\$ 32,058,833
Scott County Contribution- Health Services Other						
Scott County Contribution-Comm Services	302,067	302,067	75,517	302,067	335,000	302,067
TOTAL SCOTT COUNTY CONTRIBUTIONS	\$ 302,067	\$ 302,067	\$ 302,067	\$ 302,067	\$ 335,000	\$ 302,067
TOTAL REVENUE	\$ 28,773,809	\$ 30,856,047	\$ 8,360,136	\$ 31,459,804	\$ 32,393,833	\$ 32,360,900
APPROPRIATION SUMMARY:						
Personal Services	\$ 20,296,373	\$ 21,895,947	\$ 5,873,773	\$ 22,443,346	\$ 23,228,863	\$ 23,228,863
Equipment	1,148,202	1,087,995	299,972	1,115,195	1,143,075	1,143,075
Expenses	4,273,828	4,496,510	1,088,086	4,608,923	4,724,146	4,724,146
Supplies	1,888,372	2,217,449	563,924	2,272,885	2,329,707	2,329,707
Occupancy	1,056,126	871,422	220,076	893,208	915,538	915,538
TOTAL APPROPRIATIONS	\$ 28,662,901	\$ 30,569,323	\$ 8,045,831	\$ 31,333,557	\$ 32,341,329	\$ 32,341,329



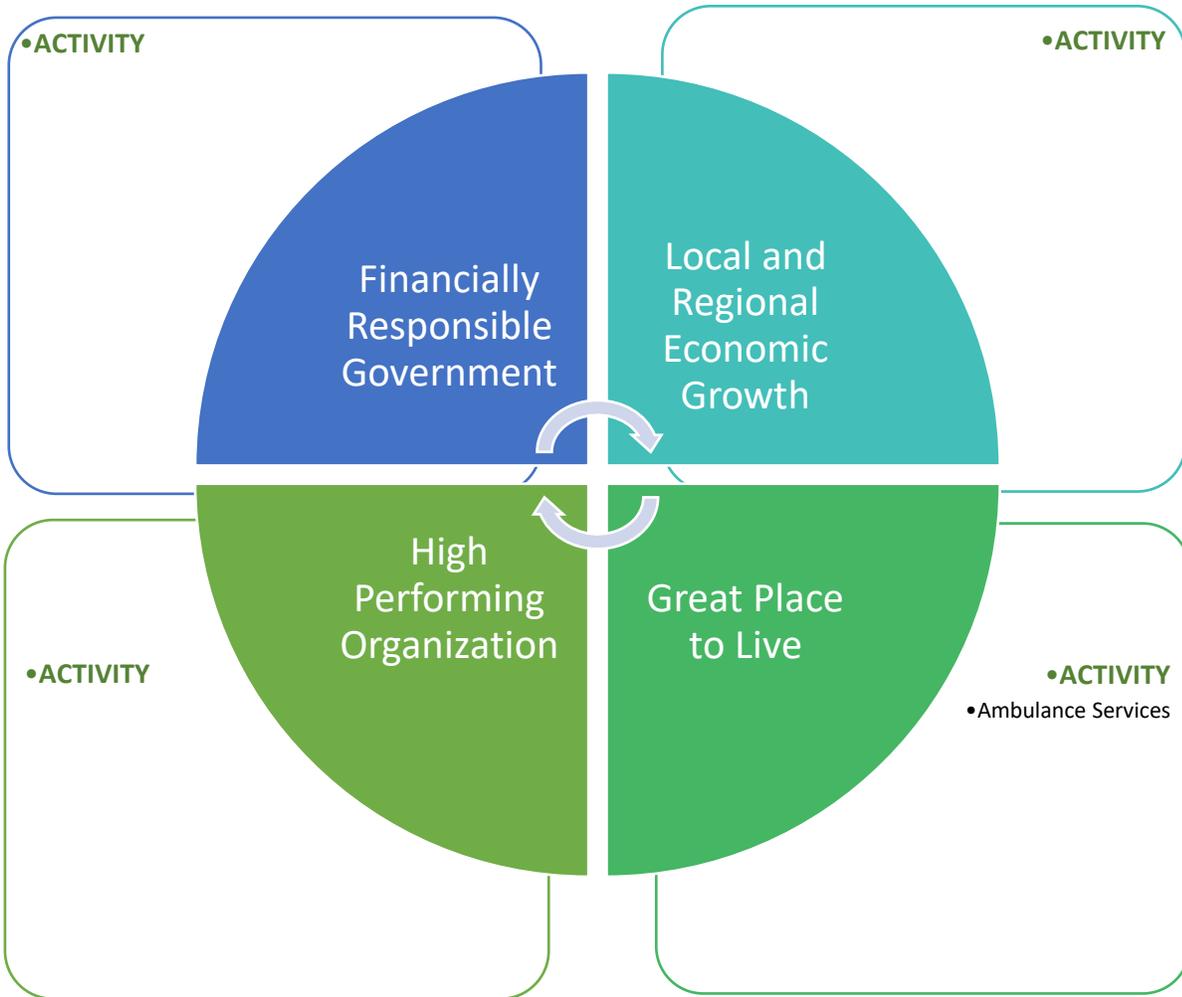
ANALYSIS

Community Health Care (CHC) provides comprehensive medical care and services to citizens of Scott County. CHC provides medical appointments and fills prescriptions for individuals who don't have insurance and for those who do have insurance, but can't afford the deductibles and co-pays. CHC uses a sliding fee scale to help medical care be more affordable.

CHC also has a contract with the Community Services Department (General Assistance Program) so individuals in need of medical care or medications can be seen faster. CHC staff continue to assist individuals in applying for insurance, either Medicaid or Market Place.

The county will continue to fund CHC at the same level of \$302,067.

DURANT



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Great Place to Live - Emergency m</p>	<p>To responde to 911 call wihtin 15 minutes 88% of the time.</p>
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DURANT AMBULANCE

Mark Heuer 563-785-4540 www.durantfire.org

ACTIVITY/SERVICE:	Durant Ambulance		DEPARTMENT:	
BUSINESS TYPE:	Quality of Life		RESIDENTS SERVED: 7,500	
BOARD GOAL:	Performing Organization	FUND: 01 General	BUDGET: \$20,000	
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of 911 calls responded to.	753	675	750	750
Number of 911 calls answered.	765	695	760	760
Average response time.	11.75 minutes	na	12	12

PROGRAM DESCRIPTION:

Emergency medical treatment and transport

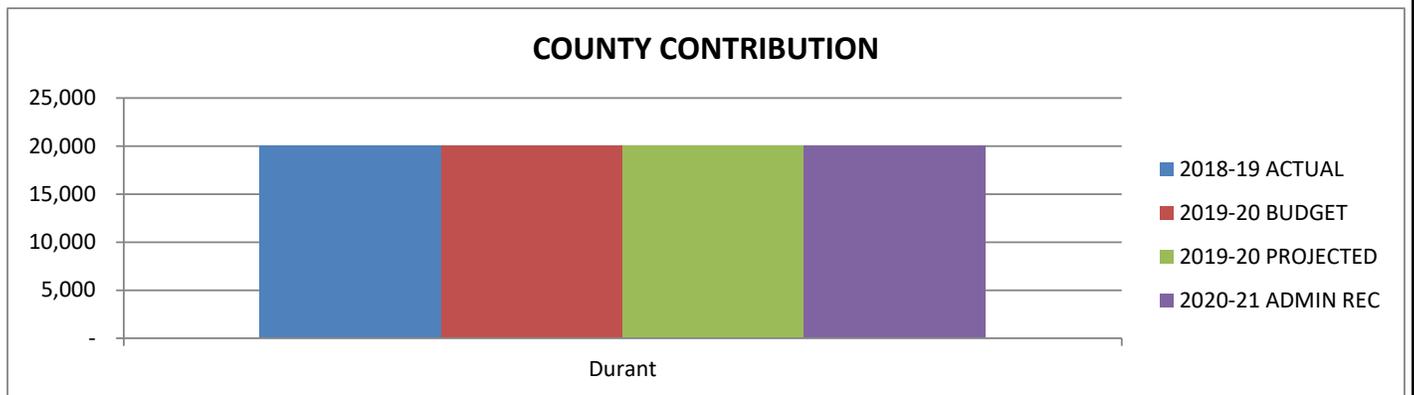
PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Respond to all 911 requests in our area	Responded to 99% of all 911 requests in our area	753/765=98%	675/695 Responded to 97% of calls for service	Will respond to 99% of calls for service.	Will respond to 99% of calls for service.
Respond within 20 minutes to 88% of 911 calls	Responded within 15 minutes to 90% of the 911 requests in our area.	Responded within 15 minutes to 80% of calls in our area.	Responded within 20 minutes to 93% of Scott County calls	Respond within 20 minutes to 90% of calls in our area.	Respond within 20 minutes to 90% of Calls in Scott County.



Durant Ambulance

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Emergency Care & Transfer (4200)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Volunteers	20.00	20.00	22.00	20.00	20.00	20.00
TOTAL POSITIONS	20.00	20.00	22.00	20.00	20.00	20.00

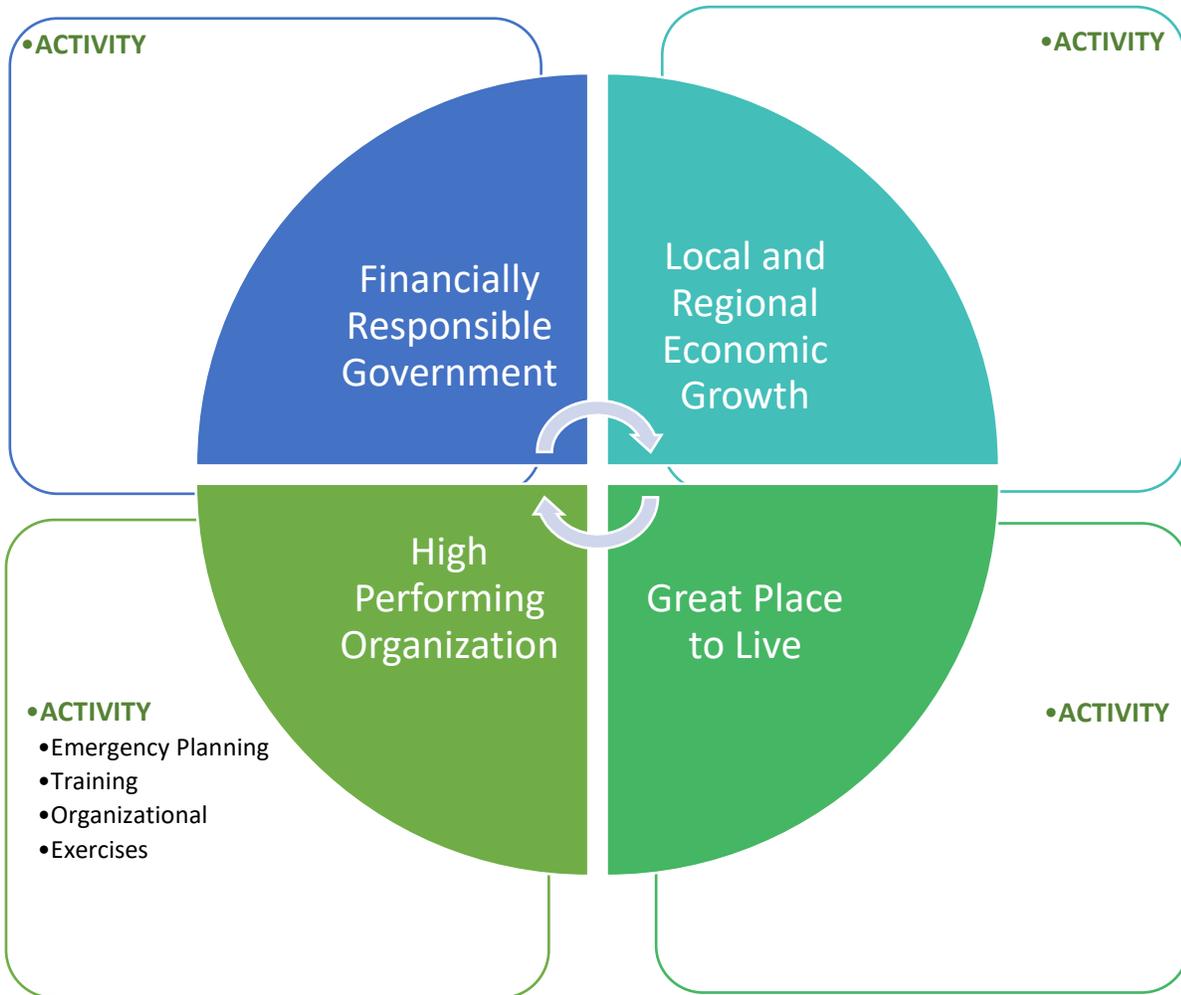
REVENUE SUMMARY:						
Political Subdivision Contracts	\$ 18,190	\$ 14,149	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Services	395,368	438,635	410,000	420,000	420,000	420,000
Contributions	10,146	7,945	10,000	20,000	10,000	10,000
Other	(78,976)	(142,250)	(78,500)	(79,000)	(79,000)	(79,000)
SUB-TOTAL REVENUES	\$ 344,728	\$ 318,479	\$ 359,500	\$ 379,000	\$ 369,000	\$ 369,000
Scott County Contribution	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL REVENUES	\$ 364,728	\$ 338,479	\$ 379,500	\$ 399,000	\$ 389,000	\$ 389,000
APPROPRIATION SUMMARY:						
Equipment		\$ 187,544	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000
Expenses	341,890	240,020	347,000	330,000	330,000	330,000
Supplies	16,632	17,094	19,000	19,000	19,000	19,000
Occupancy	6,395	6,234	7,000	7,000	7,000	7,000
TOTAL APPROPRIATIONS	\$ 364,917	\$ 450,892	\$ 415,000	\$ 398,000	\$ 398,000	\$ 398,000



ANALYSIS

No changes for the Scott County portion of the CADS budget. Activities and BFO are unchanged. Goals same as BFO Activity/Service.

EMA



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Close-out FEMA grant reimbursement process successfully with no adverse outcomes</p>	<p>Above 90% rate of reimbursement; no subsequent findings; closeout</p>
<p>Management: Close the gap on disaster response capabilities for all hazards</p>	<p>Successful completion of planning efforts; equipment acquisition and readiness; training for position specific roles; identify 3-deep rosters</p>
<p>Management: Improve Planning and Coordination across sectors</p>	<p>Significant movement toward systematic coordination of emergency management efforts; discussion of the "KC Model"; successful engagement of key partners</p>

EMA

Dave Donovan, 563-505-6992, www.iascema.com



MISSION STATEMENT: The Scott County Emergency Management Agency exists under Iowa Code 29C for the purposes of county-wide preparedness, mitigation, response, recovery, detection, protection and prevention of natural or man-made disasters.

ACTIVITY/SERVICE:	Emergency Planning	DEPARTMENT:	68A	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	80 EMA	county-wide
BOARD GOAL:	Performing Organization	FUND:		BUDGET: \$64,790
OUTPUTS		2017-18 ACTUAL	2018-19 ACTUAL	2019-20 PROJECTED
		2020-21 PROJECTED		
Revise and update multihazard plan in ESF format		25%	10%	25%
Update Radiological Emergency Response Plans		50%	50%	50%
Update Ancillary Plans and Annexes		50%	50%	25%
Maintain approved county-wide mitigation plan		Completed	annual plus mitigation updates	25%

PROGRAM DESCRIPTION:

IAW Iowa Code 29C.9(6) Emergency planning means the annual maintenance of: the Scott County Multi-Hazard Emergency Operations Plan; Scott County Radiological Emergency Response Plans, and ancillary support plans (evacuation, debris management, volunteer management, etc.)

PERFORMANCE MEASUREMENT		2017-18 ACTUAL	2018-19 ACTUAL	2019-20 PROJECTED	2020-21 PROJECTED
OUTCOME:	EFFECTIVENESS:				
5 year project. Re-write emergency plan to reflect 15 emergency support functions	Achieving the desired outcome ensures coordinated response and recovery operations for any hazard event in Scott County	25%	10%	25%	25%
Annual update of Scott County Off-Site Radiological Emergency Response Plan (risk county Exelon)	Achieving the desired outcome ensures coordinated response operations and safety for Scott County citizens	50%	50%	50%	50%
Annual update of Scott County Off-Site Radiological Emergency Response Plan (host county DAEC)	Achieving the desired outcome ensures coordinated response operations to support evacuees from Linn County	50%	50%	50%	50%
Mitigation Planning	Assist County in producing a mitigation plan that is accepted by FEMA Plan completed pending local, state and federal approval	Complete	Perform annual maintenance and mitigation action updates	25%	25%



ACTIVITY/SERVICE:	Training	DEPARTMENT:	EMA 68A		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	Responders		
BOARD GOAL:	Performing Organization	FUND:	80 EMA	BUDGET:	\$103,664
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
EMA Coordinator Training		100%	100%	100%	100%
Coordinate annual RERP training		100%	100%	100%	100%
Coordinate or provide other training as requested		100%	100%	100%	100%

PROGRAM DESCRIPTION:

Maintenance of dissemination of training and exercise opportunities for Scott County responders

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Meet State required 24 hours of professional development training annually	Meeting the requirement results in maintaining federal funding for this Agency	100%	100%	100%	100%
Coordinate / provide training for EOC staff and other agencies to support radiological emergency response	Annual documentation of coordination for or providing training required to maintain federal support of this agency.	100%	100%	100%	100%
Fulfill requests for training from responders, jurisdictions or private partners.	Meeting the needs of local agency / office training is a fundamental service of this agency and supports County wide readiness	100%	100%	100%	100%

ACTIVITY/SERVICE:	Organizational	DEPARTMENT:	EMA 68A		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	80 EMA	County-wide	
BOARD GOAL:	Performing Organization	FUND:	80 EMA	BUDGET:	\$64,790
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Grant coordination activities				100%	100%
Information dissemination		100%	100%	100%	100%
Support to responders		met requests	met requests	meet expectations	meet expectations
Required quarterly reports. State and county		100%	100%	100%	100%

PROGRAM DESCRIPTION:

This program is what keeps this office functioning in order to provide a base to support training, exercise, planning, and, mitigation requirements for Scott County.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
This program includes information dissemination made through this agency to public and private partners meetings.	100% Dissemination using multiple channels ensures info and opportunities reach all local partners	100%	100%	100%	100%
This agency has also provided support to fire and law enforcement personnel via EMA volunteer's use of our mobile response vehicles.	95%+ response to requests ensures effective use of these assets.	100%	100%	100%	100%

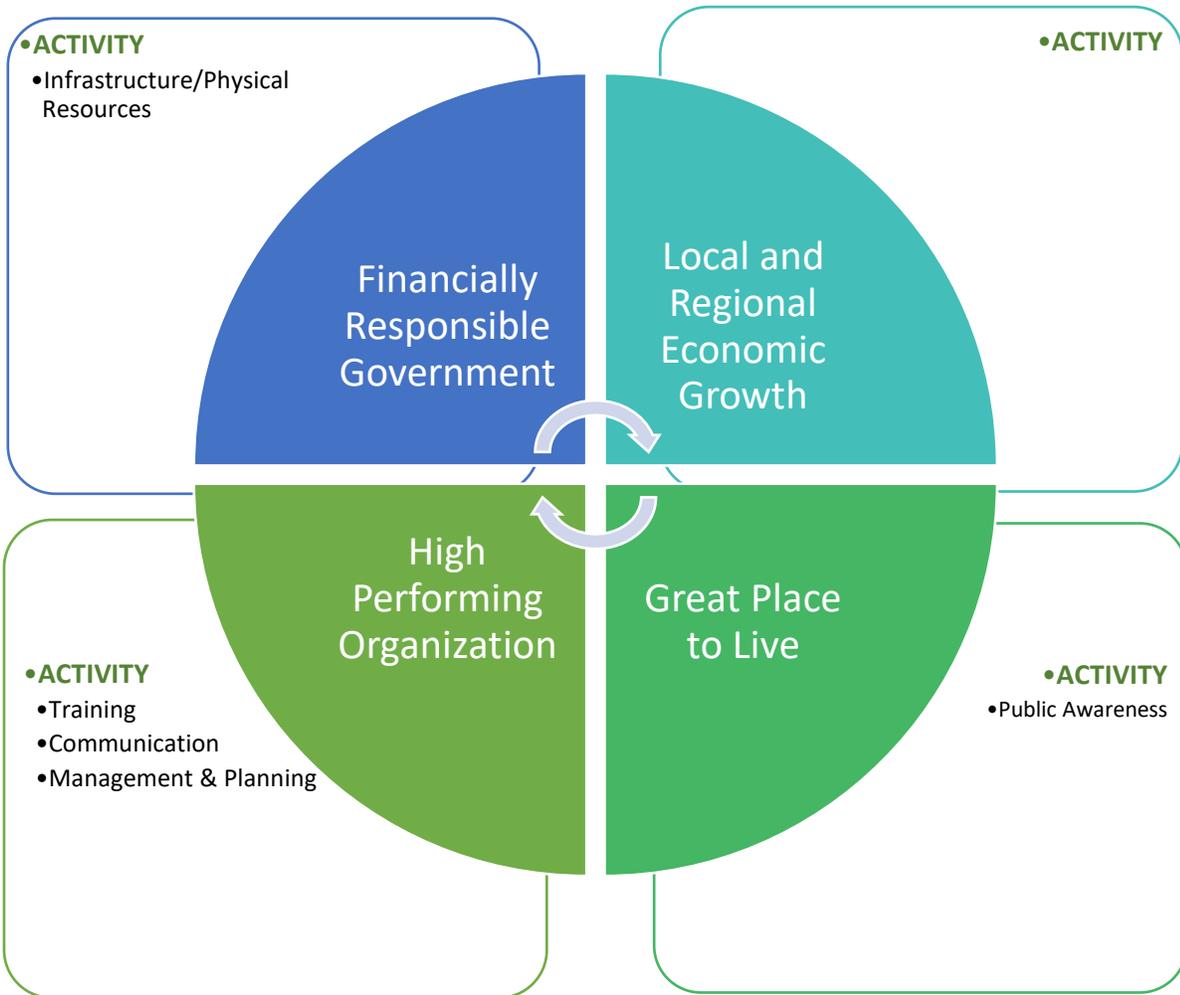
ACTIVITY/SERVICE:	Exercises	DEPARTMENT:	EMA 68A		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	80 EMA	County-wide	
BOARD GOAL:	Performing Organization	FUND:		BUDGET:	\$90,706
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
RERP		100%	100%	100%	100%
5 year HSEMD exercise program completion		100%	100%	100%	100%

PROGRAM DESCRIPTION:

This program includes exercise participation undertaken by the Scott County Emergency Management Agency and/or public/private response partners to meet the State 5 year plan, as well as active participation in the FEMA radiological exercise program

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
RERP evaluated or training exercises results completed without a deficiency noted	Trains all EOC and off-site agencies in the correct response to a radiological incident.	100%	100%	100%	100%
5 year exercise program requires a minimum of two tabletop or one functional exercise per year.	Requirement helps drive multi-agency planning for exercise goals, resulting in realistic outcomes for each agency / department	100%	100%	100%	100%

SECC



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Systematic Revisions to Administrative Policies</p>	<p>Review and revision of 50% of Administrative Policies each FY; system in place for managing policy and SOP documents and review process.</p>
<p>Management: SECC Radio Project</p>	<p>Successful substantial completion of radio project; deployment of end user devices in progress or planned; all interoperability issues identified and solutions in process.</p>
<p>Management: Enhanced Quality Assurance</p>	<p>Institutionalization and compliance with the use of Emergency Fire Dispatching protocols; revisions to response strategies and discussion of determinants in process; review of implementation of split Quality Assurance Training functions; planning and progress toward Emergency Fire Dispatching accreditation.</p>

SECC

Dave Donovan, 563-484-3050, dave.donovan@scottcountyiowa.com



MISSION STATEMENT: With integrity and respect we provide superior Public Safety Dispatch services in an efficient and accurate manner. We are committed to serve the citizens and responders of Scott County with the highest standards to protect life, property, and the environment.

ACTIVITY/SERVICE:	Training	DEPARTMENT:		SECC	
BUSINESS TYPE:	Core	RESIDENTS SERVED:		county-wide	
BOARD GOAL:	Performing Organization	FUND:	89 SECC	BUDGET:	\$302,027
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Increase number of cross-trained personnel		60%	0%	100%	20%
Achieve Professional Accreditation		40%	0%	75%	50%

PROGRAM DESCRIPTION:

Maintenance of all training programs within the organization including: training of all new employees, maintenance training of all Certified Training Officers (CTOs), ongoing professional development training, continuing education training, cross training of all personnel as needed, and obtaining and maintenance of any professional accreditation training.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Achieve three-discipline certification for all Dispatchers.	This will provide flexibility for staff movement and decrease the amount of overtime necessary. Will also assist in making the center more consolidated.	60%	0%	100%	20%
Identify and complete/meet the necessary requirements for attainment of National Center Accreditation.	Meeting the requirements for National Accreditation is the first step in becoming an Accredited Center which provides third party validation we are moving SECC forward in a manner consistent with industry standards.	40%	0%	75%	50%



ACTIVITY/SERVICE:	Communication	DEPARTMENT:	SECC		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	County-wide		
BOARD GOAL:	Performing Organization	FUND:	89 SECC	BUDGET:	\$7,021,117
OUTPUTS		2017-18	2018-2019	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Re-evaluation to Improve internal communications		Ongoing Eval	100%	100%	25%
Improve external communications with partner agencies		OngoingEval	100%	100%	75%
Improve customer service		100%	95%	100%	50%
Reinvent SECC's website		70%	70%	100%	25%

PROGRAM DESCRIPTION:

Providing efficient, timely, and accurate communication is the foundation of our organization. We strive to comply with all communication benchmarks outlined in the national standard set by NFPA 1221 which includes standards for all Public Safety Answering Points (PSAPs).

PERFORMANCE MEASUREMENT		2017-18	2018-2019	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
This as an area of opportunity - we have implemented a number of initiatives to improve communications with our staff but we need to evaluate those initiatives and tweak them to be more effective.	Improving communications improves overall organizational effectiveness and strengthens the bond between the center and the community.	Ongoing Eval	25%	100%	25%
With all of the recent changes in management staff, the need to acquaint outside agency staff with new management is vital. The goal is to continue to work to maintain the good relationships with outside agency staff.	Improving communications improves overall organizational effectiveness and strengthens the relationships between the center and our partner agencies.	Ongoing Eval	50%	100%	75%
Enhance our customer service efforts through more concentrated focus in this area and by infusing our Values in all our public contacts.	Improving customer service helps the organization provide a better quality service to all of the citizens of Scott County.	10000%	ongoing evaluation	100%	50%
By reinventing SECC's website we can enhance our public outreach programing.	This will help SECC establish a better rapport with the community and the agencies we serve by providing real-time public safety information as well as providing news stories too help the general public better understand our mission and role in the community.	70%	25%	100%	25%

ACTIVITY/SERVICE:	Management and Planning	DEPARTMENT:	SECC		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	89 SECC		
BOARD GOAL:	Performing Organization	FUND:	BUDGET:	\$595,476	
		2017-18	2018-2019	2019-20	2020-21
OUTPUTS		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Revise hiring process		60%	100%	Ongoing Evaluation	50%
Develop a succession plan		70%	0%	Ongoing Evaluation	25%
Improve interagency coordination		Ongoing Eval	75%	90%	90%

PROGRAM DESCRIPTION:

Management and Planning are vital to any organization to help keep the organization moving forward into the future. This allows SECC to keep up to date with the ever changing society and the expectations that go along with the ever changing needs of society.

PERFORMANCE MEASUREMENT		2017-18	2018-2019	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Revise hiring process to help identify those candidates most likely to succeed as a Dispatcher.	This will help provide a better employee selection process which ultimately will help choose a candidate who has the best chance for success thereby reducing the failure rate of prospective dispatchers and increase chances for employee retention.	60%	100%	Ongoing Evaluation	50%
Develop a succession plan so we are prepared to professionally respond to the loss of key members of the supervisory and management team.	To be successful we need to place the right people in the right positions and then assure they get the appropriate formal training and mentoring from more tenured members of the team. If we are successful we will be positioned to have employees ready for advancement when openings occur. It also provides a clear roadmap for employees aspiring to advance within SECC.	70%	0%	Ongoing Evaluation	25%
Improve interagency coordination to positively impact all levels of the organization. We continue to aggressively work with our partners to move to the middle to help facilitate our consolidation effort.	This will help SECC establish a better rapport with the agencies and increase confidence thereby breaking down barriers to allow for a paradigm shift needed to become more efficient and effective in our service delivery efforts (consolidation).	Ongoing Eval	75%	90%	90%

ACTIVITY/SERVICE:	Public Awareness	DEPARTMENT:	SECC		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	County-wide		
BOARD GOAL:	Great Place to Live	FUND:	89 SECC	BUDGET:	\$3,000
OUTPUTS		2017-18	2018-2019	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Re-energize the Education Team		Ongoing Eval	100%	100%	50%
Develop Public Outreach Program		100%	85%	Re-evaluate	25%

PROGRAM DESCRIPTION:

Public awareness is an area that needs to be strengthened within SECC. The Public Education Team will help the citizens and stakeholders recognize SECC and an organization but also assist in showing others what SECC does and how SECC is a benefit to the community.

PERFORMANCE MEASUREMENT		2017-18	2018-2019	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Re-energize and recruit additional staff for the Education Team and deliver public outreach programming to residents of Scott County.	This will allow members of SECC to help our public safety responders and citizen better identify with SECC personnel and SECC as an organization.	Ongoing Eval	100%	100%	50%
An area identified in the Strategic Planning process was a fundamental absence of a coordinated approach for public outreach programming. We are committed to develop and implement public outreach programming designed to enhance the safety of all residents and special populations (schools and seniors) of the County.	The goal of the Public Outreach Program is to engage all areas of the public we serve and to help them learn more about and understand what SECC does for the community, and how important our mission is to the quality of life within the county.	100%	85%	Re-evaluate	25%

ACTIVITY/SERVICE:	Infrastructure/Physical Resources	DEPARTMENT:	SECC		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	County-wide		
BOARD GOAL:	Financially Responsible	FUND:	89 SECC	BUDGET:	\$5,781,406
OUTPUTS		2017-18	2018-2019	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Evaluate Interior/Exterior of Building		100%	100%	Ongoing Evaluation	On-going
Evaluate Building Access and Security		Ongoing Eval	100%	100%	On-going
Update CAD System		100%	80%	100%	100%
Update Radio System		70%	40%	90%	50%

PROGRAM DESCRIPTION:

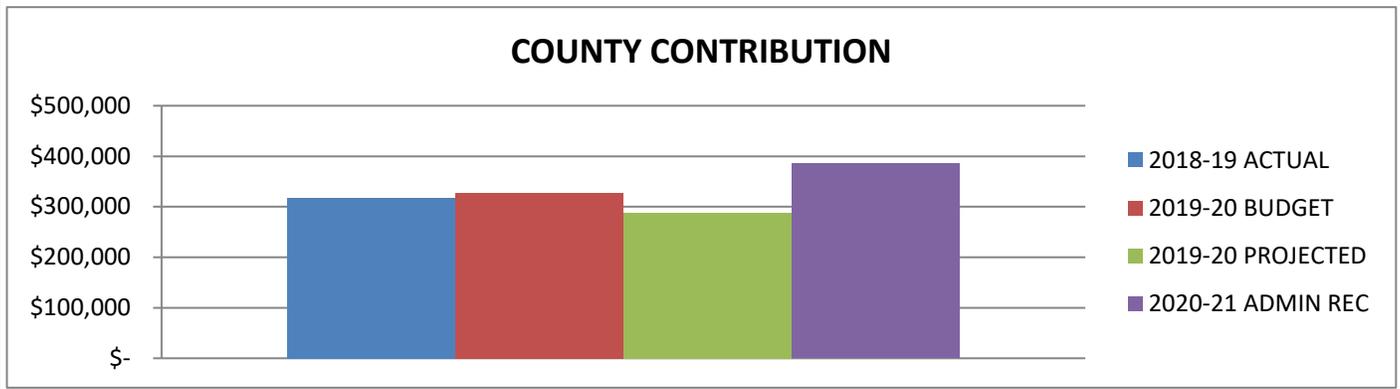
Maintaining and continually updating the infrastructure and physical resources is vital to help keep the organization as current and in the best physical condition possible.

PERFORMANCE MEASUREMENT		2017-18	2018-2019	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Evaluate the exterior of the Building	This audit of our building and related systems helps place SECC in the best position to provide fail-safe operations for our critical mission.	100%	100%	Ongoing Evaluation	Incorporated into CIP with on-going Evaluation
Evaluate Building Access and Security and make specific security recommendations to protect the staff from those who may want to interrupt our ability to complete our mission.	This will allow us to help keep all of the personnel secure while working inside the building but also maintain the integrity of all data. It also affords us the ability to focus on our mission objectives while providing a feeling of general safety among all staff.	Ongoing Eval	100%	100%	On-going
Update CAD System to provide more functionality for the dispatchers and users of the system which will increase effectiveness.	This will allow for future growth of the organization, better functionality for all personnel, and ultimately better service for our agencies and citizens.	100%	100%	100%	100%
Update the current radio system thereby creating better radio coverage for all public safety responders and increasing officer safety.	This will allow better functionality and interoperability for all the public safety agencies we serve.	70%	100%	90%	50%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Emergency Preparedness (480)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Director	1.00	1.00	1.00	1.00	1.00	1.00
Emergency Management Planning Specialist	0.63	0.63	1.20	1.20	1.20	1.20
TOTAL POSITIONS	1.63	1.63	2.20	2.20	2.20	2.20

REVENUE SUMMARY:						
Intergovernmental	\$ 61,500	\$ 45,771	\$ 39,000	\$ 93,780	\$ 69,000	\$ 69,000
County Contribution	76,209	218,000	218,000	218,000	218,000	218,000
Use of Money & Property	3,327	6,364	5,000	5,000	5,000	5,000
Fines & Forfeitures	56,743	56,304	61,423	71,100	46,000	46,000
TOTAL REVENUES	\$ 197,779	\$ 326,439	\$ 323,423	\$ 387,880	\$ 338,000	\$ 338,000

APPROPRIATION SUMMARY:						
Salaries	\$ 148,691	\$ 152,439	\$ 182,000	\$ 140,000	\$ 145,516	\$ 145,516
Benefits	42,205	57,404	68,550	57,150	81,091	81,091
Capital Outlay	5,904	5,595	6,800	25,900	89,900	89,900
Purchase Services & Expenses	45,276	94,622	60,500	55,748	58,850	58,850
Supplies & Materials	4,904	7,936	9,100	8,900	10,000	10,000
Other Financing	-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$ 246,980	\$ 317,996	\$ 326,950	\$ 287,698	\$ 385,357	\$ 385,357



ANALYSIS

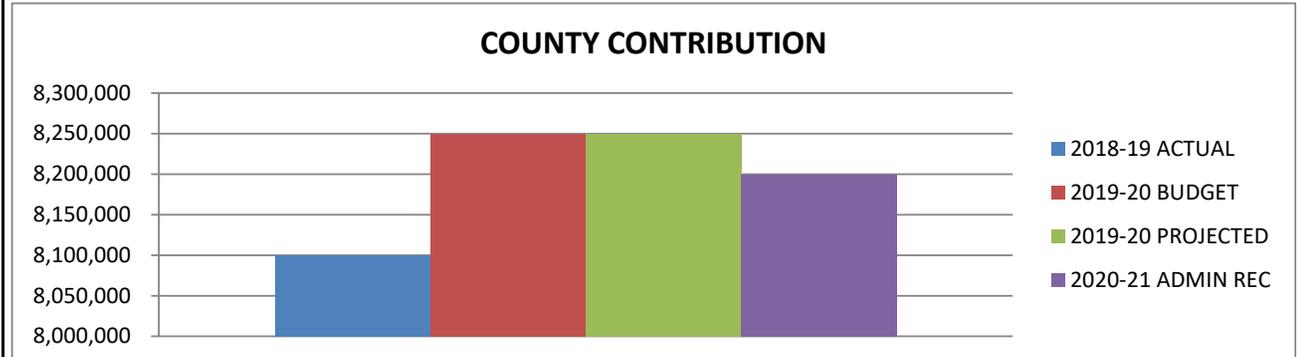
For FY21, non-salary costs for this program are recommended to increase \$82,350 with the largest increase to capital. Salary and benefits will actually decrease by \$23,943 due to sharing staff with SECC.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Scott Emergency Comm Center (489)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
805-A SECC Director	1.00	1.00	1.00	1.00	1.00	1.00
505-A Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00
332-A Technical Support Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Training/Quality Manager	1.00	1.00	1.00	1.00	1.00	1.00
Shift Supervisor	6.00	6.00	6.00	6.00	6.00	6.00
Dispatchers	42.00	42.00	42.00	42.00	42.00	42.00
Warrant Clerk	2.00	2.00	2.00	2.00	2.00	2.00
Part-time	4.50	4.50	4.50	4.50	4.50	4.50
TOTAL POSITIONS	60.50	60.50	60.50	60.50	60.50	60.50

REVENUE SUMMARY:						
Intergovernmental	\$ 16,330	\$ 16,974	\$ 12,000	\$ 12,000	\$ 15,000	\$ 15,000
Use of Money and Property	32,947	78,868	39,000	71,000	71,000	71,000
Fines & Forfeitures	28,156	26,180	250	300	300	300
SUB-TOTAL REVENUES	\$ 77,433	\$ 122,022	\$ 51,250	\$ 83,300	\$ 86,300	\$ 86,300

Scott County Contribution	7,600,000	8,100,000	8,250,000	8,250,000	8,200,000	8,200,000
Bond Financing	-	-	3,600,000	6,833,094	5,216,906	5,216,906
TOTAL REVENUES	\$ 7,677,433	\$ 8,222,022	\$11,901,250	\$15,166,394	\$13,503,206	\$13,503,206

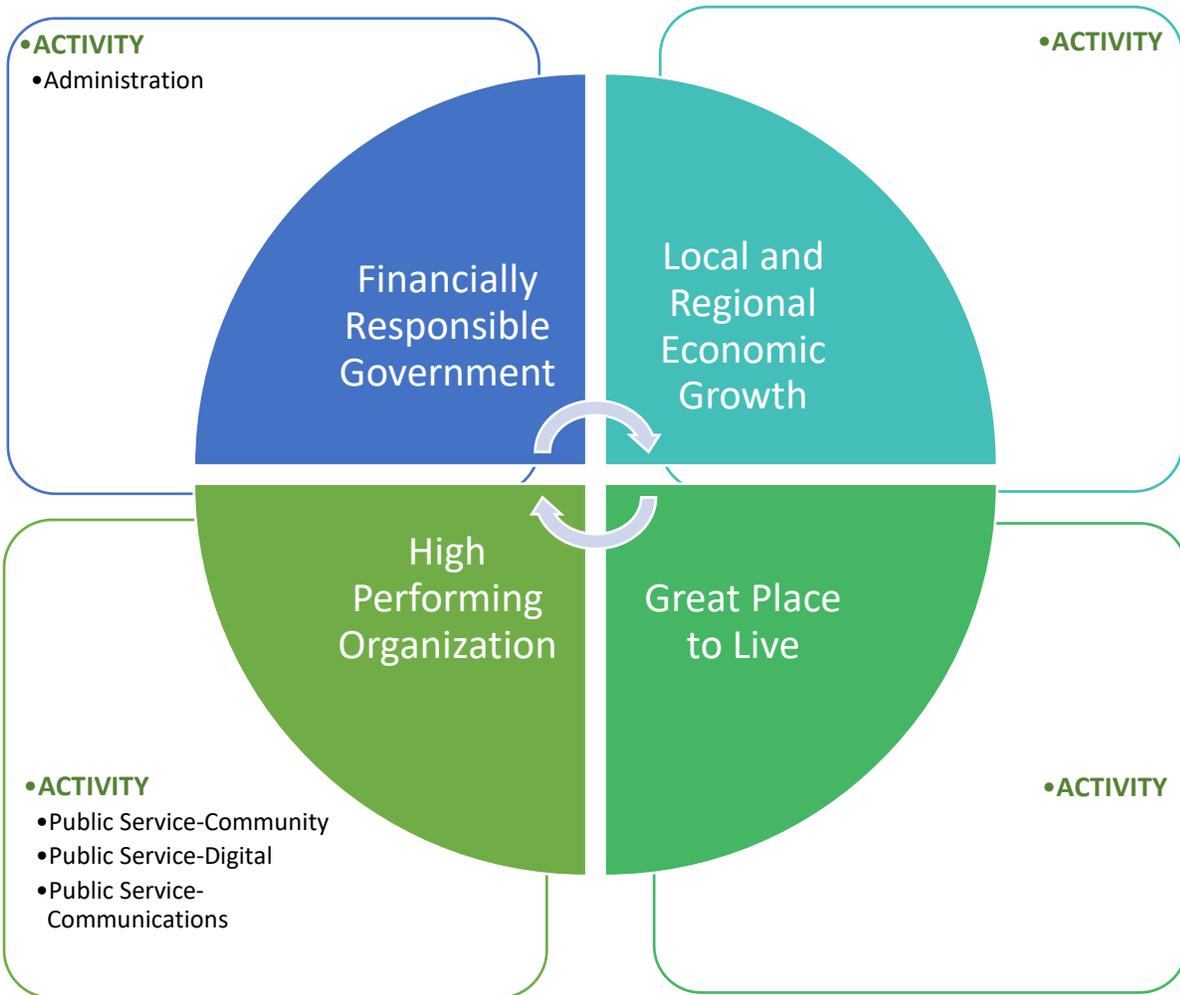
APPROPRIATION SUMMARY:						
Salaries	\$ 3,098,163	\$ 3,188,337	\$ 3,413,376	\$ 3,280,550	\$ 3,536,000	\$ 3,536,000
Benefits	1,223,039	1,270,019	1,376,350	1,344,500	1,398,075	1,398,075
Capital	89,050	1,694,311	4,120,500	6,229,500	5,781,956	5,781,956
Purchase Services & Expenses	2,230,646	2,273,205	2,481,985	2,379,970	2,522,795	2,522,795
Supplies	33,521	24,781	35,895	48,145	51,000	51,000
Debt Services	679,914	689,200	699,000	699,000	708,400	708,400
TOTAL APPROPRIATIONS	\$ 7,354,333	\$ 9,139,853	\$12,127,106	\$13,981,665	\$13,998,226	\$13,998,226



ANALYSIS

For FY21, non-salary costs for this program are recommended to increase \$65,315. Salary and benefits will increase with the cost of living adjustments and benefit cost increases. The SECC received bond proceeds from Scott County for 911 radio tower infrastructure and radio equipment. This project will be ongoing through FY 21.

LIBRARY



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Management: Increase Community Engagement</p>	<p>The Library will offer a variety of programming services to increase our community engagement.</p>
<p>Management: Expand Library Access</p>	<p>The Library will expand access through in -person, special events, online presence, community partnerships and increased marketing strategies to expand usage and participation in the library system.</p>

County Library

Director: Tricia Kane, Phone: 563-285-4794, Website: scottcountylibrary.org

MISSION STATEMENT: It is the mission of the Scott County Library System to make available library materials and information in a variety of formats to people of all ages.

ACTIVITY/SERVICE:	Public service - Community reach	DEPARTMENT:		Library	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:		27,864	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$378,500
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Physical items checked out		164,614	155,352	160,000	161,000
People visiting physical locations		116,426	113,694	117,000	117,000
Program attendance		19,596	33,653	25,000	27,000
Meeting room use		1,329	1,546	1,600	1,600
New services added		18	11	5	3
Notary/Proctoring		NA	146	170	175
Library cardholders		14,138	14,185	14,250	14,400

PROGRAM DESCRIPTION:

Provide a variety of library materials, information and programming for people of all ages.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Provide a variety of library materials	Maintain a physical circulating collection	164,614	155,352	160,000	161,000
Serve a variety of age groups	Provide access to physical locations throughout the county	116,426	113,694	117,000	117,000
Provide a variety of programming options	Increase program attendance	19,596	33,653	25,000	27,000
Provide free community gathering space	Provide free meeting room use at 4 branches for non-profits	1,329	1,546	1,600	1,600
Vary services based on changing demands	Try new programs, services, and materials	18	11	5	3
Meet community needs for extra services	Provide notary and proctoring services within established policies	NA	146	170	175
Library cardholders	Maintain a current database of library users	14,138	14,185	14,250	14,400



ACTIVITY/SERVICE:	Public Service-Digital	DEPARTMENT:		Library
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:		27,864
BOARD GOAL:	Performing Organization	FUND:	Choose One	BUDGET: \$82,000
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
# of downloads - digital materials		39,575	28,228	30,000
# of streamed items - digital materials		2,776	6,515	1,500
# of hits on local databases		42,433	55,518	60,000

PROGRAM DESCRIPTION:

Go Digital Initiative-Digital interaction

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Provide access to digital materials to library cardholders	Maintain digital databases and services	84,784	90,261	91,500	92,600

ACTIVITY/SERVICE:	Public Service-Communications	DEPARTMENT:	Library		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	27,864		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$104,638	
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Staff interaction		21,627	24,756	25,650	26,000
Newsletter reach		1,239	1,786	1,500	1,650
Annual report produced		1	1	1	1
Website hits		75,627	69,922	70,000	71,000
Social media followers		2,055	2,500	2,500	2,600

PROGRAM DESCRIPTION:

Tell the library story in a variety of formats and using numerous platforms.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Staff physical locations and provide online and phone support for the community	Number of customer service contacts	21,627	25,650	25,650	26,000
Publish monthly newsletters for various age groups	Send at least 12 newsletters per year	100%	100%	100%	100%
Provide stakeholders with an annual report	Publish the report annually	1	1	1	1
Provide relevant and current web presence	Maintain accessible and secure website	75,627	69,922	70,000	71,000
Communicate with the public via social media	Maintain social media presence on relevant platforms	2,055	2,500	2,500	2,600

ACTIVITY/SERVICE:	Administration	DEPARTMENT:	Library		
BUSINESS TYPE:	Core Service	RESIDENTS SERVED:	27,864		
BOARD GOAL:	Extend our Resources	FUND:	01 General	BUDGET:	\$30,075
OUTPUTS		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Appropriations from Scott County		574,740	580,036	587,575	
Average Service Hours Per Week		187	194	194	194
Total Employees		29	29	29	28

PROGRAM DESCRIPTION:

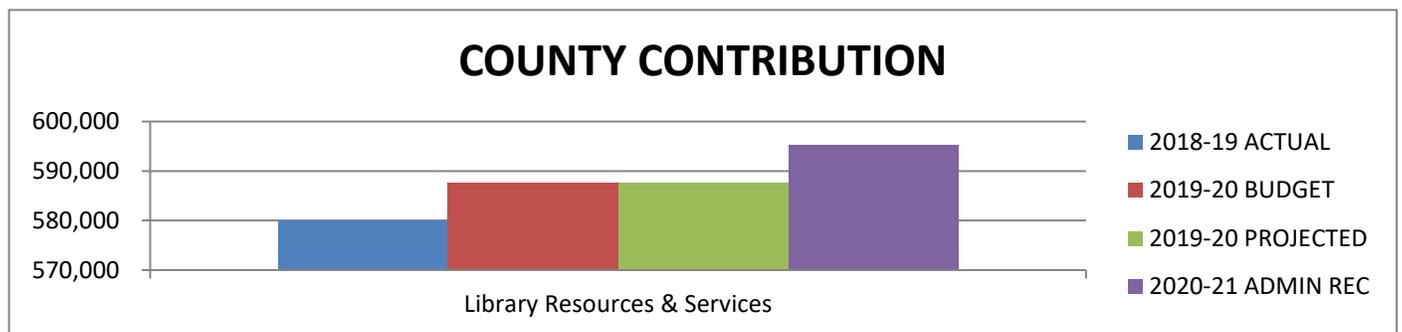
To provide administration of the library budget while providing superior library service to the residents of Scott County.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Prepare reports and provide data to shape the direction of library services.	Library Board will meet at least 10 times per year.	10	10	10	10
Collections of library materials are current, relevant and satisfy patron needs.	Collection maintenance and selection performed on all collections.	100%	100%	100%	100%
Provide superior library service in the most cost effective way.	Monitor expenses and stay within budgeted amounts.	100% of expenses remain within budget	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Library Resources & Services (67.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Library Director	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Reference Librarian	1.00	1.00	1.00	1.00	1.00	1.00
Children's Librarian	1.00	1.00	1.00	1.00	1.00	1.00
Bookmobile Librarian	1.00	1.00	1.00	1.00	1.00	1.00
Technical Processing Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Circulation Librarian	1.00	1.00	1.00	1.00	1.00	1.00
Reserve Librarian	1.00	1.00	1.00	1.00	1.00	1.00
Processing Clerk	1.25	1.25	1.25	1.25	1.25	1.25
Library Page	1.00	1.00	1.00	1.00	1.00	1.00
Bookmobile Driver	1.00	1.00	1.00	1.00	1.00	1.00
Station Attendants	3.94	3.94	3.94	3.94	3.94	3.94
Data Entry Clerk	1.10	1.10	1.10	1.10	1.10	1.10
TOTAL POSITIONS	16.29	16.29	16.29	16.29	16.29	16.29

REVENUE SUMMARY:						
Grants and Reimbursements	-	-	-	-	-	-
Intergovernmental	\$ 1,143,175	\$ 1,205,170	\$ 1,206,364	\$ 1,225,342	\$ 1,230,137	\$ 1,230,137
Charges for Services	11,267	15,400	8,087	9,844	9,088	9,088
Miscellaneous	15,480	33,230	4,400	7,279	3,250	3,250
SUB-TOTAL REVENUES	\$ 1,169,922	\$ 1,253,800	\$ 1,218,851	\$ 1,242,465	\$ 1,242,475	\$ 1,242,475
Scott County Contribution	574,740	580,036	587,575	587,575	595,213	595,213
TOTAL REVENUES	\$ 1,744,662	\$ 1,833,836	\$ 1,806,426	\$ 1,830,040	\$ 1,837,688	\$ 1,837,688

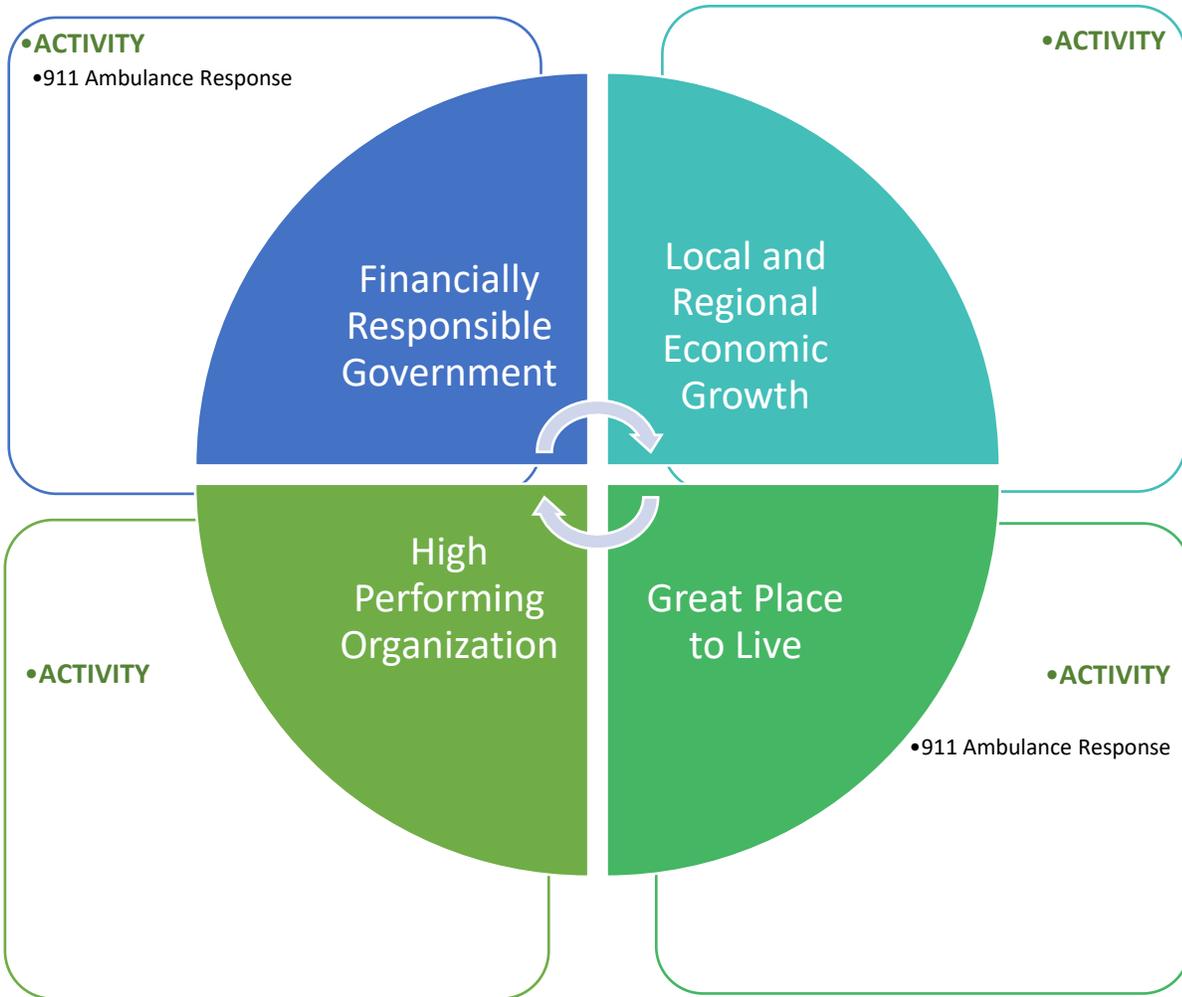
APPROPRIATION SUMMARY:						
Salaries	\$ 657,597	\$ 632,299	\$ 6,705,000	\$ 667,500	\$ 677,851	\$ 677,851
Benefits	186,787	202,881	214,500	220,500	229,000	229,000
Capital Outlay	134,597	189,460	119,794	125,146	113,546	113,546
Purchase Services & Expenses	196,214	202,493	181,307	197,550	190,580	190,580
Supplies & Materials	32,641	35,985	32,750	31,769	31,498	31,498
TOTAL APPROPRIATIONS	\$ 1,207,836	\$ 1,263,118	\$ 7,253,351	\$ 1,242,465	\$ 1,242,475	\$ 1,242,475



ANALYSIS

The Library budget is set by the Library Board..

MEDIC



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Evaluate/determine an optimal, sustainable organizational structure of MEDIC EMS</p>	<p>Collaborative Legal and Financial evaluation by Scott County and the cities of Davenport and Bettendorf to determine the revenue and expense associated with the transition from a 501c3 to a 28E organization.</p>
<p>Management: Ensure that ambulance response times are maintained in a safe and acceptable range.</p>	<p>Monitor metro and rural ambulance response times to achieve goals at 90% reliability.</p>

Medic Ambulance



Director: Linda Frederiksen, Phone: 563-323-1000, Website: www.medicems.com

MISSION STATEMENT: The mission of MEDIC EMS is to improve the health of our community by providing professional emergency medical services and compassionate care.

ACTIVITY/SERVICE:	911 Ambulance Response	DEPARTMENT:	Medic	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	county-wide	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$0
OUTPUTS		2018-19	2019-20	2019-20
		ACTUAL	BUDGETED	PROJECTED
				2020-2021
				Budget
Requests for ambulance service		32,314	33,000	34,000
Total number of transports		23,854	24,000	25,000
Community CPR classes provided		293	150	300
Child passenger safety seat inspections performed		18	6	6

PROGRAM DESCRIPTION:

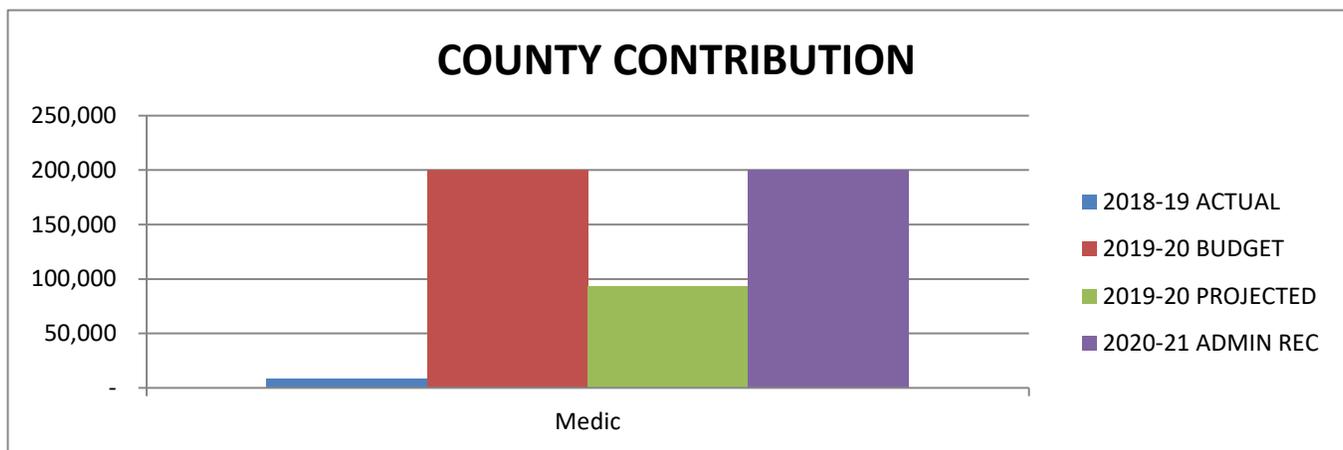
Provide advanced level pre hospital emergency medical care and transport.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2019-20	20-21
		ACTUAL	BUDGETED	PROJECTED	Budget
OUTCOME:	EFFECTIVENESS:	na			
Urban Code 1 Response times will be < 7 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	87.00%	87.00%	87.00%
Urban Code 2 Response times will be < 09 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	90.00%	90.00%	92.00%
Urban Code 3 Response times will be < 14 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	90.00%	90.00%	94.00%
All Urban Average Response times		N/A	7 minutes	7 minutes	7 minutes
Rural Code 1 Response times will be <14 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	90.000%	90.000%	88.500%
Rural Code 2 Response times will be <17 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	90.000%	90.000%	96.000%
Rural Code 2 Response times will be <19 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	90.000%	90.000%	97.000%
All Rural Average Response times		N/A	10:15 minutes	10:15 minutes	10:10 minutes
Increased cardiac survivability from pre-hospital cardiac arrest	% of cardiac arrest patients discharged alive	all arrests-18.58%, VF/VT arrests-37.84%	all arrests-22.0%, VF/VT arrests-52%	all arrests-22.0%, VF/VT arrests-52%	



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Medic Emergency Med Svcs (47)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Director	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor Paramedic, EMT	66.00	66.00	66.00	66.00	66.00	66.00
Medical Director	0.20	0.20	0.20	0.20	0.20	0.20
Secretary/Bookkeeper	1.00	1.00	1.00	1.00	1.00	1.00
Manager	5.00	5.00	5.00	5.00	5.00	5.00
System Status Controller	13.00	13.00	14.00	14.00	14.00	14.00
Support Staff	1.00	1.00	1.00	1.00	1.00	1.00
Wheelchair/Shuttle Operator	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	88.20	88.20	89.20	89.20	89.20	89.20

REVENUE SUMMARY:						
Net Patient Revenue	\$ 8,823,970	\$ 8,823,970	\$ 9,381,548	\$ 8,899,691	\$ 9,241,255	\$ 9,241,255
Other Support	966,775	966,775	615,850	829,862	872,999	872,999
Genesis Medical Center	-	-	-	-	-	-
Trinity Medical Center	-	-	-	-	-	-
SUB-TOTAL REVENUE	\$ 9,790,745	\$ 9,790,745	\$ 9,997,398	\$ 9,729,553	\$ 10,114,254	\$ 10,114,254
Scott County Contribution	8,844	8,844	200,000	93,035	200,000	200,000
TOTAL REVENUES	\$ 9,799,589	\$ 9,799,589	\$ 10,197,398	\$ 9,822,588	\$ 10,314,254	\$ 10,314,254
APPROPRIATION SUMMARY:						
Personal Services	\$ 7,070,870	\$ 7,070,870	\$ 7,413,908	\$ 7,120,755	\$ 7,376,385	\$ 7,376,385
Equipment	3,583	3,583	5,000	4,574	4,574	4,574
Expenses	2,493,665	2,493,665	2,666,534	2,588,502	2,825,035	2,825,035
Supplies	283,854	283,854	280,000	222,586	280,030	280,030
Occupancy	33,920	33,920	30,000	34,000	34,000	34,000
TOTAL APPROPRIATIONS	\$ 9,885,892	\$ 9,885,892	\$ 10,395,442	\$ 9,970,417	\$ 10,520,024	\$ 10,520,024

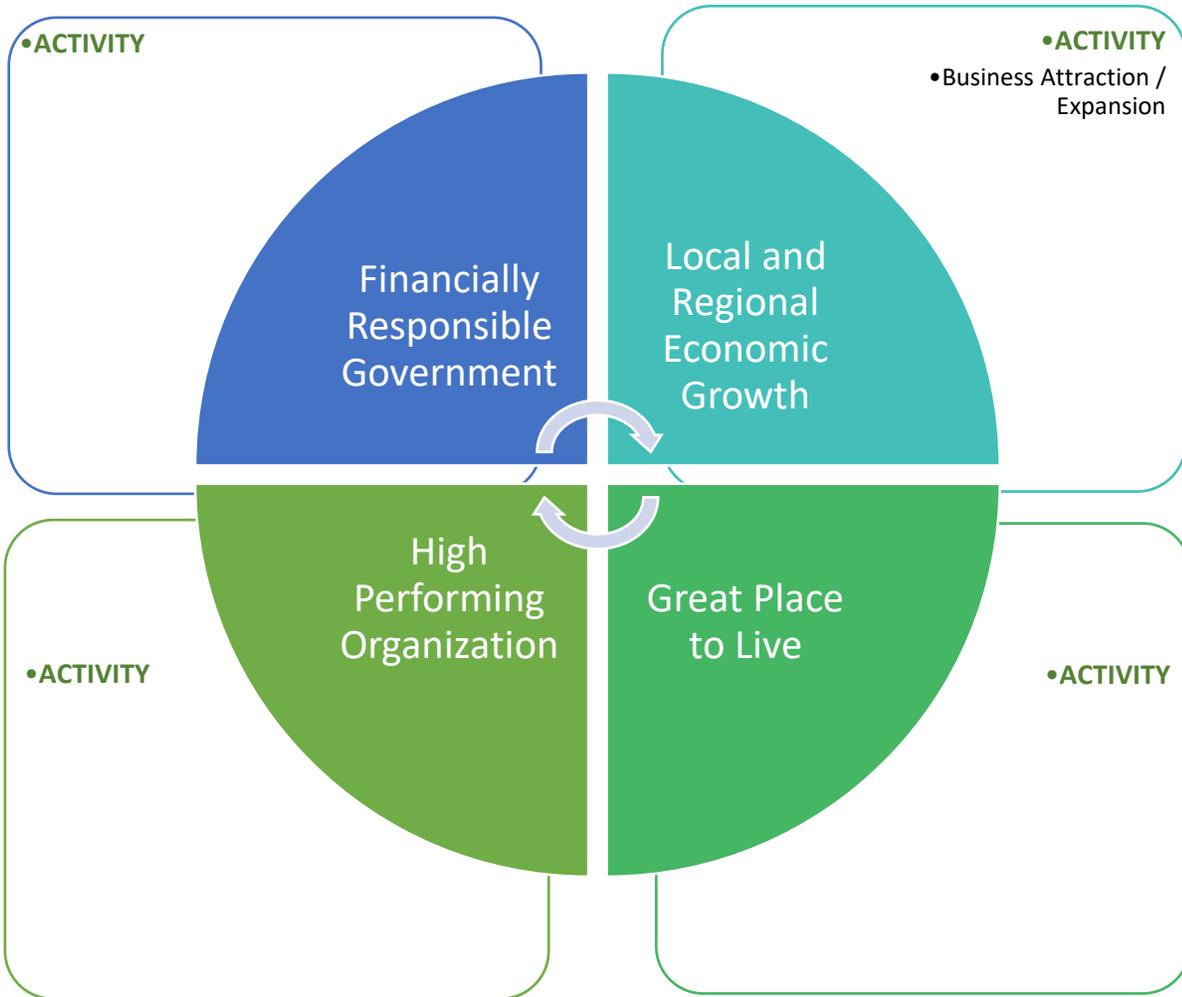


ANALYSIS

The MEDIC contract is an "up to" guarantee of yearly loss. That number will be available after the 2020-2021 audit, and submitted for payment. The dollar value entered into the "ADMIN REC" field is the current 2019-2020 projection..

No significant budget changes for 2020-2021 BFO remains the same. Goals are consistent with Activity/Service.

GDRC



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: GDRC purpose is to directly support business attraction and development for the City of Davenport, Iowa, through the acquisition, development and sale of industrial property in the EIC.</p>	<p>The effectiveness of GDRC relative to Economic Growth can be measured through land sales, increased assessed valuation and creation of jobs. According to the Chamber, the EIC generates a total economic impact of \$781M, \$50.6M in annual payroll, and created 1266 new jobs in the 4 million square feet of buildings developed within the center.</p>
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<p>Management: The GDRC Board is the management function of GDRC, utilizing an Executive Director to perform the daily tasks needed to accomplish the Outcome.</p>	<p>In addition to negotiating the sale of property, the Executive Director is responsible for managing the maintenance and operating expenses of the EIC as well as liason between GDRC and the owners. Sales and operating expenses are regularly tracked. One parcel is currently under contract and operating expenses have been reduced in the last six months.</p>
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Greater Davenport Redevelopment Corporation - GDRC



Executive Director: Roy Wennlund Phone: 563-884-7559 Website: gotodavenport.com

MISSION STATEMENT: The GDRC is a non-profit, public-private industrial development organization for the City of Davenport. It provides arms-length real estate transactions with privacy and confidentiality.

ACTIVITY/SERVICE:	Business Attraction / Expansion	DEPARTMENT: GDRC	
BUSINESS TYPE:	Core	RESIDENTS SERVED: All Residents	
BOARD GOAL:	Economic Growth	FUND: 01 General	BUDGET: \$0
OUTPUTS		2017-18	2018-19
		ACTUAL	ACTUAL
			2019-20
			PROJECTED
			2020-21
			PROJECTED
Market & manage EIIC & other industrial properties			

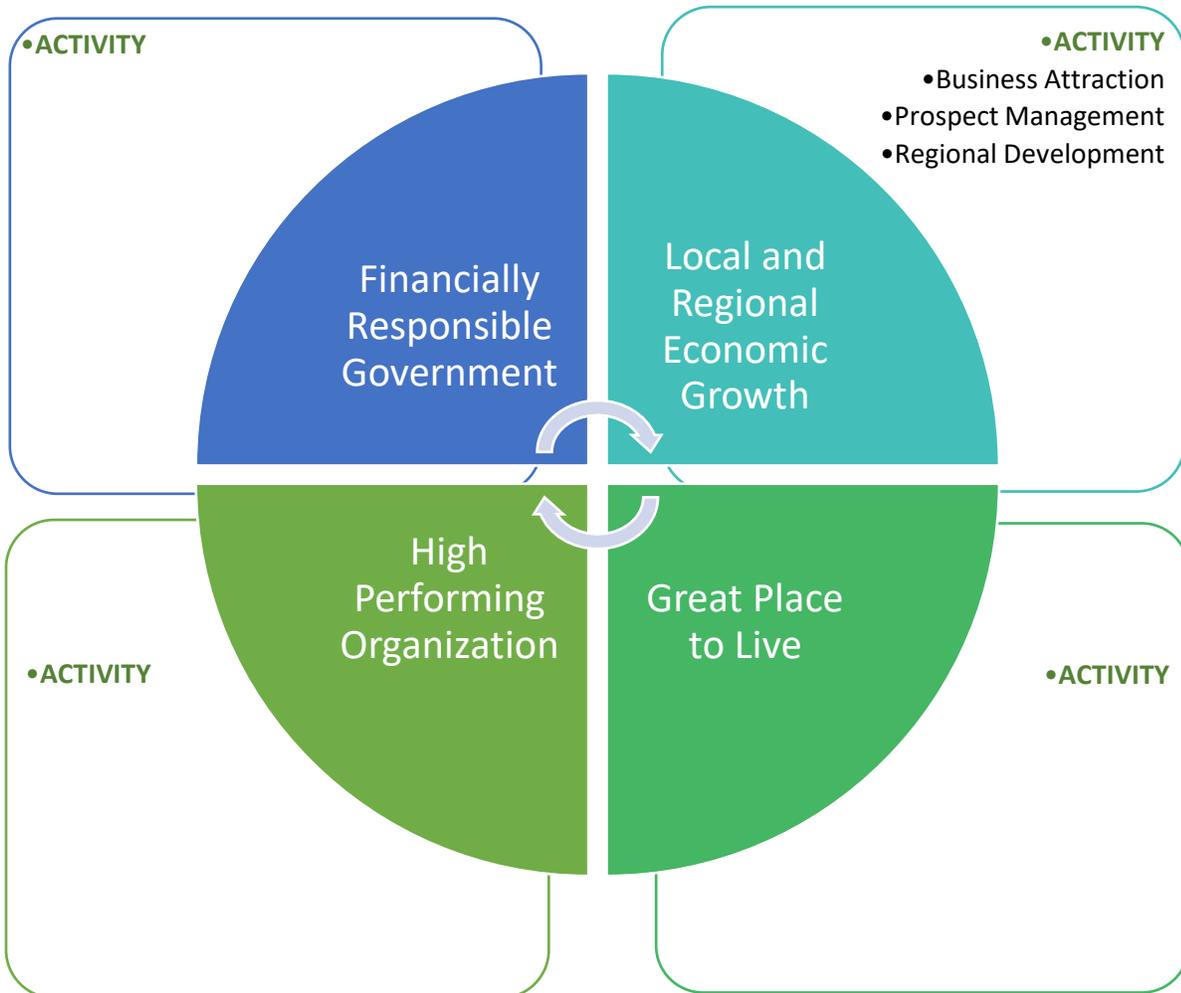
PROGRAM DESCRIPTION:

GDRC provides arms-length real estate transactions for any industrial property for sale in Davenport. The principal offering is the Eastern Iowa Industrial Center at I-80 and NW Blvd. in north Davenport.

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Market and manage the EIIC and other industrial sites throughout Davenport/Scott County	The Industrial Center is viewed as the premier, certified industrial site in Eastern Iowa. Since the Industrial Center's inception, there have been \$472 million invested with an estimated \$135 million assessed valuation.	Sold 14.73 acres at \$44,500 per acre and 40 acres at \$44,500 per acre. Sold 4 acres to City of Davenport at \$22,000 per acre. Offer made and rejected to purchase 160 acres from Shriners Hospital. Currently reviewing prospect of additional 150 acre land purchase adjacent to EIIC. New Signage install underway. Prepared RFP for current owner to expand current facility. Held Owners meeting.	The Shriner land is still being investigated. Personnel transitions by both GDRC and Shriners have moved follow up negotiation to a 2019-2020 time frame. The new Executive Director has transitioned well. Between current and past Executive Director, marketing calls were made. Sales literature is pending availability of new aerials that will ready early in the 2019-2020 year. Portions of the web site were updated. Balance is pending new aerials. No current prospects for lots 6 and 15	Sell 12 of remaining 72 acres. Determine availability of 160 acres adjacent to Industrial Center. Make 30 sales calls in Scott County/Davenport. Respond to 5 RFI's from prospects presented by State, QC First and City. Organize, hold 11 GDRC Board meetings. Organize, hold 2 Owners Association Board meetings. Convey pond to EIICOA	Complete re-certification process to maintain EIIC Certified Site Status. Respond to 5 RFI's from prospects presented by chamber/state/city. Organize and hold 11 GDRC Board meetings. Organize and hold 2 EIIC owners Association Board meetings. Conduct 24 marketing calls in Scott County/Davenport. Complete update of sales literature and web site with new aerials when available.



QC FIRST



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

Board: Regional Economic Growth	Provided technical assistance to at least 150 existing businesses to help support regional growth.
Management: Regional Economic Growth	Identified 50 prospective new companies that have indicated a serious interest in the Quad Cities region.
Management: Regional Economic Growth	Quad Cities First involvement produced successful economic development projects that resulted in \$100 million in capital investment and \$50 million in new payroll.

Quad Cities First

Director: Paul Rumler, Phone: 563-322-1706, Website: quadcitiesfirst.com



MISSION STATEMENT: Quad Cities First is the regional economic development arm of the Quad Cities Chamber charged with marketing the Quad Cities region to companies looking to relocate or expand in our market.

ACTIVITY/SERVICE:	Business Attraction	DEPARTMENT:		QC 1st
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:		All Residents
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET: \$0
OUTPUTS		2017-18	2018-19	2019-20
		ACTUAL	ACTUAL	PROJECTED
				2020-21
				PROJECTED
New Projects		28	33	145
Businesses Attracted		1	1	2
Number of Jobs		4	250	150
Capital Investment	leased space		N/A	\$75M
Targets Identified		56	110	300
Industry Trade Shows/Conferences/Prospect Forums		13	9	7
Site Selector Meetings/External Conversations		41	73	60
Marketing -Website Visits		23,349	27,183	20,000

PROGRAM DESCRIPTION: Business Attraction

Marketing the Quad Cities externally for the purpose of attracting new investment and generating high quality jobs

PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
New Projects		28	33	145	50
Businesses Attracted		1	1	2	2
Number of Jobs		4	250	150	150
Capital Investment		leased space	N/A	\$75M	\$25 M
Targets Identified		56	110	300	150
Industry Trade Shows/Conferences/Prospect Forums		13	9	7	7
Site Selector Meetings/External Conversations		41	73	60	100
Marketing-Website Visits		23,349	27,185	20,000	20,000



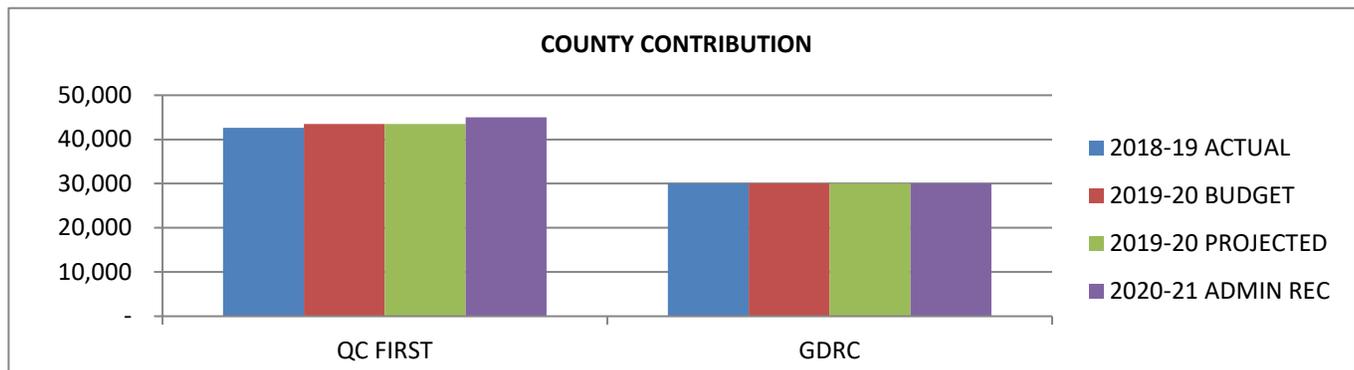
ACTIVITY/SERVICE:	Business Expansion	DEPARTMENT:	QC First	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All residents	
BOARD GOAL:	Economic Growth	FUND:	01 General	
OUTPUTS	2017-18	2018-19	2019-20	2020-21
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
New Projects	12	26	65	30
Business Retained and Expanded	4	11	6	6
New Jobs	568	980	600	500
Capital Investment	\$169.2 MIL	\$85.6 M	\$25M	\$75M
Number of BRE/Company Visits	63	145	150	100
Number of Assists Made	189	462	300	400

Helping retain and expand existing companies in the Quad Cities.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2019-20	2020-21
		ACTUAL	BUDGETED	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
New Projects		12	26	65	30
Businesses Retained & Expanded		4	11	6	6
Number of Jobs		568	980	600	500
Capital Investment		\$169.2 MIL	\$85.6 M	\$25M	\$75 M
Number of BRE/Company Visits		63	145	150	100
Number of Assists Made		n/a	462	300	400

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Regional Econ Develop (4901, 4903)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
CEO	0.30	0.30	0.10	0.10	0.10	0.10
President	0.55	0.55	0.30	0.30	0.30	0.30
Vice-President	1.00	1.00	1.00	1.00	1.00	1.00
Business Attraction Staff	1.00	1.00	1.10	1.10	1.10	1.10
Administrative Secretary	0.50	0.50	0.60	0.60	0.60	0.60
Database Specialist	0.25	0.25	0.25	0.25	0.25	0.25
Accounting/HR/Admin Staff	0.35	0.35	0.50	0.50	0.50	0.50
Marketing Staff	0.80	0.80	1.00	1.00	1.00	1.00
TOTAL POSITIONS	4.75	4.75	4.85	4.85	4.85	4.85

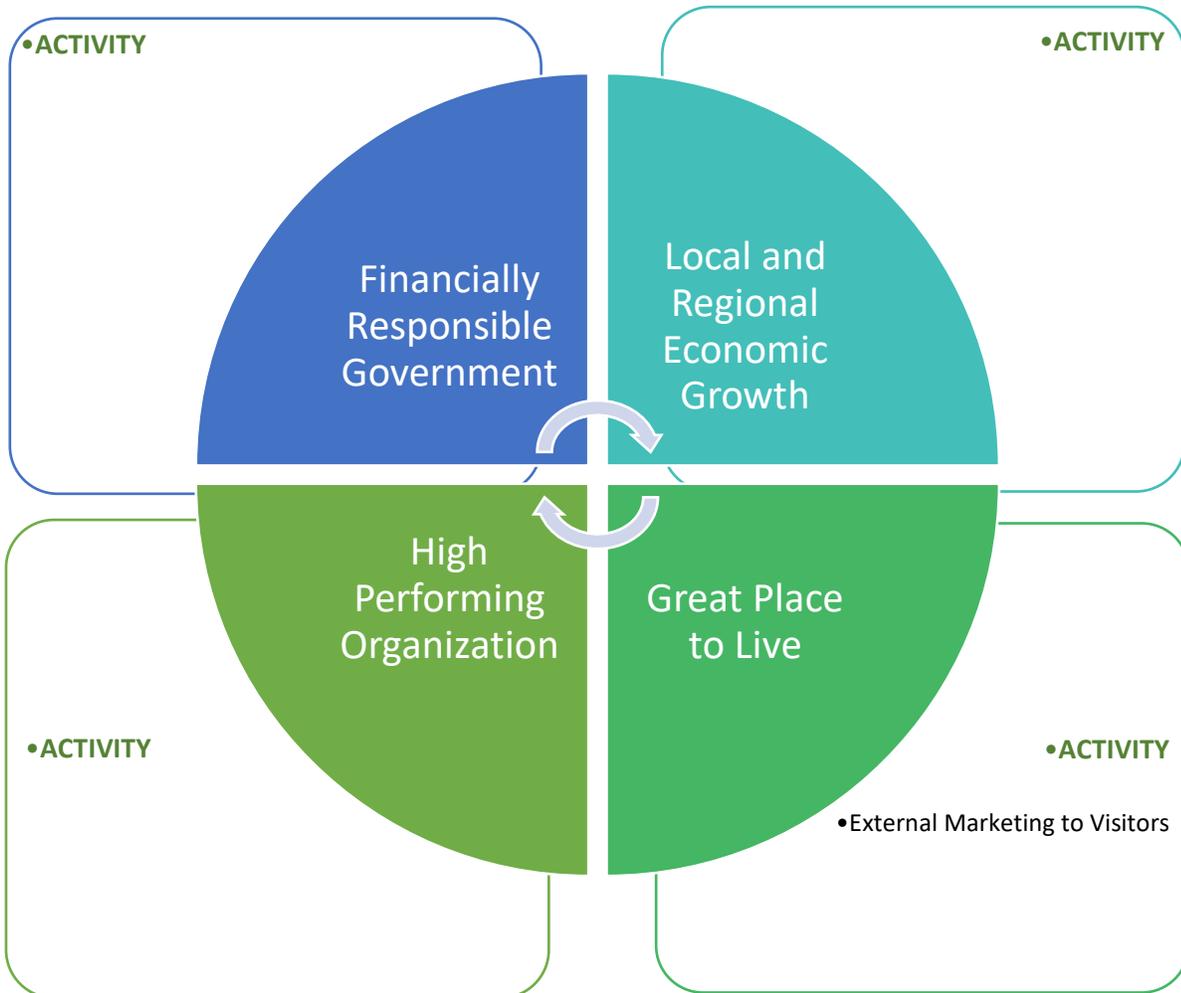
REVENUE SUMMARY:						
Private Sector Members	\$ 387,097	\$ 473,451	\$ 1,108,847	\$ 1,108,847	\$ 1,100,000	\$ 1,100,000
Public Sector Members	303,707	338,759	396,494	396,494	405,000	405,000
Other	-	118,054	128,300	128,300	200,000	200,000
SUB-TOTAL REVENUES	\$ 690,804	\$ 930,264	\$ 1,633,641	\$ 1,633,641	\$ 1,705,000	\$ 1,705,000
Arsenal Lobbying Funding						
Scott County Contribution - QC First	70,000	42,654	43,506	43,506	44,000	44,000
Scott County Contribution-GDRC	30,000	30,000	30,000	30,000	30,000	30,000
TOTAL COUNTY CONTRIBUTION	100,000	72,654	73,506	73,506	74,000	74,000
TOTAL REVENUES	\$ 790,804	\$ 1,002,918	\$ 1,707,147	\$ 1,707,147	\$ 1,780,000	\$ 1,780,000
APPROPRIATION SUMMARY:						
Personal Services	\$ 344,793	\$ 838,470	\$ 1,100,019	\$ 1,100,019	\$ 1,110,000	\$ 1,110,000
Allocated Overhead	70,897	-	200,017	200,017	203,000	203,000
Total Direct Overhead	3,716	1,308	-	-	1,400	1,400
Total Business Attractions	215,107	276,832	451,945	451,945	399,000	399,000
TOTAL APPROPRIATIONS	\$ 634,513	\$ 1,116,610	\$ 1,751,981	\$ 1,751,981	\$ 1,713,400	\$ 1,713,400



ANALYSIS

Scott County's contribution for regional economic development efforts is split between Quad Cities First and the Greater Davenport Redevelopment Corporation.

VISIT QUAD CITIES



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

Analysis of Effectiveness: (How well are we doing?)

<p>Board: Increase hotel/motel taxes over \$5,700,000 in region</p>	<p>The hotel/motel taxes are reported from each municipality. The increase correlates to new money that is spent in the Quad Cities region.</p>
<p>Management: Exceed 125,875 visitors thru group bookings</p>	<p>Once an event/meeting is booked thru Visit Quad Cities, we track the visitors that are associated with the booking. These visitors will spend new money in the Quad Cities.</p>
<p>Management: Exceed 264 qualified group leads</p>	<p>Qualified leads are more likely to book an event/meeting in the Quad Cities.</p>

Visit Quad Cities

Director: Dave Herrell, Phone: 309-736-6820 Website: www.visitquadcities.com



MISSION STATEMENT: To enhance the quality of life and economic development for residents and visitors by marketing the Quad Cities region as an outstanding Midwest convention and tourism destination.

ACTIVITY/SERVICE:	External Marketing to Visitors	DEPARTMENT:	QCCVB		
BUSINESS TYPE:	Community Add On	RESIDENTS SERVED:	All residents		
BOARD GOAL:	Great Place to Live	FUND:	Choose One	BUDGET:	\$0
	OUTPUTS	2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED

PROGRAM DESCRIPTION:

The VQC increases visitor expenditures and overnight stays through strategic sales, marketing, and services. We promote and package the Quad Cities to attract and meet the needs of meetings, conventions, group tours, sporting events and competitions, special interest groups, and the leisure traveler. We are also community liaison for enhancing the quality of life for current and potential new residents, by supporting the development of new attractions, events, and special interests. Scott County residents benefit from increased hotel/motel tax revenues, sales tax revenues, food & beverage taxes, and gaming revenues and taxes. The increased expenditures received from visitors, keeps property taxes low. State tourism reports the benefit to each resident to be on average \$1200 less in property taxes every year.

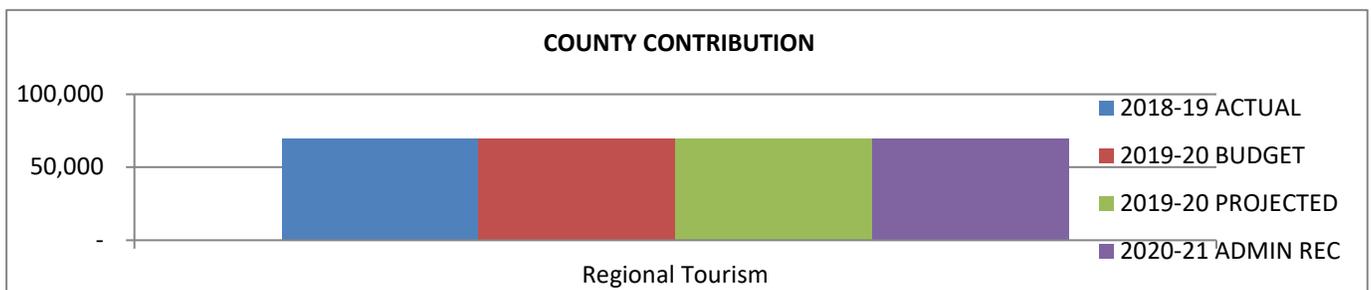
PERFORMANCE MEASUREMENT		2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Increase Hotel/Motel taxes and Retail Sales Taxes to the County	Increase of 5% over previous Fiscal Year	\$ 4,807,186	\$ 4,892,175.00	\$ 818,338	\$ 5,700,000
Increase visitor inquiries processed, documented and qualified	Increase of 2% over previous Fiscal Year	\$ 385,936	\$ 386,048.00	\$ 145,201	\$ 375,000
Increase group tour operator inquiries processed, documented and qualified	Increase of 2% over previous Fiscal Year	\$ 1,602	\$ 1,489.00	\$ 412	\$ 264
Increase convention/meeting planner and trade show leads	Increase of 2% over previous Fiscal Year	\$ 3,074	\$ 2,907.00	\$ 832	\$ 1,500



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
PROGRAM: Regional Tourism Development (5400)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
TOTAL POSITIONS	10.50	10.50	12.00	9.00	9.00	9.00

REVENUE SUMMARY:

Davenport	\$ 375,000	\$ 375,000	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000
Bettendorf	194,922	195,432	195,000	195,000	210,000	210,000
Moline	238,180	266,596	230,000	230,000	295,000	295,000
Rock Island	77,481	75,222	93,000	93,000	97,000	97,000
East Moline	5,000	-	3,000	3,000	3,000	3,000
Rock Island County	66,626	-	15,000	15,000	80,500	80,500
Silvis	1,000	-	1,000	1,000	1,000	1,000
LeClaire	10,000	10,000	10,000	10,000	5,000	5,000
Carbon Cliff	5,000	5,000	5,000	5,000	5,000	5,000
Eldridge	3,000	3,000	3,000	3,000	3,000	3,000
State of Illinois/LTCB Grant	241,433	291,437	291,485	291,845	325,000	325,000
State of Illinois/Marketing Partnership Grant	-	12,500	-	-	75,000	75,000
State of Illinois/International Grant	2,950	19,500	19,009	19,009	25,000	25,000
Other Grants	-	84,834	35,000	35,000	75,000	75,000
Interest	1,970	8,085	4,200	4,200	18,000	18,000
Miscellaneous Income	163,204	248,460	75,000	75,000	50,000	50,000
Mississippi Valley Welcome Center	-	-	-	-	-	-
Membership Income	68,370	58,328	70,000	70,000	65,000	65,000
Publications Income	10,025	9,504	10,000	10,000	9,000	9,000
Joint Projects Income	-	-	2,500	2,500	500	500
Friends of QC Grant	-	-	-	-	-	-
Corporate Donations	-	-	10,000	10,000	25,000	25,000
QC Sports Commission Income	188,057	69,430	75,000	75,000	52,310	52,310
SUB-TOTAL REVENUES	\$ 1,652,218	\$ 1,732,328	\$ 1,547,194	\$ 1,547,554	\$ 1,919,310	\$ 1,919,310
Scott County Contribution	70,000	70,000	70,000	70,000	70,000	70,000
TOTAL REVENUES	\$ 1,722,218	\$ 1,802,328	\$ 1,617,194	\$ 1,617,554	\$ 1,989,310	\$ 1,989,310
APPROPRIATION SUMMARY:						
Personal Services	\$ 780,556	\$ 594,028	\$ 725,000	\$ 234,016	\$ 741,000	\$ 741,000
Equipment	-	-	-	-	-	-
Expenses	420,393	1,056,342	674,595	315,948	1,101,696	1,101,696
Supplies	3,950	5,471	3,000	1,260	7,500	7,500
Occupancy	87,619	107,506	88,000	22,569	94,030	94,030
TOTAL APPROPRIATIONS	\$ 1,292,518	\$ 1,763,347	\$ 1,490,595	\$ 573,793	\$ 1,944,226	\$ 1,944,226



ANALYSIS

Scott County does not collect any Hotel-Motel tax but still contributes to the Visit Quad Cities budget. The County's contribution of \$70K has remained unchanged for nearly 20 years.



SUPPLEMENTAL INFORMATION

SUPPLEMENTAL INFORMATION

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BASIS OF ACCOUNTING

Scott County's accounting system for budgeting purposes is on the modified accrual basis of accounting using governmental fund types. The State of Iowa does require that all budget amendments be enacted one month prior to the end of the fiscal year. Budgets are prepared using the same accounting basis as practices as are used to account for and prepare financial reports for the funds; thus, the budgets are presented in accordance with accounting principles generally accepted in the United States of America. Budget appropriations for Scott County governmental funds are projected on the modified accrual basis of accounting and full accrual for its enterprise fund.

Both the annual budget and preparation of the audited Comprehensive Annual Financial Report (CAFR) of the County are based on generally accepted accounting principles, include the same funds (other than the entity-wide funds included in the CAFR), and meets the criteria set forth by the Government Finance Officers Association for its Certificate of Achievement for Excellence in Financial Reporting.

For the governmental funds the modified accrual basis of accounting is used as the budgeting purpose. Modified accrual accounting recognizes revenues when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period, or soon enough after the end of the current period to pay liabilities of the current period. For this purpose the County considers revenues to be available in they are collected within 60 days of the end of the current fiscal year. Expenditures generally are recorded when a liability is incurred. However, debt service expenditures, as well as related compensated absences and claims and judgements, are recorded only when payment is due. A difference for the Golf course fund, is that capital expenditures are recorded as an asset and are depreciated as a non-cash expense over the lives of those assets.

For budgeting purposes, any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget should be considered a major fund. The format includes basic fund types as follows:

MAJOR GOVERNMENTAL FUNDS (budgeted):

General Fund - This fund accounts for all transactions of the County that pertain to the general administration of the County and the services traditionally provided to its citizens. This includes law enforcement services, legal services, emergency services, juvenile justice administration services, physical health services, care of the mentally ill, care of the developmentally disabled, services to the poor, services to military veterans, services to the elderly, environmental quality services, conservation and recreation services, animal control services, county development services, representation (election) services, state administrative services, and various interprogram services such as policy and administration, central services, and risk management services.

Special Revenue Funds - These funds are utilized to account for revenues derived from specific sources which are usually required by law or regulation to be accounted for as separate funds. For Scott County these funds include the MH-DD Fund, the Rural Services Basic Fund and the Secondary Roads Fund.

Mental Health & Disabilities Services Fund - This fund accounts for state revenues allocated to the County to be used to provide mental health, and disability services. The Mental Health & Disabilities Service Fund is a special revenue fund.

Secondary Roads Fund – To account for State revenue allocated to the County to be used to maintain and improve the County's roads.

Debt Service Fund - This fund accounts for the accumulation of revenues for and payment of principal and interest on general obligation long-term debt.

Capital Projects Fund - These funds are utilized to account for financial resources to be used for the acquisition or construction of capital facilities or other major fixed assets or one-time uses of funds.

NONMAJOR GOVERNMENTAL FUNDS (budgeted): (the following funds are special revenue funds)

Rural Services Fund – To account for taxes levied to benefit the rural residents of the County.

Recorder’s Record Management Fund – To account for the added fee collected for each recorded transaction to be used for the purpose of preserving and maintaining public records.

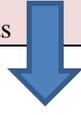
BUSINESS-TYPE ACTIVITIES FUND (non-budgeted): These funds are utilized to account for operations and activities that are financed or operated in a manner similar to the private business enterprise, and where the cost of providing goods and services to the general public on a continuing basis is expected to be recovered primarily through user charges. The County accounts for its Glynn’s Creek Golf Course at Scott County Park through the Golf Course Enterprise Fund.

The accounting of financial activities for the County and the budget appropriation process are additionally maintained in groups according to classifications required by the State of Iowa. Revenues are credited to individual fund types while expenditures are recorded according to service areas within specific funds for budgetary control purposes. This budget document was prepared according to these criteria. The following service areas are included in the budget:

- Public Safety and Legal Services
- Physical Health and Social Services
- Mental Health & Disabilities Services
- County Environment and Education Services
- Roads and Transportation Services
- Government Services to Residents
- Administration (interprogram) Services
- Debt Service
- Capital Projects

The blended component units of the County, the Scott Emergency Communication Center and the Public Safety Authority, and the discretely presented component units of the County, the Emergency Management Agency and County Library, are not included in this budget document. Funding for these entities are treated as authorized agencies and expenditures of the County Budget. The component unit entities have separate budgeting processes and supervisory boards which are not included the County’s budget making process.

SCOTT COUNTY, IOWA BUDGET CALENDAR

	Board of Supervisors	County Administration	Citizens and State	Departments and Authorized Agencies
July	New Fiscal Year Begins July 1, 2020 to June 30, 2021			
August	Strategic Planning			
September	Identification of specific areas to be reviewed in upcoming budget process. Short and long term goals.			Develop initial revenue estimates
October	Set Budget Parameters			Develop and submit operating and capital requests
November		Development of Salary and Benefit Estimates	Discussions with Board and County Administration for new funding requests	
December		Development of Capital requests and planning		
January		Presentation of Administrations recommendation of the proposed budget, and maximum tax levy		
February	Board reviews operating and capital budgets; adopts maximum tax levy		Public Hearing on Proposed and Amended Budget	
March	Adoption of Budget by resolution. Strategic Planning		Certification by Auditor and State Department of Management	
April		Prepare final budget document. Review budget amendment needs		
May	Adopt Budget Amendment by resolution	Propose budget amendment for current year	Public Hearing on Amended Budget	
June	Set appropriations and authorized position levels for ensuing fiscal year			

BUDGET PREPARATION PROCESS

The preparation of Scott County's budget involves the interaction of County departments, authorized agencies, boards and commissions, the Board of Supervisors, and the general public. This process begins with the initial distribution of budget materials to departments and authorized agencies and is completed with the Board of Supervisors certification of a budget for the upcoming fiscal year. **Bolded** text is visualized in the budget calendar.

The County's budgetary process begins ten months prior to July 1st, the beginning of the County's fiscal year. In **August**, the Board of Supervisors completes an amended **strategic planning** update to identify goals and outcomes for the long, medium and short term. In **September**, the Board of Supervisors identifies specific areas to be reviewed by staff during the upcoming budget preparation process. **Identification of short and long term goals for discussion**. Staff develops early **revenue estimates**. In early **October** the Board of Supervisors meets with the County Administrator and the Director of Budget and Administrative Services to identify **specific areas to be reviewed during the budget process**. They also set **parameters** for increases for all departments and authorized agencies. These specific areas of review are then given to department heads and agency directors to keep in mind as they prepare their budget requests for the ensuing year. At the end of October, **Budget Planning Manuals** and appropriate worksheets are distributed to department heads and authorized agency directors. The Budget Planning Manuals identify the budgetary process and give specific directions on the process. Scott County's system includes the completion of several Budgeting For Outcomes (BFO) forms that are described in detail in the manual.

Scott County's budgetary process is on the County's ERP system, and consequently, historical data is available to the departments. The department's primary responsibility is to review the historical data in respect to services to be provided to the citizens of Scott County by the department. The Office of Administration and the Office of Human Resources provides **personnel and wage information**. The department head reviews the information to determine what level of appropriation will be required to provide the current level of services. Any additional service levels proposed to be provided to the general public at the request of either the department, County Administrator, or Board of Supervisors, are identified and highlighted during the budget review process.

Additionally, while analyzing expenditure requirements in order to **support current service levels**, the department is also requested to **establish performance objectives** for the upcoming fiscal year. These performance objectives relate to the service levels currently provided by the department's programs. Quarterly status reports on the progress being made toward the current year's performance objectives are also required and are forwarded to the Board of Supervisors throughout the fiscal year for their review and information. The County's Budgeting for Outcome system is further explained at the end of this budget preparation process discussion.

In regard to goals and objectives, the Board of Supervisors, during their work sessions every other year, discusses and identify objectives. These biennial objective issues are reviewed mid-term for possible changes or refinements. A complete listing of the target issues appears in the Board Chairman and County Administrator's budget message included in the budget document.

Department requests for appropriations are submitted to the Office of Administration for initial review by the end of **November**. The departments consult with the appropriate boards and commissions in developing the budget as it relates to service levels. Staff further allocates expenditures by sub-object type. The department head meets with the County Administrator, the Director of Budget and Administrative Services, and the department's assigned budget analyst during the remainder of **December** and the first part of **January** regarding the proposed budgets. The Office of Administration prepares revenue estimates from input from the respective departments. Each department is required to submit potential revenue estimates for their programs. The Office of Administration estimates general revenues such as those from the State and Federal government, and lastly determines the County's taxing ability. A preliminary budget is discussed with the County Administrator. This preliminary budget reflects the budget requests as submitted by the departments and adjusted by the County budget team in relation to revenue projections.

The County Administrator presents to the Board of Supervisors a balanced budget in late **January**. The Board of Supervisors receives information which includes the budget message from the County Administrator, various schedules dealing with taxation and property valuations, in addition to the proposed revenue schedules, expenditure schedules, and summary of department programs as they pertain to the proposed budget. Copies of the initial proposed budget as presented to the Board of Supervisors are

available at the County Auditor's office and public libraries for citizen review. The County must present a maximum tax levy for the general fund and rural services fund before setting the public hearing.

The summary information for the departments includes a history of financial data in addition to a revised estimate for the current year and the proposed budget for both expenditures and revenues. Additionally, a brief description of the program is presented with other program performance indicator information as it applies to the budget. Any changes from the current year to the proposed year are also noted. Of special importance is the inclusion of the performance objectives for the programs within each department.

The month of **February** is basically devoted to discussions with the Board of Supervisors. At the Board's first two **budget work sessions the overall impact of the expenditures are reviewed** along with the potential property tax changes and other revenue adjustments. In addition, each Board member, based on his own review of the budget materials or from budget discussions, identifies other budget issues and policy matters. These budget issues then become subsequent agenda items at future budget sessions until all are resolved. These sessions, as in the case of the goals and objectives sessions of the Board of Supervisors during **January**, are open to the general **public**.

After the general budget meetings with County staff and department/agency directors as necessary, the Board of Supervisors meets to discuss the County's services and items of concern to the operation of the County. The Board of Supervisors identifies items that they had previously discussed which were to be considered as additions or deletions to the proposed budget. The Board then has the task of weighing certain services or programs within the organization in light of available resources. After the Board of Supervisors agrees upon a proposed level of services, and likewise an appropriation level, the Board sets a public hearing of maximum tax levy. Notice of such **public hearing** is made in the local official newspapers and a summary of the proposed tax levy is included in the publication. According to state law, the rate a super majority is required to approve a tax asking exceeding 2% of the prior year levy. After approval a notice of budget **public hearing** is made in the local official newspapers and a summary of proposed expenditure and revenue levels is included in that publication. According to state law, the tax rate cannot be increased after publication of the proposed expenditure levels or the proposed maximum levies for the public hearing thus, department/agency requests are always used as a basis of publication. During the public hearing, citizens are given the opportunity to voice their objections or support of the proposed budget as presented. After the **public hearing**, the Board of Supervisors considers any comments made and then act upon the approval of the budget.

The Board officially authorizes by resolution to certify with the County Auditor and the State Office of Management the adopted budget for the upcoming year on or before the state law deadline of **March 30th**. After certification, staff reviews the budget and detailed information changed in light of Board of Supervisors discussions. The **budget is subsequently printed and available for distribution**. The budget document then becomes an instrument and a guide for the Board and departments during the year for achieving the goals and objectives, and providing programs and services as described in the budget.

Budget amendments occur twice during the current fiscal year. The first budget amendment is presented to the Board of Supervisors in **February** for approval with the upcoming fiscal year budget. A second amendment is recommended to the Board of Supervisors in **May** of the current year in order to close the fiscal year. Both amendments are designed to provide legal capacity of functional expenditures by category based upon current estimates. The level of budgetary control for each amendment process is on the functional level of the County's governmental functions. Departmental line item budgetary adjustments within a function may be made throughout the year as long as the total expenditures is not increased from the legally adopted budget.

SCOTT COUNTY'S BUDGETING FOR OUTCOMES BUDGET SYSTEM

Prior to fiscal year 1983-84 Scott County was accustomed to budgeting for total departments and authorized agencies. Beginning in FY84, the County introduced program performance budgeting. With performance based budgeting, the County budgeted for departments, but each department divided its budget into functions or services, which are known as "programs". The performance based budget had been in place at Scott County for over 30 years, with many departments using the same measurers for many years.

In 2009, the Board of Supervisors set a goal to revise their performance based budget system. The County decided to adopt budgeting for outcomes as their new budgeting method. Budgeting for outcomes challenges public leaders to determine what outcomes citizens most value, prioritize their tax dollars to purchase those results, and rethink the way their departments and agencies go about producing them. Our

old performance based budget system asked the question, what programs can we cut to keep the budget in balance? The new budget method asks, how can government increase the value it delivers to citizens with the money that is available?

There are huge benefits of using the budgeting for outcomes method of budgeting. First, it allows the government to see or eliminate obsolete or low value activities. Next, it helps find money for important new investment or activities – if an investment is important, it will rise to the top of the list. Other spending with less value falls off of the list. It ensures the general interest trump special ‘pet’ projects. Outcome based budgeting ensures accountability for performance – programs MUST deliver results or they don’t get funded. It also talks about the budget in common sense terms – Traditional budgets are difficult for citizens to read. BFO budgets are designed for anyone to understand – and they allow citizens to understand exactly the services that its government provides with additional transparency.

What is an outcome?

- It must be specific and address the customers’ needs (internal or external)

- It must be measurable

- It must be aggressive but attainable

- It must be results oriented

- It must be time bound (it must have a deadline or timeline) i.e. one year, etc

In order to change from traditional performance based budgeting to outcome based budgeting, departments had to change their thinking entirely. First, each department identified their services. This had never been done before. Next, departments identified outputs from our old budgeting system – and some departments created new outputs. Next, departments aligned each service with a goal of the Board of Supervisors to ensure that the Board goals were reflected in the activities of the County departments. Next, each service was identified as either a core service, semi-core service or a service enhancement. Then, each department identified outcome and effectiveness measures for each service. From this process, we have our new budgeting for outcomes for Scott County, first successfully implemented in FY 12.

MISCELLANEOUS STATISTICS ABOUT SCOTT COUNTY

DATE OF INCORPORATION: December 31, 1837

Form of Government: County Board/County Administrator

Population √	173,283	Snowmobile Trails, Total Miles*	86
Area in Square Miles √	468.2	Acres of Industrial Lands*	
Median Age of Population √	38	Unincorporated	13.3
Miles of Roads and Streets*		Building Permits*	
Interstate Highways	90	(non Davenport / Bettendorf)	
State Highways	97	Issued in year ended 6/30/19	908
Non-Urban	564	Value of Issued Permits	\$19,327,636
Urban	<u>1,094</u>	Last General Election 11/6/18*	
Total Miles	<u>1,675</u>	Registered Voters	127,185
Farming Acres+	219,935	Votes Cast	69,553
Number of Farms	684	Percent	54.68%
Average Size of Farm (Acres)	322	Last City/School Boards Election 11/5/19	
Scott County Employees:*		Registered Voters	126,644
Board Members	5	Votes Cast	18,729
Elected Officials	5	Percent	14.79%
Full time equivalents	500.42	Licensed businesses allowed to sell and serve alcohol*	
# School Districts in Scott County*	7	Unincorporated	18
# Cities within Scott County*	17		
Recreation: Parks			
County Recreation Areas	8		
# of Acres	2,509		
Golf Courses*			
Private	2		
Public	4		
Municipal	5		

√www.census.gov

+ www.agcensus.usda.gov

*County Staff/Offices/Website

MISCELLANEOUS STATISTICS ABOUT SCOTT COUNTY (cont.)

Ten Principal Taxpayers as of June 30, 2019

Organization	Taxable Value	% of Total Taxable Value \$9,092,496,924
MID AMERICAN ENERGY	213,544,955	2.35%
IOWA AMERICAN WATER COMPANY	62,373,681	0.69%
RHYTHM CITY CASINO LLC	61,729,938	0.68%
ISLE OF CAPRI BETTENDORF LC	58,758,021	0.65%
STERLITE CORPORATION	57,721,581	0.63%
MACERICH NORTH PARK MALL LLC	52,870,725	0.58%
KRAFT HEINZ FOODS COMPANY	39,353,067	0.43%
ARCONIC INC	38,129,433	0.42%
THF DAVENPORT NORTH DEVELOPMENT	31,863,574	0.35%
JOHN DEERE CONSTRUCTION & FORESTRY CO	28,997,258	0.32%
Total	\$645,706,233	7.10%

Source: County tax rolls. 2019 AY Total Valuation \$9,092,496,924

Ten Principal Employers as of June 30, 2019

Employer	Rank	% of Total County Employment
Davenport Community Schools	1	2.8%
John Deere Davenport Works	2	2.4%
Arconic	3	2.4%
Genesis Medical Ctr (all Scott Co Locations)	4	1.9%
Tri City Engineering & Integration	5	1.4%
Rhythm City Casino	6	1.2%
City of Davenport	7	.9%
Cobham Mission Equipment	8	.9%
Kraft Heinz	9	.9%
Scott County Family Y	10	7%

Source:
InfoGroup, Reference USA Gov and Individual Employers (Fall 2019)
Date accessed: 10/7/19

MISCELLANEOUS STATISTICS ABOUT SCOTT COUNTY

POPULATION	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Population 2019 estimated	172,943	131,228	226,706	490,161	151,140	141,879
Population 2010	165,223	131,086	211,243	430,631	130,882	147,541

RACE	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
White	85.6%	84.5%	88.4%	85.0%	83.0%	82.7%
African American	7.8%	9.7%	5.9%	7.1%	7.3%	11.0%
Native American	0.4%	0.4%	0.3%	0.4%	0.4%	0.6%
Asian	3.0%	2.5%	2.6%	5.1%	6.8%	2.7%
Hispanic	6.9%	4.5%	3.4%	8.5%	5.8%	13.1%
Native Hawaiian	0.1%	0.4%	0.1%	0.1%	0.1%	0.0%
Two or More Races	3.1%	2.5%	2.7%	2.4%	2.5%	2.9%

HOUSING	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Housing Units	74,659	58,320	98,063	204,633	65,046	66,171
Owner Occupied	69.5%	65.7%	74.4%	67.2%	59.7%	68.7%
Median Value/Owner-Occupied	158,200	143,100	153,700	171,800	216,900	117,000
Median Gross Rent	\$779	\$769	\$743	\$879	\$968	\$733

EDUCATION	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
High School Graduate or Higher	92.9%	91.3%	94.7%	91.5%	95.3%	88.9%
Bachelor's Degree or Higher	31.9%	28.6%	33%	36.1%	53%	23.2%

TRANSPORTATION	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Travel Time to Work in Minutes	19.0	16.1	18.6	19.5	19.0	19.1

BUSINESSES	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Total Employment	81,654	63,375	120,369	265,640	64,348	60,656
Total Annual Payroll (\$1,000)	\$3,422,832	\$2,608,836	\$5,909,260	\$14,001,799	\$2,823,093	\$3,107,032

Date accessed 4/29/20

<https://www.census.gov/quickfacts/table>

FINANCIAL MANAGEMENT POLICIES

The following financial policies and relevant sections from the Code of Iowa have been adopted by the Scott County Board of Supervisors and have been developed and assembled here to provide guidance to the County's financial management system. The County's intent is to support a sound and efficient financial management system which best utilizes available resources and provides an acceptable service level to the citizens of Scott County. A Financial Review Committee (FRC) consisting of the County Director of Budget and Administrative Services, Financial Management Supervisor in the Treasurer's Office, and the Accounting and Tax Manager in the Auditor's Office advises the Board on various financial management improvement projects throughout the year.

The following policies are not intended to restrict the Board of Supervisors' authority in determining service needs and/or activities of the County. These financial policies do not limit the Board of Supervisors' ability and responsibility to respond to service delivery needs above or beyond these policies. The Board as a policy making group is still accountable for the efficient and responsive operation of the County. The policies are to be reviewed every five years, at a minimum.

All policies are online at: <https://www.scottcountyiowa.com/hr/policies>

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Excerpts from the Code of Iowa:	
Chapter 24 - Local Budget Law	457
Chapter 331 - County Home Rule (Sections 421-437 - County Levies, Funds, Budgets, and Expenditures)	461

EXCERPTS FROM SCOTT COUNTY CODE

CHAPTER 3 APPOINTED OFFICERS AND DEPARTMENTS (Updated April 2017)

SEC. 3-1. OFFICE OF THE ADMINISTRATOR

- A. There shall be an Office of the Administrator responsible for the general administration of the County.
- B. The Office of the Administrator shall be headed by a County Administrator appointed by, and serving at the pleasure of the Board of Supervisors.
- C. The County Administrator shall report to, and be accountable to, the Board of Supervisors for the performance of the office's duties and responsibilities.
- D. The County Administrator shall be a full time employee of the County.
- E. The County Administrator may serve as head of one or more Departments of County Government not under the direct control of an elected official.

SEC. 3-2 AUTHORITY, DUTIES AND RESPONSIBILITIES OF THE COUNTY ADMINISTRATOR

- A. The County Administrator serves as the principal advisor to the Board of Supervisors in all matters relating to the overall management of county government operations.
- B. The County Administrator shall have direct administrative authority over all operating departments within the scope of responsibility of the Board of Supervisors.
- C. The County Administrator shall prescribe the accepted standards of administrative practice for all operating departments within the scope of responsibility of the Board of Supervisors.
- D. The County Administrator shall execute and enforce all resolutions and orders of the Board of Supervisors and see that all laws required to be enforced through the Board of Supervisors or by operating departments subject to its control are faithfully executed.
- E. The County Administrator is authorized by the Board of Supervisors to take any reasonable ministerial action necessary in carrying out the responsibilities assigned to him, and to act at his discretion, upon matters not covered by Board policy or

strictly prohibited by the Code of Iowa or this code. Such action will be reported to the Board of Supervisors as soon as practicable thereafter.

- F. The County Administrator may delegate to appropriate department heads or professional staff members the authority to discharge certain duties and responsibilities vested in him by the Board of Supervisors. However, the delegation of such authority does not relieve the County Administrator of ultimate accountability and responsibility.
- G. The County Administrator shall be responsible for the preparation, review and submission (in conjunction with the County Auditor as provided by the Code of Iowa) of a proposed annual operating budget plan for consideration by the Board of Supervisors. As such, a copy of the budget requests of all operating departments, including those under the direction of other elected county officials, and appointed boards, commissions, or other agencies receiving County funding, shall be submitted to the County Administrator in accordance with an annual budget planning calendar and in compliance with such dates and dead-lines as identified in the Code of Iowa. All departmental budget requests shall be in the format and contain such content as prescribed by the County Administrator.
- H. The County Administrator shall be responsible for the development of all proposed capital program plans and the financing thereof, for consideration by the Board of Supervisors. He shall further be responsible for the execution of, and status reporting for all capital projects approved by the Board of Supervisors.
- I. The County Administrator or his designee shall have access to the books and papers of all operating departments, for purposes of gathering appropriate data required in support of the execution of the official duties of the Administrator's Office or in compliance with specific directions of the Board of Supervisors.
- J. The County Administrator is responsible for periodic reporting of the status of the certified or amended annual operating budget, as well as the status of all active funds. Such reporting shall be done in cooperation with the appropriate elected officials having statutory authority and/or responsibility.
- K. The County Administrator is responsible for the review and recommendation of all County operating department personnel appointments and other personnel items to be brought before the Board of Supervisors for their consideration and action.

- L. The County Administrator shall have the authority to fill vacancies in authorized positions below department head level, within the limitations of budget funding and in conformance with established personnel policies. Such personnel appointments shall be filed bi-weekly in conjunction with Board of Supervisors meetings.
- M. The County Administrator shall be authorized to approve compensation step increases that are in conformance with personnel policies.
- N. The County Administrator is responsible for the review and assessment of all administrative matters to be considered by the Board of Supervisors. All administrative items to be considered by the Board of Supervisors shall be forwarded to the Chairman of the Board of Supervisors by the County Administrator for purposes of assigning to the appropriate committee for consideration.
- O. The County Administrator may recommend appropriate administrative organizational structures and/or administrative reorganizations as he deems necessary for the efficient and effective operation of County government.
- P. The County Administrator may recommend policy to the Board of Supervisors.
- Q. The County Administrator shall be responsible for the management of all County facilities, except as responsibility for specific facilities is otherwise entrusted to county elected officials pursuant to the Code of Iowa.
- R. The County Administrator shall be responsible for acquisition of all County goods and services in the most cost effective manner as possible, and in accordance with policies and procedures established by the Board of Supervisors and the State of Iowa.
- S. The County Administrator shall present to the Board of Supervisors a recommended candidate for all department head position vacancies. The County Administrator will use a broad-based advisory selection committee represented by at least three elected office holders and three department heads in an advisory capacity during the selection process. The final decision relative to filling department head vacancies shall be made by the Board of Supervisors based upon the aforementioned selection process. For purposes of this section department head positions include the Director of Information Technology, Director of Facilities and Support Services, Director of Community Services, Director of Human Resources, Director of Planning and Development, Juvenile Detention Center Director, Director

of Budget and Administrative Services and County Engineer. The advisory selection committee members may also include the Health Department Director, or Conservation Director.

- T. The County Administrator may, under the general direction of the Board of Supervisors, bring together various county elected office holders, departments, and agencies to work together on common problems, issues, or opportunities.
- U. The County Administrator may, under the general direction of the Board of Supervisors, represent the Board of Supervisors in meetings with the following: elected office holders; county agencies not under the direct responsibility of the Board of Supervisors; local, state, and federal officials and agencies; community groups and agencies; and the general public.
- V. The County Administrator has the authority to terminate employees, including department heads, of Departments of County Government not under the direct control of an elected official. Terminations of employees, other than department heads and employees covered by a collective bargaining agreement, shall be subject to the grievance procedure set forth in Scott County Policy S. Terminated department heads shall begin the grievance procedure at Step 4 of Policy S.

33. BUDGET AND FINANCIAL MANAGEMENT POLICIES

Board Adopted 11/6/14

GENERAL POLICY

The following budget and financial policies have been developed to provide guidance to the County's budget and financial management system.

SCOPE

This policy is applicable to all offices and departments within Scott County government.

PURPOSE

The County's intent is to support a sound and efficient financial management system which best utilizes available resources and provides an acceptable service level to the citizens of Scott County. The following statements are not intended to restrict Scott County's authority in determining service needs and/or activities of Scott County. These financial policies do not limit the Scott County Board of Supervisors ability and responsibility to respond to service delivery needs above or beyond these policies. The Scott County Board of Supervisors as a policy making group is still accountable for the efficient and responsive operation of Scott County.

SPECIFIC POLICY PROVISIONS

REVENUE POLICY

1. Scott County will initiate efforts to maintain diversified and stable revenues in an attempt to limit the impact of short run fluctuations in any one revenue source.
2. Annual revenues will be estimated by an objective, and whenever possible analytical process.
3. Existing revenue sources will be re-examined with new revenue sources investigated during the annual budget preparation process.
4. Revenues may exceed expenditures if the fund balance of any funds needs to be increased to meet minimum balance requirements. Additionally, surplus fund balances may supplement revenues in order to fund onetime expenditures or capital costs.
5. Property tax revenue collections will be established through a tax levy rate for general operations which will not generally exceed the cost of living of the previous year.
6. In relation to enterprise funds which have been established to support expenditure levels, user fees and charges will be established to fund direct and indirect cost of the activity whenever feasible.

7. User fees in other governmental areas such as health and recreational services will be established at a level which will not inhibit participation by all.
8. All user fees and charges will be re-evaluated on an annual basis during the budget preparation process.
9. One-time or special purpose revenues such as grant funds will be utilized to fund capital expenditures or expenditures required by that revenue. Such revenues will generally not be used to subsidize reoccurring personnel, operating and maintenance costs and if approved will be qualified by stating such on-going program may be ended once grant funds or other revenue sources no longer exist.
10. Scott County will on a continuous basis seek methods to reduce the County's reliance on the property tax through seeking legislative support for additional hotel motel tax and for higher reimbursement rates or funding of state housed services, investigating additional non-property tax revenue sources, and encouraging the expansion and diversification of the County's tax base with commercial and industrial development.

OPERATING BUDGET/EXPENDITURE POLICY

1. The County Administrator will compile and submit to the Scott County Board of Supervisors a balanced budget by the first of February of each year.
2. The balanced budget will reflect expenditures which will not exceed estimated resources and revenues. Routine expenditures will not be greater than the previous year's expenditure level by more than the estimated annual percentage increase in the cost of living.
3. The operating budget for Scott County will be developed and established on a service level basis. Any additions, deletions and/or alterations in the operating budget will be related to services to be provided to the general public.
4. The operating budget will emphasize productivity of human resources in providing services, efficient use of available revenue sources, and quality of services to be provided.
5. New service levels including requests from outside agencies for ongoing program support will be considered when additional revenues or offsetting reductions of expenditures are identified, and the new services fall within the broad framework of the County operation, or when such services are mandated by the State of Iowa or the federal government.
6. Requests for startup or pilot projects or programs with no more than a three year duration will be considered if it contributes to the economic vitality of the County and has more than 75% of the program costs funded by other sources. Projects or programs in economic development that are to be funded regionally by other local governments in collaboration with the County will be considered in annual requests.

7. Current County expenditures will be funded by current revenues unless specifically approved by the Board of Supervisors.
8. The County will avoid the postponement of current expenditures to future years, accruing future year revenues, or utilization of short term debt to fund operating expenditures.
9. The operating budget will provide funding for the on-going maintenance and replacement of fixed assets and equipment. These expenditures will be funded from current revenues transferred to the Capital Improvement Funds.
10. Each year the County will revise current year expenditure projections during the succeeding year's budget preparation process. Costs of operating future capital improvements included in the capital projects budget will be included in the operating budget.
11. The County will participate in a risk management program to minimize losses and reduce costs. This program will protect the County against catastrophic losses through the combination of insurance, self-insurance and various federal and state programs. To be assured that the county continues to get the best rates from time to time the insurance will be bid through the Purchasing Division of Facilities and Support Services including the insurance consultant support services.
12. The County will maintain a budgetary control system to monitor its adherence to the approved operating budget.
13. All departments will have access to expense and revenue reports comparing actual revenues and expenditures to budgeted amounts. These reports will be updated through the financial management ERP system to allow departments to regularly review their financial position.

CAPITAL IMPROVEMENT BUDGET POLICY

1. The County will make all capital improvements in accordance with the adopted Capital Improvement Program except for emergency capital improvements which are deemed necessary by the County staff and approved individually by the Board of Supervisors.
2. Capital improvements will be identified on the basis of long-range projected needs rather than on immediate needs in order to minimize future maintenance, replacement and capital costs.
3. A capital improvement program will be developed for a five-year period and updated annually.
4. Estimated costs of each capital improvement projected for each year will be included in the plan.
5. Revenue sources for capital improvements will be identified in the plan whenever possible.

6. Intergovernmental funding sources from the federal, state and private sector will be actively sought and used as available to assist in financing of capital improvements.
7. Future operating costs associated with the capital improvement will be projected and included as a part of the budget submission in the capital improvement budget.
8. Capital Funding Requests From Outside Agencies
 - Capital funding requests (greater than \$5,000) from outside agencies will only be considered during the Board's regular annual budget review cycle.
 - Said requests must be submitted to the County Administrator on or before December 1st for the following budget year.
 - Said requests for the next fiscal year will only be accepted for consideration if the County's unassigned General Fund balance exceeds the minimum required level, 15% of operating expenses. (The 15% minimum required level shall be based on the audited beginning unassigned General Fund balance amount of the current fiscal year less any planned uses of fund balance included in the current fiscal year budget compared with current year budgeted general fund operating expenses).
 - Said request shall describe the project in detail and shall include the following minimum information:
 - Project impact on community (economic development, quality of life, etc.)
 - Total cost of project
 - % of request from County to total project cost
 - Listing of other revenue sources
 - The Board of Supervisors recognizes a commitment of county funds can be necessary from the County to be awarded certain grants from the State. Capital requests for infrastructure will only be matched if submitted to the State as a Community Attraction Tourism grant, a Resource Enhancement and Protection grant or similar state grant request. Funding is dependent on monies available in the designated project fund for these grant matches. The County must approve its commitment prior to the grant submittal to the State. The project must have a regional impact.
 - Approved funding allotments will be made beginning with the next fiscal year being budgeted and after property taxes have been received in October and may be made over a multi-year period.
 - No allotment will be given until the requesting organization informs the County in writing that all funding commitments have been made and that the project has begun (this action must be completed prior to December 31st of the next fiscal year being budgeted, if not, the County's funding commitment will end). Note: Agencies may request an extension to this provision. The extension request should be submitted in writing detailing reasons for the extension and the extension timeframe requested.

- Any approved funding commitment from the County for a project should be considered final with no subsequent funding request to be made to the County on that project.
- Any future State action such as program funding reductions, increased unfunded State mandates, or the enactment of property tax limitation legislation may not allow the County to consider or, complete fulfillment of these types of capital funding requests.

9. Bike Trail Funding

- The Board of Supervisors supports the development and construction of bike trails that will connect communities within the County. The Board encourages state and federal legislators to fund grant opportunities to fund these bike trails. The Board will support grant applications to appropriate state and federal agencies for grant funding of these trails.
- The Board will participate in funding the local match grant requirement of bike trail development and construction that connect non-contiguous cities within Scott County. The Board will also consider allowing the use of the County's right of way for portions of proposed trails along County roads.
- The Board of Supervisors will fund 10% of the local match grant requirement (up to a 30% grant local match requirement). For example, if the grant award is for \$1 million with a 30% local-70% federal/state split the County would fund \$30,000 of the local match. If the same \$1 million grant had a 40% local-60% federal/state split the County would still only fund \$30,000 of the local match. If this is a multi-county grant application the 10% County local match funding amount will be based on the percentage of bike trail mileage in Scott County.
- The County encourages communities to secure additional local grant funding toward the local match requirement (i.e., riverboat grants, foundations, businesses, etc.). The County will not reduce its 10% local match commitment by any additional funding secured by the communities toward their 90% share of the local match.
- The County will not participate in any ongoing maintenance costs of the bike trails.

DEBT ADMINISTRATION POLICY

1. The County will limit its long-term borrowing to capital improvements or projects which cannot be financed from current revenues or for which current revenues are not adequate.
2. Long-term borrowing will only be utilized to fund capital improvements and not operating expenditures.
3. The payback period of the bonds issued to fund a particular capital project will not exceed the expected useful life of the project.
4. It is recognized that the State of Iowa sets the debt limitation for municipalities at 5 percent of actual property valuation.

5. Whenever possible, special assessment, revenue bonds and/or general obligation bonds abated by enterprise revenues will be issued instead of general obligation bonds funded by property tax.
6. For those general obligation bonds issued and funded by property taxes, debt service and interest payment schedules shall be established whenever possible in such a manner to provide equalization of debt and interest payments each year for the life of the total outstanding general obligation bonds.
7. The County shall encourage and maintain good relations with the financial and bond rating agencies and prepare any reports so requested by these agencies. Full and open disclosure on every financial report and bond prospectus will be maintained.

FINANCIAL REPORTING POLICY

1. The County will establish and maintain a high standard of accounting practices and procedures which adhere to the concept of full and open public disclosure of all financial activity.
2. The accounting system will be maintained on a basis consistent with accepted standards for governmental accounting.
3. Quarterly financial statements reported on a budget basis of accounting will be presented to the Board of Supervisors on a regular basis.
4. The County's independent public accounting firm will publicly issue an audit opinion regarding the financial statements to the County. The annual audit will be made available to the general public, bonding and financial consultants, and any other interested citizens and organizations. The annual audit will be posted on the county website.
5. The Comprehensive Annual Financial Report and accompanying audit opinion will be completed and submitted to the Board of Supervisors by December 31 and following the close of the preceding fiscal year.

FUND BALANCE POLICY

Government Accounting Standards Board (GASB) has issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The Statement is effective for the County beginning with fiscal year ending June 30, 2011. The objective of this statement is to improve the usefulness and understandability of governmental fund balance information. The Statement provides more clearly defined categories to make the nature and extent of the constraints placed on a government's fund balance more transparent. The Statement impacts governmental fund types, however, in non-governmental funds; the County may decide to assign funds for specific purposes.

1. The fund balance will be reported in five categories: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance, and Unassigned Fund Balance.

- a) Nonspendable Fund Balance - Amounts cannot be spent because they are not in spendable form or legally or contractually required to be maintained intact.
- b) Restricted Fund Balance - Amounts are restricted by external parties (i.e. creditors, grantors, contributors) or laws / regulations of other governments or restricted by law through constitutional provisions or enabling legislation, such as an ordinance.
- c) Committed Fund Balance - Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Board of Supervisors. The formal action must occur prior to the end of the reporting period. The amount, which will be subject to the constraint, may be determined in the subsequent period.
- d) Assigned Fund Balance - Amounts constrained by the government's intent to be used for specific purposes that are neither restricted or committed. The intent can be expressed by the County Administrator.
- e) Unassigned Fund Balance - Is a residual classification for the general fund. The total fund balance less amounts categorized as non-spendable, restricted, committed and assigned equals unassigned fund balance. The general fund is the only fund that should report a positive unassigned fund balance amount. A negative unassigned fund balance is possible in other funds.

Minimum year-end fund balances will be maintained for all governmental and proprietary funds as follows:

<u>Governmental Fund Types</u>	<u>Minimum Fund Balance</u>
General	Unassigned, 15% of Annual Operating Expenses
Secondary Roads	Restricted, Between 5% & 10% of Annual Operating Expenses
MH-DD	Restricted, 25% Minimum is Recommended
Rural Services	Restricted, \$25,000 Minimum Balance
Recording Management Fees	Restricted, No Minimum Required
Debt Service	Restricted, \$25,000 Minimum Balance
Capital Projects	No Minimum Required
<u>Proprietary Fund Types</u>	<u>Minimum Fund Equity</u>
Self-Insurance	\$1,000,000 Minimum Balance
Golf Course	Positive Unrestricted Net Assets

2. Flow of Funds Policy:

The County will spend the most restricted dollars before less restricted, in the following order:

- 1) Nonspendable (if funds become spendable)
- 2) Restricted
- 3) Committed
- 4) Assigned
- 5) Unassigned

2. CASH HANDLING PROCEDURES POLICY

Board Adopted 7/23/09

POLICY

It is the policy of Scott County to properly account for all funds received or collected by county offices and departments for fees, taxes, fines, costs, etc. It is recognized that there is an administrative cost to processing refunds and correcting accounting entries when over payments have been received. It is the policy of Scott County to allow County Departments to retain nominal excess payments of less than \$5.00, unless the payor has requested a refund of the overpayment to avoid further administrative costs.

SCOPE

This policy is applicable to all county offices and departments.

TECHNICAL ACCOUNTING ASSISTANCE

Request for assistance in establishing or enhancing departments' internal accounting systems should be made to the Finance Review Committee.

ADMINISTRATIVE PROCEDURES

1. All monies received or collected should be accounted for and balanced daily.
2. Daily deposits to the County Treasurer or appropriate financial institution as allowed by law and/or Board policy, should be made whenever cash on hand exceeds \$250. This amount may be extended to \$1,000 if a safe is used. In all cases deposits should be made at least once a week.
3. Bank reconciliation's should be performed by someone other than the person collecting or receiving said funds.
4. The use of I.O.U.'s is strictly prohibited.
5. All checks received should be restrictively endorsed when received.
6. The County Auditor may make unannounced cash counts of funds on hand throughout the fiscal year.
7. All nominal excess payments of less than \$5.00 retained by County Departments shall be accounted for in a separate departmental General Ledger revenue account so designated "Nominal Excess Payments".

18. INVESTMENT POLICY

Board Adopted 7/23/09

SCOPE

The Investment Policy of Scott County shall apply to all operating funds, bond proceeds and other funds and all investment transactions involving operating funds, bond proceeds and other funds accounted for in the financial statements of the County. Each investment made pursuant to this Investment Policy must be authorized by applicable law and this written Investment Policy.

The investment of bond funds or sinking funds shall comply not only with this Investment Policy, but also be consistent with any applicable bond resolution.

This Investment Policy is intended to comply with Iowa Code.

Upon passage and upon future amendment, if any, copies of this Investment Policy shall be delivered to all of the following:

1. The Board of Supervisors and all County officials to which the Investment Policy applies.
2. All depository institutions or fiduciaries for public funds of the County.
3. The auditor engaged to audit any fund of the County.

In addition, a copy of this Investment Policy shall be delivered to every fiduciary or third party assisting with or facilitating investment of the funds of the County.

DELEGATION OF AUTHORITY

In accordance with Iowa Code, the responsibility for conducting investment transactions resides with the Treasurer of Scott County. Only the Treasurer and those authorized by resolution may invest public funds and a copy of any empowering resolution shall be attached to this Investment Policy.

All contracts or agreements with outside persons investing public funds, advising on the investment of public funds, directing the deposit or investment of public funds or acting in a fiduciary capacity for the County shall require the outside person to notify the County in writing within thirty days of receipt of all communication from the Auditor of the outside person or any regulatory authority of the existence of a material weakness in internal control structure of the outside person or regulatory orders or sanctions regarding the type of services being provided to the County by the outside person.

The records of investment transactions made by or on behalf of the County are public records and are the property of the County whether in the custody of the County or in the custody of a fiduciary or other third party.

The Treasurer shall establish a written system of internal controls and investment practices. The controls shall be designed to prevent losses of public funds, to document those officers and employees of the County responsible for elements of the investment process and to address the capability of investment management. The controls shall provide for receipt and review of the audited financial statement and related report on internal control structure of all outside persons performing any of the following for the County:

1. Investing County funds.
2. Advising on the investment of County funds.
3. Directing the deposit or investment of County funds.
4. Acting in a fiduciary capacity for the County.

A Bank, Savings and Loan Association or Credit Union providing only depository services shall not be required to provide an audited financial statement and related report on internal control structure.

OBJECTIVES

The primary objectives, in order of priority, of all investment activities involving the financial assets of the County shall be the following:

1. **Safety:** Safety and preservation of principal in the overall portfolio is the foremost investment objective.
2. **Liquidity:** Maintaining the necessary liquidity to match expected liabilities is the second investment objective.
3. **Return:** Obtaining a reasonable return is the third investment objective.

PRUDENCE

The Treasurer of Scott County, when investing or depositing public funds, shall exercise the care, skill, prudence and diligence under the circumstances then prevailing that a person acting in a like capacity and familiar with such matters would use to attain the above investment objectives. This standard requires that when making investment decisions, the Treasurer shall consider the role that the investment or deposit plays within the portfolio of assets of the County and the investment objectives stated above.

The Treasurer shall request competitive investment proposals for comparable credit and term investments from investment providers.

INSTRUMENTS ELIGIBLE FOR INVESTMENT

Assets of the County may be invested in the following:

- Interest bearing savings accounts, interest bearing money market accounts, and interest bearing checking accounts at any bank, savings and loan association or credit union in Scott County or an adjoining Iowa county. Each bank must be on the most recent Approved Bank List as distributed by the Treasurer of the State of Iowa or as amended as necessary by notice inserted in the monthly mailing by the Rate Setting Committee. Each financial institution shall be properly declared as a depository by the Board of Supervisors of Scott County. Deposits in any financial institution shall not exceed the limit approved by the Board of Supervisors.
- Obligations of the United States government, its agencies and instrumentalities.
- Certificates of deposit and other evidences of deposit at federally insured Iowa depository institutions approved and secured pursuant to Iowa Code.
- Iowa Public Agency Investment Trust (IPAIT).
- Prime bankers' acceptances that mature within 270 days of purchase and that are eligible for purchase by a federal reserve bank.
- Commercial paper or other short-term corporate debt that matures within 270 days of purchase and is rated within the two highest classifications, as established by at least one of the standard rating services approved by the superintendent of banking.
- Repurchase agreements, provided that the underlying collateral consists of obligations of the United States government, its agencies and instrumentalities and the County takes delivery of the collateral either directly or through an authorized custodian.
- An open-end management investment company registered with the Securities & Exchange Commission under the federal Investment Company Act of 1940, 15 U.S.C. Section 80(a) and operated in accordance with 17 C.F.R. Section 270.2a-7, whose portfolio investments are limited to those instruments individually authorized in this Investment Policy.

All instruments eligible for investment are further qualified by all other provisions of this Investment Policy, including investment maturity limitations and diversification requirements.

PROHIBITED INVESTMENTS AND INVESTMENT PRACTICES

Assets of the County shall not be invested in the following:

1. Reverse repurchase agreements.
2. Futures and options contracts.
3. Inverse floaters.
4. Stripped securities, including principal-only and interest-only strips.

Assets of the County shall not be invested pursuant to the following investment practices:

1. Trading of securities for the purpose of speculation and the realization of short-term trading gains.
2. Pursuant to a contract providing for the compensation of an agent or fiduciary based upon the performance of the invested assets.
3. If a fiduciary or other third party with custody of public investment transaction records of the County fails to produce requested records when requested by the County within a reasonable time, the County shall make no new investment with or through the fiduciary or third party and shall not renew maturing investments with or through the fiduciary or third party.
4. Purchase of securities on margin.
5. Pledging of County owned securities as collateral for any purpose.

INVESTMENT MATURITY LIMITATIONS

Operating Funds must be identified and distinguished from all other funds available for investment. Operating funds are defined as those funds which are reasonably expected to be expended during a current budget year or within fifteen months of receipt.

All investments authorized in this policy are further subject to the following investment maturity limitations:

1. Operating Funds may only be invested in instruments authorized in this Investment Policy that mature within three hundred ninety-seven (397) days.

2. The Treasurer may invest funds of the County that are not identified as Operating Funds in investments with maturities longer than three hundred ninety-seven (397) days. However, all investments of the County shall have maturities that are consistent with the needs and uses of the County.

DIVERSIFICATION

Investments of the County are subject to the following diversification requirements:

Prime bankers' acceptances:

1. At the time of purchase, no more than ten percent (10%) of the investment portfolio of the County shall be invested in prime bankers' acceptances, and
2. At the time of purchase, no more than five percent (5%) of the investment portfolio of the County shall be invested in the securities of a single issuer.

Commercial paper or other short-term corporate debt:

1. At the time of purchase, no more than ten percent (10%) of the investment portfolio of the County shall be in commercial paper or other short-term corporate debt,
2. At the time of purchase, no more than five percent (5%) of the investment portfolio of the County shall be invested in the securities of a single issuer, and
3. At the time of purchase, no more than five percent (5%) of all amounts invested in commercial paper and other short-term corporate debt shall be invested in paper and debt rated in the second highest classification.

Where possible, it is the policy of the County to diversity its investment portfolio. Assets shall be diversified to eliminate the risk of loss resulting from overconcentration of assets in a specific maturity, a specific issuer, or a specific class of securities. In establishing specific diversification strategies, the following general policies and constraints shall apply:

1. Portfolio maturities shall be staggered in a way that avoids undue concentration of assets in a specific maturity sector. Maturities shall be selected which provide stability of income and reasonable liquidity.
3. Liquidity practices to ensure that the next disbursement date and payroll date are covered through maturing investments, marketable U.S. Treasury bills or cash on hand shall be used at all times.

SAFEKEEPING AND CUSTODY

All invested assets of the County involving the use of a public funds custodial agreement, as defined in Iowa Code, shall comply with all rules adopted pursuant to Iowa Code. All custodial agreements shall be in writing and shall contain a provision that all custodial services be provided in accordance with the laws of the State of Iowa.

All invested assets of the County eligible for physical delivery shall be secured by having them held at a third party custodian. All purchased investments shall be held pursuant to a written third party custodial agreement requiring delivery versus payment and compliance with all rules set out elsewhere in this section of this Investment Policy.

ETHICS AND CONFLICT OF INTEREST

The Treasurer and all officers and employees of the County involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

REPORTING

The Treasurer shall quarterly submit to the Board of Supervisors an investment report that summarizes recent market conditions and investment strategies employed since the last investment report. The investment report shall set out the current portfolio in terms of maturity, rates of return and other features and summarize all investment transactions that have occurred during the reporting period and compare the investment results with the budgetary expectations.

INVESTMENT POLICY REVIEW AND AMENDMENT

This Investment Policy shall be reviewed every two years or more frequently as appropriate. Notice of amendments to the Investment Policy shall be promptly given to all parties noted in the Scope section of this policy.

GLOSSARY OF TERMS

Agency: securities issued by government-sponsored corporations such as Federal Home Loan Banks or Federal Land Banks. Agency securities are exempt from Securities and Exchange Commission (SEC) registration requirements.

Agent: individual authorized by another person, called the principal, to act in the latter's behalf in transactions involving a third party.

Banker's Acceptance: time draft drawn on and accepted by a bank, the customary means of effecting payment for merchandise sold in import-export transactions and a source of financing used extensively in international trade.

Commercial Paper: short-term obligations with maturities ranging from 2 to 270 days issued by banks, corporations, and other borrowers to investors with temporarily idle cash. Such instruments are unsecured and usually discounted, although some are interest-bearing.

Delivery Versus Payment (DVP): securities industry procedure, common with institutional accounts, whereby delivery of securities sold is made to the buying customer's bank in exchange for payment, usually in the form of cash.

Fiduciary: person, company, or association holding assets in trust of a beneficiary.

Futures Contract: agreement to buy or sell a specific amount of a commodity or financial instrument at a particular price on a stipulated future date.

Inverse Floaters: investment securities whose coupon payment rate floats opposite market interest rates.

Open-End Management Company: investment company that sells Mutual Funds to the public. The terms arises from the fact that the firm continually creates new shares on demand. Mutual fund shareholders buy the shares at Net Asset Value and can redeem them at any time at the prevailing market price, which may be higher or lower than the price at which the investor bought.

Option: right to buy or sell property that is granted in exchange for an agreed upon sum. If the right is not exercised after a specific period, the option expires and the option buyer forfeits the money.

Portfolio: combined holding of more than one stock, bond, commodity, real estate investment, Cash Equivalent, or other asset by an individual or institutional investor.

Repurchase Agreement: agreement between a seller and a buyer, usually of U.S. Government securities, whereby the seller agrees to repurchase the securities at an agreed upon price and, usually, at a stated time.

Safekeeping: storage and protection of a customer's financial assets, valuables, or documents, provided as a service by an institution serving as Agent and, where control is delegated by the customer, also as custodian.

Speculation: assumption of risk in anticipation of gain but recognizing a higher than average possibility of loss.

Stripping: dividing a security into its principal and interest payments and selling the claims to these payments as new and separate securities. The principal portion is called a principal-only (PO) strip and the interest portion is called an interest-only (IO) strip.

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Chapter 24 Local Budget Law

24.1 Short title.

This chapter shall be known as the “*Local Budget Law*”.

24.2 Definition of terms.

As used in this chapter and unless otherwise required by the context:

1. “*Book*”, “*list*”, “*record*”, or “*schedule*” kept by a county auditor, assessor, treasurer, recorder, sheriff, or other county officer means the county system as defined in section 445.1.

2. The words “*certifying board*” shall mean any public body which has the power or duty to certify any tax to be levied or sum of money to be collected by taxation.

3. The words “*fiscal year*” shall mean the period of twelve months beginning on July 1 and ending on the thirtieth day of June. The fiscal year of cities, counties, and other political subdivisions of the state shall begin July 1 and end the following June 30.

4. The words “*levying board*” shall mean board of supervisors of the county and any other public body or corporation that has the power to levy a tax.

5. “*Municipality*” means a public body or corporation that has power to levy or certify a tax or sum of money to be collected by taxation, except a county, city, drainage district, township, or road district.

6. The words “*state board*” shall mean the state appeal board as created by section 24.26.

7. The word “*tax*” shall mean any general or special tax levied against persons, property, or business, for public purposes as provided by law, but shall not include any special assessment nor any tax certified or levied by township trustees.

24.3 Requirements of local budget.

No municipality shall certify or levy in any fiscal year any tax on property subject to taxation unless and until the following estimates have been made, filed, and considered, as hereinafter provided:

1. The amount of income thereof for the several funds from sources other than taxation.

2. The amount proposed to be raised by taxation.

3. The amount proposed to be expended in each and every fund and for each and every general purpose during the fiscal year next ensuing, which in the case of municipalities shall be the period of twelve months beginning on the first day of July of the current calendar year.

4. A comparison of such amounts so proposed to be expended with the amounts expended for like purposes for the two preceding years.

24.4 Time of filing estimates.

All such estimates and any other estimates required by law shall be made and filed a sufficient length of time in advance of any regular or special meeting of the certifying board or levying board, as the case may be, at which tax levies are authorized to be made to permit publication, discussion, and consideration thereof and action thereon as hereinafter provided.

24.5 Estimates itemized.

The estimates herein required shall be fully itemized and classified so as to show each particular class of proposed expenditure, showing under separate heads the amount required in such manner and form as shall be prescribed by the state board.

24.6 Emergency fund — levy.

1. A municipality may include in the estimate required, an estimate for an emergency fund. A municipality may assess and levy a tax for the emergency fund at a rate not to exceed twenty-seven cents per thousand dollars of assessed value of taxable property of the municipality. However, an emergency tax levy shall not be made until the municipality has first petitioned the state board and received its approval.

2. *a.* Transfers of moneys may be made from the emergency

fund to any other fund of the municipality for the purpose of meeting deficiencies in a fund arising from any cause. However, a transfer shall not be made except upon the written approval of the state board, and then only when that approval is requested by a two-thirds vote of the governing body of the municipality.

b. Notwithstanding the requirements of paragraph “*a*”, if the municipality is a school corporation, the school corporation may transfer money from the emergency fund to any other fund of the school corporation for the purpose of meeting deficiencies in a fund arising within two years of a disaster as defined in section 29C.2, subsection 4. However, a transfer under this paragraph “*b*” shall not be made without the written approval of the school budget review committee.

24.7 Supplemental estimates.

Supplemental estimates for particular funds may be made for levies of taxes for future years when the same are authorized by law. Such estimates may be considered, and levies made therefor at any time by filing the same, and upon giving notice in the manner required in section 24.9. Such estimates and levies shall not be considered as within the provisions of section 24.8.

24.8 Estimated tax collections.

The amount of the difference between the receipts estimated from all sources other than taxation and the estimated expenditures for all purposes, including the estimates for emergency expenditures, shall be the estimated amount to be raised by taxation upon the assessable property within the municipality for the next ensuing fiscal year. The estimate shall show the number of dollars of taxation for each thousand dollars of the assessed value of all property that is assessed.

24.9 Filing estimates — notice of hearing — amendments.

1. *a.* Each municipality shall file with the secretary or clerk thereof the estimates required to be made in sections 24.3 to 24.8, at least twenty days before the date fixed by law for certifying the same to the levying board and shall forthwith fix a date for a hearing thereon, and shall publish such estimates and any annual levies previously authorized as provided in section 76.2, with a notice of the time when and the place where such hearing shall be held not less than ten nor more than twenty days before the hearing. Provided that in municipalities of less than two hundred population such estimates and the notice of hearing thereon shall be posted in three public places in the district in lieu of publication. For any other municipality such publication shall be in a newspaper published therein, if any, if not, then in a newspaper of general circulation therein.

b. The department of management shall prescribe the form for public hearing notices for use by municipalities.

2. Budget estimates adopted and certified in accordance with this chapter may be amended and increased as the need arises to permit appropriation and expenditure during the fiscal year covered by the budget of unexpended cash balances on hand at the close of the preceding fiscal year and which cash balances had not been estimated and appropriated for expenditure during the fiscal year of the budget sought to be amended, and also to permit appropriation and expenditure during the fiscal year covered by the budget of amounts of cash anticipated to be available during the year from sources other than taxation and which had not been estimated and appropriated for expenditure during the fiscal year of the budget sought to be amended. Such amendments to budget estimates may be considered and adopted at any time during the fiscal year covered by the budget sought to be amended, by filing the amendments and upon publishing them and giving notice of the public hearing in the manner required in this section. Within ten days of the decision or order of the certifying or levying board, the proposed amendment of the budget is subject to protest, hearing on the protest, appeal to the state appeal board and review by that body, all in accordance with sections 24.27 to 24.32, so far as applicable. A local budget shall be amended by May 31 of the current fiscal year to allow time for a protest hearing to be

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held and a decision rendered before June 30. An amendment of a budget after May 31 which is properly appealed but without adequate time for hearing and decision before June 30 is void. Amendments to budget estimates accepted or issued under this section are not within section 24.14.

24.10 Levies void.

The verified proof of the publication of such notice shall be filed in the office of the county auditor and preserved by the auditor. No levy shall be valid unless and until such notice is published and filed.

24.11 Meeting for review.

The certifying board or the levying board, as the case may be, shall meet at the time and place designated in said notice, at which meeting any person who would be subject to such tax levy, shall be heard in favor of or against the same or any part thereof.

24.12 Record by certifying board.

After the hearing has been concluded, the certifying board shall enter of record its decision in the manner and form prescribed by the state board and shall certify the same to the levying board, which board shall enter upon the current assessment and tax roll the amount of taxes which it finds shall be levied for the ensuing fiscal year in each municipality for which it makes the tax levy.

24.13 Procedure by levying board.

Any board which has the power to levy a tax without the same first being certified to it, shall follow the same procedure for hearings as is required of certifying boards under this chapter.

24.14 Tax limited.

A greater tax than that so entered upon the record shall not be levied or collected for the municipality proposing the tax for the purposes indicated and a greater expenditure of public money shall not be made for any specific purpose than the amount estimated and appropriated for that purpose, except as provided in sections 24.6 and 24.15. All budgets set up in accordance with the statutes shall take such funds, and allocations made by sections 123.17 and 452A.79, into account, and all such funds, regardless of their source, shall be considered in preparing the budget.

24.15 Further tax limitation.

No tax shall be levied by any municipality in excess of the estimates published, except such taxes as are approved by a vote of the people, but in no case shall any tax levy be in excess of any limitation imposed thereon now or hereafter by the Constitution and laws of the state.

24.16 Expenses — how paid.

The cost of publishing the notices and estimates required by this chapter, and the actual and necessary expenses of preparing the budget shall be paid out of the general funds of each municipality respectively.

24.17 Budgets certified.

The local budgets of the various political subdivisions shall be certified by the chairperson of the certifying board or levying board, as the case may be, in duplicate to the county auditor not later than March 15 of each year on forms, and pursuant to instructions, prescribed by the department of management. However, if the political subdivision is a county or a city, its budget shall be certified not later than March 31 of each year, and if the political subdivision is a school district, as defined in section 257.2, its budget shall be certified not later than April 15 of each year.

One copy of the budget shall be retained on file in the office by the county auditor and the other shall be certified by the county auditor to the state board. The department of management shall certify the taxes back to the county auditor by June 15.

24.18 Summary of budget.

Before forwarding copies of local budgets to the state board, the county auditor shall prepare a summary of each budget, showing the condition of the various funds for the fiscal year, including the budgets adopted as herein provided. Said summary shall be printed as a part of the annual financial report of the county auditor, and one copy shall be certified by the county auditor to the state board.

24.19 Levying board to spread tax.

At the time required by law the levying board shall spread the tax rates necessary to produce the amount required for the various funds of the municipality as certified by the certifying board, for the next succeeding fiscal year, as shown in the approved budget in the manner provided by law. One copy of said rates shall be certified to the state board.

24.20 Tax rates final.

The several tax rates and levies of a municipality that are determined and certified in the manner provided in sections 24.1 through 24.19, except such tax rates and levies as are authorized by a vote of the people, shall stand as the tax rates and levies of said municipality for the ensuing fiscal year for the purposes set out in the budget.

24.21 Transfer of inactive funds.

Subject to the provisions of any law relating to municipalities, when the necessity for maintaining any fund of the municipality has ceased to exist, and a balance remains in said fund, the certifying board or levying board, as the case may be, shall so declare by resolution, and upon such declaration, such balance shall forthwith be transferred to the fund or funds of the municipality designated by such board, unless other provisions have been made in creating such fund in which such balance remains. In the case of a special fund created by a city or a county under section 403.19, such balance remaining in the fund shall be allocated to and paid into the funds for the respective taxing districts as taxes by or for the taxing district into which all other property taxes are paid.

24.22 Transfer of funds.

Upon the approval of the state board, it is lawful to make temporary or permanent transfers of money from one fund to another fund of the municipality. The certifying board or levying board shall provide that money temporarily transferred shall be returned to the fund from which it was transferred within the time and upon the conditions the state board determines. However, it is not necessary to return to the emergency fund, or to any other fund no longer required, any money transferred to any other fund.

24.23 Supervisory power of state board.

The state board shall exercise general supervision over the certifying boards and levying boards of all municipalities with respect to budgets and shall prescribe for them all necessary rules, instructions, forms, and schedules. The best methods of accountancy and statistical statements shall be used in compiling and tabulating all data required by this chapter.

24.24 Violations.

Failure on the part of a public official to perform any of the duties prescribed in chapter 73A, and this chapter, and sections 8.39 and 11.1 to 11.5, constitutes a simple misdemeanor, and is sufficient ground for removal from office.

24.25 Reserved.

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24.26 State appeal board.

1. The state appeal board in the department of management consists of the following:

- a. The director of the department of management.
- b. The auditor of state.
- c. The treasurer of state.

2. The annual meeting of the state board shall be held on the second Tuesday of January in each year. At each annual meeting the state board shall organize by the election from its members of a chairperson and a vice chairperson; and by appointing a secretary. Two members of the state board constitute a quorum for the transaction of any business.

3. The state board may appoint one or more competent and specially qualified persons as deputies, to appear and act for it at initial hearings. Each deputy appointed by the state board is entitled to receive the amount of the deputy's necessary expenses actually incurred while engaged in the performance of the deputy's official duties. The expenses shall be audited and approved by the state board and proper receipts filed for them.

4. The expenses of the state board shall be paid from the funds appropriated to the department of management.

24.27 Protest to budget.

1. Not later than March 25, or April 10 for a county or a city, or April 25 if the municipality is a school district, a number of persons in any municipality equal to one-fourth of one percent of those voting for the office of governor, at the last general election in the municipality, but the number shall not be less than ten, and the number need not be more than one hundred persons, who are affected by any proposed budget, expenditure or tax levy, or by any item thereof, may appeal from any decision of the certifying board or the levying board by filing with the county auditor of the county in which the municipal corporation is located, a written protest setting forth their objections to the budget, expenditure or tax levy, or to one or more items thereof, and the grounds for their objections. If a budget is certified after March 15, or March 31 in the case of a county or a city, or April 15 in the case of a school district, all appeal time limits shall be extended to correspond to allowances for a timely filing.

2. Upon the filing of a protest, the county auditor shall immediately prepare a true and complete copy of the written protest, together with the budget, proposed tax levy or expenditure to which objections are made, and shall transmit them forthwith to the state board, and shall also send a copy of the protest to the certifying board or to the levying board, as the case may be.

24.28 Hearing on protest.

The state board, within a reasonable time, shall fix a date for an initial hearing on the protest and may designate a deputy to hold the hearing, which shall be held in the county or in one of the counties in which the municipality is located. Notice of the time and place of the hearing shall be given by certified mail to the appropriate officials of the local government and to the first ten property owners whose names appear upon the protest, at least five days before the date fixed for the hearing. At all hearings, the burden shall be upon the objectors with reference to any proposed item in the budget which was included in the budget of the previous year and which the objectors propose should be reduced or excluded; but the burden shall be upon the certifying board or the levying board, as the case may be, to show that any new item in the budget, or any increase in any item in the budget, is necessary, reasonable, and in the interest of the public welfare.

24.29 Appeal.

The state board may conduct the hearing or may appoint a deputy. A deputy designated to hear an appeal shall attend in person and conduct the hearing in accordance with section 24.28, and shall promptly report the proceedings at the hearing, which report shall become a part of the permanent record of the state board.

24.30 Review by and powers of board.

It shall be the duty of the state board to review and finally pass upon all proposed budget expenditures, tax levies and tax assessments from which appeal is taken and it shall have power and authority to approve, disapprove, or reduce all such proposed budgets, expenditures, and tax levies so submitted to it upon appeal, as herein provided; but in no event may it increase such budget, expenditure, tax levies or assessments or any item contained therein. Said state board shall have authority to adopt rules not inconsistent with the provisions of this chapter, to employ necessary assistants, authorize such expenditures, require such reports, make such investigations, and take such other action as it deems necessary to promptly hear and determine all such appeals; provided, however, that all persons so employed shall be selected from persons then regularly employed in some one of the offices of the members of said state board.

24.31 Rules of procedure — record.

The manner in which objections shall be presented, and the conduct of hearings and appeals, shall be simple and informal and in accordance with the rules prescribed by the state board for promptly determining the merits of all objections so filed, whether or not such rules conform to technical rules of procedure. Such record shall be kept of all proceedings, as the rules of the state board shall require.

24.32 Decision certified.

After a hearing upon the appeal, the state board shall certify its decision to the county auditor and to the parties to the appeal as provided by rule, and the decision shall be final. The county auditor shall make up the records in accordance with the decision and the levying board shall make its levy in accordance with the decision. Upon receipt of the decision, the certifying board shall correct its records accordingly, if necessary. Final disposition of all appeals shall be made by the state board within forty-five days after the date of the appeal hearing.

24.33 Reserved.

24.34 Unliquidated obligations.

A city, county, or other political subdivision may establish an encumbrance system for any obligation not liquidated at the close of the fiscal year in which the obligation has been encumbered. The encumbered obligations may be retained upon the books of the city, county, or other political subdivision until liquidated, all in accordance with generally accepted governmental accounting practices.

24.35 through 24.47 Reserved.

24.48 Appeal to state board for suspension of limitations.

1. If the property tax valuations effective January 1, 1979, and January 1 of any subsequent year, are reduced or there is an unusually low growth rate in the property tax base of a political subdivision, the political subdivision may appeal to the state appeal board to request suspension of the statutory property tax levy limitations to continue to fund the present services provided. A political subdivision may also appeal to the state appeal board where the property tax base of the political subdivision has been reduced or there is an unusually low growth rate for any of the following reasons:

- a. Any unusual increase in population as determined by the preceding certified federal census.
- b. Natural disasters or other emergencies.
- c. Unusual problems relating to major new functions required by state law.
- d. Unusual staffing problems.
- e. Unusual need for additional funds to permit continuance of a program which provides substantial benefit to its residents.
- f. Unusual need for a new program which will provide substantial benefit to residents, if the political subdivision establishes the

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need and the amount of the necessary increased cost.

2. The state appeal board may approve or modify the request of the political subdivision for suspension of the statutory property tax levy limitations.

3. Upon decision of the state appeal board, the department of management shall make the necessary changes in the total budget of the political subdivision and certify the total budget to the governing body of the political subdivision and the appropriate county auditors.

4. The city finance committee shall have officially notified any city of its approval, modification or rejection of the city's appeal of the decision of the director of the department of management regarding a city's request for a suspension of the statutory property tax levy limitation prior to thirty-five days before March 31.

5. *a.* For purposes of this section only, "*political subdivision*" means a city, school district, or any other special purpose district which certifies its budget to the county auditor and derives funds from a property tax levied against taxable property situated within the political subdivision.

b. For the purpose of this section, when the political subdivision is a city, the director of the department of management, and the city finance committee on appeal of the director's decision, shall be the state appeal board.

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331.421 Definitions.

As used in this part, unless the context otherwise requires:

1. “*Basic levy*” means a levy authorized and limited by section 331.423 for general county services and rural county services.
2. “*Committee*” means the county finance committee established in chapter 333A.
3. “*Debt service*” means expenditures for servicing the county’s debt.
4. “*Debt service levy*” means a levy authorized and limited by section 331.422, subsection 3.
5. “*Emergency services levy*” means a levy authorized and limited by section 331.424C.
6. “*Fiscal year*” means the period of twelve months beginning July 1 and ending on the following June 30.
7. “*General county services*” means the services which are primarily intended to benefit all residents of a county, including secondary road services, but excluding services financed by other statutory funds.
8. “*Rural county services*” means the services which are primarily intended to benefit those persons residing in the county outside of incorporated city areas, including secondary road services, but excluding services financed by other statutory funds.
9. “*Secondary road services*” means the services related to secondary road construction and maintenance, excluding debt service and services financed by other statutory funds.
10. “*Supplemental levy*” means a levy authorized and limited by section 331.424 for general county services and rural county services.

331.422 County property tax levies.

Subject to this section and sections 331.423 through 331.426 or as otherwise provided by state law, the board of each county shall certify property taxes annually at its March session to be levied for county purposes as follows:

1. Taxes for general county services shall be levied on all taxable property within the county.
2. Taxes for rural county services shall be levied on all taxable property not within incorporated areas of the county.
3. Taxes in the amount necessary for debt service shall be levied on all taxable property within the county, except as otherwise provided by state law.
4. Other taxes shall be levied as provided by state law.

331.423 Basic levies — maximums.

Annually, the board may certify basic levies, subject to the following limits:

1. For general county services, three dollars and fifty cents per thousand dollars of the assessed value of all taxable property in the county.
2. For rural county services, three dollars and ninety-five cents per thousand dollars of the assessed value of taxable property in the county outside of incorporated city areas.

331.424 Supplemental levies.

To the extent that the basic levies are insufficient to meet the county’s needs for the following services, the board may certify supplemental levies as follows:

1. *a.* For general county services, an amount sufficient to pay the charges for the following:
 - (1) To the extent that the county is obligated by statute to pay the charges for:
 - (a) The costs of inpatient or outpatient substance abuse admission, commitment, transportation, care, and treatment at any of the following:
 - (i) The alcoholic treatment center at Oakdale. However, the county may require that an admission to the center shall be reported to the board by the center within five days as a condition of the payment of county funds for that admission.
 - (ii) A state mental health institute, or a community-based public or private facility or service.
 - (b) Clothing, transportation, medical, or other services provided persons attending the Iowa braille and sight saving school, the Iowa school for the deaf, or the university of Iowa hospitals and clinics’ center for disabilities and development for children with severe

disabilities at Iowa City, for which the county becomes obligated to pay pursuant to sections 263.12, 269.2, and 270.4 through 270.7.

- (2) Foster care and related services provided under court order to a child who is under the jurisdiction of the juvenile court, including court-ordered costs for a guardian ad litem under section 232.71C.
- (3) Elections, and voter registration pursuant to chapter 48A.
- (4) Employee benefits under chapters 96, 97B, and 97C, which are associated with salaries for general county services.
- (5) Tort liability insurance, property insurance, and any other insurance that may be necessary in the operation of the county, costs of a self-insurance program, costs of a local government risk pool, and amounts payable under any insurance agreements to provide or procure such insurance, self-insurance program, or local government risk pool.
- (6) The maintenance and operation of the courts, including but not limited to the salary and expenses of the clerk of the district court and other employees of the clerk’s office, and bailiffs, court costs if the prosecution fails or if the costs cannot be collected from the person liable, costs and expenses of prosecution under section 189A.17, salaries and expenses of juvenile court officers under chapter 602, court-ordered costs in domestic abuse cases under section 236.5, sexual abuse cases under section 236A.7, and elder abuse cases under section 235F.6, the county’s expense for confinement of prisoners under chapter 356A, temporary assistance to the county attorney, county contributions to a retirement system for bailiffs, reimbursement for judicial magistrates under section 602.6501, claims filed under section 622.93, interpreters’ fees under section 622B.7, uniform citation and complaint supplies under section 805.6, and costs of prosecution under section 815.13.

(7) Court-ordered costs of conciliation procedures under section 598.16.

(8) Establishment and maintenance of a joint county indigent defense fund pursuant to an agreement under section 28E.19.

(9) The maintenance and operation of a local emergency management agency established pursuant to chapter 29C.

b. The board may require a public or private facility, as a condition of receiving payment from county funds for services it has provided, to furnish the board with a statement of the income, assets, and legal residence including township and county of each person who has received services from that facility for which payment has been made from county funds under paragraph “*a*”, subparagraphs (1) and (2). However, the facility shall not disclose to anyone the name or street or route address of a person receiving services for which commitment is not required, without first obtaining that person’s written permission.

c. Parents or other persons may voluntarily reimburse the county or state for the reasonable cost of caring for a patient or an inmate in a county or state facility.

2. For rural county services, an amount sufficient to pay the charges for the following:

- a.* Employee benefits under chapters 96, 97B, and 97C, which are associated with salaries for rural county services.
- b.* An aviation authority under chapter 330A, to the extent that the county contributes to the authority under section 330A.15.

331.424A County mental health and disabilities services fund.

1. For the purposes of part 6 of subchapter III of this chapter, this section, and chapter 426B, unless the context otherwise requires:

a. “*Base expenditure amount*” is an amount determined for each county that is the lesser of the following amounts:

(1) The county’s base year expenditures for mental health and disabilities services, as defined in section 331.424A, subsection 1, paragraph “*a*”, Code 2017.

(2) The product of the statewide per capita expenditure target amount multiplied by the county’s population for the fiscal year beginning July 1, 2017.

b. “*Cash flow reduction amount*” means the amount calculated under subsection 4 and used to reduce a county budgeted amount under subsection 9 for fiscal years beginning on or after July 1, 2023.

c. “*County budgeted amount*” means the amount calculated under subsection 9 and certified for levy under subsection 6.

d. “*County services fund*” means a county mental health and disabilities services fund created pursuant to this section.

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e. "Population" means the population shown by the latest preceding certified federal census or the latest applicable population estimate issued by the federal government, whichever is most recent and available as of July 1 of the fiscal year preceding the fiscal year to which the funding calculations apply.

f. "Region" means a mental health and disability services region formed in accordance with section 331.389.

g. "Regional per capita expenditure target amount" means the amount determined in subsection 8 for each region.

h. "Statewide per capita expenditure target amount" means forty-seven dollars and twenty-eight cents.

2. The county finance committee created in section 333A.2 shall consult with the department of human services and the department of management in adopting rules and prescribing forms for administering the county services funds.

3. County revenues from taxes and other sources designated by a county for mental health and disabilities services shall be credited to the county mental health and disabilities services fund which shall be created by the county. The board shall make appropriations from the fund for payment of services provided under the regional service system management plan approved pursuant to section 331.393. The county may pay for the services in cooperation with other counties by pooling appropriations from the county services fund with appropriations from the county services fund of other counties through the county's regional administrator, or through another arrangement specified in the regional governance agreement entered into by the county under section 331.392.

4. a. An amount of unobligated and unencumbered funds, as specified in the regional governance agreement entered into by the county under section 331.392, shall be reserved in the county services fund to address cash flow obligations in the next fiscal year, subject to the limitations of this subsection.

b. Each county shall, as part of the financial report required under section 331.403, certify the county's cash flow amount in the county services fund at the conclusion of the most recently completed fiscal year.

c. For each fiscal year beginning on or after July 1, 2023, of a county's cash flow amount maintained in the county services fund or of the region's cash flow amount attributable to the county under section 331.391, subsection 4, paragraph "b", an amount equal to the county's cash flow reduction amount shall be used to fund the county's financial obligations for the payment of services provided under the regional service system management plan under section 331.393.

d. (1) For each fiscal year beginning on or after July 1, 2023, each county's cash flow reduction amount shall be equal to the sum of the county's cash flow amount in the county services fund plus the most recent amount certified by the region for the county under section 331.391, subsection 4, paragraph "b", minus forty percent of the gross expenditures from the county services fund in the fiscal year preceding the fiscal year in progress. However, the cash flow reduction amount shall not be less than zero and shall not exceed the county budgeted amount determined under subsection 9 prior to any reduction resulting from the cash flow reduction amount.

(2) For the applicable fiscal years, each county's cash flow reduction amount calculated pursuant to this paragraph shall result in a reduction of the county budgeted amount determined pursuant to subsection 9.

5. Receipts from the state or federal government for the mental health and disability services administered or paid for by a county shall be credited to the county services fund, including moneys distributed to the county from the department of human services and moneys allocated under chapter 426B.

6. For each fiscal year, the county shall certify a levy for payment of services. For each fiscal year, county revenues from taxes imposed by the county credited to the county services fund shall not exceed an amount equal to the county budgeted amount for the fiscal year. A levy certified under this section is not subject to the appeal provisions of section 331.426 or to any other provision in law authorizing a county to exceed, increase, or appeal a property tax levy limit.

7. Appropriations specifically authorized to be made from the county services fund shall not be made from any other fund of the county.

8. a. For the fiscal year beginning July 1, 2017, the regional per

capita expenditure target amount is the sum of the base expenditure amount for all counties in the region divided by the population of the region. However, a regional per capita expenditure target amount shall not exceed the statewide per capita expenditure target amount. For the fiscal year beginning July 1, 2018, and each subsequent fiscal year, the regional per capita expenditure target amount for each region is equal to the regional per capita expenditure target amount for the fiscal year beginning July 1, 2017.

b. Notwithstanding paragraph "a", for the fiscal year beginning July 1, 2019, the regional per capita expenditure target amount for a region formed pursuant to 2018 Iowa Acts, ch. 1165, §90, is the sum of the base expenditure amount for all counties in the region divided by the population of the region. However, the regional per capita expenditure target amount shall not exceed the statewide per capita expenditure target amount. For the fiscal year beginning July 1, 2020, and each subsequent fiscal year, the regional per capita expenditure target amount for the region shall be equal to the regional per capita expenditure target amount for the fiscal year beginning July 1, 2019.

9. a. For the fiscal year beginning July 1, 2017, and each subsequent fiscal year, the county budgeted amount determined for each county shall be the amount necessary to meet the county's financial obligations for the payment of services provided under the regional service system management plan approved pursuant to section 331.393, not to exceed an amount equal to the product of the regional per capita expenditure target amount multiplied by the county's population, and, for fiscal years beginning on or after July 1, 2023, reduced by the amount of the county's cash flow reduction amount for the fiscal year calculated under subsection 4, if applicable.

b. If a county officially joins a different region, the county's budgeted amount shall be the amount necessary to meet the county's financial obligations for payment of services provided under the new region's regional service system management plan approved pursuant to section 331.393, not to exceed an amount equal to the product of the new region's regional per capita expenditure target amount multiplied by the county's population, and, for fiscal years beginning on or after July 1, 2023, reduced by the amount of the county's cash flow reduction amount for the fiscal year calculated under subsection 4, if applicable.

331.424B Cemetery levy.

The board may levy annually a tax not to exceed six and three-fourths cents per thousand dollars of the assessed value of all taxable property in the county to repair and maintain all cemeteries under the jurisdiction of the board including pioneer cemeteries and to pay other expenses of the board or the cemetery commission as provided in section 331.325. The proceeds of the tax levy shall be credited to the county general fund.

331.424C Emergency services fund.

A county that is providing fire protection service or emergency medical service to a township pursuant to section 331.385 shall establish an emergency services fund and may certify taxes for levy in the township not to exceed the amounts authorized in section 359.43. The county has the authority to use a portion of the taxes levied and deposited in the fund for the purpose of accumulating moneys to carry out the purposes of section 359.43, subsection 4.

331.425 Additions to levies — special levy election.

The board may certify an addition to a levy in excess of the amounts otherwise permitted under sections 331.423, 331.424, and 331.426 if the proposition to certify an addition to a levy has been submitted at a special levy election and received a favorable majority of the votes cast on the proposition. A special levy election is subject to the following:

1. The election shall be held only if the board gives notice to the county commissioner of elections, not later than February 15, that the election is to be held.

2. The election shall be held on the first Tuesday in March and be conducted by the county commissioner of elections in accordance with the law.

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3. The proposition to be submitted shall be substantially in the following form:

Vote for only one of the following:

Shall the county of
levy an additional tax at a rate of \$.....
each year for years beginning next
July 1 in excess of the statutory limits
otherwise applicable for the (general
county services or rural county services)
fund?

or

The county of shall
continue the (general county services or
rural county services fund) under the
maximum rate of \$.....

4. The canvass shall be held on the second day that is not a holiday following the special levy election, and shall begin no earlier than 1:00 p.m. on that day.

5. Notice of the proposed special levy election shall be published at least twice in a newspaper as specified in section 331.305 prior to the date of the special levy election. The first notice shall appear as early as practicable after the board has decided to seek a special levy.

331.426 Additions to basic levies.

If a county has unusual circumstances, creating a need for additional property taxes for general county services or rural county services in excess of the amount that can be raised by the levies otherwise permitted under sections 331.423 through 331.425, the board may certify additions to each of the basic levies as follows:

1. The basis for justifying an additional property tax under this section must be one or more of the following:

- a. An unusual increase in population as determined by the preceding certified federal census.
- b. A natural disaster or other emergency.
- c. Unusual problems relating to major new functions required by state law.
- d. Unusual staffing problems.
- e. Unusual need for additional moneys to permit continuance of a program which provides substantial benefit to county residents.
- f. Unusual need for a new program which will provide substantial benefit to county residents, if the county establishes the need and the amount of necessary increased cost.
- g. A reduced or unusually low growth rate in the property tax base of the county.

2. The public notice of a hearing on the county budget required by section 331.434, subsection 3, shall include the following additional information for the applicable class of services:

- (1) A statement that the accompanying budget summary requires a proposed basic property tax rate exceeding the maximum rate established by the general assembly.
- (2) A comparison of the proposed basic tax rate with the maximum basic tax rate, and the dollar amount of the difference between the proposed rate and the maximum rate.
- (3) A statement of the major reasons for the difference between the proposed basic tax rate and the maximum basic tax rate.

b. The information required by this subsection shall be published in a conspicuous form as prescribed by the committee.

331.427 General fund.

1. Except as otherwise provided by state law, county revenues from taxes and other sources for general county services shall be credited to the general fund of the county, including revenues received under sections 9I.11, 101A.3, 101A.7, 123.36, 123.143, 142D.9, 176A.8, 321.105, 321.152, 321G.7, 321I.8, section 331.554, subsection 6, sections 341A.20, 364.3, 368.21, 423A.7, 428A.8, 433.15, 434.19, 445.57, 453A.35, 458A.21, 483A.12, 533.329, 556B.1, 583.6, 602.8108, 904.908, and 906.17, and the following:

- a. License fees for business establishments.
- b. Moneys remitted by the clerk of the district court and received from a magistrate or district associate judge for fines and forfeited bail imposed pursuant to a violation of a county ordinance.
- c. Other amounts in accordance with state law.

2. Fees and charges including service delivery fees, credit card fees, and electronic funds transfer charges payable to a third party, not to the county, that are imposed for completing an electronic financial transaction with the county are not considered county revenues for purposes of subsection 1.

3. The board may make appropriations from the general fund for general county services, including but not limited to the following:

- a. Expenses of a local emergency management commission under chapter 29C.
 - b. Development, operation, and maintenance of memorial buildings or monuments under chapter 37.
 - c. Purchase of voting systems and equipment under chapter 52.
 - d. Expenses incurred by the county conservation board established under chapter 350, in carrying out its powers and duties.
 - e. Local health services. The county auditor shall keep a complete record of appropriations for local health services and shall issue warrants on them only on requisition of the local or district health board.
 - f. Services relating to county fairs, as provided in chapter 174.
 - g. Maintenance of a juvenile detention home under chapter 232.
 - h. Relief of veterans under chapter 35B.
 - i. Care and support of the poor under chapter 252.
 - j. Operation, maintenance, and management of a health center under chapter 346A.
 - k. For the use of a nonprofit historical society organized under chapter 504, Code 1989, or current chapter 504, a city-owned historical project, or both.
 - l. Services listed in section 331.424, subsection 1, and section 331.554.
 - m. Closure and postclosure care of a sanitary disposal project under section 455B.302.
4. Appropriations specifically authorized to be made from the general fund shall not be made from the rural services fund, but may be made from other sources.

331.428 Rural services fund.

1. Except as otherwise provided by state law, county revenues from taxes and other sources for rural county services shall be credited to the rural services fund of the county.

2. The board may make appropriations from the rural services fund for rural county services, including but not limited to the following:

- a. Road clearing, weed eradication, and other expenses incurred under chapter 317.
- b. Maintenance of a county library and library contracts under chapter 336.
- c. Planning, operating, and maintaining sanitary disposal projects under chapter 455B.
- d. Services listed under section 331.424, subsection 2.

3. Appropriations specifically authorized to be made from the rural services fund shall not be made from the general fund, but may be made from other sources.

331.429 Secondary road fund.

1. Except as otherwise provided by state law, county revenues for secondary road services shall be credited to the secondary road fund, including the following:

- a. Transfers from the general fund not to exceed in any year the dollar equivalent of a tax of sixteen and seven-eighths cents per thousand dollars of assessed value on all taxable property in the county multiplied by the ratio of current taxes actually collected and apportioned for the general basic levy to the total general basic levy for the current year, and an amount equivalent to the moneys derived by the general fund from military service tax credits under chapter 426A, manufactured or mobile home taxes under section 435.22, and delinquent taxes for prior years collected and apportioned to the general basic fund in the current year, multiplied by the ratio of sixteen and seven-eighths cents to three dollars and fifty cents. The limit on transfers in this paragraph applies only to property tax revenue and is not a limit on transfers of revenue generated from sources other than property taxes.
- b. Transfers from the rural services fund not to exceed in any year the dollar equivalent of a tax of three dollars and three-eighths cents per thousand dollars of assessed value on all taxable property

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not located within the corporate limits of a city in the county multiplied by the ratio of current taxes actually collected and apportioned for the rural services basic levy to the total rural services basic levy for the current year and an amount equivalent to the moneys derived by the rural services fund from military service tax credits under chapter 426A, manufactured or mobile home taxes under section 435.22, and delinquent taxes for prior years collected and apportioned to the rural services basic fund in the current year, multiplied by the ratio of three dollars and three-eighths cents to three dollars and ninety-five cents. The limit on transfers in this paragraph applies only to property tax revenue and is not a limit on transfers of revenue generated from sources other than property taxes.

c. Moneys allotted to the county from the state road use tax fund.
d. Moneys provided by individuals from their own contributions for the improvement of any secondary road.

e. Other moneys dedicated to this fund by law including but not limited to sections 306.15, 309.52, 311.23, 311.29, and 313.28.

2. The board may make appropriations from the secondary road fund for the following secondary road services:

a. Construction and reconstruction of secondary roads and costs incident to the construction and reconstruction.

b. Maintenance and repair of secondary roads and costs incident to the maintenance and repair.

c. Payment of all or part of the cost of construction and maintenance of bridges in cities having a population of eight thousand or less and all or part of the cost of construction of roads which are located within cities of less than four hundred population and which lead to state parks.

d. Special drainage assessments levied on account of benefits to secondary roads.

e. Payment of interest and principal on bonds of the county issued for secondary roads, bridges, or culverts constructed by the county.

f. A legal obligation in connection with secondary roads and bridges, which obligation is required by law to be taken over and assumed by the county.

g. Secondary road equipment, materials, and supplies, and garages or sheds for their storage, repair, and servicing.

h. Assignment or designation of names or numbers to roads in the county and erection, construction, or maintenance of guideposts or signs at intersections of roads in the county.

i. The services provided under sections 306.15, 309.18, 309.52, 311.7, 311.23, 313A.23, 316.14, 468.43, 468.108, 468.341, and 468.342, or other state law relating to secondary roads.

331.430 Debt service fund.

1. Except as otherwise provided by state law, county revenues from taxes and other sources for debt service shall be credited to the debt service fund of the county. However, moneys pledged or available to service general obligation bonds, and received from sources other than property taxes, shall be deposited in the fund from which the debt is to be retired.

2. The board may make appropriations from the debt service fund for the following debt service:

a. Judgments against the county, except those authorized by law to be paid from sources other than property tax.

b. Interest as it becomes due and the amount necessary to pay, or to create a sinking fund to pay, the principal at maturity of all general obligation bonds issued by the county.

c. Payments required to be made from the debt service fund under a lease or lease-purchase agreement.

d. Payments authorized to be made from the debt service fund to a flood project fund under section 418.14, subsection 4.

3. A tax levied for the debt service fund is not invalid if it raises moneys in excess of those needed for a specific purpose. Only excess moneys remaining after retirement of all indebtedness payable from the debt service fund may be transferred from the fund to the fund most closely related to the project for which the indebtedness arose, or to the general fund, subject to the terms of the original bond issue. This subsection shall not be construed to give a county board of supervisors authority to increase the debt service levy for the purpose of creating excess moneys in the fund to be used for purposes other than those related to retirement of debt.

4. When the amount in the hands of the treasurer belonging to

the debt service fund, after setting aside the sum required to pay interest maturing before the next levy, is sufficient to redeem one or more bonds which by their terms are subject to redemption, the treasurer shall notify the owner of the bonds. If the bonds are not presented for payment or redemption within thirty days after the date of notice, the interest on the bonds shall cease, and the amount due shall be set aside for payment when presented. Redemptions shall be made in the order of the bond numbers.

5. For the purposes of this section, warrants issued by a county in anticipation of revenue, refunding or refinancing of such warrants, and judgments based on a default in payment of such warrants shall not be considered debt payable from the debt service fund.

6. The taxes realized from the tax levy imposed under section 346.27, subsection 22, for a joint county-city building shall be deposited into a separate account in the county's debt service fund for the payment of the annual rent and shall be disbursed pursuant to section 346.27, subsection 22.

331.431 Additional funds.

A county may establish other funds in accordance with generally accepted accounting principles. Taxes may be levied for those funds as provided by state law. The condition and operations of each fund shall be included in the annual financial report required in section 331.403.

331.432 Interfund transfers.

1. It is unlawful to make permanent transfers of money between the general fund and the rural services fund.

2. Moneys credited to the secondary road fund for the construction and maintenance of secondary roads shall not be transferred.

3. Except as authorized in section 331.477, transfers of moneys between the county services fund created pursuant to section 331.424A and any other fund are prohibited. This subsection does not apply to appropriations made or the value of in-kind care and treatment provided pursuant to section 347.7, subsection 1, paragraph "c".

4. Other transfers, including transfers from the debt service fund made in accordance with section 331.430, and transfers from the general or rural services fund to the secondary road fund in accordance with section 331.429, subsection 1, paragraphs "a" and "b", are not effective until authorized by resolution of the board.

5. The transfer of inactive funds is subject to section 24.21.

331.433 Estimates submitted by departments.

1. On or before January 15 of each year, each elective or appointive officer or board, except tax certifying boards as defined in section 24.2, subsection 2, having charge of a county office or department, shall prepare and submit to the auditor or other official designated by the board an estimate, itemized in the detail required by the board and consistent with existing county accounts, showing all of the following:

a. The proposed expenditures of the office or department for the next fiscal year.

b. An estimate of the revenues, except property taxes, to be collected for the county by the office during the next fiscal year.

2. On or before January 20 of each year, the auditor or other designated official shall compile the various office and department estimates and submit them to the board. In the preparation of the county budget the board may consult with any officer or department concerning the estimates and requests and may adjust the requests for any county office or department.

331.433A Resolution establishing maximum property tax dollars — notice — hearing.

1. For purposes of this section, unless the context otherwise requires:

a. "Budget year" is the fiscal year beginning during the calendar year in which a budget is certified.

b. "Current fiscal year" is the fiscal year ending during the calendar year in which a budget for the budget year is certified.

c. "Effective property tax rate" means the property tax rate per one thousand dollars of assessed value and is equal to one thousand multiplied by the quotient of the current fiscal year's actual property tax dollars certified for levy under the levies specified in

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subsection 2, paragraph “a” or “b”, as applicable, divided by the total assessed value used to calculate taxes for the budget year.

2. For budget years beginning on or after July 1, 2020, prior to filing the proposed budget with the auditor under section 331.434, subsection 2, the board shall adopt a resolution establishing the total maximum property tax dollars that may be certified for levy for general county services and the total maximum property tax dollars that may be certified for levy for rural county services that includes the following, as applicable:

a. For general county services, the sum of the property tax dollars levied under section 331.423, subsection 1, section 331.424, subsection 1, and those amounts for general county services under section 331.426, but excluding additions approved at election under section 331.425.

b. For rural county services, the sum of the property tax dollars levied under section 331.423, subsection 2, section 331.424, subsection 2, and those amounts for rural county services under section 331.426, but excluding additions approved at election under section 331.425.

3. The maximum property tax dollars calculated and approved by resolution under this section includes those amounts received by the county as replacement taxes under chapter 437A or 437B.

4. a. The board shall set a time and place for a public hearing on the resolution before the date for adoption of the resolution and shall publish notice of the hearing not less than ten nor more than twenty days prior to the hearing in the county newspapers selected under chapter 349. If the county has an internet site, the notice shall also be posted and clearly identified on the county’s internet site for public viewing beginning on the date of the newspaper publication. Additionally, if the county maintains a social media account on one or more social media applications, the public hearing notice or an electronic link to the public hearing notice shall be posted on each such account on the same day as the publication of the notice. All of the following shall be included in the notice:

(1) The sum of the current fiscal year’s actual property taxes certified for levy for general county services and the sum of the current fiscal year’s actual property taxes for rural county services under the levies specified in subsection 2, paragraphs “a” and “b”, and the current fiscal year’s combined property tax levy rate for each such amount.

(2) The effective tax rate for general county services and the effective tax rate for rural county services calculated using the sum of the current fiscal year’s actual property taxes certified for levy for general county services and the sum of the current fiscal year’s actual property taxes certified for levy for rural county services under the levies specified in subsection 2, paragraphs “a” and “b”, as applicable.

(3) The proposed maximum property tax dollars that may be certified for levy for general county services and certified for levy for rural county services under the levies specified in subsection 2, paragraphs “a” and “b”, as applicable, for the budget year and the proposed corresponding combined property tax levy rate for each such amount.

(4) If the proposed maximum property tax dollars specified under subparagraph (3) for either general county services or rural county services exceeds the current fiscal year’s actual property tax dollars certified for levy for general county services or for rural county services as specified in subparagraph (1), a statement of the major reasons for the increase.

b. Proof of publication shall be filed with and preserved by the auditor. The department of management shall prescribe the form for the public hearing notice for use by counties and the form for the resolution to be adopted by the board under subsection 5.

5. a. At the public hearing, the board shall receive oral or written objections from any resident or property owner of the county. After all objections have been received and considered, the board may decrease, but not increase, the proposed maximum property tax dollar amounts for inclusion in the resolution and shall adopt the resolution and file the resolution with the auditor as required under section 331.434, subsection 3.

b. If the sum of the maximum property tax dollars for the budget year specified in the resolution for either general county services or for rural county services under the levies specified in subsection 2, paragraphs “a” and “b”, as applicable, exceeds one hundred two percent of the sum of the current fiscal year’s actual property taxes

certified for levy for general county services or rural county services under the levies specified in subsection 2, paragraphs “a” and “b”, as applicable, the board shall be required to adopt the resolution by a two-thirds majority of the membership of the board.

c. If the county has an internet site, in addition to filing the resolution with the auditor under section 331.434, subsection 3, the adopted resolution shall be posted and clearly identified on the county’s internet site for public viewing within ten days of approval by the board. The posted resolution for a budget year shall continue to be accessible for public viewing on the internet site along with resolutions posted for all subsequent budget years.

331.434 County budget — notice and hearing — appropriations.

Annually, the board of each county, subject to section 331.403, subsection 4, sections 331.423 through 331.426, section 331.433A, and other applicable state law, shall prepare and adopt a budget, certify taxes, and provide appropriations as follows:

1. The budget shall show the amount required for each class of proposed expenditures, a comparison of the amounts proposed to be expended with the amounts expended for like purposes for the two preceding years, the revenues from sources other than property taxation, and the amount to be raised by property taxation, in the detail and form prescribed by the director of the department of management. For each county that has established an urban renewal area, the budget shall include estimated and actual tax increment financing revenues and all estimated and actual expenditures of the revenues, proceeds from debt and all estimated and actual expenditures of the debt proceeds.

2. Not less than twenty days before the date that a budget must be certified under section 24.17 and not less than ten days before the date set for the hearing under subsection 3 of this section, the board shall file the budget with the auditor. The auditor shall make available a sufficient number of copies of the budget to meet the requests of taxpayers and organizations and have them available for distribution at the courthouse or other places designated by the board.

3. Following, and not until, adoption of the resolution under section 331.433A, the board shall set a time and place for a public hearing on the budget before the final certification date and shall publish notice of the hearing not less than ten nor more than twenty days prior to the hearing in the county newspapers selected under chapter 349. A summary of the proposed budget and a description of the procedure for protesting the county budget under section 331.436, in the form prescribed by the director of the department of management, shall be included in the notice. Proof of publication of the notice under this subsection 3 and a copy of the resolution adopted under section 331.433A shall be filed with and preserved by the auditor. A levy is not valid unless and until the notice is published and the notice and resolution adopted under section 331.433A are filed. The department of management shall prescribe the form for the public hearing notice for use by counties.

4. At the hearing, a resident or taxpayer of the county may present to the board objections to or arguments in favor of any part of the budget.

5. a. After the hearing, the board shall adopt by resolution a budget and certificate of taxes for the next fiscal year and shall direct the auditor to properly certify and file the budget and certificate of taxes as adopted. The board shall not adopt a tax in excess of the estimate published or the applicable amounts specified in the resolution adopted under section 331.433A, except a tax which is approved by a vote of the people, and a greater tax than that adopted shall not be levied or collected. A county budget and certificate of taxes adopted for the following fiscal year becomes effective on the first day of that year.

b. If the budget to be approved pursuant to paragraph “a” contains any increase in compensation from the county budget for the prior fiscal year for one or more elective county offices, the board shall first adopt a separate detailed resolution to specifically approve any such increase for inclusion in the budget.

6. The board shall appropriate, by resolution, the amounts deemed necessary for each of the different county officers and departments during the ensuing fiscal year. Increases or decreases in these appropriations do not require a budget amendment, but may be provided by resolution at a regular meeting of the board, as long as each class of proposed expenditures contained in the budget

Code of Iowa

Chapter 331 County Home Rule

summary published under subsection 3 of this section is not increased. However, decreases in appropriations for a county officer or department of more than ten percent or five thousand dollars, whichever is greater, shall not be effective unless the board sets a time and place for a public hearing on the proposed decrease and publishes notice of the hearing not less than ten nor more than twenty days prior to the hearing in the county newspapers selected under chapter 349.

7. Taxes levied by a county whose budget is certified after March 31 shall be limited to the prior year's budget amount. However, this penalty may be waived by the director of the department of management if the county demonstrates that the March 31 deadline was missed because of circumstances beyond the control of the county.

331.435 Budget amendment.

1. The board may amend the adopted county budget, subject to sections 331.423 through 331.426 and other applicable state law, to permit increases in any class of proposed expenditures contained in the budget summary published under section 331.434, subsection 3.

2. The board shall prepare and adopt a budget amendment in the same manner as the original budget as provided in section 331.434, but excluding the requirements for adoption of the resolution under section 331.433A, and the amendment is subject to protest as provided in section 331.436, except that the director of the department of management may by rule provide that amendments of certain types or up to certain amounts may be made without public hearing and without being subject to protest. A county budget for the ensuing fiscal year shall be amended by May 31 to allow time for a protest hearing to be held and a decision rendered before June 30. An amendment of a budget after May 31 which is properly appealed but without adequate time for hearing and decision before June 30 is void.

331.436 Protest.

Protests to the adopted budget must be made in accordance with sections 24.27 through 24.32 as if the county were the municipality under those sections except that the protest must be filed no later than April 10 and the number of people necessary to file a protest under this section shall not be less than one hundred.

331.437 Expenditures exceeding appropriations.

1. It is unlawful for a county official, the expenditures of whose office come under this part, to authorize the expenditure of a sum for the official's department larger than the amount which has been appropriated for that department by the board.

2. A county official in charge of a department or office who violates this section is guilty of a simple misdemeanor. The penalty in this section is in addition to the liability imposed in section 331.476.

331.438 County mental health, intellectual disability, and developmental disabilities services expenditures — joint state-county planning, implementing, and funding. Repealed by its own terms; [2011 Acts, ch 123, §23](#)

331.439 Eligibility for state payment. Repealed by its own terms; [2011 Acts, ch 123, §24](#)

331.440 Mental health, intellectual disability, and developmental disabilities services — central point of coordination process — state case services. Repealed by its own terms; [2011 Acts, ch 123, §25](#)

331.440A Adult mental health, mental retardation, and developmental disabilities services funding decategorization pilot project. Repealed by [2007 Acts, ch 218, §86](#)

<https://www.legis.iowa.gov/law/iowacode>

SCOTT COUNTY IOWA

PAY PLAN

2021



Effective July 1, 2020

**SALARY TABLES
FY 2021**

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**Scott County Salary Rate Table for FY 2021
Non- Represented**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
15: Cody Homestead Site Coordinator													
\$15.04	\$15.42	\$15.81	\$16.20	\$16.61	\$17.02	\$17.45	\$17.88	\$18.33	\$18.79	\$19.26	\$19.74	\$20.23	\$20.74
16: Office Assistant													
\$15.80	\$16.19	\$16.60	\$17.01	\$17.44	\$17.87	\$18.32	\$18.78	\$19.25	\$19.73	\$20.22	\$20.73	\$21.24	\$21.78
18. Senior Office Assistant													
\$17.42	\$17.85	\$18.30	\$18.75	\$19.22	\$19.70	\$20.20	\$20.70	\$21.22	\$21.75	\$22.29	\$22.85	\$23.42	\$24.01
19. Golf Maintenance Technician; Official Records Clerk; Sex Offender Registry Specialist													
\$18.29	\$18.74	\$19.21	\$19.69	\$20.18	\$20.69	\$21.21	\$21.74	\$22.28	\$22.84	\$23.41	\$23.99	\$24.59	\$25.21
20. Alternative Sentencing Coordinator; Court Compliance Coordinator; Medical Lab Technician; Pioneer Village Site Coordinator													
\$19.20	\$19.68	\$20.17	\$20.68	\$21.19	\$21.72	\$22.27	\$22.82	\$23.39	\$23.98	\$24.58	\$25.19	\$25.82	\$26.47
21: Administrative Assistant; Bailiff; Custodial Supervisor; Desktop Support Technician; Equipment Mechanic-Conservation; Inmate Services Specialist; Medical Assistant; Park Maintenance Technician													
\$20.16	\$20.66	\$21.18	\$21.71	\$22.25	\$22.81	\$23.38	\$23.97	\$24.56	\$25.18	\$25.81	\$26.45	\$27.11	\$27.79
22: Community Based Youth Counselor; Detention Youth Counselor; Golf Maintenance Crew Leader; Park Maintenance Crew Leader													
\$21.17	\$21.70	\$22.24	\$22.80	\$23.37	\$23.95	\$24.55	\$25.16	\$25.79	\$26.44	\$27.10	\$27.78	\$28.47	\$29.18
23: Bailiff Sergeant; Benefits Specialist; Payroll Specialist; Senior Administrative Assistant													
\$22.23	\$22.78	\$23.35	\$23.94	\$24.53	\$25.15	\$25.78	\$26.42	\$27.08	\$27.76	\$28.45	\$29.16	\$29.89	\$30.64

**Scott County Salary Rate Table for FY 2021
Non- Represented**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
24: Classification Specialist; Community Dental Consultant-Maternal, Child, & Adolescent; Community Dental Consultant-Adult; GIS/ Election Systems Technician; Grant Accounting Specialist; Mental Health Advocate; Naturalist; Park Ranger; Planning & Development Specialist; Veteran Affairs Director													
\$23.34	\$23.92	\$24.52	\$25.13	\$25.76	\$26.41	\$27.07	\$27.74	\$28.44	\$29.15	\$29.88	\$30.62	\$31.39	\$32.17
25: Engineering Technician; Executive Assistant; Purchasing Specialist													
\$24.51	\$25.12	\$25.75	\$26.39	\$27.05	\$27.73	\$28.42	\$29.13	\$29.86	\$30.60	\$31.37	\$32.15	\$32.96	\$33.78
26: Child Health Consultant; Elections Supervisor; Inmate Programs Coordinator; Juvenile Detention Shift Supervisor; Motor Vehicle Supervisor; Paralegal; Paralegal/Executive Secretary; Roadside Vegetation Specialist; Senior Engineering Technicaian; Tax Accounting Specialist													
\$25.73	\$26.37	\$27.03	\$27.71	\$28.40	\$29.11	\$29.84	\$30.59	\$31.35	\$32.13	\$32.94	\$33.76	\$34.61	\$35.47
27: Case Expeditor; Child Care Nurse Consultant; Community Health Consultant; Community Health Interventionist; Community Tobacco Consultant; Community Transformation Consultant; Corrections Food Service Supervisor; Environmental Health Specialist ERP Budget Analyst; Facilities Maintenance Manager; GIS Analyst, Human Resources Generalist; Maternal, Child, Adolescent Health Nurse; Mechanic Supervisor; Paralegal Audio/Video Production Specialist; Public Health Nurse; Technology Systems Specialist- Public Safety													
\$27.02	\$27.69	\$28.39	\$29.10	\$29.82	\$30.57	\$31.33	\$32.12	\$32.92	\$33.74	\$34.58	\$35.45	\$36.34	\$37.24
28: Clinical Services Specialist; County General Store Manager; Environmental Education Program Manager; Investigator-Attorney's Office; Network Systems Administrator; Programmer/ Analyst													
\$28.37	\$29.08	\$29.80	\$30.55	\$31.31	\$32.10	\$32.90	\$33.72	\$34.56	\$35.43	\$36.31	\$37.22	\$38.15	\$39.11
29: Case Aide Supervisor/Coordinator of Disability Services; Community Health Manager; Coordinator of Disability Services; Correctional Health Nurse; Corrections Sergeant; Environmental Health Manager; Public Health Services Manager													
\$29.79	\$30.53	\$31.29	\$32.08	\$32.88	\$33.70	\$34.54	\$35.41	\$36.29	\$37.20	\$38.13	\$39.08	\$40.06	\$41.06

**Scott County Salary Rate Table for FY 2021
Non- Represented**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
30: Fleet Manager; Golf Pro Manager; Office Administrator; Secondary Roads Superintendent													
\$31.28	\$32.06	\$32.86	\$33.68	\$34.52	\$35.39	\$36.27	\$37.18	\$38.11	\$39.06	\$40.04	\$41.04	\$42.06	\$43.11
31: Clinical Services Manager; Correctional Health Manager; Corrections Lieutenant; Information Security Analyst; Park Manager; Senior Programmer/Analyst; Webmaster													
\$32.84	\$33.66	\$34.50	\$35.37	\$36.25	\$37.16	\$38.08	\$39.04	\$40.01	\$41.01	\$42.04	\$43.09	\$44.17	\$45.27
32: Assistant Attorney; Network Infrastructure Manager; Risk Manager; Sheriff's Lieutenant													
\$34.48	\$35.34	\$36.23	\$37.13	\$38.06	\$39.01	\$39.99	\$40.99	\$42.01	\$43.06	\$44.14	\$45.24	\$46.37	\$47.53
33: Assistant Jail Administrator; Operations Manager - Auditor; Operations Manager - Treasurer													
\$36.21	\$37.11	\$38.04	\$38.99	\$39.96	\$40.96	\$41.99	\$43.04	\$44.11	\$45.22	\$46.35	\$47.51	\$48.69	\$49.91
34: Deputy Conservation Director; Deputy Health Director; GIS Manager; Juvenile Detention Center Director; Programmer/Analyst Manager													
\$38.02	\$38.97	\$39.94	\$40.94	\$41.96	\$43.01	\$44.09	\$45.19	\$46.32	\$47.48	\$48.66	\$49.88	\$51.13	\$52.41
35: Assistant County Engineer; Finance Manager; Planning & Development Director													
\$39.92	\$40.92	\$41.94	\$42.99	\$44.06	\$45.16	\$46.29	\$47.45	\$48.64	\$49.85	\$51.10	\$52.37	\$53.68	\$55.03
36: Accounting & Tax Manager; Senior Assistant Attorney													
\$41.91	\$42.96	\$44.04	\$45.14	\$46.26	\$47.42	\$48.61	\$49.82	\$51.07	\$52.34	\$53.65	\$54.99	\$56.37	\$57.78
37: Budget & Administrative Services Director; Community Services Director; Facility & Support Services Director; Information Technology Director													
\$44.01	\$45.11	\$46.24	\$47.39	\$48.58	\$49.79	\$51.04	\$52.31	\$53.62	\$54.96	\$56.34	\$57.74	\$59.19	\$60.67

**Scott County Salary Rate Table for FY 2021
Non- Represented**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
38: Conservation Director													
\$46.21	\$47.36	\$48.55	\$49.76	\$51.01	\$52.28	\$53.59	\$54.93	\$56.30	\$57.71	\$59.15	\$60.63	\$62.15	\$63.70
39: Health Director													
\$48.52	\$49.73	\$50.98	\$52.25	\$53.56	\$54.90	\$56.27	\$57.67	\$59.12	\$60.59	\$62.11	\$63.66	\$65.25	\$66.89
40: County Engineer													
\$50.95	\$52.22	\$53.52	\$54.86	\$56.23	\$57.64	\$59.08	\$60.56	\$62.07	\$63.62	\$65.21	\$66.85	\$68.52	\$70.23
41: Assistant County Administrator/Human Resources Director													
\$53.49	\$54.83	\$56.20	\$57.61	\$59.05	\$60.52	\$62.04	\$63.59	\$65.18	\$66.81	\$68.48	\$70.19	\$71.94	\$73.74

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2021
PPME (SECONDARY ROADS UNIT)**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
18r: Parts & Inventory Clerk									
\$17.42	\$17.85	\$18.30	\$18.75	\$19.22	\$19.70	\$20.20	\$20.70	\$21.22	\$21.75
22r: Roads Maintenance Worker; Mechanic									
\$21.17	\$21.70	\$22.24	\$22.80	\$23.37	\$23.95	\$24.55	\$25.16	\$25.79	\$26.44
23r: Senior Roads Maintenance Worker									
\$22.23	\$22.78	\$23.35	\$23.94	\$24.53	\$25.15	\$25.78	\$26.42	\$27.08	\$27.76
24r: Senior Mechanic; Heavy Equipment Operator; Signs Technician; Roadside Vegetation Technician									
\$23.34	\$23.92	\$24.52	\$25.13	\$25.76	\$26.41	\$27.07	\$27.74	\$28.44	\$29.15
25r: Senior Signs Technician									
\$24.51	\$25.12	\$25.75	\$26.39	\$27.05	\$27.73	\$28.42	\$29.13	\$29.86	\$30.60
26r: Crew Leader									
\$25.73	\$26.37	\$27.03	\$27.71	\$28.40	\$29.11	\$29.84	\$30.59	\$31.35	\$32.13

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2021
AFSCME UNIT**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
16: Custodian; Elections Clerk; Grounds Maintenance Worker; Office Assistant													
\$15.80	\$16.19	\$16.60	\$17.01	\$17.44	\$17.87	\$18.32	\$18.78	\$19.25	\$19.73	\$20.22	\$20.73	\$21.24	\$21.78
17: Multi-Service Clerk; Receptionist													
\$16.59	\$17.00	\$17.43	\$17.86	\$18.31	\$18.77	\$19.24	\$19.72	\$20.21	\$20.71	\$21.23	\$21.76	\$22.31	\$22.86
18: Accounting Clerk (Treasurer); Senior Office Assistant													
\$17.42	\$17.85	\$18.30	\$18.75	\$19.22	\$19.70	\$20.20	\$20.70	\$21.22	\$21.75	\$22.29	\$22.85	\$23.42	\$24.01
19: Civil Records Specialist; Facility Maintenance Worker; Licensing Specialist; Platroom Specialist; Real Estate Specialist; Senior Elections Clerk; Vital Records Specialist													
\$18.29	\$18.74	\$19.21	\$19.69	\$20.18	\$20.69	\$21.21	\$21.74	\$22.28	\$22.84	\$23.41	\$23.99	\$24.59	\$25.21
20: Revenue Collection Specialist; Victim & Witness Specialist													
\$19.20	\$19.68	\$20.17	\$20.68	\$21.19	\$21.72	\$22.27	\$22.82	\$23.39	\$23.98	\$24.58	\$25.19	\$25.82	\$26.47
21: Accounts Payable Specialist; Case Aide; Fine Collections Specialist; Legal Secretary													
\$20.16	\$20.66	\$21.18	\$21.71	\$22.25	\$22.81	\$23.38	\$23.97	\$24.56	\$25.18	\$25.81	\$26.45	\$27.11	\$27.79
22: Intake Coordinator; Senior Victim & Witness Specialist													
\$21.17	\$21.70	\$22.24	\$22.80	\$23.37	\$23.95	\$24.55	\$25.16	\$25.79	\$26.44	\$27.10	\$27.78	\$28.47	\$29.18
23: Electronic Systems Technician; Senior Facility Maintenance Worker													
\$22.23	\$22.78	\$23.35	\$23.94	\$24.53	\$25.15	\$25.78	\$26.42	\$27.08	\$27.76	\$28.45	\$29.16	\$29.89	\$30.64
24: Building Inspector; Senior Electronic Systems Technician													
\$23.34	\$23.92	\$24.52	\$25.13	\$25.76	\$26.41	\$27.07	\$27.74	\$28.44	\$29.15	\$29.88	\$30.62	\$31.39	\$32.17

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2021
DEPUTY SHERIFF ASSOCIATION UNIT**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
4S: Sergeant									
\$37.29		\$38.78		\$40.33		\$41.94			
8S: Deputy									
\$26.83	\$27.91	\$29.03	\$30.19	\$31.40	\$32.19	\$32.98	\$33.81	\$34.66	\$35.53

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2021
TEAMSTERS (CORRECTIONS UNIT)**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
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10S: Corrections Officer													
\$21.16	\$22.01	\$22.89	\$23.81	\$24.76	\$25.75	\$26.78	\$27.85	\$28.96	\$30.12				

18: Corrections Custodial Officer; Corrections Food Service Officer													
\$17.42	\$17.85	\$18.30	\$18.75	\$19.22	\$19.70	\$20.20	\$20.70	\$21.22	\$21.75	\$22.29	\$22.85	\$23.42	\$24.01

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2021
ELECTED OFFICIALS**

Position	Annual Salary
Auditor	\$90,949
County Attorney	\$151,919*
Recorder	\$90,949
Sheriff	\$122,928
Treasurer	\$90,949
Board Member, Board of Supervisors	\$43,500
Chair, Board of Supervisors	\$46,500

* Salary may need to be reduced depending on Judicial Branch setting of District Court Judge's salary pursuant to Iowa Code Section 331.752(2)

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2021
DEPUTY OFFICE HOLDERS**

Position	Annual Salary
Deputy Auditor – Tax	\$77,307
First Assistant Attorney	\$129,131*
Second Deputy Recorder	\$77,307
Chief Deputy Sheriff	\$104,489
Chief Deputy Sheriff – Captain	\$102,030

* Salary may need to be reduced depending on Judicial Branch setting of District Court Judge's salary pursuant to Iowa Code Section 331.752(2)

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2021
TEMPORARY AND SEASONAL STAFF**

Position	Rate
Seasonal Health Worker & Planning Intern	\$9.90 to \$14.06/hour depending on skills, education & experience
Seasonal Maintenance Worker (Roads)	\$13.36/hour
Summer Law Clerk	Set in cooperation with University Programs
Civil Services Secretary	Set by Civil Service Commission
Immunization Clinic/Jail Health Public Health Nurse	\$26.39/hour
Correctional Health Nurse	\$29.79/hour
Bailiff	\$20.16/hour
Detention Youth Counselor	\$21.17/hour
Election Officials	\$10.00/hour
Election Chairpersons	\$12.00/hour
Election Clerk	\$13.33/hour
CONSERVATION	
Wapsi Center:	
Assistant Naturalist	\$12.00-\$14.00/hour
Maintenance/Resident Caretaker	\$13.32/hour
Cody Homestead:	
Attendants/Concession Workers	\$9.00-\$11.00/hour

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2021
GROUP: Z TEMPORARY AND SEASONAL STAFF**

CONSERVATION

Glynns Creek:	
Seasonal part-time Golf Managers	
Food Service	\$11.00-\$13.00/hour
Pro Shop	\$12.50-\$14.50/hour
Assistant Golf Pro	\$14.00-\$16.00/hour
Seasonal Golf Pro Shop Personnel	\$10.50-\$12.50/hour
Golf Course Rangers, Starters, Cart Persons	\$9.00-\$11.00/hour
Concession Stand Workers	\$9.00-\$11.00/hour
Groundskeepers	\$10.00-\$12.00/hour

Scott County & West Lake Parks:	
Pool/Beach Manager	\$15.50-\$17.50/hour
Assistant Beach/Pool Manager	\$12.00-\$14.00/hour
Pool/Beach Lifeguards (includes WSI)	\$9.50-\$11.50/hour
Concession Workers	\$9.00-\$11.00/hour
Park Attendant	\$10.50-\$12.50/hour
Maintenance	\$10.00-\$12.00/hour
Skilled Maintenance	\$13.32/hour
Park Patrol (non-certified)	\$12.50-\$14.50/hour
Park Patrol (certified)	\$18.00-\$20.00/hour

Pioneer Village:	
Day Camp Counselors	\$10.00-\$12.00/hour
Apothecary Shop Concession Workers	\$9.00-\$11.00/hour
Maintenance/Resident Caretaker	\$13.32/hour

**Note: Returning Seasonals will receive a \$0.25 increase or the proposed hourly minimum.
Returning seasonals whose hourly max exceeds the new range would be "frozen" until the range catches up with their salary.**

SCOTT COUNTY SALARY RATE TABLE FOR FY 2021

EMA

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
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25: Emergency Management Planning Specialist													
\$24.51	\$25.12	\$25.75	\$26.39	\$27.05	\$27.73	\$28.42	\$29.13	\$29.86	\$30.60	\$31.37	\$32.15	\$32.96	\$33.78

29: Emergency Management Deputy Coordinator													
\$29.79	\$30.53	\$31.29	\$32.08	\$32.88	\$33.70	\$34.54	\$35.41	\$36.29	\$37.20	\$38.13	\$39.08	\$40.06	\$41.06

BUDGET GLOSSARY

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, a budget glossary has been included in the document.

Accrual Accounting: A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than on July 10.

Appropriation: An authorization made by the Board of Supervisors which permits the County to incur obligations and to make expenditures of resources.

Appropriation Resolution: The official enactment by the Board of Supervisors to establish legal authority for County officials to obligate and expend resources.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the City or County Assessors.)

Assigned Fund Balance: Equity set aside for a purpose, but it is not restricted or committed for a specific purpose. The County Administrator and Board can assign fund balance equity

Audit: A comprehensive investigation of the manner in which the government's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.

Authorized Agency: A recognized non-profit agency receiving County funding and following the County's required BFO budgeting requirements.

Balance Sheet: A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.

Balanced Budget: A balanced budget in the public sector is achieved when the government equates the revenues with expenditure over business cycles. In other words, a government's budget is balanced if its income is equal to its expenditures. The use of assigned or restricted fund balance is permitted to fund non-recurring expenditures.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond resolution. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, park improvements, roads and bridges.

Budget: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various County services.

Budget Amendment: A legal procedure utilized by the Board of Supervisors to revise a budgeted service area appropriation. The Code of Iowa also requires Board approval through the adoption of a resolution for any interdepartmental or inter-fund adjustments or for any transfer within a department from one sub-object level total to another. County staff has the prerogative to adjust expenditures within sub-object level totals of a departmental budget.

Budget Calendar: The schedule of key dates or events which County departments and authorized agencies follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the Board of Supervisors.

Budgeting For Outcomes: A budgeting process that identifies the results citizens want to achieve and focuses on outcomes or future conditions the government wants to achieve through identified services levels.

Budgeted Funds: Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for Board approval is composed of budgeted funds.

Budget Message: The opening section of the budget from the Chairman of the Board of Supervisors which provides the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the identified target issues of the Board of Supervisors.

Budgetary Control: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Expenditure: Expenditures that are usually construction projects designed to improve the value of the government assets. Examples of capital expenditures include new roads, buildings, recreational facilities and large scale remodeling. Also included are capital equipment purchases such as vehicles, furniture, machinery, building improvements, microcomputers and special tools, which are usually distinguished from operating items according to their value and projected useful life. One-time agency funding and special consultant studies are also included in the County's definition of capital expenditures.

Capital Improvement Program: A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.

Capital Improvement Program Budget: A Capital Improvement Program (CIP) Budget is a separate budget from the operating budget. However, for Scott County it is included in the same budget document. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include new roads, buildings, recreational facilities and large scale remodeling. Also included are capital equipment purchases such as vehicles, furniture, machinery, building improvements, microcomputers and special tools, which are usually distinguished from operating items according to their value and projected useful life.

Cash Accounting: A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services. The annual audit, however, is prepared on an accrual/modified accrual accounting basis.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

Core Service: A core service is a service that has a state or federal mandate, immediate or near term effect on public safety or health, loss of activity has a long term and catastrophic effect on public, beneficial effect on daily lives of a significant segment of population and is not core service of any other entity, provides revenue through a direct function that is in excess of total costs, provides direct support or critical indirect support for core service

Current Taxes: Taxes that are levied and due within one year.

Debt Services: The County's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Delinquent Taxes: Taxes that remain unpaid on and after the date on which a penalty for non-payment is attached.

Department: A major administrative division of the County which indicates overall management responsibility for an operation or a group of related operations as defined by Iowa law or by County ordinance.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Disbursement: Payment for goods and services in cash or by check.

Emergency Management Agency (EMA): Emergency management is a coordinated effort involving local, state, and federal government agencies as well as volunteer organizations and businesses. This agency assists citizens and their communities to prepare for, respond to, recover from, and eliminate or reduce the effects of natural, man-made, civil, and technological emergencies or disasters.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. An enterprise fund in Scott County was established for the golf course that opened at the start of FY 1991-92.

ERP (Enterprise Resource Planning): An accounting software system which integrates the general ledger, accounts payable, accounts receivable, budgeting, cash receipts and other planning documents to one software system for decision making and accounting.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Board of Supervisors.

Expenses: This term is used as an appropriation sub-object account category to differentiate from personal services, supplies, capital, and equipment costs.

Expenditure: This term refers to the outflow of funds paid for an asset obtained or goods and services obtained. This term applies to all funds.

Exterior Insulation and Finish System (EIFS): A general class of non-load bearing building cladding systems that provides exterior walls with insulated, water-resistant surface in an integrated composite material system.

Fiscal Year: The time period designated by the County signifying the beginning and ending period for recording financial transactions. Scott County has specified July 1 to June 30 as its fiscal year.

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FTE: Full-time equivalent; an authorized position equivalent to working 2,080 hours in a year.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service fund, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

Fund Balance: Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles

General Fund: The largest fund within the County, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as law enforcement, mental health services, finance, data processing, park and recreation, physical health services, services to the poor, county development services, and general administration.

General Ledger: A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

General Obligation Bonds: Bonds that finance a variety of public projects such as roads, buildings, and improvements; the repayment of these bonds is usually made from the Debt Service Fund, and these bonds are backed by the full faith and credit of the issuing government.

GFOA: Government Finance Officers Association of the United States and Canada

GASB: Government Accounting Standards Board - promulgates accounting standards and practices for governments.

Governmental Fund: A funding structure used to account for activities primarily supported by taxes, grants, and similar revenue sources. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grant: A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

IBNR: Incurred but not reported. Normally associated with insurance claims.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Revenue: Revenue received from another government for a specified purpose. In Scott County, these are funds primarily from the State of Iowa.

Internal Service Fund: Funds used to account for the financing of goods or services provided by one department to another department, for example, the Vehicle Replacement Reserve Fund.

Inventory: A detailed listing of property currently held by the government.

Invoice: A bill requesting payment for goods or services by a vendor or other governmental unit.

Levy: To impose taxes, special assessments, or service charges for the support of County activities.

Line-Item Budget: A budget that lists each expenditure account (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance.

Major Fund: Governmental fund or enterprise fund reported as a separate column in the basic financial statements and analysis.

MH / D: Mental Health and Disabilities Services. Also refers to the Special Revenue Fund created by the State of Iowa to account for mental health, mental retardation and developmentally disabled program costs.

Modified Accrual Accounting: A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure". Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

Non-major Fund: Governmental fund or enterprise fund reported within a combined column in the basic financial statements and subject to consolidated analysis within the financial statements.

Object Code: An expenditure category, such as personal services, supplies, or equipment.

Operating Budget: The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.

Operating Fund: A fund restricted to a fiscal budget year.

Performance Objectives: Specific quantitative and qualitative measures of work performed as an objective of the department.

Program Budget: A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure.

Program Performance Budget: A budget that focuses upon activities rather than line items. Demand, workload, productivity, and effectiveness indicator data are collected in order to assess the efficiency of services. Typical data collected might include miles of road needed to be paved, miles of roads paved, cost of paved roads per mile, percent of roads not able to be paved.

Property Tax: Property taxes are levied on both real and personal property according to the property's taxable valuation and the tax rate.

PSA: Public Safety Authority of Scott County, a blended component unit of the county responsible for jail expansion project through the issuance of revenue bonds. The authority does not issue separate financial statements and does not set a legal budget for the year. Currently the primary purpose is debt financing.

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, grants, shared revenues and interest income.

Revenue Bonds: Bonds usually sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

Requisition: A written request from a department to the purchasing division for specific goods or services. This action precedes the authorization of a purchase order.

Reserve: An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical method.

Scott Emergency Communications Center (SECC): A blended component unit, SECC is an authorized organization of the Emergency Management Agency and has a separate board and governing agreement. SECC's responsibility is to provide emergency communication services including 9-1-1 dispatching and recordkeeping as well as radio communications to all county agencies.

Semi-Core Service: A service that has the potential and beneficial effect on public safety or health, but the loss of the activity would not have catastrophic effect, portion of core service that exceeds a state or federal mandate, has beneficial effect on the daily lives of a significant segment of population but is the core service of another entity, provides revenue through a direct function that funds most but not all of its costs and that is not generated or collected by another entity, provides direct support for a semi-core service or indirect support for a core service.

Service Enhancement - A service that does not fit in either core service or semi-core service definition, these services were created in the interest of the residents of the county, to enhance their quality of life, these services are not provided for by state or federal mandates.

Source of Revenue: Revenues are classified according to their source or point of origin.

Special Revenue Fund: A fund utilized to account for revenues derived from specific sources which are usually required by law or regulation to be accounted for as separate funds.

Voucher: A claim document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

