

FY21 Administration Recommended Budget – Scenario 1

January 21, 2020



FY 21 Scott County Mission

Scott County Government

Is dedicated to Protecting, Strengthening and Enriching
Our Community by delivering Quality Services and
Providing Leadership with P.R.I.D.E



FY21 Budget Overview

- Incorporate Strategic Planning Goals into Departmental Budgets – FY 20 Amendment and FY 21 Budget.
- Capital Plan continues investment in Conservation, Technology, and Building Maintenance / upgrades.



Vision 2032

Scott County 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



Future Budget Issues for FY 21 Budget or FY 20 Amendment

Goals 2022

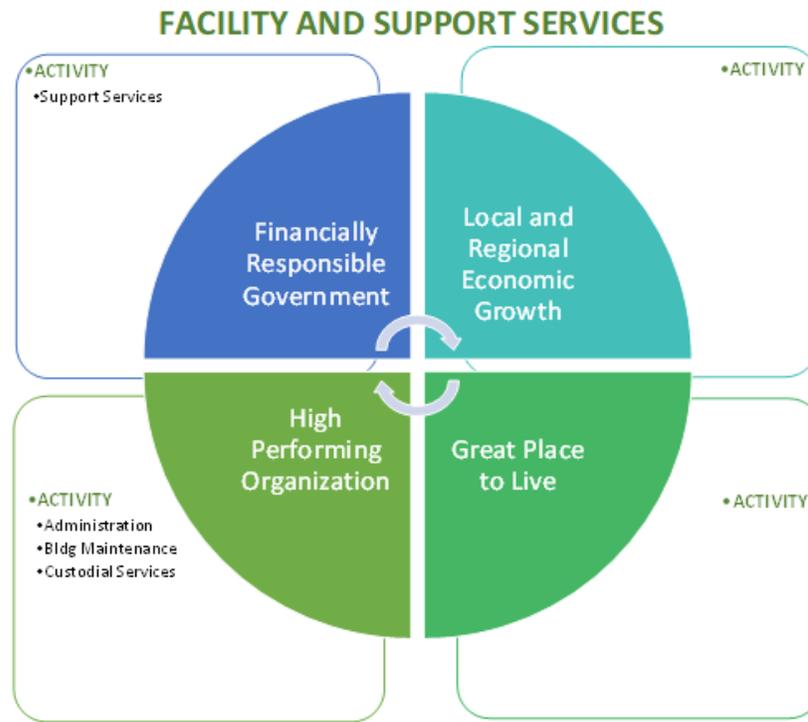
Financially Responsible County Government

Local and Regional Economic Growth

High Performing Organization = Exceptional County Services

Great Place to Live





Performance Outcome(Target):	Analysis of Effectiveness: (How well are we doing?)
Board:	
Management:	
Management:	

Big Goals at a Glance

Choose
Business
Type:
Foundation
Core
Quality of
Life
Community
Add on

BFO Points of Emphasis

Tie Budget Dollars:

After salary and benefits – January
Authorized Agencies – split of dollars

ACTIVITY/SERVICE:	Financial Management		DEPT/PROG:	Administration		
BUSINESS TYPE:	Choose One		RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Choose One		FUND:	01 General	BUDGET:	\$320,000
OUTPUTS			2015-16	2016-17	2017-18	2018-19
			ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of Grants Managed			52	60	60	
Number of Budget Amendments			2	2	2	
Number of Purchase Orders Issued			663	700	700	
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.						

Choose
Board Goal:
Financially
Responsible
Economic
Growth
Performing
Organization
Great Place
to Live

Program Description:

Define program description to include program, purpose how to achieve board goals.

BFO Points of Emphasis

Outcome and Effectiveness:
Tie Board and Department Goals to Outcomes;
How will this be measured

PERFORMANCE MEASUREMENT		2015-16 ACTUAL	2016-17 ACTUAL	2017-18 PROJECTED	2018-19 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	19.9% / 100%	19.9% / 100%	19.9% / 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	1	0	0	
Submit Budget CAFR/PAFR to GFOA obtains Award Certificate	Recognition of Achievements in Reporting	2	3	3	
Develop Training program for ERP users to increase comfort and report utilization	2 Training events outside of annual budget training	2	2	2	
Develop Fleet Management Capital Asset Program to	Develop policies and procedures regarding fleet				

Projected:
Update current and FY 20 status;
How is FY 21 to be measured?

Future Budget Issues for FY 21 Budget or FY 20 Amendment

Top Policy Priorities:

- Juvenile Detention / Jail Capacity – Short & Long term capacity remedies including program review. (Most effective and efficient response to crime.)
 - Capital planning
- Park View – Service / Infrastructure needs vs resources to address
 - Potential Professional Services
- Long Term County Facilities (campus) / Space Utilization
 - COOP / COG Planning
- Develop Long Term Road / Bridge Improvement plan
 - Potential Professional Services



Future Budget Issues for FY 21 Budget or FY 20 Amendment

Top Management Priorities:

- Cyber Security
 - 1.0 FTE recommended for IT
- Long Term Financing – Capital Improvement vs Operating Costs Analysis and Strategy
 - Further Study through budgeting
- Medic 28E Agreement and Implementation
 - Current study analysis



Future Budget Issues for FY 21 Budget or FY 20 Amendment

Top Management Priorities (Ongoing):

- Business Continuity Of Operation Plan (COOP / COG)
 - Current Study, Recommendations in calendar 2020.
- Campus Security Plan
 - Current Study, \$50,000 reserved FY 21, and Capital Planning
- County Economic Develop Policy, Role, Initiatives, TIF
 - Current study, department operations
- Industrial Park Development
 - Current study, department operations
- Lead Abatement
 - \$100,000 budgeted FY 20 and 21, prior year savings
- Mental Health Funding: Policy Strategy
 - Max tax levy to maximum per capita, \$30.78, \$5,333,651.
 - Legislative advocacy
- Park View Rental Ordinance (Rural Residential / Building Ordinance / Guidelines)
 - Current study, department operations
- SECC Radio System
 - Bond Issue in CY 2019; Debt and Capital investment; Intergovernmental relations
- West Lake Restoration
 - Capital Budget, Department Operations



Future Budget Issues for FY 21 Budget or FY 20 Amendment

Department Goals

- Department Goals were defined in the December 2019 Strategic Plan
 - Tied into BFO's.



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

We Serve our Citizens with

Professionalism

Responsiveness

Involvement

Dedication

Excellence

Doing it Right

Doing it Now

Doing it Together

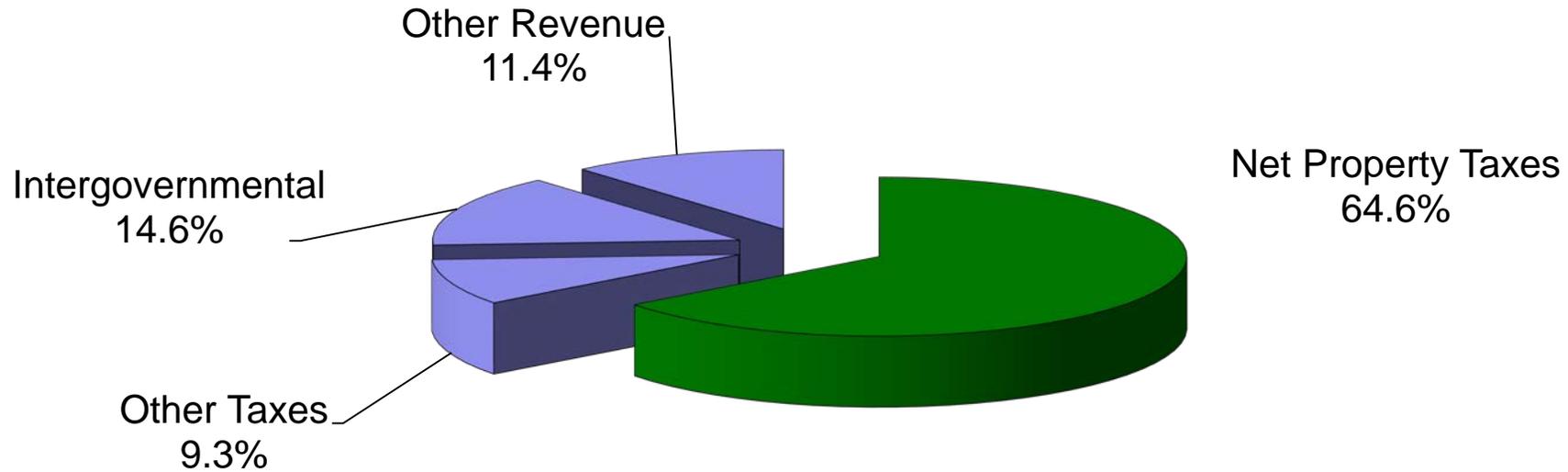
Doing it with Commitment

Doing it Well



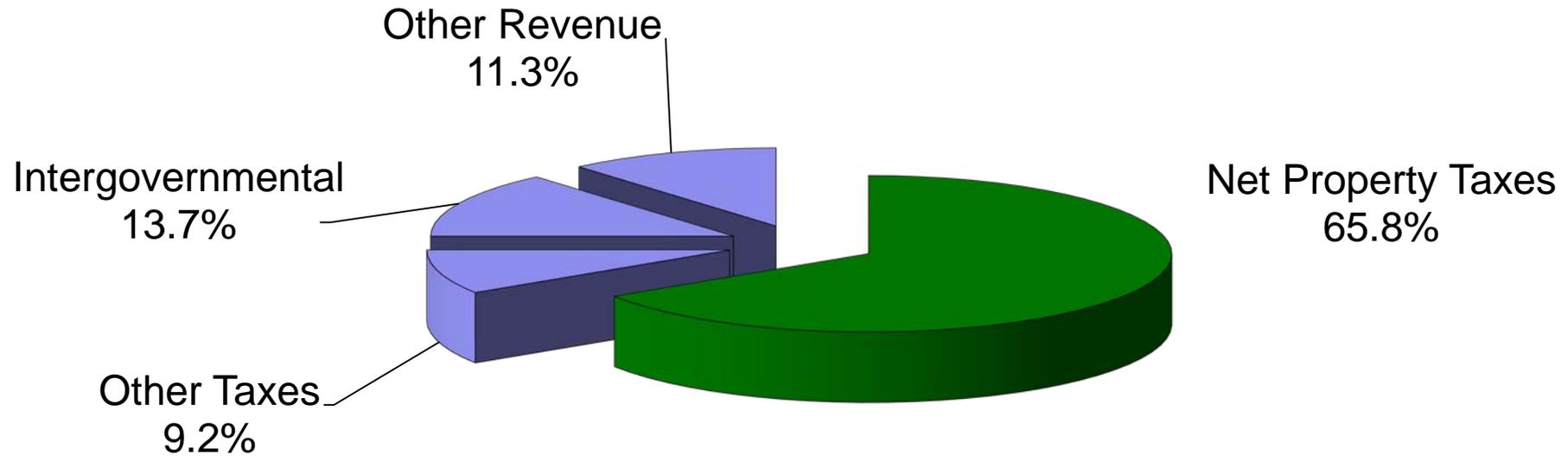
FY 20 Revenues by Source

FY20 BUDGET: \$83,430,140

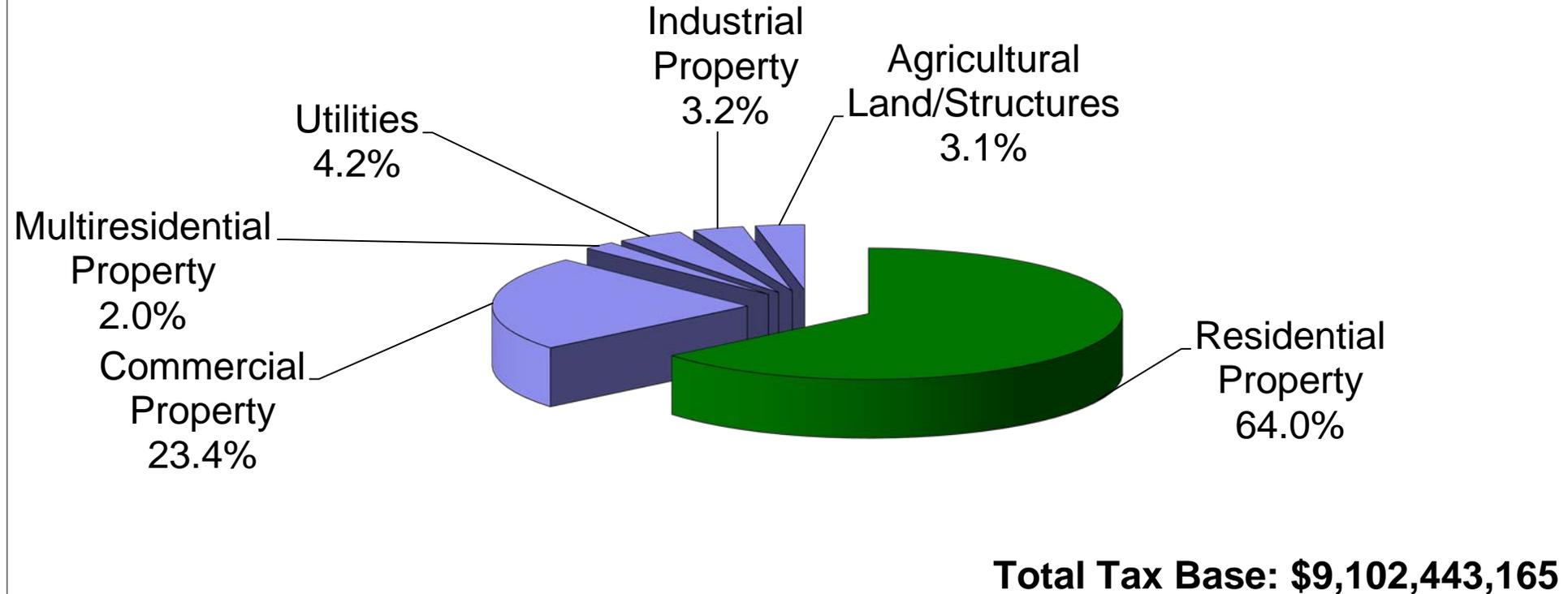


FY 21 Revenues by Source

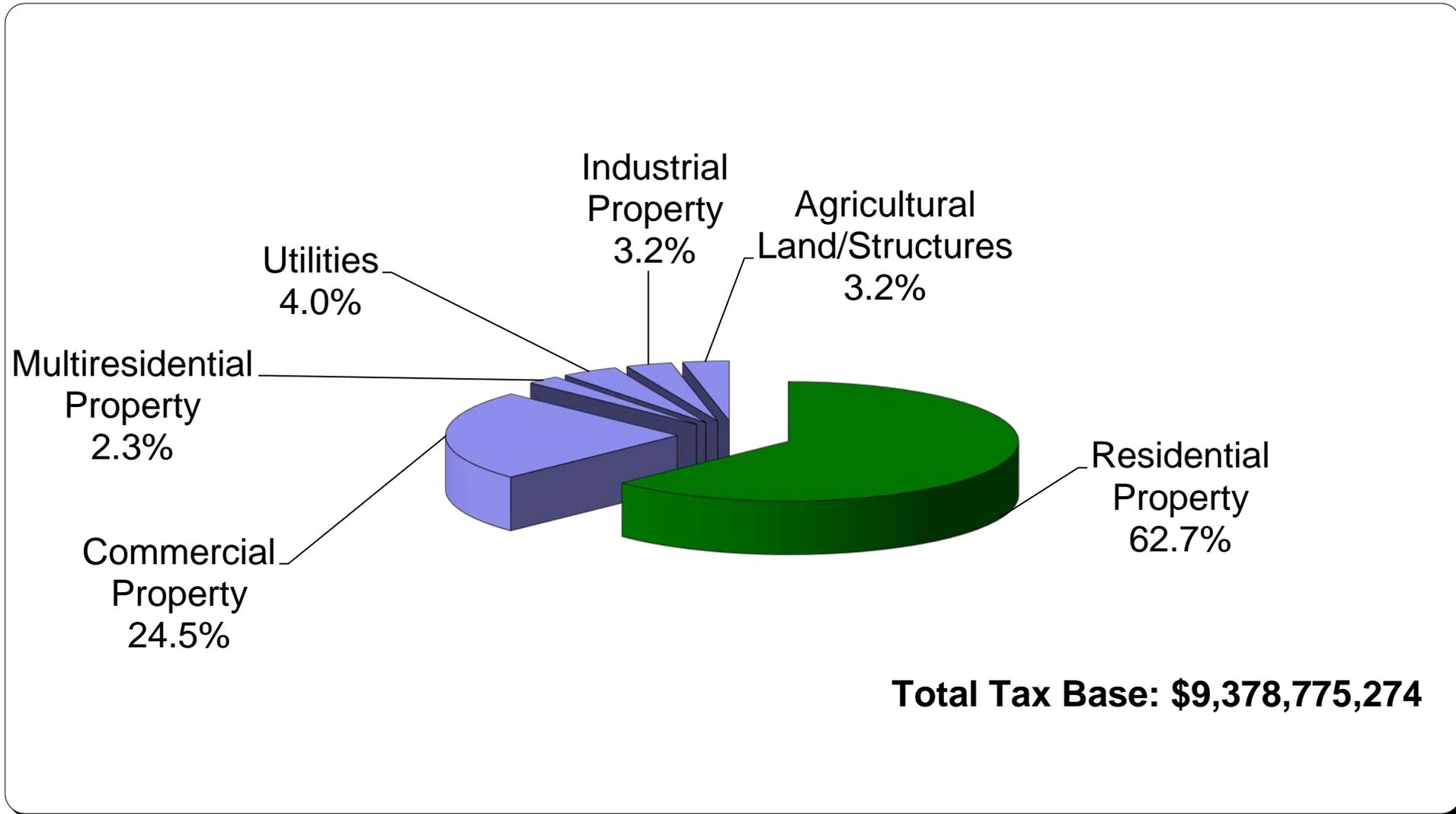
FY21 BUDGET: \$87,326,890



FY20 Taxable Valuation



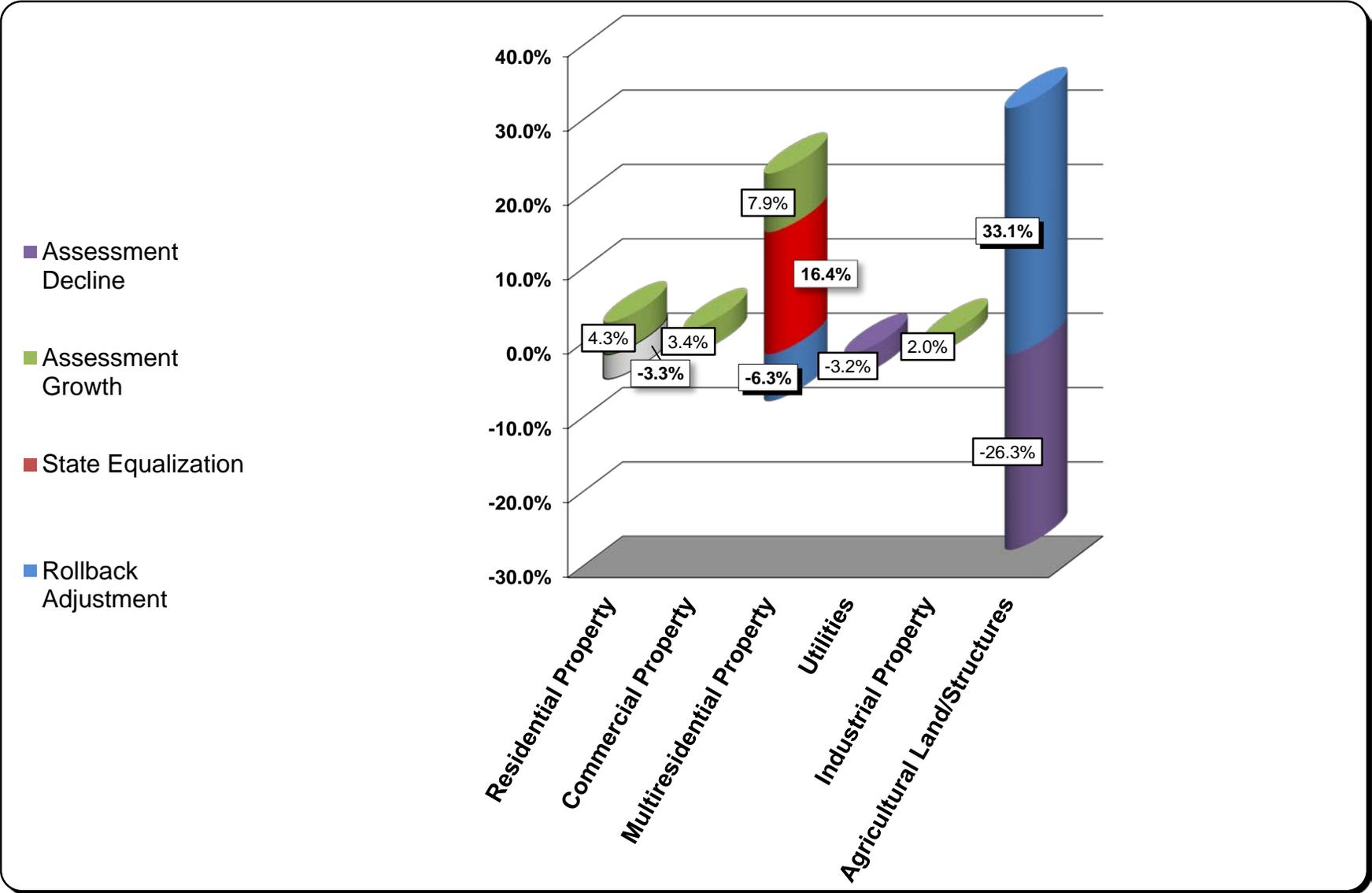
FY21 Taxable Valuation



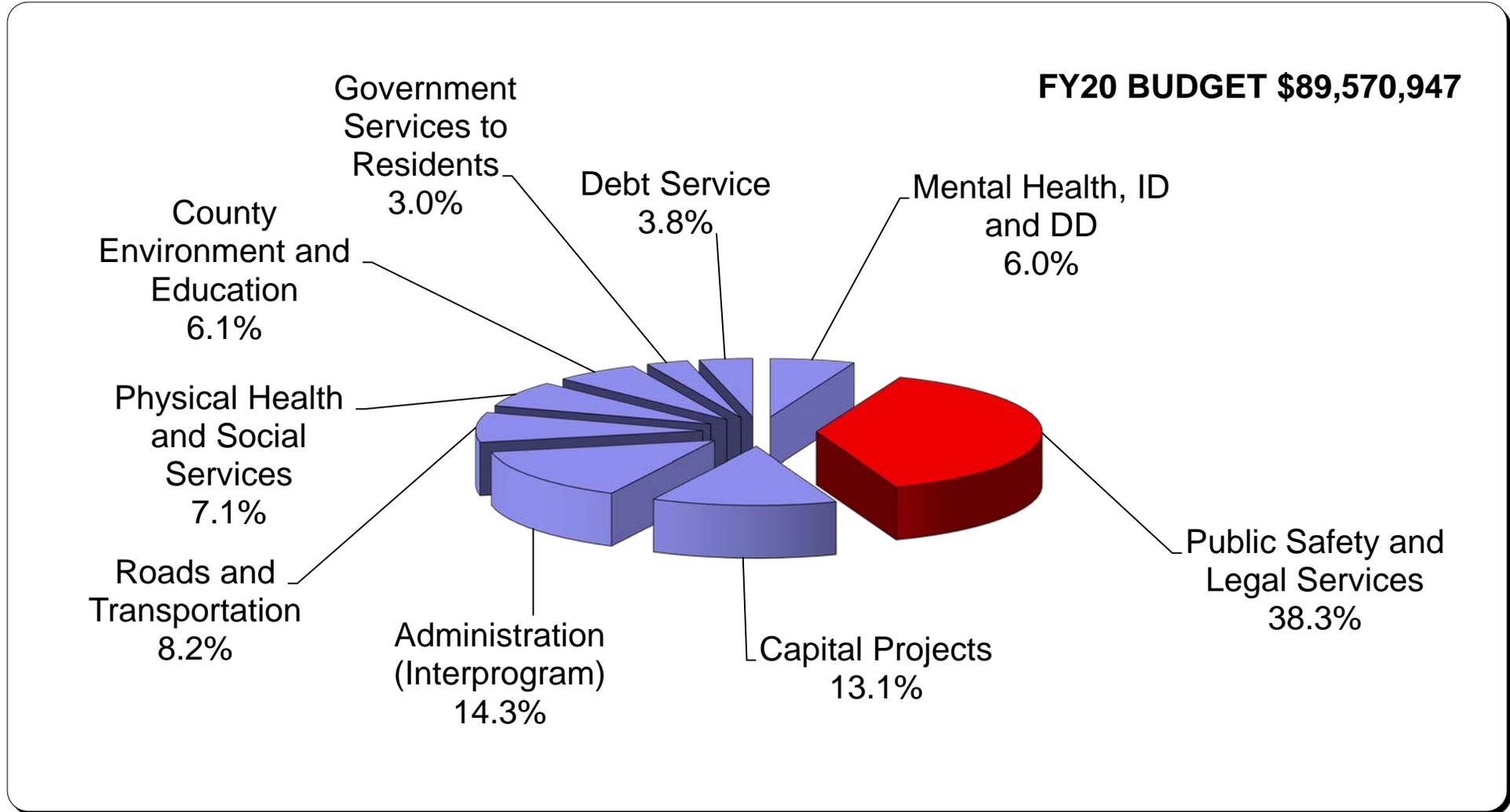
Taxable Valuation Comparison

	January 1,2018 <u>For FY20</u>	% of <u>Total</u>	January 1,2019 <u>For FY21</u>	% of <u>Total</u>	Amount <u>Change</u>	% <u>Change</u>
<u>COUNTY-WIDE</u>						
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	<u>282,963,233</u>	3.1%	<u>302,261,395</u>	3.2%	<u>19,298,162</u>	6.8%
All Classes	9,102,443,165	100.0%	9,378,775,274	100.0%	276,332,109	3.0%
<u>UNINCORPORATED AREAS</u>						
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	<u>245,577,307</u>	21.8%	<u>262,049,543</u>	23.0%	<u>16,472,236</u>	6.7%
Total	1,125,980,728	100.0%	1,140,293,513	100.0%	14,312,785	1.3%
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>	12.4%	<u>1,140,293,513</u>	12.2%	<u>14,312,785</u>	1.3%
Total	<u>9,102,443,165</u>	100.0%	<u>9,378,775,274</u>	100.0%	<u>276,332,109</u>	3.0%

Changes in Tax Base by Class

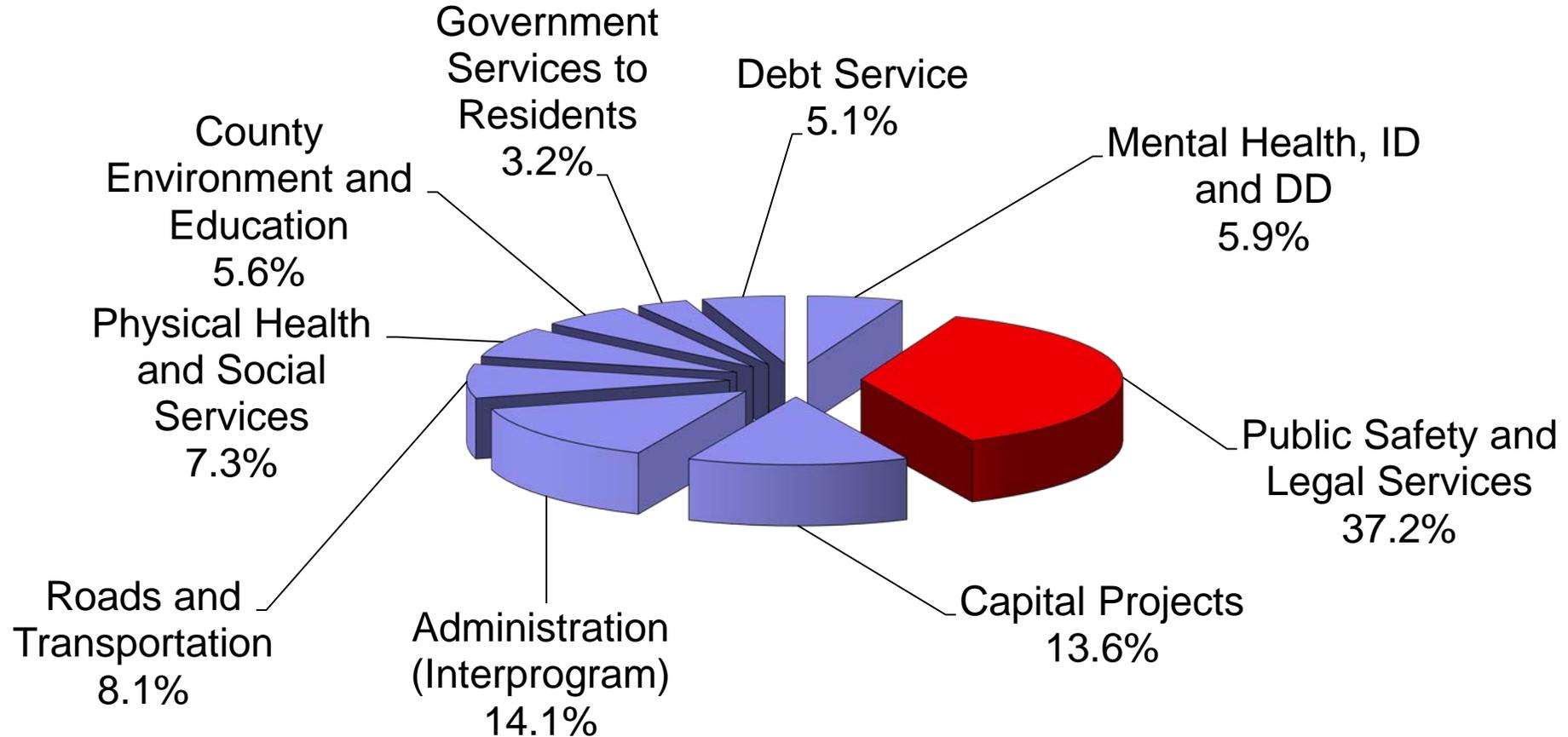


FY 20 Budget



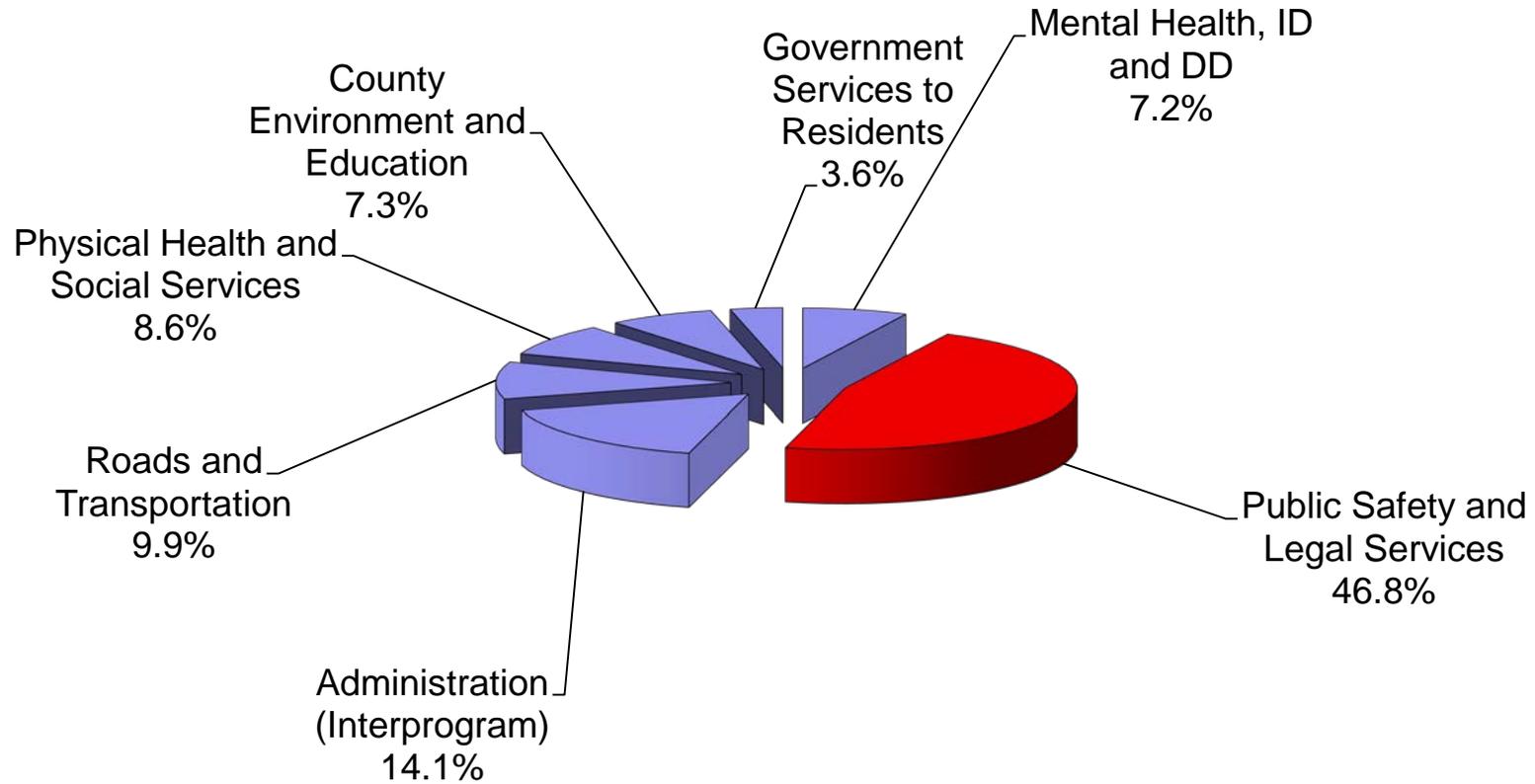
FY 21 Budget

FY21 BUDGET: \$95,976,797



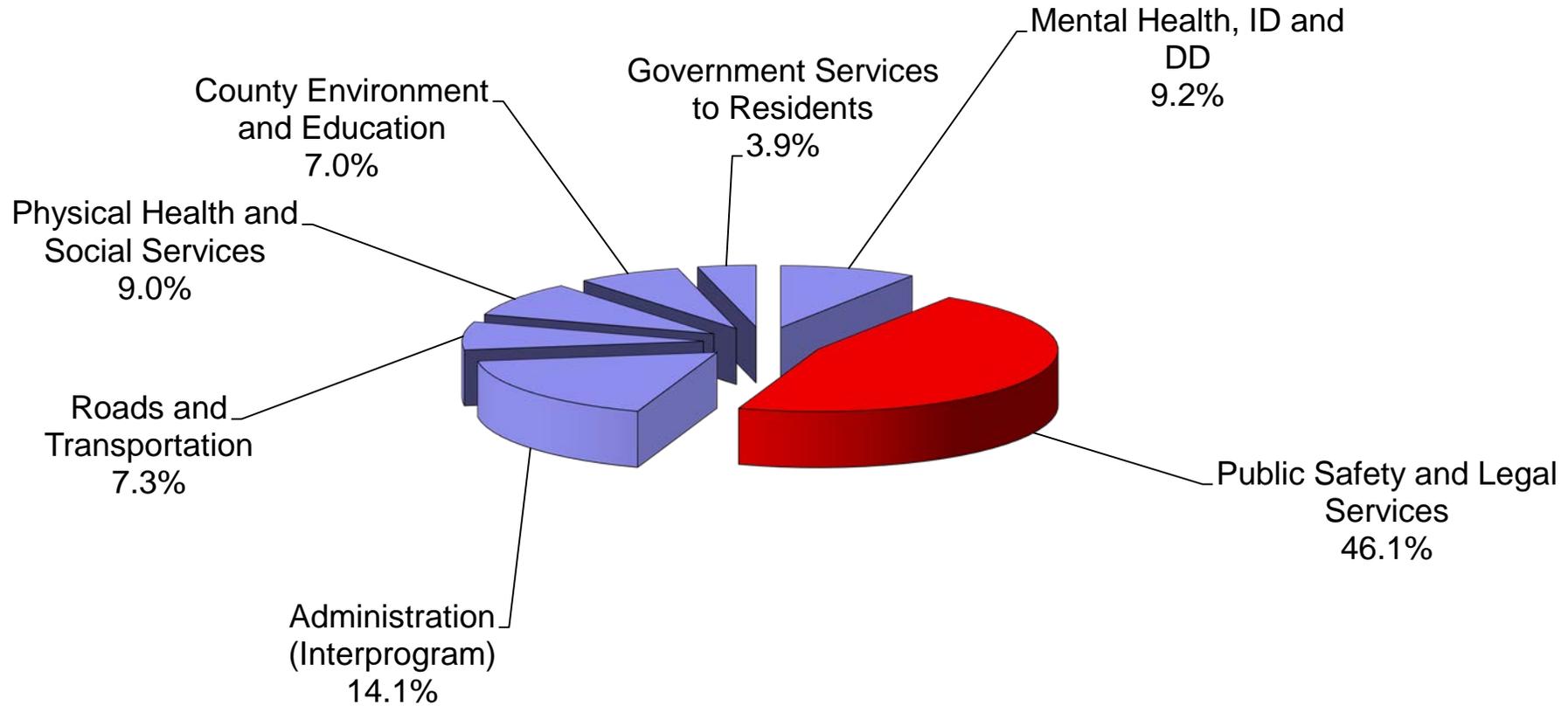
FY 20 Operating Budget

FY20 BUDGET: \$74,568,690



FY 21 Operating Budget

FY21 BUDGET: \$77,826,472

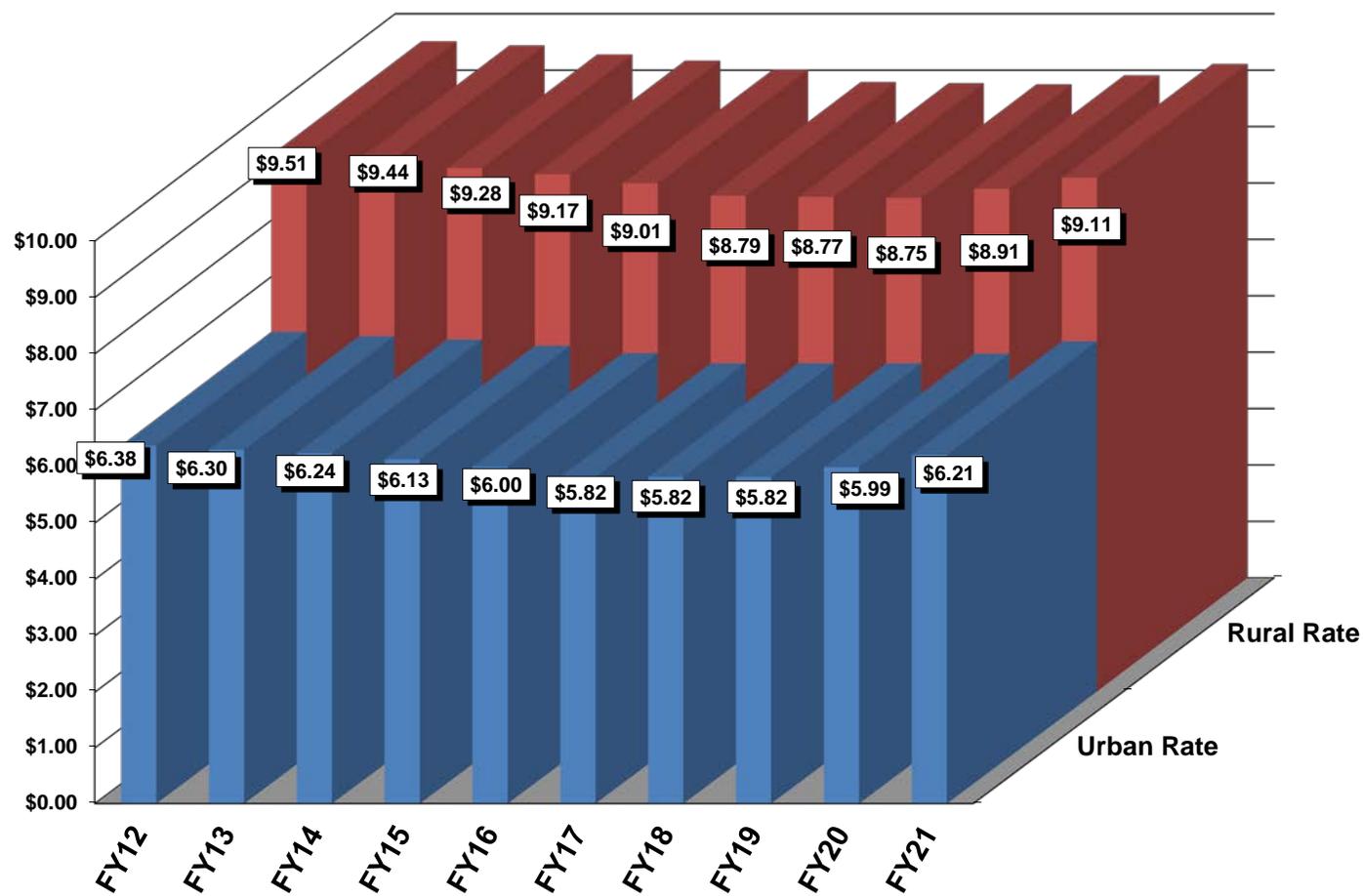


FY21 Budget Overview

- General Fund Budget
 - COLA / Steps / Benefit Estimates
 - Required transfers – SECC, EMA, Secondary Roads
 - Strategic Plan - \$130,000 use of fund assigned balance spending FY 21
 - JDC and Sheriff contractual costs – out of county placement
- Ending General Fund Unassigned Balance Estimate \$11,695,732 or 18.3% of FY 21 expenditures
- Urban Levy Rate  FY20 – \$5.99 FY21 – \$6.21
- Rural Levy Rate  FY20 – \$8.91 FY21 – \$9.11



Ten Year Levy Rate Comparison



Levy Rate Impact

Urban Levy Rate:	\$50,000	\$100,000	\$150,000
	<u>Home</u>	<u>Home</u>	<u>Home</u>
Amount of Annual Increase in Property Taxes	\$0.51 0.3%	\$1.01 0.3%	\$1.52 0.3%
Rural Levy Rate:	\$50,000	\$100,000	\$150,000
	<u>Home</u>	<u>Home</u>	<u>Home</u>
Amount of Annual Increase in Property Taxes	-\$2.46 -1.0%	-\$4.92 -1.0%	-\$7.38 -1.0%
	<u>80 Acres</u>	<u>120 Acres</u>	<u>160 Acres</u>
	<u>of Land</u>	<u>of Land</u>	<u>of Land</u>
Amount of Annual Increase in Property Taxes	\$92.94 9.8%	\$139.41 9.8%	\$185.88 9.8%
<i>Combined Farm Home and Land</i>	\$90.48 7.5%	\$134.49 7.0%	\$178.5 6.7%

As of January, 2020 the median value of owner-occupied housing units, 2014 - 2018 was \$158,200 (U.S. Census.gov, as of January 19, 2020)

Levy Rate Impact – Commercial / Industrial

Urban Levy Rate:	<u>\$250,000 Commercial</u>	<u>\$1,000,000 Commercial</u>	<u>\$3,000,000 Commercial</u>	<u>\$5,000,000 Commercial</u>
Amount of Annual Increase in Property Taxes	\$44.9 3.3%	\$179.61 3.3%	\$539.84 3.3%	\$898.06 3.3%
Rural Levy Rate:	<u>\$250,000 Commercial</u>	<u>\$1,000,000 Commercial</u>	<u>\$3,000,000 Commercial</u>	<u>\$5,000,000 Commercial</u>
Amount of Annual Increase in Property Taxes	\$42.59 2.1%	\$170.36 2.1%	\$511.08 2.1%	\$851.81 2.1%



Levy Rate Impact - Multiresidential

Urban Levy Rate:	\$250,000	\$1,000,000	\$3,000,000	\$5,000,000
	<u>Multiresidential</u>	<u>Multiresidential</u>	<u>Multiresidential</u>	<u>Multiresidential</u>
Amount of Annual Increase in Property Taxes	-\$20.83 -1.8%	-\$83.31 -1.8%	-\$249.94 -1.8%	-\$416.56 -1.8%
Rural Levy Rate:	\$250,000	\$1,000,000	\$3,000,000	\$5,000,000
	<u>Multiresidential</u>	<u>Multiresidential</u>	<u>Multiresidential</u>	<u>Multiresidential</u>
Amount of Annual Increase in Property Taxes	-\$49.96 -3.0%	-\$199.82 -3.0%	-\$599.47 -3.0%	-\$999.12 -3.0%



FY 2020 Change in Tax Dollars by Class – Urban Rate

Change in rate	\$0.22		2019 Tax Rate	\$5.82			
<u>COUNTY-WIDE</u>	<u>Rate Increase</u>	<u>Growth Percentage</u>	<u>Valuation Dollars</u>	<u>Rollback Percentage</u>	<u>Dollars</u>	<u>Total Percentage</u>	<u>Dollars</u>
Residential Property	\$1,060,002	3.0%	\$965,171	2.4%	\$ 772,137	4.1%	\$2,797,309
Commercial Property	394,766	3.4%	407,375	0.0%	-	2.6%	802,141
Multiresidential	37,457	-0.7%	(7,958)	-4.8%	(54,569)	-4.4%	(25,070)
Utilities	74,494	-0.6%	(13,566)	0.0%	-	-4.4%	60,928
Industrial Property	49,229	14.6%	218,148	0.0%	-	-0.2%	267,377
Agricultural Land/Structures	<u>52,631</u>	0.0%	<u>-</u>	3.1%	<u>46,319</u>	3.3%	<u>98,950</u>
All Classes	<u>\$1,668,578</u>		<u>\$1,569,170</u>		<u>\$763,887</u>		<u>\$4,001,634</u>
Estimated Taxes at \$6.01 / \$5.82; Gross dollars before credits							

FY 2021 Change in Tax Dollars by Class – Urban Rate

	Change in rate \$0.22	Revaluation		Rollback			
<u>COUNTY-WIDE</u>	<u>Rate Increase</u>	<u>Revaluation Percentage</u>	<u>Valuation Dollars</u>	<u>Rollback Percentage</u>	<u>Dollars</u>	<u>Total Percentage</u>	<u>Dollars</u>
Residential Property	\$1,275,985	4.2%	\$1,466,657	-3.2%	(\$1,117,454)	1.0%	\$1,625,188
Commercial Property	466,286	8.1%	1,033,645	0.0%	-	8.1%	1,499,931
Multiresidential	40,430	22.8%	252,274	-4.8%	(53,110)	18.0%	239,594
Utilities	84,517	-3.2%	(74,016)	0.0%	-	-3.2%	10,501
Industrial Property	64,424	2.0%	35,261	0.0%	-	2.0%	99,685
Agricultural Land/Structures	<u>61,975</u>	-38.3%	<u>(649,600)</u>	45.1%	<u>795,170</u>	6.8%	<u>207,545</u>
All Classes	<u>\$1,993,617</u>		<u>\$2,064,221</u>		<u>(\$375,394)</u>		<u>\$3,682,444</u>
Estimated Taxes at \$6.21 / \$5.99; Gross dollars before credits							

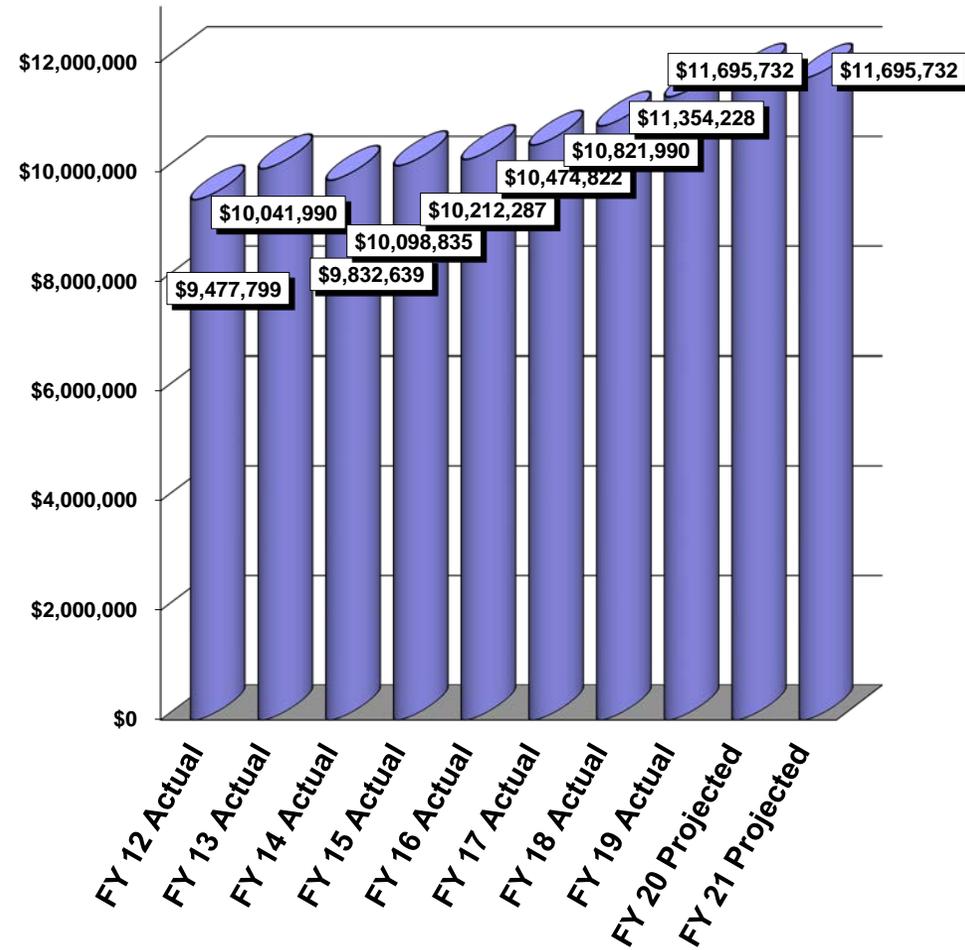
Change in Tax Dollars

FY 20	County-Wide	Unincorporated	Total
Rate Increase / Reduction	\$ 1,668,578	\$ (16,871)	\$ 1,651,707
Revaluation / Growth Change	1,569,170	44,090	1,613,260
Rollback Change	<u>763,887</u>	<u>70,980</u>	<u>834,867</u>
	<u>\$ 4,001,634</u>	<u>\$ 98,199</u>	<u>\$4,099,833</u>

FY 21	County-Wide	Unincorporated	Total
Rate Increase	\$ 1,993,617	\$ 13,118	\$ 2,006,735
Revaluation / Growth / Decline Change	2,064,221	(203,505)	1,860,716
Rollback Change	<u>(375,394)</u>	<u>252,040</u>	<u>(123,354)</u>
	<u>\$ 3,682,444</u>	<u>\$ 61,653</u>	<u>\$ 3,744,097</u>

Fund Balance Review

Fiscal Year	Unassigned Percent
FY 11	16.3%
FY 12	18.8%
FY 13	18.3%
FY 14	20.0%
FY 15	20.0%
FY 16	19.8%
FY 17	20.0%
FY 18	20.0%
FY 19	20.0%
FY 20 Projected	19.0%
FY 21 Projected	18.3%



FY21 Changes to Operating Budget

- Personnel: Cost of living wage increases of \$647,315 in General Fund:

Group	FY 2021 COLA
Nonunion	2.5%
AFSCME	2.5%
Teamsters	2.5%
DSA	2.5%
PPME	2.5%
Elected Officials	2%, 2.5%, 8%

- General Fund increase is \$1,353,244 or 4.9% of FY 20 budgeted salaries; includes newly budgeted positions (\$405,280)
 - A CPI range of 1.5% to 2.3% as July 2019 and December 2019.



FY20 Changes to Operating Budget

- Benefits
 - Budgeted Health Insurance at 8% increase based on recent experience
- Impact of all benefits to General Fund increase is \$752,000 or 6.6% of FY 20 Budget; includes newly budgeted positions



FY 21 Changes to Operating Budget

Position Changes	Fund	Requested FTE	Recommended FTE	Ins. Benefits	
Additions:					
Assistant Attorney *	General Fund	2.0	0.0	Yes	Impact to General Fund: \$639,188
Children's Behavioral Health Coordinator	Mental Health	1.0	1.0	Yes	
Information Security Analyst	General Fund	1.0	1.0	Yes	Impact to MH Fund: 75,898
Multi-Service Clerk (Recorders Office)	General Fund	0.5	0.00	Yes	* Non Departmental Funds of \$585,959 set aside for 5.5 deputies, 2 attorneys within General Fund
Classification Specialist / CO Sgt	General Fund	0.0	0.0	N/A	
Corrections Officer	General Fund	9.0	5.0	Yes	
Deputy *	General Fund	7.0	0.0	Yes	
Bailiff	General Fund	2.0	0.0	Yes	
Revenue Collection Specialist ^	General Fund	0.0	0.0	N/A	
Multi-Service Clerk (Treasurer)	General Fund	<u>2.0</u>	<u>1.0</u>	Yes	
^R - Recommended		24.5	8.0		

FY 21 Changes to Operating Budget

Changes for Authorized Agencies:

- SECC – (\$50,000)
- Humane Society – (\$33,317), Transferred to Contracted Expense within Health Department
- Library – \$7,638
- QC First – \$500
- External funding request received from outside agencies; not recommended to be funded at this time.



FY21 Changes to Mental Health Fund

- SF 504 allows for Scott County to levy up to new maximum of \$30.78 per capita or \$5,333,651. FY 20 was \$5,309,827. Tax levy rate decreases \$0.015. Old maximum was \$3,308,032.
- Region has a fund balance of \$3.2 M as of December 31, 2019. Scott County has an approximate share of \$1.3 M of this balance; however, Fiscal Agent fund balance is \$300,000.
- Muscatine County has voted to leave the region as of July 1, 2020.
- Region & Individual Counties may reach maximum of 40% fund balance by June 30, 2022 or state will mandate a reduction in FY 2024 tax levies. **Measured by County.**
 - Region 26% as of December 31, 2019
 - Scott County estimated fund balance percentage is 18% as of December 31, 2019.
- Based on projected expenditures for region, maximum funding is required from all members. The region has been deficit spending for a number of years to reach 20% fund balance by June 30, 2020. The region is determining how to right-size budget for FY 21 and there after.



FY 21 Changes to Other Funds

- Debt Service Fund:

	Debt Service	Paid by Debt Tax Levy
Solid Waste Recycling	\$ 562,131	\$ -
Emergency Equipment	2,331,500	1,113,804
PSA Lease – 2012	1,853,318	1,853,318
PSA Lease – 2013	<u>120,300</u>	<u>120,300</u>
Total	\$4,867,249	\$3,087,422

Tax levy rate increase of \$0.11 to pay for SECC equipment refinancing, infrastructure and radio equipment



FY21 Changes to Other Funds

- Rural Services Fund: Library budget increased by \$7,638. The transfer to Secondary Roads Fund has increased \$46,000 due to the formula tied to assessed valuation. Corresponding County General Fund formula increase is \$29,000.
 - 1.8% increase for Secondary Roads transfers from prior year; corresponds with taxable growth.
 - 75% of revenue potential
- Secondary Roads: Additional roadway construction and maintenance projects are scheduled due to the availability of resources.



Capital Fund

	FY 20 Estimate	FY 21 Budget	Significant Projects
Buildings and Grounds	\$ 2,665,425	\$ 1,820,000	Attorney Office Expansion; Jail HVAC; JDC Life Safety; Admin Security Enhancements
Technology and Equipment Acquisition	2,698,520	1,373,500	Network Edge Devices; ECM Recorders Office; IT Technology Assessment; IT Website; IT Esri Parcel
Other Projects	610,000	110,000	Property Acquisition / CAT Funding / Rail Spur
Conservation CIP	3,370,585	1,868,670	SCP Pioneer Village; WLP Lodge Design WLP Lake Restoration;
Bond Issuance	6,833,094	5,216,906	SECC Radio Tower Infrastructure and Radios
Vehicle Acquisition	525,000	329,000	Annual replacements
Secondary Roads Construction Equipment	750,000	750,000	General Equipment
Secondary Roads Construction	<u>4,453,000</u>	<u>2,265,000</u>	Two Bridges, Two HMA's
Total	\$21,905,624	\$13,733,076	

FY 19 - \$8.4 Million

FY 20 Original Budget - \$12.5 Million

Budget Calendar

<u>Meeting Type</u>	<u>Topic</u>	<u>Date</u>
Work Session	Operations	Tuesday, February 4, 2020
Work Session	Capital	Tuesday, February 11, 2020
Work Session	Sec. Rds./ Wrap	Tuesday, February 18, 2019
Public Hearing - Max Tax Levy	Hearing / Adoption	Thursday, February 20, 2020
Budget Adoption	Hearing / Adoption	Thursday, March 19, 2020



Summary

- Property Tax Rates:
 - Urban rate moves from \$5.99 to \$6.21
 - Rural rate moves from \$8.91 to \$9.11
- County budgeted funds at \$95,676,797 to fund operating and capital budget
- 2021 Capital budget fully funded without borrowing



Thank You

- Departments
- Budget Analysts
- Administrative Staff

