

FY22 Administration Recommended Budget

January 26, 2021



Thank You

- Departments & Authorized Agencies
- Administrative Staff
 - Renee Luze-Johnson
 - Chris Berge

- Budget Analysts
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FY 22 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



FY22 Budget Overview

- Incorporate Strategic Planning Goals into Departmental Budgets – FY 21 Amendment and FY 22 Budget.
- Capital Plan continues investment in Conservation, Technology, and Building Maintenance / upgrades.



County Budgeting – Budgeting for Outcomes

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

9 Service Areas

- 18 Operating Departments
- 13 Authorized Agencies
- Numerous partner agencies, boards, or commissions

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

Goals – Strategic Plan and Departmental performance measurements (BFO's)

Financially Responsible

- County Wide
- Dept.

Economic Growth

- County Wide
- Dept.

Performing Organization

- County Wide
- Dept.

Great Place to Live

- County Wide
- Dept.

Budget Goals: FY 22 Budget or FY 21 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; programs
- 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
 - Unfunded



Budget Goals: FY 22 Budget or FY 21 Amendment

Top Management Priorities:

- Cyber Security
 - \$150,000 set aside in FY2022 Capital Budget.
- Long Term Financing – Capital Improvement vs Operating Costs Analysis and Strategy
 - Further Study through budgeting
- Medic 28E Agreement and Implementation
 - Current study analysis



Budget Goals: FY 22 Budget or FY 21 Amendment

Top Management Priorities (Ongoing):

- Business Continuity Of Operation Plan (COOP / COG)
 - Study Complete
- Campus Security Plan
 - Current Study, \$68,000 reserved FY 22 within Capital Planning
- County Economic Develop Policy, Role, Initiatives, TIF
 - Dependent on Legislative Action
- Industrial Park Development
 - Collaborative efforts with Partners
- Lead Abatement
 - \$175,000 paid to date up to \$500,000
- Mental Health Funding: Policy Strategy
 - Max tax levy to maximum per capita, \$30.78, \$5,323,186
 - Legislative advocacy
- SECC Radio System
 - Bond Issue in FY 2020; Debt and Capital investment; Intergovernmental relations
- West Lake Restoration
 - Capital Budget, Department Operations

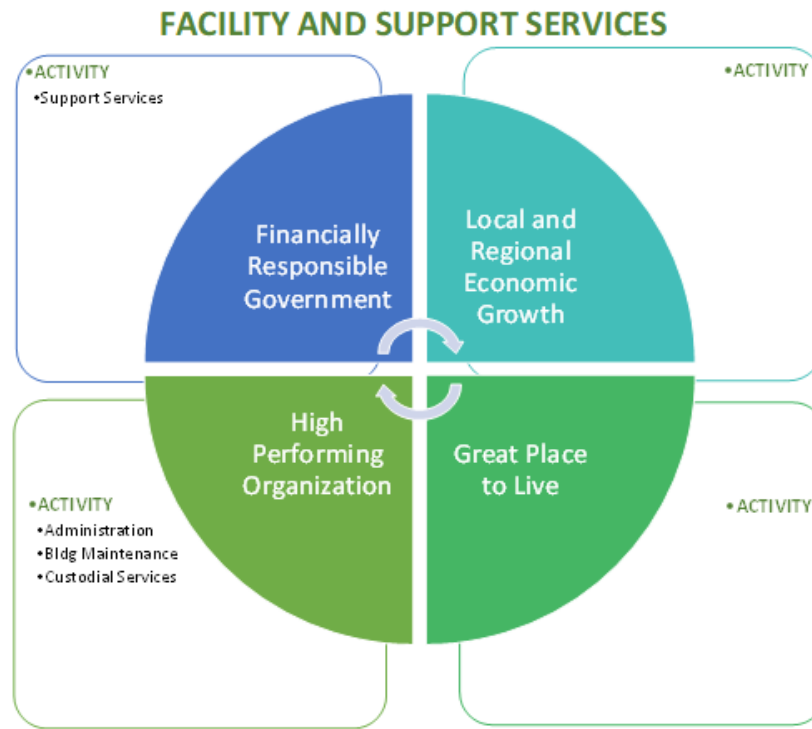


Budget Goals: FY 22 Budget or FY 21 Amendment

Department Goals

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





Goals and Outcomes Top Performance Measurements

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

Big Goals at a Glance

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



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

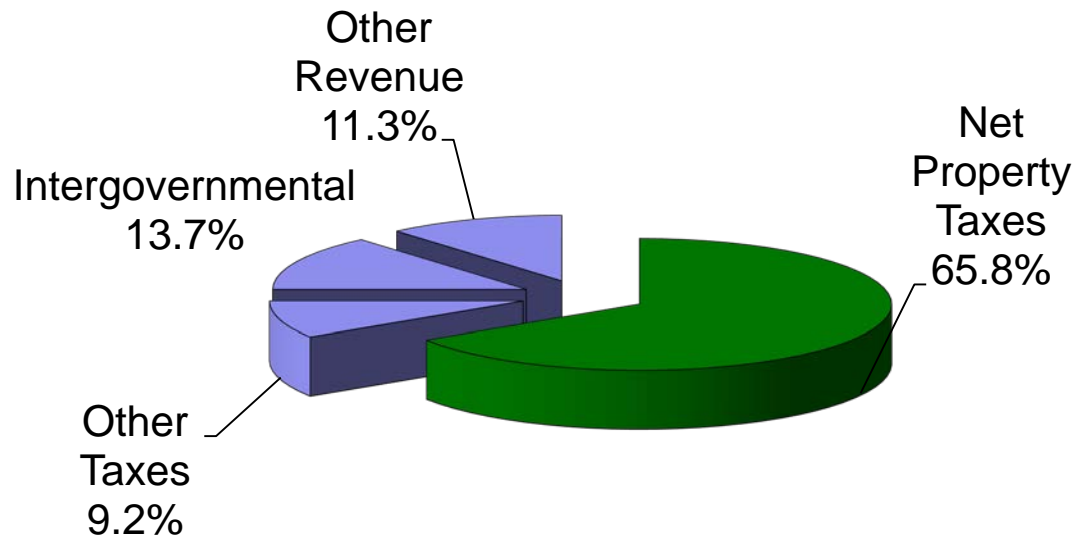
Outcome and Effectiveness:
Tie Board and Department Goals to Outcomes;
How will this be measured

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 Programs	Develop policies and procedures regarding fleet				

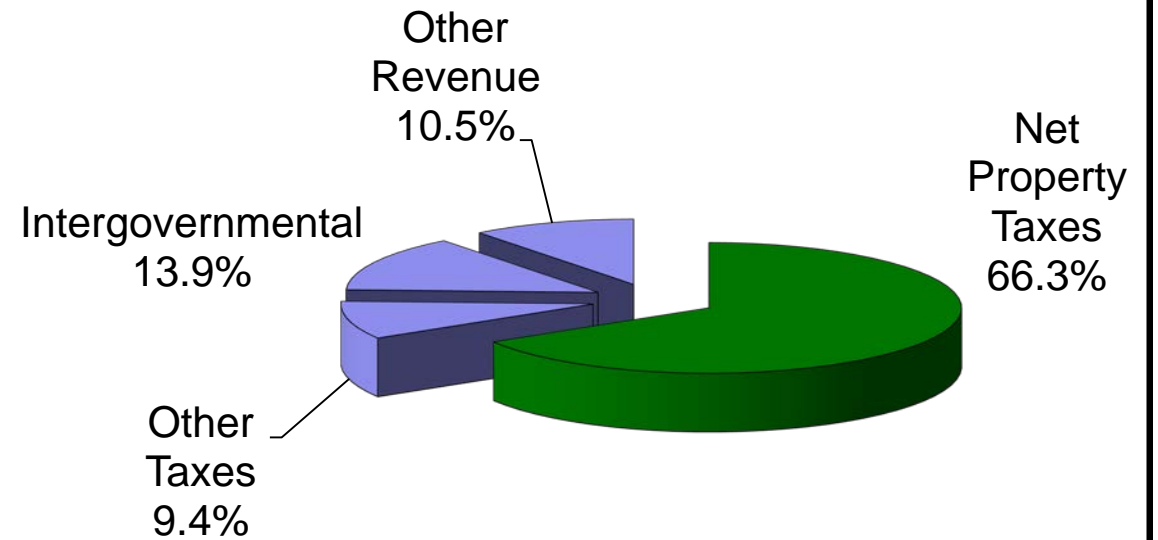
Projected:
Update current and FY 21 status;
How is FY 22 to be measured?

Revenues by Source

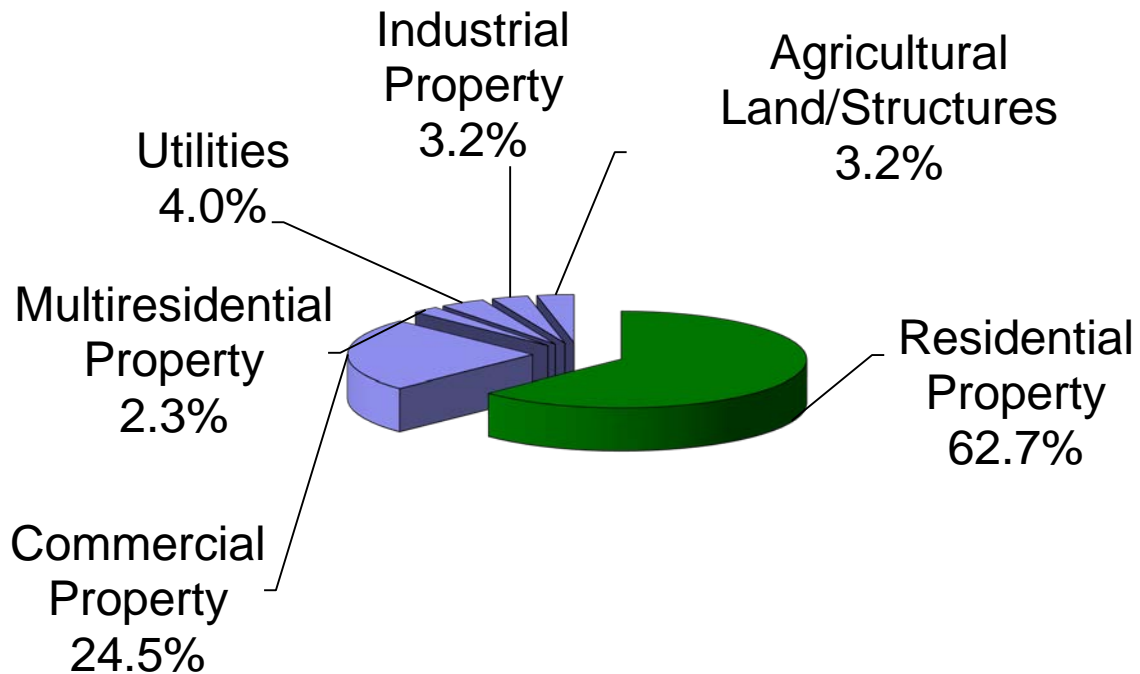
FY21 BUDGET: \$87,324,826



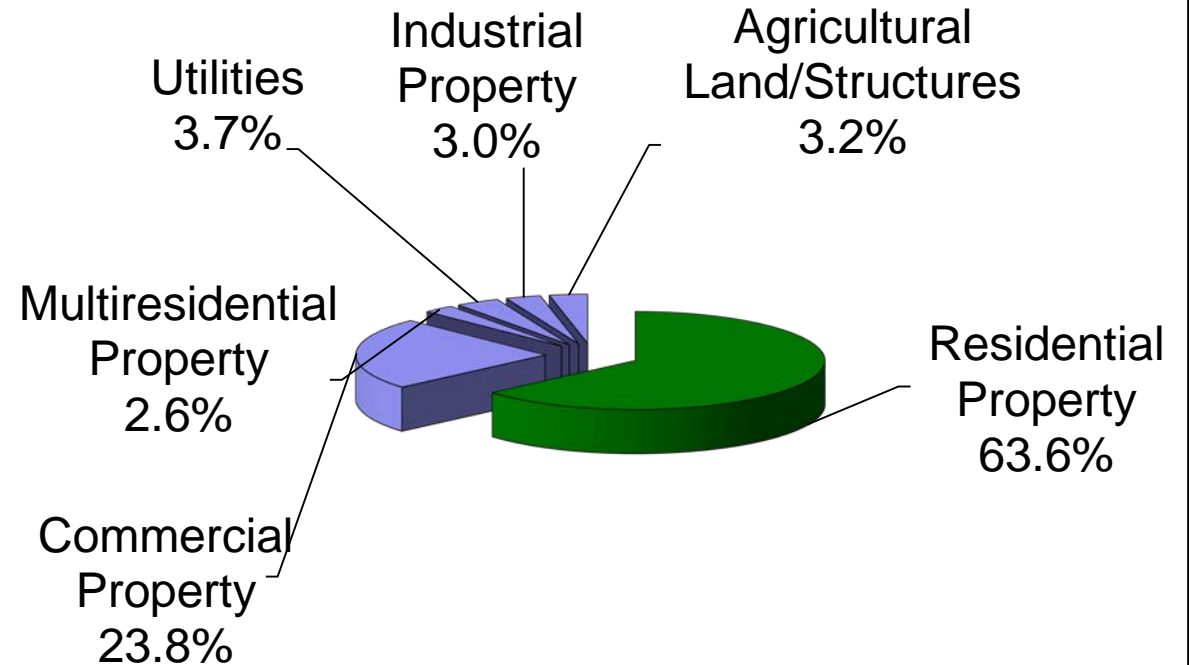
FY22 BUDGET: \$89,348,445



Taxable Valuation



FY 21 Total Tax Base: \$9,378,775,274



FY 22 Total Tax Base: \$9,643,505,616

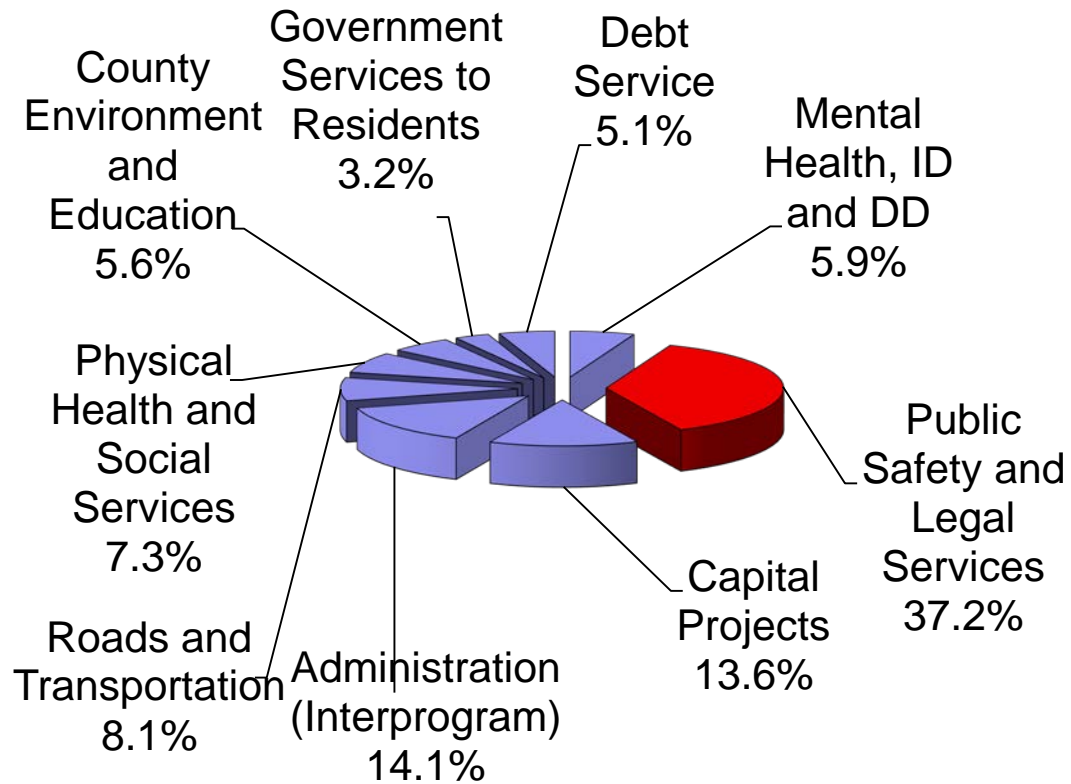
Taxable Valuation Comparison

	January 1,2019 <u>For FY21</u>	% of <u>Total</u>	January 1,2020 <u>For FY22</u>	% of <u>Total</u>	Amount <u>Change</u>	% <u>Change</u>
<u>COUNTY-WIDE</u>						
Residential Property	5,884,000,347	62.7%	6,135,181,293	63.6%	251,180,946	4.3%
Commercial Property	2,301,048,375	24.5%	2,294,740,006	23.8%	(6,308,369)	-0.3%
Multiresidential	217,847,078	2.3%	253,947,530	2.6%	36,100,452	16.6%
Utilities	373,497,069	4.0%	359,446,370	3.7%	(14,050,699)	-3.8%
Industrial Property	300,121,010	3.2%	288,205,848	3.0%	(11,915,162)	-4.0%
Agricultural Land/Structures	<u>302,261,395</u>	<u>3.2%</u>	<u>311,984,569</u>	<u>3.2%</u>	<u>9,723,174</u>	<u>3.2%</u>
All Classes	9,378,775,274	100.0%	9,643,505,616	100.0%	264,730,342	2.8%
<u>UNINCORPORATED AREAS</u>						
Residential Property	743,011,091	65.2%	773,002,726	65.6%	29,991,635	4.0%
Commercial Property	48,378,389	4.2%	49,030,493	4.2%	652,104	1.3%
Multiresidential	9,243,665	0.8%	9,043,985	0.1%	(199,680)	-2.2%
Utilities	75,966,318	6.7%	75,757,668	6.4%	(208,650)	-0.3%
Industrial Property	1,644,507	0.1%	1,639,782	0.1%	(4,725)	-0.3%
Agricultural Land/Structures	<u>262,049,543</u>	<u>23.0%</u>	<u>270,739,437</u>	<u>23.0%</u>	<u>8,689,894</u>	<u>3.3%</u>
Total	1,140,293,513	100.0%	1,179,214,091	100.0%	38,920,578	3.4%
Property in Cities	8,238,481,761	87.8%	8,464,291,525	87.8%	225,809,764	2.7%
Property in Rural Areas	<u>1,140,293,513</u>	<u>12.2%</u>	<u>1,179,214,091</u>	<u>12.2%</u>	<u>38,920,578</u>	<u>3.4%</u>
Total	9,378,775,274	100.0%	9,643,505,616	100.0%	264,730,342	2.8%

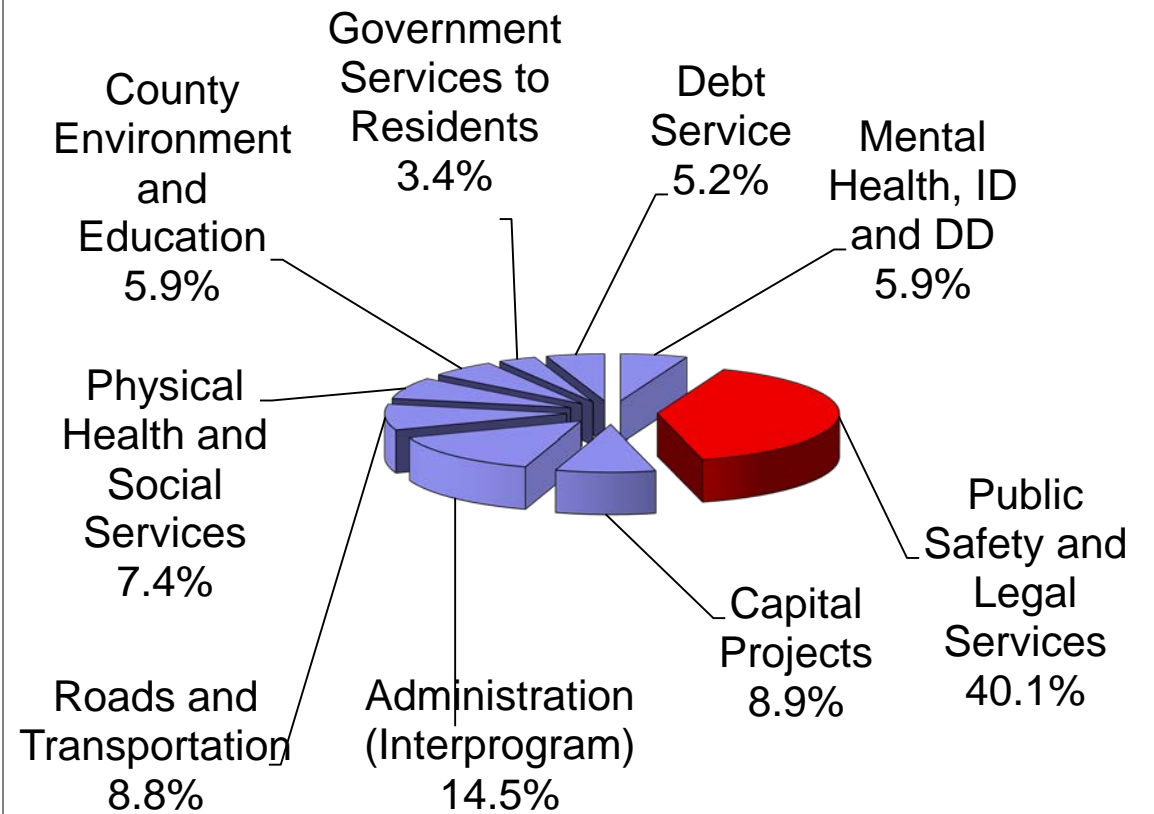


Overall Budget

FY21 BUDGET: \$95,676,797

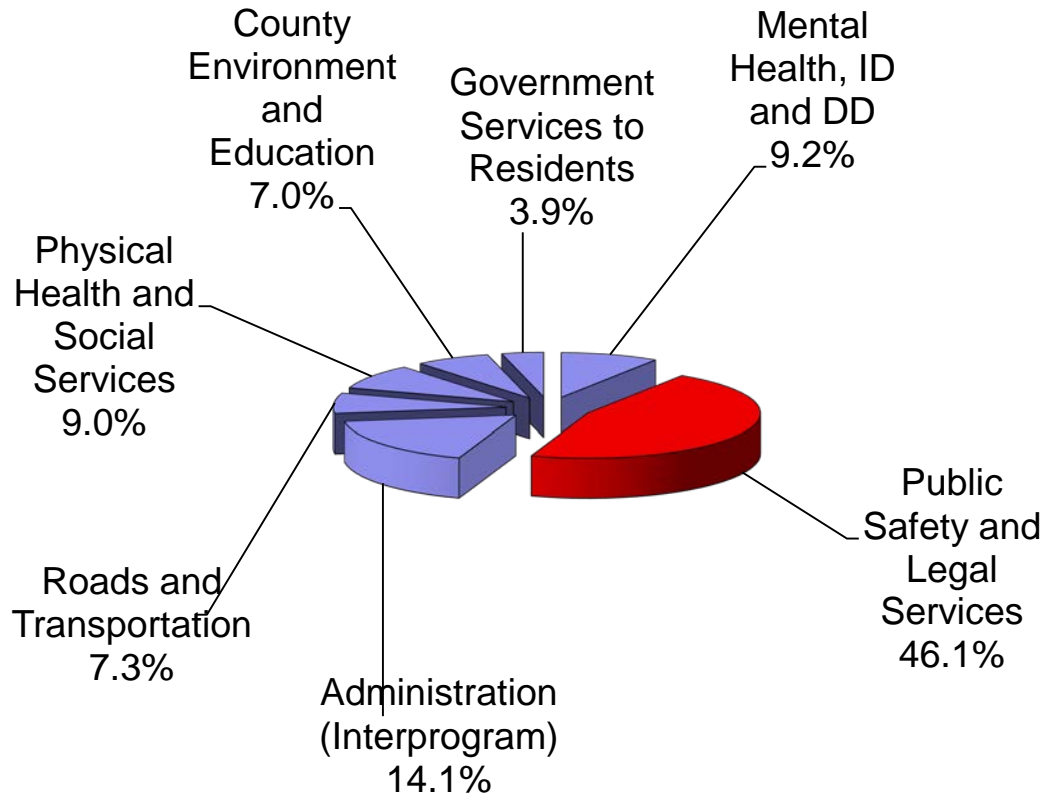


FY22 BUDGET: \$93,683,430

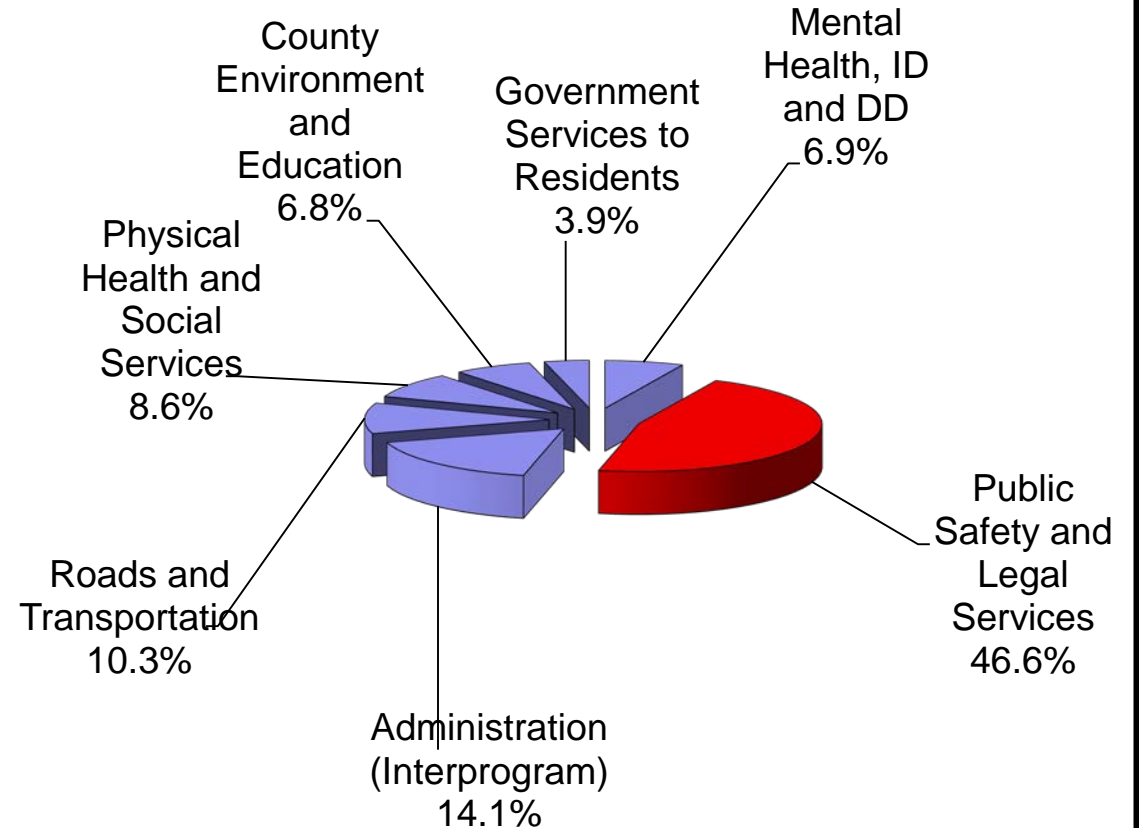


FY 22 Operating Budget



FY21 BUDGET: \$77,826,472



FY22 BUDGET: \$80,610,994

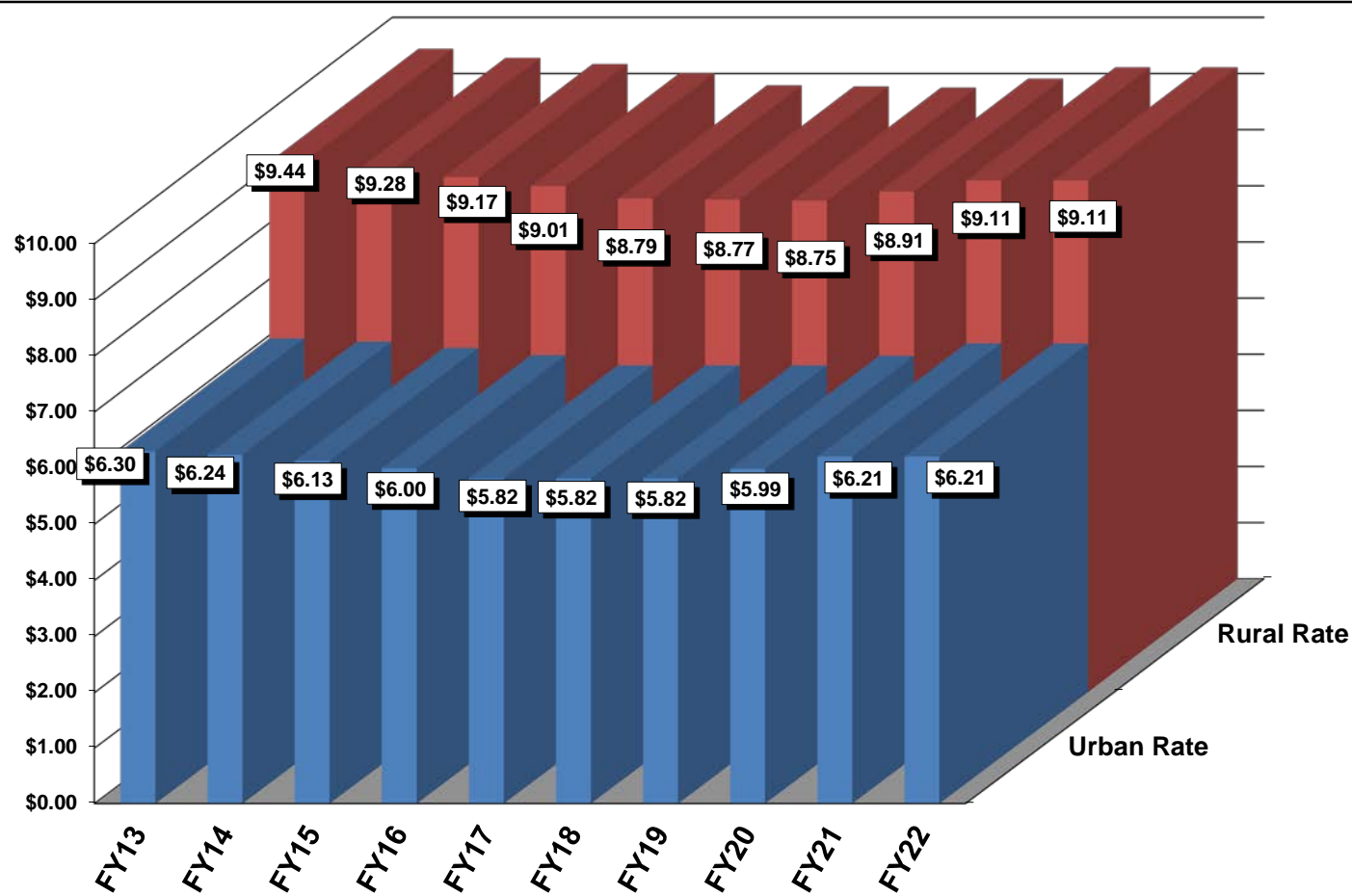


FY22 Budget Overview

- General Fund Budget
 - COLA / Steps / Benefit Estimates
 - Required transfers – SECC, EMA, Secondary Roads
 - Strategic Plan - \$313,000 use of assigned fund balance spending in FY 22
- Ending General Fund Unassigned Balance Estimate \$14,210,724 or 21.5% of FY 22 expenditures
- Urban Levy Rate  FY21 – \$6.21 FY22 – \$6.21
- Rural Levy Rate  FY21 – \$9.11 FY22 – \$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	\$4.20 2.45%	\$8.40 2.45%	\$12.59 2.45%
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	\$6.07 2.42%	\$12.14 2.42%	\$18.21 2.42%
	<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	\$34.94 3.36%	\$52.41 3.36%	\$69.885 3.36%
<i>Combined Farm Home and Land</i>	\$41.01 3.18%	\$64.55 3.13%	\$88.09 3.11%

As of January, 2021 the median value of owner-occupied housing units, 2015 - 2019 was \$163,200 (U.S. Census.gov, as of January 19, 2021)

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	\$0.40 0.0%	\$1.62 0.0%	\$4.86 0.0%	\$8.10 0.0%
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	-\$0.12 0.0%	-\$0.47 0.0%	-\$1.40 0.00%	-\$2.34 0.0%



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	-\$73.48 -6.6%	-\$293.92 -6.6%	-\$881.77 -6.6%	-\$1,469.61 -6.6%
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	-\$108.32 -6.7%	-\$433.28 -6.7%	-\$1,299.84 -6.7%	-\$2,166.40 -6.7%



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							

FY 2022 Change in Tax Dollars by Class – Urban Rate

	Change in rate \$0.00	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	\$10,591	1.9%	\$694,795	2.4%	\$877,636	4.3%	\$1,583,023
Commercial Property	4,142	-0.3%	(42,902)	0.0%	-	-0.3%	(38,760)
Multiresidential	392	21.8%	295,147	-5.2%	(70,402)	16.6%	225,137
Utilities	672	-2.3%	(53,388)	0.0%	(34,818)	-3.8%	(87,534)
Industrial Property	540	-4.0%	(74,608)	0.0%	-	-4.0%	(74,068)
Agricultural Land/Structures	544	0.1%	1,879	3.1%	57,821	3.2%	60,244
All Classes	<u>\$16,882</u>		<u>\$820,923</u>		<u>\$830,237</u>		<u>\$1,668,042</u>
Estimated Taxes at \$6.21 / \$6.21; Gross dollars before credits							

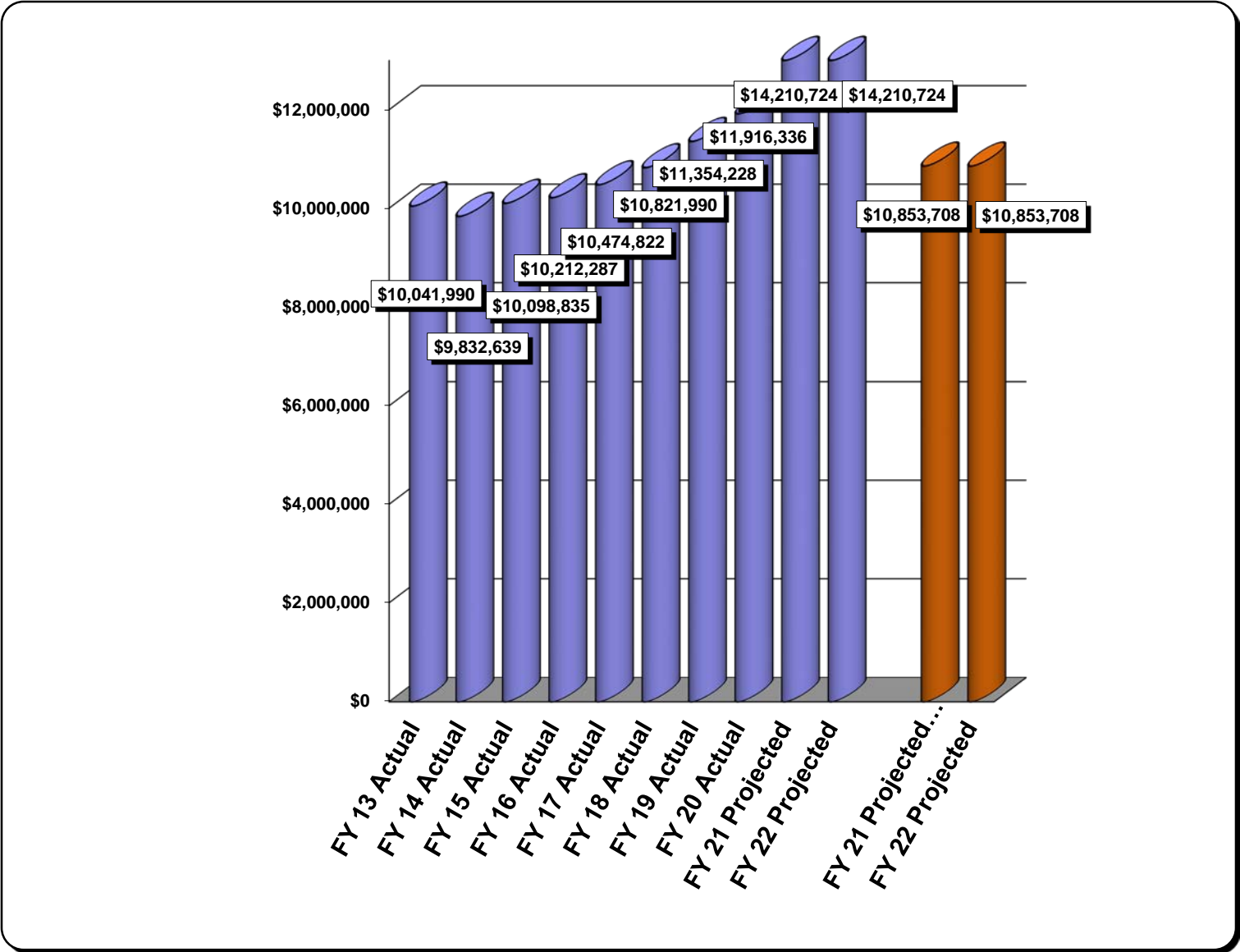
Change in Tax Dollars

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>

FY 22	County-Wide	Unincorporated	Total
Rate Increase	\$ 16,882	(\$ 593)	\$ 16,289
Revaluation / Growth / Decline Change	820,923	44,945	865,868
Rollback Change	<u>830,237</u>	<u>70,657</u>	<u>900,895</u>
	<u>\$ 1,668,042</u>	<u>\$ 115,010</u>	<u>\$ 1,783,051</u>

Fund Balance Review

Fiscal Year	Unassigned Percent	No COVID Grants
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	20.0%	
FY 21 Projected	21.9%	16.7%
FY 22 Projected	21.5%	16.4%



FY22 Changes to Operating Budget

- Personnel: Cost of living wage increases of \$711,160 salary and benefits in General Fund and Mental Health Fund:

Group	FY 2022 COLA
Nonunion	2.25%
AFSCME	2.25%
Teamsters	2.25%
DSA	2.50%
PPME	2.25%
Elected Officials	16% Sheriff; 2% all others

- General Fund increase is \$1,256,172 or 4.3% of FY 21 budgeted salaries of \$29,236,549 to \$30,492,721; includes newly budgeted positions, mid year (\$89,187)
 - A CPI range of 0.4% to 1.1% as July 2020 and December 2020.



FY22 Changes to Operating Budget

- Benefits
 - Budgeted Health Insurance at 7% increase based on recent experience
- Impact of all benefits to General Fund increase is \$493,000 or 4.1% of FY 21 Budget of \$12,153,957 to \$12,646,543; includes newly budgeted positions



FY 21 Amendment Changes to Operating Budget

Position Changes	Fund	FTE
Additions:		
Assistant Attorney	General Fund	2.0
Maternal, Child, Adolescent Health Nurse	General Fund	(0.2)
Disease Intervention Specialist	General Fund	(1.0)
Public Health Nurse	General Fund	1.0
Sheriff's Deputy	General Fund	7.0
Teamsters Corrections Officer	General Fund	5.0
Multi-Service Clerk	General Fund	1.0
Information Security Analyst	General Fund	<u>1.0</u>
		15.8

\$585,959 salary / benefits reserved in General Fund Non-departmental – transferred to departments in budget amendment.

Also – Requested position change for P & D reclassification.



FY 22 Changes to Operating Budget

Position Changes	Fund	Requested FTE	Recommended FTE	Ins. Benefits
Additions:				
Roadside Vegetation Specialist – Weed Commissioner Duties	Secondary Roads	0.0	0.0	N/A
Detention Youth Supervisor	General	1.0	1.0	N/A
Detention Youth Counselor	General	(1.0)	(1.0)	N/A
Multi-Service Clerk	General	1.0	1.0	Yes
Senior Electronics System Technician	General	1.0	1.0	N/A
Electronics Systems Technician	General	(1.0)	(1.0)	N/A
Legal Secretary	General	1.0	1.0	Yes
Paralegal	General	1.0	1.0	Yes
Senior Office Assistant	General	<u>1.0</u>	<u>1.0</u>	Yes
^R – Recommended effective 1/1/22		4.0	4.0	

Impact to General Fund:
\$293,953 total
½ Year:
\$147,000

Impact to Secondary Roads Fund:
\$3,633

FY 22 Changes to Operating Budget

Changes for Authorized Agencies:

- Library - \$5,952
- Emergency Management Agency - \$32,000
- SECC - \$300,000

External funding request received from outside agencies

- Capital Plan and General Non Departmental



FY22 Changes to Mental Health Fund

- SF 504 allows for Scott County to levy up to new maximum of \$30.78 per capita or \$5,323,186. FY 21 was \$5,333,651. Tax levy rate decreases \$0.017.
- Region has a fund balance of \$4.6 M as of December 31, 2020. Scott County has an approximate share of \$1.8 M of this balance; however, Fiscal Agent fund balance is \$696,000.
- 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 54% as of December 31, 2020
 - Scott County estimated fund balance percentage is 38% as of December 31, 2020.
- Based on projected expenditures for region for FY 20 /FY 21, the Region is determining how to meet the standard as they are now projected to be over. COVID-19 has delayed many expenditures. The region is determining how to right-size budget for FY 22 and there after.



FY 22 Changes to Other Funds

- Debt Service Fund:

	Debt Service	Paid by Debt Tax Levy	Obligated through
Solid Waste Recycling	\$ 561,031	\$ -	2035
Emergency Equipment	2,339,500	1,108,750	2028
PSA Lease – 2012	<u>1,947,618</u>	<u>1,947,618</u>	2025
Total	\$4,848,149	\$3,056,368	

Tax levy rate decrease of \$0.013 to pay for SECC equipment refinancing, infrastructure and radio equipment



FY22 Changes to Other Funds

- Rural Services Fund: The transfer to Secondary Roads Fund has increased \$93,222 due to the formula tied to assessed valuation. Corresponding County General Fund formula increase is \$27,000. Library contribution increased by \$5,952.
 - 3.4% increase for Secondary Roads transfers from prior year; corresponds with taxable growth.
 - 75% of revenue potential
- Secondary Roads: Roadway construction and maintenance projects are scheduled due to the availability of resources.



Capital Fund

	FY 21 Estimate	FY 22 Budget	Significant Projects
Buildings and Grounds	\$ 2,361,394	\$ 1,751,400	Attorney Office Expansion; Jail HVAC; JDC Life Safety; Admin Reclad and Windows
Technology and Equipment Acquisition	1,556,609	1,749,000	Network WANS /Access Layer; ECM Recorders Office; IT Technology Assessment; IT Website; IT
Other Projects	90,000	50,000	Rail Spur / CAT Funding
Conservation CIP	3,813,917	1,887,800	SCP Pioneer Village; WLP Lodge Design WLP Lake Restoration; WAPSI Ed Center Development
Bond Issuance	7,722,943	1,636,087	SECC Radio Tower Infrastructure and Radios
Vehicle Acquisition	478,389	350,000	Annual replacements
Secondary Roads Construction Equipment	750,000	750,000	General Equipment
Secondary Roads Construction	<u>2,658,269</u>	<u>800,000</u>	One Bridge, Two HMA's
Total	\$19,781,521	\$8,974,287	

FY 20 - \$13 Million

FY 21 Original Budget - \$13.7 Million

Budget Calendar

<u>Meeting Type</u>	<u>Topic</u>	<u>Date</u>
Work Session	Operations	Tuesday, February 2, 2021 - COW
Work Session	Capital / Sec Rds.	Tuesday, February 9, 2021 - Special
Work Session	Wrap	Tuesday, February 16, 2021 - COW
Public Hearing	Hearing / Adoption	Thursday, February 18, 2021
Max Tax Levy		
Budget Adoption	Hearing / Adoption	Thursday, March 18, 2021



Summary

- Property Tax Rates:
 - Urban rate remains the same at \$6.21
 - Rural rate remains the same at \$9.11
- County budgeted funds at \$93,683,430 to fund operating and capital budget
- 2022 Capital budget fully funded without borrowing

