

SCOTT COUNTY, IOWA

2003-04 BUDGET PLAN

Document Prepared By

Scott County Administration Office

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SCOTT COUNTY, IOWA

We Serve Our Citizens With

Professionalism **Doing It Right**

Responsiveness **Doing It Now**

Involvement **Doing It Together**

Dedication **Doing It With Commitment**

Excellence **Doing It Well**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Scott County
Iowa**

For the Fiscal Year Beginning
July 1, 2002

President

Executive Director

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, 2002. 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.

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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 2003-04 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: *General Fund, Special Revenue Funds, Debt Service Fund and Other Funds* (which include the capital improvement fund, the golf course enterprise fund, and various internal services reserve funds: electronic equipment, group health self-insurance, and vehicle replacement funds)

The *Department/Authorized Agency Detail Section* presents program performance budget (PPB) information. This detail includes a program description, performance objectives, performance indicators (demand, workload, productivity and effectiveness), and a written budget analysis for each program. 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 FY02 status, the budget and projected FY03 status, and the requested and adopted FY04 status. Departments and authorized agency **programs are grouped functionally, - i.e., public safety, court 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, the County's pay plan for FY04, and budget total summaries for departments/authorized agencies. The County's basis of accounting, various financial management policies and miscellaneous statistics about Scott County are also located in the Supplemental Information Section.

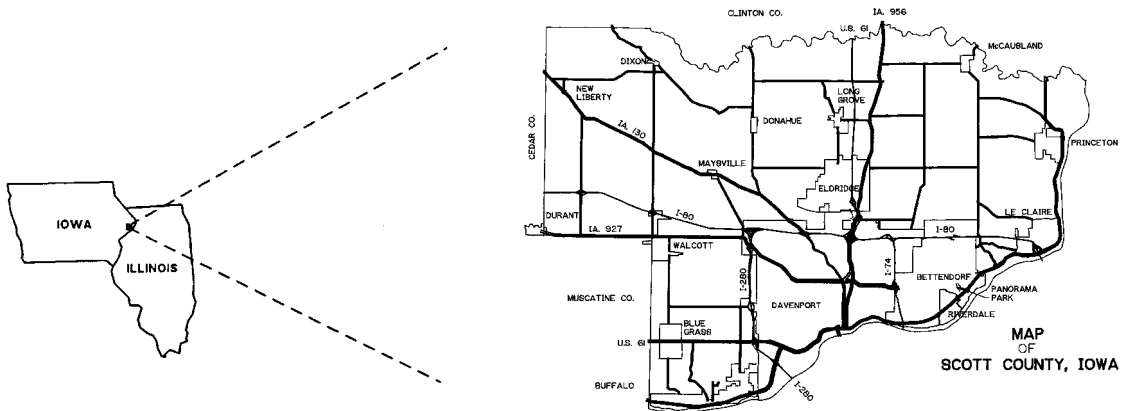
Past to the Present



Scott County is a part of the metropolitan area. The counties Henry (Illinois), make up the Metropolitan Statistical Area, DRIM-MSA, with a population of approximately 350,000.

"Quad-Cities": a three county of Scott (Iowa), Rock Island and Davenport-Rock Island-Moline

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 Mississippi River 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 second largest metropolitan area in 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.

Only recently have there been dramatic changes in the actual governing of the county. In 1979 an administrator form of government was adopted, and the Board of Supervisors hired a county administrator. Subsequently, staff and departments have grown in efficiency and capacity to serve citizens. 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 158,668 people of Scott County to greater prosperity and growth.

BOARD OF SUPERVISORS

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Chairman
JIM HANCOCK
Vice Chairman
GREGORY P. ADAMSON
OTTO L. EWOLDT
LARRY MINARD

March 11, 2003

TO: The Citizens of Scott County

RE: 2003-04 Budget Message

The budget for Fiscal Year 2003-04 is hereby presented as reviewed and adopted by the Board of Supervisors after appropriate public information meetings and public hearings. 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.

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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.

In the mid-1980's the Scott County Board of Supervisors began using a formalized goal setting process using an outside facilitator. Target issues are identified and established every other January following the fall election for a two-year period. Team building activities are also worked on during this process. The current target issues are listed below together with their action plans:

TARGET ISSUES AND MANAGEMENT AGENDA

Jail Direction

- Action Plan:**
1. *Foster inter-agency cooperation and monitor developments in Criminal Justice System.*
 2. *Conduct jail population needs assessment Phase I Study.*
 3. *Present finding of Needs Study to Board.*
 4. *Decision on Physical Facilities Study.*

Transition to New County Administration

- Action Plan:**
1. *Define expectations for new County Administrator.*
 2. *Develop selection process for new County Administrator.*
 3. *Recruit and select new County Administrator.*
 4. *Recruit and select Assistant County Administrator.*
 5. *Develop and implement transition plan.*

EMS Direction

- Action Plan:**
1. *Create a EMS Study Committee.*
 2. *Study current system and develop plan.*
 3. *Decision on future direction.*
 4. *Implementation of plan.*

Employee Retention: Evaluation and Plan

- Action Plan:**
1. *Continue monitoring of employee retention action plan.*
 2. *Complete salary study.*
 3. *Review and revise employee appraisal system and bonus program.*
 4. *Review and revise employee orientation program.*
 5. *Develop employee mentor program.*
 6. *Implement employee training program.*

Space Utilization

- Action Plan:**
1. *Complete schematic design for BiCentennial Building master plan improvements.*
 2. *Undertake master plan scheduled improvements for BiCentennial Building.*
 3. *Undertake master plan scheduled improvements for Courthouse.*

Computer/Technology: Strategy Action Plan

- Action Plan:**
1. *Implementation of technology assessment report strategies.*
 2. *Prepare strategic plan on GIS implementation.*

Property Tax Limitation Strategy

- Action Plan:**
1. *Monitor State Legislation for property tax limitation.*
 2. *Lobby for Scott County's position.*

"E-Commerce": Action Plan

- Action Plan:**
1. *Create E-Commerce Task Force.*
 2. *Develop E-Commerce strategic plan.*
 3. *Present plan to Board and seek direction.*

Conservation Strategic Plan

- Action Plan:**
1. *Develop strategic plan for Conservation.*
 2. *Review plan with Conservation Board.*
 3. *Review plan with Board of Supervisors.*

Financial Policies and Plan: Evaluation and Refinement

- Action Plan:**
1. Prepare recommendation for revision to Financial Policies.
 2. Board decision on revised Financial Policies.

Law Enforcement Radio and Computer

- Action Plan:**
1. Implementation of automatic vehicle locator.
 2. Replace and implementation of Jail Management System.
 3. Replace and implementation of Civil Processing System.
 4. Transition of existing Computer Aided Dispatch (CAD) to City of Davenport CAD.
 5. Participating in developing plan for shared Law Enforcement Record System.

Juvenile Detention Facility

- Action Plan:**
1. Engage design consultant.
 2. Program and design Juvenile Detention expansion project.
 3. Construct new addition.
 4. Renovate existing space.
 5. Develop staffing plan.
 6. Implementation staffing plan.

Building Projects: Bi-Centennial Building/Courthouse Improvements

- Action Plan:**
1. Juvenile Court Services relocation.
 2. Complete Phase I renovation - 2nd and 3rd floor of Bi-Centennial.
 3. Complete Phase II renovation - 4th and 6th floor of Bi-Centennial.
 4. Complete Phase III renovation - 1st and 5th floor of Bi-Centennial.
 5. Complete elevator tower addition at Courthouse.
 6. Renovate lower level Courthouse.

Medical Examiner/Autopsies

- Action Plan:**
1. Approach Medical Society for potential pathologists.
 2. Recruit new Medical Examiner and assistants.

GASB 34 (Accounting Practices)

- Action Plan:**
1. Develop compliance plan for new accounting reporting model (GASB).
 2. Implement plan.

Co-Location Driver License and Vehicle

- Action Plan:**
1. Review Iowa Department of Transportation's proposal.
 2. Implement relocation.

General Relief Guidelines: Review

- Action Plan:**
1. Review and revise General Relief guidelines.
 2. Present to Board for action.

Following the process of identifying biennial policy agenda priorities, detailed action plans are developed to address all policy priorities. Specific departments are identified in the action plan which are responsible to carry out each action step. The status on these action plans are reviewed quarterly by the Board with the County Administrator and the elected and appointed department heads.

At the biennial 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 goals and set out objectives as to how they can be achieved in both the long and short term. The process of developing comprehensive policy agenda priorities for the County is a continual process as the needs of the community changes.

The process of incorporating the biennial policy agenda priorities into the annual budget process is enhanced each year by having a pre-budget process meeting with the Board of Supervisors, County Administrator and the Budget Coordinator at which time the Board reemphasizes the policy agenda priorities and identifies additional specific areas to be reviewed during the upcoming budget process.

A section of the budget planning manual distributed to department heads and authorized agency directors prior to their start on developing their budget requests includes a listing of all policy agenda priorities 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 were directed to keep these policy agenda priorities and specific areas of budget review in mind when they were preparing and reviewing their FY04 budget submissions, highlighting whenever appropriate in their budget justifications and analysis how their requests supported and enhanced 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 FY04 budget process were:

1. Continued technology upgrades and training; Internet access; E-mail (Internet and Intranet); data base access; and public accessibility.
2. Cost impact of increased jail population and an outmoded jail facility.
3. Space utilization plan implementation.
4. Retention and development of employees.
5. Impact of potential legislation

The FY04 Budget Initiatives that addressed or impacted these areas are described below:

1. Continued technology upgrades and training

Internet access

E-mail (Internet and Intranet)

Data base access

Public accessibility

- Continued progress on the recommendations included in the 2000 Technology Assessment Report as a part of the FY04 CIP Plan
- The GIS Steering Committee has presented its strategic plan for an enterprise GIS system for Scott County which will lead to improved public accessibility to database and plat/map information via the Internet
- A GIS Coordinator position budgeted for FY04

2. Cost impact of increased jail population and an outmoded jail facility

- \$900,000 included in FY04 Budget to house inmates in out of County facilities
- \$584,836 included in FY04 Budget to fund alternatives to incarceration and in-facility jail programs (\$135,000 - Court Compliance Officers program; \$329,910 - prisoner substance abuse programs (in-facility and out); \$86,776 – match for possible grant for mental health pre-booking diversion program; \$33,150 - electronic monitoring system and other compliance and jail programs)
- \$364,170 – for additional jail staffing for in-facility programs and required relief factors
- Multi-year funding toward Phase Two Jail Review (dual track review of both additional alternatives to incarceration programs and a building development solution) (FY04 funding level - \$75,000)

3. Space utilization plan implementation

- The Scott County Bi-Centennial Building renovation project and the lower level of the Courthouse and security elevator will be completed in the current FY03 fiscal year. The proposed Capital Project Plan defers additional renovation of the Courthouse until FY06. This will allow gaming revenues to accumulate to continue to fund the project on a pay-as-you-go basis.
- General Fund tax levy transfer to Capital Fund for FY04 increased \$50,000 as previously approved

4. Retention and development of employees

- Continued funding of annual PRIDE celebration and County picnic
- Continued funding of employee tuition reimbursement program
- Continued funding of professional services for new training options including the Management Training Series and enhanced computer training for County employees
- Continued review and implementation of Employee Retention Task Force recommendations including the new appraisal/bonus system

5. Impact of potential legislation

- Monitoring proposed legislation regarding property tax limitations which would result in substantial service reductions and deferment/elimination of major maintenance and capital projects
- Scott County supports the Iowa State Association of Counties (ISAC) and the League of Municipalities position that recommends a comprehensive review of all tax revenues (property, income and sales taxes) and what services should be funded by each revenue stream
- Several property tax limitation bills currently under consideration by legislators including SF41, HF2, and HF25 which could severely impact the level of County services to its citizens
- May impact funding of County CIP Plan

Additionally, the FY04 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.

TAX RATE AND BASE

The property tax continues to be the major revenue source for Scott County. In FY04, total net property taxes represent 46% of total County revenues. This compares to 52% ten years ago in FY95. This reduction is due in part to the increased impact of the local option tax as approved by the County voters in the Fall of 1988 with the first collections received during FY90. Also, recent State property tax relief to Iowa counties for mental health-developmental disabilities services (MH-DD) has resulted in lower property taxes. The State Legislature in 1996 created a new, special revenue fund for County MH-DD services limiting what a county may spend in this area. Previously, uncontrolled MH-DD expenses had grown to approximately a third of the County's general operating budget. With MH-DD costs now removed from the County's general fund requirements, the likelihood of future general fund deficit spending should be greatly reduced.

Additionally, the Board's biennial Financial Initiatives Program which encourages County departments to identify innovative ways to increase non-tax revenues, reduce on-going expenditures and/or increase productivity has also had a significant impact on reducing the County's reliance on property taxes to support its budget.

There is some cause for concern at the time of preparing this budget transmittal letter that future deficit spending or substantial reductions in service levels may occur due to proposed property tax limitation legislation being discussed by the Iowa legislature during the past several sessions. Most of the services that are provided by Iowa counties are mandated by the State with many service levels not within the direct control of local government (i.e., general relief needs, jail inmate populations and the overall crime rate, economic business cycles that affect non-tax revenues like interest earnings, etc.)

Scott County has experienced or added several new additional public safety costs for housing inmates out of county due to jail over crowding, new alternatives to incarceration programs, and double digit increases in employee health care premiums. If any future proposed property tax limitation legislation passes Scott County would be unable to support current ongoing County service levels and react to increasing public safety costs, lower interest income due to reductions in rates and fund balances, increasing health costs, etc. ***Scott County officials favor a comprehensive study of the entire property tax system as opposed to any type of unilateral tax limitation legislation.***

Local option tax revenue (1% sales tax) estimates represent approximately 7% of total County revenues for FY04. The Board of Supervisors uses *all* estimated local option tax revenues to reduce General Fund property tax requirements for the ensuing fiscal year.

The tax rates per \$1,000 of taxable valuation for FY04 have been increased from \$4.48 to \$4.81, or 7.3% for property located in incorporated areas (cities) and from \$7.49 to \$7.71, or 2.9% for property located in unincorporated areas (townships). The FY04 corporate rate is 3% lower and the rural rate is 7.4% lower than the rates were ten (10) years ago (with inflation 25% higher during this period), as indicated below:

Fiscal Year	Corporate Rate	% Change	Rural Rate	% Change
1994-95	4.96037	3.0	8.32859	1.9
1995-96	4.42243	-10.8	7.83861	-5.9
1996-97	4.32655	-2.2	7.78103	-.7
1997-98	4.19239	-3.1	7.74642	-.4
1998-99	3.91472	-6.6	7.23492	-6.6
1999-00	4.05869	3.6	7.29139	0.8
2000-01	4.15929	2.5	7.13428	-2.2
2001-02	4.18290	0.6	7.23474	1.4
2002-03	4.48067	7.2	7.49188	3.6
2003-04	4.80887	7.3	7.71192	2.9

Scott County's corporate rate, rural rate, and property tax amount per capita rank *lowest* among the eight largest urban counties in Iowa even though we rank 3rd in population. **It is even more revealing that Scott County has the lowest property tax amount per capita of all 99 Iowa counties with the exception of Sioux County!**

The County's tax base has increased at an average rate of 3.8% annually over the past ten years. This relatively small annual increase is due in part to the state phasing out machinery and equipment assessments. Residential taxable valuations also reflect a State imposed rollback computation, currently at 51.4% of fair market value. This State rollback percentage resulted in a 0.5% decrease in individual residential properties' taxable assessments from the previous year. The current county wide taxable valuation base amount of \$5.2 billion dollars reflects a 1.8% increase from last year. Even with the State residential rollback, new construction and market valuation growth resulted in a 1.8% overall increase in total residential tax values. The residential class of property represents slightly over 51% of the County's total tax base.

STATE AND FEDERAL FUNDING

With the elimination of Federal Revenue Sharing in October 1986 the County now receives virtually no direct federal funding. Federal Revenue Sharing Funds were used to fund one-time capital improvements and projects. The capital improvement program is now funded primarily by Riverboat Gaming tax proceeds and property taxes. Secondary Roads projects are also funded with road use tax funds received from the State.

State aid for next year represents 29.9% of the total revenue sources for FY04. The total amount of \$16,032,716 is made up of \$5,249,492 in grants and reimbursements, \$2,708,072 in state shared revenues such as motor fuel and franchise taxes, \$1,072,781 in state property tax replacement credits against levied taxes, and \$7,002,371 in other State credits such as MH-DD property tax relief and personal property credit replacements.

County elected officials and staff continually work with state elected officials during the legislative sessions to stress the need for "fair play" requiring state funding for any and all new state mandated programs as well as trying to obtain additional funding for existing County funded state mandated programs. The County lauds the recent actions taken by the State to participate more fully in the funding of MH-DD services. However, as previously discussed, the County is very concerned that future legislatures may pass a property tax limitation bill which would severely impact the County's ability to properly fund needed services in the future. Also, current budget problems at the State level have reduced prior funding commitments to Counties for the MH-DD service system which may lead to service reductions to clients.

HOME RULE

"Home Rule" is the basic foundation for county government in Iowa. In 1978, Iowans adopted an amendment to the state constitution establishing this direction for their counties. This action empowered Iowans, through their elected county officials, to address matters of local concern in the best way deemed appropriate by those officials. The people wanted government closer to home.

Since then, however, several things have happened to erode this fundamental principle of government. Government is becoming more centralized. Unfunded state mandates, artificial revenue raising restrictions, property tax limitations, and increasing demands for mandated services have severely obstructed local officials' discretion in meeting identified needs of their citizens.

Scott County is dedicated to preserving the integrity of the home rule concept. Therefore, policy decisions made by Scott County elected officials and staff are based on this fundamental principle.

REVENUES

Fees and charges total \$4,670,106 and represent 8.7% of the total sources for FY04. 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. The County has performed several fee study reports over the years to evaluate where fee levels 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 increase in any given fiscal year. County officials also work with the State in this area for fees set by State law.

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 handicapped from receiving County services.

The following schedule presents a summary of general fund, special revenue funds and debt service fund revenues for budget year FY04 and the percentage of increases and decreases in relation to prior year budget amounts:

REVENUE SOURCE	FY04 AMOUNT	PERCENT OF TOTAL	INCR (DECR) FROM FY03	% INCR (DECR) FROM FY03
Net property taxes	\$24,793,731	47.1%	\$2,030,998	8.9%
Other taxes, penalties & costs	1,947,256	3.7%	141,273	7.8%
Local option taxes	3,570,210	6.8%	72,714	2.1%
Intergovernmental	16,621,394	31.6%	623,787	3.9%
Licenses and permits	405,445	0.8%	-6,900	-1.7%
Charges for services	4,264,661	8.1%	659,796	18.3%
Use of money & property	757,295	1.4%	-301,485	-28.5%
Other	263,642	0.5%	-422,767	-61.6%
Total	\$52,623,634	100.0%	\$2,797,416	5.6%

Net property taxes are increasing 8.9% to partially offset the substantial loss of interest income due to interest rates being at historic low levels as well as funding new jail/staff programs and out of county inmate housing costs. Net of the tax increase for the aforementioned interest income offset and for jail program cost increases, the net property tax amount would have increased 2.8%. 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 increasing as a reflection of the increased property taxes discussed above. Local option taxes (1% sales tax) are projected to increase slightly compared to the prior year. The new 53rd Street – I-74 interchange retail corridor has helped to maintain this elastic revenue during the current economic downturn. In addition, public policy regarding the taxing or non-taxing of internet sales may have a profound impact on local option tax collections in the future shifting more costs to be supported by property taxes.

Intergovernmental revenues are increasing 3.9%. However, there is cause for concern since the bulk of intergovernmental revenues come from the State and State officials are projecting lower revenues for both the current fiscal year and next year due to the current economic downturn. This will undoubtedly result in future reductions in state aid without corresponding reductions in required mandated services.

License and permit fees are decreasing slightly due to several anticipated increases in State set license/permit fees not occurring (i.e., food service inspection fees). Charges for services are increasing 18.3% primarily due to increased real estate transaction filing fee revenues collected by the Recorder's Office during this time of historically low interest rates. The County's philosophy is to make timely adjustments to locally set fees and charges as opposed to waiting ten years, for example, and make a substantial increase at that time. Unfortunately, the State does not do this, and then finds it more difficult to increase fees each year.

The uses of money and property revenues are projected to decrease substantially below prior year budgeted levels due to historic low interest rate levels. This projected loss in interest income was offset partially by an increase in property taxes and partially by using fund balance. Property taxes were increased because even when rates do eventually go back up, the County has used fund balance as planned for various one-time capital projects which will result in a smaller amount of principal to invest in the future. Finally, other revenues are decreasing due to the unpredictability of various refunds and reimbursements that have been adjusted based on historical levels in addition to the one-time close out of a fund occurring in FY03.

GENERAL FUND BALANCE

The undesignated fund balance of the general fund is projected to decrease by \$1,258,844 in FY04. This planned reduction is for various one-time capital expenditures. This planned reduction includes the acquisition of a law enforcement records management system, phase two jail study, John O'Donnell Stadium renovation project and property acquisition.. In addition, the Board is using \$585,844 of fund balance as an economic emergency use to partially offset anticipated lower interest income due to historic low interest rate levels. The Board has \$1,423,314 reserved for the loan advance to the golf course enterprise fund and \$1,051,977 reserved for claim liabilities as a part of the County's risk management program. The remaining \$2,722,024 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 amount of undesignated/unreserved fund balance of the general fund does bring the County below the minimum amount designated by the County's Financial Management policies (7.4% vs. 15% minimum). As the economy improves, future budgets will include increases to the General Fund balance to bring it back in compliance with policy guidelines. It is noted that the General Fund balance would be at 14% if the advance to the Golf Course Enterprise Fund and the reserve for claim liabilities (which could be bonded for) were included.

PROGRAMS AND SERVICES

The Board of Supervisors and County officials were very frustrated with past State legislative actions which imposed a five year property tax limitation on Iowa counties which did sunset on June 30, 1998. This State property tax limitation was in direct conflict with the spirit of home rule that was approved by State voters in the late 70's. It is also ironic that the State exempted school districts from the original property tax limitation bill when schools represent over 50% of the local property tax burden and for the final three-year extension cities were also exempt. The State Legislature allowed this limitation to

sunset after June 30, 1998. Although the Legislature was concerned counties would greatly increase property tax in FY99, the first year following the sunseting of the property tax limitation, Scott County actually *lowered* its property tax levy. As previously discussed, the 2001, 2002, and 2003 legislatures discussed permanent property tax limitation bills which did not ultimately become law. Scott County supports a comprehensive review of all taxes (sales, income and property) and the services they provide for prior to any substantive change to the current property tax system.

In the Spring of 1994 the Board asked all County departments and authorized agencies to develop fiscal strategies to address the County's financial dilemma at that time of using unrealistic amounts of fund balance toward operating costs due to unfunded State mandates, underfunded State property tax credits, and rising public safety costs and the property tax limitation legislation. This call to action generated many departmental staff meetings and brainstorming sessions throughout the County to produce ideas to reduce the fiscal gap. Once the ideas were submitted, various County employees selected to act in the capacity of Budget Analysts followed up with the departments and agencies about their list of ideas. These ideas were then presented to the Board of Supervisors for their review and consideration. Following several work sessions with the Board and budget team members, the various strategies as approved were put into a summary report and distributed to all authorized agencies and County departments. In addition, letters of appreciation went to all County employees thanking them for their participation and involvement in this important project.

The Board of Supervisors was extremely happy with the results of this program and implemented it again in 1995, 1997, 1999 and 2001. Using teamwork and innovation, County employees and agency staff members have identified many initiatives in the areas of cost reduction, productivity improvement, and revenue enhancement. As a result of these five reports, recurring cost reductions totaling \$1,201,860 were identified. Improvements to the productivity capacity of the work force equal to 4 full-time positions with a value of \$116,084 were identified due to changes in policies, procedures, scheduling and other work methods. In addition, revenue enhancements were identified at a total of \$696,611.

These fiscal strategies have played a *major* role in eliminating the County's previous million-dollar budget deficit. The budgets set since FY96 have presented a balanced general fund operating budget primarily attributed to the hard work and dedication of County employees. The Board has formally renamed this program the Financial Initiatives Program and implements it every other year.

As a service organization, the County is primarily people intensive. Over the last ten (10) years the County has increased its work force by 36.44 FTE's, or 9.3%, to its current level of 428.95 FTE's. During this period the County increased park maintenance and golf course ranger staffing levels (6.65 FTE's) and made substantial staff increases to the Sheriff's Department (24.3 FTE's) primarily due to increased jail programming and courthouse security needs and the new minimum security jail facility. Net of the aforementioned increases in the Sheriff's Department and Conservation Department, total FTE's have only increased 5.49 FTE's or 1.4% over the last ten years.

Overall expenditures for all County operations including capital projects (net of transfers and non-budgeted funds) are \$55,457,462 which is a decrease of 4.4% below fiscal year FY03. This reduction in total appropriations is due to a reduced capital program for FY04. Total revenues (net of transfers and non-budgeted funds) for the County are \$53,608,284, which is an increase of 5.6% above last fiscal year. Fund balances as explained under each fund section in this document will support the amount of

planned expenditures over projected revenues (primarily for capital projects). The overall expenditure decrease of -4.4% is the result of several service areas increasing with others decreasing. Capital projects are discussed further below and are decreasing -54.3%. Public Safety is increasing 11.8% due primarily to increased costs for jail operations. This includes additional staffing as a result of a comprehensive staffing analysis study as well as additional programming costs to reduce overall recidivism rates for inmates returning to jail after being released. Also, due to the total managed inmate population being greater than the current jail capacity next year's budget includes increased appropriations for housing inmates in out-of-county facilities.

Mental Health is decreasing -1.4% due to reduced State funding. County environment is increasing 6% due to increased personal services costs for parks and recreation activities. Roads and Transportation service area is increasing 14.4% primarily due to an increase in planned equipment expenditures. State and Local Government services area is increasing 7.9% due to the presidential election costs anticipated for FY04. Interprogram costs are increasing 8.1% primarily due to increasing risk management and insurance costs. Recent events during the past several years (9/11 tragedy, weather-related losses, etc.) have caused substantial increases in insurance premiums for property and casualty coverage. And finally, Debt Service is decreasing 6.6% as interest payments decline as the years progress on the Solid Waste general obligation bond issue..

CAPITAL IMPROVEMENTS AND DEBT SERVICE

The operating budget will again be supplemented with an aggressive five year Capital Improvements Program. The operating budget includes transfers to the Capital Improvement Fund for capital improvement projects. Revenues received from the Solid Waste Commission to pay for the amortization of the solid waste general obligation bonds support the Debt Service Fund. The voters approved a \$5,000,000 River Renaissance Bond 15 year issue in October 2001 by an overwhelming 73% margin. The River Renaissance Project is a major redevelopment/revitalization effort for downtown Davenport totaling \$113 million dollars. This County bond issue also resulted in the State of Iowa awarding \$20 million dollars to the project in Vision Iowa Funds. The proceeds of the \$5 million dollar River Renaissance bond issue was disbursed to the City of Davenport during FY03.

The County is currently using only 2.5% of its allowable legal debt margin consisting of one general bond issue. This outstanding bond issue is described further under the debt service fund section of this document.

The capital improvement budget totals \$4,356,527 for fiscal year FY04, with 65% or \$2,822,915 for general projects, 25% or \$1,100,000 for Secondary Roads projects, and 10% or \$433,612 for Conservation parks and recreation projects.

The general capital improvements budget of \$2,822,915 is supported by fund balances from various funds including the electronic equipment replacement fund, the vehicle replacement fund, and the general fund. 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 is also supported by gaming boat revenues received from the two gaming boats docked in Scott County on the Mississippi River. In addition an ongoing property tax levy in the general fund of \$450,000 is transferred annually to the capital improvements fund. This

amount will be increased \$50,000 annually during the next nine year period to allow for pay as you go funding for the space utilization master plan project which moves administrative offices from the Courthouse to the Bi-Centennial Building resulting in additional courtroom space in the Courthouse.

The County has been assigned additional judges to the Seventh Judicial District necessitating increased courtroom and jury space. In addition the County Attorney, Clerk of Court and Court Administration offices are in need of additional space. A space utilization master plan was developed in 2000 which recommended the moving of all non-court related administrative offices from the Courthouse to the County's Bi-Centennial Building to create the needed space for the courts. This will be a multi-year \$16 million dollar pay as you go funded project using fund balances and future capital fund property tax and gaming tax revenue funding. The original funding plan for this project called for an advance from the General Fund during the middle years of the multi-year period. However, due to the historically low interest rates and thus the reduced interest income to the General Fund, this funding advance will not be possible. Accordingly, the proposed capital plan for FY04 does not include any spending authority toward this project as described further under the "Other Funds" tab of this budget document. The remaining portions of this project (remodeling the 1st, 2nd, and 3rd floors of the courthouse building) will resume in FY06 after gaming revenues have accumulated to continue to fund this renovation project on a pay-as-you-go basis.

The other major projects under the general capital improvements area include the expansion of program space at the minimum security jail facility at Tremont and various technology enhancements as a result of the completion of a Technology Assessment Report (TAR) in 2000. This TAR study presented the County with many technology upgrade challenges over the next several years including the development of a GIS strategic plan for Scott County. It is believed that a web-enabled GIS system will be the framework for E-Government in the future.

Scott County had identified the need for solutions to the jail-increasing population problem as its top priority during its target issues process. In October 1995 the Board adopted an action plan for long-term jail solutions. Phase I of the original action plan consisted of a needs assessment study which analyzed crime trends, inmate population and bed space requirements. This study projected that by the year 2010 Scott County would need a jail with 660 inmate beds. These figures could be reduced to 500 with the implementation of new policy options such as hiring a case expeditor, targeting and assisting pretrial detainees in need of substance abuse treatment, further supervision of pretrial defendants and more extensive use of community service programs.

Following Phase I, Phase II was initiated in May 1997 to identify how Scott County could meet the needs identified in Phase I. In February 1998 a recommendation was made for the construction of a new County jail located adjacent to the Courthouse on County owned property. The Board of Supervisors called for a referendum to be held in November 1998 for the construction of a County jail and for the issuance of \$48.3 million dollars in general obligation bonds. If approved it would have increased the County's levy rate by 91 cents per one thousand dollar taxable valuation. The referendum failed to receive the required 60% margin of support.

The jail continues to experience increased populations over the rated capacity limit requiring the housing of inmates in out-of-county facilities. The Board has made this their top concern for 2001/2002 and has established a Community Jail and Alternatives Advisory Committee (CJAAC) to develop a solution acceptable to the citizens of Scott County. CJAAC completed work on their Phase One study in

December 2001. This report outlined various functional deficiencies with the current jail structure. The report also noted that the current jail facilities have been unable to house Scott County's managed inmate population within its functional capacity since 1990. The report further included a recommendation that the County needs a jail facility allowing for 425 beds with a core portion (kitchen, laundry, and mechanical systems) to support between 600 and 700. The Phase Two study by CJAAC has two tracks. Track 1 was completed during the FY03 and explored additional alternative to incarceration options identified in Phase One (i.e., substance abuse and mental health programs, etc.). It is believed that implementation of these further alternative programs will ultimately reduce recidivism and thus reduce the aforementioned 425 bed build number to approximately 375 beds. Track 2 is currently underway and will develop a building "bricks and mortar" solution, which will be brought to the voters in the fall of 2004.

As the appointed Community Jail and Alternatives Advisory Committee meets to develop additional alternatives to incarceration programs and a long term community-based solution to serving the increased population at the jail the County will continue to house and transport prisoners to out-of-county facilities if and when available. The costs of housing and transportation of prisoners and funding various alternatives to incarceration programs and increased jail staffing are anticipated to be in excess of \$1,848,500 in FY04.

The Secondary Roads capital program totals \$1,100,000. \$900,000 is for a 4 mile resurface project on Y48 north of Locust Street, \$160,000 for a 1.6 mile macadam and seal coat resurfacing project on Slopertown Road, and \$40,000 for a bridge replacement near Winfield. There also is \$1,525,000 in State farm-to-market funds for additional road construction will be realized in FY04. These funds are paid at the State level to benefit Scott County and do not pass directly through the County's capital improvement plan budget.

The Conservation Department capital plan totals \$433,612. The single largest project (\$200,000) is for construction of the Bald Eagle Campground expansion at Scott County Park. Other projects include playground equipment and picnic table replacements at Scott County Park and West Lake Park, and construction of a new paved parking area adjacent to St. Ann's Church in the Pioneer Village.

The budget document contains a capital improvements section under the tab entitled "Other Funds". This section is informative and provides a correlation between the operations budget and the five-year capital improvements program.

SUMMARY

The preparation of the FY04 budget has been challenging for the Board of Supervisors and County staff. The Board is very pleased to have met its goals in both balancing the FY04 general fund operating budget and keeping the County's reliance on property tax revenues to minimal increases.

The Board and County Administrator expresses its appreciation to the staff of the Facility and Support Services Department who assisted and contributed to its preparation. Special thanks goes to the Budget Coordinator, 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), Accounting and Tax Manager (Auditor's

Budget Message
March 11, 2003

Office), County Attorney Office Manager, Planning and Development Director, Deputy Recorder (Recorder's Office), and the Administrative Assistant (Administration).

These are exciting times in providing new challenges and inspiring the Board, elected and appointed department heads, County staff and the citizens of Scott County to develop new methods and ideas in providing services to the community and to continue to improve its public facilities and infrastructure. The continued direction in the change of the state/federal/local partnership 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. Future property tax limitations forced on the County by the State Legislature may prohibit economic growth opportunities and force service reductions as various uncontrollable service areas increase, such as public safety. 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 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,



Carol Schaefer, Chairman
Scott County Board of Supervisors



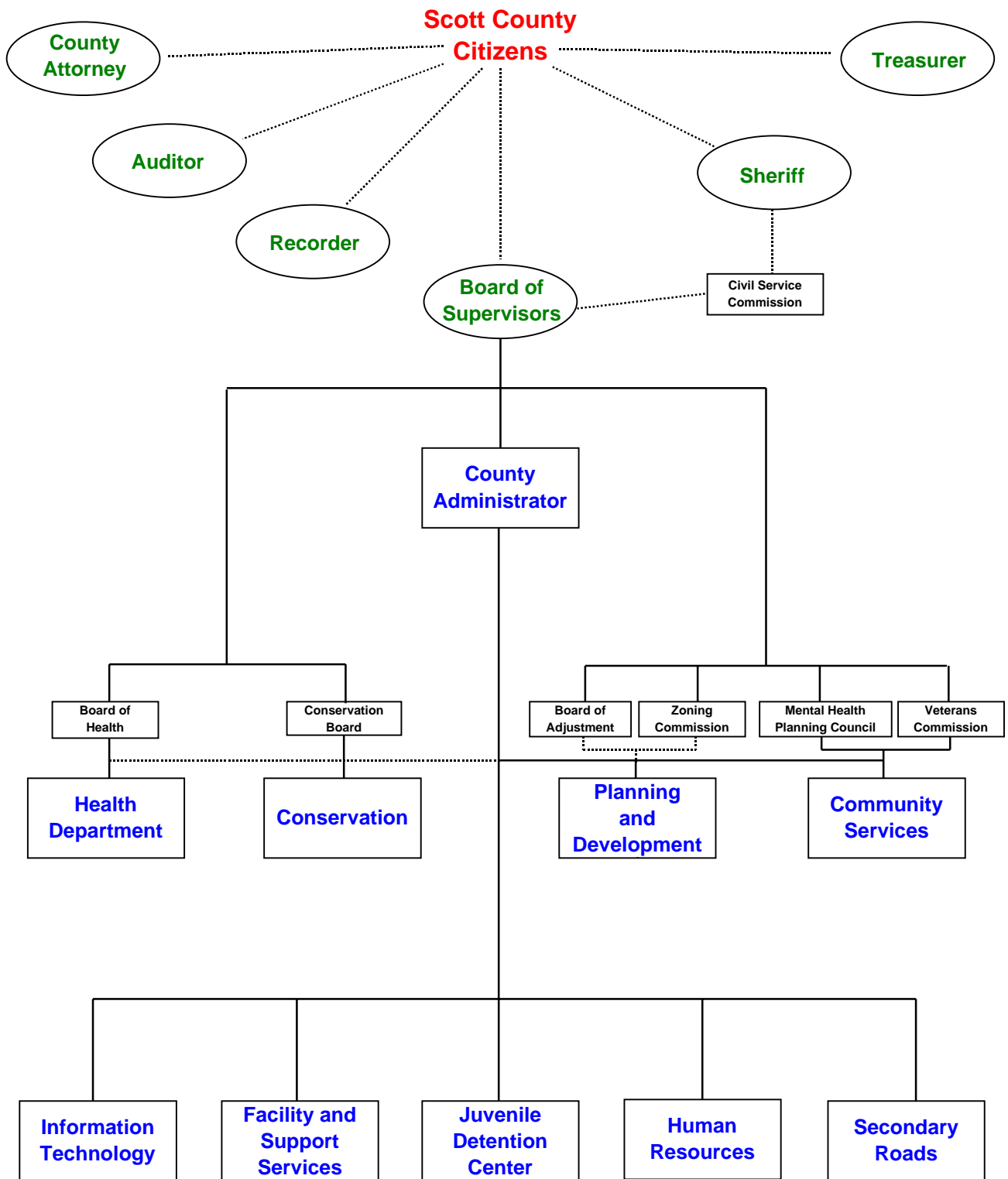
C. Ray Wierson
County Administrator



SCOTT COUNTY OFFICIALS

<u>Official Title</u>	<u>Official</u>	<u>Term Expiration Date of Elected Officials</u>
Elected Officials		
Supervisor, Chairperson	Carol Schaefer	2004
Supervisor	Gregory P. Adamson	2006
Supervisor	Otto L. Ewoldt	2006
Supervisor	Jim Hancock	2004
Supervisor	Larry E. Minard	2006
Attorney	William E. Davis	2006
Auditor	Karen L. Fitzsimmons	2004
Recorder	Rita Vargas	2006
Sheriff	Dennis Conard	2004
Treasurer	Bill Fennelly	2006
Administration		
County Administrator	C. Ray Wierson	
Department Heads		
Community Services	Mary Dubert	
Conservation	Roger Kean	
Facility and Support Services	Dave Donovan	
Health	Lawrence Barker	
Human Resources	Paul Greufe	
Information Technology	Matt Hirst	
Juvenile Detention Center	Scott Hobart	
Planning & Development	Tim Huey	
Secondary Roads	Larry Mattusch	

Scott County Government Organizational Chart



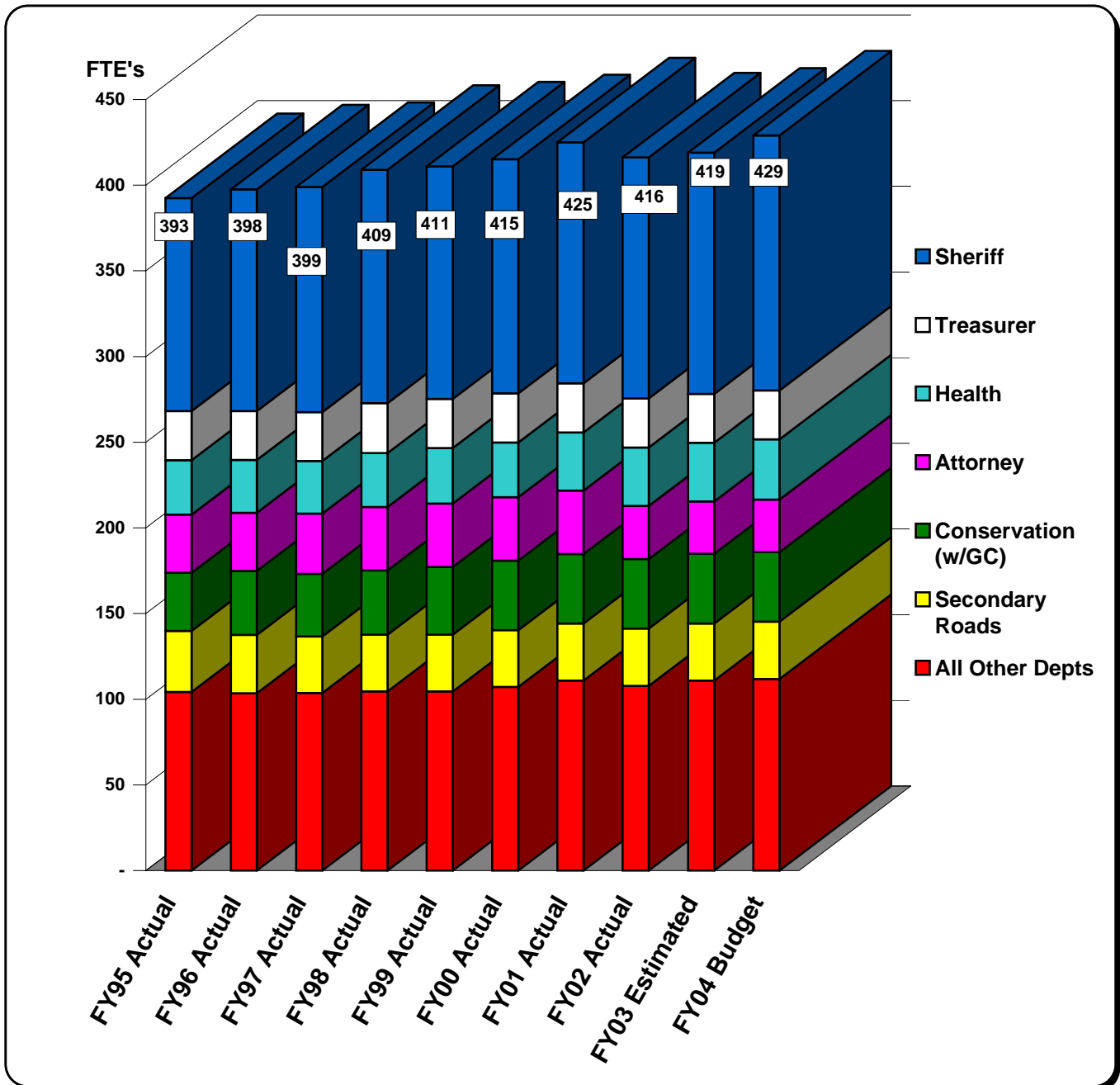
— Direct supervision
 Advisory relationship

EMPLOYEE AUTHORIZATION HISTORY FULL TIME EQUIVALENTS (FTE) TRENDS

<u>Department</u>	<u>FY95</u> <u>Actual</u>	<u>FY96</u> <u>Actual</u>	<u>FY97</u> <u>Actual</u>	<u>FY98</u> <u>Actual</u>	<u>FY99</u> <u>Actual</u>	<u>FY00</u> <u>Actual</u>	<u>FY01</u> <u>Actual</u>	<u>FY02</u> <u>Actual</u>	<u>FY03</u> <u>Estimate</u>	<u>FY04</u> <u>Budget</u>
Administration	3.10	3.10	2.70	2.70	2.70	2.70	2.70	3.70	3.70	3.70
Attorney	34.00	34.00	35.00	37.00	37.00	37.00	37.00	31.00	30.63	30.63
Auditor	17.50	15.90	15.40	15.40	15.40	15.40	15.40	15.40	15.40	15.40
Information Technology <i>(formerly Budget & Information Processing)</i>	17.00	17.00	16.50	15.50	14.50	15.50	17.50	9.00	10.00	11.00
Facility and Support Service: <i>(formerly Building & Grounds)</i>	15.44	15.49	16.39	16.89	17.79	17.79	19.24	24.74	23.74	23.74
Community Services	11.62	12.63	12.75	13.25	13.25	13.25	12.75	12.75	13.00	13.00
Conservation (net of golf cou	16.75	18.00	17.25	18.25	20.25	21.25	21.25	21.25	21.25	21.25
Court Support Costs	0.50	0.37	-	-	-	-	-	-	-	-
Health	31.72	30.72	30.72	31.39	32.39	31.90	33.90	34.15	34.15	35.15
Human Resources	6.50	6.50	6.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Juvenile Court Services	10.00	11.00	11.00	11.00	11.00	11.80	12.40	12.40	15.20	15.20
Planning & Development	4.58	4.45	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33
Recorder	12.00	12.00	13.00	13.00	14.00	14.00	14.00	13.00	13.00	13.00
Secondary Roads	35.60	34.10	33.10	33.10	33.10	33.40	33.40	33.40	33.40	33.40
Sheriff	124.40	129.30	131.30	136.20	135.70	136.70	140.70	140.70	140.70	148.70
Supervisors	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Treasurer	28.60	28.60	28.60	29.10	28.60	28.60	28.60	28.60	28.60	28.60
Veteran Affairs	1.00	-	-	-	-	-	-	-	-	-
SUBTOTAL	375.31	378.16	379.54	389.61	392.51	396.12	405.67	396.92	399.60	409.60
Golf Course Enterprise	<u>17.20</u>	<u>19.35</u>	<u>19.35</u>	<u>19.35</u>	<u>19.35</u>	<u>19.35</u>	<u>19.35</u>	<u>19.35</u>	<u>19.35</u>	<u>19.35</u>
TOTAL	<u>392.51</u>	<u>397.51</u>	<u>398.89</u>	<u>408.96</u>	<u>411.86</u>	<u>415.47</u>	<u>425.02</u>	<u>416.27</u>	<u>418.95</u>	<u>428.95</u>

FTE (Full Time Equivalents) STAFFING TRENDS

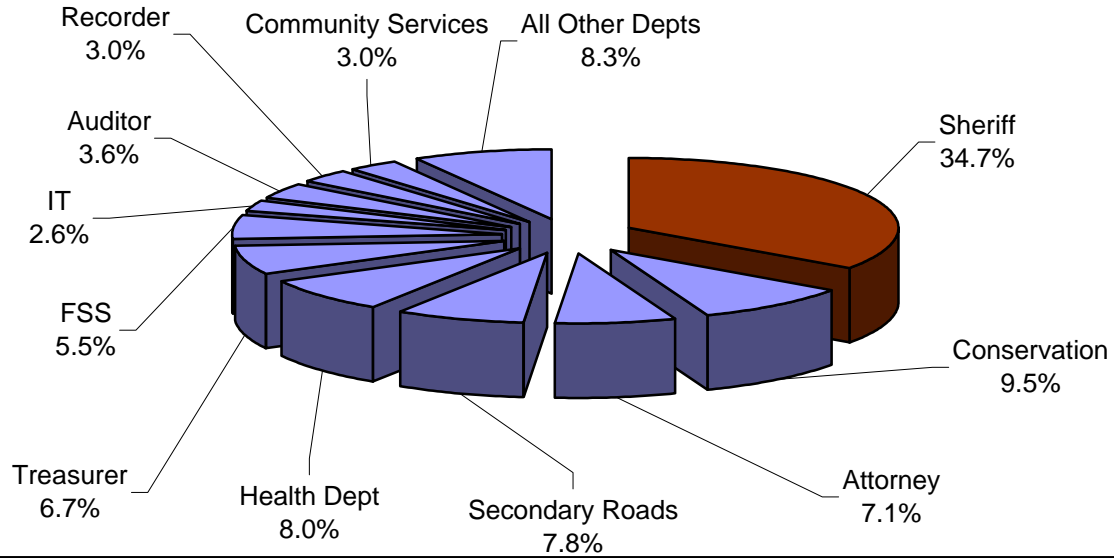
TEN YEAR COMPARISON



Total FTE's have increased by 36 positions over the last ten years averaging 1% growth per year. Most of the new positions have been in the Sheriff's Office due to increasing demands on the jail division with the increasing inmate population.

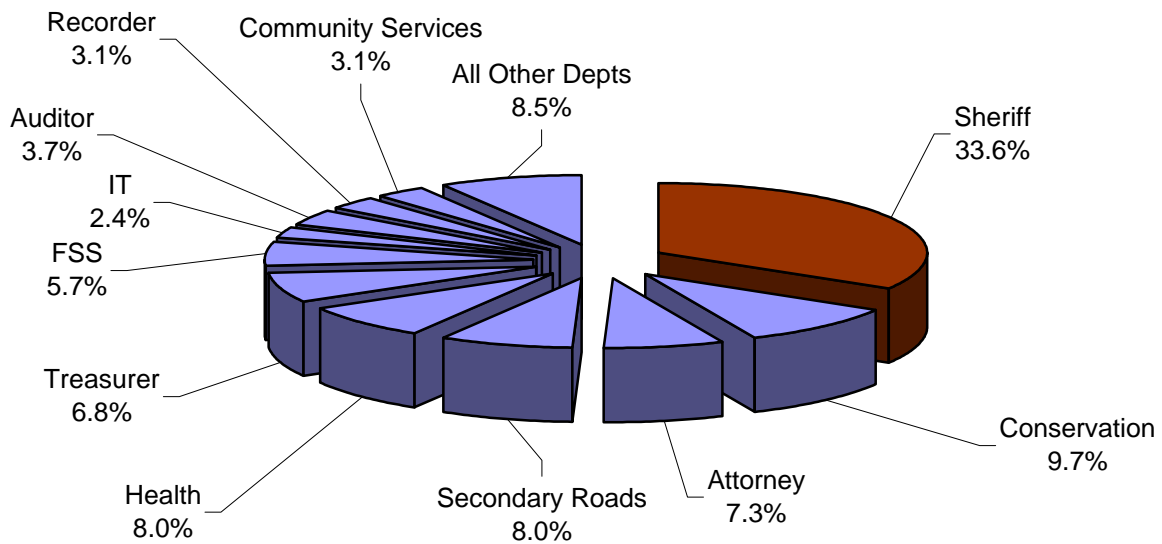
FTE (Full Time Equivalents) Staffing By Department

FY04 BUDGET: 428.95 FTE's

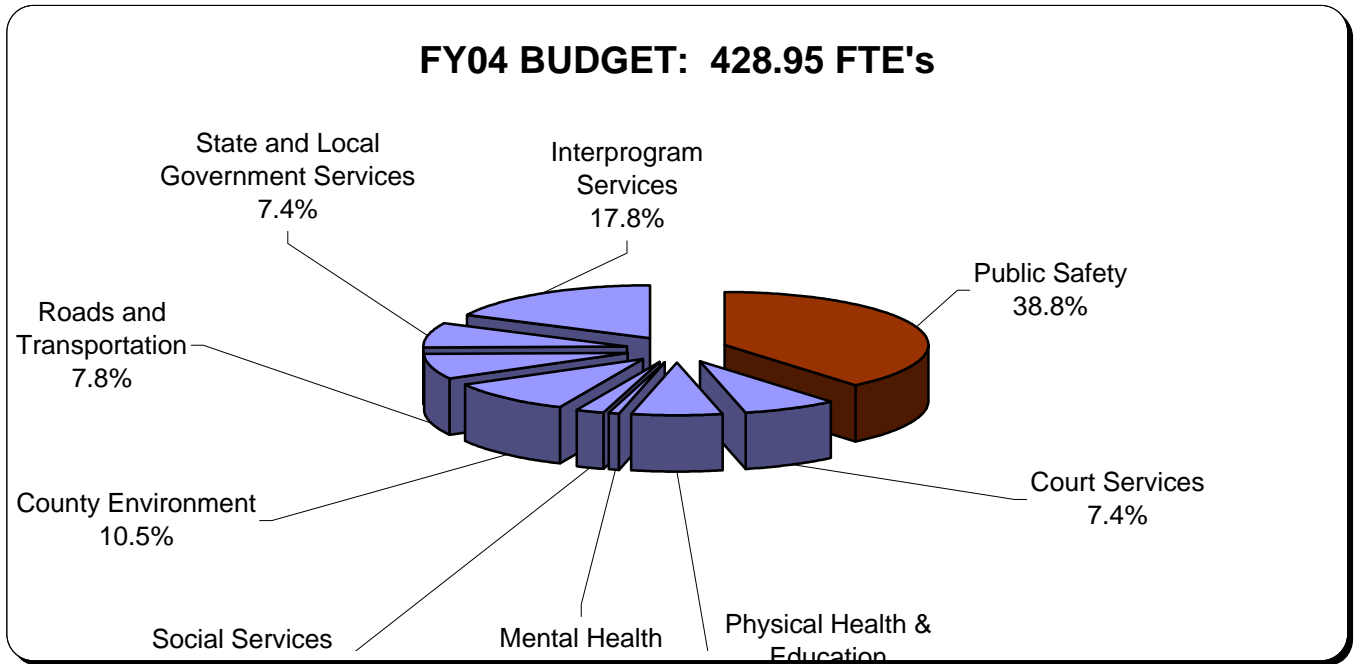


Over one third (33%) of the County's total FTE's (full time equivalents) are found in the Sheriff's Department.

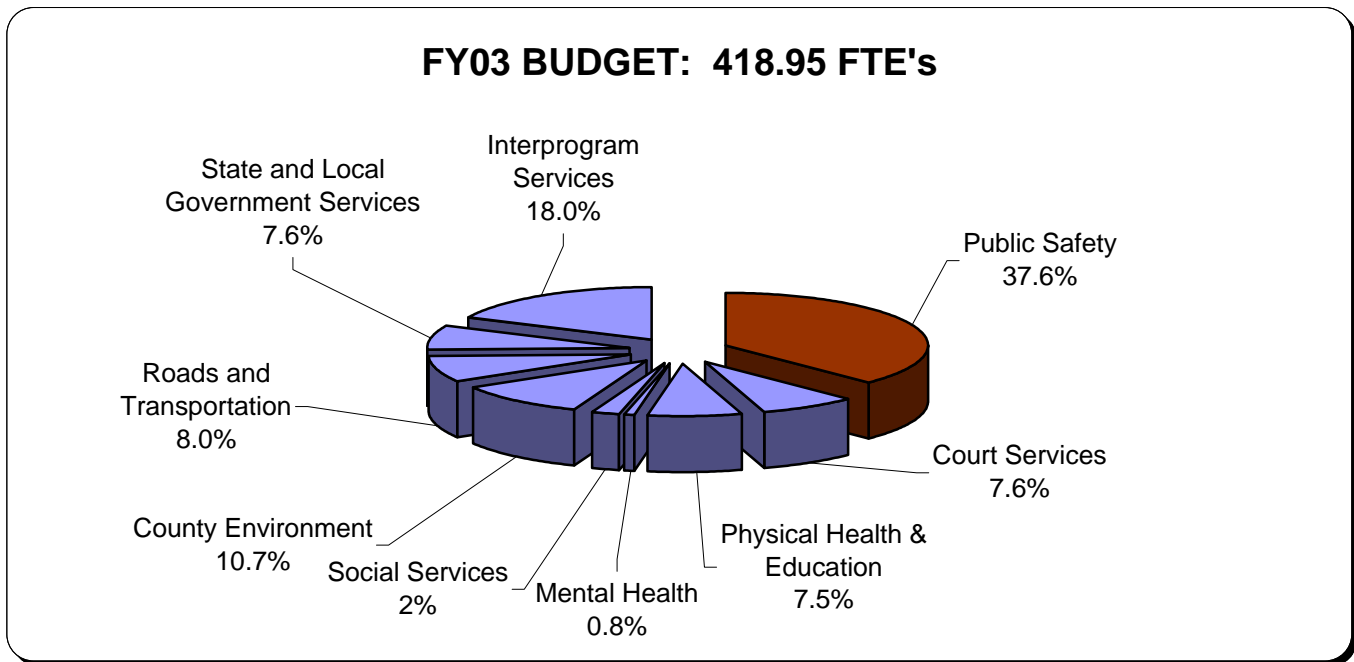
FY03 BUDGET: 418.95 FTE's



FTE (Full Time Equivalents) Staffing By Service Area



Approximately 40% of the County's workforce is a part of the Public Safety service area.



**SCOTT COUNTY FUND STATEMENT
ALL FUNDS**

<u>Fund</u>	<u>Estimated Balance 07/01/03</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>Estimated Balance 06/30/04</u>
General Fund	\$ 6,456,159	\$ 34,726,876	\$ 35,985,720	\$ 5,197,315
Special Revenue Funds				
MH-DD	1,004,269	12,352,316	12,916,875	439,710
Rural Services	59,309	2,062,242	2,086,822	34,729
Recorder's Record Mgt	146,259	59,000	200,000	5,259
Secondary Roads	554,198	4,929,628	4,696,700	787,126
Total Special Revenue Funds	1,764,035	19,403,186	19,900,397	1,266,824
Debt Service	5,131,919	722,228	1,038,906	4,815,241
Other Funds				
Capital Improvements				
General	2,256	3,723,210	3,256,527	468,939
Electronic Equipment	540,997	506,670	692,718	354,949
Vehicle	419,646	177,420	264,500	332,566
Conservation Equip Reserve	83,387	30,000	-	113,387
Conservation CIP Reserve	26,916	-	-	26,916
Total Capital Improvements	1,073,202	4,437,300	4,213,745	1,296,757
Non-Budgeted Funds				
Golf Course Enterprise	(1,356,818)	1,450,882	1,115,176	(1,021,112)
Self-Insurance	-	-	-	-
Group Health	-	-	-	-
Total Non-Budgeted Funds	(1,356,818)	1,450,882	1,115,176	(1,021,112)
Total*	<u>\$ 13,068,497</u>	<u>\$ 60,740,472</u>	<u>\$ 62,253,944</u>	<u>\$ 11,555,025</u>

*Includes interfund transfers and non-budgeted fund activity

**SCOTT COUNTY REVENUE ESTIMATES
ALL FUNDS**

<u>Fund</u>	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
General Fund	\$ 35,647,056	\$ 35,309,337	\$ 33,520,315	\$ 34,726,876	-1.6%
Special Revenue Funds					
MH-DD	11,559,148	12,546,057	12,283,624	12,352,316	-1.5%
Rural Services	1,961,299	2,048,639	2,044,814	2,062,242	0.7%
Recorder's Record Mgt	56,997	51,150	54,000	59,000	15.3%
Secondary Roads	4,185,233	4,271,752	4,271,752	4,929,628	15.4%
Total Special Revenue Funds	17,762,677	18,917,598	18,654,190	19,403,186	2.6%
Debt Service	345,788	827,939	811,075	722,228	-12.8%
Other Funds					
Capital Improvements					
General	9,636,481	4,163,927	4,356,263	3,723,210	-10.6%
Electronic Equipment	519,284	508,748	508,621	506,670	-0.4%
Vehicle	183,574	183,667	178,352	177,420	-3.4%
Conservation Equip Reserve	28,665	-	130	30,000	
Conservation CIP Reserve	300	-	500	-	
Total Capital Improvements	10,368,304	4,856,342	5,043,866	4,437,300	-8.6%
Non-Budgeted Funds					
Golf Course Enterprise	1,131,943	1,406,575	1,203,213	1,450,882	3.1%
Self-Insurance	669,617	-	-	-	
Group Health	128	-	-	-	
Total Non-Budgeted Funds	1,801,688	1,406,575	1,203,213	1,450,882	3.1%
Total*	<u>\$ 65,925,513</u>	<u>\$ 61,317,791</u>	<u>\$ 59,232,659</u>	<u>\$ 60,740,472</u>	-0.9%

*Includes interfund transfers and non-budgeted fund activity

**SCOTT COUNTY EXPENDITURE ESTIMATES
ALL FUNDS**

<u>Fund</u>	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
General Fund	\$ 34,015,931	\$ 37,075,681	\$ 35,612,206	\$ 35,985,720	-2.9%
Special Revenue Funds					
MH-DD	12,507,653	13,099,016	12,497,588	12,916,875	-1.4%
Rural Services	2,009,422	2,069,394	2,069,394	2,086,822	0.8%
Recorder's Record Mgt	19,620	45,000	100,000	200,000	344.4%
Secondary Roads	4,499,636	4,279,000	4,279,000	4,696,700	9.8%
Total Special Revenue Funds	19,036,331	19,492,410	18,945,982	19,900,397	2.1%
Debt Service	607,818	1,112,753	1,105,961	1,038,906	-6.6%
Other Funds					
Capital Improvements					
General	12,269,137	8,395,404	9,085,736	3,256,527	-61.2%
Electronic Equipment	870,945	895,095	584,723	692,718	-22.6%
Vehicle	234,631	208,500	216,500	264,500	26.9%
Conservation Equip Reserve	23,747	-	-	-	
Conservation CIP Reserve	61,295	-	-	-	
Total Capital Improvements	13,459,755	9,498,999	9,886,959	4,213,745	-55.6%
Non-Budgeted Funds					
Golf Course Enterprise	1,010,684	1,161,221	1,057,468	1,115,176	-4.0%
Self-Insurance	1,472,591	-	-	-	
Group Health	86,252	-	-	-	
Total Non-Budgeted Funds	2,569,527	1,161,221	1,057,468	1,115,176	-4.0%
Total*	<u>\$ 69,689,362</u>	<u>\$ 68,341,064</u>	<u>\$ 66,608,576</u>	<u>\$ 62,253,944</u>	-8.9%

*Includes interfund transfers and non-budgeted fund activity

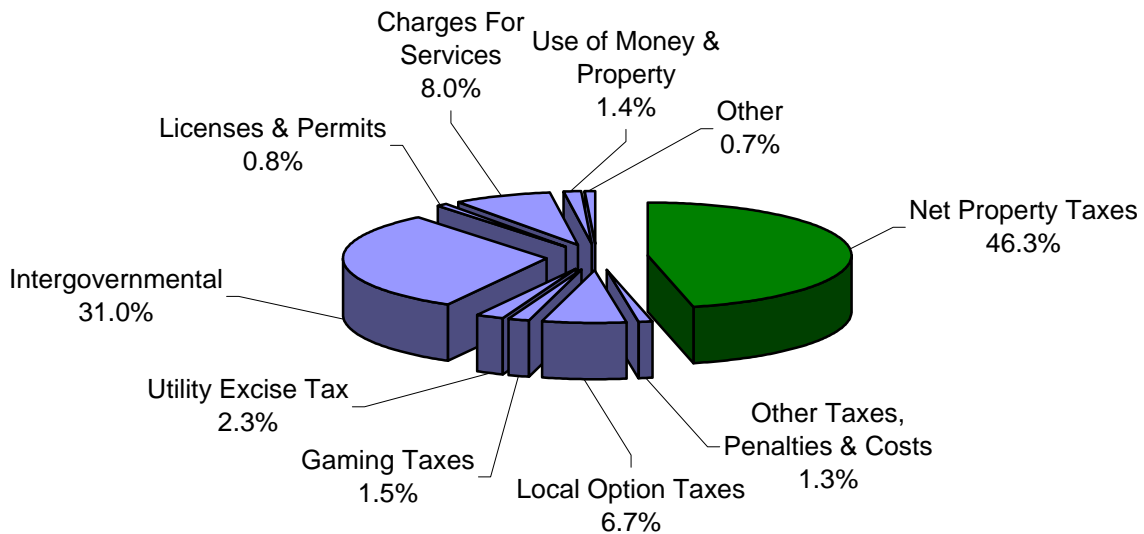
**ALL COUNTY FUNDS - REVENUES
RECONCILIATION INFORMATION**

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
Revenues per summary statement	\$ 65,925,513	\$ 61,317,791	\$ 59,232,659	\$ 60,740,472	-0.9%
Less transfers in:					
GENERAL BASIC					
Self Insurance	1,777,728	-	-	-	
Health Insurance	86,020				
Conservation Equipment Replc	23,747				
GENERAL SUPPLEMENTAL					
General Basic	2,520,000	3,000,000	1,600,000	-	-100.0%
SECONDARY ROADS					
General Basic	570,997	588,127	588,127	588,127	0.0%
Rural Services Basic	1,592,747	1,640,529	1,640,529	1,640,529	0.0%
CAPITAL IMPROVEMENT					
General Basic	1,808,672	2,037,537	2,315,089	1,559,037	-23.5%
Rural Service Fund	64,575	64,575	64,575	64,575	0.0%
Electronic Equipment	870,945	895,095	584,723	692,718	-22.6%
Vehicle Replacement	234,631	208,500	216,500	264,500	26.9%
Recorder's Record Mgt	19,620	45,000	100,000	200,000	344.4%
Conservation CIP Reserve	61,295	-	-	-	
ELECTRONIC EQUIPMENT					
General Basic	500,000	500,000	500,000	500,000	0.0%
VEHICLE REPLACEMENT					
General Basic	<u>171,820</u>	<u>171,820</u>	<u>171,820</u>	<u>171,820</u>	0.0%
Total Transfers In	10,302,797	9,151,183	7,781,363	5,681,306	-37.9%
Less Non-Budgeted Funds					
GROUP HEALTH	128	-	-	-	
SELF-INSURANCE	669,617	-	-	-	
GOLF COURSE ENTERPRISE	<u>1,131,943</u>	<u>1,406,575</u>	<u>1,203,213</u>	<u>1,450,882</u>	3.1%
Net Budgeted Revenues	<u>\$ 53,821,028</u>	<u>\$ 50,760,033</u>	<u>\$ 50,248,083</u>	<u>\$ 53,608,284</u>	5.6%

COUNTY REVENUES BY SOURCE

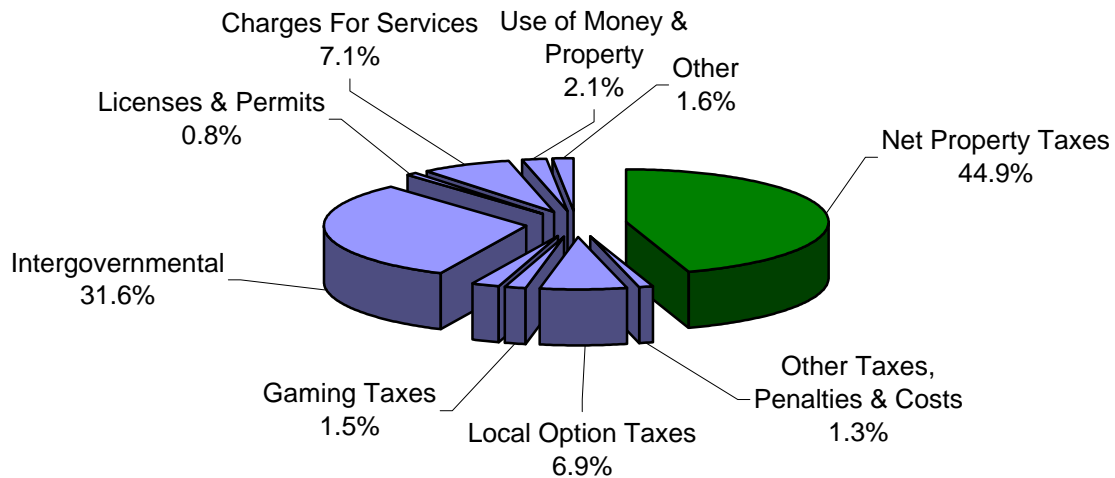
Budgeted Funds

FY04 BUDGET: \$53,608,284



Net property taxes are increasing as a percent of total revenues due to increasing jail operating costs, funding outside agencies capital requests, and due to the partial offset of substantially reduced interest income as a result of historically low interest rates.

FY03 BUDGET: \$50,760,033



REVENUE SOURCES
(excluding transfers and non-budgeted funds)

<u>Fund</u>	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
Taxes Levied on Property	\$ 21,640,948	\$ 23,845,935	\$ 23,847,255	\$ 25,878,253	8.5%
Less: Uncollected Delinquent Taxes-Lev	10,221	11,741	11,741	11,741	0.0%
Less: Credits To Taxpayers	<u>996,901</u>	<u>1,071,461</u>	<u>1,072,781</u>	<u>1,072,781</u>	0.1%
Net Current Property Taxes	20,633,826	22,762,733	22,762,733	24,793,731	8.9%
Add: Delinquent Property Tax Revenue	<u>10,221</u>	<u>11,741</u>	<u>11,741</u>	<u>11,741</u>	0.0%
Total Net Property Taxes	20,644,047	22,774,474	22,774,474	24,805,472	8.9%
Penalties, Interest & Costs On Taxes	579,951	524,030	526,183	548,300	4.6%
Other County Taxes	<u>149,560</u>	<u>137,622</u>	<u>151,060</u>	<u>151,060</u>	9.8%
Total Other Taxes, Penalties & Costs	729,511	661,652	677,243	699,360	5.7%
Local Option Taxes	3,195,497	3,497,496	3,400,200	3,570,210	2.1%
Gaming Taxes	822,996	785,000	825,000	825,000	5.1%
Utility Tax Replacement Excise Tax	1,008,058	1,132,590	1,132,590	1,236,155	9.1%
Intergovernmental :					
State Shared Revenues	1,834,298	1,785,096	1,785,096	2,708,072	51.7%
State Grants & Reimbursements	6,126,996	5,371,715	5,082,067	5,249,492	-2.3%
State Credits Against Levied Taxes	996,901	1,071,461	1,072,781	1,072,781	0.1%
Other State Credits	5,872,351	7,178,878	7,002,371	7,002,371	-2.5%
Federal Grants & Entitlements	55,805	23,500	-	-	-100.0%
Contr & Reimb From Other Govts	1,003,090	587,482	790,776	600,558	2.2%
Payments in Lieu of Taxes	<u>6,199</u>	<u>2,195</u>	<u>-</u>	<u>-</u>	-100.0%
Subtotal Intergovernmental	15,895,640	16,020,327	15,733,091	16,633,274	3.8%
Licenses & Permits	418,998	412,345	407,330	405,445	-1.7%
Charges For Services	4,181,052	3,604,865	3,912,213	4,264,661	18.3%
Use of Money & Property	1,098,729	1,079,375	698,001	769,565	-28.7%
Other:					
Fines, Forfeitures & Defaults	34,938	50,700	27,400	27,400	-46.0%
Miscellaneous	697,810	729,709	652,411	335,242	-54.1%
General Long Term Debt Proceeds	5,041,778	-	-	-	
Proceeds of Fixed Asset Sales	<u>51,974</u>	<u>11,500</u>	<u>8,130</u>	<u>36,500</u>	217.4%
Total Other	5,826,500	791,909	687,941	399,142	-49.6%
Total Revenues & Other Sources	<u>\$ 53,821,028</u>	<u>\$ 50,760,033</u>	<u>\$ 50,248,083</u>	<u>\$ 53,608,284</u>	5.6%

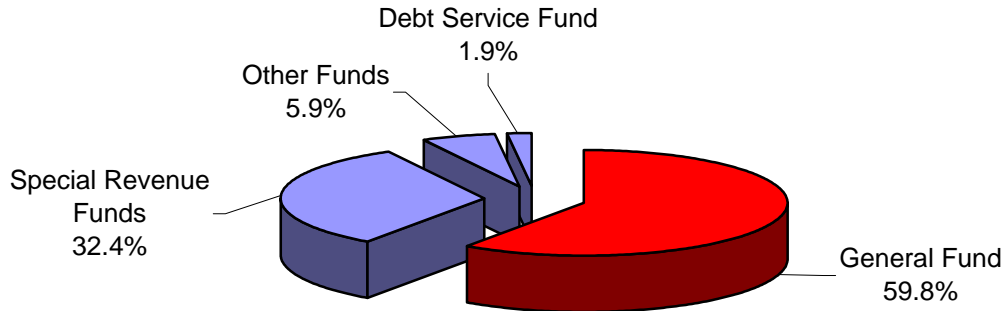
**ALL COUNTY FUNDS - EXPENDITURES
RECONCILIATION INFORMATION**

	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	% Change From Prior Budget
Expenditures per summary statement	69,689,362	68,341,064	66,608,576	62,253,944	-8.9%
Less transfers out:					
GENERAL BASIC					
General Supplemental	2,520,000	3,000,000	1,600,000	-	-100.0%
Secondary Roads	570,997	588,127	588,127	588,127	0.0%
Capital Improvements	1,808,672	2,037,537	2,315,089	1,559,037	-23.5%
Electronic Equipment	500,000	500,000	500,000	500,000	0.0%
Vehicle Replacement	171,820	171,820	171,820	171,820	0.0%
RURAL SERVICES BASIC					
Secondary Roads	1,592,747	1,640,529	1,640,529	1,640,529	0.0%
Capital Improvements	64,575	64,575	64,575	64,575	0.0%
ELECTRONIC EQUIPMENT					
Capital Improvements	870,945	895,095	584,723	692,718	-22.6%
VEHICLE REPLACEMENT					
Capital Improvements	234,631	208,500	216,500	264,500	26.9%
CONSERVATION CIP RESERVE					
Capital Improvements	61,295	-	-	-	
RECORDER'S RECORD MGT					
Capital Improvements	19,620	45,000	100,000	200,000	344.4%
CONSERVATION EQUIPMENT					
General Basic	23,747	-	-	-	
Total Transfers In	8,439,049	9,151,183	7,781,363	5,681,306	-37.9%
Less Non-Budgeted Funds					
GROUP HEALTH	86,251	-	-	-	
SELF-INSURANCE	1,472,591	-	-	-	
GOLF COURSE ENTERPRISE	1,010,684	1,161,221	1,057,468	1,115,176	-4.0%
Net Budgeted Expenditures	<u>\$ 58,680,787</u>	<u>\$ 58,028,660</u>	<u>\$ 57,769,745</u>	<u>\$ 55,457,462</u>	-4.4%

ALL COUNTY EXPENDITURES BY FUND

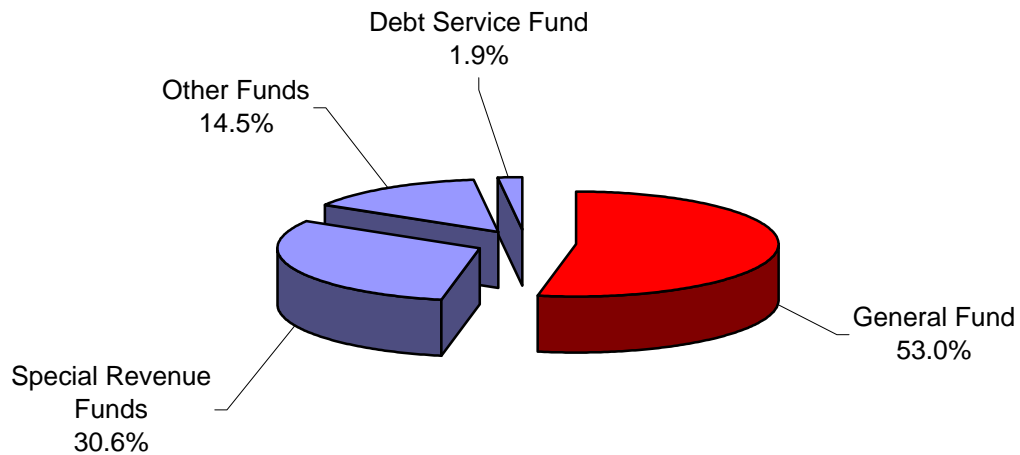
Budgeted Funds

FY04 BUDGET: \$55,457,462



This graph, which excludes transfers and non-budgeted funds, shows that the majority of County expenditures come from the General Fund.

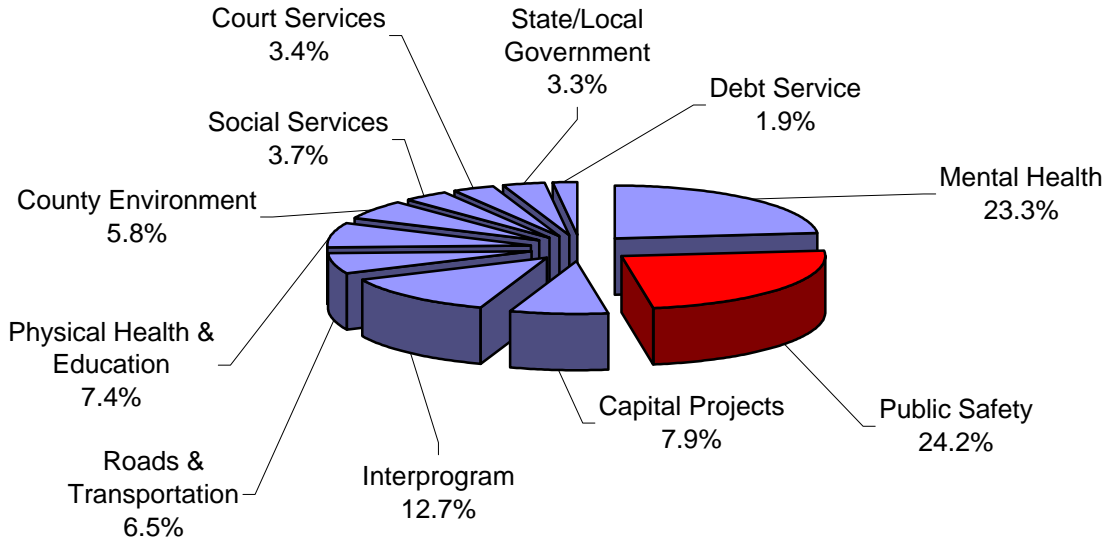
FY03 BUDGET: \$58,028,660



APPROPRIATIONS BY SERVICE AREA

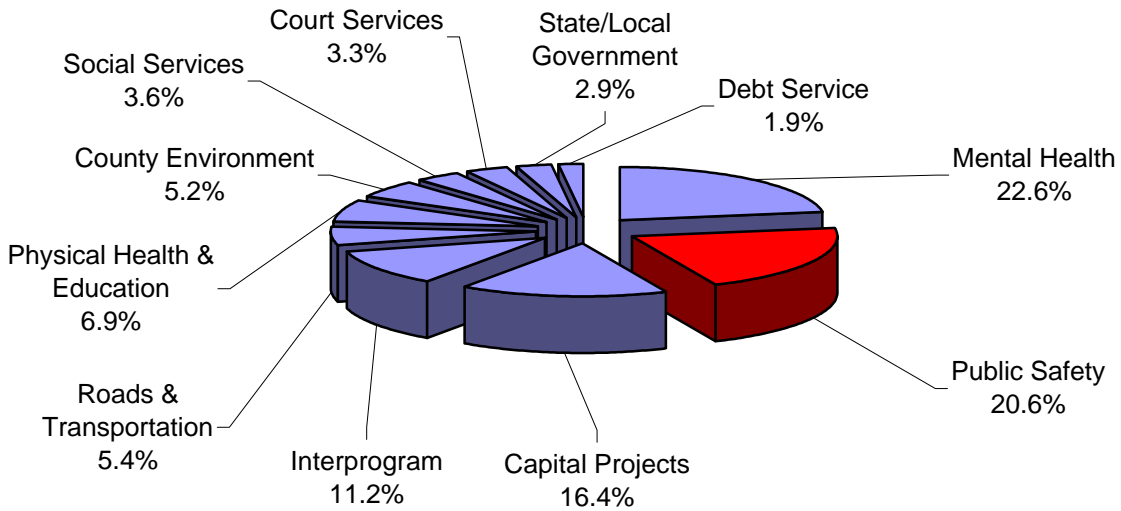
Budgeted Funds Only

FY04 BUDGET: \$55,457,462



Public Safety is the largest single expenditure area of the County followed closely by the State mandated Mental Health service area. The Public Safety service area continues to grow as the community struggles with the jail capacity and jail staffing issues.

FY03 BUDGET: \$58,028,660



SERVICE AREA DESCRIPTIONS

PUBLIC SAFETY

Includes Sheriff programs - Patrol & Investigations, Jail and Jail Health services, and Prisoner Transportation; County Attorney programs - Criminal Prosecution, Child Support Recovery, and Corporate Counsel/Civil Division; all ambulance services; and Disaster Services.

COURT SERVICES

Includes Sheriff program - service of civil papers; Juvenile Court Services programs including the Juvenile Detention Center, and Juvenile Justice program; other court costs including grand jury costs and the Grant Law Library.

PHYSICAL HEALTH AND EDUCATION 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; Library program; Mississippi Valley Fair program.

MENTAL HEALTH 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, Inpatient, Residential, Day Treatment and Case Monitoring Services.

SOCIAL SERVICES

Includes Community Services Department programs - General Relief 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.

COUNTY ENVIRONMENT SERVICES

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

ROADS AND TRANSPORTATION SERVICES

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

STATE & LOCAL GOVERNMENT SERVICES

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

INTERPROGRAM SERVICES

Includes County Administrator program; Auditor's Department programs - Business/Finance and Taxation; Budget and Information Processing programs; Buildings and Grounds Department programs; Non-Departmental program - Insurance Costs, Professional Services and Contingency; Personnel Department; Board of Supervisors; Treasurer's Department programs - Tax Collection and Accounting/Finance.

DEBT SERVICE

Includes the Scott Solid Waste Commission Bond Issue and the voter approved River Renaissance project urban renewal bond issue.

CAPITAL IMPROVEMENTS

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

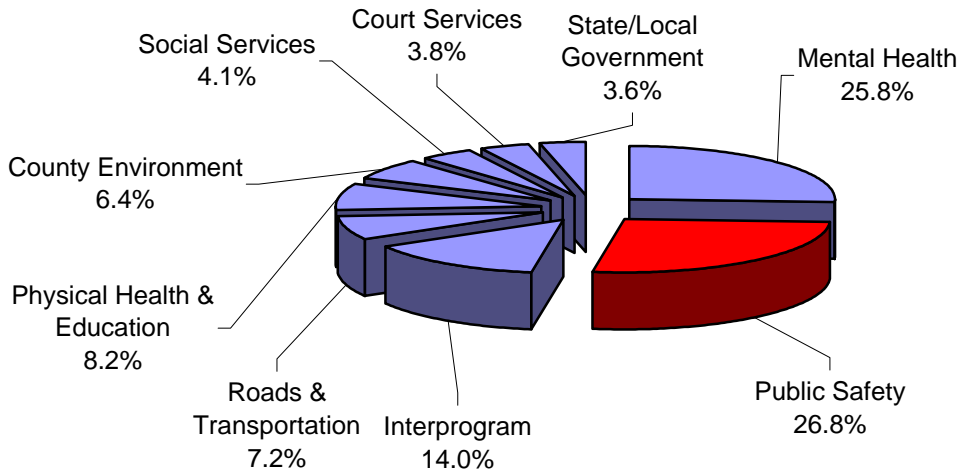
APPROPRIATION SUMMARY BY SERVICE AREA
(excluding transfers and non-budgeted funds)

SERVICE AREA	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
Public Safety	10,892,569	11,982,433	12,093,133	13,401,236	11.8%
Court Services	1,598,061	1,897,539	1,766,174	1,910,742	0.7%
Physical Health & Education	3,846,548	3,996,464	3,915,004	4,124,314	3.2%
Mental Health	12,507,653	13,099,016	12,497,588	12,916,875	-1.4%
Social Services	1,828,677	2,060,363	2,015,055	2,067,921	0.4%
County Environment	2,974,726	3,015,758	3,012,761	3,198,144	6.0%
Roads & Transportation	3,380,066	3,144,000	3,144,000	3,596,700	14.4%
State/Local Government	1,748,504	1,683,609	1,682,278	1,816,014	7.9%
Interprogram	<u>5,907,458</u>	<u>6,506,321</u>	<u>6,317,055</u>	<u>7,030,083</u>	8.1%
SUBTOTAL OPERATING BUDGET	44,684,262	47,385,503	46,443,048	50,062,029	5.6%
Debt Service	607,818	1,112,753	1,105,961	1,038,906	-6.6%
Capital Projects	<u>13,388,707</u>	<u>9,530,404</u>	<u>10,220,736</u>	<u>4,356,527</u>	-54.3%
TOTAL COUNTY BUDGET	<u>\$ 58,680,787</u>	<u>\$ 58,028,660</u>	<u>\$ 57,769,745</u>	<u>\$ 55,457,462</u>	-4.4%

APPROPRIATIONS BY SERVICE AREA

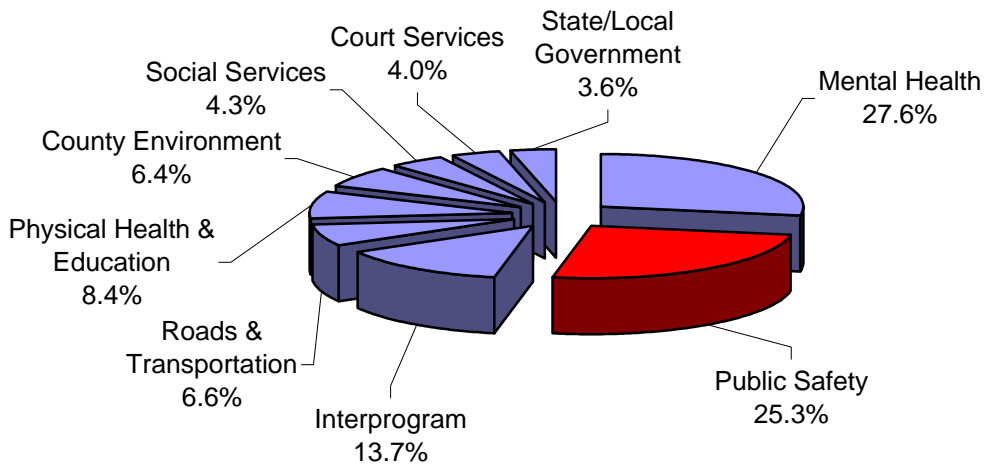
Operating Budget Only

FY04 BUDGET: \$50,062,029



Public Safety expenditures are now the highest percentage of the County operating budget. Public Safety expenditures have increased dramatically in recent years due to increasing staffing and costs in housing jail inmates in out-of-county facilities.

FY03 BUDGET: \$47,385,503



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

	----- GENERAL FUND -----			----- SPECIAL REVENUE FUNDS -----		
	<u>ACTUAL</u> <u>2001-02</u>	<u>PROJECTED</u> <u>2002-03</u>	<u>BUDGET</u> <u>2003-04</u>	<u>ACTUAL</u> <u>2001-02</u>	<u>PROJECTED</u> <u>2002-03</u>	<u>BUDGET</u> <u>2003-04</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 16,653,408	\$ 18,294,651	\$ 20,378,406	\$ 4,987,540	\$ 5,059,303	\$ 5,076,787
Less: Uncollected Delinquent Taxes-Levy Ye	8,004	9,180	9,180	2,218	2,216	2,216
Less: Credits To Taxpayers	740,078	786,148	786,148	256,823	265,403	265,403
Net Current Property Taxes	15,905,326	17,499,323	19,583,078	4,728,499	4,791,684	4,809,168
Delinquent Property Tax Revenue	8,004	9,180	9,180	2,218	2,216	2,216
Penalties, Interest & Costs On Taxes	579,951	526,183	548,300	-	-	-
Other County Taxes	4,122,282	4,421,246	4,698,386	230,834	237,095	237,039
Intergovernmental	4,779,759	4,152,612	4,334,422	10,457,210	11,022,108	11,988,574
Licenses & Permits	417,233	406,330	404,445	1,765	1,000	1,000
Charges For Services	4,044,976	3,813,213	4,161,661	136,075	99,000	103,000
Use of Money & Property	1,063,470	677,848	751,295	4,221	5,000	6,000
Fines,Forfeitures & Defaults	-	-	-	-	-	-
Miscellaneous	295,251	406,380	229,609	38,111	267,431	27,533
Subtotal Revenues	31,216,252	31,912,315	34,720,376	15,598,933	16,425,534	17,174,530
Other Financing Sources:						
Operating Transfers In	4,407,495	1,600,000	-	2,163,744	2,228,656	2,228,656
Proceeds of Fixed Asset Sales	23,309	8,000	6,500	-	-	-
Total Revenues & Other Sources	35,647,056	33,520,315	34,726,876	17,762,677	18,654,190	19,403,186
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Public Safety & Legal Services	12,490,629	13,859,307	15,311,978	-	-	-
Physical Health & Social Services	5,298,125	5,540,769	5,785,517	-	-	-
Mental Health, MR & DD	-	-	-	12,507,653	12,497,588	12,916,875
County Environment & Education	2,999,726	3,037,761	3,223,144	352,100	364,290	381,718
Roads & Transportation	-	-	-	3,380,066	3,144,000	3,596,700
Government Services to Residents	1,748,504	1,682,278	1,816,014	-	-	-
Administration	5,907,458	6,317,055	7,030,083	-	-	-
Capital Projects	-	-	-	1,119,570	1,135,000	1,100,000
Subtotal Expenditures	28,444,442	30,437,170	33,166,736	17,359,389	17,140,878	17,995,293
Other Financing Uses:						
Operating Transfers Out	5,571,489	5,175,036	2,818,984	1,676,942	1,805,104	1,905,104
Total Expenditures & Other Uses	34,015,931	35,612,206	35,985,720	19,036,331	18,945,982	19,900,397
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	1,631,125	(2,091,891)	(1,258,844)	19,036,331	(291,792)	(497,211)
Beginning Fund Balance - July 1,	\$ 6,916,925	\$ 8,548,050	\$ 6,456,159	\$ 3,329,481	\$ 2,055,827	\$ 1,764,035
Ending Fund Balance - June 30,	\$ 8,548,050	\$ 6,456,159	\$ 5,197,315	\$ 2,055,827	\$ 1,764,035	\$ 1,266,824

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

	----- DEBT SERVICE FUND -----			----- CAPITAL PROJECTS FUND -----		
	<u>ACTUAL</u> <u>2001-02</u>	<u>PROJECTED</u> <u>2002-03</u>	<u>BUDGET</u> <u>2003-04</u>	<u>ACTUAL</u> <u>2001-02</u>	<u>PROJECTED</u> <u>2002-03</u>	<u>BUDGET</u> <u>2003-04</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ -	\$ 493,301	\$ 423,060	\$ -	\$ -	\$ -
Less: Uncollected Delinquent Taxes-Levy Ye	-	345	345	-	-	-
Less: Credits To Taxpayers	-	21,230	21,230	-	-	-
Net Current Property Taxes	-	471,726	401,485	-	-	-
Delinquent Property Tax Revenue	-	345	345	-	-	-
Other County Taxes	-	25,509	22,000	822,996	825,000	825,000
Intergovernmental	304,010	313,495	298,398	354,662	244,876	11,880
Use of Money & Property	-	-	-	31,038	15,153	12,270
Miscellaneous	-	-	-	399,386	6,000	105,500
Subtotal Revenues	304,010	811,075	722,228	1,608,082	1,091,029	954,650
Other Financing Sources:						
General Long Term Debt Proceeds	41,778	-	-	5,000,000	-	-
Operating Transfers In	-	-	-	3,731,558	3,952,707	3,452,650
Proceeds of Fixed Asset Sales	-	-	-	28,665	130	30,000
Total Revenues & Other Sources	345,788	811,075	722,228	10,368,305	5,043,866	4,437,300
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Debt Service	607,818	1,105,961	1,038,906	-	-	-
Capital Projects	-	-	-	12,269,137	9,085,736	3,256,527
Subtotal Expenditures	607,818	1,105,961	1,038,906	12,269,137	9,085,736	3,256,527
Other Financing Uses:						
Operating Transfers Out	-	-	-	1,190,618	801,223	957,218
Total Expenditures & Other Uses	607,818	1,105,961	1,038,906	13,459,755	9,886,959	4,213,745
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(262,030)	(294,886)	(316,678)	(3,091,450)	(4,843,093)	223,555
Beginning Fund Balance - July 1,	\$ 5,688,836	\$ 5,426,805	\$ 5,131,919	\$ 9,007,746	\$ 5,916,295	\$ 1,073,202
Ending Fund Balance - June 30,	\$ 5,426,805	\$ 5,131,919	\$ 4,815,241	\$ 5,916,295	\$ 1,073,202	\$ 1,296,757

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

	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
ADMINISTRATION	\$ 310,235	\$ 303,138	\$ 302,831	\$ 316,209	4.3%
General Administration	310,236	303,138	302,831	316,209	4.3%
ATTORNEY	\$ 1,842,363	\$ 1,950,626	\$ 1,951,870	\$ 2,049,651	5.1%
County Attorney Administration	217,821	231,055	227,930	240,901	4.3%
Criminal Prosecution	1,374,474	1,458,680	1,463,731	1,536,504	5.3%
Child Support	3	-	-	-	
Corporation Counsel/Civil	250,065	260,891	260,209	272,246	4.4%
AUDITOR	\$ 1,128,680	\$ 1,070,392	\$ 1,059,615	\$ 1,146,915	7.1%
Auditor Administration	133,611	138,058	136,937	149,160	8.0%
Elections	517,077	421,675	416,313	469,507	11.3%
Business Finance	257,680	269,902	268,563	276,372	2.4%
Taxation	220,312	240,757	237,802	251,876	4.6%
CAPITAL IMPROVEMENTS	\$ 11,447,629	\$ 7,432,292	\$ 8,007,565	\$ 2,822,915	-62.0%
General Capital Improvements	11,447,629	7,432,292	8,007,565	2,822,915	-62.0%
COMMUNITY SERVICES	\$ 6,770,258	\$ 7,090,936	\$ 7,030,100	\$ 7,260,833	2.4%
Community Services Administration	19,224	99,402	99,074	102,361	3.0%
General Relief	599,829	741,277	768,679	797,746	7.6%
Veteran Services	99,564	124,589	105,231	116,761	-6.3%
Chemical Dep & Other Services	328,819	288,986	243,486	244,514	-15.4%
MH-DD Services	5,722,822	5,836,682	5,813,630	5,999,451	2.8%
CONSERVATION (net of golf course)	\$ 3,045,153	\$ 3,284,802	\$ 3,384,225	\$ 2,912,458	-11.3%
Conservation Administration	306,025	298,786	320,643	335,698	12.4%
Parks & Recreation	1,745,493	1,823,220	1,806,573	1,935,627	6.2%
Conservation Capital Projects	821,508	963,112	1,078,171	433,612	-55.0%
Wapsi River Environmental Center	172,127	199,684	178,838	207,521	3.9%
DEBT SERVICES	\$ 607,818	\$ 1,112,753	\$ 1,105,961	\$ 1,038,906	-6.6%
Solid Waste	594,010	594,800	594,800	594,703	0.0%
River Renaissance Bonds	13,808	517,953	511,161	444,203	-14.2%
FACILITY & SUPPORT SERVICES	\$ 1,653,419	\$ 2,012,531	\$ 1,979,256	\$ 2,124,505	5.6%
FSS Administration	154,020	154,248	159,511	169,768	10.1%
Maint of Buildings & Grounds	821,446	898,682	897,408	968,990	7.8%
Custodial Services	324,049	347,582	326,341	367,542	5.7%
Support Services	353,904	612,019	595,996	618,205	5.7%

	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
HEALTH DEPARTMENT	<u>\$ 3,356,922</u>	<u>\$ 3,552,002</u>	<u>\$ 3,493,718</u>	<u>\$ 3,762,912</u>	5.9%
Medical Examiner	161,991	168,322	166,877	170,697	1.4%
Jail Inmate Health	328,718	380,264	370,242	439,294	15.5%
Emergency Medical Services	61,394	63,469	63,547	67,987	7.1%
Monitor Health Status	330,422	328,680	323,293	341,745	4.0%
Diagnose/Investigate	492,452	510,931	482,365	535,958	4.9%
Evaluate	97,129	110,389	105,731	113,613	2.9%
Develop Policies	18,938	20,276	19,680	20,410	0.7%
Enforce Laws/Regulations	362,163	429,103	413,153	471,992	10.0%
Research	14,107	19,249	14,851	20,226	5.1%
Link People to Services	947,730	1,002,105	1,003,271	1,027,998	2.6%
Assure Workforce	125,755	137,966	150,500	158,788	15.1%
Inform/Educate/Empower	105,163	98,873	96,984	100,127	1.3%
Mobilize Community	310,960	282,375	283,224	294,077	4.1%
HUMAN SERVICES	<u>\$ 148,497</u>	<u>\$ 171,016</u>	<u>\$ 164,126</u>	<u>\$ 175,953</u>	2.9%
Administrative Support	55,821	67,416	60,526	65,076	-3.5%
Case Management	92,676	103,600	103,600	110,877	7.0%
INFORMATION TECHNOLOGY	<u>\$ 1,153,151</u>	<u>\$ 1,041,205</u>	<u>\$ 954,470</u>	<u>\$ 1,144,132</u>	9.9%
Administration	116,745	98,867	97,165	103,402	4.6%
Information Processing	862,616	942,338	857,305	1,040,730	10.4%
Support Services	173,790	-	-	-	
JUVENILE COURT SERVICES	<u>\$ 637,235</u>	<u>\$ 884,523</u>	<u>\$ 739,271</u>	<u>\$ 817,907</u>	-7.5%
Juvenile Detention Center	637,235	884,523	739,271	817,907	-7.5%
NON-DEPARTMENTAL	<u>\$ 1,854,597</u>	<u>\$ 2,677,372</u>	<u>\$ 2,017,533</u>	<u>\$ 2,479,254</u>	-7.4%
Non-Departmental	559,000	880,831	613,931	974,732	10.7%
Court Support Costs	131,767	145,238	146,006	152,340	4.9%
Other Law Enforcement Costs	101,036	89,160	104,709	120,415	35.1%
Flood Emergency Costs	1,280	-	-	-	
Risk Management Program	669,617	706,748	848,987	933,072	32.0%
Hotel/Motel Unit	11,911	40,000	12,000	12,000	-70.0%
JTPA Quality Jobs Program	312,654	215,695	225,500	215,695	0.0%
MH-DD Contingency	(2,520)	519,200	1,000	1,000	-99.8%
Jail Alternatives	69,852	80,500	65,400	70,000	-13.0%
HUMAN RESOURCES	<u>\$ 252,455</u>	<u>\$ 363,042</u>	<u>\$ 315,109</u>	<u>\$ 344,047</u>	-5.2%
Human Resource Management	252,455	363,042	315,109	344,047	-5.2%

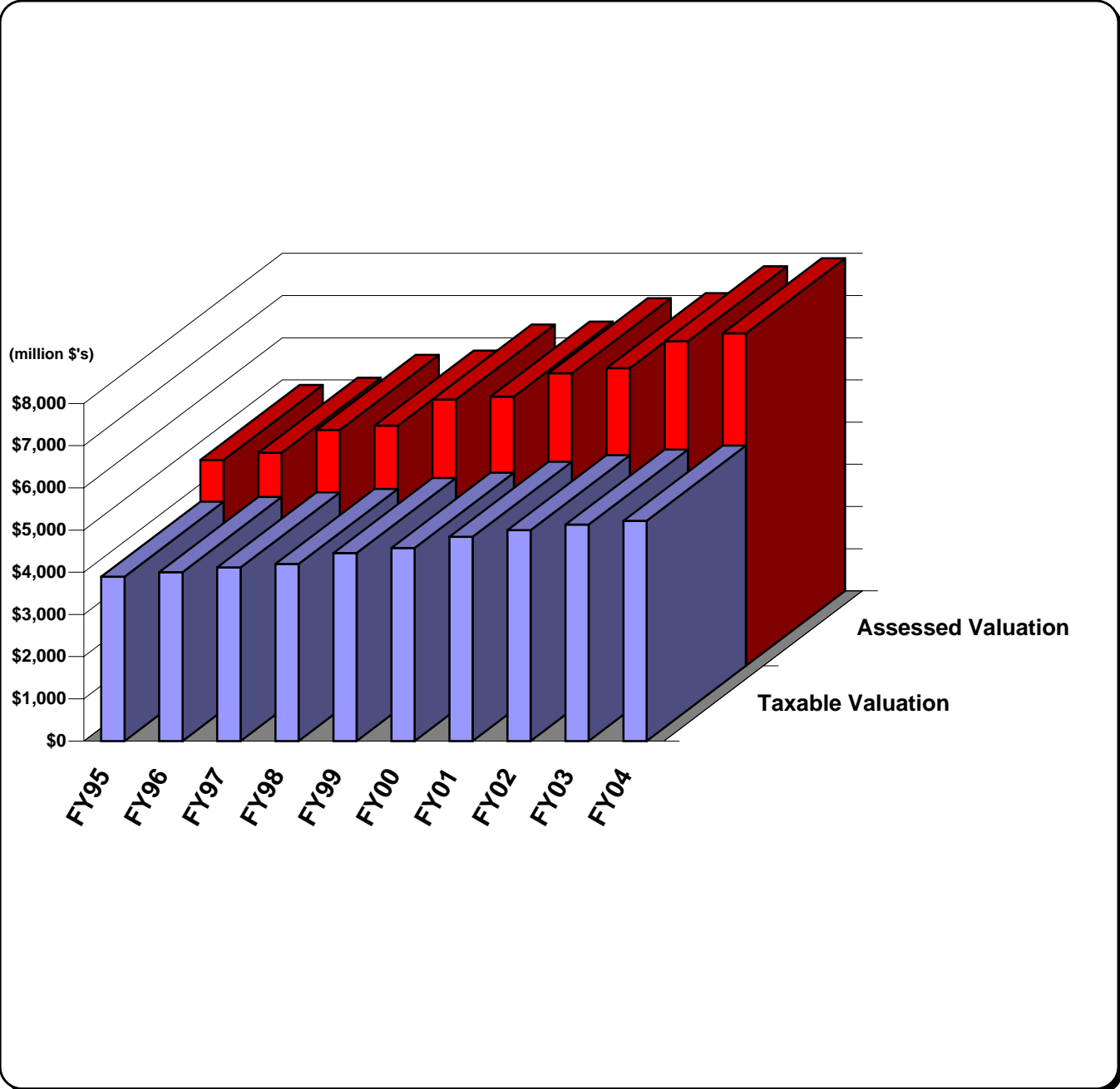
	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
PLANNING & DEVELOPMENT	\$ 228,440	\$ 262,811	\$ 265,645	\$ 283,387	7.8%
P & D Administration	84,153	89,726	92,550	98,961	10.3%
Code Enforcement	142,557	157,635	157,645	168,976	7.2%
Tax Deed Properties	1,730	15,450	15,450	15,450	0.0%
RECORDER	\$ 582,957	\$ 618,867	\$ 610,192	\$ 654,053	5.7%
Recorder Administration	111,931	120,121	119,509	125,429	4.4%
Public Records	347,851	366,686	362,568	387,041	5.6%
Vital Records	123,175	132,060	128,115	141,583	7.2%
SECONDARY ROADS	\$ 4,499,636	\$ 4,279,000	\$ 4,279,000	\$ 4,696,700	9.8%
Administration	169,981	165,000	165,000	170,800	3.5%
Engineering	317,500	324,000	324,000	346,900	7.1%
Bridges & Culverts	92,874	102,000	102,000	142,000	39.2%
Roads	1,377,285	1,092,000	1,092,000	1,147,000	5.0%
Snow & Ice Control	153,624	236,000	236,000	246,000	4.2%
Traffic Controls	121,652	146,000	146,000	143,000	-2.1%
Road Clearing	145,939	95,000	95,000	120,000	26.3%
New Equipment	339,207	232,000	232,000	520,000	124.1%
Equipment Operations	565,600	670,000	670,000	653,000	-2.5%
Tools, Materials & Supplies	75,264	52,000	52,000	53,000	1.9%
Real Estate & Buildings	21,140	30,000	30,000	55,000	83.3%
Roadway Construction	1,119,570	1,135,000	1,135,000	1,100,000	-3.1%
SHERIFF	\$ 8,741,534	\$ 9,591,363	\$ 9,856,378	\$ 10,818,844	12.8%
Sheriff Administration	156,513	231,025	225,362	234,271	1.4%
Patrol	1,896,417	1,986,119	1,995,976	2,091,889	5.3%
Jail/Prisoner Transportation	4,306,871	4,770,310	5,124,397	5,723,022	20.0%
Civil Deputies	261,064	278,908	278,453	292,768	5.0%
Communications/Records	938,288	1,103,228	1,055,778	1,165,054	5.6%
Investigations	614,387	632,903	573,968	664,113	4.9%
Bailiffs/Courthouse Security	374,498	378,094	391,482	414,600	9.7%
Civil-Clerical	193,496	210,776	210,962	233,127	10.6%
SUPERVISORS	\$ 234,450	\$ 246,877	\$ 244,789	\$ 260,237	5.4%
Supervisors, Board of	234,450	246,877	244,789	260,237	5.4%
TREASURER	\$ 1,397,310	\$ 1,418,154	\$ 1,438,878	\$ 1,526,321	7.6%
Treasurer Administration	147,451	150,824	153,283	173,849	15.3%
Tax Administration	339,990	357,178	363,486	381,698	6.9%
Motor Vehicle Registration-CH	394,659	407,225	414,172	441,692	8.5%
County General Store	250,521	232,842	238,101	247,262	6.2%
Accounting/Finance	264,689	270,085	269,836	281,820	4.3%

	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
AUTHORIZED AGENCIES:					
BI-STATE REGIONAL COMMISSION	\$ 57,126	\$ 60,409	\$ 60,409	\$ 62,221	3.0%
Regional Planning/Technical Assistance	57,126	60,409	60,409	62,221	3.0%
BUFFALO AMBULANCE	\$ 32,650	\$ 32,650	\$ 32,650	\$ 32,650	0.0%
Buffalo-Emergency Care & Transfer	32,650	32,650	32,650	32,650	0.0%
CENTER FOR ALCOHOL/DRUG SERV	\$ 272,090	\$ 279,052	\$ 279,052	\$ 286,224	2.6%
Outpatient Services	40,000	40,000	40,000	40,000	0.0%
Residential Services	232,090	239,052	239,052	246,224	3.0%
CENTER FOR ACTIVE SENIORS	\$ 204,057	\$ 209,316	\$ 208,682	\$ 204,179	-2.5%
Outreach to Older Persons	91,723	94,475	94,475	97,309	3.0%
Transportation for Older Persons	37,751	38,649	38,649	39,808	3.0%
Day Care for Older Persons	14,286	14,286	14,286	14,286	0.0%
Volunteer Services for Older Person	34,025	33,475	33,475	34,479	3.0%
Leisure Services for Older Persons	16,772	18,297	18,297	18,297	0.0%
Other Programs	9,500	10,134	9,500	-	-100.0%
COMMUNITY HEALTH CARE	\$ 291,021	\$ 291,021	\$ 291,021	\$ 291,021	0.0%
Health Services-Comm Services	238,075	238,075	238,075	238,075	0.0%
Health Services-Other	52,946	52,946	52,946	52,946	0.0%
EMERGENCY MANAGEMENT AGENC	\$ 25,357	\$ 25,357	\$ 25,357	\$ 25,357	0.0%
Emergency Preparedness	25,357	25,357	25,357	25,357	0.0%
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%
GENESIS VISITING NURSE	\$ 611,683	\$ 614,281	\$ 579,716	\$ 579,716	-5.6%
Public Health Nursing	221,157	221,157	215,015	215,015	-2.8%
Home Support Services	388,232	390,759	364,701	364,701	-6.7%
Other Programs	2,294	2,365	-	-	-100.0%
HANDICAPPED DEVELOPMENT CENT	\$ 2,623,990	\$ 2,633,863	\$ 2,619,861	\$ 2,680,327	1.8%
Residential Program	1,322,497	1,236,710	1,237,245	1,273,811	3.0%
Vocational Services	975,001	1,042,153	998,173	1,040,866	-0.1%
Developmental Services	326,492	355,000	384,443	365,650	3.0%
HUMANE SOCIETY	\$ 26,319	\$ 26,319	\$ 26,319	\$ 26,845	2.0%
Animal Shelter	26,319	26,319	26,319	26,845	2.0%

	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
COUNTY LIBRARY	\$ 352,100	\$ 364,290	\$ 364,290	\$ 381,718	4.8%
Library Resources & Services	352,100	364,290	364,290	381,718	4.8%
MEDIC E.M.S.	\$ 100,000	\$ -	\$ -	\$ -	
Emergency Medical Services	100,000	-	-	-	
QC CONVENTION/VISITORS BUREAU	\$ 67,000	\$ 68,742	\$ 68,742	\$ 70,000	1.8%
Regional Tourism Development	67,000	68,742	68,742	70,000	1.8%
QC DEVELOPMENT GROUP	\$ 35,092	\$ 35,092	\$ 35,092	\$ 36,150	3.0%
Regional Economic Development	35,092	35,092	35,092	36,150	3.0%
VERA FRENCH CMHC	\$ 4,069,563	\$ 4,004,566	\$ 3,958,022	\$ 4,124,915	3.0%
Outpatient Services	1,020,349	1,185,163	1,185,163	1,220,718	3.0%
Community Support Services	359,310	392,198	392,198	403,964	3.0%
Community Services	53,835	55,988	55,988	57,668	3.0%
Case Management	608,229	693,398	646,854	715,491	3.2%
Inpatient Services	65,242	67,852	67,852	69,888	3.0%
Residential	1,543,895	1,101,809	1,101,809	1,134,863	3.0%
Day Treatment Services	282,921	266,755	266,755	274,758	3.0%
Case Monitoring	135,782	135,782	135,782	139,855	3.0%
Employment Services	-	105,621	105,621	107,710	
TOTAL ALL DEPTS/AGENCIES	<u>\$ 58,680,787</u>	<u>\$ 58,028,660</u>	<u>\$ 57,769,745</u>	<u>\$ 55,457,462</u>	-4.4%

TAXABLE VALUATIONS vs 100% ASSESSMENTS

TEN YEAR COMPARISON (in million \$'s)



Currently due to a State applied rollback to residential property, taxable values are only 51.4% of the County's fully assessed residential property values.

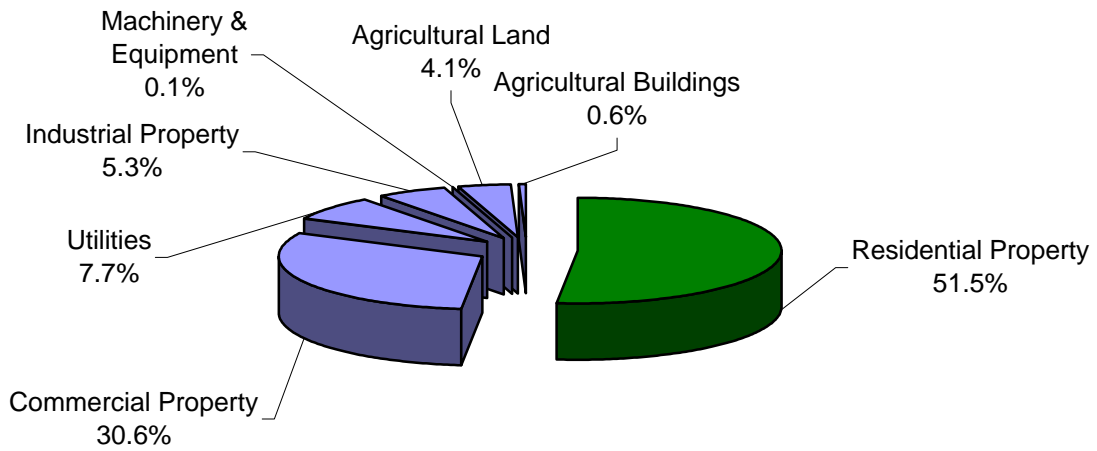
ASSESSED AND TAXABLE VALUES OF TAXABLE PROPERTY TEN FISCAL YEAR COMPARISON

<u>Fiscal Year</u>	<u>----- Real Property -----</u>		<u>----- Personal Property -----</u>	
	<u>Taxable Value</u>	<u>Assessed Value</u>	<u>Taxable Value</u>	<u>Assessed Value</u>
1994-95	3,309,530,239	4,295,968,674	252,058,644	252,058,644
1995-96	3,384,478,122	4,419,320,298	258,921,872	258,921,872
1996-97	3,502,340,089	4,982,800,925	270,794,085	270,794,085
1997-98	3,593,077,609	5,094,524,701	267,715,978	267,715,978
1998-99	3,807,731,607	5,668,739,100	255,956,108	255,956,108
1999-00	3,972,859,733	5,777,153,288	244,123,480	244,123,480
2000-01	4,283,599,697	6,382,142,701	190,103,913	190,103,913
2001-02	4,494,546,377	6,542,552,088	128,389,476	128,389,476
2002-03	4,697,380,131	7,262,052,360	55,912,460	55,912,460
2003-04	4,812,295,795	7,413,380,012	5,356,152	5,356,152

----- Utilities -----		----- Total -----		Ratio Taxable to Assessed Value	Tax Increment Financing District Values
<u>Taxable Value</u>	<u>Assessed Value</u>	<u>Taxable Value</u>	<u>Assessed Value</u>		
332,671,409	332,671,409	3,894,260,292	4,880,698,727	79.8%	62,253,911
360,586,917	372,882,986	4,003,986,911	5,051,125,156	79.3%	81,615,161
343,109,441	343,726,116	4,116,243,615	5,597,321,126	73.5%	117,883,768
332,821,148	332,821,148	4,193,614,735	5,695,061,827	73.6%	94,850,981
390,444,779	390,533,049	4,454,132,494	6,315,228,257	70.5%	116,708,030
360,261,226	360,261,226	4,577,244,439	6,381,537,994	71.7%	175,894,540
367,488,907	367,528,097	4,841,192,517	6,939,774,711	69.8%	207,991,891
373,127,833	373,127,833	4,996,063,686	7,044,069,397	70.9%	218,666,744
376,312,988	376,928,465	5,129,605,579	7,694,893,285	66.7%	226,164,092
402,785,799	403,680,208	5,220,437,746	7,822,416,372	66.7%	226,164,092

TAXABLE VALUATION BY CLASS OF PROPERTY

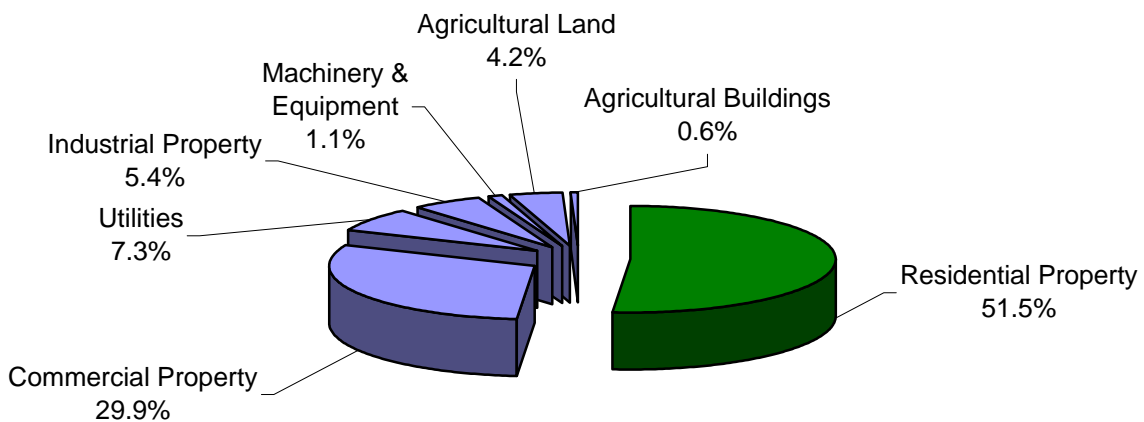
FY04 TAXABLE VALUATION



Total Tax Base: \$5,220,437,746

Residential property valuations represent over half of the County's tax base. Residential valuations would represent 66%, however, the State mandated rollback percentage shifts the tax burden to other classes. Also, machinery & equipment is being phased out.

FY03 TAXABLE VALUATION



Total Tax Base: \$5,129,605,662

TAXABLE PROPERTY VALUATION COMPARISON

	January 1,2001 For FY03	% of Total	January 1,2002 For FY04	% of Total	Amount Change	% Change
COUNTY-WIDE						
Residential Property	2,642,744,800	51.5%	2,690,496,478	51.5%	47,751,678	1.8%
Commercial Property	1,532,633,902	29.9%	1,596,613,145	30.6%	63,979,243	4.2%
Utilities	376,312,988	7.3%	402,785,799	7.7%	26,472,811	7.0%
Industrial Property	274,967,465	5.4%	277,555,765	5.3%	2,588,300	0.9%
Machinery & Equipment	55,912,460	1.1%	5,356,152	0.1%	(50,556,308)	-90.4%
Agricultural Land	215,927,885	4.2%	215,697,788	4.1%	(230,097)	-0.1%
Agricultural Buildings	31,106,162	0.6%	31,932,619	0.6%	826,457	2.7%
Total	5,129,605,662	100.0%	5,220,437,746	100.0%	90,832,084	1.8%
UNINCORPORATED AREAS						
Residential Property	327,406,108	49.9%	336,218,195	49.0%	8,812,087	2.7%
Commercial Property	41,026,406	6.3%	43,238,600	6.3%	2,212,194	5.4%
Utilities	74,068,275	11.3%	93,285,051	13.6%	19,216,776	25.9%
Industrial Property	1,981,070	0.3%	1,981,070	0.3%	0	0.0%
Machinery & Equipment	41,243	0.0%	0	0.0%	(41,243)	-100.0%
Agricultural Land	182,270,873	27.8%	182,088,390	26.5%	(182,483)	-0.1%
Agricultural Buildings	28,705,591	4.4%	29,497,350	4.3%	791,759	2.8%
Total	655,499,566	100.0%	686,308,656	100.0%	30,809,090	4.7%
Property in Cities	4,474,106,096	87.2%	4,534,129,090	86.9%	60,022,994	1.3%
Property in Rural Areas	655,499,566	12.8%	686,308,656	13.1%	30,809,090	4.7%
Total	5,129,605,662	100.0%	5,220,437,746	100.0%	90,832,084	1.8%

EXCLUDED VALUES FROM COUNTY'S OVERALL TAX BASE:	January 1,2001 For FY03	January 1,2002 For FY04	Amount Change	% Change
Tax Increment Financing District Values	226,164,092	232,697,034	6,532,942	2.9%
Military Exemptions	20,256,529	19,761,956	(494,573)	-2.4%
Utilities/Railroads Rollback Amount	29,689	0	(29,689)	-100.0%
Ag Land/Buildings Rollback Amount	0	0	0	
Commercial Rollback Amount	37,836,435	0	(37,836,435)	-100.0%
Residential Rollback Amount	2,506,579,265	2,581,322,261	74,742,996	3.0%
Total Rollback Loss	2,544,445,389	2,581,322,261	36,876,872	1.4%
Total Excluded Values	2,790,866,010	2,833,781,251	42,915,241	1.5%
Percent of Tax Base Excluded	35.2%	35.2%		

**PROPERTY TAX LEVY COMPARISON
ALL FUNDS**

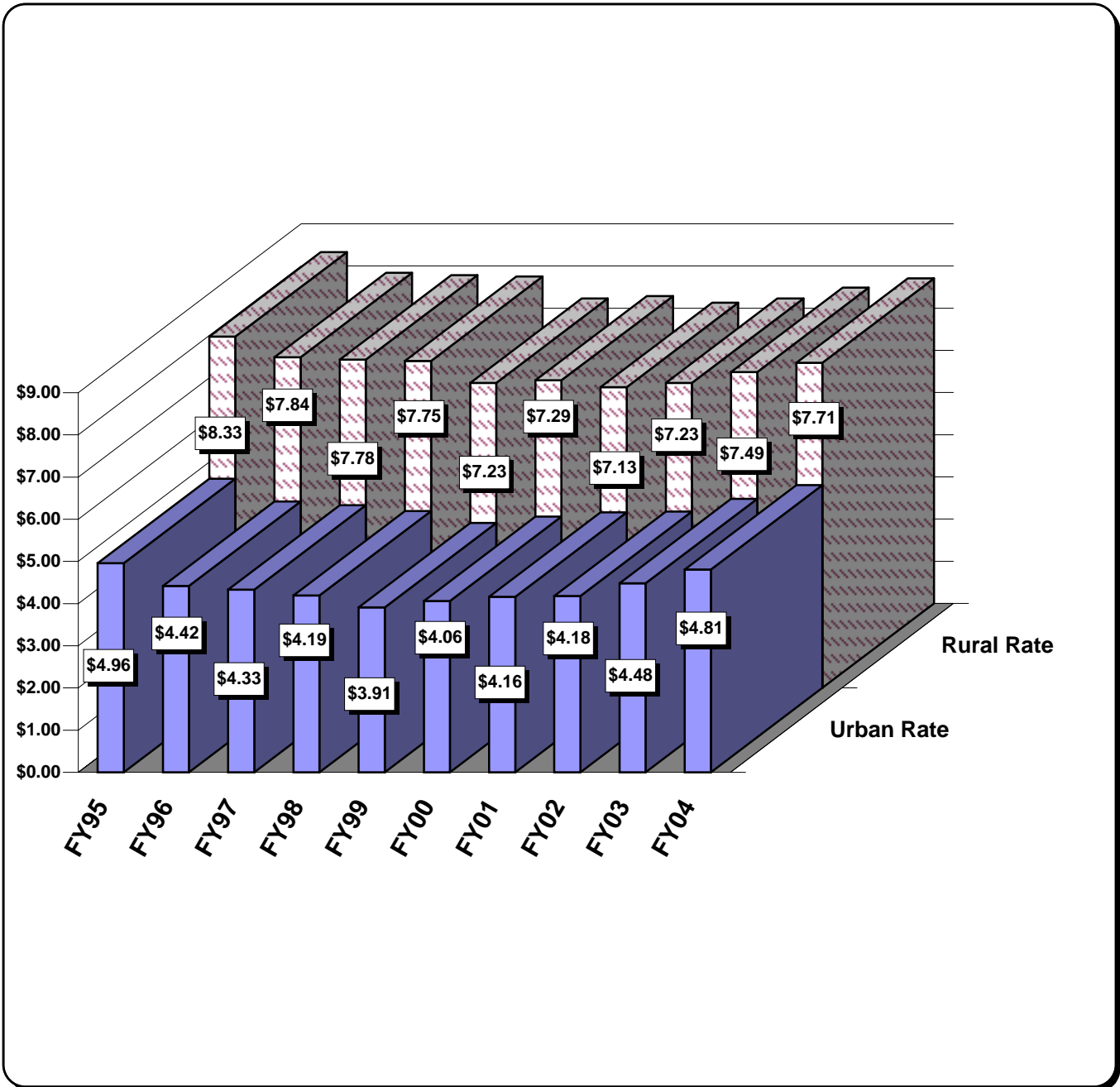
	----- 2002-03 Budget -----		----- 2003-04 Budget -----		
	<u>Levy Amount</u>	<u>Levy Rate Per \$1,000 Taxable Valuation</u>	<u>Levy Amount</u>	<u>Levy Rate Per \$1,000 Taxable Valuation</u>	<u>Levy Amount % Incr -Decr</u>
General Fund	\$ 18,294,441	\$ 3.73882	\$ 20,378,406	\$ 4.09349	11.4%
Special Revenue Fund					
MH-DD	3,155,515	0.64489	3,154,566	0.63367	0.0%
Debt Service Fund	<u>493,301</u>	<u>0.09696</u>	<u>423,060</u>	<u>0.08171</u>	
Total County-Wide Levy	\$ 21,943,257	\$ 4.48067 ⁽¹⁾	\$ 23,956,032	\$ 4.80887 ⁽¹⁾	9.2%
Special Revenue Fund (rural only)					
Rural Services Basic	<u>1,902,678</u>	<u>3.01121</u> ⁽²⁾	<u>1,922,221</u>	<u>2.90305</u> ⁽²⁾	1.0%
Total Gross Levy	\$ 23,845,935	\$ 7.49188	\$ 25,878,253	\$ 7.71192	8.5%
Less State Replacement Credits Against Levied Taxes	<u>1,071,461</u>		<u>1,072,781</u>		0.1%
Total Net Levy	<u>\$ 22,774,474</u>	<u>\$ 7.49188</u> ⁽³⁾	<u>\$ 24,805,472</u>	<u>\$ 7.71192</u> ⁽³⁾	8.9%

⁽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



Even with the levy increasing due to increasing jail program and staffing costs, increasing costs to house inmates out-of-county, and due to reduced interest income as a result of the lowest interest rates in recent history, the urban county levy rate is 3.0% lower than ten years ago while the rural levy rate is 7.4% lower.

TAX LEVIES AND LEVY RATES 10 YEAR HISTORICAL COMPARISON

<u>Fiscal Year</u>	<u>Gross Tax Levy</u> ⁽¹⁾	<u>Urban Levy Rate</u> ⁽²⁾	<u>Rural Levy Rate</u> ⁽³⁾
1994-95	20,822,219	4.96037	8.32859
1995-96	19,260,096	4.42243	7.83861
1996-97	19,421,520	4.32655	7.78103
1997-98	19,242,218	4.19239	7.74642
1998-99	19,163,522	3.91472	7.23492
1999-00	20,346,984	4.05869	7.29139
2000-01	20,877,375	4.15929	7.13428
2001-02	21,804,260	4.18290	7.23474
2002-03	23,845,935	4.48067	7.49188
2003-04	25,878,253	4.80887	7.71192

⁽¹⁾ Includes State replacement credits against levies taxes

⁽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)

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 General Fund balance:

Fiscal Year	June 30 Fund Balance
1994-95	3,411,137
1995-96	4,464,226
1996-97	6,776,196
1997-98	6,971,767
1998-99	8,401,174
1999-00	5,755,164
2000-01	5,373,104
2001-02	6,012,505
2002-03 (Projected)	3,980,868
2003-04 (Projected)	2,722,024

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 fund balance for the General Fund was identified as 15% of annual operating expenses. The unrestricted, unreserved General Fund projected June 30, 2004 balance is projected to be below this minimum (7.4%) due to an economic emergency use of fund balance to partially offset substantially lower interest income due to historic low interest rates. The

County will be temporarily halting further implementation of the Courthouse/Bi-Centennial Building Renovation Master Plan following the completion of the Bi-Centennial Building in FY03 until gaming revenues (which are all devoted to the Capital Fund) accumulate and allow for full funding of this pay-as-you-go project. The Board plans to return the General Fund Balance back to its 15% minimum balance following the completion of this multi-year master plan project.

In recent years the Board of Supervisors has taken an aggressive stance creating reserves for various expenditures such as vehicle replacements, electronic equipment replacements, capital improvements and for risk management costs. These reserves allow for stable annual, levied transfer amounts as opposed to requiring highly fluctuating levy rates. Also, General Fund balances that exceed the minimum reserve requirement are considered for capital project funding. That is the reason behind the planned General Fund balance reductions in recent years. Operating transfers to the Capital Projects Fund were used to support the space utilization master plan in moving administrative offices from the Courthouse to the Bicentennial Building to make room for additional judges, as well as for the planned expansion of the County's juvenile detention center.

The addition of the 1% Local Option Sales Tax in fiscal year 1989-90 as approved by County referendum has greatly enhanced the diversity of the revenue base for the General Fund. The local option sales tax revenue represents approximately 10% of total revenues to the General Fund in FY04. **All estimated local option tax revenues are used to reduce the General Fund property tax requirement for the ensuing fiscal year.**

The Iowa State Legislature created a new Special Revenue Fund to account for all mental health developmentally disabled (MH-DD) expenditures and revenues as mandated by Iowa law. In the past MH-DD expenditures had increased steadily to the point where these uncontrollable State mandated expenditures accounted for almost a third of the County's General Fund operating expenses. However, in 1996 the State Legislature authorized legislation that required the State to begin to participate in a higher level in the funding of these mental health costs. In addition the State limited future growth of MH-DD expenditures that counties could legally expend over the previous year. This State action not only reduced property tax requirements by Iowa counties it also greatly reduced the funding and expenditure requirements of the General Fund below previous years' requirements. An unintended consequence of this State action, however, is a possible reduction in direct services to clients when State revenues are down which is the situation in Iowa as in other states across the nation.

Budgeted expenditures (net of transfers) within the General Fund increased 7.8% for FY04 over FY03. The Public Safety service area is increasing the greatest amount (11.8%) due to the County being at capacity in its old, outmoded jail facility. The Board has accepted the Community Jail Alternatives and Advisory Committee's (CJAAC) recommendation to implement additional in-facility jail programs to reduce recidivism. These programs will include substance abuse treatment services, mental health services, GED educational and vocational training, anger management, etc. The Board and CJAAC feel strongly that implementation of these programs will result in a smaller new

jail facility (375 bed) to be brought to the voters for their approval in fall 2004 than the proposed jail size rejected by the voters in 1998 (500 bed).

County environment is increasing 6% due to increased personal services costs for parks and recreation activities. . State and Local Government services area is increasing 7.9% due to the presidential election costs anticipated for FY04. Interprogram costs are increasing 8.1% primarily due to increasing risk management and insurance costs. Recent events during the past several years (9/11 tragedy, weather-related losses, etc.) have caused substantial increases in insurance premiums for property and casualty coverage. All other service areas are increasing nominal, inflationary amounts.

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, 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 FY04 General Basic levy rate is at the \$3.50 limit with the General Supplemental Fund at a \$0.59349 levy rate amount.

The General Supplemental Fund levy is only slightly used at this time due to the new Special Revenue Fund created by Iowa law for MH-DD revenues and expenditures. Also it is noted that as the County reaches the \$3.50 General Basic Fund rate limit election costs, court services costs, employee benefits and risk management expenditures could all be levied under the General Supplemental Fund levy which has no levy rate limitation under Iowa law. Thus, the Board of Supervisors continues to have considerable latitude in the determination of an expense level to fund the services to be provided to its citizens. Future economic conditions and the growth of non-tax revenues will also play a part in future required tax levy levels.

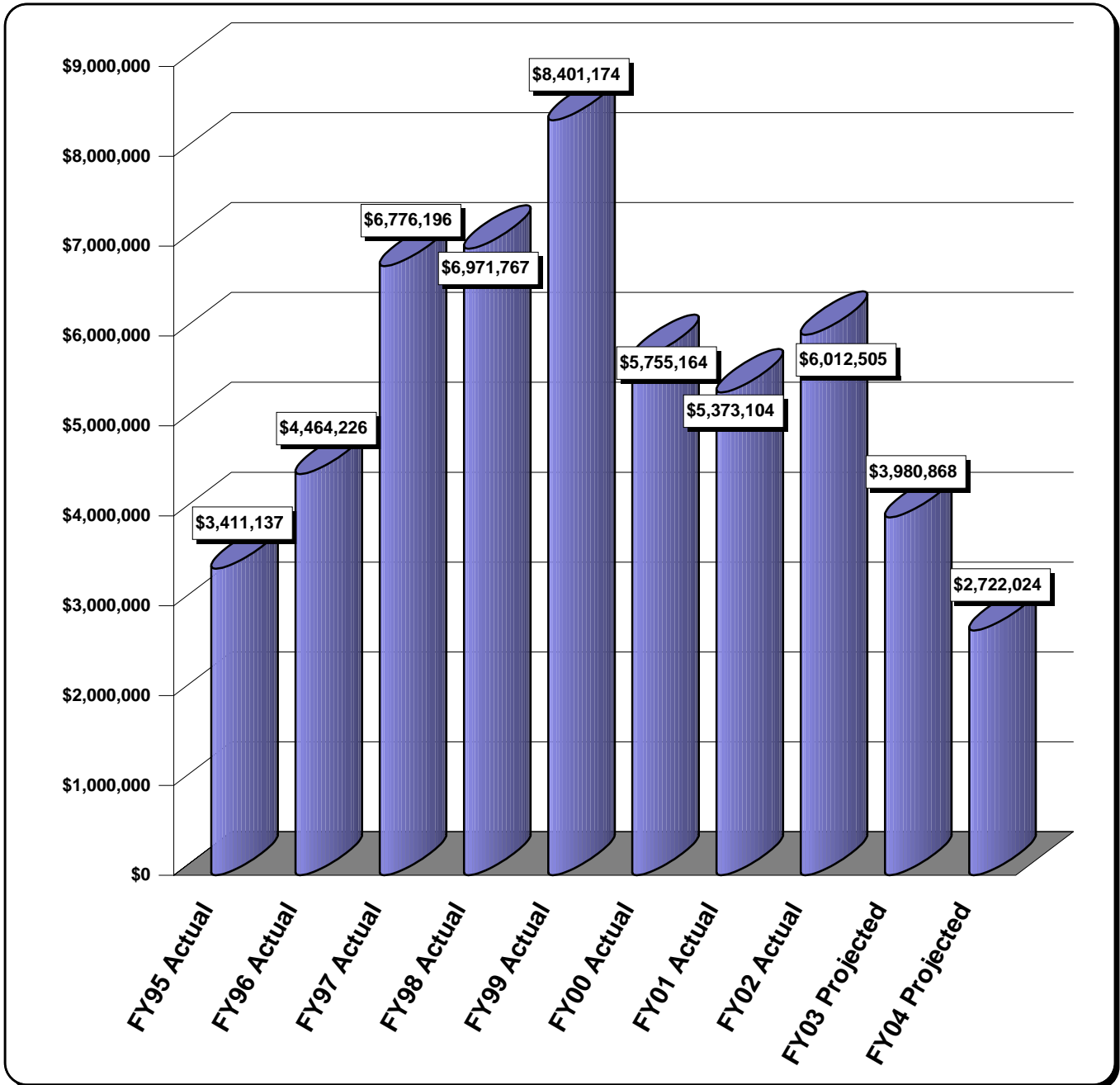


**General Fund Total
FUND STATEMENT**

	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
Beginning balance, July 1	\$ 6,916,925	\$ 5,903,799	\$ 8,548,050	\$ 6,456,159	9.4%
Revenues	<u>35,647,056</u>	<u>35,309,337</u>	<u>33,520,315</u>	<u>34,726,876</u>	-1.6%
Funds available	42,563,981	41,213,136	42,068,365	41,183,035	-0.1%
Expenditures	<u>34,015,931</u>	<u>37,075,681</u>	<u>35,612,206</u>	<u>35,985,720</u>	-2.9%
Ending Balance, June 30	<u>\$ 8,548,050</u>	<u>\$ 4,137,455</u>	<u>\$ 6,456,159</u>	<u>\$ 5,197,315</u>	25.6%
Less:					
Amount reserved for advance to Golf Course Enterprise Fund				1,423,314	
Amount designated for IBNR claims liabilities				<u>1,051,977</u>	
Unreserved/Undesignated Ending Balance				<u>\$ 2,722,024</u>	

GENERAL FUND UNRESERVED ENDING FUND BALANCE

TEN YEAR COMPARISON



The recommended FY04 General Fund Unreserved ending fund balance is being reduced to support one-time capital projects. The remaining \$2,722,024 represents 7.4%* of General Fund budgeted expenditures and operating transfers. The Board's Financial Management Policy requires a 15% minimum General Fund balance. The economic downturn in interest rates has necessitated additional use of fund balance.

*14.0% including the designation for claim liabilities and Golf Course funding advances

PROPOSED FY04 ONE-TIME USES OF UNRESERVED/UNDESIGNATED GENERAL FUND BALANCE

FY04 Projected *Beginning* Unreserved/Undesignated General Fund Balance \$ 3,980,868

Less Proposed One-Time Uses:

Law Enforcement Records Management System	300,000
Phase Two Jail Study	75,000
John O'Donnell Renovation Project	50,000
Grand Excursion 2004	15,000
Property Acquisition	50,000
Increase to Conservation CIP Funding	183,000
Partial offset of Interest Income Loss due to low rates	<u>585,844</u>

Total One-Time Uses 1,258,844

FY04 Projected *Ending* Unreserved/Undesignated General Fund Balance \$ 2,722,024

Percent Of Budgeted General Fund Expenditures and Operating Transfers 7.4%

Percent including designation for claim liabilities and Reserve for Advance to Golf Course Enterprise Fund* 14.0%

**The Golf Course Enterprise Fund has proven itself as a successful enterprise and will begin making payments to the General Fund in FY13.*

Claim liabilities could be paid by issuing bonds using the Debt Service Fund

Note: FY03 one-time uses as follows:

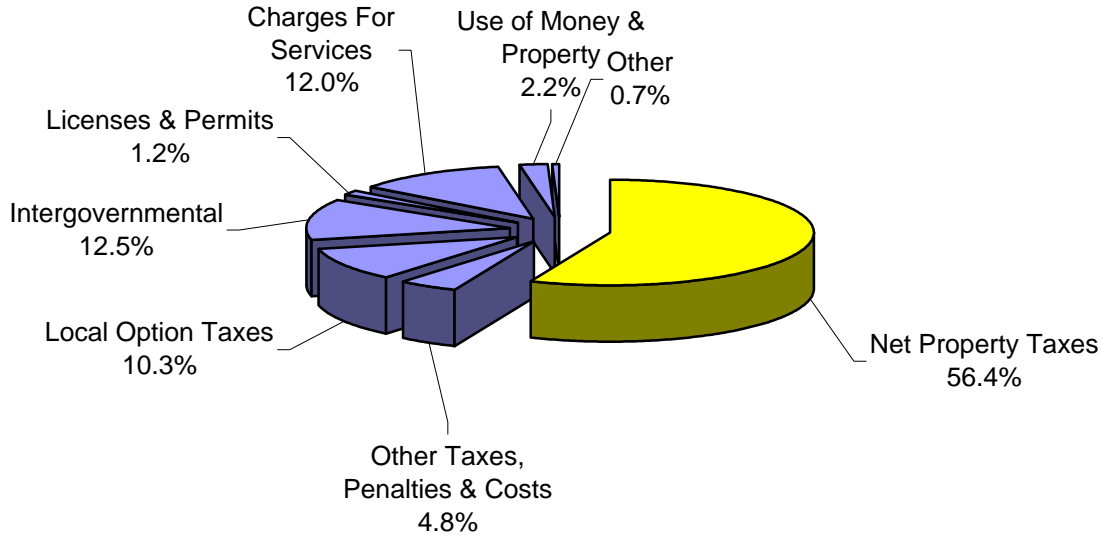
Law Enforcement Management Systems:	
CADS System	\$ 13,600
Jail Management System	24,895
Microsoft Office 200X Upgrade	132,980
Phase Two Jail Study	100,000
Brady Street Stadium improvements	40,000
First Tee of the Quad Cities project	65,000
Soil Contamination Cleanup	35,000
Property Acquisition	25,000
Jail Kitchen Expansion	63,000
Increase to Conservation CIP Funding	91,500
Master Plan Funding Advance	835,000
Partial offset of Interest Income Loss due to low rates	<u>585,844</u>
Total	<u>\$ 2,011,819</u>

**General Fund Total
REVENUE SOURCES**

	Actual 2001-02	Budget 2002-03	Revised Estimate 2002-03	Budget 2003-04	% Change From Prior Budget
Taxes Levied on Property	\$ 16,653,408	\$ 18,294,441	\$ 18,294,651	\$ 20,378,406	11.4%
Less: Uncollected Delinquent Taxes-Lev	8,004	9,180	9,180	9,180	0.0%
Less: Credits To Taxpayers	<u>740,078</u>	<u>785,938</u>	<u>786,148</u>	<u>786,148</u>	0.0%
Net Current Property Taxes	15,905,326	17,499,323	17,499,323	19,583,078	11.9%
Add: Delinquent Property Tax Revenue	8,004	9,180	9,180	9,180	0.0%
 Total Net Property Taxes	 15,913,330	 17,508,503	 17,508,503	 19,592,258	 11.9%
 Penalties, Interest & Costs On Taxes	 579,951	 524,030	 526,183	 548,300	 4.6%
Other County Taxes	<u>136,349</u>	<u>124,183</u>	<u>136,794</u>	<u>136,794</u>	10.2%
Total Other Taxes, Penalties & Costs	716,300	648,213	662,977	685,094	5.7%
 Local Option Taxes	 3,195,497	 3,497,496	 3,400,200	 3,570,210	 2.1%
Utility Tax Replacement Excise Tax	790,435	884,252	884,252	991,382	12.1%
 Intergovernmental :					
State Shared Revenues	63,466	100,000	100,000	100,000	0.0%
State Grants & Reimbursements	2,683,368	2,623,673	2,454,285	2,564,620	(2.3%)
State Credits Against Levied Taxes	740,078	785,938	786,148	786,148	0.0%
Other State Credits	818,455	632,356	636,579	636,579	0.7%
Federal Grants & Entitlements	55,805	23,500	-	-	(100.0%)
Contr & Reimb From Other Govts	412,388	194,462	175,600	247,075	27.1%
Payments in Lieu of Taxes	<u>6,199</u>	<u>2,195</u>	<u>-</u>	<u>-</u>	(100.0%)
Subtotal Intergovernmental	4,779,759	4,362,124	4,152,612	4,334,422	(0.6%)
 Licenses & Permits	 417,233	 411,345	 406,330	 404,445	 (1.7%)
Charges For Services	4,044,976	3,512,215	3,813,213	4,161,661	18.5%
Use of Money & Property	1,063,470	1,052,280	677,848	751,295	(28.6%)
 Other:					
Fines,Forfeitures & Defaults	34,938	50,700	27,400	27,400	(46.0%)
Miscellaneous	260,313	370,709	378,980	202,209	(45.5%)
Proceeds of Fixed Asset Sales	<u>23,309</u>	<u>11,500</u>	<u>8,000</u>	<u>6,500</u>	(43.5%)
Total Other	318,560	432,909	414,380	236,109	(45.5%)
 Total Revenues before transfers	 <u>31,239,560</u>	 <u>32,309,337</u>	 <u>31,920,315</u>	 <u>34,726,876</u>	 7.5%
 Transfers in from:					
General Basic	<u>2,520,000</u>	<u>3,000,000</u>	<u>1,600,000</u>	<u>-</u>	(100.0%)
Total transfers in	2,520,000	3,000,000	1,600,000	-	(100.0%)
 GRAND TOTAL REVENUES	 <u>\$ 33,759,560</u>	 <u>\$ 35,309,337</u>	 <u>\$ 33,520,315</u>	 <u>\$ 34,726,876</u>	 (1.6%)

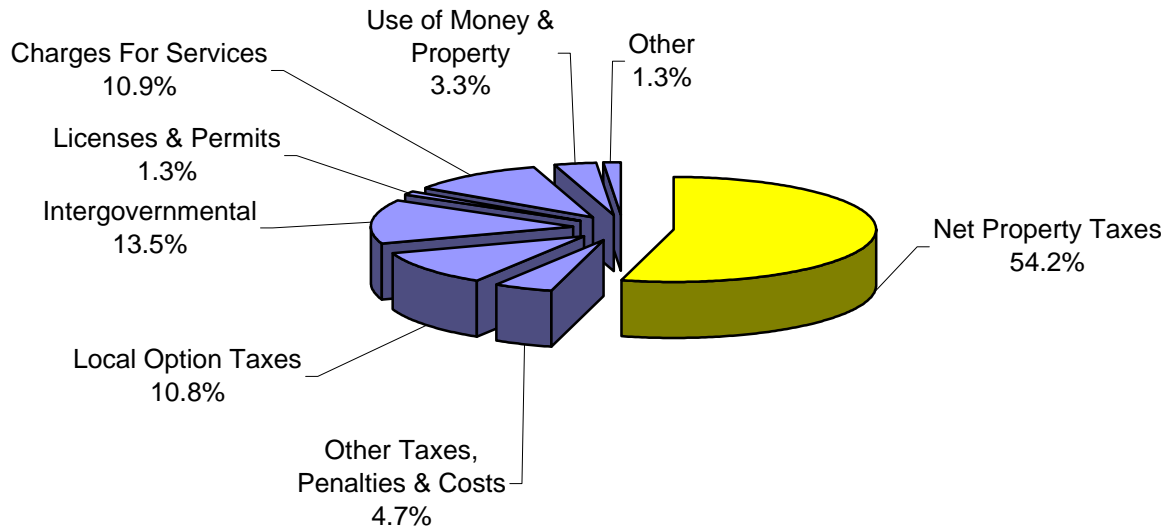
GENERAL FUND REVENUES BY TYPE

FY04 BUDGET: \$34,726,876



The amount of revenues received from net property taxes are increasing due to the partial offset of the substantial reduction in interest income as a result of historic low interest rates and increasing public safety (jail programs) costs.

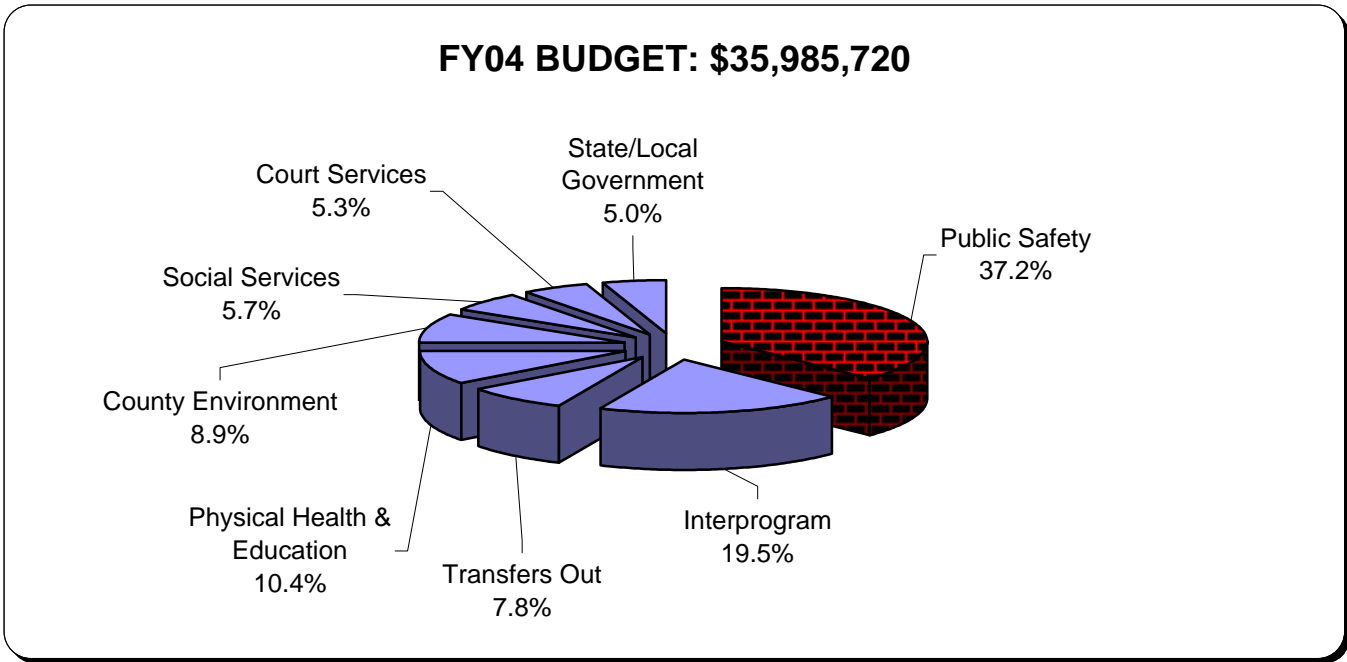
FY03 BUDGET : \$32,309,337



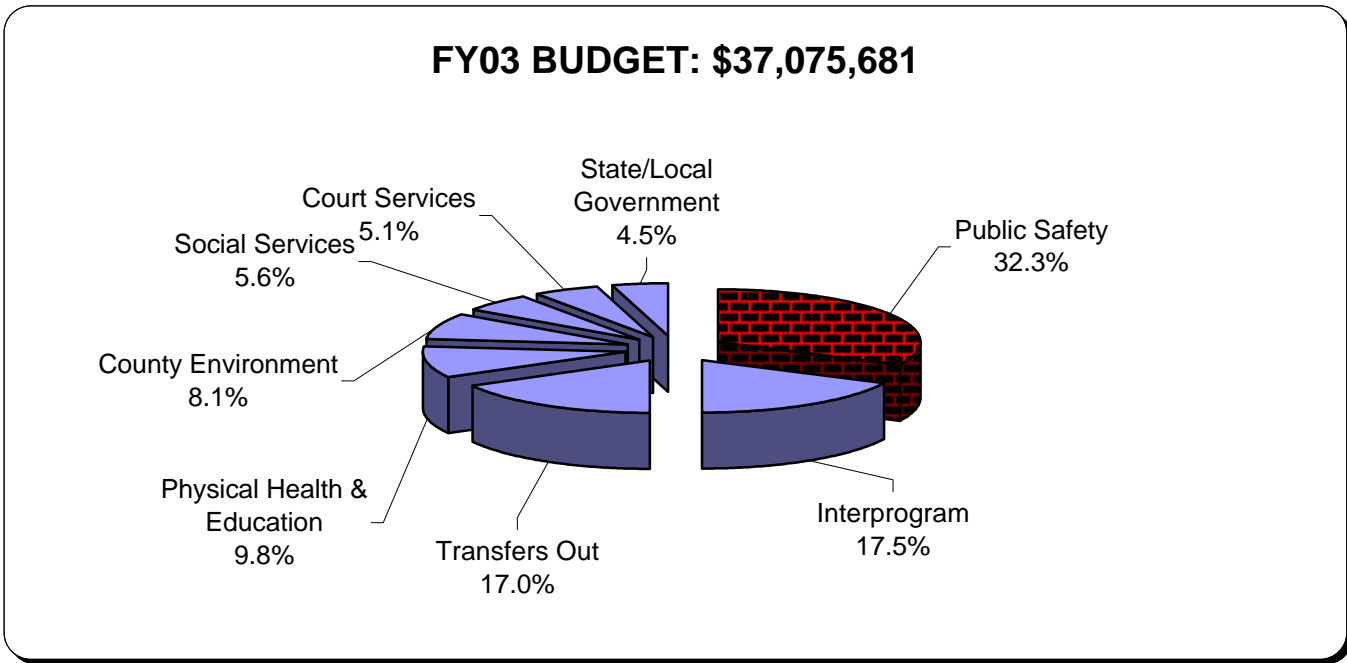
**GENERAL FUND EXPENDITURES
BY SERVICE AREA**

SERVICE AREA	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
Public Safety	\$ 10,892,569	\$ 11,982,433	\$ 12,093,133	\$ 13,401,236	11.8%
Court Services	1,598,061	1,897,539	1,766,174	1,910,742	0.7%
Physical Health & Education	3,494,448	3,632,174	3,550,714	3,742,596	3.0%
Social Services	1,828,677	2,060,363	2,015,055	2,067,921	0.4%
County Environment	2,974,726	3,015,758	3,012,761	3,198,144	6.0%
State/Local Government	1,748,504	1,683,609	1,682,278	1,816,014	7.9%
Interprogram	<u>5,907,458</u>	<u>6,506,321</u>	<u>6,317,055</u>	<u>7,030,083</u>	8.1%
SUBTOTAL BEFORE TRANSFERS	28,444,443	30,778,197	30,437,170	33,166,736	7.8%
Transfers out to:					
General Supplemental	2,520,000	3,000,000	1,600,000	-	-100.0%
Secondary Roads	570,997	588,127	588,127	588,127	0.0%
Capital Improvements	1,808,672	2,037,537	2,315,089	1,559,037	-23.5%
Vehicle Replacement	171,820	171,820	171,820	171,820	0.0%
Electronic Equipment	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	0.0%
Total transfers	5,571,489	6,297,484	5,175,036	2,818,984	-55.2%
GRAND TOTAL EXPENDITURES	<u>\$ 34,015,932</u>	<u>\$ 37,075,681</u>	<u>\$ 35,612,206</u>	<u>\$ 35,985,720</u>	-2.9%

GENERAL FUND EXPENDITURES BY SERVICE AREA



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







MH-DD FUND

All revenues designated for mental health, mental retardation, and developmental disabilities services are now credited to the mental health, mental retardation, and developmental disabilities fund of the County. The fund is known as the MH-DD Services Fund. The Board of Supervisors makes appropriations from the fund for payment of services provided under the MH, MR, DD Management Plan approved pursuant to Iowa Code section 331.439.

The following qualified expenditures may be appropriated under the MH-DD Fund:

- Mental Commitment Costs
 - Sheriff Transportation
 - Psychiatric Evaluation
 - Attorney Fees
 - Mental Health Advocate
 - Hospitalization Pending the Commitment Hearing
- Vocational Costs
- Residential Costs-MHI (Excluding Mount Pleasant if placement Relates to Substance Abuse)
 - SHS
 - ICFMR
 - RCFMR
 - RCF
 - SAL
- Protective Payee
- Respite Services
- Outpatient Services
- Community Support Program
- Adult Day Treatment
- Adult Day Treatment
- Partial Hospitalization
- HCBS Services
 - Supported Community Living
 - Vocational
 - Respite
 - Home & Vehicle Modifications
 - Homemaker
- Case Management
- Psychotropic Medications
- Transportation (If conditional on MH-DD diagnosis)
- Counseling/Client Coordination (i.e. Non-Title 19 Case Management/ County operated "social services")
- Diagnostic Evaluations
- Public Subsidy Program (If conditional on MH-DD diagnosis)
- Administrative Costs (But only those staff costs which can be specifically identified with MH-DD services can be included)

The Iowa State Legislature imposed limitations on increases to the local property tax levy for this fund in the future. Inflationary increases will be allowed by State legislation and counties will be informed prior to the start of their ensuing budget process as to the allowable percent of increase. As stated under the General Fund narrative the action by the State to pull these previously uncontrollable escalating mental health costs from the General Fund into a Special Revenue Fund with future limited cost increases will have a dramatic positive impact on future General Fund balances requirements. In addition the State may increase its property tax relief for mental health costs in the future which will also have a positive impact on local property taxpayers.

However, due to current State historically low revenue levels, State MH-DD funding may be severely reduced next fiscal year. The County's MH-DD Advisory Board, if necessary, will be making various priority cost reduction recommendations to the Board prior to December 31, 2003. Exact FY04 State funding will not be known until January 2004.

**MH-DD Fund
FUND STATEMENT**

<u>Fund</u>	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
Beginning balance, July 1	\$ 2,166,738	\$ 2,867,727	\$ 1,218,233	\$ 1,004,269	-65.0%
Revenues	<u>11,559,148</u>	<u>12,546,057</u>	<u>12,283,624</u>	<u>12,352,316</u>	-1.5%
Funds available	13,725,886	15,413,784	13,501,857	13,356,585	-13.3%
Expenditures	<u>12,507,653</u>	<u>13,099,016</u>	<u>12,497,588</u>	<u>12,916,875</u>	-1.4%
Ending Balance, June 30	<u>\$ 1,218,233</u>	<u>\$ 2,314,768</u>	<u>\$ 1,004,269</u>	<u>\$ 439,710</u>	-81.0%

**MH-DD Fund
REVENUE SOURCES**

<u>Fund</u>	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
REVENUES					
Taxes Levied on Property	\$ 3,131,813	\$ 3,155,515	\$ 3,155,515	\$ 3,154,566	0.0%
Less: Uncollected Delinquent Taxes-Lev	1,505	1,693	1,693	1,693	0.0%
Less: Credits To Taxpayers	<u>139,181</u>	<u>147,593</u>	<u>147,593</u>	<u>147,593</u>	0.0%
Net Current Property Taxes	2,991,127	3,006,229	3,006,229	3,005,280	0.0%
Add: Delinquent Property Tax Revenue	<u>1,505</u>	<u>1,693</u>	<u>1,693</u>	<u>1,693</u>	0.0%
Total Net Property Taxes	2,992,632	3,007,922	3,007,922	3,006,973	0.0%
Other County Taxes	<u>6,102</u>	<u>6,165</u>	<u>6,300</u>	<u>6,300</u>	2.2%
Total Other Taxes, Penalties & Costs	6,102	6,165	6,300	6,300	2.2%
Utility Tax Replacement Excise Tax	148,651	152,517	152,517	153,466	0.6%
Intergovernmental :					
State Grants & Reimbursements	3,203,913	2,729,542	2,609,282	2,677,872	-1.9%
State Credits Against Levied Taxes	139,181	147,593	147,593	147,593	0.0%
Other State Credits	<u>5,024,405</u>	<u>6,458,818</u>	<u>6,300,579</u>	<u>6,300,579</u>	-2.4%
Subtotal Intergovernmental	8,367,499	9,335,953	9,057,454	9,126,044	-2.2%
Charges For Services	43,516	43,000	45,000	45,000	4.7%
Other:					
Miscellaneous	<u>747</u>	<u>500</u>	<u>14,431</u>	<u>14,533</u>	2806.6%
Total Other	747	500	14,431	14,533	2806.6%
GRAND TOTAL REVENUES	<u>\$ 11,559,147</u>	<u>\$ 12,546,057</u>	<u>\$ 12,283,624</u>	<u>\$ 12,352,316</u>	-1.5%

MH-DD FUND EXPENDITURE DETAIL

MH-DD SERVICE AREA	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
Mental Health					
Info & Education Services	26,917	39,211	39,211	40,088	2.2%
General Administration	16,092	8,100	8,100	8,100	0.0%
Coordination Services	22,599	3,056	22,904	23,959	684.0%
Personal & Environ Support	14,292	3,547	3,611	2,836	-20.0%
Treatment Services	999,650	1,049,109	1,059,669	1,091,071	4.0%
Licensed/Certified Living Arrangements	62,856	53,700	53,700	55,311	3.0%
Instit/Hospital/Commitment Services	286,395	257,150	316,634	324,581	26.2%
Total Mental Health	1,428,801	1,413,873	1,503,829	1,545,946	9.3%
Chronic Mental Illness					
Info & Education Services	28,116	26,777	26,777	27,580	3.0%
General Administration	56,632	629,837	40,000	39,265	-93.8%
Coordination Services	778,842	821,761	829,570	902,454	9.8%
Personal & Environ Support	509,925	100,190	137,464	144,908	44.6%
Treatment Services	754,660	789,085	778,439	801,619	1.6%
Vocational & Day Services	114,985	145,721	163,230	171,084	17.4%
Licensed/Certified Living Arrangements	1,098,999	1,001,006	965,026	992,866	-0.8%
Instit/Hospital/Commitment Services	321,797	248,328	343,535	330,735	33.2%
Total Chronic Mental Illness	3,663,956	3,762,705	3,284,041	3,410,511	-9.4%
Mental Retardation					
General Administration	72,623	8,100	8,100	8,100	0.0%
Coordination Services	141,468	118,411	117,882	126,630	6.9%
Personal & Environ Support	319,186	378,360	371,833	386,742	2.2%
Treatment Services	29,673	26,122	18,678	19,238	-26.4%
Vocational & Day Services	1,438,206	1,369,585	1,342,551	1,354,165	-1.1%
Licensed/Certified Living Arrangements	4,125,863	4,617,318	4,519,331	4,664,665	1.0%
Instit/Hospital/Commitment Services	1,127,682	1,213,927	1,148,662	1,206,060	-0.6%
Total Mental Retardation	7,254,701	7,731,823	7,527,037	7,765,600	0.4%
Developmental Disabilities					
General Administration	5,264	8,100	8,100	8,100	0.0%
Coordination Services	18,561	-	5	5	
Personal & Environ Support	973	1,727	1,142	1,191	-31.0%
Treatment Services	-	490	490	505	3.1%
Vocational & Day Services	83,089	100,583	100,191	110,092	9.5%
Licensed/Certified Living Arrangements	52,308	79,715	72,753	74,925	-6.0%
Total Developmental Disabilities	160,195	190,615	182,681	194,818	2.2%
MH-DD Holding Account	-	-	-	-	
Grand total MH-DD expenditures	\$ 12,507,653	\$ 13,099,016	\$ 12,497,588	\$ 12,916,875	-1.4%

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, which represents 27% of the total rural valuation base, 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
1994-95	444,949,402	1,547,545	3.36822
1995-96	452,088,279	1,593,273	3.41618
1996-97	463,196,504	1,648,964	3.45449
1997-98	464,586,436	1,702,801	3.55403
1998-99	516,580,701	1,766,799	3.32020
1999-00	541,992,895	1,752,102	3.23270
2000-01	602,008,357	1,721,716	2.97499
2001-02	634,917,239	1,937,669	3.05184
2002-03	655,499,566	1,973,847	3.01121
2003-04	686,308,656	1,992,385	2.90305

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
1994-95	1,293,812	2.82137	253,733	0.54685
1995-96	1,333,920	2.86554	259,353	0.55065
1996-97	1,373,917	2.88316	275,047	0.57132
1997-98	1,415,135	2.95725	287,666	0.59678
1998-99	1,457,589	2.74719	309,210	0.57301
1999-00	1,501,317	2.69906	322,925	0.53364
2000-01	1,546,356	2.45274	329,258	0.52225
2001-02	1,592,747	2.50859	352,100	0.54325
2002-03	1,640,529	2.46405	364,290	0.54716
2003-04	1,640,529	2.35507	381,718	0.54798

* 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>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Taxes Levied on Property	\$ 1,855,727	\$ 1,902,678	\$ 1,903,788	\$ 1,922,221	1.0%
Less: Uncollected Delinq Taxes-Levy Yr	712	523	523	523	0.0%
Less: Credits To Taxpayers	<u>117,642</u>	<u>116,700</u>	<u>117,810</u>	<u>117,810</u>	1.0%
Net Current Property Taxes	1,737,373	1,785,455	1,785,455	1,803,888	1.0%
Delinquent Property Tax Revenue	712	523	523	523	0.0%
Other County Taxes	76,081	77,548	78,278	77,273	-0.4%
Intergovernmental	<u>147,134</u>	<u>185,113</u>	<u>180,558</u>	<u>180,558</u>	-2.5%
Subtotal Revenues	1,961,300	2,048,639	2,044,814	2,062,242	0.7%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	1,961,300	2,048,639	2,044,814	2,062,242	0.7%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
County Environment & Education	<u>352,100</u>	<u>364,290</u>	<u>364,290</u>	<u>381,718</u>	4.8%
Subtotal Expenditures	352,100	364,290	364,290	381,718	4.8%
Other Financing Uses:					
Operating Transfers Out	<u>1,657,322</u>	<u>1,705,104</u>	<u>1,705,104</u>	<u>1,705,104</u>	0.0%
Total Expenditures & Other Uses	2,009,422	2,069,394	2,069,394	2,086,822	0.8%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(48,122)	(20,755)	(24,580)	(24,580)	18.4%
Beginning Fund Balance - July 1,	\$ 132,012	\$ 221,056	\$ 83,889	\$ 59,309	-73.2%
Ending Fund Balance - June 30,	\$ 83,889	\$ 200,301	\$ 59,309	\$ 34,729	-82.7%

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 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 (.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).

Every four years the allocation formula changes based on a needs assessment performed by the State. While previous needs assessment reports have lowered the County allocated amount in the past, the most current study will result in a major increase to Scott County. FY04 is projected to increase substantially compared to FY03 projected amounts. This increase will fund construction projects and keep the rural services property tax levy stable.

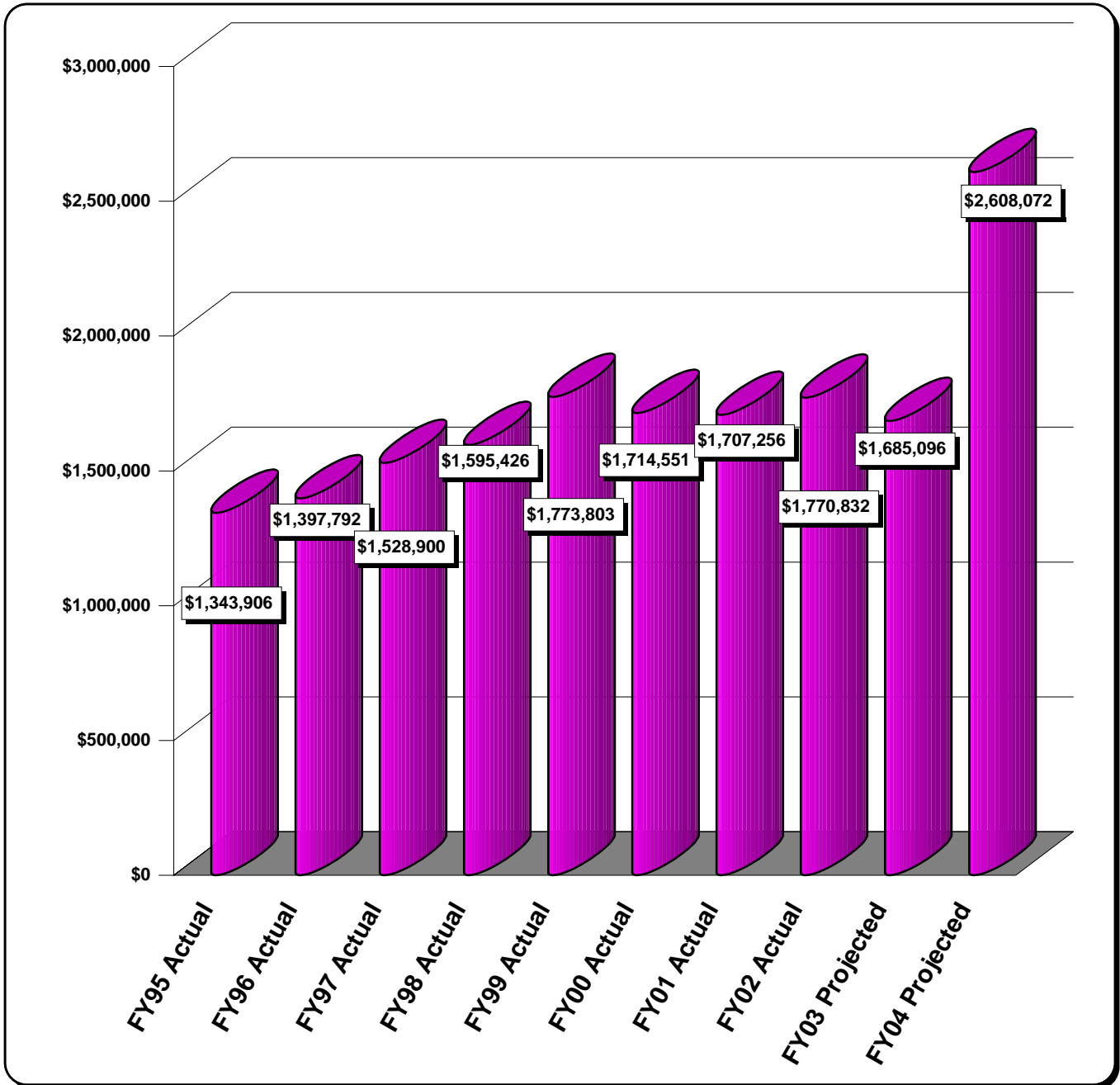
The following information provides a ten year history of State Road Use Tax revenues:

Fiscal Year	Road Use Tax Revenues
1994-95	1,397,792
1995-96	1,528,900
1996-97	1,595,426
1997-98	1,644,000
1998-99	1,773,803
1999-00	1,714,551
2000-01	1,707,256
2001-02	1,770,832
2002-03 (revised estimate)	1,685,096
2003-04 (Budget)	2,608,072

Finally for fiscal year 2003-04 the corporate levy rate used to compute the transfer amount from the General Basic Fund is \$0.11266 or 67% of the maximum \$.16875 levy rate. While the rural levy rate used to compute the transfer amount from the Rural Basic Fund is \$2.35507 or 78% of the maximum \$3.00375 levy rate.

ROAD USE TAX REVENUES

TEN YEAR COMPARISON



This graph shows that after limited growth in recent years, next year Scott County will be receiving substantially more in Road Use Taxes due to an update of the needs study report which is performed every four years. This substantial increase will go toward construction and keeping the rural services property tax levy stable.

**SECONDARY ROADS FUND
FUND STATEMENT**

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Intergovernmental	\$ 1,942,577	\$ 1,784,096	\$ 1,784,096	\$ 2,681,972	50.3%
Licenses & Permits	1,765	1,000	1,000	1,000	0.0%
Charges For Services	39,783	5,000	5,000	5,000	0.0%
Miscellaneous	<u>37,364</u>	<u>253,000</u>	<u>253,000</u>	<u>13,000</u>	-94.9%
Subtotal Revenues	2,021,489	2,043,096	2,043,096	2,700,972	32.2%
Other Financing Sources:					
Operating Transfers In	<u>2,163,744</u>	<u>2,228,656</u>	<u>2,228,656</u>	<u>2,228,656</u>	0.0%
Total Revenues & Other Sources	4,185,233	4,271,752	4,271,752	4,929,628	15.4%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Roads & Transportation					
Administration	\$ 169,981	\$ 165,000	\$ 165,000	\$ 170,800	3.5%
Engineering	317,500	324,000	324,000	346,900	7.1%
Bridges & Culverts	92,874	102,000	102,000	142,000	39.2%
Roads	1,377,285	1,092,000	1,092,000	1,147,000	5.0%
Snow & Ice Control	153,624	236,000	236,000	246,000	4.2%
Traffic Controls	121,652	146,000	146,000	143,000	-2.1%
Road Clearing	145,939	95,000	95,000	120,000	26.3%
New Equipment	339,207	232,000	232,000	520,000	124.1%
Equipment Operation	565,600	670,000	670,000	653,000	-2.5%
Tools, Materials, Supplies	75,264	52,000	52,000	53,000	1.9%
Real Estate & Buildings	21,140	30,000	30,000	55,000	83.3%
Capital Projects	<u>1,119,570</u>	<u>1,135,000</u>	<u>1,135,000</u>	<u>1,100,000</u>	-3.1%
Subtotal Expenditures	4,499,636	4,279,000	4,279,000	4,696,700	9.8%
Other Financing Uses:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Expenditures & Other Uses	4,499,636	4,279,000	4,279,000	4,696,700	9.8%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(314,403)	(7,248)	(7,248)	232,928	-3313.7%
Beginning Fund Balance - July 1,	\$ 875,848	\$ 1,119,472	\$ 561,446	\$ 554,198	-50.5%
Ending Fund Balance - June 30,	\$ 561,446	\$ 1,112,224	\$ 554,198	\$ 787,126	-29.2%

**Secondary Roads Equipment Fund
FUND STATEMENT**

<u>Fund</u>	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
Beginning balance, July 1	\$ -	\$ -	\$ -	\$ -	
Revenues	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Funds available	-	-	-	-	
Expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Ending Balance, June 30	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

**RECORDER'S RECORD MANAGEMENT FUND
FUND STATEMENT**

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Charges For Services	\$ 52,776	\$ 44,650	\$ 49,000	\$ 53,000	18.7%
Use of Money & Property	<u>4,221</u>	<u>6,500</u>	<u>5,000</u>	<u>6,000</u>	-7.7%
Subtotal Revenues	56,997	51,150	54,000	59,000	15.3%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	56,997	51,150	54,000	59,000	15.3%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Other Financing Uses:					
Operating Transfers Out	\$ <u>19,620</u>	\$ <u>45,000</u>	\$ <u>100,000</u>	\$ <u>200,000</u>	344.4%
Total Expenditures & Other Uses	19,620	45,000	100,000	200,000	344.4%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	37,377	6,150	(46,000)	(141,000)	-2392.7%
Beginning Fund Balance - July 1,	\$ 154,882	\$ 82,384	\$ 192,259	\$ 146,259	77.5%
Ending Fund Balance - June 30,	\$ 192,259	\$ 88,534	\$ 146,259	\$ 5,259	-94.1%

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, 2003, two current general obligation bonds outstanding amounts to \$9,825,000. \$5,045,000 is remaining on County solid waste disposal bonds issued in June 1995 on behalf of the Scott Solid Waste Commission. The funding support to amortize the solid waste bond debt comes from revenues generated by the Scott Solid Waste Commission through user fees and transferred to the Scott County Treasurer prior to the bond principal and interest payment dates. There is no anticipated property tax levy to retire the solid waste disposal bond debt. The second outstanding issue is for General Obligation Urban Renewal Bonds issued in May 2002 for the River Renaissance Project and has \$4,780,000 remaining at July 1, 2003. The voters (73% favorable vote) overwhelmingly approved these bonds in October 2001. The River Renaissance project is a \$113 million dollar effort to redevelop/revitalize downtown Davenport. As a result of the successful vote on these bonds, the State of Iowa agreed to contribute \$20 million dollars in Vision Iowa Funds towards the project.

The following is a summary of the general obligation bonds outstanding as of July 1, 2003 for the Solid Waste Disposal Bond issue:

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2003-04	320,000	274,703	594,703
2004-05	340,000	258,703	598,703
2005-06	360,000	241,278	601,278
2006-07	380,000	222,558	602,558
2007-08 & Thereafter	3,645,000	932,040	4,577,040
	\$5,045,000	\$1,929,282	\$6,974,282

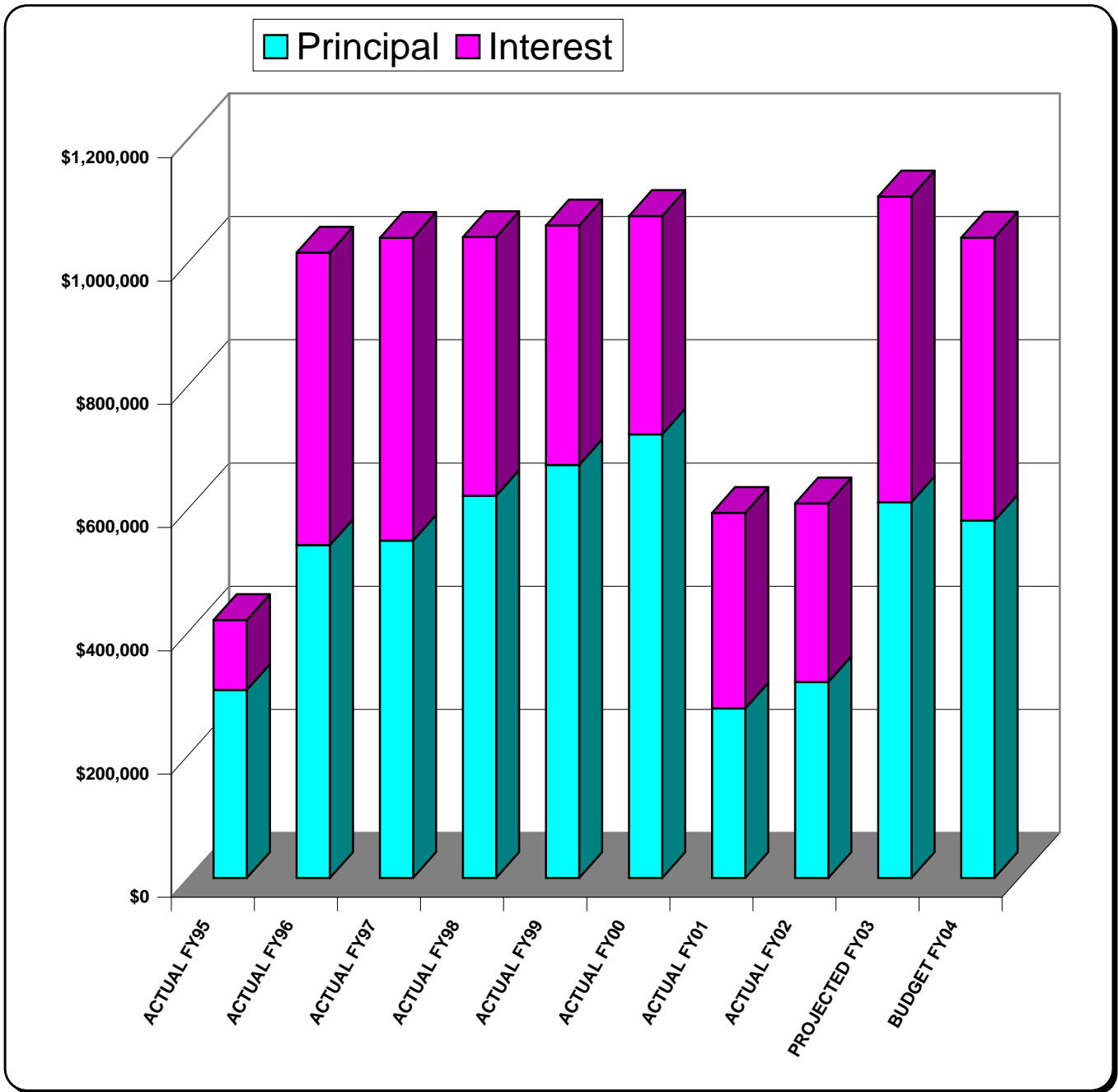
The following is a summary of the general obligation bonds outstanding as of July 1, 2003 for the River Renaissance Project bond issue:

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2003-04	260,000	184,203	444,203
2004-05	270,000	178,222	448,222
2005-06	275,000	170,798	445,798
2006-07	290,000	162,548	452,548
2007-08 & Thereafter	3,685,000	931,687	4,616,687
	\$4,780,000	\$1,627,458	\$6,407,458

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, 2003 is as follows:

Assessed Value (100%)	<u>\$7,822,416,372</u>
Debt Limit 5% of Assessed Valuation (Iowa Statutory Limitation)	\$391,120,819
Total Amount of Debt Applicable to Debt Margin	<u>9,825,000</u>
Legal Debt Margin	<u>\$381,295,819</u>
Percent of Debt Limit Used	<u>2.5%</u>

DEBT EXPENDITURES TEN YEAR PERIOD

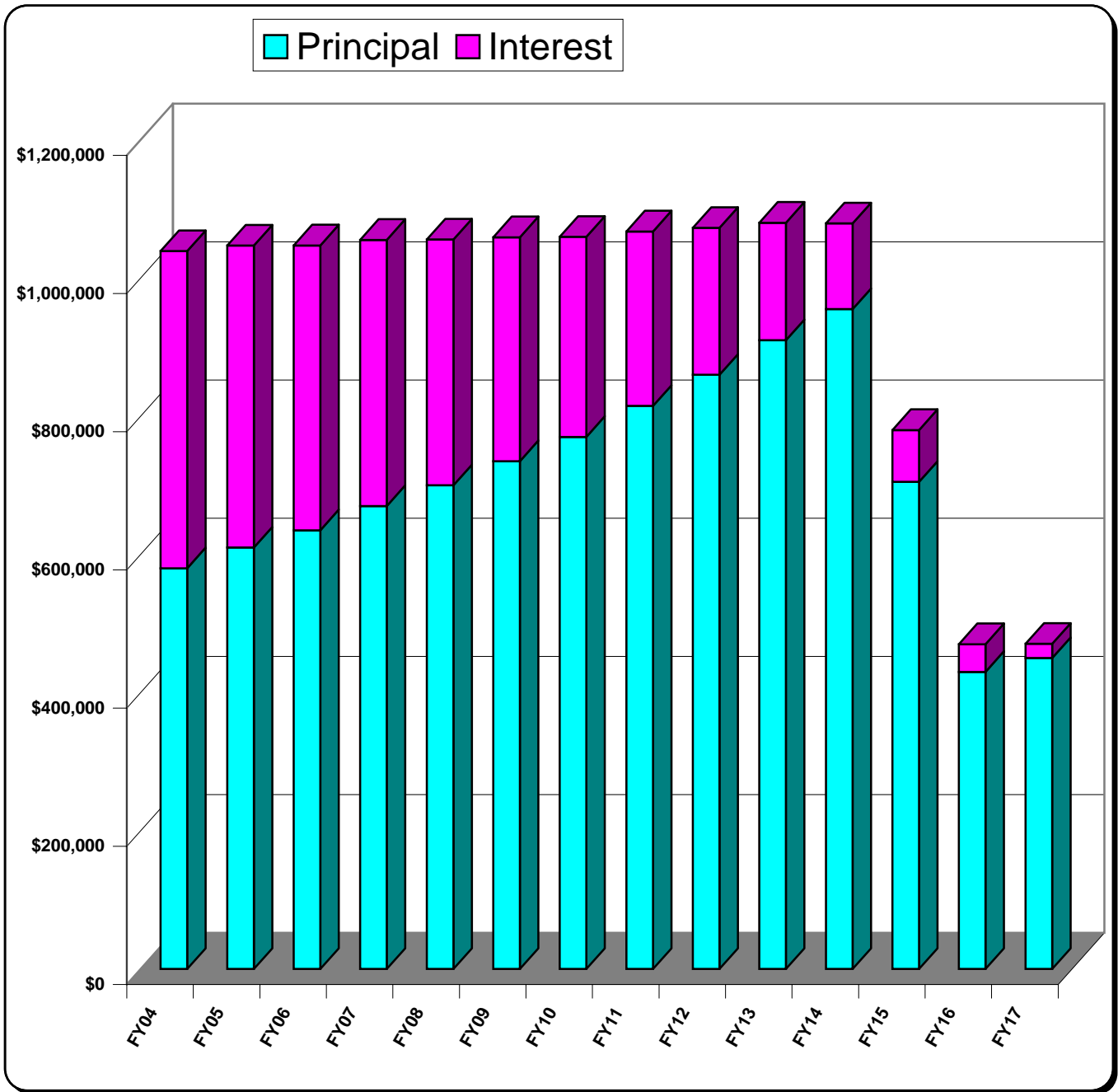


Although the County's general obligation bond indebtedness increased in FY 1995-96, this Solid Waste Bond issue is funded from Scott Solid Waste Commission fees. The 1980 Jail Annex bond issue was paid off in FY00. FY03 includes the first year debt amortization of the voter approved River Renaissance General Obligation Bond issue.

**DEBT SERVICE FUND
FUND STATEMENT**

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Taxes Levied on Property	\$ -	\$ 493,301	\$ 493,301	\$ 423,060	-14.2%
Less: Uncollected Delinquent Taxes-Lev	-	345	345	345	0.0%
Less: Credits To Taxpayers	-	21,230	21,230	21,230	0.0%
Net Current Property Taxes	-	471,726	471,726	401,485	-14.9%
Delinquent Property Tax Revenue	-	345	345	345	0.0%
Other County Taxes	-	25,547	25,509	22,000	-13.9%
Intergovernmental	304,010	330,321	313,495	298,398	-9.7%
Subtotal Revenues	304,010	827,939	811,075	722,228	-12.8%
Other Financing Sources:	41,777	-	-	-	
Total Revenues & Other Sources	345,787	827,939	811,075	722,228	-12.8%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Debt Service					
Principal Payments	\$ 318,081	\$ 475,000	\$ 610,000	\$ 580,000	22.1%
Interest Payments	289,737	637,753	495,961	458,906	-28.0%
Subtotal Expenditures	607,818	1,112,753	1,105,961	1,038,906	-6.6%
Other Financing Uses:	-	-	-	-	
Total Expenditures & Other Uses	607,818	1,112,753	1,105,961	1,038,906	-6.6%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(262,031)	(284,814)	(294,886)	(316,678)	11.2%
Beginning Fund Balance - July 1,	\$ 5,688,836	\$ 5,427,292	\$ 5,426,805	\$ 5,131,919	-5.4%
Ending Fund Balance - June 30,	\$ 5,426,805	\$ 5,142,478	\$ 5,131,919	\$ 4,815,241	-6.4%

REMAINING OUTSTANDING DEBT THROUGH MATURITY



The remaining debt outstanding shown in the above graph is for the Solid Waste Bonds which are supported by fees received from the Scott Solid Waste Commission and fully amortized in FY15 and the voter approved River Renaissance Bonds which are fully amortized in FY17.

OTHER FUNDS

The County's Capital Projects Fund and various internal service funds are included in this section. In October 1986 the federal government eliminated the Federal Revenue Sharing Program which provided Scott County with approximately \$900,000 annually. Revenue sharing funds were used exclusively by the County for capital projects and other one-time expenditures.

In the years since the elimination of the Federal Revenue Sharing Program 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 Vehicle Replacement Reserve Fund and the Electronic Equipment Reserve Fund has proved very beneficial in meeting this objective.

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 his office. The Recorder also hired an outside firm to digitize his office's microfilmed records back to 1989, the year his computerized index system was implemented. Based on current transaction levels this fund will receive approximately \$54,000 each year.

The County has an aggressive Risk Management Program utilizing self-insured retention levels based on past loss history and future loss projections. A Group Health Insurance Reserve Fund and a Self-Insurance Reserve Fund had previously been established to meet the County's goals and objectives in these areas. However, due to GASB34 procedures regarding Internal Service Funds the County closed these funds to the General Fund at the end of FY02. This closeout is also being made since the County budgets on an accrual basis.

Finally, the County is acquiring, through a lease-purchase arrangement, a golf course developed and constructed by Blue T Golf, Inc. The course and clubhouse, called Glynns Creek, opened July 1, 1992 at Scott County Park. Glynns Creek has received rave reviews since its opening. The number of rounds played has increased steadily during each year of operation. This County run operation is accounted for in the Golf Course Enterprise Fund.

**SUMMARY FUND STATEMENT
OTHER FUNDS**

<u>Fund</u>	<u>Estimated Balance 07/01/03</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>Estimated Balance 06/30/04</u>
OTHER FUNDS:				
Capital Improvements				
General	\$ 2,256	\$ 3,723,210	\$ 3,256,527	\$ 468,939
Electronic Equipment	540,997	506,670	692,718	354,949
Vehicle	419,646	177,420	264,500	332,566
Conservation Equipment	83,387	30,000	-	113,387
Conservation Capital Improvements	26,916	-	-	26,916
	<hr/>	<hr/>	<hr/>	<hr/>
Total Capital Improvements	1,073,202	4,437,300	4,213,745	1,296,757
Non-Budgeted Funds				
Golf Course Enterprise	(1,356,818)	1,450,882	1,115,176	(1,021,112)
	<hr/>	<hr/>	<hr/>	<hr/>
Total Non-Budgeted Funds	(1,356,818)	1,450,882	1,115,176	(1,021,112)
Total Other Funds*	<u>\$ (283,616)</u>	<u>\$ 5,888,182</u>	<u>\$ 5,328,921</u>	<u>\$ 275,645</u>

*Includes interfund transfers and non-budgeted fund activity

**CAPITAL PROJECTS (General) FUND
FUND STATEMENT**

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ 822,996	\$ 785,000	\$ 825,000	\$ 825,000	5.1%
Intergovernmental	354,661	22,720	244,876	11,880	-47.7%
Miscellaneous	399,086	105,500	5,500	105,500	0.0%
Subtotal Revenues	<u>1,576,743</u>	<u>913,220</u>	<u>1,075,376</u>	<u>942,380</u>	3.2%
Other Financing Sources:					
Bond Proceeds	5,000,000	-	-	-	
Operating Transfers In					
General Basic	1,808,672	2,037,537	2,315,089	1,559,037	-23.5%
Rural Services Fund	64,575	64,575	64,575	64,575	0.0%
Recorder's Record Mgt	19,620	45,000	100,000	200,000	344.4%
Electronic Equipment	870,945	895,095	584,723	692,718	-22.6%
Vehicle Replacement	234,631	208,500	216,500	264,500	26.9%
Conservation CIP	61,295	-	-	-	
Total Transfers In	<u>3,059,738</u>	<u>3,250,707</u>	<u>3,280,887</u>	<u>2,780,830</u>	-14.5%
Total Revenues & Other Sources	<u>9,636,481</u>	<u>4,163,927</u>	<u>4,356,263</u>	<u>3,723,210</u>	-10.6%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	\$ 12,269,137	\$ 8,395,404	\$ 9,085,736	\$ 3,256,527	-61.2%
Subtotal Expenditures	12,269,137	8,395,404	9,085,736	3,256,527	-61.2%
Other Financing Uses:					
Total Expenditures & Other Uses	<u>12,269,137</u>	<u>8,395,404</u>	<u>9,085,736</u>	<u>3,256,527</u>	-61.2%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(2,632,656)	(4,231,477)	(4,729,473)	466,683	-111.0%
Beginning Fund Balance - July 1,	\$ 7,364,385	\$ 4,324,903	\$ 4,731,729	\$ 2,256	-99.9%
Ending Fund Balance - June 30,	\$ 4,731,729	\$ 93,426	\$ 2,256	\$ 468,939	401.9%

**ELECTRONIC EQUIPMENT FUND
FUND STATEMENT**

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Use of Money & Property	\$ 19,284	\$ 8,748	\$ 8,621	\$ 6,670	-23.8%
Subtotal Revenues	19,284	8,748	8,621	6,670	-23.8%
Other Financing Sources:					
Operating Transfers In					
General Basic	500,000	500,000	500,000	500,000	0.0%
Total Transfers In	500,000	500,000	500,000	500,000	0.0%
Total Revenues & Other Sources	519,284	508,748	508,621	506,670	-0.4%
 EXPENDITURES & OTHER FINANCING USES					
Operating:					
Other Financing Uses:					
Operating Transfers Out					
Capital Improvements	\$ 870,945	\$ 895,095	\$ 584,723	\$ 692,718	-22.6%
Total Transfers Out	870,945	895,095	584,723	692,718	-22.6%
Total Expenditures & Other Uses	870,945	895,095	584,723	692,718	-22.6%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(351,661)	(386,347)	(76,102)	(186,048)	-51.8%
Beginning Fund Balance - July 1,	\$ 968,760	\$ 2,149,209	\$ 617,099	\$ 540,997	-74.8%
Ending Fund Balance - June 30,	\$ 617,099	\$ 1,762,862	\$ 540,997	\$ 354,949	-79.9%

**VEHICLE REPLACEMENT FUND
FUND STATEMENT**

	<u>Actual 2001-02</u>	<u>Budget 2002-03</u>	<u>Revised Estimate 2002-03</u>	<u>Budget 2003-04</u>	<u>% Change From Prior Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Use of Money & Property	\$ 11,754	\$ 11,847	\$ 6,532	\$ 5,600	-52.7%
Subtotal Revenues	11,754	11,847	6,532	5,600	-52.7%
Other Financing Sources:					
Operating Transfers In					
General Basic	<u>171,820</u>	<u>171,820</u>	<u>171,820</u>	<u>171,820</u>	0.0%
Total Transfers In	<u>171,820</u>	<u>171,820</u>	<u>171,820</u>	<u>171,820</u>	0.0%
Total Revenues & Other Sources	183,574	183,667	178,352	177,420	-3.4%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Other Financing Uses:	\$ -	\$ -	\$ -	\$ -	
Operating Transfers Out					
Capital Improvements	<u>234,631</u>	<u>208,500</u>	<u>216,500</u>	<u>264,500</u>	26.9%
Total Transfers Out	<u>234,631</u>	<u>208,500</u>	<u>216,500</u>	<u>264,500</u>	26.9%
Total Expenditures & Other Uses	234,631	208,500	216,500	264,500	26.9%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(51,057)	(24,833)	(38,148)	(87,080)	250.7%
Beginning Fund Balance - July 1,	\$ 508,851	\$ 757,617	\$ 457,794	\$ 419,646	-44.6%
Ending Fund Balance - June 30,	\$ 457,794	\$ 732,784	\$ 419,646	\$ 332,566	-54.6%



CAPITAL PROJECTS PLAN 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. 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 Facility and Support Services coordinates the requests concerning remodeling and construction of new or existing County facilities. In addition, the County has created two advisory committees to review and recommend to the Board of Supervisors large purchases and replacements of vehicles and electronic equipment. The Board has created replacement reserve funds for both electronic equipment and vehicles that allow for a stable tax levy rate each year.

The operating budget will again be supplemented with an aggressive five year Capital Improvements Program. The operating budget includes transfers to the Capital Improvement Fund for capital improvement projects. Revenues received from the Solid Waste Commission to pay for the amortization of the solid waste general obligation bonds support the Debt Service Fund. The voters approved a \$5,000,000 River Renaissance Bond 15 year issue in October 2001 by an overwhelming 73% margin. The River Renaissance Project is a major redevelopment/revitalization effort for downtown Davenport totaling \$113 million dollars. This County bond issue also resulted in the State of Iowa awarding \$20 million dollars to the project in Vision Iowa Funds. The proceeds of the \$5 million dollar River Renaissance bond issue was disbursed to the City of Davenport during FY03.

The County is currently using only 2.5% of its allowable legal debt margin consisting of one general bond issue. This outstanding bond issue is described further under the debt service fund section of this document.

The capital improvement budget totals \$4,356,527 for fiscal year FY04, with 65% or \$2,822,915 for general projects, 25% or \$1,100,000 for Secondary Roads projects, and 10% or \$433,612 for Conservation parks and recreation projects.

The general capital improvements budget of \$2,822,915 is supported by fund balances from various funds including the electronic equipment replacement fund, the vehicle replacement fund, and the general fund. 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 is also supported by gaming boat revenues received from the two gaming boats docked in Scott County on the Mississippi River. In addition an ongoing property tax levy in the general fund of \$450,000 is transferred annually to the capital improvements fund. This amount will be increased \$50,000 annually during the next nine year period to allow for pay as you go funding for the space utilization master plan project which moves

administrative offices from the Courthouse to the Bi-Centennial Building resulting in additional courtroom space in the Courthouse.

The County has been assigned additional judges to the Seventh Judicial District necessitating increased courtroom and jury space. In addition the County Attorney, Clerk of Court and Court Administration offices are in need of additional space. A space utilization master plan was developed in 2000 which recommended the moving of all non-court related administrative offices from the Courthouse to the County's Bi-Centennial Building to create the needed space for the courts. This will be a multi-year \$16 million dollar pay as you go funded project using fund balances and future capital fund property tax and gaming tax revenue funding. The original funding plan for this project called for an advance from the General Fund during the middle years of the multi-year period. However, due to the historically low interest rates and thus the reduced interest income to the General Fund, this funding advance will not be possible. Accordingly, the proposed capital plan for FY04 does not include any spending authority toward this project as described further under the "Other Funds" tab of this budget document. The remaining portions of this project (remodeling the 1st, 2nd, and 3rd floors of the courthouse building) will resume in FY06 after gaming revenues have accumulated to continue to fund this renovation project on a pay-as-you-go basis.

The other major projects under the general capital improvements area include the expansion of program space at the minimum security jail facility at Tremont and various technology enhancements as a result of the completion of a Technology Assessment Report (TAR) in 2000. This TAR study presented the County with many technology upgrade challenges over the next several years including the development of a GIS strategic plan for Scott County. It is believed that a web-enabled GIS system will be the framework for E-Government in the future.

Scott County had identified the need for solutions to the jail-increasing population problem as its top priority during its target issues process. In October 1995 the Board adopted an action plan for long-term jail solutions. Phase I of the original action plan consisted of a needs assessment study which analyzed crime trends, inmate population and bed space requirements. This study projected that by the year 2010 Scott County would need a jail with 660 inmate beds. These figures could be reduced to 500 with the implementation of new policy options such as hiring a case expeditor, targeting and assisting pretrial detainees in need of substance abuse treatment, further supervision of pretrial defendants and more extensive use of community service programs.

Following Phase I, Phase II was initiated in May 1997 to identify how Scott County could meet the needs identified in Phase I. In February 1998 a recommendation was made for the construction of a new County jail located adjacent to the Courthouse on County owned property. The Board of Supervisors called for a referendum to be held in November 1998 for the construction of a County jail and for the issuance of \$48.3 million dollars in general obligation bonds. If approved it would have increased the County's levy rate by 91 cents per one thousand dollar taxable valuation. The referendum failed to receive the required 60% margin of support.

The jail continues to experience increased populations over the rated capacity limit requiring the housing of inmates in out-of-county facilities. The Board has made this

their top concern for 2001/2002 and has established a Community Jail and Alternatives Advisory Committee (CJAAC) to develop a solution acceptable to the citizens of Scott County. CJAAC completed work on their Phase One study in December 2001. This report outlined various functional deficiencies with the current jail structure. The report also noted that the current jail facilities have been unable to house Scott County's managed inmate population within its functional capacity since 1990. The report further included a recommendation that the County needs a jail facility allowing for 425 beds with a core portion (kitchen, laundry, and mechanical systems) to support between 600 and 700. The Phase Two study by CJAAC has two tracks. Track 1 was completed during the FY03 and explored additional alternative to incarceration options identified in Phase One (i.e., substance abuse and mental health programs, etc.). It is believed that implementation of these further alternative programs will ultimately reduce recidivism and thus reduce the aforementioned 425 bed build number to approximately 375 beds. Track 2 is currently underway and will develop a building "bricks and mortar" solution, which will be brought to the voters in the fall of 2004.

As the appointed Community Jail and Alternatives Advisory Committee meets to develop additional alternatives to incarceration programs and a long term community-based solution to serving the increased population at the jail the County will continue to house and transport prisoners to out-of-county facilities if and when available. The costs of housing and transportation of prisoners and funding various alternatives to incarceration programs and increased jail staffing are anticipated to be in excess of \$1,848,500 in FY04.

The Secondary Roads capital program totals \$1,100,000. \$900,000 is for a 4 mile resurface project on Y48 north of Locust Street, \$160,000 for a 1.6 mile macadam and seal coat resurfacing project on Slopertown Road, and \$40,000 for a bridge replacement near Winfield. There also is \$1,525,000 in State farm-to-market funds for additional road construction will be realized in FY04. These funds are paid at the State level to benefit Scott County and do not pass directly through the County's capital improvement plan budget.

The Conservation Department capital plan totals \$433,612. The single largest project (\$200,000) is for construction of the Bald Eagle Campground expansion at Scott County Park. Other projects include playground equipment and picnic table replacements at Scott County Park and West Lake Park, and construction of a new paved parking area adjacent to St. Ann's Church in the Pioneer Village.

Many of the projects listed are for major repairs, renovations, or replacements. Aggressive planning in these areas keeps ongoing maintenance costs down and helps eliminate the added interest cost burden associated with large-scale projects required due to years of neglect or deferment. The Board of Supervisors encourages County departments to be innovative when submitting capital improvement project requests especially in areas that will have a positive impact in reducing ongoing operating costs.

The following projects in total will increase the County's annual operating budget by \$6,900:

-----IMPACT ON ANNUAL OPERATING BUDGET-----				
PROJECT	MAINT. EXPENSE	UTILITIES EXPENSE	SUPPLIES EXPENSE	TOTAL IMPACT
<i>Exterior lighting</i>	-250	-100	0	-350
<i>Replace video court equipment</i>	-1,000	0	0	-1,000
<i>Jail roof replacement</i>	0	-500	0	-500
<i>Jail-clean/waterproof/seal exterior</i>	0	-250	0	-250
<i>Tuckpoint old jail building</i>	0	-250	0	-250
<i>Renovate dishroom</i>	-500	0	-100	-600
<i>Holding cell construction</i>	250	250	100	600
<i>Impounded/evidence storage</i>	300	800	150	1,250
<i>Expanded program space at jail</i>	400	4,000	250	4,650
<i>Refurbish elevator cars</i>	0	-100	0	- 100
<i>Property acquisition</i>	1,000	2,000	450	3,450
Total Impact	\$ 200	\$5,850	\$ 850	\$6,900

The single largest impact on the operating budget is projected to be the expanded jail programming space at the Tremont minimum-security jail location.

The pages that follow lists the individual capital projects planned for the next four years in addition to last year's actual projects and the current year's revised projects. Some projects originally planned for FY03 were moved to FY04 due to timing constraints or longer planning procedures required.

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY								
Building & Grounds	433,827	1,513,000	2,131,932	704,000	248,500	188,500	271,500	1,706,000
Space Plan Utilization Project	3,627,873	3,856,397	4,326,235	-	-	651,620	706,160	6,574,526
Equipment Acquisition	1,622,788	1,499,395	977,898	1,539,415	730,700	488,200	577,700	208,000
Vehicle Acquisition	234,631	208,500	216,500	264,500	175,000	180,000	185,000	-
Other Projects	5,528,510	355,000	355,000	315,000	350,000	100,000	100,000	470,850
Subtotal General CIP Projects	11,447,629	7,432,292	8,007,565	2,822,915	1,504,200	1,608,320	1,840,360	8,959,376
Conservation CIP Projects	821,508	963,112	1,078,171	433,612	500,000	515,000	530,450	-
Subtotal Projects Paid From CIP Fund	12,269,137	8,395,404	9,085,736	3,256,527	2,004,200	2,123,320	2,370,810	8,959,376
Secondary Roads Fund Projects	1,119,570	1,135,000	1,135,000	1,100,000	1,100,000	1,100,000	1,100,000	
Total All Capital Projects	13,388,707	9,530,404	10,220,736	4,356,527	3,104,200	3,223,320	3,470,810	8,959,376

REVENUE SUMMARY

Riverboat Gaming Taxes	822,996	785,000	825,000	825,000	825,000	825,000	825,000
Welcome Center CIP Reimbursements	1,573	11,220	75,376	11,880	13,860	7,260	2,640
Grants	227,289	11,500	11,500				
Eldridge Development Corp Loan Repayment	-	100,000	-	100,000	-	-	-
Political Subdivisions	125,799	-	158,000	-	-	-	-
Bond Proceeds	5,000,000	-	-	-	-	-	-
Miscellaneous (use tax refunds, donations, etc)	399,086	5,500	5,500	5,500	5,500	5,500	5,500

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
REVENUE SUMMARY (cont.)								
Transfers In:								
From General Fund								
Tax Levy (County CIP projects)	350,000	400,000	400,000	450,000	500,000	550,000	600,000	
Tax Levy (agency CIP funding)	185,425	185,425	185,425	185,425	185,425			
Tax Levy (Conservation CIP Funding)	-	-	-	-	-	185,425	185,425	
Conservation Projects	367,747	271,612	228,171	250,612	225,500	225,500	225,500	
Fund Balance Use (Conservation Increase)	-	91,500	91,500	183,000	274,500	104,075	119,525	
Fund Balance Use (County CIP projects)	630,500	559,000	469,475	425,000	200,000	-	-	
Fund Balance Use (agency CIP funding)	275,000	105,000	105,000	65,000	50,000	50,000	50,000	
Fund Balance Use (Master Plan Advance)	-	425,000	835,518	-	-	-	-	
From Rural Services Fund								
Tax Levy (agency CIP funding)	64,575	64,575	64,575	64,575	64,575	-	-	
From Recorder Record Mgt Fund	19,620	45,000	100,000	200,000	-	-	-	
From Electronic Equipment Fund	870,945	895,095	584,723	692,718	445,000	385,500	386,000	
From Vehicle Replacement Fund	234,631	208,500	216,500	264,500	175,000	180,000	185,000	
From Conservation CIP Fund	61,295	-	-	-	-	-	-	
Subtotal Revenues	9,636,481	4,163,927	4,356,263	3,723,210	2,964,360	2,518,260	2,584,590	
CIP Fund revenues over (under) expenditures	(2,632,656)	(4,231,477)	(4,729,473)	466,683	960,160	394,940	213,780	
CIP Fund Balance Recap								
Beginning Fund Balance	7,364,385	3,533,396	4,731,729	2,256	468,939	1,429,099	1,824,039	
Increase (decrease)	(2,632,656)	(4,231,477)	(4,729,473)	466,683	960,160	394,940	213,780	
Ending Net CIP Fund Balance*	4,731,729	(698,081)	2,256	468,939	1,429,099	1,824,039	2,037,819	
*Net of Vehicle and Electronic Equipment Replacement Funds								
Vehicle Replacement Fund Balance	457,794	424,322	419,646	332,565	334,985	332,405	324,825	
Electronic Equipment Fund Balance	617,099	129,308	540,997	354,949	416,619	537,789	658,459	
Conservation CIP Fund Balance	26,416	72,411	26,416	26,416	26,416	26,416	26,416	
Conservation Equipment Fund Balance	83,257	78,829	83,257	83,257	83,257	83,257	83,257	
Ending Gross CIP Fund Balance	5,916,295	6,789	1,072,572	1,266,126	2,290,376	2,803,906	3,130,776	

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
A. BUILDING & GROUNDS								
A.1 COURTHOUSE								
CH General Remodeling/Replacement	33,643	15,000	18,000	10,000	10,000	10,000	10,000	-
CH Computer Room Power Line UPS Unit	-	-	362	-	-	-	-	-
CH Exterior Lighting	-	5,000	-	5,000	-	-	-	-
CH Renovate Elevator Cars	-	-	-	-	25,000	-	-	-
CH HVAC Piping Replacement	-	25,000	10,000	-	-	-	-	-
CH Windows Replacement-Phase I	-	25,000	-	-	-	50,000	50,000	175,000
CH Cooling Tower Replacement	2,154	-	-	-	-	-	-	-
CH Parking Lot Overlay	-	-	-	-	-	-	-	50,000
CH Building Access Controls	-	5,000	-	-	-	-	-	-
CH Replace Video Court Equipment	-	-	-	30,000	30,000	-	-	-
CH Waterproof Sub-Basement	-	-	-	25,000	-	-	-	-
TOTAL COURTHOUSE	35,797	75,000	28,362	70,000	65,000	60,000	60,000	225,000
A.2 JAIL								
JL General Remodeling/Replacement	26,310	20,000	25,000	30,000	25,000	25,000	25,000	-
JL Jail Building Feasibility	40,050	-	-	-	-	-	-	-
JL Phase Two Study	39,031	140,000	100,000	75,000	-	-	-	-
JL Clean/Waterproof/Seal Exterior	-	-	-	25,000	-	-	-	-
JL Roof Replacement	-	40,000	-	40,000	-	-	-	-
JL Tuckpoint Old Building	-	-	-	8,500	-	-	-	-
JL Cell Painting	27,107	-	9,000	-	-	-	-	-
JL New Sallyport/Booking Area Remodeling	-	-	-	-	-	-	-	650,000
JL Kitchen Expansion	-	63,000	63,000	-	-	-	-	-
JL Renovate Dishroom	-	-	-	14,000	-	-	-	-
TOTAL JAIL	132,497	263,000	197,000	192,500	25,000	25,000	25,000	650,000
A.3 TREMONT BUILDING								

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
TR General Remodeling/Replacement	8,025	5,000	5,000	5,000	5,000	5,000	5,000	-
TR Renovate Energy Managemnet System	-	-	-	-	-	-	-	15,000
TR Holding Cell Construction	-	16,000	-	30,000	-	-	-	-
TR Overhead Door Replacement	-	-	4,700	-	-	-	-	-
TR Sound Baffling for Jail Annex	-	-	-	15,000	-	-	-	-
TR Parking Lot Overlay	-	-	-	-	-	-	-	35,000
TR Impound/Evidence Storage	-	20,000	-	20,000	-	-	-	-
TR Expanded Program Space	-	-	-	151,000	-	-	-	-
TR Expanded Patrol Division Space	-	-	-	-	-	-	-	100,000
TOTAL TREMONT BUILDING	8,025	41,000	9,700	221,000	5,000	5,000	5,000	150,000
A.4 ANNEX								
AN General Remodeling/Replacement	2,839	7,500	5,000	7,500	7,500	7,500	7,500	-
AN Juvenile Detention Center Expansion	143,524	850,000	1,450,000	-	-	-	-	-
TOTAL ANNEX	146,363	857,500	1,455,000	7,500	7,500	7,500	7,500	-
A.5 BI-CENTENNIAL BUILDING								
BC General Remodeling/Replacement	16,141	7,500	9,000	7,500	7,500	7,500	7,500	-
BC Remodel/Redecorate Interior	2,132	-	-	-	-	-	-	-
BC Refurbish Elevator Cars	-	30,000	95,000	80,000	-	-	-	-
BC Exterior Lighting	-	-	-	-	-	-	-	28,000
BC Street Abandonment	-	-	-	-	-	-	-	200,000
BC Parking Lot Overlay	-	-	-	-	-	-	-	100,000
BC Chiller Replacement	-	35,000	3,550	-	-	-	-	200,000
BC Expand Irrigation System	-	-	-	-	-	-	-	8,000
BC Replace Generator	-	-	50,000	-	-	-	-	-
TOTAL BI-CENTENNIAL BUILDING	18,273	72,500	157,550	87,500	7,500	7,500	7,500	536,000

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
A.6 PINE KNOLL								
PK General Remodeling/Replacement	14,731	10,000	10,000	10,000	10,000	10,000	10,000	-
PK Remodel/Redecorate Interior	9,268	10,000	9,000	10,000	10,000	10,000	10,000	-
PK High Efficiency Lighting	-	-	-	-	15,000	-	-	-
PK ADA Restroom Renovation	-	25,000	10,000	-	-	-	-	-
PK Reurbish Exterior Main Building	-	-	-	-	45,000	-	-	-
PK Energy Management System Renovation	2,600	-	-	-	-	15,000	15,000	-
PK Parking Lot Overlay	-	-	-	-	-	-	-	70,000
PK Air Handling System Upgrade	9,225	30,000	13,000	-	-	-	-	-
PK Chiller/ACCU Replacement	-	-	-	-	-	-	90,000	-
TOTAL PINE KNOLL	35,823	75,000	42,000	20,000	80,000	35,000	125,000	70,000
A.7 GENERAL STORE								
GS General Remodeling/Replacement	3,585	1,000	-	-	-	-	-	-
TOTAL GENERAL STORE	3,585	1,000	-	-	-	-	-	-
A.8 OTHER BUILDING & GROUNDS								
OB Miscellaneous Landscaping	1,533	2,500	1,500	2,500	2,500	2,500	2,500	-
OB Regulatory Compliance Cost	13,449	10,000	4,500	10,000	10,000	10,000	10,000	-
OB Radio Tower General Replacement	244	2,500	750	-	-	-	-	-
OB Parking Lot Repair/Maintenance	995	5,000	5,000	5,000	5,000	5,000	5,000	-
OB Records Management	-	35,000	20,000	20,000	20,000	20,000	20,000	-
OB Property Acquisition	-	25,000	100,000	50,000	-	-	-	-
OB Soil Contamination Resolution	33,740	31,000	35,000	-	-	-	-	-
OB Security Enhancements	-	-	-	-	-	-	-	75,000
TOTAL OTHER B & G	49,961	111,000	166,750	87,500	37,500	37,500	37,500	75,000

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
A.9 WELCOME CENTER								
WC Welcome Center Gen Remod/Replacement	3,504	2,000	-	2,000	2,000	2,000	2,000	-
WC Landscape Planting Replacement	-	2,000	-	2,000	2,000	2,000	2,000	-
WC Exterior Painting	-	2,000	-	-	5,000	-	-	-
WC Tree Pruning-Flowering Crab	-	-	570	-	-	-	-	-
WC Emergency Lighting Replacement	-	3,500	-	-	-	-	-	-
WC Signage Replacement	-	-	-	3,500	-	-	-	-
WC High Efficiency Lighting	-	4,000	-	4,000	-	-	-	-
WC Energy Management Equipment	-	-	-	3,000	-	-	-	-
WC Building Surge Suppression	-	3,500	-	3,500	-	-	-	-
WC Roof Replacement	-	-	-	-	12,000	-	-	-
WC Furnace Replacements	-	-	-	-	-	7,000	-	-
WC Interior Renovation	-	-	75,000	-	-	-	-	-
TOTAL WELCOME CENTER	3,504	17,000	75,570	18,000	21,000	11,000	4,000	-
TOTAL BUILDING & GROUNDS	433,827	1,513,000	2,131,932	704,000	248,500	188,500	271,500	1,706,000

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
B. SPACE UTILIZATION MASTER PLAN								
PHASE I								
1 Renovate DHS	830,383	-	5,500	-	-	-	-	-
2 Renov 6th FL/move BOS/Admin/IT/FSS	909,306	290,000	89,719	-	-	-	-	-
3 Construct Elevator Tower	404,634	560,522	560,500	-	-	-	-	-
5 Off load Juvenile Court Services	28,900	-	-	-	-	-	-	-
PHASE II								
6 Renov 3/4 4th FL & move Health Dept	483,525	-	135,823	-	-	-	-	-
7 Renov 1/4 4th FL & move Comm Services	268,703	-	27,252	-	-	-	-	-
8.A Renov 1/4 LL & Move Sheriff	358,799	788,875	498,000	-	-	-	-	-
8.B Telephone Switch Location	39,807	225,000	225,000	-	-	-	-	-
8.C Renov Computer Center	260,559	300,000	325,000	-	-	-	-	-
PHASE III								
9 Renov 1st FL and move Treasurer	16,047	630,000	909,907	-	-	-	-	-
10 Renov 5th FL and move Aud/Rec/Assessors	19,436	760,000	1,105,000	-	-	-	-	-
11 Construct Community Pavilion Addition	7,774	302,000	444,534	-	-	-	-	-
12 Renov 1/4 1st FL & move Associate Court	-	-	-	-	-	-	706,160	-
PHASE IV								
13 Renov 1/2 2nd FL & move County Attorney	-	-	-	-	-	651,620	-	-
14 Renov 1/4 2nd FL & move Juv Crim & add DC	-	-	-	-	-	-	-	607,000
15 Renov 1/4 1st FL & move Clerk-civil	-	-	-	-	-	-	-	588,020
PHASE V								
16 Renov 1/4 2nd FL-add District Court	-	-	-	-	-	-	-	779,150
17 Renov 1/4 1st FL & move Clerk-criminal	-	-	-	-	-	-	-	488,020
18 Renov 1/4 1st FL & move Magistrate Court	-	-	-	-	-	-	-	507,650
PHASE VI								
19 Construct Building Link	-	-	-	-	-	-	-	262,080
20 Renov 1/4(x3) 3rd FL-3 small Distr Criminal	-	-	-	-	-	-	-	1,369,316
21 Renov 3/4 3rd FL-'83 Jail-move Crt Admin	-	-	-	-	-	-	-	392,340
22 Renov 1/4 3rd FL-one District Court	-	-	-	-	-	-	-	579,670
23 Renov 2nd FL-'83 Jail-move Juv Crt Services	-	-	-	-	-	-	-	521,788
24 Renov 1/2 1st FL-'83 Jail-Jury Assembly	-	-	-	-	-	-	-	311,012
25 Renov 1/2 1st FL-'83 Jail-Sheriff Admin	-	-	-	-	-	-	-	168,480
TOTAL SPACE UTILIZATION MASTER PLAN	3,627,873	3,856,397	4,326,235	-	-	651,620	706,160	6,574,526

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
C. EQUIPMENT ACQUISITION								
EE Auditor - Election Software	31,799	-	-	-	-	-	-	-
EE Auditor-Automated Time Keeping System	114,480	-	-	-	-	-	-	-
EE Auditor-Copier Machine Repl	8,347	-	-	-	-	-	-	-
EE ComServ-Copier Replacement	-	-	-	-	10,000	-	-	-
EE ComServ-MH/DD Software	-	-	-	25,000	175,000	-	-	-
EE ComServ-Protective Payee Software	-	-	-	10,000	25,000	-	-	-
EE Conservation Recreational Mgt System	371	-	-	-	-	-	-	-
EE DHS Copier Replacement	-	-	-	10,000	-	-	-	-
EE FSS-Print Shop Misc Equipment	1,595	-	-	-	-	-	-	-
EE FSS-Large Format Scanner	-	5,000	-	-	-	-	-	8,000
EE FSS-Imaging System	5,700	-	-	32,500	-	-	-	-
EE FSS-800 MHz Radio	1,676	3,500	3,598	2,800	-	-	-	-
EE FSS-Campus Fiber Optic Ring	1,738	-	-	-	-	-	-	-
EE FSS-Bar Code Reader/software	-	24,000	-	-	-	-	-	24,000
EE FSS-PDA/mail/work request	-	6,000	-	-	-	-	-	-
EE FSS-CAFM Software	-	50,000	-	-	-	-	-	6,000
EE FSS-Purchasing Module	-	15,000	-	-	-	-	-	50,000
EE FSS-Fax Machine	-	850	-	-	-	-	-	15,000
EE FSS-Color Copier	-	75,000	25,000	-	-	-	-	-
EE FSS-Elmo Presentation Center	-	-	-	10,500	-	-	-	-
EE FSS-Defibrillators	-	-	-	4,500	-	-	-	-
EE FSS-Postage Machine	-	-	-	25,000	-	-	-	-
EE Hlth-Docking Computers	-	11,500	-	-	-	-	-	-
EE Hum Res-Electronic Equipment	500	-	-	-	-	-	-	-
EE IT-Phone System Upgrades	11,385	55,000	30,000	30,000	30,000	30,000	30,000	-
EE IT-PC LAN Repair/Replacement	3,468	20,000	15,000	25,000	25,000	25,000	25,000	-
EE IT-PC LAN Upgrade:PC's/Printers	55,827	75,000	50,000	60,000	75,000	75,000	75,000	-
EE IT-PC LAN Upgrade:Wiring	2,624	-	2,762	-	-	-	-	-
EE IT-PC LAN Upgrade:Windows Software	14,373	-	35,000	35,000	35,000	35,000	35,000	-
EE IT-PC LAN Upgrade:Internet	180	10,000	5,000	5,000	5,000	5,000	5,000	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
EE IT-PC LAN Upgrade:File Servers	44,741	15,000	15,000	15,000	15,000	15,000	15,000	-
EE IT-PC LAN Upgrade:Com Server	-	20,000	20,000	-	-	-	-	-
EE IT-PC LAN Upgrade:Imaging Systems	41,476	30,000	-	30,000	30,000	30,000	30,000	-
EE IT-PC LAN Upgrade:Remote Sites WANS	9,683	20,000	20,000	20,000	20,000	20,000	20,000	-
EE IT-PC LAN Upgrade:LAN Edge Devices	16,147	15,000	15,000	40,000	20,000	20,000	20,000	-
EE IT-PC LAN Upgrade:Prog Change Over	2,461	-	-	-	-	-	-	-
EE IT-PC LAN Maintenance	115	-	-	-	-	-	-	-
EE IT-Web Site Development	330	5,000	1,500	5,000	5,000	5,000	5,000	-
EE IT-Upgrade Phone System Caller ID	8,723	-	-	-	-	-	-	-
EE IT-Network Review Study	-	-	2,000	2,000	2,000	2,000	2,000	-
EE IT-Tape Backup Equipment	25,653	30,000	60,000	20,000	60,000	20,000	20,000	-
EE IT-New Servers	21,412	30,000	15,000	30,000	30,000	30,000	30,000	-
EE IT-Server Software Licenses	-	-	15,000	15,000	15,000	15,000	15,000	-
EE IT-Client Management Software	7,500	10,000	10,000	-	-	-	-	-
EE IT-Replace Monitors	7,593	2,500	2,500	10,000	10,000	10,000	10,000	-
EE IT-Upgrade to Microsoft Office 200x	-	120,000	132,980	-	-	-	-	-
EE IT-Upgrade Clients to NT	-	54,000	-	50,000	-	-	-	-
EE IT-Replace Property Tax System	187,622	-	100,000	150,000	-	-	-	-
EE IT-Replace Accounting/HR Systems	154,624	-	-	-	-	-	-	-
EE IT-TAR:Electronic Helpdesk Solution	16,986	-	-	-	-	-	-	-
EE IT-TAR:File,Print,Domain Server Setups	7,663	-	-	-	-	-	-	-
EE IT-TAR:Citrix Metaframe Pilot Project	17,734	-	-	-	-	-	-	-
EE IT-TAR:Network File & Print Server Migrate	18,395	-	-	-	-	-	-	-
EE IT-TAR:E-Mail,Scheduling Optimization	-	2,000	2,000	-	-	-	-	-
EE IT-TAR:Centralized Fax Solution	-	5,200	-	-	-	-	-	-
EE IT-TAR:Firewall Intrusion Test	-	5,600	-	2,600	-	-	-	-
EE IT-TAR:Firewall Upgrade	-	12,000	12,000	-	-	-	-	30,000
EE IT-TAR:Internet Monitoring Config Review	-	2,000	-	2,000	-	-	-	-
EE IT-TAR:Citrix Metaframe, Thin Client Network	190,548	-	30,000	-	-	-	-	-
EE IT-TAR:Network Documentation	-	6,000	-	6,000	-	-	-	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
EE IT-TAR:Basic NSA Training	-	5,000	5,000	10,000	10,000	10,000	10,000	-
EE IT-TAR:GIS Strategic Plan Development	1,000	50,000	67,500	-	-	-	-	-
EE IT-TAR:E-Business Strategies	-	25,000	-	25,000	25,000	25,000	25,000	-
EE IT-TAR:Technology Partner Support	4,934	12,000	12,000	12,500	13,000	13,500	14,000	-
EE IT- Software Maintenance	-	-	21,700	196,700	85,700	102,700	191,700	-
EE Rec-Mgt Fund Projects	15,659	-	100,000	200,000	-	-	-	-
EE Rec-Copying Machine	3,962	-	-	-	10,000	-	-	-
EE Rec-Imaging Upgrade Project	132,616	278,000	14,114	-	-	-	-	-
EE Sher-800 MHz Radio System	5,000	-	-	-	-	-	-	-
EE Sher-Digital ID Imaging System	(19)	-	-	-	-	-	-	-
EE Sher-Investigation Software/Equipment	-	9,350	9,350	18,115	-	-	-	-
EE Sher-Moving Radar Units	3,774	3,750	3,774	1,200	-	-	-	-
EE Sher-In Car Video Systems	10,950	10,950	15,780	16,200	-	-	-	-
EE Sher-Copier Machine Tremont	-	1,500	1,500	-	-	-	-	-
EE Sher-Computers/Printers	2,002	-	-	-	-	-	-	-
EE Sher-Automatic Veh Locate (AVL) System	130,468	-	-	-	-	-	-	-
EE Sher-Wireless 911	255	-	-	-	-	-	-	-
EE Sher-Video Cameras	1,400	-	-	-	-	-	-	-
EE Sher-Logging Recorder Telephone Connect	2,152	-	-	-	-	-	-	-
EE Sher-Law Enforcement Mgt Systems	51,363	300,000	-	300,000	-	-	-	-
EE Sher-CAD System	111,913	-	13,600	-	-	-	-	-
EE Sher-Civil System	4,922	-	-	-	-	-	-	-
EE Sher-Portable Repeater System	-	-	-	15,000	-	-	-	-
EE Sher-E911 System Replacement	-	-	-	-	-	-	-	75,000
EE Jail-Jail Management System	96,778	-	24,895	-	-	-	-	-
EE Jail-Flat Screen Color Monitors	2,058	-	650	-	-	-	-	-
EE Jail-Color Cameras	-	50,800	50,800	7,600	-	-	-	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
EE Jail-Color Monitor Replacement	-	3,000	3,000	-	-	-	-	-
EE Jail-800 MHz Radios	2,972	14,895	14,895	4,200	-	-	-	-
EE Jail-Jail Programs Computers/Software	-	-	-	25,000	-	-	-	-
EE Jail-Digital Recording System	-	-	-	25,000	-	-	-	-
EE Supr-Electronic Equipment	896	-	-	-	-	-	-	-
EE Treas-Copier Machine Repl-General Store	4,265	-	-	10,000	-	-	-	-
TOTAL ELECTRONIC EQUIP	1,622,788	1,499,395	977,898	1,539,415	730,700	488,200	577,700	208,000

D. VEHICLES

VE Sheriff Patrol Vehicles	108,099	110,000	118,000	142,500	-	-	-	-
VE Sheriff Jail 15 Passenger Transport Van	22,467	25,000	25,000	25,000	-	-	-	-
VE Sheriff Used Investigation Vehicle	22,680	44,000	44,000	40,000	-	-	-	-
VE Health Inspection Vehicles	25,598	13,500	13,500	33,000	-	-	-	-
VE Health Pickup	-	16,000	16,000	-	-	-	-	-
VE Health Class IV Truck	-	-	-	24,000	-	-	-	-
VE Health Dept Hd Vehicle	15,547	-	-	-	-	-	-	-
VE Plan & Dev Code Enforcement Vehicle	12,799	-	-	-	-	-	-	-
VE FSS 1 Ton Plow Truck	27,441	-	-	-	-	-	-	-
VE Vehicle Replacements	-	-	-	-	175,000	180,000	185,000	-
TOTAL VEHICLES	234,631	208,500	216,500	264,500	175,000	180,000	185,000	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY04 BUDGET PLAN**

	FY02 ACTUAL	FY03 PLAN	FY03 REVISED	FY04 REQUEST	FY05 PLAN	FY06 PLAN	FY07 PLAN	UNPROG NEEDS
E. OTHER PROJECTS								
OP Friends Of Brady Street Street Contribution	40,000	40,000	40,000	-	-	-	-	-
OP Fiber Optic Links	3,510	-	-	-	-	-	-	-
OP Putnum Museum IMAX Project	100,000	-	-	-	-	-	-	-
OP DavenportOne D1 Initiative	50,000	50,000	50,000	50,000	50,000	-	-	-
OP Scott County Library Bldg Renov Project	112,500	112,500	112,500	112,500	112,500	-	-	-
OP Buffalo Bill Museum Expansion Project	70,000	-	-	-	-	-	-	-
OP Scott County Family Y Multiple Expansion	87,500	87,500	87,500	87,500	87,500	-	-	-
OP First Tee of the Quad Cities	65,000	65,000	65,000	-	-	-	-	-
OP River Renaissance Project	5,000,000	-	-	-	-	-	-	-
OP County Campus Streetscape	-	-	-	-	50,000	50,000	50,000	170,850
OP John O'Donnell Renovation	-	-	-	50,000	50,000	50,000	50,000	300,000
OP Grand Excursion2004	-	-	-	15,000	-	-	-	-
Total Other Projects	5,528,510	355,000	355,000	315,000	350,000	100,000	100,000	470,850
Subtotal General CIP Projects	11,447,629	7,432,292	8,007,565	2,822,915	1,504,200	1,608,320	1,840,360	8,959,376
Conservation Projects	821,508	963,112	1,078,171	433,612	500,000	515,000	530,450	-
Secondary Roads Projects	1,119,570	1,135,000	1,135,000	1,100,000	1,100,000	1,100,000	1,100,000	-
Grand Total All CIP Projects	13,388,707	9,530,404	10,220,736	4,356,527	3,104,200	3,223,320	3,470,810	8,959,376

**GROUP HEALTH FUND
FUND STATEMENT**

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Miscellaneous	\$ 128	\$ -	\$ -	\$ -	
Subtotal Revenues	128	-	-	-	
Other Financing Sources:	-	-	-	-	
Total Revenues & Other Sources	128	-	-	-	
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Nonprogram Current	\$ 232	\$ -	\$ -	\$ -	
Subtotal Expenditures	232	-	-	-	
Other Financing Uses:	86,020	-	-	-	
Total Expenditures & Other Uses	86,252	-	-	-	
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(86,124)	-	-	-	
Beginning Fund Equity - July 1,	\$ 86,124	\$ 525,678	\$ -	\$ -	-100.0%
Ending Fund Equity - June 30,	\$ -	\$ 525,678	\$ -	\$ -	-100.0%

**SELF-INSURANCE FUND
FUND STATEMENT**

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Miscellaneous	\$ 669,617	\$ -	\$ -	\$ -	
Subtotal Revenues	669,617	-	-	-	
Other Financing Sources:	-	-	-	-	
Total Revenues & Other Sources	669,617	-	-	-	
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Interprogram Services	\$ 746,840	\$ -	\$ -	\$ -	
Subtotal Expenditures	746,840	-	-	-	
Other Financing Uses:	725,751	-	-	-	
Total Expenditures & Other Uses	1,472,591	-	-	-	
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(802,974)	-	-	-	
Beginning Fund Balance - July 1,	\$ 802,974	\$ 1,419,413	\$ -	\$ -	-100.0%
Ending Fund Balance - June 30,	\$ -	\$ 1,419,413	\$ -	\$ -	-100.0%

**GOLF COURSE ENTERPRISE FUND
FUND STATEMENT**

	<u>Actual</u> <u>2001-02</u>	<u>Budget</u> <u>2002-03</u>	<u>Revised</u> <u>Estimate</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Charges For Services	\$ 1,124,460	\$ 1,390,575	\$ 1,187,213	\$ 1,434,882	3.2%
Use of Money & Property	6,220	15,000	15,000	15,000	0.0%
Miscellaneous	<u>1,262</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	0.0%
Subtotal Revenues	1,131,942	1,406,575	1,203,213	1,450,882	3.1%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	1,131,942	1,406,575	1,203,213	1,450,882	3.1%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
County Environment	<u>\$ 1,009,261</u>	<u>\$ 1,161,221</u>	<u>\$ 1,057,468</u>	<u>\$ 1,115,176</u>	-4.0%
Subtotal Expenditures	1,009,261	1,161,221	1,057,468	1,115,176	-4.0%
Other Financing Uses:	<u>1,422</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Expenditures & Other Uses	1,010,683	1,161,221	1,057,468	1,115,176	-4.0%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	121,259	245,354	145,745	335,706	36.8%
Beginning Fund Equity - July 1,	\$ (1,623,822)	\$ (2,588,292)	\$ (1,502,563)	\$ (1,356,818)	-47.6%
Ending Fund Equity - June 30,	\$ (1,502,563)	\$ (2,342,938)	\$ (1,356,818)	\$ (1,021,112)	-56.4%



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SERVICE AREA: Public Safety		PROGRAM: County Attorney Administration (12A)		
ACTIVITY: Legal Services		ORGANIZATION: Attorney		
PROGRAM MISSION: To administer and direct the work product and policies of the professional and administrative staff of the County Attorney's office for the benefit of Scott County citizens who seek justice and legal assistance by providing advice, council, and resolution of legal issues.				
PROGRAM OBJECTIVES:				
1. To maintain administration cost as a percent of department budget below 12%.				
2. To maintain administration personnel as a percent of departmental personnel below 10%.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	37.00	36.63	36.63	36.63
2. Departmental budget expended	\$1,832,363	\$1,950,626	\$2,049,651	\$2,049,651
3. Organizations requiring liaison and coordination	110	110	110	110
WORKLOAD				
1. Prosecution of Class A felonies and major case management	55%	55%	55%	55%
2. Time spent on personnel administration	18%	18%	18%	18%
3. Time spent on fiscal management	14%	14%	14%	14%
4. Time spent on liaison activities and coordination	8%	8%	8%	8%
5. Time spent on miscellaneous activities	5%	5%	5%	5%
PRODUCTIVITY				
1. Administration cost as a percent of departmental budget	12%	12%	12%	12%
2. Administration personnel as a percent of total personnel	8%	8%	8%	8%
EFFECTIVENESS				
1. Program performance budget objectives accomplished	100%	100%	100%	100%
ANALYSIS:				
<p>FY04 appropriations for the total department are recommended to increase 5.1% over current budgeted levels. Non-salary costs are recommended to increase .0156%, or \$2,225 over current budgeted levels for all divisions within the total department.</p> <p>Revenues are projected to increase \$5,000 which represents a 50% over the current fiscal year's revenues.</p> <p>The primary reasons for revenue changes from current budget levels is the backlog of forfeitures that continue to be resolved and funds distributed by the Davenport Police Department. In addition, current forfeiture funds are being released in a more timely manner.</p> <p>For this program, non-salary costs are recommended to increase .0145% over current budgeted amounts.</p> <p>All PPB indicators remain very stable for Attorney Admin. Productivity indicators show that the department is successful in maintaining a low cost of administrative personnel as a percent of departmental budget and a minimum of administrative</p>		<p>personnel as a percent of department personnel.</p> <p>There are no organizational change requests for the department</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Attorney Administration (12A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X County Attorney	0.50	0.50	0.50	0.50	0.50
Y First Assistant Attorney	0.40	0.40	0.40	0.40	0.40
511-A Office Administrator	1.00	1.00	1.00	1.00	1.00
252-A Executive Secretary	0.75	0.75	0.75	0.75	0.75
141-C Clerk II	0.40	0.40	0.40	0.40	0.40
TOTAL POSITIONS	3.05	3.05	3.05	3.05	3.05
APPROPRIATION SUMMARY:					
Personal Services	\$212,180	\$224,155	\$220,930	\$233,901	\$233,901
Expenses	5,641	6,900	7,000	7,000	7,000
TOTAL APPROPRIATIONS	\$217,821	\$231,055	\$227,930	\$240,901	\$240,901

SERVICE AREA: Public Safety		PROGRAM: Criminal Prosecution (12B)		
ACTIVITY: Legal Services		ORGANIZATION: Attorney		
PROGRAM MISSION: To successfully prosecute indictable offense crimes occurring within Scott County and provide investigative assistance to law enforcement agencies within our jurisdiction for the protection of citizenry by striving to be responsive while functioning as a source of legal recourse.				
PROGRAM OBJECTIVES:				
1. To ensure the number of indictable cases closed is at least 90% of cases open.				
2. To ensure the number of non-indictable cases closed is at least 90% of cases filed.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. New felony cases	1,104	1,175	1,175	1,175
2. New indictable traffic, serious, aggravated misdemeanor cases	3,218	3,150	3,150	3,150
3. New non-indictable simple misdemeanors (that did not plead)	43,944	1,800	1,800	1,800
4. Open indictable cases	3,981	5,000	5,000	5,000
5. Juvenile intake of delinquent, CHINA, terminations	674	650	650	650
WORKLOAD				
1. Jury/Court trials held indictable/non-indictable cases	119	200	200	200
2. Cases disposed of indictable	6,230	6,500	6,500	6,500
3. Cases disposed of non-indictable (misdemeanors that did not plead)	50,947	1,800	1,800	1,800
4. Uncontested juvenile hearings	2,089	1,900	1,900	1,900
5. Evidentiary juvenile hearings	370	325	325	325
PRODUCTIVITY				
1. Cost per indictable case disposed of (65%)	\$139.73	\$185.91	\$185.91	\$149.06
2. Cost per non-indictable case disposed of (10%)	\$2.68	\$81.04	\$81.04	\$85.36
3. Cost per juvenile uncontested/evidentiary hearing (25%)	\$138.76	\$163.90	\$163.90	\$172.64
EFFECTIVENESS				
1. Average open indictable cases per attorney-quarterly	318	400	400	400
2. Indictable closed/percentage of cases open-annually	90%	90%	90%	90%
3. Non-indictable closed/percentage of non-indictable filed-quarterly	116%	90%	90%	90%
4. Percentage of Juvenile cases going to hearing-quarterly	98%	90%	90%	90%
ANALYSIS:				
<p>Non-salary costs are recommended to increase 0.0145%, or a net increase of \$1,825, over current budgeted levels for the division. Revenues are recommended to increase 50% over current budgeted amounts for the division, from \$10,000 to \$20,000.</p> <p>The primary reason for revenue change from current budget levels is due to the Davenport Police Department clearing up the forfeited funds backlog and the more timely distribution of current forfeited funds.</p> <p>The primary reasons for appropriation changes from current budget levels are to more accurately reflect spending in various line items. Line item increases are: Office Equipment \$2,000, Memberships \$125, Victim/Witness Expense \$4,500, Shipping \$300, Commercial Services \$3,300, and Equipment Maintenance \$600. Reductions are in line items: Office Furniture (\$2,000), Professional Services (\$5,000), and Periodicals & Subscriptions (\$2,000). The net change is 0.015% or a \$1,825 increase.</p> <p>Several PPB Indicators are new effective FY03. Only statistical data compiled by the County Attorney Intake Clerk and the case</p>		<p>management system, Prosecutor Dialog, is used for PPB indicators. Previously we depended on data provided by the Clerk of Court, which was not always pertinent and was received 60 days in arrears.</p> <p>Notable deviancies can be seen in actual and budget 2001-2002 figures for indicators (D.3) New non-indictable simple misdemeanor cases, cases that did not initially plead guilty and (W.3) Cases disposed of non-indictable, simple misdemeanor cases that did not initially plead guilty. The Clerk of Court counted all simple misdemeanor cases and there was no way to separate those which pled, and did not come to this office for prosecution. Under our new system we are counting only those presented to this office for resolution. The vast number of simple misdemeanor cases plead guilty initially and are not prosecuted.</p> <p>This change has increased the cost of resolving simples, which was always artificially low due to the fact that only a small number of cases are presented to this office for prosecution. The increase will be reflected in (P.2) Cost per non-indictable case disposed of.</p>		<p>There are no organizational change requests for the division.</p>

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Criminal Prosecution (12B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X County Attorney	0.20	0.20	0.20	0.20	0.20
Y First Assistant Attorney	0.35	0.35	0.35	0.35	0.35
Y Deputy First Assistant Attorney	3.00	3.00	3.00	3.00	3.00
A Attorney I	9.00	9.00	9.00	9.00	9.00
323-A Case Expeditor	1.00	1.00	1.00	1.00	1.00
252-A Executive Secretary	0.25	0.25	0.25	0.25	0.25
282-A Paralegal	-	1.75	1.75	1.75	1.75
252-A Paralegal	1.75	-	-	-	-
223-C Victim/Witness Coordinator	1.00	1.00	1.00	1.00	1.00
191-C Intake Coordinator	1.00	1.00	1.00	1.00	1.00
177-C Legal Secretary	2.00	2.00	2.00	2.00	2.00
141-C Clerk II	3.50	3.13	3.13	3.13	3.13
Z Summer Law Clerk	0.76	0.76	0.76	0.76	0.76
TOTAL POSITIONS	23.81	23.44	23.44	23.44	23.44
REVENUE SUMMARY:					
Intergovernmental	\$2,874	\$0	\$16,700	\$0	\$0
Fees and Charges	32	-	-	-	-
Fines & Forfeitures	22,584	10,000	15,000	15,000	15,000
Miscellaneous	343	-	-	-	-
TOTAL REVENUES	\$25,833	\$10,000	\$31,700	\$15,000	\$15,000
APPROPRIATION SUMMARY:					
Personal Services	\$1,249,804	\$1,324,839	\$1,324,149	\$1,400,838	\$1,400,838
Equipment	2,795	9,000	8,500	8,500	8,500
Expenses	95,435	87,435	93,676	91,760	91,760
Supplies	26,440	37,406	37,406	35,406	35,406
TOTAL APPROPRIATIONS	\$1,374,474	\$1,458,680	\$1,463,731	\$1,536,504	\$1,536,504

SERVICE AREA: Public Safety		PROGRAM: Corporation Counsel/Civil Division (12D)			
ACTIVITY: Law Enforcement		ORGANIZATION: Attorney			
PROGRAM MISSION: To supervise insurance counsel litigation; service civil commitments, and provide representation for the County, its officers and divisions by providing representation in civil litigation.					
PROGRAM OBJECTIVES:					
1. To respond to all litigation requests during the year.					
2. To respond to all non-litigation requests during the year.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Requests for non-litigation services		217	200	200	200
2. Requests for litigation services		404	300	300	300
3. On-going quarterly major case litigation		5	5	5	5
WORKLOAD					
1. Non-litigation services provided		213	200	200	200
2. Litigation services provided		315	260	260	260
3. On-going quarterly major case litigation		5	5	5	5
PRODUCTIVITY					
1. Cost per non-litigation service provided (55%)		\$643.69	\$717.45	\$717.45	\$748.68
2. Cost per litigation service provided (45%)		\$356.12	\$451.54	\$451.54	\$471.20
EFFECTIVENESS					
1. Litigation requests responded to		100%	100%	100%	100%
2. Non-litigation requests responded to		100%	100%	100%	100%
ANALYSIS:					
<p>For this program, non-salary costs are recommended to increase 0.20% over current budgeted amounts. The requested increase of \$300 is allocated to: \$100 Schools of Instruction, \$200 Commercial Services. The division does not generate revenue.</p> <p>The primary reasons for appropriation changes from current budget levels are to more properly align the budget request with actual expenditures.</p> <p>The PPB Indicator that will be highlighted throughout the year is (W.3) On-going major case litigation. Major cases impact the workload of the division and can/do take years to resolve as they are normally very complex.</p> <p>There are no organizational change requests for the division.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Corporation Counsel/Civil (12D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X County Attorney	0.30	0.30	0.30	0.30	0.30
Y First Assistant Attorney	0.25	0.25	0.25	0.25	0.25
A Assistant Attorney II	1.00	1.00	1.00	1.00	1.00
A Assistant Attorney I	1.00	1.00	1.00	1.00	1.00
282-A Paralegal	-	0.25	0.25	0.25	0.25
252-A Paralegal	0.25	-	-	-	-
177-C Legal Secretary	1.00	1.00	1.00	1.00	1.00
141-C Clerk II	0.10	0.10	0.10	0.10	0.10
Z Summer Law Clerk	0.24	0.24	0.24	0.24	0.24
TOTAL POSITIONS	4.14	4.14	4.14	4.14	4.14
APPROPRIATION SUMMARY:					
Personal Services	\$246,897	\$259,391	\$258,709	\$270,446	\$270,446
Expenses	3,069	1,500	1,500	1,800	1,800
Supplies	100	-	-	-	-
TOTAL APPROPRIATIONS	\$250,066	\$260,891	\$260,209	\$272,246	\$272,246

SERVICE AREA: Public Safety		PROGRAM: Public Health Safety (20D/F/G)			
ACTIVITY: Public Safety		ORGANIZATION: Health Department			
PROGRAM MISSION: To provide care and meet the needs and expectations of our customers in their time of emergency, death, and incarceration, while striving for a safer and healthier community.					
PROGRAM OBJECTIVES:					
1. Emergency Medical Services: Assure quality assurance reviews for 100% of all 911 requests for emergency medical services.					
2. Jail Health: Maintain 90% of all inmate medical contacts within the facility. Only 10% would be seen or cared for off site (dental, hospital and Special Services.)					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Emergency Medical Services: total Scott County population		159,458	159,458	159,458	159,458
2. Medical Examiner: total deaths in Scott County		1,410	1,370	1,400	1,400
3. Jail Health: number of inmate medical contacts		2,828	2,800	2,800	2,800
WORKLOAD					
1. Emergency Medical Services: Total runs		20,157	19,000	20,000	20,000
2. Medical Examiner: # of cases requiring Medical Examiner Services		327	310	322	322
3. Jail Health: number of health related contacts provided within Jail		2,583	2,520	2,520	2,520
PRODUCTIVITY					
1. Emergency Medical Services: cost/citizen for EMS service coord		\$0.39	\$0.40	\$0.43	\$0.43
2. Medical Examiner: cost/citizen for Medical Examiner services		\$1.02	\$1.06	\$1.07	\$1.07
3. Jail Health: cost/citizen for jail health services		\$2.29	\$2.38	\$2.41	\$2.41
EFFECTIVENESS					
1. Emergency Medical Services: % of population being served by EMS		13%	12%	13%	13%
2. Medical Examiner: % of deaths being served by Medical Examiner		23%	23%	23%	23%
3. Jail Health: % of inmate health care provided within the Jail		91%	90%	90%	90%
ANALYSIS:					
<p>For this program, non-salary costs are recommended to increase 2% over current budgeted amounts.</p> <p>The primary reasons for appropriation changes from current budget levels are: an increase in Medical Examiner fees and salary for Chief Medical Officer at the Jail.</p> <p>The primary reasons for revenue changes from current budget levels are: an increase in revenue from reimbursement for federal prisoners and an increase in the EMS Training Grant.</p> <p>Several PPB Indicators are highlighted as follows: the FY 04 PPB indicators for this program show that projections for EMS services (D.1., W.1., P.1., E.1.) will remain approximately stable with FY 03 projections.</p> <p>Projections for Medical Examiner services (D.2., W.2., P.2., E.2.) are in line with FY 03 projections. The number of inmate medical contacts (D.3) has been stable for the past 3 years.</p> <p>Budget issues identified for further Board review during the budget process are as follows: as part of the CJAAC recommendations regarding jail staffing an</p>		<p>increase of 4 FTE's is recommended to be phased in for nursing personnel over the next 3 years. For the FY'04 budget there is an increase of one FTE.</p> <p>This departmental budget supports the County's Target Issues and Management Agenda as follows: A new Medical Examiner has been appointed and continual recruitment for assistants continues to take place. There continues to be no solution for recruitment of local pathologists.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Public Health Safety (20D/F/G)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
417-A Public Health Services Coordinator	1.00	1.00	1.00	1.00	1.00
366-A Public Health Nurse	1.00	1.00	1.00	5.00	2.00
162-A Resource Specialist	0.60	0.60	0.60	0.60	0.60
Z Health Services Professional	0.30	0.30	0.30	0.30	0.30
TOTAL POSITIONS	2.90	2.90	2.90	6.90	3.90
REVENUE SUMMARY:					
Intergovernmental	\$15,336	\$8,336	\$8,336	\$10,000	\$10,000
Miscellaneous	15,916	16,700	16,700	24,360	24,360
TOTAL REVENUES	\$31,252	\$25,036	\$25,036	\$34,360	\$34,360
APPROPRIATION SUMMARY:					
Personal Services	\$144,438	\$171,628	\$160,239	\$395,863	\$229,593
Expenses	399,157	436,678	436,678	443,836	443,836
Supplies	8,507	3,749	3,749	4,549	4,549
TOTAL APPROPRIATIONS	\$552,102	\$612,055	\$600,666	\$844,248	\$677,978

SERVICE AREA: Public Safety		PROGRAM: Sheriff Administration (28A)			
ACTIVITY: Law Enforcement		ORGANIZATION: Sheriff			
PROGRAM MISSION: To administer the Sheriff's offices various functions providing citizens of and visitors to Scott County with law enforcement related activities according to their various needs.					
PROGRAM OBJECTIVES: 1. To maintain administrative staff to department personnel ratio of 2.9% or less.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Authorized personnel (FTE's)		140.70	140.70	162.70	148.70
2. Department budget		\$8,741,534	\$9,856,378	\$11,607,072	\$10,818,844
WORKLOAD					
1. Percent of time spent on personnel administration		25%	30%	35%	35%
2. Percent of time spent on fiscal management		25%	20%	20%	20%
3. Percent of time spent on liaison activities and coordination		25%	30%	30%	30%
4. Percent of time spent on miscellaneous activities		25%	20%	15%	15%
PRODUCTIVITY					
1. Administration cost as a percent of department budget		1.77%	2.33%	2.03%	2.16%
2. Administration personnel as a percent of departmental personnel		1.85%	1.85%	1.60%	1.75%
EFFECTIVENESS					
1. Program performance objectives accomplished		100%	100%	100%	100%
ANALYSIS:					
<p>Total FY04 appropriations for the total department are recommended to increase \$1,227,481 or 12.8% over current budgeted levels. Much of this increase (\$1,561,580) comes from significant changes being made in the Corrections Division. Several jail studies have been completed, and decisions on those recommendations have yet to be made. A more detailed analysis is given in the Corrections program. Without the increases in the Corrections Division, the increase would be \$385,829 or 7.5%. Non-salary costs are recommended to increase \$531,612 or 51.6% over current budgeted levels for the total department. Once again the Corrections Division has requested an additional \$503,375 for housing prisoners outside of Scott County. Without this request the increase would be \$28,237 or 2.7%. As implementation of the jail studies proceeds, there is a strong possibility that adjustments will be made to the Corrections budget for FY04.</p> <p>Revenues are recommended to decrease \$61,021 or 6.6% under current budgeted amounts for the total department. Much of the decrease (\$162,183) comes from a reduction</p>		<p>in grants.</p> <p>The department has requested several organizational changes and they are listed below. Civil, Office – upgrade 1.5 FTE clerk II positions to clerk III positions, Civil Deputies – create 3civilian process servers and transfer the three current deputy positions to Patrol. Communications – add telecommunicator positions per study conducted by Human Resources. Also, the jail studies have significant organizational change recommendations located within them. As these recommendations are implemented, there will be significant effects on the budget for the Correction Division.</p> <p>For this program, non-salary costs are recommended to increase \$3,100 or 16.2% over current budgeted amounts. The increase is needed to bring several line items up to current expenditure levels.</p> <p>Budget issues identified for further Board review during the budget process will be jail initiatives and the impact of the Voorhis Study on the direction of the Scott County Jail.</p> <p>All indicators are recommended as submitted and reflect appropriately past</p>		<p>performance.</p> <p>This departmental budget supports the County's Target Issues and Management Agenda as the Sheriff's Office looks to retain and develop current employees and the cost impact of the increased jail population and the inadequate jail facilities.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Sheriff Administration (28A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X Sheriff	1.00	1.00	1.00	1.00	1.00
Y Chief Deputy	1.00	1.00	1.00	1.00	1.00
228-A Office Supervisor	0.60	0.60	0.60	0.60	0.60
TOTAL POSITIONS	2.60	2.60	2.60	2.60	2.60
REVENUE SUMMARY:					
Fees and Charges	\$20	\$50	\$0	\$50	\$50
Miscellaneous	836	900	900	900	900
TOTAL REVENUES	\$856	\$950	\$900	\$950	\$950
APPROPRIATION SUMMARY:					
Personal Services	\$136,505	\$211,895	\$203,432	\$212,041	\$212,041
Equipment	70	1,500	1,500	1,500	1,500
Expenses	11,523	10,630	12,930	13,130	13,130
Supplies	8,415	7,000	7,500	7,600	7,600
TOTAL APPROPRIATIONS	\$156,513	\$231,025	\$225,362	\$234,271	\$234,271

SERVICE AREA: Public Safety		PROGRAM: Patrol (28B)			
ACTIVITY: Law Enforcement		ORGANIZATION: Sheriff			
PROGRAM MISSION: To provide uniformed law enforcement functions to citizens of and visitors to Scott County by providing 24 hour a day patrol in Scott County.					
PROGRAM OBJECTIVES:					
1. To maintain average response time of 10 minutes or less.					
2. To maintain cost per hour of preventive patrol of \$41.00 or less.					
PERFORMANCE INDICATORS		2001-02	2002-03	2003-04	2003-04
		ACTUAL	PROJECTED	REQUESTED	ADOPTED
DEMAND					
1. Calls for service		7,746	9,536	8,000	8,000
2. Calls for assistance		6,212	8,044	6,500	6,500
3. Number self initiated activities		8,813	10,824	9,000	9,000
WORKLOAD					
1. Court appearances as witnesses		111	132	120	120
2. Hours on preventive patrol		22,282	18,108	20,000	20,000
3. Number of traffic citations		3,296	3,648	3,500	3,500
PRODUCTIVITY					
1. Cost per response/self initiated activity (64%)		\$52.53	\$44.97	\$61.26	\$61.26
2. Cost per hour of preventive patrol (36%)		\$29.55	\$39.68	\$40.49	\$40.49
EFFECTIVENESS					
1. Average response time per call (minutes)		10.0	11.0	10.0	10.0
2. Number of traffic accidents		365	268	300	300
ANALYSIS:					
<p>Revenues for the program are recommended to decrease \$39,600 or 71.9% from the current year. This is due to \$17,000 reduction in Federal grants and a \$25,000 reduction in reimbursements from other political subdivisions.</p> <p>Overtime is recommended to increase \$34,109 or 52.2% over FY03. Although this is a large increase, it is consistent with actual amounts from prior years, and more closely represents the estimated FY03 level. Total personal services are recommended to increase \$247,836 or 13.8%. The department has requested to move 3 civil process deputies to the patrol division, and hiring 3 civilian process servers for the Civil Division. The Human Resources department has reviewed this request and is not recommending this change due to jail staffing needs being the priority. Also, the Sheriff believes the legislature will repeal this legislation allowing for civilian civil processors in the upcoming session.</p> <p>For this program, non-salary costs are recommended to increase \$15,500 or 8.3% over current budgeted amounts. Total</p>		<p>expenses are recommended to increase \$5,800 or 8.8 percent due to small increases in several line items. Total supplies are recommended to increase \$9,700 or 8.9% and more accurately reflect expenditures from prior years.</p> <p>Calls for service (D.1) are recommended to decrease slightly from FY'03 projections. Indicators (D.2 and D.3) are also recommended to decrease slightly from FY'03 projections. Hours on preventative patrol (W.2) are recommended to increase slightly over current levels. Productivity indicator P.1 is recommended to increase due to demand indicators decreasing and appropriations increasing. Average response time per call (E.1) is recommended to remain at the FY'03 level. All other indicators are recommended as submitted.</p> <p>This departmental budget supports the County's Target Issues and Management Agenda as the Patrol Division looks to retain and develop current employees as well as work to maximize space at the Tremont facility.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Patrol (28B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
519-A Captain	1.00	1.00	1.00	1.00	1.00
464-A Lieutenant	4.00	4.00	4.00	4.00	4.00
451-E Sergeant	4.00	4.00	4.00	4.00	4.00
329-E Deputy	18.00	18.00	18.00	21.00	18.00
TOTAL POSITIONS	27.00	27.00	27.00	30.00	27.00
REVENUE SUMMARY:					
Intergovernmental	\$87,586	\$53,500	\$11,500	\$11,500	\$11,500
Fees and Charges	953	600	600	600	600
Miscellaneous	5,696	1,000	3,400	3,400	3,400
TOTAL REVENUES	\$94,235	\$55,100	\$15,500	\$15,500	\$15,500
APPROPRIATION SUMMARY:					
Personal Services	\$1,694,455	\$1,799,619	\$1,787,086	\$2,047,455	\$1,889,889
Equipment	18,653	12,000	12,000	12,000	12,000
Expenses	74,017	65,580	78,307	71,380	71,380
Supplies	109,292	108,920	118,583	118,620	118,620
TOTAL APPROPRIATIONS	\$1,896,417	\$1,986,119	\$1,995,976	\$2,249,455	\$2,091,889

PROGRAM MISSION: To provide safe and secure housing and care for all inmates under the custody of the Scott County Sheriff.

- PROGRAM OBJECTIVES:**
1. To provide safe and secure housing and care for all inmates under the custody of the Scott County Sheriff with no escapes or deaths.
 2. To keep the in-house inmate population within the State cap and house out-of-county only when needed.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Persons booked	7,780	8,250	8,300	8,300
2. Average daily jail population	213	230	238	238
3. Persons released	7,775	8,200	8,300	8,300
4. Average length of stay of inmates processed	10.0	11.0	11.0	11.0
5. Prisoners handled by bailiff	9,129	9,125	9,200	9,200
6. Extraditions received	391	360	390	390
WORKLOAD				
1. Meals served	237,888	265,957	265,900	265,900
2. Number of persons finger printed	4,503	4,450	4,980	4,980
3. Prisoner days	77,756	83,950	86,870	86,870
4. Number of prisoners transported	1,055	1,250	1,300	1,300
5. Inmates per correctional officer on duty-day/evening/night	16/22/23	17/24/26	17/24/26	17/24/26
6. Mental health commitments transported	31	45	45	45
PRODUCTIVITY				
1. Operating cost per prisoner day	\$55.24	\$56.82	\$72.47	\$72.47
2. Food cost per meal	\$1.02	\$0.94	\$0.97	\$0.97
3. Paid inmate days/cost out-of-county	5380/\$265248	13636/\$750000	16425/\$903375	16425/\$903375
4. Cost per prisoner in court	\$34.87	\$41.43	\$45.06	\$45.06
EFFECTIVENESS				
1. Average number of sentenced inmates	45	50	50	50
2. Percentage of felons to total population	55.6%	55.0%	56.0%	56.0%
3. Prisoner escapes from jail	-	-	-	-
4. Prisoner escapes during transportation	-	-	-	-
5. Prisoner escapes during court	-	-	-	-
6. Number of deaths in jail	1	-	-	-

ANALYSIS:

Jail population remains to be the most important issue impacting the budget of the corrections division. The jail cap of 208 has forced the jail to house inmates outside of County facilities. For FY'04, \$903,375 is recommended to cover these expenditures. This represents a 125.8% increase over the FY'03 budget. This will result in a \$503,375 property tax impact.

There are several budget issues that will affect the budget of the Corrections Division. The first is the Voorhis & Associates Jail Staffing Study and CJAAC Alternatives Study. Depending on how and when recommendations are implemented, the budget of the Corrections Division could be greatly affected. Included in the studies are significant organizational changes that will be evaluated and recommendations made in the future. Please refer to the above mentioned studies to get more detailed information.

For this program, total non-salary costs are recommended to increase \$531,612 or 51.6% over current budgeted amounts, primarily due to the above-mentioned \$503,375 increase in outside service contracts. If the increase in service contracts were removed the actual increase would be \$28,237 or 2.7%. Total expenses are recommended to increase \$509,712 including service contracts or \$6,337 or 1.1% excluding them. Total supplies are recommended to increase \$19,650 or 4.7% due to increases in clothing and groceries.

Total personal services are recommended to increase \$1,029,968 or 25% due to the anticipation of implementing recommendations found in the Voorhis Staffing Report. This has led to increases in salaries, health/medical benefits and other personal service line items. Overtime has been reduced to half the amount expended in FY02 to help offset increased staffing costs. Overtime should be able to be reduced as additional staff is added to allow for proper relief factors. This could be subject to change depending upon how changes are implemented.

The total budget for the Corrections Division as recommended will increase appropriations \$1,561,580 or 30.3%. However, this is subject to adjustment as recommendations from the studies are implemented.

Revenues for the program are recommended to decrease \$10,941 or 2.2% due to a \$76,400 elimination of the Local Law Enforcement Block Grant and increases for charges for services. The primary reasons for revenue changes from current budget levels are that revenue figures are a truer reflection of fees assessed to inmates for services that are actually able to be collect.

All demand indicators are recommended to increase over the current budget year. These figures are consistent with historical trends and are believed to be accurate. Accordingly, all workload indicators and performance indicators reflect the anticipated increased demand and increase in appropriations. The effectiveness indicators are recommended to remain at current budgeted levels.

This departmental budget supports the County's Target Issues and Management Agenda as it addresses the increased jail population and the inadequate jail facilities.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Corrections Division (28C)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Y Second Chief Deputy	1.00	1.00	1.00	1.00	1.00
449-A Corrections Captain	-	1.00	1.00	1.00	1.00
390-A Chief Correction Supervisor	1.00	-	-	-	-
400-A Support Program Supervisor	-	1.00	1.00	1.00	1.00
353-A Support Program Supervisor	1.00	-	-	-	-
353-A Corrections Lieutenant	3.00	3.00	3.00	4.00	3.00
332-A Corrections Sergeant	4.00	4.00	4.00	4.00	4.00
Program Coordinator	-	-	-	3.00	2.00
283-H Lead Correction Officer (Corporal)	10.00	10.00	10.00	13.00	10.00
262-A Lead Bailiff	-	1.00	1.00	1.00	1.00
246-H Correction Officer	43.20	43.20	43.20	53.00	49.00
332-A Food Service Manager	-	1.00	1.00	1.00	1.00
223-A Food Service Manager	1.00	-	-	-	-
220-A Lead Bailiff	1.00	-	-	-	-
220-A Bailiffs	-	6.70	6.70	6.70	6.70
191-C Senior Accounting Clerk	-	1.00	1.00	1.00	1.00
177-C Senior Clerk	1.00	-	-	-	-
176-H Jail Custodian/Correction Officer	1.00	1.00	1.00	3.00	1.00
162-A Clerk III	1.00	1.00	1.00	1.00	1.00
151-A Bailiffs	6.70	-	-	-	-
141-C Clerk II	-	-	-	0.50	0.50
125-C Clerk I	0.50	0.50	0.50	-	-
125-H Jail Custodian	1.00	1.00	1.00	1.00	1.00
122-C Cook	2.80	2.80	3.40	3.40	3.40
TOTAL POSITIONS	79.20	79.20	79.80	98.60	87.60
REVENUE SUMMARY:					
Intergovernmental	\$42,098	\$82,900	\$0	\$6,500	\$6,500
Fees and Charges	529,242	409,200	351,400	363,000	473,759
Miscellaneous	1,763	700	1,500	1,600	1,600
TOTAL REVENUES	\$573,103	\$492,800	\$352,900	\$371,100	\$481,859
APPROPRIATION SUMMARY:					
Personal Services	\$3,895,796	\$4,118,936	\$4,125,144	\$5,148,904	\$4,576,542
Equipment	27,119	40,425	40,000	42,675	42,675
Expenses	368,101	574,123	924,118	1,083,835	1,083,835
Supplies	390,352	414,920	426,617	454,570	434,570
TOTAL APPROPRIATIONS	\$4,681,368	\$5,148,404	\$5,515,879	\$6,729,984	\$6,137,622

SERVICE AREA: Public Safety	PROGRAM: Support Services Division (28H)
ACTIVITY: Law Enforcement	ORGANIZATION: Sheriff

PROGRAM MISSION: To the best of our ability, provide quality service to the citizens of, and visitors to, Scott County Iowa, and the agencies we serve by handling their requests for service and/or information in a timely, efficient, effective and dedicated manner.

PROGRAM OBJECTIVES:
 1. To handle all requests for service made to Support Services.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of 9-1-1 calls	10,867	13,176	14,000	14,000
2. Number of non 9-1-1 calls	107,542	111,396	110,000	110,000
3. Number of communications transactions	223,962	244,192	245,000	245,000
WORKLOAD				
1. Number of EMD calls handled	679	800	700	700
2. Number of warrants entered	1,694	1,524	1,750	1,750
3. Number of warrant validations	1,959	1,428	1,800	1,800
PRODUCTIVITY				
1. Cost per 9-1-1 call (10%)	\$8.53	\$8.01	\$8.25	\$8.25
2. Cost per EMD call (5%)	\$68.30	\$65.99	\$82.50	\$82.50
EFFECTIVENESS				
1. Crime rate (per 1,000 population) - Part I	20.0	27.6	27.0	27.0
2. Crime rate (per 1,000 population) - Part II	62.8	66.4	66.0	66.0
3. Crime clearance rate	17.50%	54.00%	55.00%	55.00%

ANALYSIS:

<p>Total revenues for the program are recommended to remain at the FY'03 level of \$22,425. The budget revenue figure of \$22,425 is consistent with FY'02 actual and projected amounts for FY'03.</p> <p>Total personal services are recommended to increase \$74,227 or 8.2% with wage increases and health/medical benefits being the primary reasons. Overtime for the program is recommended for \$46,300 which is \$19,098 or 70.2% higher than FY'03. However, the amount is consistent with actual usage in past years. Total expenses for the program are recommended to decrease \$550. Supplies are recommended to increase \$500 over last year.</p> <p>The program budget as recommended will have non-salary appropriations decreasing \$50, and total program costs increasing \$74,177 or 5.7%.</p> <p>The department submitted organizational change requests to hire more telecommunications operators per the recommendations by the Human Resources Dept. and to upgrade 1.5 Record's Clerk II positions to Clerk III positions. Budget issues</p>	<p>identified for further Board review will be based on Human Resource's recommendations of the number of telecommunications operators to hire.</p> <p>All demand indicators are recommended to remain approximately at FY'03 levels. The number of EMD calls (W.1) is recommended to decrease by 12.5%. The number of warrants (W.2) and the number of warrant validations (W.3) are recommended to increase slightly over FY'03. With the demand indicators remaining about the same and the program budget increasing, productivity indicators P.1 and P.2 are recommended to increase accordingly. All other indicators are consistent with projections and vary only slightly from last year and are recommended as submitted.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Support Services Division (28H)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
417-A Support Services Director	1.00	1.00	1.00	1.00	1.00
300-A Chief Telecommunications Operator	1.00	1.00	1.00	1.00	1.00
245-A Lead Telecommunications Operator	3.00	3.00	3.00	3.00	3.00
228-A Telecommunications Operator	8.00	8.00	8.00	8.00	8.00
228-A Office Supervisor	0.40	0.40	0.40	0.40	0.40
191-C Senior Accounting Clerk	1.00	1.00	1.00	1.00	1.00
177-C Senior Clerk	2.00	2.00	2.00	2.00	2.00
162-A Clerk III	1.00	1.00	1.00	2.50	2.50
141-C Clerk II	1.00	1.00	1.00	-	-
141-C Clerk II-Records	-	0.50	0.50	-	-
125-C Clerk I	0.50	-	-	-	-
TOTAL POSITIONS	18.90	18.90	18.90	18.90	18.90
REVENUE SUMMARY:					
Licenses and Permits	\$13,513	\$14,075	\$9,560	\$14,075	\$14,075
Fees and Charges	878	1,750	1,050	1,750	1,750
Miscellaneous	6,354	6,600	6,100	6,600	6,600
TOTAL REVENUE	\$20,745	\$22,425	\$16,710	\$22,425	\$22,425
APPROPRIATION SUMMARY:					
Personal Services	\$850,042	\$901,529	\$908,590	\$975,756	\$975,756
Equipment	3,985	12,500	10,000	12,500	12,500
Expenses	264,654	379,725	328,900	416,675	389,175
Supplies	13,103	20,250	19,250	20,750	20,750
TOTAL APPROPRIATIONS	\$1,131,784	\$1,314,004	\$1,266,740	\$1,425,681	\$1,398,181

SERVICE AREA: Public Safety	PROGRAM: Criminal Investigations Division (281)
ACTIVITY: Law Enforcement	ORGANIZATION: Sheriff

PROGRAM MISSION: To provide for processing of civil documents and investigation of crimes to citizens of and visitors to Scott County by Scott County Sheriff's deputies.

- PROGRAM OBJECTIVES:**
1. To investigate all cases submitted for follow-up.
 2. To serve 85% or more of all process documents received.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Process documents received	14,652	15,180	14,750	14,750
2. Number of investigations assigned	406	272	440	440
WORKLOAD				
1. Process documents tried to serve	14,652	15,180	14,750	14,750
2. Number of investigations per officer	102	72	120	120
3. Number of mental commitments	397	440	400	400
PRODUCTIVITY				
1. Cost per document tried to serve	\$17.66	\$18.34	\$19.85	\$19.85
2. Cost per investigation conducted	\$1,505.85	\$7,971.78	\$5,534.28	\$5,534.28
EFFECTIVENESS				
1. Number of attempts to serve processed documents	25,991	27,624	27,600	27,600
2. Number of documents unable to be served	663	750	750	750
3. Percent of documents successfully served	95.5%	95%	95.0%	95.0%

ANALYSIS:

The Criminal Investigation Division is responsible for revenues and expenditures for investigation, forfeited assets, and civil deputies. The organizational changes requested were not recommended for this program due to jail staffing priorities and anticipated changes to current laws regarding civilian processors. The program continues to have two deputies funded by grants. One deputy is funded through the Narcotics control grant and revenues of \$52,286 are recommended for the program to continue. Another deputy is funded through the Stop Violence Against Women Program and \$21,000 in revenue is recommended for this program. Total revenue for the program is recommended to decrease \$10,480 or 3% due to \$85,783 in decreases in the above mentioned grants and a \$81,803 increase in Sheriff's Service Fees.

Total personal services for the program are recommended to increase \$33,391 or 4.0% with overtime recommended to increase \$3,633 or 8.4%. The increase is consistent with the actual amounts for prior years. Total expenses are recommended to increase \$7,679 or 24% over last year. This is due to \$5,769 being recommended for the County share of the Federal Gang Task Force. Supplies are recommended to increase \$4,000 or 11.5% due to an increase in miscellaneous supplies and vehicular parts.

The budget as submitted will result in non-salary appropriations increasing \$11,679 or 16.8% and total appropriations increasing \$45,070 or 4.9% for the Criminal Investigations Division.

Process documents received (D.1) and the number of investigations assigned (D.2) are recommended to increase slightly over FY'02 actual and approximately at FY'03 projected. The number of investigations per officer (W.2) is recommended to increase 66.6% over the estimated FY'03 level. All other indicators are consistent with prior years and are recommended as submitted.

This departmental budget supports the County's Target Issues and Management Agenda by increasing training to develop and retain current employees,

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Criminal Investigations Division (281)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
519-A Captain	1.00	1.00	1.00	1.00	1.00
451-E Sergeant	2.00	2.00	2.00	2.00	2.00
329-E Deputy	10.00	10.00	10.00	7.00	10.00
Civilian Process Servers	-	-	-	3.00	-
TOTAL POSITIONS	13.00	13.00	13.00	13.00	13.00
REVENUE SUMMARY:					
Intergovernmental	\$86,734	\$165,569	\$45,466	\$73,286	\$73,286
Fees and Charges	257,063	175,120	217,120	218,120	256,923
Miscellaneous	8,299	12,200	12,200	12,200	12,200
TOTAL REVENUES	\$352,096	\$352,889	\$274,786	\$303,606	\$342,409
APPROPRIATION SUMMARY:					
Personal Services	\$792,686	\$842,161	\$786,571	\$875,552	\$875,552
Equipment	1,104	3,000	3,000	3,000	3,000
Expenses	40,784	31,950	30,850	39,629	39,629
Supplies	40,877	34,700	32,000	38,700	38,700
TOTAL APPROPRIATIONS	\$875,451	\$911,811	\$852,421	\$956,881	\$956,881

SERVICE AREA: Public Safety	PROGRAM: Emergency Care & Transfer (37A)
ACTIVITY: Emergency Services	ORGANIZATION: Buffalo Volunteer Ambulance

PROGRAM MISSION: To provide high quality, high value, Emergency Medical Services and health care transportation in Scott County. We strive to provide a high degree of professionalism and quality care through highly trained volunteers and employees and state of the technology and equipment.

PROGRAM OBJECTIVES:

1. To maintain the number of active volunteers at no less than 25.
2. To ensure that the number of runs exceeding 15 minute response time are 3% or less.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Calls for service	297	325	325	325
WORKLOAD				
1. Calls answered	297	325	325	325
PRODUCTIVITY				
1. Cost per call	\$390.00	\$525.00	\$450.00	\$450.00
EFFECTIVENESS				
1. Number of volunteers	25	28	30	30
2. Percent of runs exceeding 15 minute response time	1%	0%	1%	1%
3. County subsidy as a percent of program costs	23%	26%	20%	20%

ANALYSIS:

This agency did not submit timely budget data. The amount for FY04 remains at the same level for this volunteer ambulance agency. The health Department is working with this agency as the agency responds to recommendations included in its most recent audit report. Also future funding will depend on timely submission of all requested budget and financial data and PPB information.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Emergency Care & Transfer (37A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Volunteers	30.00	27.00	27.00	27.00	
TOTAL POSITIONS	30.00	27.00	27.00	27.00	
REVENUE SUMMARY:					
Municipal Subsidy	\$18,894	\$12,000	\$9,000	\$9,000	
Service Fees	40,362	53,000	53,000	53,000	
Other	3,174	6,500	6,500	6,500	
SUB-TOTAL REVENUES	\$62,430	\$71,500	\$68,500	\$68,500	
Scott County Contribution	22,650	22,650	22,650	22,650	22,650
Funding Reserve	10,000	10,000	10,000	10,000	10,000
TOTAL COUNTY CONTRIBUTION	\$32,650	\$32,650	\$32,650	\$32,650	\$32,650
TOTAL REVENUES	\$95,080	\$104,150	\$101,150	\$101,150	
APPROPRIATION SUMMARY:					
Personal Services	\$19,346	\$35,000	\$35,000	\$35,000	
Equipment	12,427	29,557	29,557	29,557	
Expenses	54,188	65,803	65,803	65,803	
Supplies	505	2,000	2,000	2,000	
Occupancy	8,668	8,490	8,490	8,490	
TOTAL APPROPRIATIONS	\$95,134	\$140,850	\$140,850	\$140,850	

SERVICE AREA: Public Safety	PROGRAM: Emergency Care & Transfer (42A)
ACTIVITY: Emergency Services	ORGANIZATION: Durant Volunteer Ambulance

PROGRAM MISSION: To provide high quality, high value, Emergency Medical Services and health care transportation in Scott County. Durant strives to provide a high degree of professionalism and quality care through highly trained volunteers and employees and state of the technology and equipment.

PROGRAM OBJECTIVES:

1. To provide service for 600 calls.
2. To ensure that the number of runs exceeding 15 minute response time are 2__% or less.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Calls for service	553	600	600	153
WORKLOAD				
1. Calls answered	553	600	600	153
PRODUCTIVITY				
1. Cost per call	\$335.04	\$424.95	\$424.95	\$381.48
EFFECTIVENESS				
1. Number of volunteers	19	19	19	17
2. Percent of runs exceeding 15 minute response time	1%	1%	1%	2%
3. County subsidy as a percent of program cost	9%	9%	9%	9%

ANALYSIS:

Total FY04 appropriations for the total agency is decreasing by 36% over current budgeted levels. This is primarily due to not having any new ambulances budgeted. Revenues are expected to increase 73% and this is due primarily to increased reimbursements and private contributions. The success of utilizing a private billing firm has been considerable.

For this program, County funding is recommended to remain stable at \$20,000.

Several PPB Indicators are highlighted as follows: Calls for Service (D.1) and Calls Answered (W.2) remain high for a volunteer service. Durant continues to provide ambulance service to Muscatine, Cedar and Scott Counties with most of the Scott County calls coming from Walcott and the Walcott Truckstop area. The number of volunteer's (E.1), which stands at 17, continues to be of concern. Out of those 17 volunteers there are really only a core group of 6 responders. To alleviate some of that concern Durant now retains paid Paramedics at various times to assure that the call list is complete.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Emergency Care & Transfer (42A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Volunteers	30.00	20.00	20.00	20.00	
TOTAL POSITIONS	30.00	20.00	20.00	20.00	
REVENUE SUMMARY:					
Political Subdivision Contracts	\$36,978	\$35,000	\$35,000	\$35,000	
Services	138,535	130,000	200,000	230,000	
Contributions	10,387	8,000	50,000	50,000	
Other	7,951	6,500	9,500	9,500	
SUB-TOTAL REVENUES	\$193,851	\$179,500	\$294,500	\$324,500	
Scott County Contribution	20,600	20,000	20,000	20,000	20,000
TOTAL REVENUES	\$214,451	\$199,500	\$314,500	\$344,500	
APPROPRIATION SUMMARY:					
Equipment	\$94,885	\$69,000	\$69,000	\$0	
Expenses	73,673	140,500	122,000	122,000	
Supplies	10,567	10,500	15,500	15,500	
Occupancy	6,795	6,500	8,000	8,000	
TOTAL APPROPRIATIONS	\$185,920	\$226,500	\$214,500	\$145,500	

SERVICE AREA: Public Safety		PROGRAM: Emergency Preparedness (68A)		
ACTIVITY: Emergency Services		ORGANIZATION: Emergency Management Agency		
PROGRAM MISSION: To provide planning, information dissemination and inter-agency coordination to ensure Scott County jurisdictions can respond to, recover from and reduce the effect of natural, manmade or technological emergencies or disasters.				
PROGRAM OBJECTIVES:				
1. Provide planning for emergencies (terror or non-terror related) for the entire county.				
2. Provide training opportunities and present training on specific or requested topics to any responder organization.				
3. Maintain all plans to reflect current and correct information.				
4. Disseminate/coordinate response and preparation information to all response organizations in the county.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Give, receive or offer 30 training events/exercises annually	52	30	30	30
2. Review/update all 22 sections of the multi-hazard plan annually	22	22	22	22
3. Devote 20% of time (380 hrs) to maintaining RERP annually	20%	20%	20%	20%
4. Devote 30% of time (570 hrs) to meetings/coord activities annually	30%	30%	30%	30%
WORKLOAD				
1. Number of training hours presented/received	160	120	120	120
2. Number of hours devoted to plan revisions.	400	380	380	380
3. Number of hours devoted to maintaining RERP.	400	380	380	380
4. Number of meeting/coordination hours.	570	570	570	570
PRODUCTIVITY				
1. Cost per hour for training/exercise participation (30%)	\$185.00	\$182.40	\$182.40	\$182.40
2. Cost per planning hour (20%)	\$49.00	\$57.60	\$57.60	\$57.60
3. Cost per hour devoted to RERP (20%),	\$49.00	\$46.00	\$46.00	\$46.00
4. Cost of meeting/coordination hour (30%).	\$51.93	\$46.00	\$46.00	\$46.00
EFFECTIVENESS				
1. Percentage of training completed	100%	100%	100%	100%
2. Percentage of multi-hazard plan review/revision completed.	100%	100%	100%	100%
3. Percentage of RERP review/revision completed.	100%	100%	100%	100%
4. Percentage of meeting/coordination hours completed.	100%	100%	100%	100%
ANALYSIS:				
<p>FY04 should not bring any major changes to the overall standard operating procedures for the Emergency Management Agency.</p> <p>EMA continues to work with local, state and regional officials to ensure preparedness against terrorist attacks. With the appointment of Tom Ridge as director of the cabinet level Department of Homeland Security, the priorities of our national government are expected to funnel down to regional, state and local programs.</p> <p>The FY04 PPB indicators for this program are consistent with the indicators from FY03. The total budget for EMA is projected to remain at the same level with the appropriation of funds being shifted slightly. Schools of instruction are forecasted to increase by 133.3% and contingency by 230%, due to the aforementioned establishment of the Homeland Security Department and the training and work this will create for the EMA Coordinator.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Emergency Preparedness (68A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Director	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	1.00	1.00	1.00	1.00	
REVENUE SUMMARY:					
Intergovernmental	\$29,976	\$33,259	\$33,259	\$31,259	
Miscellaneous	50,095	47,100	49,000	49,000	
SUB-TOTAL REVENUES	\$80,071	\$80,359	\$82,259	\$80,259	
Scott County Contribution	25,357	25,357	25,357	25,357	\$25,357
TOTAL REVENUES	\$105,428	\$105,716	\$107,616	\$105,616	
APPROPRIATION SUMMARY:					
Personal Services	\$63,708	\$62,897	\$38,710	\$66,363	
Equipment	2,261	13,500	13,500	12,850	
Capital Improvements	-	1,725	1,000	1,200	
Expenses	15,829	22,825	22,575	20,650	
Supplies	3,680	4,750	4,750	4,550	
TOTAL APPROPRIATIONS	\$85,478	\$105,697	\$80,535	\$105,613	

SERVICE AREA: Public Safety		PROGRAM: Medic Emergency Medical Services (47A)			
ACTIVITY: Emergency Services		ORGANIZATION: MEDIC E.M.S.			
PROGRAM MISSION: To provide high quality, high value, emergency medical services and health care transportation to the Eastern Iowa and Western Illinois region. DHAC will be the primary transporter for out of hospital patients in our service area. We strive to provide a high degree of professionalism and quality care through highly trained employees and state of the art technology and equipment.					
PROGRAM OBJECTIVES:					
1. Continue to deliver paramedic care at a 90% fractile response time of 8 minutes or less in our urban areas.					
2. Continue to provide high quality, high value EMS to Scott County at a reasonable cost.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Request for ambulance services in Scott County		19,249	20,000	20,200	20,200
2. Request for EMD services in Davenport, Bettendorf, & Illini		6,162	6,600	6,500	6,500
3. Request for wheelchair shuttle services		2,400	2,500	2,220	2,200
WORKLOAD					
1. Number of continuing education (CE) hours		282	200	250	250
2. Number of BLS emergencies		3,490	200	250	250
3. Number of ALS emergencies		6,831	9,500	9,750	9,750
4. Number of transfers		5,548	6,600	6,400	6,400
5. Cancelled or refused services		3,380	3,700	3,800	3,800
6. Number of community education hours		116	100	100	100
PRODUCTIVITY					
1. Cost/unit hour		\$71.68	\$79.32	\$80.16	\$80.16
2. Cost per call		\$254.59	\$308.57	\$250.12	\$250.12
3. Patient transports/unit		0.31	0.26	0.30	0.30
EFFECTIVENESS					
1. Response time in minutes-Davenport & Bettendorf		4.7	4.5	4.5	4.5
2. Revenue as a percent of program cost		-1%	100%	100%	100%
3. Percent of emergency response greater than 8 minutes		5.3%	6.0%	6.0%	6.0%
4. Fractile response time-Scott County service area		94.7%	90.0%	90.0%	90.0%
5. Response time in minutes-Scott County Eldridge&LeClaire		8	8	8	8.0
ANALYSIS:					
<p>Total FY04 appropriations for the total agency is expected to remain at the same level as the FY'04 budget. Non- salary costs are expected to increase only slightly over over current budgeted levels for the total agency.</p> <p>Organizational change requests for the agency include the reduction of four positions. Revenue for Medic is also expected to remain fairly stable.</p> <p>Since the early 1980's Scott County has had a deficit financing agreement with local hospitals which states that if Medic should operate at a deficit, the county is responsible to pick up 67% of the deficit and the hospitals 33% up to a County capped contribution of \$175,000. Due to Medic assuming responsibility for the former LeClaire response area in 2001 and the permanent stationing of Medic in LeClaire that cap was lifted and operational expenses for the service are monitored closely by the Medic Board.</p> <p>Several PPB Indicators are highlighted as follows: The number of BLS emergencies (W.2) and ALS Emergencies (W.3) has a significant change. This is due to the coding of emergency calls reflected by changes in the new Medicare fee schedule. Calls that need immediate response and have an ALS assessment by a Paramedic upon arrival are now coded as an ALS regardless of the level of care performed, subsequently, the number of BLS emergencies have been significantly reduced.</p> <p>This agency budget continues to support the County's Target Issues and Management Agenda with regard to improved direction for EMS.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Medic Emergency Medical Services (47A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Director	1.00	1.00	1.00	1.00	
Supervisor Paramedic, EMT	75.00	70.00	70.00	70.00	
Medical Director	0.15	0.15	0.15	0.15	
Secretary/Bookkeeper	1.00	1.00	1.00	1.00	
Manager	3.00	3.00	3.00	3.00	
System Status Controller	10.00	12.00	11.00	10.00	
Support Staff	2.00	2.00	2.00	2.00	
Wheelchair/Shuttle Operator	10.00	8.00	8.00	6.00	
TOTAL POSITIONS	102.15	97.15	96.15	93.15	
REVENUE SUMMARY:					
Net Patient Revenue	\$3,719,783	\$3,965,412	\$3,847,500	\$4,047,000	
Other Support	865,216	940,000	915,000	959,000	
Genesis Medical Center	43,780	-	-	-	
Trinity Medical Center	10,925	-	-	-	
SUB-TOTAL REVENUE	\$4,639,704	\$4,905,412	\$4,762,500	\$5,006,000	
Scott County Contribution	111,065	-	-	-	
TOTAL REVENUES	\$4,750,769	\$4,905,412	\$4,762,500	\$5,006,000	
APPROPRIATION SUMMARY:					
Personal Services	\$3,256,171	\$3,546,800	\$3,282,500	\$3,515,500	
Equipment	10,378	15,000	15,000	15,000	
Expenses	1,216,697	1,208,000	1,171,000	1,228,000	
Supplies	142,369	140,000	130,000	124,000	
Occupancy	125,154	120,000	120,000	120,000	
TOTAL APPROPRIATIONS	\$4,750,769	\$5,029,800	\$4,718,500	\$5,002,500	



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SERVICE AREA: Court Services	PROGRAM: Juvenile Detention (22B)
ACTIVITY: Court Proceedings	ORGANIZATION: Juvenile Court Services

PROGRAM MISSION: To ensure the health, education, and well being of youth through the development of a well trained, professional staff.

PROGRAM OBJECTIVES:

1. To have no escapes from Juvenile Detention.
2. To maintain cost per client at \$175 with exception of cost recovery from out-of-county clients.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Persons admitted	312	400	500	500
2. Average daily detention population	7.73	11	13	13
3. Days of out-of-county client care	295	400	500	500
4. Total days of client care	2,714	3,500	4,300	4,300
WORKLOAD				
1. Intakes processed	312	400	500	500
2. Baby-sits	25	30	40	40
3. Visitors processed	2,665	3,500	4,000	4,000
PRODUCTIVITY				
1. Minutes per intake	30	30	30	30
2. Hours per baby-sits	4	4	4	4
3. Visitors processed per day	7	9	11	11
4. Cost per client per day	\$199	\$190	\$175	\$175
EFFECTIVENESS				
1. Escapes from detention	0	0	0	0
2. Special incidents by detainees requiring staff intervention	28	50	50	50
3. Average daily detention population as a percent of facility capacity	70%	80%	81%	81%
4. Average length of stay per resident (days)	8	9	10	10
5. Revenues collected	\$96,421	\$136,640	\$177,835	\$177,835

ANALYSIS:

<p>Total FY04 appropriations for the total department is recommended to increase 7.5% over current budgeted levels. Non-salary costs are recommended to increase 26% over current budgeted levels for the total department. Revenues are recommended to increase 23% over current budgeted amounts for the total department.</p> <p>Revenue changes reflect a projected increase in care and keep charges. The Center will be at 16 beds March 03, leaving ample space for out-of-county usage. Center reimbursement should be high, as it will be reimbursed for a percentage of total budget, including the previous years' construction costs. The Center will also receive an increased reimbursement from the Department of Food and Nutrition based on an increasing number of residents who have meals there.</p> <p>During 2002-03 miscellaneous revenue was projected at \$187,602, offset by increased expenditures due to the expansion of the facility. This was done so a property tax increase would not be necessary. We were unsure of staffing needs for the expanded</p>	<p>facility and when it would be at capacity to house both Scott County and out-of-county clients.</p> <p>A primary reason for appropriation changes from current budget levels is the increase of 2.8 FTE's as a result of expansion. Every effort will be made to keep expenses to a minimum by using part-time staff to fill positions and by adjusting staff on duty relative to the number of residents admitted. As residents increase from 10 to 16, food costs will also increase. Service contracts remain a growing issue with FY02 near \$20,000.</p> <p>Demand indicator (D1) Persons admitted is projected to go up to 500 residents due to an increase in bed capacity. (D.2) Average daily population will also increase accordingly. (D.3) Days of out-of-county client care are projected to go to 500 days. Other counties will be aware that bed space is now available and our demand should not force the Center to refuse or bump out-of-county residents.</p> <p>Workload indicator (W.3) Visitors processed should increase dramatically, as the facility will have increased secure meeting</p>	<p>space for residents and their families.</p> <p>Productivity indicator (P.4) Cost per client per day will be determined by the amount of clients served during the year. Wage negotiations also play a part in determining the overall cost of caring for a resident.</p> <p>Effectiveness indicator (E.1) Escapes from Detention is an area staff spends countless hours working on to stay proactive. It is hoped that there will be no hidden surprises in the functioning or design of the addition. (E.2) Special incidents requiring staff intervention will be minimized by training and enhanced security, but will undoubtedly increase due to the number of residents. (E.4) Average length of stay per resident will be impacted by new caps on the Mental Health Institute, State Training School, and residential treatment. A percentage of youth that cannot be placed in state custody or treatment will need to be detained. It is hoped these caps will be eased in the future. (E.5) Revenues collected will increase as a result of grants and reimbursements, which are based on client usage and an increased overall budget.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Juvenile Detention (22B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
571-A Juvenile Detention Center Director	0.00	1.00	1.00	1.00	1.00
449-A Juvenile Detention Center Director	1.00	-	-	-	-
308-A Operations Supervisor	1.00	1.00	1.00	1.00	1.00
257-A Detention Shift Leader	0.00	2.00	2.00	2.00	2.00
215-A Detention Youth Supervisor	10.40	8.40	11.20	11.20	11.20
TOTAL POSITIONS	12.40	12.40	15.20	15.20	15.20
REVENUE SUMMARY:					
Intergovernmental	\$69,101	\$88,010	\$81,640	\$112,835	\$112,835
Fees and Charges	27,320	55,000	55,000	65,000	65,000
Miscellaneous	-	187,602	187,602	-	-
TOTAL REVENUES	\$96,421	\$330,612	\$324,242	\$177,835	\$177,835
APPROPRIATION SUMMARY:					
Personal Services	\$585,700	\$827,523	\$661,536	\$740,502	\$740,502
Equipment	979	-	2,100	3,100	3,100
Expenses	29,626	21,800	43,600	36,670	36,670
Supplies	20,930	35,200	32,035	37,635	37,635
TOTAL APPROPRIATIONS	\$637,235	\$884,523	\$739,271	\$817,907	\$817,907

SERVICE AREA: Court Services		PROGRAM: Court Support Costs (23B)			
ACTIVITY: Court Proceedings		ORGANIZATION: Non-Departmental			
PROGRAM MISSION: The Alternative Sentencing program is designed to provide community service workers through the court system by implementing the successful completion of their sentences. Court Support costs also includes associated Grand Jury expense.					
PROGRAM OBJECTIVES:					
1. To perform 55,000 hours of community service.					
2. To maintain completed community service sentences at 73%.					
PERFORMANCE INDICATORS		2001-02	2002-03	2003-04	2003-04
		ACTUAL	PROJECTED	REQUESTED	ADOPTED
DEMAND					
1. Community service sentencing (CSS) referrals		687	630	650	650
2. Community service sentencing secondary referrals		183	200	190	190
3. Average monthly caseload		472	375	450	450
4. Community service hours ordered		78,753	85,000	80,000	80,000
WORKLOAD					
1. Community service sentences completed		475	475	475	475
2. Agencies used for community service completions		666	700	700	700
3. Community service hours performed		53,131	60,000	55,000	55,000
4. Average monthly caseload		472	375	425	425
5. Withdrawn community service sentences		152	175	160	160
PRODUCTIVITY					
1. Cost per completed sentence		\$47.51	\$47.51	\$47.46	\$47.46
2. Cost per hour performed		\$0.41	\$0.38	\$0.41	\$0.41
EFFECTIVENESS					
1. Completed community service sentences		69%	75%	73%	73%
ANALYSIS:					
<p>Total FY04 appropriations for Court Support costs reflect funding requested to support the Alternative Sentencing Program directed by the Safer Foundation of Iowa. Program funding is paid 50% - 50% by the 7th Judicial District and Scott County. The requested budget for FY04, Contributions to Other Agencies, \$22,545, is \$21 less than FY03. The Service Coordinator's hours have been reduced from 40 to 35 because of state budget cuts.</p> <p>There is no revenue attributed to the Alternative Sentencing Program. There are no organizational change requests.</p> <p>Several PPB Indicators highlighted are as follows: Demand is controlled by referrals to the program from judges, magistrates, and the Batterer's Education Program.</p> <p>Workload indicators directly respond to demand. (W.5) Withdrawn community service sentences are those not completed as parole or probation has been revoked and the offender has been incarcerated. The Service Coordinator continually works with probation and parole officers to determine if community service has been completed or if the order</p>			<p>should be withdrawn.</p> <p>Placement difficulties will continue to impact productivity cost indicators. Many clients are proving more difficult to work with and many are mentally challenged.</p> <p>There are no budget issues identified for further Board review during the budget process.</p> <p>There are no revenue sources associated with the Alternative Sentencing Program. Revenue sources found under Court Support Costs 23B are:</p> <ol style="list-style-type: none"> 1) Juvenile Justice County Base Program Reimbursement - offset by expense line Juvenile Justice Hearing Expense 2) Court Appointed Fees - payments from adults and juveniles for a court appointed attorney, and 3) Refunds & Reimbursements - payments for court costs. <p>Contributions to Other Agencies is the only appropriation line item associated with the Alternative Sentencing Program.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Court Support Costs (23B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
REVENUE SUMMARY:					
Intergovernmental	\$11,526	\$12,000	\$12,000	\$12,000	\$12,000
Fees and Charges	114,361	90,000	115,000	115,000	115,000
Miscellaneous	622	3,000	3,000	3,000	3,000
TOTAL REVENUES	\$126,509	\$105,000	\$130,000	\$130,000	\$130,000
APPROPRIATION SUMMARY:					
Expenses	\$130,443	\$143,638	\$144,406	\$150,740	\$150,740
Supplies	1,324	1,600	1,600	1,600	1,600
TOTAL APPROPRIATIONS	\$131,767	\$145,238	\$146,006	\$152,340	\$152,340



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SERVICE AREA: Physical Health & Education		PROGRAM: Assessment (20H/I/J)		
ACTIVITY: Physical Health Services		ORGANIZATION: Health Department		
PROGRAM MISSION: To provide health assessment services to Scott County by: A) Monitoring health status to identify community health problems; B) Diagnosing and investigating health problems and health hazards in the community; C) Evaluating effectiveness/quality personal/population health services.				
PROGRAM OBJECTIVES:				
1. Communicable Disease: Initiate 95% of investigations/interventions on reported diseases that required follow-up with IDPH guidelines.				
2. Water Quality: Bring 85% of substandard water samples into compliance.				
3. Clinical Services: Provide appropriate clinical services to 90% of all clients presented at Health Department clinic.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Communicable Disease: # of diseases reported	21,001	20,000	20,000	20,000
2. Water Quality: # of samples required	2,103	1,500	1,500	1,500
3. Clinical Services: # of patients requesting appointments for service	18,299	19,000	19,000	19,000
WORKLOAD				
1. Communicable Disease: # of diseases requiring invest/intervention	157	175	175	175
2. Water Quality: # of water samples collected	2,103	1,500	1,500	1,500
3. Clinical Services: # of patient contacts presented in clinics	17,838	19,000	19,000	19,000
PRODUCTIVITY				
1. Communicable Disease: \$ cost/disease reported	\$5.82	\$6.57	\$6.83	\$6.83
2. Water Quality: \$ cost/sample collected	\$14.83	\$22.35	\$23.24	\$23.24
3. Clinical Services: \$ cost/patient contact	\$27.61	\$26.89	\$28.21	\$28.21
EFFECTIVENESS				
1. Communicable Disease: % of interv on diseases requiring interv	100%	95%	95%	95%
2. Water Quality: % of substandard samples brought into compliance	99%	85%	85%	85%
3. Clinical Services: % of patient requests provided by clinical services	97%	90%	90%	90%
ANALYSIS:				
<p>Total FY04 appropriations for the total department are recommended to increase 4.4% over current budgeted levels. Non-salary costs are recommended to increase 4.8% over current budgeted levels for the total department. Revenues are recommended to increase 3.8% over current budgeted amounts for the total department. It is unknown at this time, but we anticipate increased revenues for improving Public Health Infrastructure for Bioterrorism.</p> <p>Organizational change requests for the department are as follows: As a part of the Community Jail and Alternatives Advisory Committee (CJAAC) recommendations regarding jail staffing an increase of 4 FTE's is recommended to be phased in for nursing personnel over the next 3 years. For the FY'04 budget there is an increase of one FTE.</p> <p>For the Assessment program, non-salary costs are recommended to increase 8.3% over current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels is a decrease in the Childhood Lead Poisoning Prevention Grant.</p> <p>The primary reasons for appropriation changes from current budget levels are: an increase in the Medical Director salary and Risk Management Hepatitis B followup on county employees.</p> <p>Several PPB Indicators are highlighted as follows: the number of communicable diseases (W.1.) requiring investigation/intervention are expected to increase as newly reportable diseases are identified.</p> <p>The number of water samples collected (W.2.) are expected to decrease from FY02 actuals due to special projects done in FY 02.</p> <p>The number of patient contacts presented in clinics (W.3.) is expected to remain stable. A special project will be initiated per Scott County Risk Management for Hepatitis B.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Assessment (20H/I/J)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
571-A Deputy Director	0.40	0.40	0.40	0.40	0.40
430-A Program Development Coordinator	0.70	0.70	0.70	0.70	0.70
417-A Clinical Services Coordinator	0.90	0.90	0.90	0.90	0.90
417-A Community Health Coordinator	0.20	0.20	0.20	0.20	0.20
417-A Environmental Health Coordinator	0.90	0.90	0.90	0.90	0.90
366-A Public Health Nurse	3.15	3.30	3.30	3.30	3.30
355-A Disease Prevention Specialist	1.20	1.20	1.20	1.20	1.20
355-A Environmental Health Specialist	2.00	2.00	2.00	2.00	2.00
298-A Administrative Office Manager	0.40	0.40	0.40	0.40	0.40
209-A Medical Assistant	1.00	1.00	1.00	1.00	1.00
177-A Lab Technician	0.75	0.75	0.75	0.75	0.75
162-A Resource Specialist	0.20	0.20	0.20	0.20	0.20
141-A Resource Assistant	1.04	1.04	1.04	1.04	1.04
Z Health Services Professional	0.90	0.90	0.90	0.90	0.90
TOTAL POSITIONS	13.74	13.89	13.89	13.89	13.89
REVENUE SUMMARY:					
Intergovernmental	\$212,438	\$178,282	\$178,282	\$174,221	\$174,221
Licenses and Permits	76,143	74,500	74,500	74,500	74,500
Fees and Charges	23,216	21,000	21,000	22,000	22,000
Miscellaneous	288	-	-	-	-
TOTAL REVENUES	\$312,085	\$273,782	\$273,782	\$270,721	\$270,721
APPROPRIATION SUMMARY:					
Personal Services	\$742,618	\$790,379	\$751,768	\$818,418	\$818,418
Equipment	-	2,300	2,300	4,850	4,850
Expenses	154,085	132,099	132,099	142,358	142,358
Supplies	23,300	25,222	25,222	25,690	25,690
TOTAL APPROPRIATIONS	\$920,003	\$950,000	\$911,389	\$991,316	\$991,316

SERVICE AREA: Physical Health & Education		PROGRAM: Policy Development (20K/L/M)			
ACTIVITY: Physical Health Services		ORGANIZATION: Health Department			
PROGRAM MISSION: To provide health policy development services to Scott County by: A) developing policies and plans that support individual and community health efforts; B) Enforcing laws/regulations that protect health and ensure safety; C) Researching new insight/innovative solutions to health problems.					
PROGRAM OBJECTIVES:					
1. Consumer Protection & Environment: Bring 85% of re-inspections into compliance.					
2. Customer Service Evaluation: Through a customer service evaluation, evaluate and/or modify one Health Department area/program.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Consumer Prot/Environ:# of inspections required or requested		3,989	4,620	4,620	4,620
2. Customer Serv Eval:# of areas/prog to be surveyed/eval.for the yr.		3	3	3	3
WORKLOAD					
1. Consumer Prot/Environ:# of inspections conducted		3,986	4,620	4,620	4,620
2. Customer Serv Eval: # of areas/prog surveyed/evaluated		6	3	3	3
PRODUCTIVITY					
1. Consumer Prot/Environ: \$ cost/inspection		\$65.42	\$66.87	\$73.56	\$73.56
2. Customer Serv Eval: \$ cost/survey and evaluation		\$235.11	\$641.63	\$674.20	\$674.20
EFFECTIVENESS					
1. Consumer Prot/Environ: % of re-inspections that reach compliance		82%	85%	85%	85%
2. Customer Serv Eval: % of areas/prog evaluated and/or modified		200%	100%	100%	100%
ANALYSIS:					
<p>For this program, non-salary costs are recommended to increase 23% or \$22,946 over current budgeted amounts.</p> <p>The primary reasons for a 3.3% increase in revenue from the current budget levels are increases in the number of Food Establishment and tanning bed licenses.</p> <p>The primary reasons for appropriation changes from current budget levels are due to the purchase of audiometric equipment and a Nitron Lead Analyzer* (at a cost of \$16,000 contingent upon grant funds), and a Hepatitis B vaccine to revaccinate employees to comply with OSHA workplace guidelines.</p> <p>Several PPB Indicators are highlighted as follows: the number of consumer protection /environmental inspections (W.1.) is expected to increase from FY 02 actuals because the department is now at full staff.</p> <p>Again this year, the department anticipates evaluating/surveying at least 3 programs/areas (W.2.)</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Policy Development (20K/L/M)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
805-A Health Director	0.10	0.10	0.10	0.10	0.10
571-A Deputy Director	0.40	0.40	0.40	0.40	0.40
430-A Program Development Coordinator	0.10	0.10	0.10	0.10	0.10
417-A Environmental Health Coordinator	0.90	0.90	0.90	0.90	0.90
366-A Public Health Nurse	0.20	0.20	0.20	0.20	0.20
355-A Environmental Health Specialist	4.10	4.10	4.10	4.10	4.10
298-A Administrative Office Manager	0.20	0.20	0.20	0.20	0.20
141-A Resource Assistant	0.30	0.30	0.30	0.30	0.30
Z Environmental Health Intern	0.25	0.25	0.25	0.25	0.25
TOTAL POSITIONS	6.55	6.55	6.55	6.55	6.55
REVENUE SUMMARY:					
Licenses and Permits	\$146,110	\$141,530	\$141,530	\$150,130	\$150,130
Fees and Charges	4,023	7,500	7,500	3,780	3,780
Miscellaneous	3,990	640	640	640	640
TOTAL REVENUES	\$154,123	\$149,670	\$149,670	\$154,550	\$154,550
APPROPRIATION SUMMARY:					
Personal Services	\$307,503	\$369,596	\$348,652	\$390,650	\$390,650
Equipment	-	800	800	17,000	17,000
Expenses	79,108	83,678	83,678	78,734	78,734
Supplies	8,596	14,554	14,554	26,244	26,244
TOTAL APPROPRIATIONS	\$395,207	\$468,628	\$447,684	\$512,628	\$512,628

SERVICE AREA: Physical Health & Education		PROGRAM: Assurance (20N/O/P/Q)			
ACTIVITY: Physical Health Services		ORGANIZATION: Health Department			
PROGRAM MISSION: To provide health assurance services to Scott County by: A) Linking people to health services and assuring provision of health care when otherwise unavailable; B) Assuring a competent public health and personal health care workforce; C) Informing, educating, and empowering people about health issues; D) Mobilizing community partnerships to identify and solve health problems.					
PROGRAM OBJECTIVES:					
1. Education to Service Providers: Complete 90% of all educational requests from Service Providers.					
2. Education to Community: Complete 85% of all educational requests from the community.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Education to Service Providers: # of educational requests		118	115	115	115
2. Education to Community: # of educational requests		181	240	220	220
WORKLOAD					
1. Education to Service Providers: # of educational requests completed		118	110	110	110
2. Education to Community: # of educational requests completed		181	204	187	187
PRODUCTIVITY					
1. Education to Service Providers: \$ cost/educational request provided		\$277.09	\$326.00	\$375.32	\$375.32
2. Education to Community: \$ cost/educational request provided		\$117.53	\$104.00	\$115.12	\$115.12
EFFECTIVENESS					
1. Education to Service Providers: % of educational requests provided		100%	90%	90%	90%
2. Education to Community: % of educational requests provided		100%	85%	85%	85%
ANALYSIS:					
<p>For this program, non-salary costs are recommended to increase 3.5% over current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels are an expected increase due to Bioterrorism Public Health Infrastructure dollars and additional Maternal Child Health Grant dollars.</p> <p>The primary reasons for appropriation changes from current budget levels are an expected increase due to Bioterrorism Public Health Infrastructure dollars and additional Maternal Child Health Grant dollars which are both offset by grant revenue.</p> <p>Several PPB Indicators are highlighted as follows: Education to Service Providers (W.1.) is expected to remain stable.</p> <p>Education to the Community (W.2.) is expected to increase due to the number of requests from the community for tobacco prevention education.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Assurance (20N/O/P/Q)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
805-A Health Director	0.90	0.90	0.90	0.90	0.90
571-A Deputy Director	0.20	0.20	0.20	0.20	0.20
430-A Program Development Coordinator	0.20	0.20	0.20	0.20	0.20
417-A Clinical Services Coordinator	0.10	0.10	0.10	0.10	0.10
417-A Community Health Coordinator	0.80	0.80	0.80	0.80	0.80
417-A Environmental Health Coordinator	0.20	0.20	0.20	0.20	0.20
366-A Public Health Nurse	1.40	1.50	1.50	1.50	1.50
355-A Disease Prevention Specialist	2.80	2.80	2.80	2.80	2.80
355-A Environmental Health Specialist	0.90	0.90	0.90	0.90	0.90
298-A Administrative Office Manager	0.40	0.40	0.40	0.40	0.40
162-A Resource Specialist	1.20	1.20	1.20	1.20	1.20
141-A Resource Assistant	1.26	1.26	1.26	1.26	1.26
Z Interpreters	0.35	0.35	0.35	0.35	0.35
TOTAL POSITIONS	10.71	10.81	10.81	10.81	10.81
REVENUE SUMMARY:					
Intergovernmental	\$966,886	\$890,954	\$928,843	\$930,906	\$930,906
Miscellaneous	28,867	10,304	10,304	10,000	10,000
TOTAL REVENUES	\$995,753	\$901,258	\$939,147	\$940,906	\$940,906
APPROPRIATION SUMMARY:					
Personal Services	\$570,577	\$621,786	\$596,557	\$649,696	\$649,696
Equipment	5,999	-	-	-	-
Expenses	909,480	894,725	932,614	926,954	926,954
Supplies	3,552	4,808	4,808	4,340	4,340
TOTAL APPROPRIATIONS	\$1,489,608	\$1,521,319	\$1,533,979	\$1,580,990	\$1,580,990

SERVICE AREA: Physical Health & Education		PROGRAM: Health Services - Other (40C)		
ACTIVITY: Physical Health Services		ORGANIZATION: Community Health Care, Inc.		
PROGRAM MISSION: To provide comprehensive primary health care services for the Quad City population in need by offering medical, laboratory, x-ray, pharmacy, dental, mental health, health education, nutrition counseling, HIV testing and counseling, as well as homeless health care on a sliding fee scale basis.				
PROGRAM OBJECTIVES:				
1. To see at least 5000 new patients.				
2. To continue increasing provider productivity by better utilizing the team concept to create better patient flow.				
3. To maintain the cost per encounter at \$125 or less.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of patients under 200% of poverty.	11,980	12,000	13,000	13,000
2. Quad City population	357,641	359,062	359,062	359,062
3. Total number of users at clinic this program	21,332	22,000	23,500	23,500
WORKLOAD				
1. Number of encounters for clinic this program	88,058	90,500	98,000	98,000
2. Number of encounters for people under 200% of poverty	30,123	30,500	31,000	31,000
3. Total dental encounters	12,085	12,500	13,000	13,000
4. Total medical encounters	75,973	78,000	85,000	85,000
PRODUCTIVITY				
1. Cost per encounter in clinic	\$120.45	\$121.32	\$122.21	\$122.21
EFFECTIVENESS				
1. Gross charges/total costs	99%	105%	105%	105%
2. FQHC Approved Iowa Medicaid Encounter Rate	\$114.99	\$114.99	\$114.99	\$114.99
3. Sliding fee discounts/federal grant	105%	105%	105%	105%
ANALYSIS:				
<p>Total FY04 appropriations for the total agency are increasing 21.4% over current budgeted levels. Non-salary costs are increasing 28% over current budgeted levels for the total agency. County funding is capped at \$291,021.</p> <p>For this program, County funding is recommended to stay level with FY'03 budgeted amounts of \$52,946.</p> <p>The primary reasons for revenue and organizational changes from current budget levels are: The addition of the Rock Island Clinic, expected to open in the spring of 03, and the increase in the number of providers on staff at all locations.</p> <p>The primary reasons for appropriation changes from current budget levels are: : The addition of the Rock Island Clinic, expected to open in the spring of 03, and the increase in the number of providers on staff at all locations.</p> <p>Several PPB Indicators are highlighted as follows: None notable, other than the increase in medical encounters (W.4) due to the opening of the Rock Island Clinic in 2003.</p> <p>This agency budget supports the</p>		<p>County's Target Issues and Management Agenda as follows: This portion of the budget represents Scott County's participation in general medical programs provided by Community Health Care, Inc. The program provides assistance with deficits incurred for sliding fee scale patients.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Health Serv-Other (40C)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Physician	10.38	10.13	14.28	14.28	
Physician Assistant	3.03	3.38	3.43	3.93	
Nurse Practitioner	2.45	1.54	2.85	3.45	
Nutritionist	0.98	0.96	0.98	0.98	
Health Educator	0.98	0.96	0.98	0.98	
Social Worker	0.69	0.96	0.69	1.69	
X-Ray Technician	1.96	1.93	1.96	1.96	
Lab Technician	7.44	4.82	7.44	7.44	
Nursing Coordinator	1.76	-	1.76	1.76	
Registered Nurse	3.43	2.89	4.43	4.43	
LPN/Medical Assistant	21.93	26.05	23.93	23.93	
Dentist	2.35	2.32	2.55	2.95	
Dental Hygienist	2.35	2.21	2.95	2.95	
Dental Assistants	5.78	4.73	5.78	5.78	
Dental Receptionist	1.96	2.89	1.96	1.96	
Pharmacist	2.15	1.93	2.15	2.15	
Pharmacy Technician	1.96	1.93	1.96	1.96	
Information Services Coordinator	0.98	0.96	0.98	0.98	
Medical Records Clerk	6.46	6.37	7.46	7.46	
Transcriptionist	1.57	1.54	1.57	1.57	
Business Office Coordinator	0.98	0.96	0.98	0.98	
Income Verification	2.94	1.93	3.94	3.94	
Customer Service Coordinator	0.98	-	0.98	0.98	
Patient Account Representative	3.92	5.79	3.92	3.92	
Patient Service Representative	12.73	11.38	14.73	15.73	
Executive Director	0.98	0.96	0.98	0.98	
Director of Clinic/Finance/Program/HR	3.92	3.86	3.92	3.92	
Administrative Assistant	2.94	0.96	2.94	2.94	
Quality Manager	0.98	0.96	0.98	0.98	
Clinical Information Coordinator	0.98	-	0.98	0.98	
Chronic Care Coordinator	0.98	-	0.98	0.98	
Outreach Worker (Homeless)	0.98	0.96	0.98	0.98	
Outreach Educator	5.48	1.93	5.48	5.48	
Telephone Operator	1.96	1.93	2.96	2.96	
Coding Specialist	4.50	6.95	4.50	4.90	
Translator	1.76	0.96	1.76	1.76	
Medical Secretary	4.89	3.86	4.89	4.89	
Buildings & Grounds Coordinator	0.98	-	0.98	0.98	
Computer Support Technician	0.98	-	0.98	0.98	
Human Resources Specialist	0.98	0.96	(0.02)	(0.02)	
Accounting Specialist	0.98	0.96	0.98	0.98	
Medical Clinic Manager	1.96	0.96	2.96	2.96	
Dental Clinic Manager	0.98	0.96	0.98	0.98	
Purchasing Specialist	0.98	0.96	0.98	0.98	
Director of Development	0.78	0.96	0.78	0.78	
Accountant	0.98	0.96	0.98	0.98	
Development Assistant	0.98	0.96	0.98	0.98	
TOTAL POSITIONS	143.07	129.57	156.57	160.47	
REVENUE SUMMARY:					
Iowa State Dept Health/Child Health	\$160,859	\$170,120	\$160,249	\$160,249	
HHS-UHI	3,105,664	2,007,395	2,426,006	2,522,395	
Patient Fees	7,191,088	7,200,000	7,500,000	8,382,265	
Other	1,944,380	620,320	970,320	1,089,621	
SUB-TOTAL REVENUES	\$12,401,991	\$9,997,835	\$11,056,575	\$12,154,530	
Scott County Contribution	52,946	52,946	52,946	52,946	52,946
TOTAL REVENUE	\$12,454,937	\$10,050,781	\$11,109,521	\$12,207,476	
APPROPRIATION SUMMARY:					
Personal Services	\$6,172,336	\$6,079,126	\$6,656,402	\$7,123,146	
Expenses	1,971,669	1,736,000	1,899,984	2,130,700	
Supplies	1,858,776	1,380,000	1,817,716	2,110,200	
Occupancy	399,562	415,000	354,356	358,000	
TOTAL APPROPRIATIONS	\$10,402,343	\$9,610,126	\$10,728,458	\$11,722,046	

SERVICE AREA: Physical Health & Education		PROGRAM: Public Health Nursing (52A)		
ACTIVITY: Physical Health Services		ORGANIZATION: Genesis Visiting Nurse Association		
PROGRAM MISSION: To improve the health status of the community through: A) prevention of disease through early detection, education and intervention; and B) reduction of the effects of disease through assessment, intervention and evaluation.				
PROGRAM OBJECTIVES:				
1. To maintain or decrease the frequency in which pain interferes with activities or movements for 85% of discharged D & D patients.				
2. To meet 95% of the established outcomes for health promotion patients.				
3. To maintain cost/visit for health promotion at \$84.45 or less.				
4. To maintain cost/visit for disease and disability at \$97.27 or less.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Referrals	4,524	4,524	4,750	4,750
WORKLOAD				
1. Patients served health promotion	1,376	1,500	1,500	1,500
2. Patients served disease and disability	2,676	2,676	2,810	2,810
3. Visits/health promotion	1,548	1,740	1,740	1,740
4. Visits/disease and disability	37,592	36,000	36,000	36,000
5. Total number of pain assessments on discharged D & D patients	1,908	1,908	2,003	2,003
6. Total number of health promotion patient outcomes established	4,291	4,800	4,800	4,800
PRODUCTIVITY				
1. Cost/visit health promotion	\$70.45	\$82.23	\$84.45	\$84.45
2. Cost/visit disease and disability	\$92.77	\$94.77	\$97.27	\$97.27
EFFECTIVENESS				
1. Time/visit in minutes health promotion	41	40	40	40
2. Time/non-visit in minutes health promotion	33	35	35	35
3. Time/visit in minutes disease and disability	50	50	50	50
4. Time/non-visit in minutes disease and disability	56	55	55	55
5. Percent of patients w/pain improved or maintained at tolerance level	88%	85%	85%	85%
6. Percent of total health promotion patient outcomes met	97%	95%	95%	95%
ANALYSIS:				
<p>Total FY04 appropriations are expected to increase 10.4% over current budgeted levels with the Public Health Nursing Program decreasing 6.7% which includes non-salaried line items. Revenues for the VNA are expected to increase 10.8% with revenues from Public Health Nursing increasing 6.2%. Revenues for this program are primarily from third party reimbursement, Iowa Department of Public Health, and United Way. FTE's are expected to decrease by nine because of budget decreases in this program.</p> <p>For this program, County funding is recommended to remain the same at \$102,500.</p> <p>The FY04 PPB indicators for this program show that the demand indicator (D.1 – referrals) will increase 5% compared to FY02 actuals and FY03 projections, which will result in two of the workload indicators (W.2 – patients served disease and disability and W.5 – total number of pain assessments on discharged patients) increasing 5% also. All other workload indicators (W.1, W.3, W.4, and W.6) will remain stable from FY03 to</p>		<p>FY04.</p> <p>Both productivity indicators (P.1 – cost/visit health promotion and P.2 – cost/visit disease and disability) are budgeted to increase 2.7% and 2.6% respectively compared to FY03 projections, primarily due to staff merit increases.</p> <p>All effectiveness indicators (E.1 – E.6) are budgeted to remain constant compared to FY03 projections.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Public Health Nursing (52A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Director Nursing/Patient Services	0.41	0.43	0.36	0.36	
Nursing Coordinator	3.34	3.98	3.16	3.16	
Nursing Supervisor	2.13	2.43	1.90	1.90	
Staff Nurse (RN)	36.16	39.02	34.32	34.32	
Home Health Aides	-	0.05	-	-	
Executive Director	0.41	0.43	0.36	0.36	
Switchboard Operator	0.82	0.86	0.73	0.73	
Secretarial	1.70	2.15	1.82	1.82	
Clerical	9.37	10.05	7.76	7.76	
TOTAL POSITIONS	54.34	59.40	50.41	50.41	
REVENUE SUMMARY:					
Program Service Fees	\$442,973	\$416,045	\$507,793	\$507,793	
Medicare	2,571,539	2,821,212	3,003,698	3,003,698	
Medicaid	833,052	813,960	752,976	817,068	
United Way	59,819	66,909	64,855	64,855	
SUB-TOTAL REVENUES	\$3,907,383	\$4,118,126	\$4,329,322	\$4,393,414	
Scott County Contribution	102,500	102,500	102,500	102,500	102,500
State Health Pass Through Funds	118,657	118,657	112,515	112,515	112,515
TOTAL COUNTY CONTRIBUTION	\$221,157	\$221,157	\$215,015	\$215,015	\$215,015
TOTAL REVENUES	\$4,128,540	\$4,339,283	\$4,544,337	\$4,608,429	
APPROPRIATION SUMMARY:					
Personal Services	\$2,627,709	\$2,963,507	\$2,513,595	\$2,591,436	
Equipment	8,998	14,508	10,791	10,844	
Expenses	840,621	791,888	915,862	932,287	
Supplies	33,963	52,283	34,448	34,569	
Occupancy	127,265	127,296	115,506	115,825	
TOTAL APPROPRIATIONS	\$3,638,556	\$3,949,482	\$3,590,202	\$3,684,961	

SERVICE AREA: Physical Health & Education		PROGRAM: Home Support Services (52B)		
ACTIVITY: Physical Health Services		ORGANIZATION: Genesis Visiting Nurse Association		
PROGRAM MISSION: To improve the health status of the community by preventing, reducing, or delaying institutionalization and foster-home placement through the provision of: A) personal care, B) environmental services; and C) protective services.				
PROGRAM OBJECTIVES:				
1. To maintain admissions at 85% of referrals.				
2. To provide service to a minimum of 1,382 cases.				
3. To prevent nursing home placement of 97% or more of total cases.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Requests for service	963	1,028	1,080	1,080
WORKLOAD				
1. Total hours	45,255	45,357	45,357	45,357
2. Admissions for year	874	874	918	918
3. Total number of cases	1,431	1,338	1,382	1,382
4. Total # of assessments of home health aide patients' ability to bathe	1,481	N/A	N/A	N/A
PRODUCTIVITY				
1. Cost/hour - home health aide	\$25.47	\$28.49	\$29.26	\$29.26
2. Cost/hour - homemaker	\$31.24	\$32.73	\$33.61	\$33.61
3. Cost/hour - family life specialist	\$29.04	\$33.68	\$34.52	\$34.52
4. Cost/hour - all types	\$28.02	\$30.50	\$31.32	\$31.32
5. Cost per case	\$885.99	\$1,034.01	\$1,027.99	\$1,027.99
EFFECTIVENESS				
1. Percent of admissions to requests for service	91%	85%	85%	85%
2. Percent of total cases discharged to a nursing home	2%	3%	3%	3%
3. Percent of patients with bathing ability improved or maintained	79%	N/A	N/A	N/A
ANALYSIS:				
<p>Total FY04 appropriations for the VNA are expected to increase 10.4% over current budgeted levels with the Home Support Program increasing 5.2% which includes non-salary line items. Revenues are expected to increase by .2% but Iowa Department of Public Health funding is expected to decrease by 7.1% due to State Budget Crisis. FTE's are expected to decrease by five.</p> <p>Scott County contribution has been capped for many years, therefore it is recommended that funding remain at \$22,500 for FY04.</p> <p>The FY04 PPB indicators for this program show that the requests for service (D.1) and the admissions for year (W.2) will increase 5% compared to FY03 projections. Workload indicator W.4 (total number of assessments of home health aide patients' ability to bathe) is being discontinued in FY03.</p> <p>The cost/hour productivity indicators reflect that all indicators (P.1 – P.4) are increasing between 2.5% and 2.7% compared to FY03 projections, primarily due</p>		<p>to staff merit increases. The cost per case (P.5) is decreasing slightly as more cases will be served in FY04.</p> <p>The effectiveness indicators (E.1 – E.2) will remain stable compared to FY03 projections. Effectiveness indicator E.3 (percent of patients with bathing ability improved or maintained) is being discontinued in FY03.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Home Support Services (52B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Director Nursing/Patient Services	0.14	0.15	0.14	0.14	
Nursing Coordinator	0.99	1.36	1.22	1.22	
Nursing Supervisor	0.16	0.15	-	-	
Staff Nurse RN	0.03	0.09	-	-	
Support Services Coordinator	0.97	1.00	1.00	1.00	
Homemaker Supervisors	1.61	1.63	1.63	1.63	
Home Health Aides	15.74	18.15	15.89	15.89	
Family Life Specialist	1.23	1.93	1.49	1.49	
Homemakers	11.37	12.75	11.50	11.50	
Executive Director	0.14	0.15	0.14	0.14	
Controller	-	-	-	-	
Switchboard Operator	0.29	0.30	0.28	0.28	
Secretarial	0.68	0.74	0.70	0.70	
Clerical	3.43	3.27	2.89	2.89	
TOTAL POSITIONS	36.78	41.67	36.88	36.88	
REVENUE SUMMARY:					
Program Service Fees	\$237,388	\$273,959	\$297,806	\$297,806	
Medicare	512,757	610,793	557,778	557,778	
Medicaid	239,804	197,835	252,090	263,340	
United Way	55,602	66,799	59,038	59,038	
SUB-TOTAL REVENUES	\$1,045,551	\$1,149,386	\$1,166,712	\$1,177,962	
Scott County Contribution	22,500	22,500	22,500	22,500	22,500
State Health Pass Through Funds	365,732	368,259	342,201	342,201	342,201
TOTAL COUNTY CONTRIBUTION	\$388,232	\$390,759	\$364,701	\$364,701	\$364,701
TOTAL REVENUES	\$1,433,783	\$1,540,145	\$1,531,413	\$1,542,663	
APPROPRIATION SUMMARY:					
Personal Services	\$903,258	\$992,994	\$964,334	\$994,990	
Equipment	3,147	4,959	4,160	4,181	
Expenses	318,197	300,968	369,050	375,390	
Supplies	11,065	19,733	14,709	14,754	
Occupancy	32,181	31,502	31,247	31,366	
TOTAL APPROPRIATIONS	\$1,267,848	\$1,350,156	\$1,383,500	\$1,420,681	

SERVICE AREA: Physical Health & Education		PROGRAM: Library Resources & Services (67A)		
ACTIVITY: Educational Services		ORGANIZATION: Library		
PROGRAM MISSION: To make available library materials, information and programming in a variety of formats to people of all ages. This is accomplished through our staff, collections, current technology, comfortable and accessible facilities, and cooperation with other agencies and organizations.				
PROGRAM OBJECTIVES:				
1. To provide 400 hours of in-service to staff				
2. To circulate 220000 materials at a cost of \$1.22 or less per material processed				
3. To maintain 7.5 circulations per capita				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Size of collection	105,636	107,000	106,000	106,000
2. Registered borrowers	14,771	16,500	15,500	15,500
3. Requests for books/information	32,635	30,000	33,000	33,000
4. Citizen requests for programming	61	50	50	50
5. Hours of recommended staff in-service	517	400	400	400
6. Annual number of library visits	79,661	101,000	100,000	100,000
WORKLOAD				
1. Total materials processed	17,070	20,000	18,000	18,000
2. New borrowers registered	1,818	1,500	2,000	2,000
3. Book/information requested filled for patrons	32,278	29,500	32,500	32,500
4. Program activities attendance	5,889	6,000	6,000	6,000
5. Hours of in-service conducted or attended	517	400	400	400
6. Materials circulated	192,256	220,000	220,000	220,000
PRODUCTIVITY				
1. Cost/materials processed (30%)	\$11.66	\$11.33	\$13.55	\$13.55
2. Cost/new borrowers registered (10%)	\$36.50	\$50.33	\$40.67	\$40.67
3. Cost/book & information requests filled for patrons (20%)	\$4.11	\$5.12	\$5.00	\$5.00
4. Cost/program activity attendance (5%)	\$5.63	\$6.29	\$6.78	\$6.78
5. Cost/hour of in-service activities attended/conducted (2%)	\$25.67	\$37.75	\$40.67	\$40.67
6. Cost/item circulated (33%)	\$1.14	\$1.13	\$1.22	\$1.22
EFFECTIVENESS				
1. Collection size per capita	3.6	3.6	3.7	3.7
2. Percent of population as registered borrowers	51%	51%	53%	53%
3. Document delivery rate	86%	86%	89%	89%
4. Program attendance per capita	0.20	0.20	0.21	0.21
5. In-service hours per F.T.E.	32.31	32.31	22.22	22.22
6. Circulation per capita	6.62	6.62	7.58	7.58
ANALYSIS:				
<p>Total FY04 appropriations for the Scott County Library are increasing 7.7% over the FY'03 budget. Non-salary costs are increasing 10% over current budgeted levels. County funding will increase 6.5% over current budgeted amounts.</p> <p>Organizational changes proposed by the Library will add an additional 1.25 F.T.E. to the staff in order to handle increased work load at the new Eldridge facility.</p> <p>The primary reasons for appropriation changes from current budget levels are: health insurance costs, which are anticipated to increase 10%, and additional staff.</p> <p>Several PPB Indicators are highlighted as follows: Increased business at the new Eldridge facility is expected to result in the projected increases in library visits and circulation.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Library Resources & Services (67A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Library Director	1.00	1.00	1.00	1.00	
Administrative Secretary	1.00	1.00	1.00	1.00	
Reference Librarian	1.00	1.00	1.00	1.00	
Children's Librarian	1.00	1.00	1.00	1.00	
Bookmobile Librarian	1.00	1.00	1.00	1.00	
Technical Processing Clerk	1.00	1.00	1.00	1.00	
Circulation Librarian	1.00	1.00	1.00	1.00	
Reserve Librarian	1.00	1.00	1.00	1.00	
Processing Clerk	1.25	1.25	1.25	1.25	
Library Page	1.00	1.00	1.00	1.00	
Bookmobile Driver	1.00	1.00	1.00	1.00	
Station Attendants	3.94	3.94	3.94	3.94	
Data Entry Clerk	1.10	1.10	1.10	1.10	
TOTAL POSITIONS	16.29	16.29	16.29	16.29	
REVENUE SUMMARY:					
Intergovernmental	\$270,313	\$440,409	\$440,409	\$468,662	
Fees and Charges	11,077	12,000	12,000	12,000	
Miscellaneous	57	-	-	-	
Sale of Fixed Assets	32,559	-	-	-	
SUB-TOTAL REVENUES	\$314,006	\$452,409	\$452,409	\$480,662	
Scott County Contribution	352,100	354,659	354,659	373,958	373,958
TOTAL REVENUES	\$666,106	\$807,068	\$807,068	\$854,620	
APPROPRIATION SUMMARY:					
Personal Services	\$413,726	\$467,667	\$467,667	\$517,867	
Equipment	119,573	116,056	116,056	113,053	
Capital Improvement	56	-	-	-	
Expenses	126,791	146,346	146,346	154,387	
Supplies	25,244	25,000	25,000	28,000	
Payment of Principal	3,695	-	-	-	
TOTAL APPROPRIATIONS	\$689,085	\$755,069	\$755,069	\$813,307	



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SERVICE AREA: Social Services	PROGRAM: SA Assistance (17F)
ACTIVITY: Care Substance Abuse Clients	ORGANIZATION: Community Services

PROGRAM MISSION: To provide funding for emergency hospitalization, commitment evaluation for substance abuse (IC 125) to Scott County residents, and for certain children's institutions.

PROGRAM OBJECTIVES:
 1. To maintain cost of commitment at or less than \$775.00

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Total number of involuntary commitments filed - substance abuse	184	200	200	200
WORKLOAD				
1. Number of commitments (adult) - substance abuse	139	160	160	160
2. Number of commitments (children) - substance abuse	39	40	40	40
3. 48 hour holds - substance abuse	22	25	25	25
PRODUCTIVITY				
1. Cost per evaluation order	\$750.79	\$757.43	\$762.57	\$762.57
EFFECTIVENESS				
1. Percent of filings approved for evaluation	96.7%	95.0%	95.0%	95.0%
2. Percent committed to outpatient at hearing	37.0%	40.0%	40.0%	40.0%

ANALYSIS:

<p>For this program, non-salary costs are requested to decrease 16.5% from current budgeted amounts.</p> <p>This program provides funding for substance abuse related commitment costs (Ch. 125) and for costs at the State Juvenile Home at Toledo, for children placed there by the through the Juvenile Court system.</p> <p>Revenues are increased slightly given the Fyy02 actual experience. shown for this budget.</p> <p>The primary reasons for appropriation changes from current budget levels are increases in the expense items particularly related to the commitment costs to be more in line with the current experience. The costs of services at Toledo have been decreased. to reflect the current year's experience and continued at that level in the FY04 request. However, it should be noted that this is an extremely variable cost from year to year over which the County has no control. It is presented at the lower budget level at this time.</p> <p>Expenses related to commitments are increased in some items to allow for the</p>	<p>additional commitments which are occurring. The increase in commitments can be seen in the demand and workload indicators. The experience of the department for the first quarter is used in developing the FY03 projected. This increase is shown as continuing in the Fy04 requested levels.</p> <p>The department is requesting a funding level of \$244,514. Funding to this program is recommended at the requested level.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: SA Assistance (17F)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
271-C Office Manager	-	-	-	0.10	0.10
233-C Office Manager	0.10	0.10	0.10	-	-
162-C Clerk III/Secretary	0.10	0.10	0.10	0.10	0.10
141-C Clerk II/Receptionist	0.10	0.10	0.10	0.10	0.10
TOTAL POSITIONS	0.30	0.30	0.30	0.20	0.20
REVENUE SUMMARY:					
Fees and Charges	\$5,047	\$0	\$1,000	\$1,000	\$1,000
Miscellaneous	1,315	1,000	1,000	1,000	1,000
TOTAL REVENUES	\$6,362	\$1,000	\$2,000	\$2,000	\$2,000
APPROPRIATION SUMMARY:					
Personal Services	\$8,659	\$9,836	\$10,436	\$11,464	\$11,464
Expenses	320,160	279,150	233,050	233,050	233,050
TOTAL APPROPRIATIONS	\$328,819	\$288,986	\$243,486	\$244,514	\$244,514

SERVICE AREA: Mental Health Services		PROGRAM: MH - DD Services (17G)			
ACTIVITY: Care Mentally Ill/Development Disabled Clients		ORGANIZATION: Community Services			
PROGRAM MISSION: To provide services as identified in the Scott County Management Plan to persons with diagnosis of mental illness, mental retardation and other developmental disabilities. 1.1,100.00 2. 850 3. 425					
PROGRAM OBJECTIVES: 1. To maintain cost of commitment at or less than \$1,100. 2. To service 850 persons with MH/CMI 3. To provide services for at least 425 protective payee cases					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Total number involuntary commitments filed - mental health		237	225	225	225
2. Protective payee applications		93	95	95	95
3. Number of consumers at Glenwood/Woodward		32	33	33	33
WORKLOAD					
1. Number of persons with MH/CMI served		856	850	850	850
2. Number of mental health commitments - adult		155	175	175	175
3. Number of mental health commitments - juvenile		66	50	50	50
4. Number of 48 hour holds		49	50	50	50
5. Protective payee cases		426	425	425	425
6. Number of persons with MR/DD served		261	265	265	265
PRODUCTIVITY					
1. Cost per evaluation approved		\$833.98	\$1,075.00	\$1,075.00	\$1,075.00
2. Cost per MR/DD consumer served		\$14,641.00	\$15,000.00	\$15,000.00	\$15,000.00
3. Cost per MI/CMI consumer served		\$1,075.00	\$1,200.00	\$1,200.00	\$1,200.00
EFFECTIVENESS					
1. Percent of filings approved for evaluation		93%	95%	95%	95%
2. Number of consumers leaving SHS		1	1	1	1
3. Number of consumers leaving community ICF-MR		5	1	1	1
ANALYSIS:					
<p>For this program, non-salary costs are requested to increase 2.5% over current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels are the decreases in state revenue which have occurred during FY03 and are expected to continue in FY04. This program is a part of the MH/DD Special Services fund. All funding recommendations are contingent on the viability of this fund. The viability of the fund is in turn contingent on the level of state revenues provided and the implementation of the Day Habilitation Waiver under the HCBS (Home and Community Based Services) Waiver. Implementation at the beginning of the year is necessary to gain additional federal revenues for other MH/DD programs. This will provide for a reduction in county expenditures to these programs and could allow funding for other programs in the fund.</p> <p>This programs provides for institutional placements at the State Resource Centers (Glenwood and Woodward) and at the Mental Health Institutes (Independence, Mt. Pleasant, Cherokee, and Clarinda). It also provides the</p>		<p>funding for all commitment costs related to mental health commitments (Ch.229). It also provides funding to ICF-MR placements. It also provides the funding to Out of County placements for persons which chronic with illness and mental retardation. Also included in this program are the costs of the HCBS waiver services provided by providers other than HDC.</p> <p>All of the above are identified as issues for further Board review during the budget process.</p> <p>The Dept. is requesting an FY04 level of total appropriations at \$5,999,451 (an increase of 2.8% from the FY03 budget level.) Funding is recommended at the requested level.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: MH - DD Services (17G)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
430-A Mental Health Coordinator	1.00	1.00	1.00	1.00	1.00
252-C Case Aide	1.50	1.50	1.50	1.50	1.50
Z Mental Health Advocate	0.75	0.75	0.75	0.75	0.75
TOTAL POSITIONS	3.25	3.25	3.25	3.25	3.25
REVENUE SUMMARY:					
Intergovernmental	\$3,354,870	\$4,201,930	\$3,989,334	\$3,989,334	\$3,989,334
Fees and Charges	43,516	43,000	35,000	45,000	45,000
Miscellaneous	377	-	13,931	14,033	14,033
TOTAL REVENUES	\$3,398,763	\$4,244,930	\$4,038,265	\$4,048,367	\$4,048,367
APPROPRIATION SUMMARY:					
Personal Services	\$360,136	\$174,399	\$185,463	\$196,753	\$196,753
Equipment	10,622	-	-	-	-
Expenses	5,347,702	5,855,779	5,623,167	5,797,698	5,797,698
Supplies	4,362	5,000	5,000	5,000	5,000
TOTAL APPROPRIATIONS	\$5,722,822	\$6,035,178	\$5,813,630	\$5,999,451	\$5,999,451

SERVICE AREA: Mental Health Services		PROGRAM: Case Management - H.S. (21B)		
ACTIVITY: Care of Mentally Ill		ORGANIZATION: Human Services		
PROGRAM MISSION: To obtain results of safety, stability, self sufficiency, and health for persons with disabilities.				
PROGRAM OBJECTIVES:				
1. To provide services to 250 consumers.				
2. To provide case management services to 1 Resource Center resident to explore community placement options.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Eligible population of people with mental retardation	1,594	1,594	1,594	1,594
2. Waiting list that exists at the end of each quarter	3	5	5	5
WORKLOAD				
1. Number of clients served (unduplicated)	246	240	250	250
2. Number of HCBS-MR Waiver consumers served	225	228	235	235
3. Number of 100% County funded units billed	9	10	10	10
4. Number of SHS consumers served	2	1	1	1
	-			
PRODUCTIVITY				
1. Monthly cost per client (unit rate)	\$176.37	\$190.00	\$200.00	\$195.00
EFFECTIVENESS				
1. # of placements to more restrictive settings	8	8	9	9
2. # of placements to less restrictive settings	19	8	6	6
3. # of Supported Employment consumers obtaining competitive jobs.	4	1	1	1
4. # of Supported Employment consumers decreasing workshop usage	18	2	2	2
5. # of referrals (linkages to community resources)	N/A	N/A	240	240
ANALYSIS:				
<p>This program provides targeted case management services to persons with mental retardation and developmental disabilities. Growth in this program in previous years has been primarily related to the requirement that any person receiving HCBS (Home and Community Based Services) through Medicaid must have a case manager. During the current year, increases to the HCBS program have been diminished due to the budget reduction strategies which were required due to lack of state funds.</p> <p>This budget does not include the possibility of the implementation of the Day Habilitation Waiver which would add workshop and personal independence services to the HCBS Waiver. Although it is expected that such implementation will occur, at development of budget there is no firm information available. It should be noted here that if such a program is implemented, any persons covered under the HCBS program for these services will also be required to have a case manager.</p> <p>For this program, non-salary costs are requested to increase 9.8% over current</p>	<p>budgeted amounts. This increase is in the Title XIX match line item. This includes a projected increase in costs as determined by the overall state unit. The line item relating to 100% county funding for such services has been reduced, due to the budget constraints.</p> <p>This program is a part of the MH/DD Special Services fund and all recommendations are contingent upon the viability of the fund. The viability of the fund is in turn contingent upon the state revenues received for FY04 and the implementation of the HCBS Day Habilitation Waiver. Implementation of this waiver would be expected to reduce county costs in other areas of the MH/DD fund.</p> <p>Several PPB Indicators are highlighted as follows:</p> <p>Budget issues identified for further Board review during the budget process are as follows: the required increase in case management if the Day Habilitation service is added to the HCBS Waiver.</p> <p>The agency is requesting a total appropriation to this program of \$113, 720 or a 9.8% increase, based on an assumed cost of</p>	<p>\$200 per unit of services provided. In the past the agency has been able to come at a level below the assumed rate for costs, therefore, it is assumed that the cost rate will not exceed \$195.00 per unit. With this cost unit rate, a funding level of \$110,877 is recommended.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Case Management - H.S. (21B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
REVENUE SUMMARY:					
Miscellaneous	\$370	\$500	\$500	\$500	\$500
TOTAL REVENUES	\$370	\$500	\$500	\$500	\$500
APPROPRIATION SUMMARY:					
Expenses	\$92,676	\$115,600	\$103,600	\$113,720	\$110,877
TOTAL APPROPRIATIONS	\$92,676	\$115,600	\$103,600	\$113,720	\$110,877

SERVICE AREA: Social Services		PROGRAM: Outpatient Services (38A)		
ACTIVITY: Care of the Chemically Dependent		ORGANIZATION: Center for Alcohol & Drug Services, Inc.		
PROGRAM MISSION: To provide substance abuse prevention, assessment and treatment for individuals and families by offering counseling and consultant/education services.				
PROGRAM OBJECTIVES:				
1. To maintain a minimum of 2,500 referrals for assessment.				
2. To continue to have at least 4,200 requests for prevention services.				
3. To maintain group hours to at least 36,000 hours.				
4. To maintain a length of stay in treatment of at least 60 days.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Referrals for assessment	3,133	2,500	2,500	2,500
2. Requests for prevention services	5,860	4,200	4,200	4,200
WORKLOAD				
1. Clients screened	2,523	2,000	2,000	2,000
2. Admissions	733	685	685	685
3. Hours per individual	5,243	5,330	5,330	5,330
4. Hours per group	45,655	36,000	36,000	36,000
5. Prevention presentations	5,860	4,200	4,200	4,200
6. Prevention direct service hours	10,116	8,000	8,000	8,000
PRODUCTIVITY				
1. Cost per outpatient	\$83.83	\$88.75	\$95.87	\$95.87
2. Cost per prevention presentation	\$112.59	\$66.08	\$65.94	\$65.94
3. Cost per prevention direct service hours	\$65.22	\$34.93	\$34.62	\$34.62
EFFECTIVENESS				
1. Length of stay (days)	30	60	60	60
2. Patient revenue as a percent of cost	36.9%	32.2%	37.6%	37.6%
3. % of students reintegrated into public school	73.0%	95%	95%	95%
4. % of students with increased GPA	88%	88%	88%	88%
5. Reduction in instances of drug recidivism in diversion graduates	98%	97%	97%	97%
ANALYSIS:				
<p>Total FY04 appropriations for the total agency are increasing 10.8% over current budgeted levels. Non-salary costs are increasing 14.4% over current budgeted levels for the total agency. County funding is recommended to increase 2.7% over current budgeted amounts for the total agency.</p> <p>For this program, County funding is recommended to increase 3% over current budgeted amounts.</p> <p>With improved tracking due to the implementation of phase I of the Information Management project, prevention, client, and group hours are better tracked as clients progress through the continuum of care. The primary changes in indicators relate to the prevention program. The agency has lost some funding for this during the current year and has reduced the indicator levels to be in line with the current experience. The agency is continuing this lower level in the FY04 request. This can be seen in (D.2) requests for prevention services; in (W.5) prevention presentations and (W.6) prevention direct service hours. Requests (D.2) and presentations (W.5) is reduced by 28% from</p>		<p>the FY02 experience in the current year projected and in the requested. Hours of services (W.6) is reduced by 21% in the projected and the requested. In general the other indicators are consistent with the projected level for the current year and relatively consistent with the FY02 actual experience.</p> <p>The agency has not laid off staff at this point due to the revenue reductions. They have increased fees from parents for their school diversion program.</p> <p>This agency budget supports the County's Target Issues and Management Agenda as it addresses the substance abuse needs of the jail inmates. This budget includes a portion of the current jail programs related to evaluation in the jail and case management. These include Scott County dollars and pass through dollars. These revenues are shown as "Other revenues" to the agency. Currently, these are paid through the non-departmental budget and the expenses to Scott County are shown in that budget.</p> <p>The Scott County contribution in this budget is requested at a zero increase. This</p>		<p>budgeted level provides the match to a state substance abuse grant and the grant has reached the full level of participation allowed. Therefore, the administrative recommendation is to provide \$30,000 in Scott County funding and an additional \$10,000 in substance abuse grant funds, contingent on the continued availability of the Dept. of Public Health grant. A total of \$40,000 is recommended.</p>

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Outpatient Services (38A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Executive Director	0.39	0.39	0.39	0.39	
Treatment Supervisor	0.37	0.37	0.37	0.37	
Clinical Director	1.00	1.00	1.00	1.00	
Finance Manager	0.39	0.39	0.39	0.39	
Business/Office Manager	0.39	0.39	0.39	0.39	
Admin Systems Manager	0.20	0.20	0.20	0.20	
Accounting Specialist	0.78	0.78	0.78	0.78	
Client Accts Receivable Specialist	1.95	1.95	1.95	1.95	
Administrative Assistant	0.39	0.39	0.39	0.39	
Clerical	4.00	4.00	4.00	4.00	
Maintenance	0.78	0.39	0.39	0.39	
QA/UR Program Manager	1.00	1.00	1.00	1.00	
Prevention Coordinator	1.00	1.00	1.00	1.00	
Prevention Specialist	11.00	10.00	11.00	11.00	
Counselors	17.00	17.00	18.00	18.00	
Techs/CCW	4.00	4.00	4.00	4.00	
Program Managers	2.00	1.00	3.00	2.70	
TOTAL POSITIONS	46.64	44.25	48.25	47.95	
REVENUE SUMMARY:					
I.D.S.A. Treatment	\$852,808	\$712,496	\$699,709	\$699,709	
I.D.S.A. Prevention	212,361	202,344	240,754	240,754	
United Way	37,343	37,343	37,343	37,343	
Client Fees	109,954	92,425	102,700	97,700	
Insurance Payments	337,382	318,400	354,200	354,200	
Interest	10,212	3,046	3,046	3,046	
Seventh Judicial District	96,300	95,000	95,000	95,000	
Contributions	840	13,450	1,250	1,250	
Scott County Jail	8,005	9,500	9,500	9,500	
Local Schools	69,605	68,000	48,000	48,000	
U S Fed Probation	81,594	25,000	65,000	60,000	
Contractual Fees/Payment	281,154	279,829	266,354	266,354	
Juvenile Court	31,980	50,000	-	-	
SUB-TOTAL REVENUES	\$2,129,538	\$1,906,833	\$1,922,856	\$1,912,856	
Scott County Contribution	30,000	30,000	30,000	30,000	30,000
IDPH Substance Abuse Funds	10,000	10,000	10,000	10,000	10,000
TOTAL COUNTY CONTRIBUTION	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
TOTAL REVENUES	\$2,169,538	\$1,946,833	\$1,962,856	\$1,952,856	
APPROPRIATION SUMMARY:					
Personal Services	\$1,419,417	\$1,482,793	\$1,433,662	\$1,433,662	
Equipment	47	2,220	7,738	7,738	
Expenses	346,808	263,667	258,172	278,172	
Supplies	45,000	54,988	37,104	37,104	
Occupancy	84,785	84,672	93,101	93,101	
TOTAL APPROPRIATIONS	\$1,896,057	\$1,888,340	\$1,829,777	\$1,849,777	

SERVICE AREA: Social Services		PROGRAM: Residential Services (38B)		
ACTIVITY: Care of the Chemically Dependent		ORGANIZATION: Center for Alcohol & Drug Services, Inc.		
PROGRAM MISSION: To provide substance abuse treatment for individuals by offering residential care.				
PROGRAM OBJECTIVES:				
1. Maintain the existing relationship with County staff to provide quality services, and to develop an in-house treatment center.				
2. To maintain a length of stay of at least 17 days in the START program and 44 days in the halfway house with managed care.				
3. To manage the waiting list to accommodate priority admissions.				
4. To maintain the length of stay of 3.0 days for acute care.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Referrals acute	810	900	900	900
2. Referrals intermediate	586	520	520	520
3. Referrals halfway house	179	160	160	160
WORKLOAD				
1. Days of acute level care	3,685	3,500	3,500	3,500
2. Days of intermediate level care	8,828	9,100	9,100	9,100
3. Days of halfway care	8,614	8,800	8,800	8,800
PRODUCTIVITY				
1. Cost per day acute	\$110.71	\$162.00	\$162.00	\$162.00
2. Cost per day intermediate	\$104.20	\$85.73	\$85.73	\$85.73
3. Cost per day halfway	\$36.88	\$31.70	\$31.70	\$31.70
4. Cost per day in-house treatment	N/A	N/A	\$33.10	\$33.10
EFFECTIVENESS				
1. Length of stay (days) acute	4.5	3.7	3.0	3.0
2. Length of stay (days) intermediate	15.0	17.0	17.0	17.0
3. Length of stay (days) halfway	48.1	44.0	44.0	44.0
4. Patient revenue as percent of program cost	16.2%	14.0%	11.5%	11.5%
5. After resid treatmt clients contin treatmt involv-hlfwy/outpat/cont care	46%	46%	46%	46.0%
ANALYSIS:				
<p>For this program, County funding is recommended to increase by a 3.0% inflationary level over current budgeted amounts.</p> <p>Total appropriations are requested at a 3.4% increase with the primary increase occurring in the personal services area which shows a 4.8% increase.</p> <p>The agency has relocated residential services for Illinois clients from the County Oaks facility to the newly opened Circle of Hope facility within the Illini hospital in Silvis.</p> <p>This budget also reflects the addition of services at the jail for the proposed Scott County in-house treatment program. The increase in personnel services can be attributed primarily to the addition of this jail program and the increase in counselors shown in the authorized positions information.</p> <p>The primary reasons for revenue changes from current budget levels are the addition of the Circle of Hope and in-house treatment activities. These revenues are reflected in the "other revenues". The addition of the jail program will be a budget issue considered by the Board of Supervisors along</p>		<p>with other jail recommendations. If this program is approved a decision will be made as to the best way to present this information in the Scott County budgets.</p> <p>In general the indicators have been continued at the current FY03 projected levels for the FY04 requested. These levels are also generally consistent with the FY02 actual experience. The agency has added a new productivity indicator (P.4) cost per day of jail in-house treatment. This relates to the jail program to be considered by the Board. The are currently requesting this at a \$33.10 cost per day.</p> <p>This agency budget supports the County's Target Issues and Management Agenda as it addresses the substance abuse needs of the jail inmates.</p> <p>The current Scott County funding provided to this program provides for the detoxification program at Country Oaks. This is shown in indicators as the acute care program.</p> <p>The agency has requested an inflationary increase of 3% increase for FY04. The administrative recommendation is for the</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Residential Services (38B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Executive Director	0.39	0.39	0.39	0.39	
Treatment Supervisor	0.25	0.25	0.25	0.25	
Finance Manager	0.39	0.39	0.39	0.39	
Business/Office Manager	0.39	0.39	0.39	0.39	
Admin Systems Manager	0.20	0.20	0.20	0.20	
Accounting Specialist	0.78	0.78	0.78	0.78	
Client Accts Receivable Specialist	0.75	0.75	0.75	0.75	
Administrative Assistant	0.39	0.39	0.39	0.39	
Clerical	2.00	2.00	2.00	2.00	
Maintenance	0.78	0.39	0.39	0.39	
QA/UR Program Manager	0.50	0.50	0.50	0.50	
Counselors	6.00	7.00	6.00	11.00	
Techs/CCW	12.00	15.00	12.00	12.00	
Program Managers	1.00	1.00	1.00	1.30	
Health Care Coordinator	1.00	1.00	1.00	1.00	
RN/LPN	6.00	7.00	5.00	5.00	
TOTAL POSITIONS	32.82	37.43	31.43	36.73	
REVENUE SUMMARY:					
I.D.S.A. Treatment	\$700,258	\$686,124	\$718,477	\$718,477	
OASA	181,070	212,122	-	-	
United Way	18,110	49,415	18,110	18,110	
Client Fees	65,386	47,350	46,013	43,513	
Insurance Payments	205,828	226,175	159,211	159,211	
Interest	17,698	16,751	16,751	16,751	
Contributions	2,340	3,000	750	750	
County Commitments	39,068	24,000	30,000	30,000	
Scott County Jail	97,395	100,500	100,500	232,477	
US Fed Probation	1,919	-	-	-	
Contractual Fees	16,301	80,275	145,275	125,275	
SUB-TOTAL REVENUES	\$1,345,373	\$1,445,712	\$1,235,087	\$1,344,564	
Scott County Contribution	232,090	239,052	239,052	246,224	246,224
TOTAL REVENUES	\$1,577,463	\$1,684,764	\$1,474,139	\$1,590,788	
APPROPRIATION SUMMARY:					
Personal Services	\$1,140,734	\$1,187,503	\$1,125,141	\$1,244,505	
Equipment	11,609	2,040	6,864	6,864	
Expenses	249,798	264,954	238,769	276,679	
Supplies	155,390	175,243	156,680	158,555	
Occupancy	66,880	70,780	71,427	71,427	
TOTAL APPROPRIATIONS	\$1,624,411	\$1,700,520	\$1,598,881	\$1,758,030	

SERVICE AREA: Mental Health Services	PROGRAM: Residential Program (43A)
ACTIVITY: Care of the Developmentally Disabled	ORGANIZATION: Handicapped Development Center

PROGRAM MISSION: To enable individuals with mental retardation to achieve a more satisfactory quality of life and live as independently as possible within the community by providing instruction and training in daily living skills, personal and financial management, and other self-sufficiency skills.

PROGRAM OBJECTIVES:

1. To maintain 95% occupancy in group homes by filling openings quickly.
2. To maintain at least 130 people in the least restrictive environment through Supported Community Living.
3. To accommodate 95% of respite requests to support families in caring for their son/daughter at home.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Adult population with mental retardation/developmental disability	3,409	3,409	3,409	3,409
2. Group home waiting list	66	75	70	70
3. Eligible requests - respite	2,231	2,200	2,200	2,200
4. Number of persons added to waiting list for group homes	7	-	-	
WORKLOAD				
1. Consumers - all community residential services	173	174	174	174
2. Consumer days - group homes	7,189	8,322	8,322	8,322
3. Families served - respite	49	50	50	50
4. Requests accommodated - respite	2,124	2,090	2,090	2,090
PRODUCTIVITY				
1. Cost per day per person - group homes	\$80.76	\$74.70	\$77.69	\$77.69
2. Cost per day per person - Supported Community Living (Daily)	\$102.57	\$106.32	\$110.57	\$110.57
3. Cost per hour - Supported Community Living (Hourly Services)	\$15.08	\$17.51	\$18.63	\$18.63
4. Cost per request accommodated - respite	\$36.71	\$42.43	\$43.41	\$43.41
EFFECTIVENESS				
1. Percentage of capacity/group homes	83%	95%	95%	95%
2. Length of time on waiting list at move-in/group homes	56	52	52	52
3. Scott County contribution as a percentage of total program costs	18%	25%	25%	25%
4. Individuals living in community	100	100	100	100
5. Percentage of eligible respite requests accommodated	95%	95%	95%	95%

ANALYSIS:

<p>Total FY04 appropriations for the total agency are increasing .8% over current budgeted levels. County funding is requested to increase 5% over current budgeted amounts for the total agency. However, this factors in a decrease in a pass through program. True county funding is requested to increase by 6% overall for the agency.</p> <p>All programs for this agency (with the exception of a very small employment program for brain injured person) are a part of the MH/DD Special Services fund. All funding recommendations are made contingent on the viability of the MH/DD fund. The viability of this fund is in turn contingent on the level of state founding provided for FY04 and the implementation of the Day Habilitation Services as a part of the HCBS (Home & Community Based Services) Waiver. This budget is presented without the implications of the Day Habilitation program. However, during budget discussions the Board may chose to look at the possible fiscal impact of this implementation</p> <p>For this program, County funding is requested to increase 7.5% over current</p>	<p>budgeted amounts. This includes requests for county contribution which funds services at the group homes to increase by 12%. The Title XIX Matching Funds are requested to increase by 6%. The Title XIX matching funds in this budget provide the required match for Supported Community Living (SCL) services under the HCBS Waiver and Respite services under the HCBS Waiver.</p> <p>The agency is presenting the FY04 request with relatively stable outside revenues.</p> <p>The agency is presenting the FY04 requested appropriations showing an overall 2.6% increase. The primary reasons for appropriation changes from current budget levels are increased personal services costs.</p> <p>Several PPB Indicators are highlighted as follows: The number of persons added to the waiting list is shown at zero for the current and upcoming year (D.4). The agency has indicated that they expect the waiting list to slightly decrease from FY03 ending to FY04 (D.2). The consumer group home days (W.2) is expected to increase by 16% in FY03 from the FY02 actual. This is directly related to the</p>	<p>percentage of capacity (E.1) maintained at the group homes. During FY02 the group homes experienced service provision at 83% of capacity. With the filling of the beds in the group home during the current year, the percentage of capacity maintained is expected to reach 95% and to remain at that level for FY04.</p> <p>Budget issues identified for further Board review during the budget process are as follows: Implementation of the Day Habilitation Waiver under the HCBS program and resulting fiscal implications, including possible reduction of the recommended Scott County funding levels. Such reductions would occur due to the increase in federal revenues available to the Employment and Personal Independence programs. The agency is requesting funding of \$1,329,891 or an increase of 7.5% to this program. Funding is recommended to increase by a 3% inflationary level. Funding is recommended at \$320,331 in county contribution and \$953,480 in Title XIX match. At total funding level of \$1,273,811 is recommended.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Residential Program (43A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President	0.26	0.26	0.26	0.26	
Senior Vice-President	0.26	0.26	0.26	0.26	
Administrative Assistant	0.26	0.26	0.26	0.26	
Receptionist/Clerk Typist	1.64	1.64	1.64	1.64	
Office Transcriptionist	0.26	0.26	0.26	0.26	
Records Clerk	0.26	0.26	0.26	0.26	
Accountant	0.26	0.26	0.26	0.26	
Accounting Technician	1.30	1.30	1.30	1.30	
Residential Service Program Director	1.00	1.00	1.00	1.00	
Residential Service Assistant Program Director	1.00	-	1.00	1.00	
Residential Case Manager	8.00	8.00	8.00	8.00	
Residential Counselor	1.50	1.50	1.50	1.50	
Resident Counselor	36.00	36.00	36.00	36.00	
Support Staff	72.00	72.00	72.00	72.00	
Maintenance	2.50	2.50	2.50	2.50	
Janitor	0.04	0.04	0.04	0.04	
Environmental Service Supervisor	0.03	0.03	0.03	0.03	
Human Resources Supervisor	0.26	0.26	0.26	0.26	
Independent Living Casemanager	-	1.00	-	-	
TOTAL POSITIONS	126.83	126.83	126.83	126.83	
REVENUE SUMMARY:					
United Way	\$0	\$13,960	\$0	\$0	
Iowa Purchase of Services	12,386	-	13,000	13,500	
Client Receipts	297,433	288,000	310,000	310,000	
Other	83,059	76,900	78,100	80,120	
H.U.D.	16,253	12,000	9,500	10,000	
HCBS (T19)	1,697,799	1,806,304	1,720,104	1,828,001	
Iowa-HCBS Match	95,975	110,000	91,000	92,000	
SUB-TOTAL REVENUES	\$2,202,905	\$2,307,164	\$2,221,704	\$2,333,621	
Scott County Contribution	293,460	311,001	311,001	348,303	320,331
Title XIX Matching Funds	906,861	925,709	926,244	981,588	953,480
TOTAL COUNTY CONTRIBUTION	1,200,321	1,236,710	1,237,245	1,329,891	1,273,811
TOTAL REVENUES	\$3,403,226	\$3,543,874	\$3,458,949	\$3,663,512	
APPROPRIATION SUMMARY:					
Personal Services	\$3,077,366	\$3,259,917	\$3,236,333	\$3,332,881	
Equipment	15,682	14,457	17,927	17,927	
Expenses	106,172	124,890	129,025	130,622	
Supplies	86,415	91,050	90,050	91,840	
Occupancy	74,677	78,696	88,431	90,242	
TOTAL APPROPRIATIONS	\$3,360,312	\$3,569,010	\$3,561,766	\$3,663,512	

SERVICE AREA: Mental Health Services	PROGRAM: Employment Services (43B)
ACTIVITY: Care of the Mentally Disabled	ORGANIZATION: Handicapped Development Center

PROGRAM MISSION: To assist individuals with disabilities to achieve employment outcomes in a sheltered environment or in the community by providing employment services and training.

PROGRAM OBJECTIVES:

1. To secure at least \$280,000 in net subcontract income for program support.
2. To secure subcontract work sufficient to generate at least \$295,000 in participant wages for self-sufficiency.
3. To place and/or maintain 90 people in Community Employment.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
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DEMAND				
1. Adult population with disabilities	5,533	5,533	5,533	5,533
2. Waiting list from outside	134	140	140	140
3. Number of persons added to waiting list	57	45	45	45

WORKLOAD				
1. Participants	240	230	230	230
2. Days attended	33,852	34,100	34,100	34,100
3. Average number of persons enrolled per day - workshop	158	158	158	158
4. Number of persons employed in the community/not at the workshop	48	35	35	35
5. Number of Persons in Community Employment Services	116	95	95	95

PRODUCTIVITY				
1. Cost per day per person - workshop	\$34.78	\$37.10	\$38.58	\$38.58
2. Average per person annual cost - workshop	\$6,529	\$6,600	\$6,900	\$6,900

EFFECTIVENESS				
1. Number of people obtaining/keeping community jobs	62	67	67	67
2. Total wages earned by workshop participants	\$295,736	\$295,000	\$300,000	\$300,000
3. Amount of net sub-contract income	\$145,755	\$285,000	\$285,000	\$285,000
4. Scott County contribution as a percent of total program costs	41%	38%	38%	38%
5. Participants entering services from waiting list	21	25	20	20
6. Time on waiting list at admission (months)	31	32	32	32

ANALYSIS:

<p>For this program, County funding is requested to decrease .1% from current budgeted amounts. A part of the reduction is related to the decrease in the Vocational Rehabilitation Dept. pass through funding which is reduced by \$19,000. Removal of the pass through funding results in a requested increase of 2%.</p> <p>This budget includes a number of Employment programs: all programs at the workshop, supported employment services for persons with mental retardation and developmental disabilities. Also included is a small program for workshop services to persons with brain injury (this program is outside of the MH/DD Special Services fund. The programs in this budget are funded through county contribution to workshop services, county contribution to supported employment services (SES), Title XIX matching funds for supported employment services provided to persons through the HCBS waiver, ARO matching funds for persons served under the Adult Rehabilitation Option funding (Title XIX) and the Vocational Rehabilitation Dept. grant.</p>	<p>This program has been impacted by the closing of the HCBS program to new admissions for the supported employment program and they are requesting a reduction in this line item. The requested reduction in the Vocational Rehabilitation pass through grant is the result of the institution of a waiting list by that agency due to reduced state funding levels. The workshop services are being requested at a relatively stable level. The ARO match funds are requested for the first time as a line item of funding. These funds offset previous county contribution funding and bring with them additional federal dollars.</p> <p>The primary reasons for appropriation changes from current budget levels are a decrease in FTE's for job coaches resulting in a decrease in costs in the personal services area.</p> <p>Several PPB Indicators are highlighted as follows: The indicators relating to supported employment services (W.4, W.5) are impacted by the closing of HCBS new admissions and the waiting list for Vocational Rehabilitation. Both these impact new admissions to this</p>	<p>program. The agency is projecting a decrease in these indicators in FY03 and continuing that decreased level in the FY04 request. The Board has been monitoring the amount of subcontract income (E.3) for a number of years, due to on-going decreases in this outside revenue source. The agency is optimistic that increases in this will occur during the current year and continue in FY04.</p> <p>Funding is recommended at \$824,812 in Scott County contribution and \$10,961 in ARO match for workshop services; funding is recommended at \$12,985 for workshop services for brain injured persons; funding is recommended at \$105,164 in county contribution, \$41,944 in Title XIX match and \$45,000 in DVRS pass through funding for supported employment service. The DVRS pass through level is contingent upon continuing of funding from the Vocational Rehabilitation Dept. An overall funding level of \$1,040,866 is recommended.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Employment Services (43B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President	0.22	0.22	0.22	0.22	
Senior Vice-President	0.22	0.22	0.22	0.22	
Administrative Assistant	0.22	0.22	0.22	0.22	
Receptionist/Clerk Typist	0.50	0.50	0.50	0.50	
Office Transcriptionist	0.22	0.22	0.22	0.22	
Records Clerk	0.22	0.22	0.22	0.22	
Accountant	0.22	0.22	0.22	0.22	
Accounting Technician	1.10	1.10	1.10	1.10	
Vocational Service Program Director	1.00	1.00	1.00	1.00	
Work Adjustment Case Manager	1.00	1.00	1.00	1.00	
Evaluator/Ext Employment Case Manager	1.00	1.00	1.00	1.00	
Placement/Ext Employment Case Manager	5.00	5.00	5.00	5.00	
Sales Manager	1.00	1.00	1.00	1.00	
Production Manager	1.00	1.00	1.00	1.00	
Employment Service Supervisor	13.00	13.00	13.00	13.00	
Food Service Supervisor	1.00	1.00	1.00	1.00	
Micrographics Supervisor	1.00	1.00	1.00	1.00	
Driver/Warehouseman	1.00	1.00	1.00	1.00	
Maintenance	0.32	0.32	0.32	0.32	
Janitor	1.38	1.38	1.38	1.38	
Environmental Service Supervisor	0.02	0.02	0.02	0.02	
Human Resources Manager	0.22	0.22	0.22	0.22	
Job Coach	12.00	12.00	9.00	9.00	
TOTAL POSITIONS	42.86	42.86	39.86	39.86	
REVENUE SUMMARY:					
United Way	\$90,847	\$76,315	\$105,738	\$105,738	
Subcontract Sales	145,755	285,000	285,000	285,000	
Iowa Purchase of Service	22,726	20,000	22,500	23,000	
DVRS	22,919	34,000	19,500	20,000	
Other	46,084	46,300	47,200	48,140	
ARO	9,966	-	17,628	18,662	
HCBS (T19)	77,074	119,215	68,018	71,419	
SUB-TOTAL REVENUES	\$415,371	\$580,830	\$565,584	\$571,959	
Scott County Contribution	837,696	828,579	828,579	837,797	837,797
Scott County - Supported Employment	40,555	74,063	74,063	105,164	105,164
Title XIX Matching Funds	45,539	75,511	39,947	41,944	41,944
ARO Matching Funds	5,985	-	10,584	10,961	10,961
Vocational Rehab Pass Through	33,058	64,000	45,000	45,000	45,000
Reserve Funding	131,045	-	-	-	-
TOTAL COUNTY CONTRIBUTION	1,093,878	1,042,153	998,173	1,040,866	1,040,866
TOTAL REVENUES	\$1,509,249	\$1,622,983	\$1,563,757	\$1,612,825	
APPROPRIATION SUMMARY:					
Personal Services	\$1,159,589	\$1,340,960	\$1,248,415	\$1,294,774	
Equipment	25,891	23,679	27,369	28,119	
Expenses	151,743	189,100	170,701	172,210	
Supplies	42,510	47,510	44,660	45,740	
Occupancy	75,420	79,717	88,822	92,744	
TOTAL APPROPRIATIONS	\$1,455,153	\$1,680,966	\$1,579,967	\$1,633,587	

SERVICE AREA: Mental Health Services	PROGRAM: Personal Independence Service (43C)
ACTIVITY: Care of the Developmentally Disabled	ORGANIZATION: Handicapped Development Center

PROGRAM MISSION: To assist persons with severe, multiple disabilities to live and work in the least restrictive environment by providing training in the areas of daily living skills, work skills, and accessing community resources.

PROGRAM OBJECTIVES:

1. To transition 1 person into Employment Services.
2. To maintain County contribution at less than 25% per year.
3. To maintain average annual cost below \$14,000.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
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DEMAND				
1. Population with disabilities	5,533	5,533	5,533	5,533
2. Waiting list	5	5	5	5
3. Number of persons added to waiting list	2	2	2	2

WORKLOAD				
1. Participants	93	90	90	90
2. Participant days	20,058	20,000	20,000	20,000
3. Activities offered	22	22	22	22
4. Average number attending per day	84	82	82	82.00

PRODUCTIVITY				
1. Cost per person per day	\$54.63	\$62.57	\$64.93	\$64.93
2. Average annual cost per person	\$10,449	\$12,786	\$13,432	\$13,432

EFFECTIVENESS				
1. Individuals transitioned to Employment Services	1	1	1	1
2. County contribution as percentage of total program costs	17%	20%	20%	20%
3. Percentage of people participating in community activities		65%	65%	65%
4. Percentage of people with opportunity to complete paid work		80%	80%	80%

ANALYSIS:

<p>For this program, County funding is requested to increase 11% over current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels are: the addition of the ARO (Adult Rehabilitation Option) funding which provides a Medicaid (Title XIX) funding stream to certain participants in this program. The primary reasons for appropriation changes from current budget levels are due to increases in the total personal services costs. This is primarily attributable to the addition of two additional instructors to provide the level of services needed under ARO funding.</p> <p>Several PPB Indicators are highlighted as follows: The indicators for this program in workload and demand are all maintained at the FY03 projected level. These are also consistent with the FY02 actual experience. The costs per day (P.1) and average annual cost (P.2) are increasing due to the addition of the additional staff positions.</p> <p>This program will be impacted by the implementation of the Day Habilitation Waiver and would be expected to be reduced by the</p>	<p>federal dollars (less a small expected increase in costs) if Day Habilitation is implemented.</p> <p>The combination of the ARO Match which is paid by Scott County and the county contribution to this program are recommended to increase by a 3% inflationary level. County contribution is recommended at \$335,324 and ARO Match is recommended at the requested level of \$30,326. A total funding level of \$365,650 is recommended.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Personal Independence Service (43C)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President	0.17	0.17	0.17	0.17	
Senior Vice-President	0.17	0.17	0.17	0.17	
Administrative Assistant	0.17	0.17	0.17	0.17	
Receptionist/Clerk Typist	0.51	0.51	0.51	0.51	
Office Transcriptionist	0.17	0.17	0.17	0.17	
Records Clerk	0.17	0.17	0.17	0.17	
Accountant	0.17	0.17	0.17	0.17	
Accounting Technician	0.85	0.85	0.85	0.85	
Personal Indep Service Program Director	1.00	1.00	1.00	1.00	
Personal Indep Service Program Manager	2.00	2.00	2.00	2.00	
Personal Indep Instructor	28.00	28.00	30.00	30.00	
Personal Indep Screenprint Instructor	1.00	1.00	1.00	1.00	
Personal Indep Aide	2.00	2.00	2.00	2.00	
Maintenance	0.23	0.23	0.23	0.23	
Janitor	1.03	1.03	1.03	1.03	
Environmental Service Supervisor	0.02	0.02	0.02	0.02	
Human Resources Manager	0.17	0.17	0.17	0.17	
TOTAL POSITIONS	37.83	37.83	39.83	39.83	
REVENUE SUMMARY:					
United Way	\$31,256	\$31,182	\$17,222	\$17,222	
Subcontract Sales	57,929	53,000	56,000	57,000	
Iowa Purchase of Services	17,583	9,500	14,500	14,500	
Other	18,932	15,050	20,700	21,540	
Title XIX	740,591	710,165	728,354	753,399	
ARO	5,963	-	50,134	51,638	
SUB-TOTAL REVENUES	\$872,254	\$818,897	\$886,910	\$915,299	
Scott County Contribution	341,109	355,000	355,000	363,886	335,324
ARO Matching Funds	3,581	-	29,443	30,326	30,326
Reserve Funding	18,955	-	-	-	
TOTAL REVENUES	\$363,645	\$355,000	\$384,443	\$394,212	\$365,650
TOTAL REVENUES	\$1,235,899	\$1,173,897	\$1,271,353	\$1,309,511	
APPROPRIATION SUMMARY:					
Personal Services	\$951,473	\$1,127,793	\$1,115,759	\$1,154,154	
Equipment	6,445	8,207	7,722	7,722	
Expenses	69,940	88,025	83,730	85,077	
Supplies	15,451	17,225	15,625	15,880	
Occupancy	52,055	61,918	61,727	64,273	
TOTAL APPROPRIATIONS	\$1,095,364	\$1,303,168	\$1,284,563	\$1,327,106	

SERVICE AREA: Mental Health Services		PROGRAM: Outpatient Services (51A)			
ACTIVITY: Care of Mentally Ill		ORGANIZATION: Vera French Comm Mental Health Center			
PROGRAM MISSION: To provide outpatient mental health services to all age groups in the Quad Cities area, including residents of Scott County who qualify for financial assistance from Scott County, by delivering a range of individual, group, and family mental health services					
PROGRAM OBJECTIVES:					
1. To provide 2,600 hours of service.					
2. To keep cost per outpatient hour at or below \$135.30.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Applications for services		2,570	2,600	2,800	2,800
WORKLOAD					
1. Total hours		24,176	25,000	26,000	26,000
2. Hours adult		18,048	18,000	18,000	18,000
3. Hours children		6,128	7,000	8,000	8,000
4. New cases		2,339	2,500	2,600	2,600
5. Total cases		8,977	9,000	9,000	9,000
PRODUCTIVITY					
1. Cost per outpatient hour		\$130.16	\$135.06	\$135.30	\$135.30
EFFECTIVENESS					
1. Scott County as a percent of program costs		32%	35%	35%	35%
ANALYSIS:					
<p>Total FY04 appropriations for the total agency are increasing 3.7% over current budgeted levels. Non-salary costs are increasing 7% over current budgeted levels for the total agency. County funding is requested to increase .9% over current budgeted amounts for the total agency. However, the current budgeted level includes funding in the amount of \$170,000 which was reduced as a part of the FY03 budget reductions. The total agency funding recommendation is for a funding level of \$4,124,915, representing a 1.2% decrease from the budgeted level.</p> <p>It should be noted that all programs from this agency are a part of the MH/DD Special Services fund. Any recommendations for increases in funding are contingent upon the viability of the fund. This viability is in turn contingent on the availability of state funding and the possibility of reduction of current expenses through the addition of the Day Habilitation Services to the HCBS/ MR waiver which is projected to have an impact on the required funding on other programs in the Special Services fund.</p> <p>For this program, County funding is</p>		<p>recommended to increase 3% over the current adjusted budget. This is a reduction from the approved budget level since this is a program, which was reduced as a part of the mental health fund reductions. The approved budget level shows \$120,000 for a jail case management program, which was deleted when the final amounts were approved. The agency is requesting a 3% inflationary increase over the adjusted budget.</p> <p>The primary reasons for revenue changes from current budget levels are a projected increase in the services fee for the current year and a continued increase in FY04:</p> <p>The primary reasons for appropriation changes from current budget levels are an inflationary increase in the personnel services items.</p> <p>Although the agency expects to recruit additional psychiatrists in the upcoming year, these expenses and revenues are not shown in the current request. Additional psychiatrists are added to this program only when the revenue generated provides for the complete expenses.</p>		<p>Several PPB Indicators are highlighted as relate to the children's services. With the addition of the school-based programs, the agency is seeing an increase in the children served. The applications for services (D.1) total hours (W.1), children's hours (W.3) and new cases (W.4) are affected by this program. The school based services puts a mental health provider in certain area schools on a regular basis. This is done with the belief that the increased accessibility of services will reach children who would not otherwise receive mental health services, but are in need of them. The hours of children services (W.3) are expected to be increased by 31% over the FY02 actual and 14% over the FY03 projected level.</p> <p>The agency has requested an increase of 5% for this program. Funding is recommended at a 3% inflationary increase. Funding of \$1,220,718 is recommended.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Outpatient Services (51A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
M.D.	7.57	8.53	8.53	8.53	
PH.D.	2.80	2.80	2.80	2.80	
Therapist	13.58	14.85	14.85	14.85	
Administrative & Clerical	16.40	16.40	12.52	12.52	
TOTAL POSITIONS	40.35	42.58	38.70	38.70	
REVENUE SUMMARY:					
Service Fees	\$2,059,989	\$2,047,458	\$2,190,000	\$2,301,319	
Contributions	-	35,000	100,000	100,000	
Miscellaneous	25,461	25,000	25,000	26,250	
SUB-TOTAL REVENUES	\$2,085,450	\$2,107,458	\$2,315,000	\$2,427,569	
Scott County Contribution	1,020,349	1,305,163	1,185,163	1,244,421	1,220,718
Jail Programs Contingency	-	-	-	-	-
Total County Funding	1,020,349	1,305,163	1,185,163	1,244,421	1,220,718
TOTAL REVENUES	\$3,105,799	\$3,412,621	\$3,500,163	\$3,671,990	
APPROPRIATION SUMMARY:					
Personal Services	\$2,931,715	\$3,160,919	\$3,110,984	\$3,240,830	
Equipment	23,041	14,446	9,927	10,324	
Expenses	122,908	108,744	124,259	130,121	
Supplies	55,010	51,461	54,746	56,935	
Occupancy	70,198	76,557	76,554	79,618	
TOTAL APPROPRIATIONS	\$3,202,872	\$3,412,127	\$3,376,470	\$3,517,828	

SERVICE AREA: Mental Health Services		PROGRAM: Community Support Services (51B)			
ACTIVITY: Care of Mentally Ill		ORGANIZATION: Vera French Comm Mental Health Center			
PROGRAM MISSION: To support and enhance the ability of the serious and persistently mentally ill of Scott County to live in the community and improve the quality of their lives, by providing a broad range of psycho-social support services					
PROGRAM OBJECTIVES:					
1. To provide at least 90 referrals to the Frontier program.					
2. To provide 2760 total units of service.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Referrals to program - Frontier		61	90	90	90
WORKLOAD					
1. Active cases - Frontier		199	200	200	200
2. Referrals accepted - Frontier		61	90	90	90
3. Total cases YTD - Frontier		272	290	290	290
4. Average daily census - Frontier		73	70	70	70
5. Total units of service		2,748	2,760	2,760	2,760
PRODUCTIVITY					
2. Cost per unit of service		\$271	\$280	\$293	\$293
EFFECTIVENESS					
1. Scott County as a percent of program costs		38%	50%	51%	51%
ANALYSIS:					
<p>For this program, County funding is requested to increase 5% over current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels are an increase in ARO (Adult Rehabilitation) funding and a decrease in miscellaneous revenues. This program is able to access Medicaid funding through the ARO program, thus increasing the federal dollars available to this program. Scott County is responsible for paying the match to these federal dollars, approximately 37%.</p> <p>The primary reasons for appropriation changes from current budget levels are an increase in personnel services which includes an inflationary salary adjustment and attribution of additional administrative/clerical costs to this program as shown in the authorized positions information.</p> <p>The PPB Indicators are maintained in the FY04 request at the FY03 projected level. All indicators are relatively consistent with the FY02 actual with the exception of those related to referrals. (D.1), referral to the program and (W.2), referrals accepted are</p>			<p>projected at a level which is considerably higher than the FY02 experience. In all likelihood the FY02 experience will continue. This is an established program and movement into it has decreased over the years. Referrals will tend to be persons coming into the system.</p> <p>The agency has requested a 5% increase in Scott County contribution. Funding is recommended at a 3% inflationary increase. A funding level of \$403,964 is recommended.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Community Support Services (51B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Administrative & Clerical	5.84	4.84	5.17	5.17	
Community Support	15.13	13.13	12.35	12.35	
TOTAL POSITIONS	20.97	17.97	17.52	17.52	
REVENUE SUMMARY:					
Service Fees	\$225,222	\$0	\$0	\$0	
ARO	-	120,000	163,000	171,150	
United Way	7,897	7,897	7,897	8,292	
Miscellaneous	-	21,905	-	-	
Title XIX	166,390	220,000	171,707	183,587	
State Payment	38,966	-	-	-	
SUB-TOTAL REVENUE	\$438,475	\$369,802	\$342,604	\$363,029	
Scott County Contribution	301,195	392,198	392,198	411,808	403,964
Title XIX Matching Funds	58,115	-	-	-	-
TOTAL COUNTY CONTRIBUTION	359,310	392,198	392,198	411,808	403,964
TOTAL REVENUES	\$797,785	\$762,000	\$734,802	\$774,837	
APPROPRIATION SUMMARY:					
Personal Services	\$641,022	\$653,634	\$667,548	\$697,024	
Equipment	24,072	14,524	17,311	18,004	
Expenses	61,592	51,948	50,416	52,613	
Supplies	18,887	19,354	20,571	21,392	
Occupancy	17,583	22,346	18,530	19,307	
TOTAL APPROPRIATIONS	\$763,156	\$761,806	\$774,376	\$808,340	

SERVICE AREA: Mental Health Services		PROGRAM: Community Services (51C)			
ACTIVITY: Care of Mentally Ill		ORGANIZATION: Vera French Comm Mental Health Center			
PROGRAM MISSION: To provide consultation and education for contracted agencies in the community by: A) informing, educating and reviewing with the community information regarding mental illness/mental health issues; B) assessing and identifying those individuals in need of any of the components of mental health care; and C) linking/referring individuals to mental health services, making these services more accessible.					
PROGRAM OBJECTIVES:					
1. To provide 1096 total hours of service.					
2. To keep cost per hour at or below \$84.13.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Agency requests		48	35	35	35
WORKLOAD					
1. Hours - Jail		536	510	510	510
2. Hours - Juvenile Detention Center		8	12	12	12
3. Hours - Community Health Care		152	137	137	137
4. Hours - United Way agencies		187	125	125	125
5. Hours - other community organizations		307	312	312	312
PRODUCTIVITY					
1. Cost per hour		\$68.90	\$80.66	\$84.13	\$84.13
EFFECTIVENESS					
1. County subsidy as a percent of program costs		66%	63%	64%	64%
ANALYSIS:					
<p>For this program, County funding is requested to increase 5% over current budgeted amounts</p> <p>The primary reasons for revenue changes from current budget levels are a projected increase in contributions, which is shown with an increase for the current year and continued into FY04:</p> <p>The primary reasons for appropriation changes from current budget levels are due to an inflationary salary adjustment and the increase of administrative/clerical costs attributed to this program.</p> <p>The agency has maintained the demand and workload indicators at the FY03 projected levels in the FY04 request. These are also relatively consistent with the FY02 actual level.</p> <p>This program provides consultation services to the jail and the juvenile detention center. Services to these two programs are the primary goal of Scott County for this program. It also provides mental health services to Community Health Care and other community agencies.</p> <p>The agency has requested a 5% increase in Scott County funding. Funding is recommended at a 3% inflationary increase. A funding level of \$57,668</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Community Services (51C)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Therapist	0.92	0.92	0.82	0.82	
Administrative & Clerical	0.30	0.30	0.36	0.36	
TOTAL POSITIONS	1.22	1.22	1.18	1.18	
REVENUE SUMMARY:					
United Way	\$20,203	\$8,290	\$8,000	\$8,400	
Contribution	15,085	15,000	30,000	30,000	
Community Service Fees	2,330	3,605	1,800	1,890	
SUB-TOTAL REVENUES	\$37,618	\$26,895	\$39,800	\$40,290	
Scott County Contribution	53,835	55,988	55,988	58,787	57,668
TOTAL REVENUES	\$91,453	\$82,883	\$95,788	\$99,077	
APPROPRIATION SUMMARY:					
Personal Services	\$61,894	\$62,150	\$64,689	\$67,478	
Equipment	807	527	334	348	
Expenses	12,297	14,728	17,391	18,160	
Supplies	1,910	1,875	1,898	1,974	
Occupancy	3,759	4,153	4,092	4,255	
TOTAL APPROPRIATIONS	\$80,667	\$83,433	\$88,404	\$92,215	

SERVICE AREA: Mental Health Services		PROGRAM: Case Management (51D)		
ACTIVITY: Care of Mentally Ill		ORGANIZATION: Vera French Comm Mental Health Center		
PROGRAM MISSION: To serve as advocates for adult consumers with chronic mental illness who are eligible for Title XIX by coordinating, monitoring and referring appropriate services by developing an individual comprehensive plan, in order to maintain individuals in the least restrictive community-based setting.				
PROGRAM OBJECTIVES:				
1. To keep waiting list below 10.				
2. To move 10 placements to less restrictive settings.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Eligible population	400	400	400	400
2. Available service slots	242	240	240	240
3. Waiting list	-	10	10	10
WORKLOAD				
1. Number of clients served	307	300	300	300
2. Average monthly caseload	34	34	34	34
3. Number of client and client related contacts	10,799	12,000	12,000	12,000
4. Units of services billed	2,681	2,414	2,414	2,414
PRODUCTIVITY				
1. Monthly cost per client (unit rate)	\$224.79	\$261.93	\$273.66	\$273.66
EFFECTIVENESS				
1. Number of placements to more restrictive settings	18	30	30	30
2. Number of hospitalizations	115	145	145	145
3. Number of placements to less restrictive settings	13	20	20	20
ANALYSIS:				
<p>For this program County funding is requested to increase 3.2% over the budgeted amounts.</p> <p>This program provides the targeted case management services for persons with chronic mental illness. This is a Title XIX program in which the Medicaid Managed Care contractor is primarily responsible for the match to the federal Title XIX payment. However, there are certain categories of consumers who are not covered under the Medicaid managed Care contract. For these consumers Scott County is responsible to provide the match to the federal dollars. This match is requested as Title XIX Match with an increase of 3%. Scott County holds the provider number for the case management service with Medicaid and, therefore, all payment for the service passes through Scott County. This is shown as the Title XIX Pass-Thru and is requested to increase by 3.2% over the FY03 budget level.</p> <p>Appropriations are requested to increase at a 3.2% level from the FY03 level. This is primarily attributable to an increase in the expenses item which is related to addition expenses being included in the program</p>		<p>related to audit and professional services.</p> <p>All revenue to this program is through Title XIX with the previously explained pass-through and county match.</p> <p>This program can expect to experience changes in the upcoming year due to initiation of administrative rules relating to need for service, including a prior authorization provision. It is possible that the number of consumers served may be lowered if the definition of need is changed.</p> <p>Funding is requested at \$13,978 in Title XIX match and \$701,513 in Title XIX pass-through. Funding is recommended at the requested level for a total funding recommendation of \$715,491.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Case Management (51D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Administrative & Clerical	5.04	5.04	4.31	4.31	
Case Manager	8.08	9.08	9.04	9.04	
TOTAL POSITIONS	13.12	14.12	13.35	13.35	
REVENUE SUMMARY:					
Title XIX Match	\$9,934	\$13,571	\$13,931	\$13,978	
Title XIX Pass Through 100%	598,295	679,827	632,923	701,513	
SUB-TOTAL COUNTY CONTRIBUTION	\$608,229	\$693,398	\$646,854	\$715,491	
Less Match Included in 100% Pass Thru	9,934	13,571	13,931	13,978	13,978
TOTAL REVENUE	\$598,295	\$679,827	\$632,923	\$701,513	
APPROPRIATION SUMMARY:					
Personal Services	\$511,799	\$570,367	\$531,449	\$554,770	
Equipment	8,699	6,791	3,603	3,747	
Expenses	56,014	53,780	53,529	96,881	
Supplies	20,724	24,185	20,591	21,415	
Occupancy	21,944	24,704	23,751	24,700	
TOTAL APPROPRIATIONS	\$619,180	\$679,827	\$632,923	\$701,513	

SERVICE AREA: Mental Health Services	PROGRAM: Inpatient Services (51E)
ACTIVITY: Care of Mentally Ill	ORGANIZATION: Vera French Comm Mental Health Center

PROGRAM MISSION: To provide the services of a psychiatrist for Vera French patients and other identified Scott County patients hospitalized at Genesis West psychiatric units, who are unable to pay for these services, by insuring the availability of a psychiatrist through the Genesis psychiatric call schedule.

PROGRAM OBJECTIVES:

1. To handle _365 admissions.
2. To maintain length of stay at 5 days.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Estimated total admissions	365	365	365	365
WORKLOAD				
1. Center admissions	365	365	365	365
2. Patient days	1,994	2,000	2,000	2,000
3. Commitment hearings	170	150	150	150
PRODUCTIVITY				
1. Cost per day	\$32.72	\$33.93	\$35.62	\$35.62
2. Cost per admission	\$176.00	\$186.00	\$195.00	\$195.00
EFFECTIVENESS				
1. Length of stay per participant (day)	5	5	5	5
2. Scott County as a percent of program costs	100%	100%	100%	100%

ANALYSIS:

<p>For this program, County funding is requested to increase 5% over current budgeted amounts.</p> <p>The Scott County contribution is 100% of the revenue to this program. This program funds the psychiatric services to persons committed under the involuntary commitment provisions of the Iowa Code. The psychiatrists provide evaluation prior to hearing, testimony at hearing and treatment following hearing if continued inpatient services are ordered. It also provides for the psychiatric treatment services of persons who are approved for voluntary admission to Genesis. It allows for payment for psychiatric services provided to additional Vera French hospitalized patients if they do not have any third party coverage, up to the limitations of the appropriations. The appropriation is made to Vera French and is distributed to the psychiatric staff based on billings submitted. Since all of the psychiatrists who practice at Genesis are employees of the Center, this is the mechanism for payment of required services.</p> <p>This is shown in the agency budget as a complete expenditure for professional salaries</p>	<p>and the agency does not attribute any additional expenses to this budget.</p> <p>The primary reasons for appropriation changes from current budget levels are an increase in the professional salaries.</p> <p>The agency has requested an increase of 5% in this program. Funding is recommended at a 3% inflationary increase. A funding level of \$69,888 is recommended.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Inpatient Services (51E)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
M.D.	0.40	0.40	0.40	0.40	
TOTAL POSITIONS	0.40	0.40	0.40	0.40	
REVENUE SUMMARY:					
Scott County Contribution	\$65,242	\$67,852	\$67,852	\$71,245	\$69,888
TOTAL REVENUES	\$65,242	\$67,852	\$67,852	\$71,245	
APPROPRIATION SUMMARY:					
Personal Services	\$64,610	\$67,852	\$67,852	\$70,566	
TOTAL APPROPRIATIONS	\$64,610	\$67,852	\$67,852	\$70,566	

SERVICE AREA: Mental Health Services	PROGRAM: Residential (51F)
ACTIVITY: Care of Mentally Ill	ORGANIZATION: Vera French Comm Mental Health Center

PROGRAM MISSION: To provide multi-level residential treatment for those over 18 years of age with severe and persistent mental illness, by providing a structured therapeutic living situation and individualized treatment plans, formulated and directed by a multi-disciplinary treatment team, with the goal of achieving the highest level of functioning possible while improving quality of life.

PROGRAM OBJECTIVES:

1. To have 75% of patients improved at discharge.
2. To handle 32 admissions and 19,710 patient days.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Referrals	91	100	100	100
WORKLOAD				
1. Number of admissions	32	32	32	32
2. Total number of patient days	19,962	19,710	19,710	19,710
3. Total number of activities	18,797	18,700	18,710	18,710
4. Total units of psycho-social rehab/patient education service	38,988	39,100	39,100	39,100
PRODUCTIVITY				
1. Cost per patient day	\$114.89	\$118.83	\$125.49	\$125.49
EFFECTIVENESS				
1. Percentage of capacity	96%	95%	95%	95%
2. Percentage of patients improved at discharge	79%	75%	75%	75%
3. Percent of discharged clients transitioned/community support	71%	75%	75%	75%

ANALYSIS:

<p>For this program, County funding is requested to increase 5% over current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels are a projected increase in ARO (Adult Rehabilitation Option) funding. This is the Medicaid funding stream which was instituted last year. Scott County is responsible for the nonfederal match to this program of approximately 37%. The agency is projecting that miscellaneous revenue will decrease. This line item reflects revenues from placements by other counties or of state case consumers. This fluctuates from year to year given the openings for non-Scott County consumers which may occur.</p> <p>The agency is requesting appropriations increase at a 2.1% overall level for the program. The primary reasons for appropriation changes from current budget levels are an increase in the personnel services area of 3.7%.</p> <p>Several PPB Indicators are highlighted as follows: The agency has requested the FY04 demand and workload indicators at the</p>	<p>FY03 projected levels. These also remain relatively consistent with the FY02 actual levels experienced. Of note are the referrals (D.1) and admissions (W.1), which indicate that the number of referrals received remains high. However, the number of admissions is projected to be 32% of the referrals received. This is attributable to the high capacity which is maintained, shown in (E.1) percentage of capacity.</p> <p>This budget is presented showing the full request for residential funding as a Scott county contribution. However, a portion of this funding level will be used as the required nonfederal match to the ARO services. The addition of this funding source has allowed the reduction of the amount of county funding required for this program as can be seen in the previous years contributions. Also included in this budget is the funding requested for support of the cost of administration of the Vera French Housing Corporation. The agency is requesting a 5% increase in each of the contribution requests.</p> <p>Funding is recommended at a 3% inflationary increase. A funding level of</p>	<p>\$1,086,659 is recommended for the residential services (including any required Medicaid match) and at \$48,204 for the Housing Corp. support. A total funding level of 1,134,863 is recommended.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Residential (51F)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
M.D.	0.45	0.45	0.45	0.45	
Therapist	1.00	1.00	1.00	1.00	
R.N./L.P.N.	11.60	11.60	11.60	11.60	
Administrative & Clerical	3.60	3.60	3.60	3.60	
Supervisor	4.00	4.00	4.00	4.00	
Activity Therapist	4.00	4.00	4.00	4.00	
Mental Health Workers	13.60	13.60	13.60	13.60	
Other	7.60	7.60	7.60	7.60	
TOTAL POSITIONS	45.85	45.85	45.85	45.85	
REVENUE SUMMARY:					
Social Security SSDI	\$316,121	\$307,500	\$307,500	\$322,844	
ARO	614,897	620,782	688,075	722,479	
Contributions	15,069	-	-	-	
Miscellaneous	133,679	193,725	133,728	130,892	
SSA	153,289	140,000	143,532	138,522	
State Payment	61,883	57,662	57,660	54,130	
SUB-TOTAL REVENUES	\$1,294,938	\$1,319,669	\$1,330,495	\$1,368,867	
Scott County Contribution	1,543,895	1,055,009	1,055,009	1,107,759	1,086,659
Housing Corporation	45,000	46,800	46,800	49,140	48,204
TOTAL COUNTY CONTRIBUTION	\$1,588,895	\$1,101,809	\$1,101,809	\$1,156,899	\$1,134,863
TOTAL REVENUES	\$2,883,833	\$2,421,478	\$2,432,304	\$2,525,766	
APPROPRIATION SUMMARY:					
Personal Services	\$1,956,388	\$2,058,461	\$2,011,677	\$2,134,724	
Equipment	49,950	45,148	45,148	42,459	
Expenses	53,879	73,122	28,822	30,980	
Supplies	119,204	108,278	108,278	111,356	
Occupancy	130,308	136,469	148,191	153,826	
TOTAL APPROPRIATIONS	\$2,309,729	\$2,421,478	\$2,342,116	\$2,473,345	

SERVICE AREA: Mental Health Services		PROGRAM: Day Treatment Services (51G)			
ACTIVITY: Care of Mentally Ill		ORGANIZATION: Vera French Comm Mental Health Center			
PROGRAM MISSION: To reduce the reliance on hospital inpatient services for residents of the Quad-City area, including Scott County residents who qualify for financial assistance from Scott County, by providing intensive day programming services.					
PROGRAM OBJECTIVES:					
1. To provide 4500 days of treatment.					
2. To maintain length of stay at no more than 28 days.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Admissions		156	160	160	160
WORKLOAD					
1. Days of treatment		4,841	4,500	4,500	4,500
2. Cases closed		147	160	160	160
PRODUCTIVITY					
1. Cost per client day		\$94.31	\$110.05	\$114.82	\$114.82
EFFECTIVENESS					
1. Length of stay		31	28	28	28
2. Scott County as a percent of program costs		58%		54%	54%
ANALYSIS:					
<p>For this program, County funding is requested to increase 5% over current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels are an increase in service fees, which are related to increased Medicare funding to this program.</p> <p>Total appropriations are requested at a 21.5% increase. The primary reasons for appropriation changes from current budget levels are an increase in FTEs attached to this program including an increase in therapist time, activity therapist time, and an increased allocation of administrative and clerical time.</p> <p>Several PPB Indicators are highlighted as follows: The agency has decreased the days of treatment (W.1) by 7% from the FY03 actual. This is a level which is projected for the current year and is continued into the FY04 request. The number of cases closed is increased by 9% in the FY03 projected and continued at that level in the FY04 request. These indicators are congruent with the projected decrease in length of stay (E.1) which is reduced by 3 days in the FY03 projected and the FY04 request.</p>		<p>The agency has requested a 5% increase in county funding. Funding is recommended at a 3% inflationary increase. A funding level of \$274,758 is recommended.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Day Treatment Services (51G)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
M.D.	0.10	0.10	0.10	0.10	
PH.D.	0.25	0.25	0.25	0.25	
Therapist	1.25	1.25	1.75	1.75	
R.N./L.P.N.	1.00	1.00	1.00	1.00	
Administrative & Clerical	3.12	3.12	3.36	3.36	
Supervisor	1.00	1.00	1.00	1.00	
Activity Therapist	0.78	0.78	1.00	1.00	
TOTAL POSITIONS	7.50	7.50	8.46	8.46	
REVENUE SUMMARY:					
Service Fees	\$163,332	\$108,877	\$165,000	\$173,250	
Title XIX	43,000	50,000	46,000	48,300	
SUB-TOTAL REVENUES	\$206,332	\$158,877	\$211,000	\$221,550	
Scott County Contribution	270,092	266,755	266,755	280,093	274,758
Vocational Rehab Pass-thru	12,829	-	-	-	-
TOTAL COUNTY CONTRIBUTION	\$282,921	\$266,755	\$266,755	\$280,093	\$274,758
TOTAL REVENUES	\$489,253	\$425,632	\$477,755	\$501,643	
APPROPRIATION SUMMARY:					
Personal Services	\$381,639	\$347,492	\$409,295	\$427,002	
Equipment	5,415	3,080	2,243	2,333	
Expenses	34,493	29,887	37,357	39,134	
Supplies	12,893	10,967	12,810	13,323	
Occupancy	30,759	33,682	33,534	34,876	
TOTAL APPROPRIATIONS	\$465,199	\$425,108	\$495,239	\$516,668	

SERVICE AREA: Mental Health Services		PROGRAM: Case Monitoring (51H)			
ACTIVITY: Care of Mentally Ill		ORGANIZATION: Vera French Comm Mental Health Center			
PROGRAM MISSION: To serve as advocates for adult consumers with chronic mental illness who are not eligible for Title XIX by assessing specific needs, planning for services, assisting consumers to access services and to monitor the effectiveness and appropriateness of services, in order to maintain the individual in the least restrictive community-based setting.					
PROGRAM OBJECTIVES:					
1. To provide 1680_____ units of service.					
2. To keep waiting list at zero.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Eligible population		250	250	250	250
2. Available service slots		140	140	140	140
3. Waiting list		-			
WORKLOAD					
1. Number of clients served		187	180	180	180
2. Number of client and client related contacts		5,841	6,500	6,500	6,500
3. Units of service		1,528	1,680	1,680	1,680
PRODUCTIVITY					
1. Monthly cost per service slot (unit rate)		\$84.10	\$80.31	\$83.85	\$83.85
EFFECTIVENESS					
1. Number of placements in more restrictive settings		7	18	18	18
2. Number of hospitalizations		25	40	40	40
3. Number of placements in less restrictive settings		4	12	12	12
4. Title XIX applications		14	12	12	12
5. Title XIX applications approved		11	15	15	15
ANALYSIS:					
<p>For this program, County funding is requested to increase 5% over current budgeted amounts.</p> <p>This program provides case management type services to persons who do not have Medicaid (Title XIX) and therefore are not eligible for the targeted case management program provided by the agency. This program maintains a higher caseload than the targeted case management program and does not have the extensive paperwork requirements of that program.</p> <p>All revenue to this program is from Scott County. No outside revenue is available.</p> <p>Appropriations are requested with a 3.9% increase. This is primarily attributable to an increase in the cost of personal services. Personal services changes include a slight reduction in the attributed administrative and clerical costs and a slight increase in the case monitor (direct care workers).</p> <p>Several PPB Indicators are highlighted as follows: In general the agency has continued the FY04 requested demand and workload indicators at the FY03 projected levels. These levels are also reasonable</p> <p>consistent with the FY02 actual levels. The agency has increased the number of client contacts (W.2) by 11% over the FY02 actual and the units of service (W.3) by 10%.</p> <p>The agency is requesting a 5% increase in Scott County funding to this program. Funding is recommended at a 3% inflationary increase. A funding level of \$139,855 is recommended.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Case Monitoring (51H)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Administrative & Clerical	1.17	1.17	0.88	0.88	
Supervisor	0.10	0.10	0.10	0.10	
Case Monitor	2.06	2.06	2.18	2.18	
TOTAL POSITIONS	3.33	3.33	3.16	3.16	
REVENUE SUMMARY:					
Scott County Contribution	\$135,782	\$135,782	\$135,782	\$142,571	\$139,855
TOTAL REVENUES	\$135,782	\$135,782	\$135,782	\$142,571	
APPROPRIATION SUMMARY:					
Personal Services	\$109,394	\$113,904	\$113,481	\$118,504	
Equipment	2,074	1,474	859	893	
Expenses	11,438	10,224	10,996	11,505	
Supplies	4,966	5,252	4,933	5,131	
Occupancy	4,306	4,758	4,646	4,831	
TOTAL APPROPRIATIONS	\$132,178	\$135,612	\$134,915	\$140,864	

SERVICE AREA: Mental Health Services	PROGRAM: Employment Services (511)
ACTIVITY: Care of Mentally Ill	ORGANIZATION: Vera French Comm Mental Health Center

PROGRAM MISSION:

To assist individuals with serious mental illness achieve successful employment outcomes through employment skill training, vocational counseling, advocacy and support.

PROGRAM OBJECTIVES:

1. To provide services to 75 individuals.
2. To keep waiting list to no more than 10.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
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DEMAND

1. Referrals to Job Link Program	119	75	75	75
2. Waiting List	6	10	10	10

WORKLOAD

1. # of clients served Year to Date	119	75	75	75
2. Units of service billed Year to Date	718	720	720	720

PRODUCTIVITY

1. Cost per client served	\$2,964.00	\$4,198.00	\$4,381.00	\$4,381.00
2. Cost per unit of service	\$491.00	\$437.00	\$456.00	456
3. Units provided as a % of capacity	100%	100%	100%	100%

EFFECTIVENESS

1. % of clients obtaining employment	20	20	20	20%
2. % of clients maintaining employment for 90 days	12	12	12	12
3. % of clients maintaining employment six months or more	10	10	10	10

ANALYSIS:

For this program, County funding is requested to decrease 38.9% from current budgeted amounts. However, it should be noted that this is a program which was impacted by the budget reduction plan for FY03. This program was reduced by \$50,000 from the original budget level in the adjusted budget.

This program is eligible for reimbursement through the ARO (adult rehabilitation option) Medicaid funding. However, the agency has significantly reduced the level of expected revenue from this source based on the experience to date. Although the agency is attributing additional miscellaneous revenue to this program for the FY04 period, the overall mix results in a reduction in outside revenue.

The agency is requesting appropriations at a 7.3% decrease from the FY03 budgeted level. This is primarily attributable to a decrease in the allocation of overhead (administrative/clerical FTEs) to the program, resulting in a 10.8% decrease in the personal services area.

Several PPB Indicators are highlighted

as follows: The agency has presented the FY04 requested level for indicators at the FY03 projected levels. In general, these levels are consistent with the FY02 actual

This program budget is presented with all requested funding as Scott County contribution. However, this program will be billing ARO which requires Scott County to pay the nonfederal share in match for such billings. This is approximately 37% of the billing. Funding to meet this requirement is a part of the Scott County contribution funding level.

Additionally, this program participates in a funding of services through the Vocational Rehabilitation Dept. This grant payment passes through the Scott County budget for payment to the agency and is shown as continuing at the level of \$36,000. This funding also requires a county match of 26%. Funding to meet this requirement is a part of the Scott County contribution funding level.

Funding is recommended at a 3% inflationary increase over the adjusted budget level. A funding level of \$71,710 is recommended to include all required ARO

match and Vocational Rehabilitation match. Funding for Vocational Rehabilitation Passthrough is recommended at \$36,000, contingent on the continued availability of this grant funding. A total funding level of \$107,710 is recommended.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Employment Services (51)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Administrative & Clerical	3.00	3.00	2.10	2.10	
Case Manager	6.00	6.00	5.00	5.00	
TOTAL POSITIONS	9.00	9.00	7.10	7.10	
REVENUE SUMMARY:					
Service Fees	\$92,215	\$0	\$0	\$0	
ARO	-	90,204	25,000	26,250	
United Way	5,700	5,700	5,985	6,284	
Miscellaneous	28,055	18,000	102,000	107,100	
Title XIX	-	50,000	-	-	
State Payment	34,865	34,865	34,627	34,627	
SUB-TOTAL REVENUES	\$160,835	\$198,769	\$167,612	\$174,261	
Scott County Contribution	-	119,621	69,621	73,102	71,710
Voc Rehab Pass Through	-	36,000	36,000	36,000	36,000
TOTAL COUNTY CONTRIBUTION	-	155,621	105,621	109,102	107,710
TOTAL REVENUES	\$160,835	\$318,390	\$237,233	\$247,363	
APPROPRIATION SUMMARY:					
Personal Services	\$318,740	\$321,282	\$274,431	\$286,529	
Equipment	11,796	7,571	8,086	8,410	
Expenses	28,509	15,857	21,958	22,870	
Supplies	891	1,248	1,085	1,127	
Occupancy	9,189	8,432	9,291	9,663	
TOTAL APPROPRIATIONS	\$369,125	\$354,390	\$314,851	\$328,599	



**SOCIAL SERVICES
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SERVICE AREA: Social Services		PROGRAM: Community Services Administration (17A)			
ACTIVITY: Services to Poor		ORGANIZATION: Community Services			
PROGRAM MISSION: To provide administration of the department, including administration of the Scott County Management Plan for MH/DD Services, the Veteran Services program, the General Relief program, the Substance Abuse programs, and other social services and institutions.					
PROGRAM OBJECTIVES:					
1. To maintain administrative costs at 2% or less of department budget					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Authorized personnel (FTE's)		13.25	13.50	13.50	13.50
2. Liaison activities requested		228	230	230	230
3. Appeals/reviews requested		4	4	4	4
4. Number of authorized agencies		5	5	5	5
5. Total departmental budget		\$6,770,257	\$7,030,100	\$7,260,833	\$7,260,833
WORKLOAD					
1. Percent of time spent on administration		45%	45%	45%	45%
2. Percent of time spent on program management		25%	25%	25%	25%
3. Percent of time spent on special projects		15%	15%	15%	15%
4. Percent of time spent on authorized agencies		15%	15%	15%	15%
PRODUCTIVITY					
1. Administration cost as a percent of departmental budget		0.30%	1.50%	1.50%	1.50%
EFFECTIVENESS					
1. Program performance budget objectives accomplished		83%	75%	75%	75
ANALYSIS:					
<p>Total FY04 appropriations for the total department are requested at a level which is 2.4% over the current budget level. Non-salary costs are requested at a 1.8% increase from current budgeted levels for the total department. Revenues are requested at a 4.5% decrease from the current budgeted amounts for the total department.</p> <p>Organizational change requests for the department are as follows: A request to review and upgrade the Office Manager position has been submitted. Following a review by the Human Resources Department and the Hay Committee, the upgrade to the Office Manager Position is recommended.</p> <p>There are no outside revenues attributed to this program. For this program, non-salary costs are requested at a level which is 19.6% below the current budget level.</p> <p>The primary reasons for appropriation changes in this program from current budget levels are a decrease in the travel line item to be more in line with expenditures for the previous year. However, following submission of the budget, the Director has been appointed to a Core Fiscal Work Group of the MH/DD</p>		<p>Commission, which will require travel to Des Moines twice a month during the upcoming year. This line item may be low given the possibility of the increased travel.</p> <p>Budget issues identified for further Board review during the budget process for the Community Services Dept. are as follows: 1. Increased costs of burial due to grave liners; 2. Purchase of additional graves; 3. MH/DD Fund viability; 4. Out of County Placements; 5. ICF-MR Placements; 6. Institutional Placements; 7. Commitment Costs; 8. HCBS Costs.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Community Services Admin (17A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
725-A Community Services Director	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00
APPROPRIATION SUMMARY:					
Personal Services	\$14,651	\$93,062	\$93,774	\$97,261	\$97,261
Expenses	4,251	5,990	4,950	4,750	4,750
Supplies	321	350	350	350	350
TOTAL APPROPRIATIONS	\$19,223	\$99,402	\$99,074	\$102,361	\$102,361

SERVICE AREA: Social Services	PROGRAM: General Assist/Other Social Services (17B)
ACTIVITY: Services to Poor	ORGANIZATION: Community Services

PROGRAM MISSION: To provide financial assistance in meeting basic needs to Scott County residents.

PROGRAM OBJECTIVES:

1. To provide 1,000 community referrals
2. To conduct 6,500 or more client interviews

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Applications for assistance	6,506	7,200	7,200	7,200
2. Population below 100% of poverty	17,914	17,914	17,914	17,914
WORKLOAD				
1. Applications approved	2,750	3,025	3,025	3,025
2. Referrals issued	1,175	1,000	1,000	1,000
3. Interviews conducted	6,009	6,625	6,625	6,625
4. Clients in work program	272	300	300	300
5. Total client hours worked	11,082	12,000	12,000	300
PRODUCTIVITY				
1. Average assistance granted	\$137.89	\$142.03	\$143.68	\$143.68

EFFECTIVENESS				
1. Percent of applications approved	42%	42%	42%	42%

ANALYSIS:

For this program, non-salary costs are requested to increase 7.7% over current budgeted amounts.

The primary reasons for revenue changes from current budget levels are increases in the refunds and reimbursements to bring the requested level into line with the past two years experience.

The primary reasons for appropriation changes from current budget levels are a requested increase in the rental line item due to the increased cost experienced during the first quarter. This line item is requested to increase by 16.6%. It should be noted that the increases have been occurring over several years and appear that they will continue in the upcoming year.

Several PPB Indicators are highlighted as follows: Applications (D1) and Applications Approved (W1) are increased in the FY03 projected and continued at that level in the FY04 requested. The projected increase is consistent with the first quarter experience.

This program also provides for burial costs for Scott County residents. This budget is presented with no increase over the current budget level. It should be noted, however, that this is a line item which is extremely variable from year to year. It should also be noted that the County owned graves at Fairmont will be filled by the end of the current year. These graves have been able to be used without grave liners. However, that cemetery is indicating that they will not have any additional graves which can be purchased to use without liners. The previous purchase had found only this cemetery willing to supply such graves. It should be expected that any future County owned graves will require grave liners. It is expected that this will add a minimum of \$300 in cost to each burial. Fairmont Cemetery is requesting a slight increase in the payment for opening and closing. Because of the variability of the use of the burial line item, these increased costs have not been included. However, all of these issues should be considered by the Board during budget discussions.

A funding level of \$797,748 is requested. Funding is recommended at the requested level.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: General Assist/Other Services (17B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
430-A Case Aide Supervisor	1.00	1.00	1.00	1.00	1.00
298-A Veteran's Affairs Dir/Case Aide	-	0.10	0.10	0.10	0.10
271-A Veteran's Affairs Dir/Case Aide	0.30	-	-	-	-
271-C Office Manager	-	-	-	0.90	0.90
252-C Case Aide	3.00	3.00	3.00	3.00	3.00
233-C Office Manager	0.90	0.90	0.90	-	-
162-C Clerk III/Secretary	0.90	0.90	0.90	0.90	0.90
141-C Clerk II/Receptionist	1.40	1.40	1.40	1.40	1.40
TOTAL POSITIONS	7.50	7.30	7.30	7.30	7.30
REVENUE SUMMARY:					
Fees and Charges	\$2,419	\$2,000	\$2,500	\$2,500	\$2,500
Miscellaneous	65,797	40,000	50,000	50,000	50,000
TOTAL REVENUES	\$68,216	\$42,000	\$52,500	\$52,500	\$52,500
APPROPRIATION SUMMARY:					
Personal Services	\$182,761	\$329,352	\$330,712	\$354,279	\$354,279
Equipment	1,382	1,500	-	-	-
Expenses	413,181	406,425	434,467	439,967	439,967
Supplies	2,505	4,000	3,500	3,500	3,500
TOTAL APPROPRIATIONS	\$599,829	\$741,277	\$768,679	\$797,746	\$797,746

SERVICE AREA: Social Services		PROGRAM: Veteran Services (17D)		
ACTIVITY: Services to Military Veterans		ORGANIZATION: Community Services		
PROGRAM MISSION: To provide financial assistance in meeting basic needs to Scott County war time veterans and their families and provide technical assistance in applying for federal veterans benefits.				
PROGRAM OBJECTIVES:				
1. To provide 275 or more welfare interviews				
2. To provides 575 or more veteran service interviews				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Eligible population	16,818	16,818	16,818	16,818
2. Requests for veteran services	682	700	700	700
3. Estimated population below poverty	2,008	2,008	2,008	2,008
4. Applications for welfare assistance	352	275	275	275
WORKLOAD				
1. Welfare assistance interviews	345	275	275	275
2. Number of welfare cases assisted	176	137	137	137
3. Veterans services interviews	570	600	600	600
PRODUCTIVITY				
1. Cost/per case assisted	\$562.62	\$768.11	\$852.27	\$852.27
EFFECTIVENESS				
1. Percent of welfare requests assisted	51%	50%	50%	50%
3. Total amount approved for compensations and pensions	248,468	175,000	175,000	175,000
ANALYSIS:				
<p>For this program, non-salary costs are requested at a level which is 12.8% below the current budgeted amounts.</p> <p>No revenue changes are shown in the FY04 requested levels.</p> <p>The primary reasons for appropriation changes from current budget levels are a decrease in the costs of the burial services to be more in line with the previous year's experience. It should be noted, however, that this is an extremely variable program and the Veterans Program has been seeing a number of burials for World War II veterans and Korean War veterans, due to the aging of these servicemen.</p> <p>PPB indicators are generally continued in the FY04 requested at the FY03 projected levels. These are also reasonably consistent with the FY02 experience.</p> <p>A funding level of \$116,761 is requested. Funding is recommended at the requested level.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Veteran Services (17D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
298-A Veteran's Affairs Director	-	0.90	0.90	0.90	0.90
271-A Veteran's Affairs Director	0.70	-	-	-	-
TOTAL POSITIONS	0.70	0.90	0.90	0.90	0.90
REVENUE SUMMARY:					
Miscellaneous	\$2,661	\$2,500	\$2,500	\$2,500	\$2,500
TOTAL REVENUES	\$2,661	\$2,500	\$2,500	\$2,500	\$2,500
APPROPRIATION SUMMARY:					
Personal Services	\$34,026	\$46,864	\$37,421	\$48,951	\$48,951
Equipment	-	500	-	-	-
Expenses	64,746	75,725	66,560	66,560	66,560
Supplies	791	1,500	1,250	1,250	1,250
TOTAL APPROPRIATIONS	\$99,563	\$124,589	\$105,231	\$116,761	\$116,761

SERVICE AREA: Social Services		PROGRAM: Administrative Support (21A)			
ACTIVITY: Services to Poor		ORGANIZATION: Human Services			
PROGRAM MISSION: The Iowa Department of Human Services is a public expression of Iowa's desire for a stronger community. Working cooperatively with others, the Department of Human Services meets the unique needs of individuals who are experiencing personal, economic, social or health problems. The primary responsibility of the Department is to help and empower individuals and families to become increasingly self-sufficient and productive and strive to improve the well being of all the people of the State of Iowa.					
PROGRAM OBJECTIVES:					
1. To process FIP/Medical applications within 30 days at 98.6%.					
2. To process Food Stamp applications within 30 days at 98.7%.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Authorized personnel (FTE's)		118	108	108	108
2. Services intake and ongoing cases		2,534	2,368	2,451	2,451
3. Income maintenance, intake and ongoing cases		11,979	12,022	12,484	12,484
WORKLOAD					
1. Service intake and ongoing cases served		2,534	2,368	2,451	2,451
2. Income maintenance, intake and ongoing cases		11,979	12,022	12,484	12,484
PRODUCTIVITY					
1. Average time spent per case per month (hours)		1.00	0.97	0.96	0.96
2. Average County cost per case per month		\$0.40	\$0.39	\$0.39	\$0.39
EFFECTIVENESS					
1. Percent of FIP applications processed within 30 days		97.90%	98.40%	98.60%	98.60%
2. Percent of food stamp applications processed within 30 days		98.50%	98.70%	98.70%	98.70%
ANALYSIS:					
<p>Total FY04 appropriations for the total department are requested to increase 9.7% over current budgeted levels. The Dept. of Human Services budget includes two programs: Administration and Case Management.</p> <p>This program relates to the administrative budget which provides for the supplies and equipment to the local office. This budget is presented with a requested 9.7% increase. The primary reasons for appropriation changes from current budget levels are: printers are now being maintained and replaced locally rather than as previously handled through the Regional Office. A maintenance contract has been added for an additional copier, not purchased by the County. DHS is also requesting new modular furniture for the last two offices currently using old leftover furniture. These two offices belong to managers.</p> <p>The agency has also indicated that they have included additional in the budget for a high-end copier which they may need to purchase.</p> <p>Several PPB Indicators are highlighted</p>			<p>as follows: service cases (W1) appear to be holding somewhat steady. IM cases (W2) continue to grow steadily due to outside economic factors beyond our control.</p> <p>The Dept. has indicated that the increase in maintenance costs is the highest priority request. This increased cost is included in the administrative recommendation. The requests for additional equipment and furniture are being referred to Facility & Support services. The request for equipment is reduced to the FY02 budget level in the recommendation. Funding is recommended at a level of \$65,076 for the department.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Administrative Support (21A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
REVENUE SUMMARY:					
Intergovernmental	\$15,942	\$20,075	\$20,075	\$20,075	\$20,075
TOTAL REVENUES	\$15,942	\$20,075	\$20,075	\$20,075	\$20,075
APPROPRIATION SUMMARY:					
Equipment	\$258	\$3,000	\$3,000	\$11,850	\$3,000
Expenses	17,463	24,190	18,003	20,252	20,252
Supplies	38,100	40,226	39,523	41,824	41,824
TOTAL APPROPRIATIONS	\$55,821	\$67,416	\$60,526	\$73,926	\$65,076

SERVICE AREA: Social Services		PROGRAM: Outreach to Older Persons (39A)			
ACTIVITY: Services to Older Adults		ORGANIZATION: Center for Active Seniors, Inc.			
PROGRAM MISSION: Assist County residents 60 yrs & older in maintaining indep living: A) Provide info & referrals to comm resources, services, & programs based on needs of older adult & caregivers/families. B) Provide asst with completing applications/forms to access eligible benefits. C) Monitor serv & ongoing support to older adult & caregiver. D) Complete a comprehensive health & financial assessment to deter the indiv & changing needs of frail elderly thru Case Mgt prog. E) Provide info on prog & serv for older adult & caregivers thru various channels of communication.					
PROGRAM OBJECTIVES:					
1. Increase number of collateral and client contacts by 10%					
2. Service 160 clients in our Case Management Program					
3. Service 200 clients per caseworker in our Outreach Program					
4. Increase number of group presentations by 10%. 5. Keep costs per contact under \$24.00					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Referrals to program		1,342	1,450	1,476	1,476
WORKLOAD					
1. Contacts - individual client		7,657	8,250	8,422	8,422
2. Group Presentations		97	75	107	107
3. Collateral contacts		10,693	11,500	11,762	11,762
4. Unduplicated number of persons served on individual basis		1,342	1,476	1,476	1,476
5. Unduplicated number of persons served in Central City		205	225	225	225
PRODUCTIVITY					
1. Cost per contact		\$21.31	\$22.60	\$23.26	\$23.26
EFFECTIVENESS					
1. Number of persons served in Outreach per Caseworker		179	227	200	200
2. Contacts per individual person served		13.7	11.6	11.9	11.9
3. Staff costs as a percent of program costs		78%	76%	77%	77%
4. Number of clients served in Case Management Program (New category - no previous budget)				160	160
ANALYSIS:					
<p>Total FY04 appropriations for the total agency are increasing 7.1% over current budgeted levels. County funding is requested to decrease by 1.2% from the current budgeted amounts for the total agency.</p> <p>However, it should be noted that this agency does have included in budget a specific short-term allocation approved by the Board of Supervisors during FY03. This funding is to assist the agency in the costs of hiring a fiscal position. The agency has filled this position. This short-term allocation is available to the agency in the amount of \$35,000 for FY03 and reduced to FY04 to \$25,000. This is funding for a two year period only, approved with the understanding from the agency that they will be able to develop other revenues sufficient to fund the position.</p> <p>Therefore, in reviewing the budget the short term funding is shown as a Contingency in each of the program budgets. The previously established decrease in this item is what results in the overall decrease of funding. The normal Scott County funding for operations of programs is included as Scott County Contribution. This is requested to</p>		<p>increase by 3.8%. It should also be remembered that the level of increase is controlled by contract for the various programs. The recommendation is for total agency funding at a level of \$204,179 for Scott County contribution and \$25,000 in continued contingency.</p> <p>For this program, County funding is requested to increase 5% over current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels are slight increases and decreases across various funding sources. Overall other revenue is shown at a requested level of 9.6% increase.</p> <p>The primary reasons for appropriation changes from current budget levels are increases in personal services costs. Overall appropriations are requested at an 11.1% increase over the budgeted level. Personal services are requested to increase by 13.1% over the budget level. The personal services increase is attributed to the cost of living increase of 3%, an increase in caseworker base pay level, and additional part-time clerical help added to this program.</p>		<p>Several PPB Indicators are highlighted as follows: The FY04 requested levels are generally consistent with the FY03 projected levels and the FY02 actual levels. The agency has added an additional effectiveness indicator (E.4) relating to the number of clients served in the Case Management program.</p> <p>The agency has requested a 5% increase in county funding and has included the previously approved contingency funding at the \$25,000 level. Funding is recommended at a 3% inflationary increase in the county contribution resulting in a funding level of \$97,309 and continuation of the contingency funding at \$9,000. A total funding level of \$106,309 if recommended.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Outreach to Older Persons (39A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President/CEO	0.36	0.36	0.36	0.36	
Vice President/Resource Development	0.36	0.36	0.36	0.36	
Budget Manager	0.36	0.36	0.36	0.36	
Accounting Coordinator	0.36	0.36	0.36	0.36	
Administrative Coordinator	0.36	0.36	0.36	0.36	
Receptionist	0.36	0.36	0.36	0.36	
Janitor	0.61	0.61	0.61	0.61	
Social Services Coordinator	1.00	1.00	1.00	1.00	
Caseworkers	7.50	7.50	7.50	7.50	
TOTAL POSITIONS	11.27	11.27	11.27	11.27	
REVENUE SUMMARY:					
Pledge Revenue	\$0	\$14,400	\$14,400	\$14,400	
Elder Care	14,676	16,995	11,716	12,419	
Title III B	32,145	30,900	35,150	37,150	
Transfers	10,444	-	-	-	
Title V	7,131	6,000	6,000	5,900	
LTCIS	12,450	13,000	13,000	13,000	
United Way	68,609	75,372	74,372	72,393	
Contributions	5,688	12,600	12,600	12,600	
Activities	26,298	32,940	32,940	34,200	
Miscellaneous	2,766	2,160	2,880	3,420	
Interest	683	10,800	900	1,620	
CDBG	63,072	79,177	70,000	82,355	
Rent Revenue	7,444	6,930	8,100	9,000	
Project Income	633	760	760	773	
Supplemental Grants	1,440	-	10,000	15,000	
Knouse Grant	540	-	-	-	
GRB Community Foundation	7,752	-	-	5,000	
Scott County Regional Authority	10,530	7,500	16,700	17,000	
Riverboat Development Authority	-	5,000	5,000	5,000	
Bingo	-	15,817	20,817	20,817	
SUB-TOTAL REVENUES	\$272,301	\$315,951	\$320,935	\$347,647	
Scott County Contribution	91,723	94,475	94,475	99,198	97,309
Contingency	-	-	12,600	9,000	9,000
TOTAL COUNTY CONTRIBUTION	\$91,723	\$94,475	\$107,075	\$108,198	\$106,309
TOTAL REVENUES	\$364,024	\$410,426	\$428,010	\$455,845	
APPROPRIATION SERVICES					
Personal Services	\$303,861	\$322,789	\$338,333	\$365,007	
Equipment	216	180	180	187	
Expenses	77,167	81,365	72,673	79,753	
Supplies	4,748	14,102	14,103	20,383	
Occupancy	5,690	6,390	6,030	6,466	
TOTAL APPROPRIATIONS	\$391,682	\$424,826	\$431,319	\$471,796	

SERVICE AREA: Social Services		PROGRAM: Transportation for Older Persons (39B)			
ACTIVITY: Services to Older Adults		ORGANIZATION: Center for Active Seniors, Inc.			
PROGRAM MISSION: To enhance quality of life for the elderly and disabled by providing safe, dependable and cost effective transportation services. We will be responsive to client's needs, strive to maintain strong business relationships with our client groups, and preserve financial stability by establishing equitable agreements and applying efficient cost-control practices.					
PROGRAM OBJECTIVES:					
1. To maintain rural ridership at 3,000.					
2. To keep cost per ride to below \$1.18					
3. To provide 32,000 rides (all areas).					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Requests		31,398	34,000	32,500	32,500
WORKLOAD					
1. Passengers transported/rural		2,985	5,500	3,000	3,000
2. Passengers transported/all areas		31,043	33,500	32,000	32,000
3. Enhanced services		1,705	1,700	1,700	1,700
PRODUCTIVITY					
1. Cost per client transported/all areas		\$1.04	\$1.15	\$1.18	\$1.18
EFFECTIVENESS					
1. Percent change in clients transported/all areas		-14.70%	7.40%	-4.50%	(5)
ANALYSIS:					
<p>For this program, County funding is requested to increase 3% over current budgeted amounts.</p> <p>This program is a passthrough of funding to the Great River Bend Transit provider through contracts that CASI holds. They contract with the City of Davenport, the City of Bettendorf and directly with Great River Bend. All of the funds received through this program funding are dispersed through these contracts. No administrative charges are included in his budget. The funding to Davenport and Bettendorf is then included in the contracts that those cities have with Great River Bend.</p> <p>Several PPB Indicators are highlighted as follows: The requests (D1) which shows an increase in the FY03 projected of 8% over the FY02 actual level. The FY04 requested level is more in line with the FY02 actual experience. These changes are also evident in the workload indicators (W1 & W2) passengers transported in rural area and passengers transported in all area. The agency indicates that these differences in levels of service are related to large group trips which have occurred in the first half of</p>			<p>FY03. They expect the FY04 experience to return to the normal level.</p> <p>Funding is requested at a 3% increase. Funding is recommended at the requested level of \$39,808.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Transportation/Older Persons (39B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
REVENUE SUMMARY:					
Scott County Contribution	\$37,751	\$38,649	\$38,649	\$39,808	\$39,808
TOTAL REVENUES	\$37,751	\$38,649	\$38,649	\$39,808	
APPROPRIATION SUMMARY:					
Expenses	\$37,158	\$38,649	\$38,649	\$39,808	
TOTAL APPROPRIATIONS	\$37,158	\$38,649	\$38,649	\$39,808	

SERVICE AREA: Social Services	PROGRAM: Day Care for Older Persons (39C)
ACTIVITY: Service to Older Adults	ORGANIZATION: Center for Active Seniors, Inc.

PROGRAM MISSION: To provide supportive services to frail elderly Scott County residents who are at risk of institutionalization. To assist them and caregivers in maintaining an independent lifestyle as long as possible, by providing a range of services in a Day Care setting from 7:00 a.m. to 4: 30 p.m., Monday through Friday.

PROGRAM OBJECTIVES:

1. Maintain admissions at 55 per day.
2. Maintain hours at 55,000 per year.
3. Keep costs at or below \$8.00 per hour.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
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DEMAND				
1. Admissions	55	65	55	55
2. Program capacity	55	55	45	45

WORKLOAD				
1. Clients - unduplicated	128	150	125	125
2. Client hours	61,229	64,000	55,000	55,000
3. Number of volunteers - unduplicated (new category - no previous budget)			22	22

PRODUCTIVITY				
1. Cost per client hour	\$6.41	\$5.52	\$7.71	\$7.71

EFFECTIVENESS				
1. Volunteer hours in day center	4,622	3,800	3800	3800%
2. County contribution as a percent of program costs	4%	4%	5%	5

ANALYSIS:

<p>For this program, County funding is requested to increase 0% over current budgeted amounts for program operations. The agency is showing a portion of the previously approved short-term contingency funding in this program. It is the inclusion of this funding which creates the 63% increase shown in the change from the budget level.</p> <p>Contractual obligations preclude increases in the county funding for general operations. This program funding has been frozen at the FY01 funding level and no increased requests are considered.</p> <p>The agency is showing revenue increases to this program with a 5.3% increase. The primary reasons for revenue changes from current budget levels are increases in veteran's administration funding to this program. :</p> <p>Total appropriations are shown with a 12.4% increase. The primary reasons for appropriation changes from current budget levels are increase in personal services costs and increased occupancy costs.</p> <p>The agency indicates that admissions and program capacity are being adjusted</p>	<p>down: This is due to the fact that at the present time in Iowa there are indications that CARF accrediting body will possibly be selected to be the oversight mechanism for the State of Iowa. One of the requirements is that adult day services provide from 60-80 sq. ft per participant. CASI is evaluating space requirements to accommodate participants within a reasonable amount of space currently available. This, in turn, would decrease the number of client hours per year.</p> <p>The agency is requesting a continuation of the FY03 budget level funding for county contribution at \$14,286 and the previously approved contingency funding at \$9000, for a total request of \$23,286. Funding is recommended at the requested level.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Day Care/Older Persons (39C)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President/CEO	0.36	0.36	0.36	0.36	
Vice President/Resource Development	0.36	0.36	0.36	0.36	
Budget Manager	-	0.36	0.36	0.36	
Accounting Coordinator	0.36	0.36	0.36	0.36	
Administrative Coordinator	0.36	0.36	0.36	0.36	
Receptionist	0.36	0.36	0.36	0.36	
Janitor	0.61	0.61	0.61	0.61	
Adult Day Center Coordinator	1.00	1.00	1.00	1.00	
Adult Day Center Assistant Coordinator	1.00	1.00	1.00	1.00	
Adult Day Center Nursing Assistant	1.50	1.50	1.50	1.50	
Adult Day Center Facilitators	2.50	2.50	2.50	2.50	
Adult Day Center Aides	0.80	0.80	0.80	0.80	
TOTAL POSITIONS	9.21	9.57	9.57	9.57	
REVENUE SUMMARY:					
Medicaid Waiver	\$67,894	\$95,000	\$100,000	\$80,000	
Pledge Revenue	-	14,400	14,400	14,400	
Elder Care	26,504	29,355	26,504	28,094	
Transfers	10,444	-	-	-	
Title V	16,343	18,000	12,000	18,100	
GRBAAA Cooling Assistance	19,857	-	8,000	3,000	
Medicaid Waiver Meals	4,867	-	-	-	
Veteran's Administration	41,450	30,000	40,000	46,000	
United Way	12,131	13,451	13,451	13,451	
Contributions	6,582	12,600	12,600	12,600	
Activities	27,090	32,940	32,940	34,200	
Miscellaneous	3,966	2,160	2,880	3,420	
Interest	708	10,800	900	1,620	
Rent Revenue	7,444	6,930	8,100	9,000	
Project Income	95,727	115,782	125,037	127,070	
Supplemental Grants	1,640	12,000	-	21,500	
Knouse Grant	540	-	-	-	
ADC Meals	7,907	-	-	-	
GRB Community Foundation	7,752	-	-	-	
Scott County Regional Authority	17,729	-	-	-	
Transportation/ADC	6,644	-	-	-	
Bingo	-	-	-	2,003	
SUB-TOTAL REVENUES	\$383,219	\$393,418	\$396,812	\$414,458	
Scott County Contribution	14,286	14,286	14,286	14,286	14,286
Contingency	-	-	12,600	9,000	9,000
TOTAL COUNTY CONTRIBUTION	\$14,286	\$14,286	\$26,886	\$23,286	\$23,286
TOTAL REVENUES	\$397,505	\$407,704	\$423,698	\$437,744	
APPROPRIATION SUMMARY:					
Personal Services	\$248,576	\$267,489	\$284,275	\$288,371	
Equipment	216	180	180	187	
Expenses	125,143	82,950	74,258	79,354	
Supplies	12,597	20,352	43,352	49,632	
Occupancy	5,880	6,390	6,030	6,466	
TOTAL APPROPRIATIONS	\$392,412	\$377,361	\$408,095	\$424,010	

SERVICE AREA: Social Services	PROGRAM: Volunteer Services for Older Persons (39D)
ACTIVITY: Services to Older Adults	ORGANIZATION: Center for Active Seniors, Inc.

PROGRAM MISSION: To allow seniors of Scott County to stay in their homes with comfort, dignity and safety as long as possible and to prevent premature institutionalization by providing services such as transportation, delivered meals, minor home repairs, friendly visits and phone calls; help with mail and paperwork and delivery of holiday baskets.

PROGRAM OBJECTIVES:

1. Provide 35,000 hours of volunteer service.
2. Keep the cost per volunteer hour at \$5.00 or less.
3. Generate at least \$485,000 worth of volunteer hours.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
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DEMAND				
1. Eligible population	24,678	24,678	24,678	24,678

WORKLOAD				
1. Hours of service	33,744	34,500	34,664	34,664
2. Number of volunteers - unduplicated (New category - no previous budget)			993	993

PRODUCTIVITY				
1. Cost per volunteer hour	\$2.03	\$2.22	\$4.87	\$4.87
2. Cost as percent of dollar value of volunteer service	14.44%	13.66%	24.73%	24.73%

EFFECTIVENESS				
1. Dollar value of volunteer services	\$472,416	\$483,000	\$485,296	\$485,296
2. Hours served per volunteer	35	57	35	35

ANALYSIS:

For this program, County funding is requested to increase 15.5% over current budgeted amounts. However, it should be noted that this increase includes a short-term contingency funding being shown as a part of the Scott County revenue in this program. The agency is requesting an increase in Scott County contribution of 5% over the current budget level.

The agency is showing other revenues with a 67.8% increase over the previous budgeted level. This is primarily attributable to the addition of United Way funding to this program and GRB Community Foundation funding.

Total appropriations to this program are requested at a 56.9% increase over the previous budget level. This increase can be primarily attributed to the addition of overhead expenses which had previously been involved in the Chore program. The chore program has been eliminated effective 9/1/02.

Indicators for this program are requested at a level which is reasonably consistent with the FY3 projected levels and the FY02 experience. The agency has added to new

indicator for FY04 in the workload (W.2) showing the unduplicated number of volunteers.

The agency is requesting a 5% increase in Scott County funding to operations and has requested the short-term contingency funding. Funding is recommended at a 3% inflationary increase and contingency funding at the level requested. A funding level of \$34,479 in Scott County contribution and contingency funding of \$3,500 is recommended, for a total funding level of \$37,979.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Volunteer Serv/Older Persons (39D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President/CEO	0.14	0.14	0.14	0.14	
Vice President/Resource Development	0.14	0.14	0.14	0.14	
Budget Manager	0.11	0.14	0.14	0.14	
Development Coordinator	-	-	-	-	
Accounting Coordinator	0.14	0.14	0.14	0.14	
Administrative Coordinator	0.14	0.14	0.14	0.14	
Receptionist	0.14	0.14	0.14	0.14	
Janitor	0.22	0.22	0.22	0.22	
Volunteer/Chore Coordinator	0.76	0.76	0.25	-	
Listen-To-Me-Read Coordinator	0.50	0.50	0.50	0.50	
TOTAL POSITIONS	2.29	2.32	1.81	1.56	
REVENUE SUMMARY:					
Pledge Revenue	\$0	\$3,200	\$3,200	\$5,600	
Transfers	2,321	-	-	-	
United Way	-	-	-	12,500	
Contributions	2,033	2,800	2,800	4,900	
Activities	5,844	7,320	7,320	13,300	
Miscellaneous	649	480	640	1,330	
Interest	157	2,400	200	630	
Rent Revenue	1,654	1,540	1,800	3,500	
Project Income	165	160	160	163	
Supplemental Grants	320	2,500	2,000	2,000	
Knouse Grant	120	-	-	-	
Lee Foundation	12,000	12,000	12,500	12,500	
GRB Community Foundation	1,723	-	-	5,000	
Scott County Regional Authority	2,340	-	-	-	
Bingo	-	10,615	10,615	14,610	
SUB-TOTAL REVENUES	\$29,326	\$43,015	\$41,235	\$76,033	
Scott County Contribution	34,025	33,475	33,475	35,149	34,479
Contingency	-	-	4,900	3,500	3,500
TOTAL COUNTY CONTRIBUTION	\$34,025	\$33,475	\$38,375	\$38,649	\$37,979
TOTAL REVENUES	\$63,351	\$76,490	\$79,610	\$114,682	
APPROPRIATION SUMMARY:					
Personal Services	\$48,228	\$53,005	\$54,947	\$78,761	
Equipment	48	40	40	73	
Expenses	16,275	16,951	15,019	28,837	
Supplies	2,331	5,074	5,074	9,825	
Occupancy	1,339	1,420	1,340	2,514	
TOTAL APPROPRIATIONS	\$68,221	\$76,490	\$76,420	\$120,010	

SERVICE AREA: Social Services	PROGRAM: Leisure Services for Older Persons (39E)
ACTIVITY: Services to Older Adults	ORGANIZATION: Center for Active Seniors, Inc.

PROGRAM MISSION: To provide social, recreational, and informational sessions to stimulate and strengthen group activities in a comfortable atmosphere for older adults in Scott County, resulting in their living as independently as possible.

PROGRAM OBJECTIVES:

1. Provide 3,470 activity sessions.
2. Maintain an average of 20 participants per session.
3. Keep costs per session at or below \$51.50

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Paid Members*	N/A	N/A	1,100	1,100
WORKLOAD				
1. Sessions	2,384	3,470	3,470	3,470
PRODUCTIVITY				
1. Cost per session	\$70.45	\$43.48	\$51.50	\$51.50
EFFECTIVENESS				
1. Participants per session	22	20	20	20
2. Staff costs as a percent of program costs	69.00%	71%	69.40%	69.40%

ANALYSIS:

For this program, County funding is requested at no increase in the Scott County contribution which provides funding for on-going operations of this program. The request does include a portion of the previously approved short-term contingency funding resulting in an overall increase. However, contractual provisions preclude an increase in the on-going funding and the agency is presenting a budget in line with the contractual provisions.

The agency is presenting a budget showing the requested levels of other revenues with a slight increase. Total appropriations are requested a .6% decrease from the previous budget level.

The indicators are generally consistent with the FY03 projected levels and the FY02 actual levels. However, the agency has refined the demand indicator to Paid Membership. The requested level is the current number of paid members in their database.

The agency is requesting a 0% increase in county contribution with a continued funding level of \$18,297 and inclusion in this program

budget of the portion of the contingency funding at \$3,500, for a total request of \$21,797. Funding is recommended at the requested level.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Leisure Serv/Older Persons (39E)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President/CEO	0.14	0.14	0.14	0.14	
Vice President/Resource Development	0.14	0.14	0.14	0.14	
Budget Manager	-	0.14	0.14	0.14	
Accounting Coordinator	0.14	0.14	0.14	0.14	
Administrative Coordinator	0.14	0.14	0.14	0.14	
Receptionist	0.14	0.14	0.14	0.14	
Janitor	0.25	0.25	0.25	0.25	
Senior Center Coordinator	1.00	1.00	1.00	1.00	
Fitness Center Assistant	1.40	1.40	1.40	1.40	
Activity Managers	0.55	0.55	0.55	0.55	
Site Managers	1.00	1.00	1.00	1.00	
Meal Site Assistant	0.25	0.25	0.25	0.25	
TOTAL POSITIONS	5.15	5.29	5.29	5.29	
REVENUE SUMMARY:					
Pledge Revenue	\$0	\$5,600	\$5,600	\$5,600	
Title III C	7,513	7,725	7,513	7,964	
Transfers	4,062	-	-	-	
Contributions	3,296	4,900	4,900	4,900	
Activities	10,285	12,810	12,810	13,300	
Membership	6,913	-	-	-	
Miscellaneous	1,328	840	1,120	1,330	
Interest	275	4,200	350	630	
CDBG	-	11,927	11,927	12,940	
Rent Revenue	2,895	2,695	3,150	3,500	
Project Income	62,489	49,280	54,641	55,529	
Supplemental Grants	1,060	-	-	2,000	
Knouse Grant	210	1,000	1,000	1,500	
Day Foundation	-	1,500	1,500	-	
Plus Sixty	-	5,000	5,000	-	
GRB Community Foundation	3,014	2,000	2,000	5,000	
Friendly Thrift	-	500	500	500	
Scott County Regional Authority	4,095	5,000	5,000	-	
Riverboat Development Authority	-	-	-	5,000	
Bingo	-	32,570	32,570	32,570	
SUB-TOTAL REVENUES	\$107,435	\$147,547	\$149,581	\$152,263	
Scott County Contribution	16,772	18,297	18,297	18,297	18,297
Contingency	-	-	4,900	33,500	3,500
TOTAL COUNTY CONTRIBUTION	\$16,772	\$18,297	\$23,197	\$51,797	\$21,797
TOTAL REVENUES	\$124,207	\$165,844	\$172,778	\$204,060	
APPROPRIATION SUMMARY:					
Personal Services	\$114,861	\$126,007	\$117,004	\$124,020	
Equipment	281	2,570	1,570	1,172	
Expenses	30,166	31,462	28,082	30,844	
Supplies	19,546	16,803	16,803	19,545	
Occupancy	3,083	2,985	2,845	3,114	
TOTAL APPROPRIATIONS	\$167,937	\$179,827	\$166,304	\$178,695	

SERVICE AREA: Social Services		PROGRAM: Health Services-Community Services (40B)			
ACTIVITY: Services to Other Adults		ORGANIZATION: Community Health Care, Inc.			
PROGRAM MISSION: To provide comprehensive primary health care for community service clients by offering medical, lab, x-ray, pharmacy, dental and mental health services.					
PROGRAM OBJECTIVES:					
1. To meet 100% of Community Service requests.					
2. To continue to work with the Community Services' staff to ensure that all third party revenue is maximized.					
3. To maintain Community Services cost per medical encounter under \$100 (excludes pharmacy cost).					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Estimated number of Scott County citizens below poverty level		18,247	16,641	16,641	16,641
2. Number of Community Services encounters (Projected and actual only count FQHC encounters no pharmacy)		670	825	850	850
WORKLOAD					
1. Cost of Community Services medical services		\$44,749	\$60,263	\$63,480	\$63,480
2. Cost of Community Services dental services		\$2,626	\$5,000	\$5,000	\$5,000
3. Cost of Community Services pharmacy services		\$160,833	\$170,000	\$170,000	\$170,000
4. Cost of Community Services lab services		\$11,915	\$12,000	\$12,500	\$12,500
5. Cost of Community Services x-ray services		\$3,940	\$4,000	\$4,000	\$4,000
PRODUCTIVITY					
1. Cost per Community Services encounter(excludes pharmacy cost)		\$94.37	\$98.50	\$99.98	\$99.98
EFFECTIVENESS					
1. Percent of Community Services encounter requests seen		100%	100%	100%	100%
2. FQHC approved Iowa Medicaid encounter rate		\$114.99	\$114.99	\$114.99 \$	114.99
ANALYSIS:					
<p>Total FY04 appropriations for the total agency are increasing 21.4% over current budgeted levels. Non-salary costs are increasing 28% over current budgeted levels for the total agency. Total County funding is recommended to remain at the capped amount of \$291,021.</p> <p>For this program, County funding is recommended to remain at \$238,075.</p> <p>The Community Services program of Community Health Care, Inc. provides needed services to persons determined eligible for medical assistance by the County Community Services Department. Costs for this program are the actual expenses to see clients. No revenues are generated for this program.</p> <p>By far the largest costs associated with the program are with the prescribing of pharmaceuticals (W.3).</p> <p>This agency budget supports the County's Target Issues and Management Agenda as follows: This portion of the budget purchases services for Scott County residents who are in need of medical attention or pharmaceuticals.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Health Serv-Comm Services (40B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Physician	0.22	0.37	0.37	0.37	
Physician Assistant	0.07	0.12	0.12	0.12	
Nurse Practitioner	0.05	0.06	0.06	0.06	
Nutritionist	0.02	0.04	0.04	0.04	
Health Educator	0.02	0.04	0.04	0.04	
Social Worker	0.01	0.04	0.04	0.04	
X-Ray Technician	0.04	0.07	0.07	0.07	
Lab Technician	0.16	0.18	0.18	0.18	
Nursing Coordinator	0.04	-	-	-	
Registered Nurse	0.07	0.11	0.11	0.11	
LPN/Medical Assistant	0.47	0.95	0.95	0.95	
Dentist	0.05	0.08	0.08	0.08	
Dental Hygienist	0.05	0.08	0.08	0.08	
Dental Assistants	0.12	0.17	0.17	0.17	
Dental Receptionist	0.04	0.11	0.11	0.11	
Pharmacist	0.05	0.07	0.07	0.07	
Pharmacy Technician	0.04	0.07	0.07	0.07	
Information Services Coordinator	0.02	0.04	0.04	0.04	
Medical Records Clerk	0.14	0.23	0.23	0.23	
Transcriptionist	0.03	0.06	0.06	0.06	
Business Office Coordinator	0.02	0.04	0.04	0.04	
Income Verification	0.06	0.07	0.07	0.07	
Customer Service Coordinator	0.02	-	-	-	
Patient Account Representative	0.08	0.21	0.21	0.21	
Patient Service Representative	0.27	0.42	0.42	0.42	
Executive Director	0.02	0.04	0.04	0.04	
Director of Clinic/Finance/Program/HR	0.08	0.14	0.14	0.14	
Administrative Assistant	0.06	0.04	0.04	0.04	
Quality Manager	0.02	0.04	0.04	0.04	
Clinical Information Coordinator	0.02	-	-	-	
Chronic Care Coordinator	0.02	-	-	-	
Outreach Worker (Homeless)	0.02	0.04	0.04	0.04	
Outreach Educator	0.12	0.07	0.07	0.07	
Telephone Operator	0.04	0.07	0.07	0.07	
Coding Specialist	0.10	0.25	0.25	0.25	
Translator	0.04	0.04	0.04	0.04	
Medical Secretary	0.11	0.14	0.14	0.14	
Buildings & Grounds Coordinator	0.02	-	-	-	
Computer Support Technician	0.02	-	-	-	
Human Resources Specialist	0.02	0.04	0.04	0.04	
Accounting Specialist	0.02	0.04	0.04	0.04	
Medical Clinic Manager	0.04	0.04	0.04	0.04	
Dental Clinic Manager	0.02	0.04	0.04	0.04	
Purchasing Specialist	0.02	0.04	0.04	0.04	
Director of Development	0.02	0.04	0.04	0.04	
Accountant	0.02	0.04	0.04	0.04	
Development Assistant	0.02	0.04	0.04	0.04	
TOTAL POSITIONS	3.03	4.82	4.82	4.82	
REVENUE SUMMARY:					
Scott County Contribution	\$238,075	\$238,075	\$238,075	\$238,075	\$238,075
TOTAL REVENUE	\$238,075	\$238,075	\$238,075	\$238,075	\$238,075
APPROPRIATION SUMMARY:					
Personal Services	\$63,230	\$63,000	\$81,263	\$84,980	
Expenses	49,637	120,000	55,000	55,000	
Supplies	111,196	75,000	115,000	115,000	
TOTAL APPROPRIATIONS	\$224,063	\$258,000	\$251,263	\$254,980	



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SERVICE AREA: County Environment		PROGRAM: Conservation Administration (18A)		
ACTIVITY: Conservation & Recreation Services		ORGANIZATION: Conservation		
PROGRAM MISSION: To professionally and efficiently manage the activities of the Conservation department for the Conservation Board, staff and general public by providing administrative, technical, and clerical support.				
PROGRAM OBJECTIVES:				
1. To accomplish 80% of all program performance objectives.				
2. To keep administrative costs as a percent of department budget below 9%.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Authorized personnel excluding seasonal park personnel (FTE's)	40.6	40.6	40.6	40.6
2. Authorized budget (Net of Golf)	\$3,045,153	\$3,384,225	\$2,912,458	\$2,912,458
3. Golf Course budget	\$948,639	\$990,468	\$1,029,676	\$1,029,676
WORKLOAD				
1. Park system program & fiscal management	30%	30%	30%	30%
2. Golf Course program & fiscal management	50%	50%	50%	50%
3. Conservation Board requests & concerns	10%	10%	10%	10%
4. Meetings, outside activities, citizen concerns	10%	10%	10%	10%
PRODUCTIVITY				
1. Administrative cost as a percent of department budget	7.66%	7.33%	8.52%	8.52%
2. Administrative personnel as a percent of department personnel	9.85%	9.85%	9.85%	9.85%
EFFECTIVENESS				
1. Program performance objectives accomplished	80%	80%	80%	80%
ANALYSIS:				
<p>Total FY04 appropriations for the total department (excluding the golf course) are recommended to decrease -14.9% below current budgeted levels primarily due to carryover capital projects budgeted in the current year. Non-salary costs are recommended to decrease -25.4 below current budgeted levels for the total department.</p> <p>Revenues are recommended to increase 3.4% over current budgeted amounts for the total department beyond requested amounts to reflect higher amounts received in prior fiscal years. This is explained further under the 18B program – parks and recreation.</p> <p>For this program, non-salary costs are recommended to increase \$3,100 over current budgeted amounts primarily for supplies and equipment allocated to this program.</p> <p>There are no organizational change requests for the department.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Conservation Administration (18A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
775-A Director	1.00	1.00	1.00	1.00	1.00
445-A Operations Manager	1.00	1.00	1.00	1.00	1.00
220-A Conservation Assistant	1.00	1.00	1.00	1.00	1.00
141-A Clerk II	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	4.00	4.00	4.00	4.00	4.00
REVENUE SUMMARY:					
Miscellaneous	\$0	\$58	\$0	\$0	\$0
TOTAL REVENUES	\$0	\$58	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$219,538	\$233,573	\$247,922	\$267,385	\$267,385
Equipment	18,878	2,000	2,000	3,000	3,000
Expenses	59,645	56,073	63,581	56,439	56,439
Supplies	7,964	7,140	7,140	8,874	8,874
TOTAL APPROPRIATIONS	\$306,025	\$298,786	\$320,643	\$335,698	\$335,698

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Park & Recreation (18B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
357-A Park Maintenance Supervisor	2.00	2.00	2.00	2.00	2.00
307-A Park Ranger	2.00	2.00	2.00	2.00	2.00
220-A Patrol Ranger	1.00	1.00	1.00	1.00	1.00
187-A Pioneer Village Site Coordinator	1.00	1.00	1.00	1.00	1.00
187-A Equipment Mechanic	2.00	2.00	2.00	2.00	2.00
187-A Park Crew Leader	1.00	1.00	1.00	1.00	1.00
162-A Park Maintenance Worker	5.00	5.00	5.00	5.00	5.00
99-A Cody Homestead Site Coordinator	0.75	0.75	0.75	0.75	0.75
Z Seasonal Concession Worker	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	15.25	15.25	15.25	15.25	15.25
REVENUE SUMMARY:					
Intergovernmental	\$273,860	\$46,000	\$150,917	\$42,000	\$42,000
Fees and Charges	480,798	588,800	538,168	574,992	587,992
Use of Money/Property	124,083	129,197	128,867	119,240	137,292
Miscellaneous	13,570	12,900	7,600	8,325	8,325
Sale of Fixed Assets	28,665	-	130	30,000	30,000
TOTAL REVENUES	\$920,976	\$776,897	\$825,682	\$774,557	\$805,609
APPROPRIATION SUMMARY:					
Personal Services	\$1,024,909	\$1,087,452	\$1,070,980	\$1,132,548	\$1,132,548
Equipment	149,868	146,000	146,025	176,000	176,000
Capital Improvement	821,508	963,112	1,078,171	433,612	433,612
Expenses	270,499	290,093	289,893	308,845	308,845
Supplies	300,217	299,675	299,675	318,234	318,234
TOTAL APPROPRIATIONS	\$2,567,001	\$2,786,332	\$2,884,744	\$2,369,239	\$2,369,239

SERVICE AREA: Golf Course Enterprise Fund	PROGRAM: Glynn's Creek (18E/F)
ACTIVITY: Conservation & Recreation Services	ORGANIZATION: Conservation

PROGRAM MISSION: To operate and maintain a high quality 18-hole public golf course for the recreational enjoyment of the citizens of Scott County and the surrounding area by providing the best customer service and golfing experience possible.

- PROGRAM OBJECTIVES:**
1. To increase rounds of play to 38,000.
 2. To increase average income per round to \$35.93.
 3. To increase number of outings to 80 accommodating 7,200 participants.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Rounds of play requested	34,004	35,000	38,000	38,000
2. Acres to maintain: greens/tees/fairways and rough/woods	4/5/159/30	4/5/159/30	4/5/159/30	4/5/159/30
3. Number of carts to maintain (including Ranger & food/beverage cart)	77	77	77	77
4. Number of outings/participants requested	74/4,831	75\6,200	80\7,200	80\7,200
WORKLOAD				
1. Rounds of play provided	34,004	35,000	38,000	38,000
2. Acres maintained: greens/tees/fairways & rough/woods	4/5/159/30	4/5/159/30	4/5/159/30	4/5/159/30
3. Number of carts maintained (including Ranger & food/beverage cart)	77	77	77	77
4. Number of outings/participants provided	74/4,831	75\6,200	80\7,200	80\7,200
PRODUCTIVITY				
1. Maintenance operating cost/acre (not including capital costs)	\$2,341	\$2,575	\$2,750	\$2,750
2. Maintenance costs per round (not including capital costs)	\$13.63	\$14.56	\$14.33	\$14.33
3. Maintenance costs per hole (1993 industry average is \$25,000)	\$25,753	\$28,325	\$30,260	\$30,260
EFFECTIVENESS				
1. Green fees collected	\$597,156	\$628,400	\$768,554	\$768,554
2. Net cart revenue collected	\$274,519	\$296,713	\$330,508	\$330,508
3. Net income from Pro Shop and rentals	\$13,629	\$25,800	\$28,400	\$28,400
4. Net income from concessions	\$127,578	\$125,800	\$169,100	\$169,100
5. Net income from range	\$43,214	\$39,000	\$48,320	\$48,320
6. Income per round	\$31.28	\$32.46	\$35.93	\$35.93

ANALYSIS:

<p>The FY04 PPB indicators for this program show that rounds are projected to increase to 38,000. This figure is dependant on the weather and the economy.</p> <p>There are no changes requested to the authorized table of organization.</p> <p>Non-salary costs are recommended to decrease -2.1% below current budgeted amounts due to decreases in debt service interest costs.</p> <p>General expenses and supplies will remain about the same as this current budget as no major increases are allowed at this time.</p> <p>Revenues are projected to see a slight increase with a 5% increase in green fees and carts fees in calendar year 2003 based again on the same 38,000 rounds as last budget year. It is noted that weather will always play a major factor in determining actual rounds played.</p> <p>It is noted that the golf course budget reflects full accrual accounting with a reconciliation of uses of cash toward other purposes such as payment of principle amounts of the certificates of participation, equipment purchases which are capitalized on</p>	<p>the balance sheet, capital outlays, and amortization of outstanding interest owed the General Fund. The remaining cash would be used toward future equipment replacements or capital projects.</p> <p>The department realizes that capital projects can only happen if there are cash resources to do them. Projects that would be done would be improvements to the driving range, clubhouse improvements, bunker renovations, and construction to do a new nursery.</p> <p>Cash flow in FY01 and FY02 was not enough to pay back to the General Fund the total calculated interest cost for the year plus the amortized interest amount. Depending on FY03 actual rounds and cash flow, an additional amount will be carried over to future years. This will not allow the department to have available funds for capital improvements until weather conditions and increased rounds provide the needed cash flow.</p> <p>Personal services are increasing due to cost of living increases. The number of outings will increase only slightly as the course has reached about the maximum number of</p>	<p>outings it can handle and still have regular public play.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Glynn's Creek (18E/F)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
462-A Golf Pro/Manager	1.00	1.00	1.00	1.00	1.00
462-A Golf Course Superintendent	1.00	1.00	1.00	1.00	1.00
187-A Mechanic/Crew Leader	1.00	1.00	1.00	1.00	1.00
187-A Assistant Superintendent	1.00	1.00	1.00	1.00	1.00
125-A Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Z Seasonal Assistant Golf Pro	0.75	0.75	0.75	0.75	0.75
Z Seasonal Golf Pro Staff	7.05	7.05	7.05	7.05	7.05
Z Seasonal Part Time Laborers	5.55	5.55	5.55	5.55	5.55
TOTAL POSITIONS	19.35	19.35	19.35	19.35	19.35
REVENUE SUMMARY:					
Total Charges for Services	\$7,144	\$20,700	\$20,700	\$20,800	\$20,800
Total Green Fees	597,156	742,940	628,400	768,554	768,554
Net Cart Fees	274,519	323,055	296,713	330,508	330,508
Net Food/Beverage	133,898	159,600	125,800	169,100	169,100
Net Merchandise Sales	6,485	9,000	5,100	7,600	7,600
Net Driving Range Sales	43,214	50,160	43,500	52,820	52,820
Total Interest Income	6,220	15,000	15,000	15,000	15,000
Total Miscellaneous	1,262	1,000	1,000	1,000	1,000
Gain on Sale of Fixed Assets	-	-	-	-	-
TOTAL REVENUES	\$1,069,898	\$1,321,455	\$1,136,213	\$1,365,382	\$1,365,382
APPROPRIATION SUMMARY:					
Personal Services	\$436,918	\$536,316	\$476,656	\$526,667	\$526,667
Equipment	449	6,200	5,200	3,048	3,048
Capital Improvements	1,422	-	-	-	-
Depreciation	108,641	113,145	108,641	108,641	108,641
Expenses	83,443	85,386	85,886	87,990	87,990
Supplies	104,282	121,950	121,950	120,950	120,950
Debt Service	213,483	213,104	191,135	182,380	182,380
Loss on sale of fixed assets	-	-	-	-	-
TOTAL APPROPRIATIONS	\$948,638	\$1,076,101	\$989,468	\$1,029,676	\$1,029,676
Net Income	\$121,260	\$245,354	\$146,745	\$335,706	\$335,706
CASH FLOW RECONCILIATION:					
Add back depreciation (non-cash expense)	108,641	113,145	108,641	108,641	108,641
Add back loss on sale of fixed assets (non-cash expense)	-	-	-	-	-
Deduct gain on sale of fixed assets (non-cash revenue)	-	-	-	-	-
Deduct balance sheet cash outlays:					
Principal payment Certificates of Participation	(160,000)	(170,000)	(170,000)	(180,000)	(180,000)
Equipment purchases (major)	(64,030)	(62,800)	(62,800)	(65,952)	(65,952)
Capital projects	-	(58,000)	-	-	-
Amortized General Fund interest payment (incl carryover)	-	(13,016)	(13,016)	(91,290)	(91,290)
Other balance sheet account changes (net)	1,266	-	-	-	-
Amount of cash available for other uses	\$ 7,137	\$ 54,683	\$ 9,570	\$ 107,105	\$ 107,105

SERVICE AREA: County Environment		PROGRAM: Wapsi River Environmental Educ Center (18G)		
ACTIVITY: Conservation & Recreation Services		ORGANIZATION: Conservation		
PROGRAM MISSION: To increase the understanding of natural resource systems by providing the programs and site which will facilitate learning and scientific literacy by students and the general public on a regional basis.				
PROGRAM OBJECTIVES:				
1. Conduct 375 public presentations.				
2. Maintain student contact hours at 27,000+.				
3. Maintain overall attendance at 33,000+.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Population of Scott and Clinton counties	208,000	208,000	208,000	208,000
2. Public presentations (Dormitory)	114	150	175	175
3. Public Presentations (Non-dormitory)	196	200	200	200
4. Student contact hours	27,734	24,500	27,000	27,000
5. Inner-city youth field day/youths	12/257	24/600	24/600	24/600
6. Overall attendance	32,541	31,000	33,000	33,000
WORKLOAD				
1. Population of Scott and Clinton counties	208,000	208,000	208,000	208,000
2. Public programs	310	350	375	375
3. Student contact hours	27,734	24,500	27,000	27,000
4. Publish an 8-12 page newsletter, number of copies annually	8,850	9,100	9,300	9,300
5. Develop and maintain existing buildings for public use	6	6	6	6
6. Develop and conduct inner-city field days/youths	12/257	24/600	24/600	24/600
PRODUCTIVITY				
1. Per capita cost of Center	\$0.83	\$0.86	\$0.99	\$0.99
2. Number of acres maintained	225	225	225	225
EFFECTIVENESS				
1. Percent of park acres developed	11%	11%	11%	11%
2. Operating revenues generated (net of CIP Grants)	\$7,543	\$9,250	\$10,275	\$10,275
ANALYSIS:				
<p>The primary reason for revenue changes from current budget levels is dormitory rental income is lower than estimated.</p> <p>The primary reasons for appropriation changes from current budget levels are: Salary budget requests show a small increase in seasonal maintenance hours and continued participation in the AmeriCorps program.</p> <p>For this program, non-salary costs are recommended to increase 3.1% over current budgeted amounts. The non-salary budget costs are relatively the same, except for larger % increases for schools of instruction, utilities and commercial services.</p> <p>Several PPB Indicators are highlighted as follows:</p> <p>The FY03 indicators show that the Wapsi River Center continues to show an increase in its programs and attendance. Last year (FY02) the Wapsi River Center had an overall attendance increase of 4%; and 39% increase in school contact hours. As projected for this year overall attendance and contact hours will be down slightly and back up next year because of two large schools, which come every other year. The Center has also been</p> <p>affected by the closing of two Davenport elementary schools.</p> <p>The AmeriCorps naturalists have played a major role in providing educational services and programming, maintenance at the Wapsi River Center. Through the AmeriCorps program, the Conservation Board has been able to add a small amount of additional funds to seasonal maintenance and naturalist costs to enroll AmeriCorps volunteers on a full-time basis at the Wapsi River Center. AmeriCorps members receive a stipend of \$12,000/year plus AmeriCorps insurance. The Conservation Board will be reimbursed approximately 66% of the AmeriCorps program costs.</p> <p>The Wapsi River Center would not be where it is now without the use of State REAP funds. Because of the state budget crisis, the REAP program has not been funded except for prior commitments. The Conservation Board has not used REAP to fund day-to-day operations of the Wapsi Center. REAP funds have been used to fund special projects, capital improvements, and major maintenance projects.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Wapsi River Environ Educ Center (18G)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
382-A Naturalist/Director	1.00	1.00	1.00	1.00	1.00
271-A Assistant Naturalist	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	2.00	2.00	2.00	2.00	2.00
REVENUE SUMMARY:					
Intergovernmental	\$8,128	\$20,490	\$20,490	\$20,490	\$20,490
Fees and Charges	165	100	-	-	-
Use of Money/Property	7,259	11,000	9,000	10,000	10,000
Miscellaneous	284	300	250	275	275
TOTAL REVENUES	\$15,836	\$31,890	\$29,740	\$30,765	\$30,765
APPROPRIATION SUMMARY:					
Personal Services	\$142,685	\$160,437	\$139,598	\$167,041	\$167,041
Expenses	22,553	28,490	28,490	29,380	29,380
Supplies	6,890	10,757	10,750	11,100	11,100
TOTAL APPROPRIATIONS	\$172,128	\$199,684	\$178,838	\$207,521	\$207,521

SERVICE AREA: County Environment		PROGRAM: Planning & Development Administration (25A)		
ACTIVITY: Environmental Quality/County Development		ORGANIZATION: Planning & Development		
PROGRAM MISSION: To provide professional planning and technical assistance to the Board of Supervisors, the Planning & Zoning Commission and the Board of Adjustment in order to develop, 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.				
PROGRAM OBJECTIVES:				
1. To handle 90% of requests for planning information by date requested.				
2. To accomplish 100% of departmental objectives.				
3. To avoid any delays of P & Z Commission and Board of Adjustment applications due to incomplete submittals.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Planning and Zoning Commission agenda applications	21	25	20	20
2. Board of Adjustment agenda applications	22	25	25	25
3. Planning and Zoning information requests	1,533	1,500	1,500	1,500
4. Departmental budget	\$228,440	\$262,811	\$283,387	\$283,387
5. Authorized positions	4.33	4.33	4.33	4.33
WORKLOAD				
1. Number of Rezoning, Subdivision & Site Plan applications reviewed	21	25	20	20
2. Number of Variance, Special Use Permit & Appeals of Interpretation	22	25	25	25
3. Number of responses to Planning and Zoning information requests	1,533	1,500	1,500	1,500
4. Number of Boards and Committees Director serves on	18	18	18	18
5. Number of building permit applications	751	850	750	750
PRODUCTIVITY				
1. Staff hours spent on Planning & Zoning Commission applications	341	400	320	320
2. Staff hours spent on Board of Adjustment applications	352	400	400	400
3. Staff hours spent on responses to planning & zoning inform requests	405	400	400	400
4. Staff hours spent serving on various boards and committees	422	400	400	400
5. Staff hours spent on building permit applications	466	800	700	700
EFFECTIVENESS				
1. % of P & Z Commission items delayed due to incomplete application	0%	0%	0%	0%
2. % of Board of Adjustment items delayed due to incomplete application	0%	0%	0%	0%
3. % of time spent on P & Z and BOA agenda items	23%	25%	20%	20%
4. % of time spent providing planning and zoning information	21%	20%	20%	20%
5. % of time spent serving on various boards and committees	18%	20%	20%	20%
6. % of time spent on building permit applications	38%	35%	40%	40%
ANALYSIS:				
<p>Total FY04 appropriations for the total department are recommended to increase 7.8% over current budgeted levels. Non-salary costs are recommended to increase 1.4% over current budgeted levels for the total department. Revenues are recommended to decrease 9.1% below the current budgeted amounts for the total department.</p> <p>For this program, non-salary costs are recommended to increase 1.5% over current budgeted amounts.</p> <p>The department has no organizational change requests.</p> <p>The primary reason for revenue changes from current budget levels is the decrease in building permits due to an expected leveling off of building activity.</p> <p>The primary reasons for appropriation changes from current budget levels are due to inflationary increases.</p> <p>The PPB Indicators for this program are expected to remain generally stable from the previous year's activity. A slight decrease in Planning and Zoning agenda applications are expected due to the expected leveling off of building activity.</p>		<p>The indicators show that 1/3 to 1/2 of staff time is spent reviewing and issuing building permits, a similar amount of staff time is spent providing planning information and preparing applications for the P & Z Commission and the Board of Adjustment. The balance of staff time is devoted to providing assistance and serving on various other committees and boards.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Planning & Development Admin (25A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
608-A Planning & Development Director	-	0.50	0.50	0.50	0.50
534-A Planning & Development Director	0.50	-	-	-	-
314-C Building Inspector	0.05	0.05	0.05	0.05	0.05
252-C Planning & Development Specialist	0.50	0.50	0.50	0.50	0.50
162-A Clerk III	0.25	0.25	0.25	0.25	0.25
Z Planning Intern	0.25	0.25	0.25	0.25	0.25
TOTAL POSITIONS	1.55	1.55	1.55	1.55	1.55
REVENUE SUMMARY:					
Fees and Charges	\$0	\$75	\$0	\$0	\$0
Miscellaneous	25	75	-	-	-
Sale of Fixed Assets	-	5,000	5,000	5,000	5,000
TOTAL REVENUES	\$25	\$5,150	\$5,000	\$5,000	\$5,000
APPROPRIATION SUMMARY:					
Personal Services	\$79,696	\$83,546	\$86,390	\$92,461	\$92,461
Expenses	4,771	20,270	20,250	20,550	20,550
Supplies	1,416	1,360	1,360	1,400	1,400
TOTAL APPROPRIATIONS	\$85,883	\$105,176	\$108,000	\$114,411	\$114,411

SERVICE AREA: County Environment		PROGRAM: Code Enforcement (25B)		
ACTIVITY: County Development		ORGANIZATION: Planning & Development		
PROGRAM MISSION: To fairly enforce County building, subdivision, and zoning codes for the protection of the lives, safety and welfare of Scott County citizens by efficiently and effectively interpreting and implementing the regulations. Also to enforce the State law regulating growth of Scott County by balancing the need to identify areas appropriate for development with the need to preserve productive farm land.				
PROGRAM OBJECTIVES:				
1. To conduct 100% of all building inspections on day requested.				
2. To maintain average inspections conducted per permit under 3.0.				
3. To maintain cancelled or expired permits under 10% of total number of permits issued.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. # of single-family residential building permits issued	91	100	100	100
2. # of residential addition or remodels permits issued	97	100	100	100
3. # of residential accessory building permits issued	104	100	100	100
4. # of commercial building permits issued	39	30	30	30
5. Total # of building permits issued for unincorporated areas	451	550	500	500
6. Total # of building permits issued for 28E cities	300	300	350	350
WORKLOAD				
1. # of footings inspections completed	340	400	400	400
2. # of rough in inspections completed	323	300	300	300
3. # of final inspections completed	561	600	600	600
4. Total # of inspections for unincorporated areas	1,264	1,050	950	950
5. Total # of inspections for 28E cities	830	600	700	700
PRODUCTIVITY				
1. # of inspections conducted per day	11	10	10	10
2. Total building permit fees collected	\$175,859	\$175,000	\$160,000	\$160,000
3. % of total budget for building permit fees collected	101%	100%	100%	100%
4. Total valuation of construction for building permits issued	\$19,146,132	\$18,000,000	\$16,500,000	\$16,500,000
EFFECTIVENESS				
1. % of building inspections made on day requested	99%	99%	99%	99%
2. # of inspections per permits issued	2.8	3.0	3.0	3.0
3. % of cancelled or expired permits compared to total permits issued	9.7%	9.0%	10.0%	10%
ANALYSIS:				
<p>For this program, non-salary costs are recommended to increase 1.2% over current budgeted amounts.</p> <p>The primary reasons for a decrease in revenue from current budget levels is due to an anticipated decrease in building permit fees due to leveling off of building activity.</p> <p>The primary reasons for appropriation changes from current budget levels is a slight increase in expenses for vehicle maintenance.</p> <p>The PPB Indicators for this program track the numbers and type of building permits issued and the numbers and types of inspections completed. They also track the numbers of permits and inspections completed in the unincorporated areas and the 28E cities. The number of building permits for unincorporated areas are projected to be down slightly based on the leveling off of the building activity.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Code Enforcement (25B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
608-A Planning & Development Director	-	0.50	0.50	0.50	0.50
534-A Planning & Development Director	0.50	-	-	-	-
314-C Building Inspector	0.95	0.95	0.95	0.95	0.95
252-A Planning & Development Specialist	0.50	0.50	0.50	0.50	0.50
162-A Clerk III	0.25	0.25	0.25	0.25	0.25
Z Weed/Zoning Enforcement Aide	0.58	0.58	0.58	0.58	0.58
TOTAL POSITIONS	2.78	2.78	2.78	2.78	2.78
REVENUE SUMMARY:					
Licenses and Permits	\$176,039	\$175,240	\$175,240	\$160,240	\$160,240
Fees and Charges	7,085	6,550	6,550	4,750	4,750
Miscellaneous	12	-	-	-	-
TOTAL REVENUES	\$183,136	\$181,790	\$181,790	\$164,990	\$164,990
APPROPRIATION SUMMARY:					
Personal Services	\$127,576	\$139,510	\$139,520	\$150,626	\$150,626
Expenses	12,158	15,800	15,800	15,950	15,950
Supplies	2,822	2,325	2,325	2,400	2,400
TOTAL APPROPRIATIONS	\$142,556	\$157,635	\$157,645	\$168,976	\$168,976

SERVICE AREA: County Environment		PROGRAM: Regional Planning/Tech Assistance (36A)		
ACTIVITY: County Environment		ORGANIZATION: Bi-State Regional Commission		
PROGRAM MISSION: To serve local governments in the Bi-State Region by: 1) providing regional planning, coordination, & administration services; 2) serving as a regional forum for problems/issues; 3) providing technical assistance to member governments.				
PROGRAM OBJECTIVES:				
1. To maintain the level of local government membership and participation at 44 communities and 5 counties.				
2. To provide direct service to Scott County in transportation, economic development, environment, data & graphics, housing, technical assistance & intergovernmental/regional programs.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of participating units of government (counties & cities)	49	49	49	49
2. Number of on-going events/meetings/groups requiring coordination	118	118	118	118
3. Direct services to Scott County government (person hours)	1,445	1,250	1,250	1,250
4. Direct services to all part units of local government (person hours)	14,630	12,500	12,500	12,500
WORKLOAD				
1. Number of participating units of local government (counties/cities)	49	49	49	49
2. Number of on-going events/meetings/groups requiring coordination	118	118	118	118
3. Direct services to Scott County (person hours)	1,445	1,250	1,250	1,250
4. Direct services to all part units of local government (person hours)	14,630	12,500	12,500	12,500
PRODUCTIVITY				
1. Percent of time spent on housing assistance	14%	5%	5%	5%
2. Percent of time spent on highway/transit	38%	38%	36%	36%
3. Percent of time spent on environment and recreation	10%	11%	11%	11%
4. Percent of time spent on community planning & development	13%	22%	24%	24%
5. Percent of time spent on intergovernmental forums & regional services	14%	13%	13%	13%
6. Percent of time spent on data and graphic services	11%	11%	11%	11%
EFFECTIVENESS				
1. Local funding as a percent of agency budget	49%	52%	54%	54%
2. Scott County funding as a percent of local funding	7.70%	8.5%	8.20%	8.20%
ANALYSIS:				
<p>Total FY04 appropriations for the Bi-State Regional Commission are projected to increase 6.3% over current budgeted levels. Non-salary costs are increasing 4.3% over current budgeted levels for the total agency. County funding is recommended to increase 3% over FY03 contribution.</p> <p>There are no organizational changes proposed in the coming fiscal year for Bi-State.</p> <p>The 3% membership dues increase is set by the Commission and assessed to all member governments.</p> <p>Some of the areas that Bi-State provides assistance to Scott County is with EMS issues especially in coordination of regional communications and efforts to obtain homeland security funds. Bi-State also coordinates legislative forums help Scott County address local issues with state legislators. Scott County has the opportunity to participate in Bi-State Joint Purchasing Program to save funds on various purchases.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Regional Plan/Tech Assistance (36A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Executive Director	1.00	1.00	1.00	1.00	
Program Director	2.00	2.00	2.00	2.00	
Project Manager	1.00	1.00	1.00	1.00	
Planner & Senior Planner	5.00	5.00	5.00	5.00	
Administrative Services Director	1.00	1.00	1.00	1.00	
Data Services Planner	1.00	1.00	1.00	1.00	
Data Graphics Manager	1.00	1.00	1.00	1.00	
Finance/Human Resources	1.00	1.00	1.00	1.00	
Accounting Technician	0.50	0.50	0.50	0.50	
Transportation Traffic Engineer	1.00	1.00	1.00	1.00	
Word Processor I	3.00	3.00	3.00	3.00	
Planning Assistant	2.00	1.00	1.00	1.00	
Housing Rehab Specialist	1.00	1.00	1.00	1.00	
Graphics Specialist	2.00	2.00	2.00	2.00	
TOTAL POSITIONS	22.50	21.50	21.50	21.50	
REVENUE SUMMARY:					
Membership Fees	\$257,243	\$264,706	\$263,806	\$271,720	
Charges for Services	473,419	393,800	402,852	450,881	
Federal/State Funding	220,517	133,025	155,390	141,375	
Transportation	461,867	524,548	518,066	515,475	
SUB-TOTAL REVENUES	\$1,413,046	\$1,316,079	\$1,340,114	\$1,379,451	
Scott County Contribution	57,126	60,409	60,409	62,221	62,221
TOTAL REVENUES	\$1,470,172	\$1,376,488	\$1,400,523	\$1,441,672	
APPROPRIATION SUMMARY:					
Personal Services	\$1,101,561	\$1,147,491	\$1,183,795	\$1,227,860	
Equipment	1,871	2,500	2,500	2,500	
Expenses	283,919	183,351	179,425	189,370	
Occupancy	33,417	44,851	44,851	44,851	
TOTAL APPROPRIATIONS	\$1,420,768	\$1,378,193	\$1,410,571	\$1,464,581	

SERVICE AREA: County Environment		PROGRAM: Animal Shelter (44A)		
ACTIVITY: Animal Control		ORGANIZATION: Humane Society		
PROGRAM MISSION: To reduce animal control problems for Scott County citizens by: A) temporarily housing stray and adoptable animals; B) educating citizens on spaying, neutering and responsible pet ownership; and C) enforcing state and local laws concerning animals.				
PROGRAM OBJECTIVES:				
1. To maintain the number of animals received below <u>7,000</u> through education and training.				
2. To maintain the average animal days held below 10 days and to reduce euthanasia by increasing adoptions and return to owners.				
3. To maintain the Scott County contribution below <u>5</u> % of funding.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of hours per day facility is open	7	7	7	7
2. Number of days of the week the facility is open	7	7	7	7
3. Number of hours/day that animal control is available Mon-Fri/Sat-Sun	11/8	11&9	11&9	11&9
WORKLOAD				
1. Animals handled	6,645	6,972	6,778	6,778
2. Total animal days in shelter	56,609	62,748	61,002	61,002
3. Number of educational programs given	110	275	275	275
4. Number of bite reports handled in Scott County	458	530	530	530
5. Number of animals brought in from rural Scott County	275	300	300	300
6. Number of calls animal control handle in rural Scott County	333	300	300	300
PRODUCTIVITY				
1. Cost per animal shelter day	\$8.71	\$10.27	\$9.15	\$9.15
2. Cost per educational program	\$21.00	\$10.50	\$9.75	\$9.75
3. Cost per county call handled	\$30.00	\$30.00	\$30.00	\$30.00
EFFECTIVENESS				
1. Scott County contribution as a percent of program costs	6.0%	5%	4.7%	5%
2. Total number of animals adopted as a percent of animals handled	34.0%	31.5%	35.0%	35.0%
3. Total number of animals returned to owner as a percent of animals	18.0%	18.5%	17.0%	17.0%
4. Total number of animals euthanized as a percent of animals handled	43.0%	47.5%	44.0%	44.0%
ANALYSIS:				
<p>Total FY04 appropriations for the total agency are increasing 3.3% over current budgeted levels. Non-salary costs are increasing -4.1% over current budgeted levels for the total agency.</p> <p>For this program, County funding is recommended to increase 2% over current budgeted amounts or \$526.00</p> <p>There are no organizational change requests for the agency.</p> <p>The primary reasons for revenue changes from current budget levels are: The Humane Society is in a new building is still learning the differences in the operational costs.</p> <p>The primary reasons for appropriation changes from current budget levels are: some of the operating expenses for the new building are higher or lower than anticipated.</p> <p>Several PPB Indicators are highlighted as follows: animal intake (W.1) has not increased as much as anticipated so it has been projected based on the FY02 actual figures. The change in personnel of the Education Director (W.3) has caused some changes in number of programs to be conservative until new and different programs are developed and implemented. Due to the new Davenport animal control ordinances and higher fees in both Davenport and County fees the Humane Society has seen a drop in return to owners and now has to issue citations for abandonment. The Humane Society has seen an increase in adoptions due to the new location and the shelter animals pictured on the Internet. More citizens are bringing animals in as a euthanasia request. Since these animals are euthanized upon the owner's request they have been taken out of the total euthed due to temperament, behavior, health, etc.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Animal Shelter (44A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Manager	1.00	1.00	1.00	1.00	
Animal Control	5.00	5.00	5.00	5.00	
Animal Control Officer (Part-Time)	2.00	2.00	2.00	2.00	
#1 Kennel Person Stray	1.00	1.00	1.00	1.00	
#2 Kennel Person Stray	1.00	1.00	1.00	1.00	
#3 Kennel Person Adoption	1.00	1.00	1.00	1.00	
#4 Kennel Person Stray (Part-Time)	2.00	2.00	2.00	2.00	
#5 Health Technician	1.00	1.00	1.00	1.00	
Kennel Attendant (Part-Time)	2.00	2.00	2.00	2.00	
Receptionist	1.00	1.00	1.00	1.00	
Building Maintenance	0.25	0.25	0.25	0.25	
Kennel Person	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	18.25	18.25	18.25	18.25	
REVENUE SUMMARY:					
City Subsidies	\$198,535	\$205,133	\$191,388	\$201,827	
Other	237,028	220,363	244,763	245,064	
Transfer from Society Fund	64,446	92,700	92,700	95,480	
SUB-TOTAL REVENUES	\$500,009	\$518,196	\$528,851	\$542,371	
Scott County Contribution	26,319	26,319	26,319	26,845	26,845
TOTAL REVENUES	\$526,328	\$544,515	\$555,170	\$569,216	
APPROPRIATION SUMMARY:					
Personal Services	\$373,003	\$415,889	\$422,374	\$442,160	
Expenses	48,337	63,875	57,335	57,720	
Supplies	19,789	25,000	22,200	23,000	
Occupancy	23,840	25,500	23,500	25,000	
TOTAL APPROPRIATIONS	\$464,969	\$530,264	\$525,409	\$547,880	

SERVICE AREA: County Environment		PROGRAM: Regional Tourism Development (54A)		
ACTIVITY: County Development		ORGANIZATION: QC Convention/Visitors Bureau		
PROGRAM MISSION: 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.				
PROGRAM OBJECTIVES:				
1. To increase visitor inquiries processed, documented and qualified by 3%.				
2. To increase group tour operators inquiries processed, documented and qualified by 3%.				
3. To increase convention/meeting planner inquiries processed, documented and qualified by 3%.				
4. To increase trade show sales leads processed, documented and qualified by 3%.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Inquiries requested from visitors (public)	408,900	437,750	430,000	430,000
2. Inquiries requested from group tour operators	830	1,235	870	870
3. Inquiries from convention/meeting planners	1,865	2,060	1,960	1,960
4. Information requests derived from trade shows	5,700	4,120	5,985	5,965
5. Inquiries from sporting event planners	185	310	200	200
WORKLOAD				
1. Inquiries from visitors processed	408,900	437,750	430,000	430
2. Inquiries from group tour operators processed	830	1,235	870	870
3. Inquiries from convention/meeting planners processed	1,865	2,060	1,960	1,960
4. Information requests from trade shows processed	5,700	4,120	5,985	5,985
5. Inquiries from sporting event planners processed	185	310	200	200
PRODUCTIVITY				
1. Cost per visitor inquiry processed	\$2.47	\$2.47	\$2.47	\$2.47
2. Cost per group tour operator inquiry processed	\$12.65	\$12.65	\$12.65	\$12.65
3. Cost per convention/meeting planner inquiry processed	\$11.57	\$11.57	\$11.57	\$11.57
4. Cost per trade show information request processed	\$12.11	\$12.11	\$12.11	\$12.11
5. Cost per sporting event planner inquiry processed	N/A	N/A	N/A	N/A
EFFECTIVENESS				
1. Economic impact of tourism on the Quad Cities	\$116,789,200	\$131,840,000	\$122,600,000	\$122,600,000
2. Number of visitors to Quad Cities	1,042,800	1,287,500	1,095,000	1,095,000
3. Total Hotel/Motel Tax Receipts	\$2,963,869	3,460,800	\$3,112,000	\$ 3,112,000
4. Hotel/Motel Occupancy Rate	55.8%	62.0%	62.0%	62.0%
ANALYSIS:				
<p>Total FY04 appropriations for the QCCVB are proposed to increase 3.3% over FY'03 budgeted levels. Non-salary costs are increasing 3% over current budgeted levels for the total agency. The CVB is requesting a 1.8% increase in Scott County's funding. Over the last five years annual budget requests to Scott County have increased between 1.9% and 3.2% when compared to the previous year's funding level. A 2.6% increase was approved last year. It is recommended that the request for \$70,000 be approved.</p> <p>The CVB is currently considering some organizational changes in how the sports marketing efforts are staffed. The CVB Board has also approved the preparation of a strategic marketing plan for the Bureau and a separate dedicated funding source has been secured to cover the cost of preparing that plan.</p> <p>The Bureau, in conjunction with the Mississippi Valley Welcome Center Board and with the assistance of Scott County has secured the funding for a remodeling of the Welcome Center in conjunction with a significant expansion of the Peddler Gift Shop.</p>		<p>Revenues from gift shop sales help fund the operation of the Welcome Center and will also be used to retire the loan from Scott County that provided the gap financing for completion of the project. The project is expected to be completed by May 1, 2003, in time for tourist season.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Regional Tourism Development (54A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President/CEO	1.00	1.00	1.00	1.00	
Vice President Finance & Administration	1.00	1.00	1.00	1.00	
Vice President Marketing & Communications	1.00	1.00	1.00	1.00	
Vice President of Sales	1.00	1.00	1.00	1.00	
Sports Marketing Manager	1.00	1.00	1.00	-	
Tourism Sales Manager	1.00	1.00	1.00	1.00	
Vice President Visitor Services	1.00	1.00	1.00	1.00	
Marketing & Communications Manager	1.00	1.00	1.00	1.00	
Administrative Assistant	1.00	1.00	1.00	1.00	
Convention Sales Manager	2.00	2.00	2.00	2.00	
Accounting Clerk	0.50	0.50	0.50	1.00	
Sales Coordinator	1.00	1.00	1.00	1.00	
Convention & Visitor Service Manager	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	13.50	13.50	13.50	13.00	
REVENUE SUMMARY:					
Davenport	\$348,897	\$370,000	\$335,000	\$350,000	
Bettendorf	164,418	193,000	180,000	186,000	
Moline	156,400	165,000	160,000	165,000	
Rock Island	30,000	30,000	30,000	30,000	
East Moline	3,000	3,000	3,000	3,000	
Rock Island County	11,000	11,000	11,000	11,000	
Silvis	1,000	1,000	1,000	1,000	
State of Illinois/LTCB	144,568	160,000	145,000	150,000	
Other Grants	40,352	20,000	45,000	45,000	
Interest	12,483	10,000	10,000	10,000	
Misc. Income	67,946	50,000	45,500	50,000	
Miss. Valley Welcome Center	147,831	138,000	122,070	125,000	
Memberships	59,025	55,000	60,000	60,000	
Publications Income	7,659	6,500	8,000	8,000	
Joint Projects Income	10,472	35,000	8,000	10,000	
Friends of QC Grant	31,000	30,000	30,000	30,000	
SUB-TOTAL REVENUES	\$1,236,051	\$1,277,500	\$1,193,570	\$1,234,000	
Scott County Contribution	67,000	68,742	68,250	70,000	70,000
Contingency	0	0	0	0	0
TOTAL COUNTY CONTRIBUTION	\$67,000	\$68,742	\$68,250	\$70,000	\$70,000
TOTAL REVENUES	\$1,303,051	\$1,346,242	\$1,261,820	\$1,304,000	
APPROPRIATION SUMMARY:					
Personal Services	\$534,633	\$566,974	\$573,920	\$573,921	
Equipment	32,510	36,000	34,700	36,000	
Expenses	666,275	684,849	601,735	721,350	
Supplies	14,583	17,000	15,000	17,000	
Occupancy	31,998	32,100	32,100	32,300	
TOTAL APPROPRIATIONS	\$1,279,999	\$1,336,923	\$1,257,455	\$1,380,571	

SERVICE AREA: County Environment		PROGRAM: Regional Economic Development (49A)			
ACTIVITY: County Development		ORGANIZATION: Quad City Development Group			
PROGRAM MISSION: To assist Quad City businesses to expand and grow. To attract new capital investment and generate jobs or the Quad Cities by marketing the Quad City area to external businesses. To council local communities on becoming more attractive to existing and potential employers.					
PROGRAM OBJECTIVES:					
1. To maintain private and public participation at 120 and 13 members respectively.					
2. To achieve at least 10 successful projects during the year.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Number of participating units of government (counties & cities)		13	13	13	13
2. Number of participating private sector members		100	120	120	120
3. Local businesses contacted via Business Connection		107	170	120	120
4. External business contacted		242	1,500	1,500	1,500
5. Number of prospect inquiries		182	250	250	250
WORKLOAD					
1. Number of participating units of government (counties & cities)		13	13	13	13
2. Number of participating private sector members		100	120	120	120
3. Local business establishments contacted		269	325	325	325
4. External business establishments contacted/interested responses		255	200	200	200
PRODUCTIVITY					
1. Percent of time spent on support services		25%	25%	25%	25%
2. Percent of time spent on external marketing		38%	38%	38%	36%
3. Percent of time spent on existing businesses		37%	37%	37%	37%
EFFECTIVENESS					
1. Percent of local business establishment contacted		77%	90%	90%	90%
2. Number of prospects on active lists		55	75	100	100
3. Number of successful projects during year		7	10	10	10
ANALYSIS:					
<p>Total FY04 appropriations for the QCDG are proposed to be increased 10.5% over the current year's budget. Non-salary costs are increasing 19.3% over current budgeted levels. QCDG is requesting a 3% increase in Scott County's and other public and private sector members' contributions. Last year a 4% increase in those contributions was requested and approved.</p> <p>No organizational changes are requested for the agency FY2004.</p> <p>A significant increase in the Business Attraction/Retention/Expansion effort is the primary reasons for an appropriation change from the current budget level.</p> <p>The Quad City Development Group's PPB Indicators are based on the assumption that the US economy does not suffer further decline. If it does, it will be very difficult for the QCDG to attain these goals.</p> <p>The QCDG's budget supports the creation and retention of tax base and jobs in the entire Quad City Area. Thus, the County's ability to retain and increase its tax base to support the county's budget is enhanced through the support of the QCDG.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Regional Economic Development (49A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President	1.00	1.00	1.00	1.00	1.00
Vice-President	1.00	1.00	1.00	1.00	1.00
Project Manager	3.00	3.00	3.00	3.00	3.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Computer Specialist	1.00	1.00	1.00	1.00	1.00
Receptionist/Secretary	0.50	0.50	0.50	0.50	0.50
Member Relations Representative	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	8.50	8.50	8.50	8.50	8.50
REVENUE SUMMARY:					
Private Sector Members	\$333,200	\$388,000	\$374,000	\$390,000	
Public Sector Members	374,707	361,000	364,907	372,000	
Other	316,600	107,100	153,000	104,100	
SUB-TOTAL REVENUES	\$1,024,507	\$856,100	\$891,907	\$866,100	
Scott County Contribution	35,092	35,092	35,092	36,150	
TOTAL REVENUES	\$1,059,599	\$891,192	\$926,999	\$902,250	
APPROPRIATION SUMMARY:					
Personal Services	\$489,010	\$538,100	\$530,970	\$552,400	
Equipment	10,600	10,000	25,320	11,920	
Expenses	298,130	380,200	465,900	469,300	
Supplies	5,640	8,500	8,000	8,500	
Occupancy	83,280	86,500	87,000	89,100	
TOTAL APPROPRIATIONS	\$886,660	\$1,023,300	\$1,117,190	\$1,131,220	



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SERVICE AREA: Roads & Transportation		PROGRAM: Administration & Engineering (27A)		
ACTIVITY: Secondary Roads Admin & Engineering		ORGANIZATION: Secondary Roads		
PROGRAM MISSION: 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.				
PROGRAM OBJECTIVES:				
1. To maintain administration cost under 4.0% of budget.				
2. To maintain engineering cost under 8.0% of budget.				
3. To complete 100% of department projects.				
4. To hold project cost to under 110% of budgeted amount.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	33.4	33.4	33.4	33.4
2. Department budget	\$4,481,403	\$4,279,000	\$4,696,700	\$4,696,700
3. Administrative and engineering expenses (excluding salaries)	\$25,107	\$53,500	\$41,700	\$41,700
WORKLOAD				
1. Percent of time spent on administration	31.30%	32.60%	31.70%	31.70%
2. Percent of time spent on planning and plan preparation	32.10%	32.70%	33.00%	33.00%
3. Percent of time spent surveying and construction supervision	25.20%	22.90%	23.80%	23.80%
4. Percent of time spent on maint engr/traffic engr/other misc engr	11.40%	11.80%	11.50%	11.50%
PRODUCTIVITY				
1. Cost for administration-salaries	\$139,079	\$142,500	\$151,000	\$151,000
2. Cost for planning and plan preparation-salaries	\$142,464	\$142,105	\$156,975	\$156,975
3. Cost for surveying and construction supervision-salaries	\$111,653	\$99,327	\$113,100	\$113,100
4. Cost for maintenance engr/traffic engr/other misc engr-salaries	\$50,946	\$51,568	\$54,925	\$54,925
5. Cost for administration & engineering expenses (excluding salaries)	\$25,107	\$53,500	\$41,700	\$41,700
EFFECTIVENESS				
1. Administrative cost as a percent of total budget expenditures	3.10%	3.30%	3.20%	3.20%
2. Engineering cost as a percent of total budget expenditures	6.80%	6.80%	6.90%	6.90%
3. Engineering cost as a percent of construction cost (including FM)	14.80%	16.40%	16.90%	16.90%
4. Actual project cost as a percent of construction budget cost	99%	100%	100%	100%
5. Percent of department programs/projects accomplished	100%	100%	100%	100%
ANALYSIS:				
<p>The property tax levy is recommended to stay at the same dollar level as last year. This is possible due to a \$922,976 or 54.8% increase in Road Use Tax receipts resulting from the 2002 Needs Study. Total inter-governmental revenues are recommended to increase \$897,876 or 50.3% due to the aforementioned Road Use Tax increase offsetting a \$25,100 decrease in Political Subdivision revenues. Total miscellaneous revenues are recommended to decrease \$240,000 or 94.9% because of a federal bridge project that was completed in FY2003. Total fiscal year revenue for the department is recommended to increase \$657,876 or 15.4% from the FY2003 budget.</p> <p>The budget for administration and engineering (27A) is recommended to increase \$28,700 or 5.9%. This is due to a \$29,000 or 11.5% increase in salaries.</p> <p>The total departmental budget (D.1) is recommended to increase \$417,700 or 9.8% from the 2002/2003 original budget and 2002/2003 projected budget. The increase comes from recommended increases in Roadway Maintenance (27B) of \$127,000 or</p>		<p>7.6%, and General Roadway Expenditures (27C) of \$297,000 or 30.2%. Roadway Construction is recommended to decrease \$35,000 or 3.1%. These recommendations are explained in their respective programs. The recommended departmental budget will increase the secondary roads fund balance by \$232,928. The fund ended FY2002 at \$561,446 and is anticipated to decrease \$7248 in Fy2003 to \$554,198. Assuming this information holds, the fund will be projected to end FY2004 at \$787,124, which includes reserves for operations and equipment. According to financial management policies, the Secondary Roads Fund is suggested to maintain a fund balance of at least 10% of annual operating expenses, which would be \$359,670 for FY2004. The recommended budget will leave a fund balance as a percentage of operating expenses of 21.8% excluding construction expenses.</p> <p>Salary items (P.1-P.6) are recommended to increase about 6%. This is due to salary increases, benefit increases and these items being budgeted a little low the past few years. Workload percentages (W.1-W.4) are</p>		<p>expected to be very close to previous years as this will be an average construction year. Productivity items (P.1-P.5) reflect these percentages. Effective items (E.2-E.3) have increased slightly due to the salary increases with construction dollars being about the same and even a little lower for the FM account. All program objectives remain the same.</p>

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Administration & Engineering (27A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
864-A County Engineer	1.00	1.00	1.00	1.00	1.00
634-A Assistant County Engineer	1.00	1.00	1.00	1.00	1.00
300-A Engineering Aide II	3.00	3.00	3.00	3.00	3.00
204-A Office Leader	1.00	1.00	1.00	1.00	1.00
162-A Clerk III	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	6.50	6.50	6.50	6.50	6.50
REVENUE SUMMARY:					
Intergovernmental	\$1,942,577	\$1,784,096	\$1,784,096	\$2,681,972	\$2,681,972
Licenses and Permits	1,765	1,000	1,000	1,000	1,000
Fees and Charges	39,783	5,000	5,000	5,000	5,000
Miscellaneous	37,364	253,000	253,000	13,000	13,000
General Basic Fund Transfer	570,997	588,127	588,127	588,127	588,127
Rural Service Basic Transfer	1,592,747	1,640,529	1,640,529	1,640,529	1,640,529
TOTAL REVENUES	\$4,185,233	\$4,271,752	\$4,271,752	\$4,929,628	\$4,929,628
APPROPRIATION SUMMARY:					
Administration	\$169,981	\$165,000	\$165,000	\$170,800	\$170,800
Engineering	317,500	324,000	324,000	346,900	346,900
Holding Accounts	-	-	-	-	-
TOTAL APPROPRIATIONS	\$487,481	\$489,000	\$489,000	\$517,700	\$517,700

SERVICE AREA: Roads & Transportation		PROGRAM: Roadway Maintenance (27B)		
ACTIVITY: Roadway Maintenance		ORGANIZATION: Secondary Roads		
PROGRAM MISSION: 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.				
PROGRAM OBJECTIVES:				
1. To hold cost per mile for rock road , blading and resurfacing to under \$2250/mile.				
2. To hold cost per mile for signs, paint and traffic service to under \$275/mile.				
3. To hold cost per mile for roadside maint. To under \$250/mile.				
4. To maintain asphalt/concrete roads to at least 60% of that required.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of bridges and culverts (over 48" diameter)	642	642	642	642
2. Miles of rock/earth roads	398	398	389	389
3. Miles of asphalt/concrete roads	156	156	165	165
4. Miles of snow routes	554	554	554	554
5. Number of traffic signs/miles of pavement painting	4850/156	4850/156	4850/156	4850/156
6. Miles of roadside	1,108	1,108	1,108	1,108
WORKLOAD				
1. Number of bridges/culverts to receive maintenance	28/46	20/60	20/85	20/85
2. Miles of rock/earth to be bladed and re-rocked as required	398	398	389	389
3. Miles of asphalt/concrete roads to receive maintenance	156	156	165	165
4. Miles of snow plowing/tons of sand and salt applied	554/1890	554/3000	554/3000	554/3000
5. Number of signs install-replace/mile pavement paint/mile traffic serve	318/156/554	300/156/554	300/165/554	300/165/554
6. Miles of roadsides maint (ditch clean/shlds rock/mow-spray etc)	1,108	1,108	1,108	1,108
PRODUCTIVITY				
1. Cost per bridge maintained/cost per culvert maintained	\$932/\$1447	\$1000/\$1367	\$1000/\$1435	\$1000/\$1435
2. Cost per miles of rock/earth road blading and resurfacing	\$2,304	\$2,003	\$2,203	\$2,203
3. Cost per miles of asphalt/concrete surface maintenance	\$591	\$641	\$606	\$606
4. Cost per mile for snow plowing, sand and salt, etc.	\$277	\$426	\$444	\$444
5. Cost per mile for signs installed/pavement paint/traffic serv	\$220	\$264	\$258	\$258
6. Cost per mile of roadside maint (ditch clean/shlds/mow-spray/etc)	\$305	\$226	\$226	\$226
EFFECTIVENESS				
1. Percent of bridges & culverts requiring maintenance actually maint	51%	55%	72%	72%
2. Cost of blading/re-rocking as percent of that needed	95%	81%	89%	89%
3. Dollar of asphalt/concrete maint as % of that needed or required	66%	72%	68%	68%
ANALYSIS:				
<p>Total appropriations for the program are recommended to increase \$127,000 or 7.6% as compared to Fy2003. Bridge and culvert maintenance is recommended to increase \$40,000 or 39.2% due to more effort being placed on replacing obsolete pipe culverts. Total road maintenance is recommended to increase \$55,000 or 5.0% due to salaries and increased rock prices. Total road clearing is recommended to increase \$25,000 or 26.3% due to increased spraying. Total snow and ice control is recommended to increase \$10,000 or 4.2% for increased plowing expenditures. Total traffic control is recommended to decrease \$3000 or 2.1% due to a reduction in signs.</p> <p>The FY04 PPB indicators for this program show expenditures in this program are expected to increase slightly mainly due to salary increases and a little bit more spent on road rock. Snow removal is also projected to increase slightly due to salary increases. Miles of rock roads (W.2) has decreased and number of miles of asphalt roads (W.3) has increased due to macadam roads being asphalted. Number of culverts maintained has increased (W.1) as a concentrated effort is being made to replace obsolete culverts. To a certain extent this has been neglected in the past due to budget constraints. All other workload items (W.2-W.6) remain about the same. All productivity items (P.1-P.6) are very close to previous year. Price for blading/re-rocking (E.2) shows an increase due to the salary increases and increase in price of road rock. All program objectives remain the same.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Roadway Maintenance (27B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
430-A Secondary Roads Superintendent	1.00	1.00	1.00	1.00	1.00
213-B Crew Leader/Operator I	3.00	3.00	3.00	3.00	3.00
199-B Sign Crew Leader	1.00	1.00	1.00	1.00	1.00
174-B Heavy Equipment Operator III	7.00	7.00	7.00	7.00	7.00
163-B Truck Crew Coordinator	1.00	1.00	1.00	1.00	1.00
153-B Truck Driver/Laborer	9.00	9.00	9.00	9.00	9.00
Z Seasonal Maint	0.60	0.60	0.60	0.60	0.60
TOTAL POSITIONS	22.60	22.60	22.60	22.60	22.60
APPROPRIATION SUMMARY:					
Bridges/Culverts	\$92,874	\$102,000	\$102,000	\$142,000	\$142,000
Road Maintenance	1,377,285	1,092,000	1,092,000	1,147,000	1,147,000
Road Clearing	145,939	95,000	95,000	120,000	120,000
Snow/Ice Control	153,623	236,000	236,000	246,000	246,000
Traffic Control	121,652	146,000	146,000	143,000	143,000
TOTAL APPROPRIATIONS	\$1,891,373	\$1,671,000	\$1,671,000	\$1,798,000	\$1,798,000

SERVICE AREA: Roads & Transportation		PROGRAM: General Roadway Expenditures (27C)		
ACTIVITY: General Road Expenditures		ORGANIZATION: Secondary Roads		
PROGRAM MISSION: To provide modern, functional and dependable equipment in a ready state of repair so that general maintenance of County roads can be accomplished at the least possible cost and without interruption.				
PROGRAM OBJECTIVES:				
1. To maintain cost per unit repaired to below \$275.				
2. To maintain cost per unit serviced to below \$200.				
3. To maintain cost per unit for equipment supplies below \$3200.				
4. To maintain cost per unit for tools, materials and shop operation below \$3500.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Pieces of heavy/medium equipment	26	26	26	26
2. Number of heavy/medium trucks	21	21	21	21
3. Number of miscellaneous pieces of equipment, cars and pick-up	20	20	20	20
4. Cost of new equipment required	\$339,207	\$232,000	\$520,000	\$520,000
5. Cost of tools, materials, supplies and shop operation	\$231,413	\$207,000	\$218,000	\$218,000
6. Building and grounds expense	\$21,140	\$30,000	\$55,000	\$55,000
WORKLOAD				
1. Number of units repaired-major (work orders)	808	900	800	800
2. Number of units serviced (oil change, etc.)	267	300	300	300
3. Equipment supplies required (excluding parts)	\$173,765	\$210,000	\$199,000	\$199,000
4. Number of new equipment purchases	4	5	5	5
5. Shop expenses, tools, materials and supplies	\$231,413	\$207,000	\$218,000	\$218,000
6. Building and grounds expense	\$21,140	\$30,000	\$55,000	\$55,000
PRODUCTIVITY				
1. Cost per unit repaired (including parts and outside service)	\$212.22	\$214.44	\$252.50	\$252.50
2. Cost per unit for servicing	\$161.46	\$166.67	\$166.67	\$166.67
3. Cost per unit for equipment supplies	\$2,593.51	\$3,134.33	\$2,970.15	\$2,970.15
4. Cost per unit for new equipment	\$84,802	\$46,400	\$104,000	\$104,000
5. Cost of tools, materials, supplies and shop operation/unit	\$3,453.93	\$3,089.55	\$3,253.73	\$3,253.73
6. Cost for buildings and grounds	\$21,140	\$30,000	\$55,000	\$55,000
EFFECTIVENESS				
1. Percent of change in cost per unit repaired	-3.6%	+0.90%	+18.2%	+18.2%
2. Percent change in cost per unit serviced	+12.5%	+3.1%	0.0%	0.0%
3. Percent change in cost per unit for equipment supplies	-6.0%	+20.1%	-5.2%	-5.2%
4. Percent change in cost per unit for new equipment	+93.4%	-45.3%	+124%	+124%
5. Percent change in cost per unit tools/materials/supplies/shop cost	+2.3%	-10.5%	+5.3%	+5.3%
6. Percent change in cost for buildings and grounds	-61.4%	+41.9%	+83%	+83%
ANALYSIS:				
<p>Total appropriations for the program (excluding equipment) are recommended to increase \$9000. Total equipment operations are recommended to decrease \$17,000 or 2.6% due to decreases in radios and diesel fuel prices. Total tools/materials/supplies are recommended to increase \$1000 or 1.8% over FY2003. Buildings and grounds appropriations are recommended to increase \$25,000 or 83.3% due to expenses that might be incurred for Phase 2 Storm Water project.</p> <p>For FY'04 equipment purchases (D.4) are recommended for \$520,000, which is a \$288,000 increase over last year. Most of the increase is for a truck-mounted excavator (\$200,000) and a motor grader (\$120,000). Other equipment recommended for purchase are two single axle dump trucks, one tractor mower, and miscellaneous pieces of smaller equipment. The number of pieces of heavy/medium equipment (D.1) is recommended to stay at 26 for FY'04.</p> <p>The FY04 PPB indicators for this program show the cost for new equipment (D.4) to be appreciably higher than FY03. The last few years have been below average so</p>		<p>this is a catch-up year as funds are now available. Cost of tools, materials and supplies (D.5) is recommended to increase slightly, but still under an average year. Cost of equipment supplies (W.3) is recommended to decrease as diesel fuel has seemed to stabilize. Cost per unit repaired (P.1) is recommended to increase due to salaries, parts and outside service increasing. Program objective1 has been increased slightly to reflect price increases.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: General Roadway Expenditures (27C)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
233-A Shop Supervisor	1.00	1.00	1.00	1.00	1.00
187-B Mechanic	2.00	2.00	2.00	2.00	2.00
187-B Shop Control Clerk	-	1.00	1.00	1.00	1.00
162-B Shop Control Clerk	1.00	-	-	-	-
Z Eldridge Garage Caretaker	0.30	0.30	0.30	0.30	0.30
TOTAL POSITIONS	4.30	4.30	4.30	4.30	4.30
APPROPRIATION SUMMARY:					
New Equipment	\$339,207	\$232,000	\$232,000	\$520,000	\$520,000
Equipment Operation	558,549	665,000	665,000	648,000	648,000
Tools/Materials/Supplies	82,316	57,000	57,000	58,000	58,000
Property/Assessment	21,140	30,000	30,000	55,000	55,000
TOTAL APPROPRIATIONS	\$1,001,212	\$984,000	\$984,000	\$1,281,000	\$1,281,000

SERVICE AREA: Capital Projects		PROGRAM: Road Construction (27D)		
ACTIVITY: Roadway Construction		ORGANIZATION: Secondary Roads		
PROGRAM MISSION: 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				
PROGRAM OBJECTIVES:				
1. To control actual cost for day labor bridge construction to below \$60.00/square foot.				
2. To control cost for resurfacing to below \$50.00/lineal foot.				
3. To control actual cost of construction not to exceed budget by 10%.				
4. To complete 100% of annual program.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Roads/bridges/culverts below standards (based/needs study in \$	\$30,908,000	\$30,908,000	\$30,908,000	\$30,908,000
2. Number of bridges with sufficiency ratings below 50 (requiring repl)	4	3	3	3
3. # of bridges with sufficiency ratings 50-75 (requiring rehab/repl)	22	21	21	21
4. \$ value of projects requiring construction in County 5-Year Plan	\$9,664,000	\$9,440,000	\$10,055,000	\$10,055,000
5. # of miles paved roads requiring reconstruction in 5-Year Plan	31	40	40	40
WORKLOAD				
1. Cost to surface Macadam roads	\$0	\$128,000	\$160,000	\$160,000
2. Cost/bridges proposed for construction (contract) FM	\$0	\$450,000	\$200,000	\$200,000
3. Cost of misc/culvert/bridge construction (day labor)	\$58,601	\$0	\$40,000	\$40,000
4. Cost of road resurfacing (local)	\$1,060,924	\$400,000	\$900,000	\$900,000
5. Cost of roads proposed for resurfacing - FM & STP	\$828,795	\$710,000	\$625,000	\$625,000
6. # of miles proposed for resurfacing- (local/ FM-STP)	14	5	8	8
PRODUCTIVITY				
1. Cost/mile of edge drain	\$0.00	\$0.00	\$0.00	\$0.00
2. Cost/sq foot of bridge construction (contract)	\$0.00	\$53.57	\$66.67	\$66.67
3. Cost/sq ft of culvert/bridge construction (day labor)	\$41.86	\$0.00	\$55.55	\$55.55
4. Cost/lineal ft road resurfacing (local)	\$27.92	\$44.19	\$42.61	\$42.61
5. Cost/lineal ft resurface/repair FM-STP	\$27.08	\$44.19	\$43.04	\$43.04
EFFECTIVENESS				
1. Actual cost as percent of budget cost (excluding FM)	100%	86%	100%	100%
2. Percent of construction projects completed	100%	100%	100%	100%
3. % of roads/bridges/culverts constructed vs those below standard	6.30%	5.70%	5.10%	5.10%
4. % of bridges replaced/rehabilitated vs those below standard	3.80%	8.30%	8.30%	8.30%
5. Dollar value of construction as percent of 5 year plan	22.20%	17.80%	19.10%	19.10%
6. % of roads resurfaced vs those in 5-Year program	45.00%	12.50%	20.00%	20.00%
ANALYSIS:				
<p>The total appropriations for the program are recommended to decrease \$35,000 or 3.1% from last year. Increases are recommended in asphalt/concrete (\$265,000) and macadam (\$160,000), and a decrease is recommended in bridges (\$460,000).</p> <p>The FY'04 workload indicators (W.1 – W.5) for this program are recommended to be at \$1,100,000 local funds and \$825,000 FM funds. The macadam cost (W.1) \$160,000 is recommended for the Slopertown/Hillandale Road. Cost for bridge construction per sq.ft. (P.2-P.3) shows a slight increase while cost for asphalt resurfacing (P.4-P.5) shows a slight decrease. This is due to different designs, etc. All effectiveness items (E.1-E.6) are recommended as presented. Program objectives 1 and 2 have been adjusted slightly to reflect cost of construction.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Roadway Construction (27D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
APPROPRIATION SUMMARY:					
Construction	\$1,119,570	\$1,135,000	\$1,135,000	\$1,100,000	\$1,100,000
TOTAL APPROPRIATIONS	\$1,119,570	\$1,135,000	\$1,135,000	\$1,100,000	\$1,100,000



**STATE AND LOCAL GOVERNMENT SERVICES
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SERVICE AREA: State & Local Government Service	PROGRAM: Auditor Administration (13A)
ACTIVITY: Representation Services	ORGANIZATION: Auditor

PROGRAM MISSION: To provide the best possible management of statutory County Auditor responsibilities and to insure that the responsibilities are carried out in the best interests of the citizens of Scott County by establishing policies and goals for office operation.

PROGRAM OBJECTIVES:
 1. To keep administration costs at or below 13.1% of total budget.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	15.4	15.4	15.4	15.4
2. Departmental budget	\$1,128,680	\$1,059,615	\$1,146,915	\$1,146,915
WORKLOAD				
1. Percent of time spent on personnel administration	25%	25%	25%	25%
2. Percent of time spent on fiscal management	25%	25%	25%	25%
3. Percent of time spent on liaison activity and coordination	25%	25%	25%	25%
4. Percent of time spent on miscellaneous activity	25%	25%	25%	25%
PRODUCTIVITY				
1. Administration cost as a percent of departmental budget	11.8%	13.0%	13.0%	13.0%
2. Administration personnel as a percent of departmental personnel	13%	13%	13%	13%
EFFECTIVENESS				
1. Program performance budget objectives accomplished	89%	90%	90%	90%

ANALYSIS:

<p>Total FY04 appropriations for the total department are recommended to increase 7.1% over current budgeted levels. Non-salary costs are recommended to increase 1.0% over current budgeted levels for the total department. Revenues are recommended to increase 83.8% over current budgeted amounts for the total department.</p> <p>For this program, non-salary costs are recommended to increase \$925 over current budgeted amounts.</p> <p>Organizational change requests for the department has been submitted to the Human Resources department but is not finalized at this time. Proposed changes include a partial reorganization of staffing and duties in the elections program; responsibility, supervisory, and reporting changes to the Tax Deputy position; and a new job description and evaluation of the Accounting Supervisor position.</p> <p>The primary reasons for the total departmental revenue changes from current budget levels are found in the analysis for the Auditor's election program. The Auditor Administration program does not budget for</p>	<p>any revenues.</p> <p>The primary reason for appropriation changes from current budget levels in this program is due to recommended funding for the purchase of additional office furniture and equipment necessitated by the department's move into the Bi-Centennial building.</p> <p>The PPB Indicators for this program are similar to previous years and require no further analysis.</p> <p>The budget issues identified for further Board review during the budget process are the organizational changes mentioned previously in this analysis.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Auditor Administration (13A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X Auditor	1.00	1.00	1.00	1.00	1.00
Y First Deputy	1.00	-	-	-	-
556- Operations Manager	-	1.00	1.00	1.00	1.00
TOTAL POSITIONS	2.00	2.00	2.00	2.00	2.00
REVENUE SUMMARY:					
Miscellaneous	\$364	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$364	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$131,678	\$136,803	\$135,757	\$146,980	\$146,980
Equipment	-	-	-	1,000	1,000
Expenses	1,822	855	780	780	780
Supplies	111	400	400	400	400
TOTAL APPROPRIATIONS	\$133,611	\$138,058	\$136,937	\$149,160	\$149,160

SERVICE AREA: State & Local Government Service	PROGRAM: Elections (13B)
ACTIVITY: Representation Services	ORGANIZATION: Auditor

PROGRAM MISSION: To provide efficient and accurate election and voter registration services for the citizens of Scott County by developing and maintaining complete voter registration tasks.

PROGRAM OBJECTIVES:

1. To conduct error free elections.
2. To process 20,000 absentee applications.
3. To process 35,000 voter registration changes.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Registered voters	110,557	111,000	110,000	110,000
2. Registered voter changes requested	98,093	50,000	35,000	35,000
3. Elections	26	25	24	24
4. Polling places to be maintained	75	75	72	72
5. Absentee voter applications requested	13,682	14,000	20,000	20,000
WORKLOAD				
1. Elections conducted: Scheduled	24	24	24	24
2. Elections conducted: Special Election	2	1	0	0
3. Registered voter changes processed	98,093	50,000	35,000	35,000
4. Polling places arranged and administered	75	75	72	72
5. Poll worker personnel arranged and trained	1,092	800	800	800
6. Absentee voter applications processed	13,682	14,000	20,000	20,000
PRODUCTIVITY				
1. Average cost per scheduled election conducted (57%)	\$12,276	\$10,014	\$19,563	\$19,563
2. Average cost per special election conducted (15%)	\$38,767	\$63,251	N/A	N/A
3. Cost per registered voter change processed (28%)	\$1.48	\$2.36	\$3.76	\$3.76

EFFECTIVENESS				
1. Number of elections requiring a recount	0	0	0	0

ANALYSIS:

For the Auditor's Election program, non-salary costs are recommended to decrease 1.9% from current budgeted amounts.

Revenues for this program are recommended to increase by 172%, or \$82,446.

The primary reasons for the appropriation changes from current budget levels are the recommended \$4,000 and \$2,000 decreases in total expenses and supplies, respectively. These appropriation reductions were partially offset by a \$3,000 recommended increase for the purchase of additional office furniture following the department's relocation in the Bi-Centennial Building.

The primary reason for revenue increases from current budget levels relates directly to the number of elections to be conducted with reimbursable costs. Some of the costs of conducting municipal and school board elections are reimbursable, including the printing of ballots, publication of notices, the installation of voting machines, and others.

Organizational change requests for the elections program are not finalized at this time. Following the recent retirement of the Election

Supervisor the department has been working with the Human Resources department on possible staffing options. HR will present these recommendations at a later date.

Several PPB Indicators are highlighted as follows: The number of special elections to be conducted (W.2) is generally budgeted at zero. Since the number of special elections is an unknown, and the costs of these elections are reimbursable, the net financial effect of adding them to the budget is zero. Therefore it has been the practice of the Board to amend the budget to allow for these costs after they have been identified and incurred. Productivity indicator (P.2) is also affected by this situation. Since no special elections are budgeted it is impossible to assign an average cost.

The budget issue identified for further Board review during the budget process is the possible change in staffing requirements for the elections program.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Elections (13B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Y Deputy Auditor-Elections	1.00	1.00	1.00	1.00	1.00
291-C Election Supervisor	1.00	1.00	1.00	1.00	1.00
191-C Senior Clerk	-	1.00	1.00	1.00	1.00
162-C Clerk III Elections	1.00	-	-	-	-
141-C Clerk II	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	4.00	4.00	4.00	4.00	4.00
REVENUE SUMMARY:					
Intergovernmental	\$214,731	\$46,000	\$46,000	\$129,446	\$129,446
Fees and Charges	714	2,000	1,000	1,000	1,000
Miscellaneous	33	-	-	-	-
TOTAL REVENUES	\$215,478	\$48,000	\$47,000	\$130,446	\$130,446
APPROPRIATION SUMMARY:					
Personal Services	\$294,846	\$260,775	\$267,913	\$311,607	\$311,607
Equipment	-	-	-	3,000	3,000
Expenses	210,219	148,400	135,900	144,400	144,400
Supplies	12,012	12,500	12,500	10,500	10,500
TOTAL APPROPRIATIONS	\$517,077	\$421,675	\$416,313	\$469,507	\$469,507

SERVICE AREA: State & Local Government Service	PROGRAM: Recorder Administration (26A)
ACTIVITY: State Administrative Services	ORGANIZATION: Recorder

PROGRAM MISSION: To serve the citizens of Scott County by working with the Department of Public Health, the Department of Revenue and the Department of Natural Resources in establishing policies and directing personnel working in Vital Records, Conservation, and Public Records.

PROGRAM OBJECTIVES:

1. To reduce departmental FTE level down to 12.
2. To maintain workload percent as budgeted below.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	13	13	13	13
2. Departmental budget	\$580,738	\$619,217	\$654,053	\$654,053
3. Organizations requiring liaison and coordination	21	21	21	21
WORKLOAD				
1. Percent of time spent on personnel administration	35%	35%	35%	35%
2. Percent of time spent on fiscal management	40%	40%	40%	40%
3. Percent of time spent on liaison, coordination and citizens request	25%	25%	25%	25%
PRODUCTIVITY				
1. Administration personnel as a percent of departmental personnel	11.50%	11.50%	11.50%	11.50%
EFFECTIVENESS				
1. Program performance budget objectives accomplished	100%	100%	100%	100%

ANALYSIS:

Total FY04 appropriations for the total department are recommended to increase 5.7% over current budgeted levels. Revenues are recommended to increase 36.6% over current budgeted amounts for the total department.

Organizational change requests for the department are as follows; the Vital Records Specialist and Conservation Specialist positions are being reviewed due to the retirement of the Vital Records Specialist position, and the department may chose to combine these two positions and decrease the department's FTE level by one.

The primary reasons for revenue changes from current budget levels are increased real estate recordings, the number of pages per document has increase and the value of homes have increased.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Recorder Administration (26A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X Recorder	1.00	1.00	1.00	1.00	1.00
556-A Operations Manager	-	0.50	0.50	0.50	0.50
496-A Operations Manager	0.50	-	-	-	-
TOTAL POSITIONS	1.50	1.50	1.50	1.50	1.50
REVENUE SUMMARY:					
Use of Money and Property	\$0	\$1,500	\$1,500	\$1,500	\$1,500
Miscellaneous	33	-	-	-	-
TOTAL REVENUES	\$33	\$1,500	\$1,500	\$1,500	\$1,500
APPROPRIATION SUMMARY:					
Personal Services	\$110,632	\$116,951	\$116,339	\$122,009	\$122,009
Expenses	1,137	3,170	3,170	3,420	3,420
Supplies	162	-	-	-	-
TOTAL APPROPRIATIONS	\$111,931	\$120,121	\$119,509	\$125,429	\$125,429

SERVICE AREA: State & Local Government Service	PROGRAM: Public Records (26B)
ACTIVITY: State Administrative Services	ORGANIZATION: Recorder

PROGRAM MISSION: To serve the citizens of Scott County by maintaining official records of documents effecting title to real estate and other important documents, issuing various types of conservation license and recreational vehicle registrations and titles.

- PROGRAM OBJECTIVES:**
1. To process 53,000 real estate transactions.
 2. To complete 4,600 transfer tax transactions.
 3. To process 2,200 conservation licenses.
 4. To process 5, 300 recreational vehicle registrations, titles and liens.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Real estate and UCC transactions requested	52,623	50,000	53,000	53,000
2. Transfer tax requests	4,554	4,700	4,600	4,600
4. Conservation license requests	2,524	2,800	2,200	2,200
5. Recreational vehicle registrations, titles and liens processed	5,212	13,000	5,300	5,300
WORKLOAD				
1. Total amount of real estate revenue collected	\$1,187,914	\$1,100,000	\$1,200,000	\$1,200,000
2. Total amount of real estate transfer tax revenue collected	\$972,266	\$950,000	\$989,000	\$989,000
4. Total of conservation license fees collected	\$33,027	\$30,800	28,700	28,700
5. Total amount of recreational vehicle registrations, titles and liens fees	\$54,397	\$180,000	\$44,391	\$44,391
PRODUCTIVITY				
1. Cost per real estate transactions processed	\$5.15	\$6.06	\$6.04	\$6.04
2. Cost per real estate transfer tax transaction processed	\$0.61	\$0.62	\$0.67	\$0.67
4. Cost per conservation license processed	\$6.86	\$6.55	\$8.80	\$8.80
5. Cost per recreational vehicle registrations, titles and liens processed	\$7.64	\$3.24	\$8.40	\$8.40
EFFECTIVENESS				
1. Real estate and UCC revenue retained by county	\$1,187,914	\$1,100,000	\$1,200,000	\$1,200,000
2. Real estate transfer tax revenue retained by the county	\$167,716	\$160,000	\$170,000	\$170,000
4. Conservation license revenue retained by county	\$1,394	\$1,170	\$1,100	\$1,100
5. Recreational vehicle, title and lien revenue retained by county	\$12,699	\$18,100	\$10,925	\$10,925

ANALYSIS:

For this program, non-salary costs are recommended to increase 8% over current budgeted amounts.

The primary reasons for revenue changes from current budget levels are The primary reasons for revenue changes from current budget levels are increased real estate recordings, the number of pages per document has increase and the value of homes have increased.

The primary reason for appropriation changes from current budget levels is an increase of \$1,000 for supplies due to an increase in real estate activity.

The PPB Indicators for real estate and transfer tax requests are expected to increase due to the increase in real estate activity. Conservation licenses will continue to decline. This is due to more vendors willing licenses.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Public Records (26B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Y Second Deputy	1.00	1.00	1.00	1.00	1.00
556-A Operations Manager	-	0.50	0.50	0.50	0.50
496-A Operations Manager	0.50	-	-	-	-
191-C Real Estate Specialist	1.00	1.00	1.00	1.00	1.00
191-C Conservation Specialist	1.00	1.00	-	-	-
162-C Clerk III	-	-	1.00	1.00	1.00
141-C Clerk II	4.50	4.50	4.50	4.50	4.50
TOTAL POSITIONS	7.00	7.00	7.00	7.00	7.00
REVENUE SUMMARY:					
Fees and Charges	\$1,383,699	\$1,006,570	\$1,287,070	\$1,389,825	\$1,389,825
Use of Money/Property	4,221	6,500	5,000	6,000	6,000
Miscellaneous	3,574	2,000	2,000	3,200	3,200
TOTAL REVENUES	\$1,391,494	\$1,015,070	\$1,294,070	\$1,399,025	\$1,399,025
APPROPRIATION SUMMARY:					
Personal Services	\$330,475	\$352,469	\$348,351	\$371,691	\$371,691
Expenses	1,916	3,042	3,042	3,150	3,150
Supplies	15,460	11,175	11,175	12,200	12,200
TOTAL APPROPRIATIONS	\$347,851	\$366,686	\$362,568	\$387,041	\$387,041

SERVICE AREA: State & Local Government Service		PROGRAM: Vital Records (26D)		
ACTIVITY: State Administrative Services		ORGANIZATION: Recorder		
PROGRAM MISSION: To maintain official records of birth, death and marriage certificates registration by providing requested documents in a timely manner, take applications of marriage and issue the proper documents within the legal time frame of 3 days.				
PROGRAM OBJECTIVES:				
1. To process 16500 certified copies of vital records.				
2. To process 1300 marriage applications.				
3. To process 425 passports.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Vital records(birth, death, marriage) certified copies requested	15,813	16,000	16,500	16,500
2. Marriage applications processed	1,288	1,400	1,300	1,300
3. Vital records registration (birth and death)	5,292	5,100	5,300	5,300
4. Passport applications processed	389	400	425	425
WORKLOAD				
1. Total amount of vital records certified copies revenue collected	\$144,660	146,000	\$152,000	\$152,000
2. Total amount of marriage application revenue collected	\$45,080	49,000	\$45,500	\$45,500
3. Total amount of vital records (birth, death) revenue collected	N/A	N/A	N/A	N/A
4. Total amount of Passport application revenue collected	\$5,835	10,000	\$12,750	12,750
PRODUCTIVITY				
1. Cost per vital records certified copy processed	\$6.60	\$5.70	\$5.92	\$5.92
2. Cost per marriage application processed	\$9.53	\$9.43	\$10.89	\$10.89
3. Cost per vital records (birth, death) registered	\$0.93	\$5.18	\$5.34	\$5.34
4. Cost per Passport application processed	\$3.16	\$3.30	\$3.33	\$3.33
EFFECTIVENESS				
1. Vital Records revenue retained by county	\$58,224	\$57,760	\$60,800	\$60,800
2. Marriage application revenue retained by county	5,152	5,600	5,200	\$5,200
2. Passport application revenue retained by county	5,835	\$10,000	\$12,750	\$12,750
ANALYSIS:				
<p>For this program, non-salary costs are recommended to increase 88.2% or \$3,000 over current budgeted amounts.</p> <p>The primary reason for an increase of 18.4% in revenue changes from current budget levels is due to an increase in passport applications processed.</p> <p>The primary reasons for appropriation changes from current budget levels is an increase in expenses for rental of a vital records scanner, maintenance of a new machine and purchase vital records safety paper.</p> <p>The PPB Indicators are in line with the current budget with only slight increases in vital records and passport applications.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Vital Records (26D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
191-C Vital Records Specialist	1.00	1.00	1.00	1.00	1.00
141-C Clerk II	2.50	2.50	2.50	2.50	2.50
TOTAL POSITIONS	3.50	3.50	3.50	3.50	3.50
REVENUE SUMMARY:					
Fees and Charges	\$68,832	\$66,500	\$72,000	\$78,750	\$78,750
TOTAL REVENUES	\$68,832	\$66,500	\$72,000	\$78,750	\$78,750
APPROPRIATION SUMMARY:					
Personal Services	\$121,648	\$128,660	\$124,715	\$135,183	\$135,183
Expenses	325	1,000	1,000	4,000	4,000
Supplies	1,202	2,400	2,400	2,400	2,400
TOTAL APPROPRIATIONS	\$123,175	\$132,060	\$128,115	\$141,583	\$141,583

SERVICE AREA: State & Local Government Service		PROGRAM: Motor Vehicle Registration-Courthouse (30C)		
ACTIVITY: State Administrative Services		ORGANIZATION: Treasurer		
PROGRAM MISSION: To provide professional motor vehicle service for all citizens through versatile, courteous and efficient customer service skills				
PROGRAM OBJECTIVES:				
1. To retain at least \$1,000,000 of motor vehicle revenue.				
2. To process at least 64% of all motor vehicle plate fees at the Courthouse.				
3. To process at least 87% of all motor vehicle title & security interest fees at the Courthouse.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of motor vehicle renewal notices issued	108,244	106,000	109,000	109,000
2. Number of title and security interest transactions	84,511	77,000	80,000	80,000
3. Number of duplicates and additional fees requested	8,513	7,500	8,500	8,500
4. Number of junking certificates & misc transactions requested	22,544	21,000	22,000	22,000
5. Total dollar motor vehicle plate fees received-Courthouse	\$11,602,036	\$10,500,000	\$12,000,000	\$12,000,000
6. Total \$ motor vehicle title & security int fees received-Courthouse	\$15,797,429	\$14,000,000	\$16,000,000	\$16,000,000
WORKLOAD				
1. Number of vehicle renewals processed	178,662	158,000	180,000	180,000
2. Number of title & security interest transactions processed	84,511	77,000	80,000	80,000
3. Number of duplicates and additional fees issued	8,513	7,500	8,500	8,500
4. Number junking certificates & misc transactions processed	22,544	21,000	22,000	22,000
5. Total dollar motor vehicle plate fees processed-Courthouse	\$11,602,036	\$10,500,000	\$12,000,000	\$12,000,000
6. Total \$ motor vehicle title & security int fees processed-Courthouse	\$15,797,429	\$14,000,000	\$16,000,000	\$16,000,000
PRODUCTIVITY				
1. Cost per renewals processed (25%)	\$0.552	\$0.644	\$0.613	\$0.613
2. Cost per title & security interest transaction (50%)	\$2.33	\$2.64	\$2.76	\$2.76
3. Cost per duplicate and/or additional fee (15%)	\$6.95	\$8.14	\$7.79	\$7.79
4. Cost per junking certificate & misc transactions (10%)	\$1.75	\$1.94	\$2.01	\$2.01
5. Total \$ motor vehicle plate fees processed/window/clerk/day	\$6,853	\$6,563	\$7,500	\$7,500
6. Total \$ motor vehicle title & security int fees proc/window/clerk/day	\$9,331	\$8,750	\$10,000	\$10,000
EFFECTIVENESS				
1. Total dollar motor vehicle revenue retained by County	\$1,010,423	\$1,002,000	\$1,027,000	\$1,027,000
2. Percent of total motor vehicle plate fees processed at Courthouse	66.96%	64.00%	64.00%	64.00%
3. Percent of total motor vehicle title & security int fees proc-Courthouse	88.32%	87.00%	87.00%	87.00%
ANALYSIS:				
<p>For the Treasurer's Motor Vehicle program, non-salary costs are recommended to increase 16%, or \$3,930 over current budget levels. Revenues are recommended to increase 6.2%, or \$60,500 over current budgeted amounts.</p> <p>The primary reasons for the revenue change from the current budget level is an increase in the retention of vehicle registration and mailing fees.</p> <p>The primary reason for the increase in non-salary appropriations for this program is a \$3,700 rise in the funding for supplies. This is due to higher costs and volumes related to the processing and printing of motor vehicle registration renewal notices.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Motor Vehicle Courthouse (30C)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
556-A Operations Manager	-	0.30	0.30	0.30	0.30
496-A Operations Manager	0.30	-	-	-	-
298-A Motor Vehicle Supervisor	1.00	1.00	1.00	1.00	1.00
141-C Clerk II	8.30	8.30	8.30	8.30	8.30
TOTAL POSITIONS	9.60	9.60	9.60	9.60	9.60
REVENUE SUMMARY:					
Fees and Charges	\$1,014,615	\$970,750	\$1,005,750	\$1,031,250	\$1,031,250
TOTAL REVENUES	\$1,014,615	\$970,750	\$1,005,750	\$1,031,250	\$1,031,250
APPROPRIATION SUMMARY					
Personal Services	\$368,181	\$382,665	\$389,482	\$413,202	\$413,202
Expenses	1,805	4,660	4,790	4,890	4,890
Supplies	24,673	19,900	19,900	23,600	23,600
TOTAL APPROPRIATIONS	\$394,659	\$407,225	\$414,172	\$441,692	\$441,692

SERVICE AREA: State Local Government Service	PROGRAM: County General Store (30D)
ACTIVITY: State Administrative Services	ORGANIZATION: Treasurer

PROGRAM MISSION: To 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

- PROGRAM OBJECTIVES:**
1. To process at least 6.0% of all property tax payments.
 2. To process at least 36.0% of all motor vehicle plate fees.
 3. To process at least 13% of all motor vehicle title & security interest fees.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Total dollar property taxes received	\$9,092,474	\$9,860,645	\$10,301,969	\$10,301,969
2. Total dollar motor vehicle plate fees received	\$5,724,518	\$5,800,000	\$5,800,000	\$5,800,000
3. Total dollar motor vehicle title & security interest fees received	\$2,089,654	\$2,150,000	\$2,150,000	\$2,150,000
4. Number of hunting & fishing licenses requested	191	N/A	N/A	N/A
5. Number of voter registration applications requested	142	200	200	200
WORKLOAD				
1. Total dollar property taxes processed	\$9,092,474	\$9,860,645	\$10,301,969	\$10,301,969
2. Total dollar motor vehicle plate fees processed	\$5,724,518	\$5,800,000	\$5,800,000	\$5,800,000
3. Total dollar motor vehicle title & security interest fees processed	\$2,089,654	\$2,150,000	\$2,150,000	\$2,150,000
4. Number hunting & fishing licenses issued for Recorder	191	N/A	N/A	N/A
5. Number of voter registration applications processed for Auditor	142	200	200	200
PRODUCTIVITY				
1. Total dollar property taxes processed/window clerk/day	\$6,750	\$8,428	\$8,242	\$8,242
2. Total dollar motor vehicle plate fees processed/window/clerk/day	\$4,250	\$4,957	\$4,640	\$4,640
3. Total \$ motor vehicle title & security int fees proc/window/clerk/day	\$1,551	\$1,838	\$1,720	\$1,720
EFFECTIVENESS				
1. Percent total property tax processed-General Store	5.54%	6.00%	6.00%	6.00%
2. Percent total motor vehicle plate fees processed-General Store	33.04%	36.00%	36.00%	36.00%
3. Percent total motor vehicle title & security int fees proc-General Store	11.68%	13.00%	13.00%	13.00%

ANALYSIS:

For the Treasurer's County General Store program, non-salary costs are recommended to increase \$245 over current budgeted amounts. There are no budgeted revenues credited to this program.

The primary reason for the appropriation change from the current budget level is a small increase in total expenses.

There were no budget issues identified for further Board review within this program.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: County General Store (30D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
556-A Operations Manager	-	0.10	0.10	0.10	0.10
496-A Operations Manager	0.10	-	-	-	-
382-A County General Store Manager	1.00	1.00	1.00	1.00	1.00
162-C Clerk III	1.00	1.00	1.00	1.00	1.00
141-C Clerk II	3.00	3.00	3.00	3.00	3.00
TOTAL POSITIONS	5.10	5.10	5.10	5.10	5.10
REVENUE SUMMARY:					
Miscellaneous	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$0	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$222,606	\$227,952	\$233,141	\$242,127	\$242,127
Expenses	24,580	2,215	2,285	2,460	2,460
Supplies	3,335	2,675	2,675	2,675	2,675
TOTAL APPROPRIATIONS	\$250,521	\$232,842	\$238,101	\$247,262	\$247,262



**INTERPROGRAM SERVICES
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SERVICE AREA: Interprogram Services		PROGRAM: General Administration (11A)		
ACTIVITY: Policy & Administration		ORGANIZATION: Administration		
PROGRAM MISSION: To enhance county services for citizens and county departments by providing effective management and coordination of resources				
PROGRAM OBJECTIVES:				
1. To maintain status quo relative to management personnel as a percent of total personnel.				
2. To schedule 325 meetings with individual department heads.				
3. To schedule 100 meetings with individual board members.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	416.27	418.95	442.95	428.95
2. Units directly supervised	9	9	9	9
3. Dollar value of operating budget	\$44,615,482	\$47,549,009	\$51,215,768	\$50,062,029
4. Dollar value of Capital Improvement Plan (CIP)	\$13,388,707	\$10,220,736	\$4,826,027	\$4,826,027
5. Jurisdiction population	158,668	158,668	158,668	158,668
WORKLOAD				
1. Board of Supervisors meetings held	90	100	100	100
2. Schedule meetings with individual Board members	94	100	100	100
3. Agenda items forwarded to Board of Supervisors	542	550	550	550
4. Scheduled meetings with individual department heads	283	325	325	325
5. Other scheduled meetings held	327	350	350	350
PRODUCTIVITY				
1. Management cost as a percent of County budget	0.52%	0.52%	0.52%	0.52%
2. Administration personnel as a percent of total personnel	0.89%	0.89%	0.89%	0.89%
EFFECTIVENESS				
1. Percent of program performance budget objectives accomplished	0%	100%	100%	100%
2. Percent of target issue action steps completed	75%	95%	40%	40%
3. Percentage of departments represented at dept head meetings	72%	80%	80%	80%
ANALYSIS:				
<p>Total FY04 appropriations for the total department are recommended to increase 4.3% over current budgeted levels. Non-salary costs are recommended to increase 5% over current budgeted levels for the total department</p> <p>The primary reason for appropriation changes from the current budget level is an increase in the membership line item for membership fees for the County Administrator to the Davenport Rotary, DavenportOne and various chambers.</p> <p>PPB Indicator percent of target issue action steps completed is only at 40% because the County will have new action steps for FY04.</p> <p>The County's total operating budget is recommended to increase 5.6% over current budgeted levels. The primary reasons for this increase include additional staffing at the jail (9 FTE's including an additional nurse in the Health Department providing jail health services) and new GIS Coordinator position in the Information Technology Department.</p> <p>Also, additional funds are needed to cover increasing costs for housing inmates in out-of-county facilities as the old, outmoded jail is at capacity.</p> <p>The capital projects budget is decreasing from previous years as the Space Utilization Renovation Plan at the Courthouse will be pushed back two fiscal years as gaming revenues are accumulated to fund the remaining portions of this multi-year effort. The Bi-Centennial Building renovation project, Juvenile Detention Center Renovation/Expansion Project, and the Courthouse lower level renovation and security elevator project will all be completed by the end of the current fiscal year.</p> <p>The capital projects budget does include new capital funding requests from eleven outside agencies. All agency funding requests were denied by the Board except the Davenport John O'Donnell Stadium project and the Grand Excursion 2004 project.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: General Administration (11A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
A County Administrator	1.00	1.00	1.00	1.00	1.00
805-A Assistant County Administrator	0.50	0.50	0.50	0.50	0.50
363-A Budget Coordinator	1.00	1.00	1.00	1.00	1.00
298-A Administrative Assistant	0.60	0.60	0.60	0.60	0.60
Z Administrative Intern	0.60	0.60	0.60	0.60	0.60
TOTAL POSITIONS	3.70	3.70	3.70	3.70	3.70
REVENUE SUMMARY:					
Miscellaneous	\$148	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$148	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$297,944	\$286,663	\$285,406	\$298,784	\$298,784
Expenses	10,030	12,975	13,925	13,925	13,925
Supplies	2,261	3,500	3,500	3,500	3,500
TOTAL APPROPRIATIONS	\$310,235	\$303,138	\$302,831	\$316,209	\$316,209

SERVICE AREA: Interprogram Service	PROGRAM: Business/Finance (13D)
ACTIVITY: Policy & Administration	ORGANIZATION: Auditor

PROGRAM MISSION: To provide accurate and efficient implementation of the County's financial accounting system, including the timely and appropriate bi-weekly processing of the payroll and accounts payable functions by using County financial policies and generally accepted accounting principles

PROGRAM OBJECTIVES:

1. To keep cost per invoice processed below \$3.87.
2. To keep cost per time card processed below \$2.24.
3. To keep cost per account center maintained below \$9.01.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Invoices submitted	25,773	25,000	25,000	25,000
2. Employees on payroll	645	625	625	625
3. Official Board meetings requiring minutes	62	60	60	60
4. Accounting account/centers to be maintained	8,950	9,200	9,200	9,200
5. Poll workers	476	747	747	747
WORKLOAD				
1. Invoices processed	25,773	25,000	25,000	25,000
2. Time cards processed	34,543	37,000	37,000	37,000
3. Board meetings minutes recorded	62	60	60	60
4. Account/centers maintained	8,950	9,200	9,200	9,200
PRODUCTIVITY				
1. Cost per invoice processed (35%)	\$3.49	\$3.78	\$3.87	\$3.87
2. Cost per time card processed (30%)	\$2.24	\$2.19	\$2.24	\$2.24
3. Cost per Board meeting minutes recorded (5%)	\$207.81	\$224.92	\$230.31	\$230.31
4. Cost per account/center maintained (30%)	\$8.64	\$9.25	\$9.01	\$9.01

EFFECTIVENESS				
1. Claims lost or misplaced	0	0	0	0

ANALYSIS:

For the Auditor's Business/Finance program non-salary costs are recommended to increase \$1,000 over current budgeted amounts. Revenues for this program are minimal and are recommended to remain at current budgeted levels.

The reason for the rise in non-salary appropriations is a recommended \$1,000 increase in funding for the purchase of additional office furniture and equipment following the department's relocation in the Bi-Centennial Building.

One organizational change request was submitted for this program. The Human Resources department is reviewing the job description for the Accounting Supervisor position. This is the only budget issue identified for further Board review under this program.

The PPB Indicators are consistent with past performance and are recommended as presented.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Business/Finance (13D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
677-A Accounting Supervisor	-	-	0.70	0.70	0.70
611-A Accounting Supervisor	0.70	0.70	-	-	-
252-A Payroll Specialist	1.50	1.50	1.50	1.50	1.50
252-C Accounts Payable Specialist	1.50	1.50	1.50	1.50	1.50
177-A Official Records Clerk	0.90	0.90	0.90	0.90	0.90
TOTAL POSITIONS	4.60	4.60	4.60	4.60	4.60
REVENUE SUMMARY:					
Fees and Charges	\$500	\$500	\$500	\$500	\$500
TOTAL REVENUES	\$500	\$500	\$500	\$500	\$500
APPROPRIATION SUMMARY:					
Personal Services	\$249,056	\$257,377	\$256,038	\$262,847	\$262,847
Equipment	434	2,000	2,000	3,000	3,000
Expenses	3,177	2,925	2,925	2,925	2,925
Supplies	5,013	7,600	7,600	7,600	7,600
TOTAL APPROPRIATIONS	\$257,680	\$269,902	\$268,563	\$276,372	\$276,372

SERVICE AREA: Interprogram Services		PROGRAM: Taxation (13E)		
ACTIVITY: Policy & Administration		ORGANIZATION: Auditor		
PROGRAM MISSION: To provide efficient and accurate taxation services to the citizens of Scott County, as well as to other County departments, by developing and maintaining complete tax records and systems				
PROGRAM OBJECTIVES:				
1. To keep cost per parcel taxed below \$1.91.				
2. To keep cost per tax credit processed below \$1.19.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Parcels to be taxed	68,596	68,750	70,000	70,000
2. Real estate transactions requested	8,108	8,000	8,000	8,000
3. Tax credits requested	61,985	62,250	62,250	62,250
4. Control licenses requested	17	35	35	35
5. Local budgets to be certified	49	49	49	49
WORKLOAD				
1. Parcels taxed	68,596	68,750	70,000	70,000
2. Real estate transactions processed	8,108	8,000	8,000	8,000
3. Tax credits processed	61,985	62,250	62,250	62,250
4. Control licenses processed	17	35	35	35
5. Local budgets certified	49	49	49	49
PRODUCTIVITY				
1. Cost per parcels taxed (54%)	\$1.73	\$1.89	\$1.91	\$1.91
2. Cost per real estate transaction processed (15%)	\$4.08	\$4.51	\$4.65	\$4.65
3. Cost per tax credit processed (30%)	\$1.07	\$1.16	\$1.19	\$1.19
4. Cost per control license processed (1%)	\$129.59	\$68.79	\$70.82	\$70.82
EFFECTIVENESS				
1. Dollar amount of licenses, permits and fees	\$47,970	\$45,000	\$45,000	\$45,000
ANALYSIS:				
<p>For the Auditor's Taxation program non-salary costs are recommended to increase 29.9% or \$3,000 over current budgeted amounts.</p> <p>Revenues are recommended to decrease 1.0% from current budgeted amounts due to a \$500 reduction in fees for cigarette permits.</p> <p>Possible organizational change requests for this program have been discussed with the HR department but the details of those changes were made not available prior to the completion of this analysis.</p> <p>The sole reason for the appropriation change from current budget levels is the inclusion of \$3,000 for the purchase of additional office furniture following the department's relocation in the Bi-Centennial Building.</p> <p>The PPB Indicators are consistent with previous years and are recommended as submitted.</p> <p>Budget issues identified for further Board review during the budget process include the as yet undefined reorganization of the tax program's supervisory structure.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Taxation (13E)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Y Deputy Auditor-Tax	1.00	1.00	1.00	1.00	1.00
677-A Accounting Supervisor	-	-	0.30	0.30	0.30
611-A Accounting Supervisor	0.30	0.30	-	-	-
194-C Platroom Draftsman	0.50	0.50	0.50	0.50	0.50
177-C Platroom Specialist	-	3.00	3.00	3.00	3.00
177-C Tax Aide	3.00	-	-	-	-
TOTAL POSITIONS	4.80	4.80	4.80	4.80	4.80
REVENUE SUMMARY:					
Licenses and Permits	\$5,427	\$6,000	\$5,500	\$5,500	\$5,500
Fees and Charges	42,531	43,250	43,250	43,250	43,250
Miscellaneous	12	-	-	-	-
TOTAL REVENUES	\$47,970	\$49,250	\$48,750	\$48,750	\$48,750
APPROPRIATION SUMMARY:					
Personal Services	\$212,717	\$230,737	\$227,782	\$238,856	\$238,856
Equipment	-	-	-	3,000	3,000
Expenses	4,366	5,620	5,620	5,620	5,620
Supplies	3,230	4,400	400	400	400
TOTAL APPROPRIATIONS	\$220,313	\$240,757	\$233,802	\$247,876	\$247,876

SERVICE AREA: Interprogram Services **PROGRAM: Facility & Support Services Administration (15A)**
ACTIVITY: Central Services **ORGANIZATION: Facility & Support Services**

PROGRAM MISSION: To provide responsible administrative leadership and coordination for the building maintenance, custodial, security special projects and capital improvement functions that provide facilities that are safe and pleasant for the public to conduct business in,

PROGRAM OBJECTIVES:
 1. To keep administrative cost as a percent of total departmental budget below 8.5%.
 2. To achieve at least 80% of departmental objectives.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Authorized positions	23.50	23.50	23.50	23.50
2. Annual Departmental budget	\$1,653,419	\$1,979,256	\$2,159,350	\$2,124,005
3. Annual # of Capital projects managed	18	28	12	12
4. Annual cost of Capital projects managed	\$7,038,500	\$7,829,400	\$968,500	\$968,500
5. Annual # of external programs/grants/projects	5	6	6	6
6. Annual value of external programs/grants/projects	\$315,000	\$395,000	\$395,000	\$395,000
WORKLOAD				
1. Percent of workload - program management - Administration	18%	15%	18%	18%
2. Percent of workload - program management - Building Maintenance	8%	10%	12%	12%
3. Percent of workload - program management - Custodial Services	9%	7%	10%	10%
4. Percent of workload - Capital projects	40%	40%	20%	20%
5. Percent of workload - external programs/grants/projects/misc.	18%	20%	25%	25%
6. Percent of workload - program management - Support Services	7%	8%	15%	15%
PRODUCTIVITY				
1. Administrative cost as a percent of departmental budget	10.00%	8.00%	8.00%	8.00%
2. Administrative personnel as a percent of departmental personnel	8.50%	8.60%	8.60%	8.60%
3. Administrative cost per authorized position	\$2,752.68	\$2,900.00	\$2,800.00	\$2,800.00
4. Administrative cost per Capital project dollar cost.	\$0.0088	\$0.0070	\$0.0125	\$0.0125
5. Administrative cost per external program/grant/project	\$0.0880	\$0.1000	\$0.0900	\$0.0900
EFFECTIVENESS				
1. Aggregate percentile of Quality Enhancement Survey tools	88%	86%	87%	87%
2. Program performance budget objectives accomplished	83%	85%	87%	87%
3. Percent of department objectives accomplished	68%	85%	90%	90%
4. Percent of Capital projects completed on time	61%	75%	90%	90%
5. Percentile of internal Employee Satisfaction measurements	75%	75%	80%	80%

ANALYSIS:

The Facilities and Support Services departmental budget is in its second budgetary year. The reorganization of programs makes budgetary comparisons to previous years on a departmental basis misleading.

Total FY04 appropriations for the total department is recommended to increase 5.6% over current budgeted levels. Non-salary costs are recommended to increase 5.6% for the total department and revenues are recommended to increase 9.1% from current budget amounts. This increase is due to a substantial increase in postage and OSOS fees charged to non-departmental agencies.

For this program, non-salary costs are recommended to increase 2.8% over current budgeted amounts.

There are no organizational change requests for this department for the budget year under review.

The primary reasons for appropriation changes from current budget levels are as follows. Increases in postage and utility rates, in which the department has no control, account for a 4.6% increase from the FY03 budget. Schools of instruction has increased 300% due to the need of OSHA compliance training. Other equipment is requested to increase 228%, due to the purchase request of a replacement forklift and the purchase of an additional carpet cleaner due to the amount of carpet versus hard-surface in the Bi-Centennial Building almost doubling from before the remodel. The Director of Facilities and Support Services has stated that the purchase of the forklift could be put off until FY05, if need be, but added that each year about ¼ of the replacement costs are spent on maintaining the 12+ year old forklift. Without the purchase of the new forklift and the considerations for the increase in postage and utilities, non-salary costs for the entire department are requested to increase only 3.0%.

All PPB Indicators remain constant from the previous year with the exception of capital projects managed. The Space Utilization Master Plan will be pushed back two years while gaming revenues accumulate. The purchase of the forklift is the only budget issue identified for further Board review during the budget process.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Facility & Support Services Admin (15A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
725-A Director of Facility and Support Services	1.00	1.00	1.00	1.00	1.00
307-A Project and Support Services Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	2.00	2.00	2.00	2.00	2.00
REVENUE SUMMARY:					
Miscellaneous	\$441	\$400	\$250	\$400	\$400
TOTAL REVENUES	\$441	\$400	\$250	\$400	\$400
APPROPRIATION SUMMARY:					
Personal Services	\$138,301	\$146,018	\$151,471	\$161,308	\$161,308
Equipment	2,467	-	-	-	-
Expenses	9,391	5,865	5,340	6,010	6,010
Supplies	3,861	2,365	2,700	2,450	2,450
TOTAL APPROPRIATIONS	\$154,020	\$154,248	\$159,511	\$169,768	\$169,768

SERVICE AREA: Interprogram Services		PROGRAM: Maintenance of Buildings & Grounds (15B)			
ACTIVITY: Central Services		ORGANIZATION: Facility & Support Services			
PROGRAM MISSION: To provide comprehensive facility maintenance services to County departments and campus facilities by sustaining high levels of safety, functionality and comfort in all properties.					
PROGRAM OBJECTIVES:					
1. To maintain staff per square foot at or below \$.40.					
2. To achieve user satisfaction with quality of maintenance service at or below 75%.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Number of departments/agencies supported		29	29	29	29
2. Square feet of buildings maintained		292,370	304,370	309,170	309,170
3. Square feet of grounds maintained		626,443	626,443	626,443	626,443
4. Total square feet maintained		918,813	930,813	935,613	935,613
5. Number of locations maintained		11	12	12	12
WORKLOAD					
1. Number of outside requests for service		2,658	3,600	3,200	3,200
2. Number of preventive service calls		615	625	700	700
3. Total number of service calls		3,273	4,225	3,900	3,900
4. Total number of man-hours per period		14,078	16,000	15,000	15,000
PRODUCTIVITY					
1. Man hours per square foot		0.015	0.017	0.016	0.016
2. Staff cost per square foot		\$0.32	\$0.36	\$0.38	\$0.38
5. Total maintenance cost per square foot		\$0.888	\$0.980	\$0.980	\$0.980
4. Avg. # of external requests per location		242	327	300	300
5. Avg # of preventive service calls per location		56	57	67	67
6. Avg # of service calls per department/agency		113	146	134	134
EFFECTIVENESS					
1. Program percentile of Quality Enhancement Survey tools		89%	87%	88%	88%
ANALYSIS:					
<p>For this program, non-salary costs are recommended to increase 11% over current budgeted amounts due to the purchase request of a replacement forklift. The Director of Facilities and Support Services stated that this purchase could be put off until FY05, if need be. Maintenance of Vehicles has increased 64% due to the aging of vehicles. If the request for purchasing a 4X4 pick-up truck is granted, this number may be substantially lower.</p> <p>The primary reason for the 77% reduction of revenues in this program is the reduction of sales of general fixed assets from \$6,500 to \$1,500.</p> <p>Budget issues identified for further Board review during the budget process is the decision to purchase a replacement forklift.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Maintenance of Buildings & Grounds (15B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
300-A Maintenance Coordinator	1.00	1.00	1.00	1.00	1.00
268-C Maintenance Specialist	3.00	3.00	3.00	3.00	3.00
182-C Maintenance Worker	2.00	2.00	2.00	2.00	2.00
162-C Preventive Maintenance	1.00	1.00	1.00	1.00	1.00
91-C Courthouse Security Guard	0.49	0.49	0.49	0.49	0.49
83-C General Laborer	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	7.99	7.99	7.99	7.99	7.99
REVENUE SUMMARY:					
Intergovernmental	\$66,400	\$21,500	\$21,500	\$21,500	\$21,500
Miscellaneous	2,977	1,900	1,650	1,900	1,900
Sales General Fixed Assets	23,309	6,500	3,000	1,500	1,500
TOTAL REVENUES	\$92,686	\$29,900	\$26,150	\$24,900	\$24,900
APPROPRIATION SUMMARY:					
Personal Services	\$299,573	\$319,536	\$316,709	\$345,217	\$345,217
Equipment	4,776	1,700	-	19,900	19,900
Expenses	466,018	531,286	536,974	560,736	558,891
Supplies	51,079	46,160	43,725	44,982	44,982
TOTAL APPROPRIATIONS	\$821,446	\$898,682	\$897,408	\$970,835	\$968,990

SERVICE AREA: Interprogram Services		PROGRAM: Custodial Services (15H)		
ACTIVITY: Central Services		ORGANIZATION: Facility & Support Services		
PROGRAM MISSION: To provide comprehensive custodial maintenance functions for all non-secure County campus facilities by ensuring high levels of sanitation and cleanliness.				
PROGRAM OBJECTIVES:				
1. To maintain staff cost per square foot at or below \$1.85				
2. To achieve user satisfaction with quality of custodial service at or above 75%.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of departments/agencies supported	27	27	27	27
2. Square feet of buildings maintained	169,200	174,600	174,600	174,600
3. Number of remote sites serviced	2	3	3	3
WORKLOAD				
1. Man hours - total per period	16,839	15,000	15,000	15,000
2. # of hard surface floor maintenance units performed	N/A	50,000	50,000	50,000
3. # of carpet floor maintenance units performed	N/A	75,000	75,000	75,000
4. # of client worker hours supervised	5,008	3,800	5,000	5,000
PRODUCTIVITY				
1. Man hours per square foot		0.086	0.086	0.860
2. Custodial staff cost per square foot	\$1.72	\$1.75	\$1.80	\$1.80
3. Total custodial cost per square foot	\$1.92	\$1.98	\$2.03	\$2.03
EFFECTIVENESS				
1. Program percentile of Quality Enhancement Survey tools	88%	88%	88%	88%
ANALYSIS:				
<p>For this program, non-salary costs are recommended to increase 11% over current budgeted amounts due to the purchase of an additional carpet cleaner. With the remodel of the Bi-Centennial Building, carpeted area compared to hard surface area has almost doubled. All performance indicators are identical with past years.</p> <p>There are no revenue changes from current budget levels for this program.</p> <p>There are no budget issues identified for further Board review for this program.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Custodial Services (15H)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
198-A Custodial Supervisor	1.00	1.00	1.00	1.00	1.00
162-C Lead Custodial Worker	2.00	2.00	2.00	2.00	2.00
130-C Custodial Worker	6.25	6.25	6.25	6.25	6.25
TOTAL POSITIONS	9.25	9.25	9.25	9.25	9.25
REVENUE SUMMARY:					
Miscellaneous	\$151	\$150	\$100	\$150	\$150
TOTAL REVENUES	\$151	\$150	\$100	\$150	\$150
APPROPRIATION SUMMARY:					
Personal Services	\$291,304	\$319,057	\$303,663	\$335,877	\$335,877
Equipment	3,015	4,850	-	8,100	8,100
Expenses	5,041	4,975	4,678	4,765	4,765
Supplies	24,689	18,700	18,000	18,800	18,800
TOTAL APPROPRIATIONS	\$324,049	\$347,582	\$326,341	\$367,542	\$367,542

SERVICE AREA: Interprogram Services		PROGRAM: Support Services (15J)			
ACTIVITY: Central Services		ORGANIZATION: Facility & Support Services			
PROGRAM MISSION: To provide friendly, professional customer service to County departments and authorized agencies in the areas of mail\office supplies\copying\property accounting\word processing\reception phone coverage\optical imaging and centralized purchasing.					
PROGRAM OBJECTIVES:					
1. To process at least 1,200 purchase orders.					
2. To keep cost per copy made below \$.08 per copy.					
3. To save \$11,875 due to presorting outgoing mail.					
PERFORMANCE INDICATORS		2001-02	2002-03	2003-04	2003-04
		ACTUAL	PROJECTED	REQUESTED	ADOPTED
DEMAND					
1. Purchase requisitions received		1,890	1,500	1,350	1,350
2. Number of pieces of outgoing mail		548,028	550,000	550,000	550,000
3. Requests for copies (Print Shop) - County/other		851/271	840/200	825/200	825/200
4. Number of WP documents requested from other departments		356	675	400	400
5. Number of files imaged		59,063	90,000	65,000	65,000
WORKLOAD					
1. Number of purchase orders issued		1,890	1,500	1,350	1,350
2. Number of pieces of mail pre-sorted		488,465	500,000	500,000	500,000
3. Number of copies (Print Shop)		1,105,704	950,000	1,000,000	1,000,000
4. Number of WP documents requested from other departments		356	675	400	400
5. Number of motor vehicle files imaged		59,063	90,000	30,000	30,000
PRODUCTIVITY					
1. Average dollar amount per purchase order		\$3,611	\$7,500	\$5,000	\$5,000
2. Average cost per piece of outgoing mail		\$0.533	\$0.500	\$0.550	\$0.550
3. Cost per copy made (Print Shop)		\$0.062	\$0.050	\$0.070	\$0.070
4. Hours spent on WP documents requested from other departments		30	90	60	60
5. Hours spent on imaging		566	600	500	500
EFFECTIVENESS					
1. Dollar amount spent on purchase orders		\$6,824,790	\$6,000,000	\$4,000,000	\$4,000,000
2. Dollar amount saved between delivered price - highest bid		\$1,244,768	\$3,000,000	\$1,200,000	\$1,200,000
3. Dollar amount saved by using pre-sort		\$12,211	\$12,000	\$13,000	\$13,000
4. Percent of outgoing mail pre-sorted		89%	92%	90%	90%
5. Dollar value of NAEIR items received		\$12,243	\$11,000	\$12,000	\$12,000
6. Number of months backlog of documents to be imaged		4	2	-	-
ANALYSIS:					
<p>For this program, non-salary costs are recommended to increase 2.6% over current budgeted amounts. This increase can be attributed to postage rates. Based on a one-cent increase, the postage budget has increased by \$11,400 or 3.5%. If rates increase more than one cent, this amount could substantially increase.</p> <p>There are no organizational change requests for this program.</p> <p>The primary reason for revenue changes from current budget level is the increase of postage fees charged to non-departmental agencies. This is an increase of 14.9% from FY03.</p> <p>Performance indicator W1 will continue to decrease as purchase card usage increases and performance indicator P3 will increase as the Print Shop produces more color copies.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Support Services (15J)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
252-A Purchasing Specialist	1.00	1.00	1.00	1.00	1.00
141-C Clerk II/Support Services	2.00	2.00	2.00	2.00	2.00
141-C Clerk II/Word Processing	1.00	1.00	1.00	1.00	1.00
141-C Clerk II/Support Services Receptionist	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	4.50	4.50	4.50	4.50	4.50
REVENUE SUMMARY:					
Intergovernmental	\$9,071	\$114,000	\$112,500	\$113,000	\$113,000
Fees and Charges	22,613	18,400	40,600	40,150	40,150
Miscellaneous	1,105	1,515	750	750	750
TOTAL REVENUES	\$32,789	\$133,915	\$153,850	\$153,900	\$153,900
APPROPRIATION SUMMARY:					
Personal Services	\$98,595	\$194,819	\$184,596	\$190,005	\$190,005
Expenses	197,517	385,750	383,850	398,250	398,250
Supplies	57,793	31,450	27,550	62,950	29,950
TOTAL APPROPRIATIONS	\$353,905	\$612,019	\$595,996	\$651,205	\$618,205

SERVICE AREA: Interprogram Services	PROGRAM: Human Resources Management (24A)
ACTIVITY: Policy & Administration	ORGANIZATION: Human Resources

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

PROGRAM OBJECTIVES:

1. To resolve 100% of grievances without outside arbitration.
2. To conduct 55 training sessions with 480 in attendance.
3. To resolve 100% of arbitrated disputes in the County's favor.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Employee bargaining units	5	5	5	5
2. Position vacancies/# classifications/# departments	58/163/15	65/165/15	65/165/15	65/165/15
3. Eligible benefits enrollees	427	430	435	435
4. Authorized personnel (FTE's)	416.27	418.95	442.95	428.95
5. Discrimination complaints received	1	1	1	1
6. Training requests - mandatory/voluntary	7/41	7/45	7/50	7/50
WORKLOAD				
1. Contracts negotiated/grievances and disputes received	3/2	1/5	0/3	0/3
2. # Jobs posted/interviews conducted/job-dept studies requested	56/178/24-8	60/180/24-8	70/200/24-8	70/200/24-8
3. # of enrollment actions/# of extensive research inquiries	444/18	450/20	470/25	470/25
4. Wage system administration actions	411	425	440	440
5. # EEO complaints reviewed	1	1	1	1
6. # training sessions conducted/# of employees served	47/461	50/475	55/480	55/480
PRODUCTIVITY				
1. # of meetings related to labor relations	35	40	50	50
2. # of vacancies filled/Number of job-dept studies completed	70/24-8	75/24-8	80/24-8	80/24-8
3. % of time of HR staff spent in benefit administration	15%	15%	15%	15%
4. % of time of HR staff spent in wage administration activities	15%	15%	15%	15%
5. Cost per hour of training delivered/cost per attendee	\$135/\$46	140/45	140/45	140/45
6. % of time of HR staff spent on EEO activities	10%	10%	10%	10%
EFFECTIVENESS				
1. % Impasse items resolved in County's favor/ grievances w/o arb.	100%	100%	100%	100%
2. % jobs filled within 5 weeks of posting close date	56%	85%	85%	85%
3. % enrollments without error/# inquiries responded to within 24 hours	100%/100%	100%/100%	100%/100%	100%/100%
4. % wage admin actions without error	99%	100%	100%	100%
5. % of substantiated EEO complaints/# hired in underutilized areas	0/2	0/3	0/4	0/4
6. % of employees served in training/% rating delivery high	54%/77%	60%/80%	65%/85%	65%/85%

ANALYSIS:

<p>The total FY 04 appropriations for the department are recommended to decrease by 5.2% due entirely to a large reduction in personal services charges. Non-salary costs are recommended to increase 1.7% over current budgeted levels for the total department. Revenues are minimal for this program and are recommended as submitted.</p> <p>There were no organizational change requests submitted for consideration in conjunction this budget review.</p> <p>The primary reasons for non-salary appropriation changes from current budget levels relate to the professional development of the Human Resources staff and the possible increase in recruitment cost due to the staffing requirements of the jail.</p> <p>During the recent past the department has had turnover in two key positions resulting in the hiring of a new department head and two internal promotions. This has necessitated the recommended increased level of funding for travel and education as the staff continues to pursue outside training to learn to be more effective and to better define their new roles.</p>	<p>The increase in recruitment costs is in anticipation of the Board approving higher staffing levels recommended by CJAAC and the jail staffing study.</p> <p>These increasing expense items are partially offset by a large reduction in employee development costs. This benefit has historically been underutilized by County employees and is recommended to decrease by 9%.</p> <p>The total cost of training (P.5) will increase from FY 02 actual due to the increased costs associated with outside trainers. The department will attempt to offset these costs by using internal trainers.</p> <p>Juvenile Detention Center employees are now a recognized bargaining unit (W.1) with their initial contract to be negotiated in early 2003. There will be no contracts due for negotiation in the budget year under review.</p> <p>The recommended increase in authorized personnel (D.4) is associated with the estimated increase in employees within the jail as a result of CJAAC recommendations mentioned above.</p> <p>All other indicators for this program are in</p>	<p>line with current year projections.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Human Resources Management (24A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
805-A Assistant County Administrator/HR Director	-	0.50	0.50	0.50	0.50
634-A Assistant County Administrator/HR Director	0.50	-	-	-	-
323-A Human Resources Generalist	-	2.00	2.00	2.00	2.00
323-A Human Resources Specialist	1.00	-	-	-	-
252-A Human Resources Assistant	1.00	-	-	-	-
198-A Secretary	1.00	1.00	1.00	1.00	1.00
Z Governmental Trainee	3.00	3.00	3.00	3.00	3.00
TOTAL POSITIONS	6.50	6.50	6.50	6.50	6.50
REVENUE SUMMARY:					
Fees and Charges	\$5	\$25	\$30	\$30	\$30
Miscellaneous	227	50	50	50	50
TOTAL REVENUES	\$232	\$75	\$80	\$80	\$80
APPROPRIATION SUMMARY:					
Personal Services	\$155,192	\$232,252	\$183,659	\$211,097	\$211,097
Expenses	93,667	126,990	127,650	129,200	129,200
Supplies	3,596	3,800	3,800	3,750	3,750
TOTAL APPROPRIATIONS	\$252,455	\$363,042	\$315,109	\$344,047	\$344,047

SERVICE AREA: Interprogram Services	PROGRAM: IT Administration (14A)
ACTIVITY: Policy & Administration	ORGANIZATION: Information Technology

PROGRAM MISSION: 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 and application development resources.

PROGRAM OBJECTIVES:
 1. To keep administrative costs as a percent of departmental budget below 10%.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
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DEMAND				
1. Authorized personnel (FTE's)	10	10	11	11
2. Departmental budget	\$1,153,151	\$954,470	\$1,144,132	\$1,144,132
3. Annual cost of Information Technology Capital Projects managed	\$1,622,788	\$977,898	\$1,539,415	\$1,539,415

WORKLOAD				
1. Percent of time spent on personnel administration	N/A	20%	15%	15%
2. Percent of time spent on fiscal management	N/A	20%	15%	15%
3. Percent of time spent on liaison activity and coordination	N/A	30%	20%	20%
4. Percent of time spent on Information Technology Capital Projects	N/A	30%	50%	50%

PRODUCTIVITY				
1. Administrative cost as a percent of departmental budget	10.1%	10.2%	9.0%	9.0%
2. Administrative personnel as a percent of departmental personnel	N/A	10.0%	9.1%	9.1%

EFFECTIVENESS				
1. Program performance budget objectives accomplished	N/A	80.0%	80.0%	80.0%
2. Percentile of internal Employee Satisfaction measurements	N/A	80.0%	90.0%	90.0%

ANALYSIS:

<p>Total FY 04 appropriations for the total department are recommended to increase by 9.9% over current budgeted levels. Non-salary costs are recommended to increase 8.3% over current budgeted levels for the total department. Revenues are recommended to decrease 15.2% from current budgeted amounts for the total department.</p> <p>The primary reasons for the appropriation and revenue changes are due to activity tracked by the Information Technology program (14B) and will be discussed there.</p> <p>For this program, non-salary costs are recommended to rise by \$500 due to small increases in funding for expenses and supplies. The administration program does not budget for any revenues.</p> <p>Organizational change requests for the department are as follows:</p> <p>The department is requesting that one Programmer Analyst II position be eliminated and a new position entitled Senior Network Systems Administrator be created. This change is necessitated by the changing focus of the department. In past years Information Technology was primarily a department that</p>	<p>created in-house developed custom applications. I.T.'s emphasis has since changed to a department that facilitates the deployment of third party off-the-shelf custom solutions to meet the County's business requirements. This shift in operational direction has transferred responsibility and workload to the Network Administration team from the Development/Programming team, thus requiring the change in staffing and duties. If recommended by Human Resources the proposed position will be a technical and project leader for the Network Administration team as well as their front line supervisor.</p> <p>The final organizational request is for the creation of a GIS Coordinator position. This position will guide the implementation and management of the countywide GIS system should the Board approve its creation.</p> <p>The performance indicators above also reflect a department in transition. Information Technology was created as a stand-alone department from the former Budget and Information Processing Department on Jan. 1, 2002. Due to this fact, the department is in the process of redefining the indicators for this</p>	<p>program, thus explaining some indicators lacking data.</p> <p>Program mission and objectives have been redefined to more accurately reflect appropriate goals. Additionally, program demand, workload, productivity and effectiveness indicators have also been modified for this program.</p> <p>Above workload indicators highlight the project intensiveness of Information Technology currently. The Core 4 projects described in PBB indicators for program 14B are the focus of the department and critical to technology going forward at the County.</p>
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FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: IT Administration (14A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
725-A Information Technology Director	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00
REVENUE SUMMARY:					
Miscellaneous	\$50	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$50	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$114,349	\$94,617	\$94,094	\$98,652	\$98,652
Expenses	1,786	3,000	2,721	3,300	3,300
Supplies	610	1,250	350	1,450	1,450
TOTAL APPROPRIATIONS	\$116,745	\$98,867	\$97,165	\$103,402	\$103,402

SERVICE AREA: Interprogram Services		PROGRAM: Information Technology (14B)			
ACTIVITY: Central Services		ORGANIZATION: Information Technology			
PROGRAM MISSION: To provide dependable and efficient data and voice services for County employees by: 1) informing, educating, and empowering employees with technical knowledge; 2) researching, installing, and maintaining innovative computer and telephone solutions; and 3) implementing and supporting user friendly software systems					
PROGRAM OBJECTIVES:					
1. Rewrite all remaining DOS ZIM systems to Windows 2000 Server format.					
2. Migrate Zim for windows applications to Windows 2000 Server production environment.					
3. Implement Citrix Application publishing County-wide.					
4. Migrate from Novell file and print services to Windows 2000.					
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED	
DEMAND					
1. Number of network users	N/A	424	424	424	
2. Existing in-house dev. systems maintained (Zim/VB/DOS/Access)	N/A	30/3/14/1	44/3/0/1	44/3/0/1	
3. 3rd party applications maintained	N/A	62	62	62	
4. Number of nodes/printers/servers in use	N/A	372/85/15	372/85/15	372/85/15	
5. Number of telephone ports (handsets, faxes, modems)	N/A	775	775	775	
6. Number of LAN/WAN edge devices maintained	N/A	42	42	42	
WORKLOAD					
1. Number of network users served	N/A	424	424	424	
2. Existing in-house dev syst maintained (Zim/VB/DOS/Access)	N/A	30/3/14/1	44/3/0/1	44/3/0/1	
3. 3rd party applications maintained	N/A	62	62	62	
4. Number of nodes/printers/servers maintained	N/A	372/85/15	372/85/15	372/85/15	
5. Number of telephone ports (handsets, faxes, modems) maintained	N/A	775	775	775	
6. Number of LAN/WAN edge devices maintained	N/A	42	42	42	
PRODUCTIVITY					
1. Percent of programmer time spent on new application development	N/A	8%	5%	5%	
2. Percent of programmer time spent on maint of existing systems	N/A	33%	20%	20%	
3. Percent of programmer time spent on re-writing existing systems	N/A	47%	70%	70%	
4. Percent of programmer time spent on training	N/A	12%	5%	5%	
EFFECTIVENESS					
1. Percent of support calls answered by first level support	N/A	TBD	TBD	TBD	
ANALYSIS:					
<p>For the Information Technology program, non-salary costs are recommended to increase 8.3% over current budgeted amounts. Revenues are recommended to decline by 15.2%.</p> <p>The primary reason for revenue changes from current budget levels is the continuing decline in intergovernmental revenues. This results from reduced recovery of indirect costs from social services administration.</p> <p>The primary reasons for the recommended increases to non-salary appropriations are telephone costs and the maintenance of computer software. Telephone line costs, long distance costs and phone maintenance continue to increase through additional usage and phone system updates. Funding for these expenses are recommended to increase 4.2%, or \$10,720. The recommended increase of \$10,000 for the maintenance of computer software is due to the I.T. department taking budget control of all countywide software upgrades. This should result in corresponding appropriation reductions in other programs.</p> <p>Organizational change requests for this</p>		<p>program includes the elimination of a Programmer Analyst II position, the creation of a Senior Network Systems Administrator position, and the creation of a GIS Coordinator position.</p> <p>Information Technology is proceeding with a department wide primary project being called the Core 4 project. This project was previously presented to the Board of Supervisors, the Technology Oversight Board, and the Department Head group as essential to moving Scott County I.T. forward and a requisite to undertaking other I.T. projects with internal customers. The Core 4 projects are: 1.) Implementing Citrix; 2.) Migrating to Windows 2000; 3.) Updating ZIM applications to version 7; and 4.) Implementing Novatime e-time and attendance. These Core 4 projects are now reflected in updated objectives for this program.</p> <p>Citrix and Windows 2000 network architecture facilitates the program mission by providing a more stable and dependable computing environment, which is the goal of the project.</p> <p>Additionally, the effort being made by the</p>		<p>programming staff to update all ZIM Dos programs by converting them to ZIM version 7, a true 32-bit windows environment, leverages the County's prior investment in custom developed application. This effort is quantified by 70% of programmer time being spent on rewriting existing systems (P.3). Maintenance of existing information systems (P.2) is on going.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Information Technology (14B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
519-A Network Infrastructure Supervisor	-	-	1.00	1.00	1.00
511-A Senior Programmer Analyst	1.00	1.00	1.00	1.00	1.00
455-A Webmaster	1.00	1.00	1.00	1.00	1.00
445-A Programmer/Analyst II	3.00	3.00	2.00	2.00	2.00
406-A Network Systems Administrator	3.00	3.00	3.00	3.00	3.00
187-A Help Desk Specialist	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	9.00	9.00	9.00	9.00	9.00
REVENUE SUMMARY:					
Intergovernmental	\$27,685	\$45,090	\$36,695	\$38,324	\$38,324
Fees and Charges	3,464	3,300	3,300	3,552	3,552
Miscellaneous	937	1,015	25	-	-
TOTAL REVENUES	\$32,086	\$49,405	\$40,020	\$41,876	\$41,876
APPROPRIATION SUMMARY:					
Personal Services	\$574,503	\$613,858	\$528,575	\$685,130	\$685,130
Equipment	1,376	-	1,000	1,500	1,500
Expenses	274,338	314,780	314,030	339,600	339,600
Supplies	12,399	13,700	13,700	14,500	14,500
TOTAL APPROPRIATIONS	\$862,616	\$942,338	\$857,305	\$1,040,730	\$1,040,730

SERVICE AREA: Interprogram Services	PROGRAM: Risk Management (23E)
ACTIVITY: Risk Management Services	ORGANIZATION: Non-Departmental

PROGRAM MISSION: To reduce, mitigate and avoid losses for the county by coordinating the identification, review and settlement of claims, and enhancing risk reduction activities

- PROGRAM OBJECTIVES:**
1. Review 100% of all Workers Compensation/Liability claims filed.
 2. Conduct risk assessment regarding liability issues
 3. Provide training in Departments as needed addressing Work Comp and Liability issues.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of site visits/inspections to be performed	10	5	5	5
2. Number of auto accidents reported	17	25	30	30
3. Number of worker's compensation claims filed	41	40	45	45
4. Number of employees/departments served	70	50	50	50
5. Number of property claims reported	8	10	10	10
6. Number of liability claims/OHSA complaints reported	15/0	20/0	20/0	20/0
WORKLOAD				
1. Number of site visits/safety inspections conducted	10	5	5	5
2. Number of auto accidents investigated	19	30	30	30
3. Number of worker's compensation claims reviewed	63	80	80	80
4. Number of prevention/mitigation requests reviewed	70	50	50	50
5. Number of property claims investigated	16	15	10	10
6. Number of liability claims investigated/OSHA complaints resolved	15/0	10/0	20/0	20/0
PRODUCTIVITY				
1. Time spent on site visits/safety inspections	5%	5%	5%	5%
2. Time spent reviewing auto accidents	15%	15%	15%	15%
3. Time spent on reviewing worker's compensation claims	25%	25%	25%	25%
4. Time spent on reviewing prevention/mitigation items	40%	35%	35%	35%
5. Time spent on reviewing property claims	5%	5%	5%	5%
6. Time spent reviewing liability/OSHA complaints	10% / 0	15%	15%	15%
EFFECTIVENESS				
1. Performance objectives achieved	100%	100%	100%	100%
2. Dollar amount of worker's compensation claims	\$47,399	\$150,000	\$150,000	\$150,000
3. Dollar amount of auto claims	\$68,437	\$70,000	\$85,000	\$85,000
4. Dollar amount of property claims	\$60,234	\$30,000	\$30,000	\$30,000
5. Dollar amount of liability claims	\$58,416	\$50,000	\$50,000	\$50,000

ANALYSIS:

The Risk management Coordinator, under the direction of the Assistant County Administrator, is responsible for the loss prevention and safety functions for the County. The mission for this department is to provide coordinated, timely, and through reviews of all claims, as well as to enact proactive training and programs to reduce the incidence of claims and potential losses.

Actual dollars spent on judgements & claims that occurred and were finalized during FY02 are listed under effectiveness indicators E.2 through E.5. Those figures also include any payments made during FY02 on incidents from previous fiscal years.

Total payments made on judgements and claims vary greatly from year to year. Total payments made during FY02 and the four previous years are as follows: FY 02 - \$234,486; FY01 - \$385,467; FY00 - \$471,480; FY99 - \$377,545; FY98 - \$313,913. The average amount of claim losses during the five-year period calculates to \$356,578. The average payout was substantially higher than the recommended budget due to a large liability claim paid out during FY00 and substantially higher than normal workers compensation payments during FY01. Current year projections are \$57,000 below the five-year average based on data available at this time.

Claim losses for FY04 are budgeted at \$315,000. This includes increases for medical costs associated with workers compensation evaluations and treatments as well as funding for possible workers compensation payments for previously incurred injuries. In addition, funding for possible auto liability claims has been increased by \$40,000. There are no shock losses pending at this time.

The budget recommendations for workers compensation, property, and liability insurance premiums include a 15.0% increase over current year projections.

Total non-salary costs are recommended to increase by \$222,611 from the FY03 budget and \$80,235 from current year projections due to the increase in insurance premiums and the higher level of claims payments.

The remaining indicators are recommended as submitted by the Risk Management Coordinator.

No personnel requests were submitted for this program.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Risk Management (23E)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
417-A Risk Management Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00
REVENUE SUMMARY:					
Miscellaneous	\$64,128	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL REVENUE	\$64,128	\$50,000	\$50,000	\$50,000	\$50,000
APPROPRIATION SUMMARY:					
Personal Services	\$57,994	\$61,609	\$61,472	\$65,322	\$65,322
Expenses	610,330	643,939	785,865	866,150	866,150
Supplies	1,293	1,200	1,650	1,600	1,600
TOTAL APPROPRIATIONS	\$669,617	\$706,748	\$848,987	\$933,072	\$933,072

SERVICE AREA: Interprogram Services	PROGRAM: Legislation & Policy (29A)
ACTIVITY: Policy & Administration	ORGANIZATION: Supervisors, Board of

PROGRAM MISSION: To enhance county services for citizens and County Departments by providing effective management and coordination of services

- PROGRAM OBJECTIVES:**
1. To keep expenditures at or below .5% of total county budget.
 2. To hold 100 Board of Supervisor meetings.
 3. To consider 550 agenda items.
 4. To deliberate 450 resolutions.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Board of Supervisor meetings scheduled	90	90	90	90
2. Dollar value of operating budget	\$44,615,482	\$47,549,009	\$51,215,768	\$50,062,029
3. Dollar value of Capital Improvement Plan (CIP)	\$13,388,707	\$10,220,736	\$4,826,027	\$4,826,027
4. Agenda items to be considered	542	550	550	550
5. Board and commissions requiring memberships	45	45	45	45
WORKLOAD				
1. Board of Supervisor meetings held	88	100	100	100
2. Number of resolutions deliberated	430	450	450	450
3. Agenda items considered	542	550	550	550
PRODUCTIVITY				
1. Departmental expenditures as a percent of total County expenditures	0.39%	0.45%	0.46%	0.46%
EFFECTIVENESS				
1. Program performance budget objectives accomplished	25%	100%	100%	100%
2. Percent of target issue action steps completed.	75%	95%	40%	40%
3. Board members' attendance at authorized agency meetings	75%	75%	75%	75%

ANALYSIS:

Total FY04 appropriations for the total department are recommended.

Non-salary costs are recommended to increase 16% over current budgeted levels for the total department.

The primary reason for appropriation changes from current budget levels is an increase in travel based on last year's usage, and additional travel for orientation of a new board member.

PPB Indicator E.2 Percent of target issue action steps completed is only budgeted for 40% because the county will have new action steps for FY04.

The County's total operating budget is recommended to increase 5.6% over current budgeted levels. The primary reasons for this increase include additional staffing at the jail (9 FTE's including an additional nurse in the Health Department providing jail health services) and new GIS Coordinator position in the Information Technology Department.

Also, additional funds are needed to cover increasing costs for housing inmates in out-of-county facilities as the old, outmoded jail is at capacity.

The capital projects budget is decreasing from previous years as the Space Utilization Renovation Plan at the Courthouse will be pushed back two fiscal years as gaming revenues are accumulated to fund the remaining portions of this multi-year effort. The Bi-Centennial Building renovation project, Juvenile Detention Center Renovation/Expansion Project, and the Courthouse lower level renovation and security elevator project will all be completed by the end of the current fiscal year.

The capital projects budget does include new capital funding requests from eleven outside agencies. The Board will determine final funding amounts to these agencies during their upcoming budget review sessions.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Legislation & Policy (29A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X Chair, Board of Supervisors	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
TOTAL POSITIONS	5.00	5.00	5.00	5.00	5.00
APPROPRIATION SUMMARY:					
Personal Services	\$220,351	\$234,227	\$231,889	\$245,237	\$245,237
Expenses	12,016	9,950	11,000	13,000	13,000
Supplies	2,083	2,700	1,900	2,000	2,000
TOTAL APPROPRIATIONS	\$234,450	\$246,877	\$244,789	\$260,237	\$260,237

SERVICE AREA: Interprogram Services		PROGRAM: Treasurer Administration (30A)			
ACTIVITY: Policy & Administration		ORGANIZATION: Treasurer			
PROGRAM MISSION: To provide consistent policies and procedures for all citizens by offering skillful, efficient, responsive, versatile, involved, courteous and excellent customer service					
PROGRAM OBJECTIVES: 1. To maintain administrative costs as a percent of the departmental budget at or below 11.5%.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Authorized personnel (FTE's)		28.6	28.6	28.6	28.6
2. Department budget		\$1,397,310	\$1,438,878	\$1,526,321	\$1,526,321
3. Organizations requiring liaison and coordination		23	23	23	23
WORKLOAD					
1. Percent of time spent on personnel administration		35%	35%	35%	35%
2. Percent of time spent on fiscal management		35%	35%	35%	35%
3. Percent of time spent on liaison activities and coordination		5%	5%	5%	5%
4. Percent of time spent on miscellaneous activities		25%	25%	25%	25%
PRODUCTIVITY					
1. Administration cost as a percent of departmental budget		10.55%	10.65%	11.39%	11.39%
2. Administration personnel as a percent of departmental personnel		7%	7%	7%	7%
EFFECTIVENESS					
1. Program performance budget objectives accomplished		62%	85%	85%	85%
ANALYSIS:					
<p>Total FY04 appropriations for the total department are recommended to increase 7.6% over current budgeted levels. Non-salary costs are recommended to increase 14.5% over current budgeted levels for the total department. Revenues are recommended to decrease 8.9% from current budgeted amounts for the total department.</p> <p>For this program, non-salary costs are recommended to increase \$14,535 over current budgeted amounts. The primary reasons for this increase is funding for the necessary replacement of all office chairs for the department (\$12,500) and the reestablishment of funding to allow the Treasurer to attend the Government Finance Officers Association conference (\$940).</p> <p>There were no organizational change requests submitted by the Treasurer's department.</p> <p>The primary reason for the departmental revenue changes from current budget levels is due to lower investment earnings. This is noted in the analysis for the Treasurer's Finance program. The Treasurer's Administration program doesn't budget for any</p>		<p>revenues.</p> <p>The PPB Indicators for this program are consistent with previous years with the exception of the cost of administration as a percent of the departmental budget (P.1). This percentage has increased due to mainly to the aforementioned funding for office equipment.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Treasurer Administration (30A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X Treasurer	1.00	1.00	1.00	1.00	1.00
611-A Financial Management Supervisor	0.30	0.30	0.30	0.30	0.30
556-A Operations Manager	-	0.30	0.30	0.30	0.30
496-A Operations Manager	0.30	-	-	-	-
141-C Clerk II	0.40	0.40	0.40	0.40	0.40
TOTAL POSITIONS	2.00	2.00	2.00	2.00	2.00
REVENUE SUMMARY:					
Miscellaneous	(\$427)	\$0	\$0	\$0	\$0
TOTAL REVENUES	(\$427)	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$139,938	\$146,149	\$147,933	\$154,639	\$154,639
Equipment	2,995	-	-	12,500	12,500
Expenses	3,578	3,495	4,170	5,530	5,530
Supplies	940	1,180	1,180	1,180	1,180
TOTAL APPROPRIATIONS	\$147,451	\$150,824	\$153,283	\$173,849	\$173,849

SERVICE AREA: Interprogram Services		PROGRAM: Tax Collection (30B)			
ACTIVITY: Policy & Administration		ORGANIZATION: Treasurer			
PROGRAM MISSION: To provide professional property tax service for all citizens through versatile, courteous, and efficient customer service skills					
PROGRAM OBJECTIVES:					
1. To collect \$400,000 of penalties and costs on delinquent taxes.					
2. To collect 99% of taxes on current levy.					
3. To process at least 85% of all taxes by mail.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Total number property tax/special assessment statements issued		166,932	167,000	167,000	167,000
2. Dollar value of tax certification		\$152,133,150	\$164,344,090	\$172,562,300	\$172,562,300
3. Number of tax certificates issued		1,613	2,000	2,000	2,000
4. Number of elderly tax credit applications		600	700	700	700
5. Total dollar property taxes received over counter		\$12,565,632	\$14,171,288	\$15,452,954	\$15,452,954
6. Total dollar property taxes received by mail/lock box		\$142,407,382	\$133,839,938	\$145,944,565	\$145,944,565
WORKLOAD					
1. Total # property tax/special assessment receipts processed		143,745	142,000	144,000	144,000
2. Dollar value of taxes collected on current year certification		\$151,195,474	\$163,522,370	\$171,699,489	\$171,699,489
3. Number of tax certificates redeemed		2,028	2,000	2,000	2,000
4. Number of elderly tax credits approved/processed by State		650	700	700	700
5. Total dollar property taxes processed over counter		\$12,565,632	\$14,717,013	\$15,452,954	\$15,452,954
6. Total dollar property taxes processed by mail/lock box		\$142,407,382	\$138,994,014	\$145,944,565	\$145,944,565
PRODUCTIVITY					
1. Cost per property tax/special assessment statement processed-94%		\$2.22	\$2.36	\$2.49	\$2.49
2. Cost per tax certificate issued and/or redeemed-3%		\$5.03	\$5.36	\$5.73	\$5.73
3. Cost per elderly tax credit application processed-3%		\$15.69	\$15.31	\$16.36	\$16.36
4. Average dollar property taxes processed/window clerk/day		\$7,422	\$9,198	\$9,658	\$9,658
EFFECTIVENESS					
1. Percent of taxes collected on current year's levy		99.38%	99.50%	99.50%	99.50%
2. Total dollars of interest & penalties retained by County		\$450,963	\$375,000	\$400,000	\$400,000
3. Total dollars of state credits collected		\$9,344,308	\$8,700,000	\$8,700,000	\$8,700,000
4. Total dollars of abated and suspended taxes		\$50,009	\$400,000	\$100,000	\$100,000
5. Percent total property taxes processed over counter		7.66%	9.00%	9.00%	9.00%
6. Percent total property taxes processed by mail/lock box		86.80%	85.00%	85.00%	85.00%
ANALYSIS:					
<p>For the Treasurer's Tax program, non-salary costs are recommended to increase 1.3% over current budgeted amounts. Revenue is recommended to increase by 2.7% due primarily to increases in penalties retained by the County from the collection of delinquent taxes and bidder fees earned during the annual tax sale.</p> <p>The primary reason for the appropriation change from current budget levels is a \$500 increase to the cost of publishing public notices. Also recommended was a slight increase for the cost of renting a post office box for mailed tax receipts.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Tax Collection (30B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
556-A Operations Manager	-	0.30	0.30	0.30	0.30
496-A Operations Manager	0.30	-	-	-	-
332-A Tax Accounting Specialist	0.50	0.50	0.50	0.50	0.50
177-C Senior Clerk	1.00	1.00	1.00	1.00	1.00
141-C Clerk II	5.90	5.90	5.90	5.90	5.90
TOTAL POSITIONS	7.70	7.70	7.70	7.70	7.70
REVENUE SUMMARY:					
Penalties & Interest on Taxes	\$564,515	\$505,000	\$492,000	\$517,000	\$517,000
Fees and Charges	90,332	75,825	79,825	79,250	79,250
TOTAL REVENUES	\$654,847	\$580,825	\$571,825	\$596,250	\$596,250
APPROPRIATION SUMMARY:					
Personal Services	\$298,147	\$308,198	\$314,506	\$332,098	\$322,098
Expenses	27,646	27,130	27,130	27,750	27,750
Supplies	14,197	21,850	21,850	21,850	21,850
TOTAL APPROPRIATIONS	\$339,990	\$357,178	\$363,486	\$381,698	\$371,698

SERVICE AREA: Interprogram Services		PROGRAM: Accounting/Finance (30E)		
ACTIVITY: Policy & Administration		ORGANIZATION: Treasurer		
PROGRAM MISSION: To provide professional accounting, cash handling and investment services to Scott County through competitive bidding, prudent investing, and following generally accepted accounting principles				
PROGRAM OBJECTIVES:				
1. To process at least 1500 investment transactions.				
2. To keep the number of receipt errors below 200.				
3. To earn \$600,000 or more in investment income.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of miscellaneous receipts received	4,499	4,500	4,500	4,500
2. Number of travel advances requested/parking tickets issued	222/164	200/250	200/250	200/250
3. Number of warrants/health claims drawn on bank for payment	27,150	32,600	32,000	32,000
4. Dollar value principle and interest due on bonds	\$594,010	\$1,005,961	\$1,115,756	\$1,115,756
5. Number receipt errors detected during reconciliation process	171	200	200	200
6. Dollar amount available for investment annually	\$263,158,495	\$275,000,000	\$290,000,000	\$290,000,000
WORKLOAD				
1. Number miscellaneous receipts issued	4,499	4,000	4,500	4,500
2. Number travel advances issued/parking tickets paid/dismissed	222/102	200/250	200/250	200/250
3. Number warrants/health claims paid by Treasurer	27,150	32,600	32,000	32,000
4. Dollar value principle & interest paid on bonds	\$594,010	\$1,005,961	\$1,115,756	\$1,115,756
5. Number receipt errors corrected during reconciliation process	109	200	200	200
6. Number of investment transactions processed	1,543	1,550	1,550	1,550
PRODUCTIVITY				
1. Cost per miscellaneous receipt issued (20%)	\$11.77	\$13.50	\$12.53	\$12.53
2. Cost travel advance issued (5%)	\$59.61	\$67.52	\$70.46	\$70.46
3. Cost per warrant processed (30%)	\$2.92	\$2.49	\$2.64	\$2.64
4. Cost per receipt error (10%)	\$154.79	\$135.04	\$140.91	\$140.91
5. Cost per investment transaction (30%)	\$51.46	\$52.27	\$54.55	\$54.55
EFFECTIVENESS				
1. Dollar amount of miscellaneous receipts collected	\$27,953,937	\$28,000,000	\$28,000,000	\$28,000,000
2. Total cash over (short) due to receipt error	(\$159)	(\$500)	(\$500)	(\$500)
3. Number checks returned-insufficient funds	530	900	900	900
4. Number motor vehicle & property tax refund checks issued	5,536	5,000	6,000	6,000
5. Total investment revenue from use of money/property	\$922,729	\$553,634	\$614,773	\$614,773
6. Treasurer's Office General fund investment revenue only	\$919,511	\$538,481	\$602,503	\$602,503
ANALYSIS:				
<p>Revenues for this program are recommended to decrease 32.5% from current budgeted amounts. investigation and evaluation.</p> <p>Non-salary costs are recommended to increase 3.5% over current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels are related to the drastically lower investment yields on County funds. This has resulted in lower earnings on investments from idle funds as well as a reduction in the amount paid by Glynn's Creek Golf Course for interest on the loan from the general fund.</p> <p>The primary reason for the recommended appropriation change from current budget levels is due to increases in the cost of banking services. This increase is partially due to a negotiated increase to some charges, higher volumes of service items, and the inclusion of funding for the possible addition of Positive Pay check services. This is a security service that adds substantial protection to the County against exposure to check fraud and has been identified by the Board as a service option that requires further</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Accounting/Finance (30E)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
611-A Financial Management Supervisor	0.70	0.70	0.70	0.70	0.70
332-A Tax Accounting Specialist	0.50	0.50	0.50	0.50	0.50
191-C Cashier	1.00	1.00	1.00	1.00	1.00
177-C Motor Vehicle Account Clerk	2.00	2.00	2.00	2.00	2.00
TOTAL POSITIONS	4.20	4.20	4.20	4.20	4.20
REVENUE SUMMARY:					
Use of Money/Property	\$919,511	\$910,583	\$538,481	\$602,503	\$602,503
Miscellaneous	10,542	1,900	1,600	1,600	1,600
TOTAL REVENUES	\$930,053	\$912,483	\$540,081	\$604,103	\$604,103
APPROPRIATION SUMMARY:					
Personal Services	\$205,361	\$204,785	\$204,566	\$214,260	\$214,260
Expenses	58,213	63,400	63,370	65,460	65,460
Supplies	1,115	1,900	1,900	2,100	2,100
TOTAL APPROPRIATIONS	\$264,689	\$270,085	\$269,836	\$281,820	\$281,820



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. The State of Iowa does require that all budget amendments be enacted one month prior to the end of the fiscal year. Budget appropriations for Scott County 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 of the County are based on generally accepted accounting principles and meets the criteria set forth by the Government Finance Officers Association for its Certificate of Achievement for Excellence in Financial Reporting. The format includes basic fund types as follows:

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.

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.

Enterprise Funds - 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 Glynns Creek Golf Course at Scott County Park through the Golf Course Enterprise Fund.

Internal Service Funds - These funds are established to finance and account for services for and commodities furnished by one department or agency to other departments or agencies of the County. Budgeted internal service funds include the Group Health Insurance and the Self-Insurance Reserve Fund. However, these funds were closed out to the General Fund in FY02 in anticipation of additional GASB34 accounting requirements.

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
- Court Services
- Physical Health and Education Services
- Mental Health Services
- Social Services
- County Environment Services
- Roads and Transportation Services
- State and Local Government Services
- Interprogram Services
- Debt Service
- Capital Projects

SCOTT COUNTY BUDGET CALENDAR

<u>Month</u>	<u>Budget Task</u>
September	Board of Supervisors identifies specific areas to be reviewed by staff during the upcoming budget preparation process.
October	Budget Planning Manuals and other materials are distributed to departments and authorized agencies at budget orientation session.
November	Departments and authorized agencies develop and submit budget requests to the Office of Administration. Discussions with the County Administrator, Budget Coordinator, budget analysts, and department heads/agency directors begin.
December	Discussion with County Administrator, Budget Coordinator, budget analysts and department heads/agency directors continues.
January	Goal setting sessions by Board of Supervisors (every two years). Discussions with County Administrator and budget team. Presentation of Administration's Recommendation on the proposed budget.
February	Board of Supervisors intensive budget review.
March	Public hearing on proposed budget. Adoption of budget by Board of Supervisors by resolution. Certification of budget to County Auditor and State Department of Management.
April	Review by Office of Administration of possible budget amendment needs.
May	Proposed budget amendments to individual Service Areas presented to Board of Supervisors. Public hearing on proposed budget amendments. Board of Supervisors approval of amendments to current year budget by resolution.
June	Board of Supervisors set appropriations and authorized position levels for ensuing fiscal year.
July	New fiscal year begins

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.

The County's budgetary process begins nine months prior to July 1st, the beginning of the County's fiscal year. In early October the Board of Supervisors meets with the County Administrator and the Budget Coordinator to identify specific areas to be reviewed during the budget process. 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 Program Performance Budget (PPB) forms that are described in detail in the manual.

Scott County's budgetary process is on the County's microcomputer system, and consequently, historical data is forwarded 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 Program Performance Budget 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 January, discusses and identify target issues for the overall operation of the County. These bi-annual target 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 Budget Coordinator, 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 a 3-ring binder of 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.

BUDGET PREPARATION PROCESS

(Continued)

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 budget work session in February the respective budget analyst briefly reviews each program and, if appropriate, budget issues are identified and written on newsprint for further discussion at subsequent budget work sessions. 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 which then are also noted on the newsprint. 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. These discussions basically entail a balancing of proposed requests and potential revenue sources. 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. Notice of such 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 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 15th. 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.

SCOTT COUNTY'S PROGRAM PERFORMANCE BUDGETING SYSTEM

Prior to fiscal year 1983-84 Scott County was accustomed to budgeting for TOTAL departments and authorized agencies. In the program performance budget, the County continues to budget for departments, but each department divides its budget into functions or services, which are known as "programs". There are several reasons for dividing organizational budgets into program budgets.

First and foremost, program budgets emphasize the services the County provides instead of the expenses the County incurs. Budget justifications are based upon citizen needs, the County's response to their needs, and the resources the County requires to provide the response that the County proposes. The program performance budget provides a positive focus on the services that the County provides, instead of a negative focus on the money that the County spends. In order to accomplish this change in emphasis, the County needs to budget for each service (program).

Second, program budgets improve Scott County's management capabilities. In the "old" system, the emphasis was on reviewing line item expenditures and the County's role was that of a senior bookkeeper. If funds were expended within the limits of budgeted line items, the County was a good manager. In the "new" system, the emphasis is on managing services, and thus there is need for some flexibility to control expenditures in order to produce the results expected of programs. This program performance budget provides the County with the flexibility to do this.

BUDGET PREPARATION PROCESS

(Continued)

Third, program budgets improve leadership, delegation of authority, and follow-up responsibility for assuring that services are provided at the programmed level. The "results oriented" budget contains specific plans for output, efficiency, and effectiveness. These plans, which are called "performance objectives" are the guidelines that subordinates use for individual performance, which are monitored on a regular, quarterly basis.

Finally, program budgeting enables large departments to divide their operations into more manageable sub-departmental cost centers. This also allows directors of large departments to place more responsibility on managers and first-line supervisors, and to train them in management skills required for budgeting, planning, and leadership.

Once programs have been identified for departments and authorized agencies specific performance indicators are developed and tracked.

Performance indicators are statistical measures of actual and planned performance which report on four important characteristics of each Scott County Program:

- Demand - who needs the program, how much is needed?
- Workload - what does the program produce, who is served?
- Productivity - what is the cost of one unit of workload, how efficient is the program? and
- Effectiveness - what is the quality, impact, or responsiveness of the program?

Demand:

Is this program necessary? How much service is required or requested? Demand is the external factor that demonstrates the "need" for the program. Demand data enables decision-makers to adjust services and costs to respond to changes in the direction and/or magnitude of the demand for the service.

GENERAL EXAMPLES:

- Eligible Populations
- Service Area Size
- Deficient Conditions
- Requests or Applications
- Complaints

Workload:

How much service is being provided? How do service outputs (workload) compare to service needs (demand)? Facts about workload enable decision-makers to relate budget expenditures to personnel outputs, and to relate outputs to demand. Workload data is also the basis, along with total expenditures, for unit cost, or productivity indicators.

GENERAL EXAMPLES:

- Units of Output
- Transactions Processed
- People Served
- Time Spent

BUDGET PREPARATION PROCESS

(Continued)

Productivity:

Is the program being run efficiently? What is the average cost of one unit of service? Unit cost (productivity) data enables decision-makers to measure efficiency, as opposed to total expenditures. Productivity unit costs also can be used to quickly estimate the cost of adding more service, or the savings to be realized for reductions in service.

Effectiveness:

How well is the program doing? What is its impact and/or quality? Effectiveness data enables decision-makers to see that quality does not suffer as productivity increases, or that quality improves if productivity declines.

GENERAL EXAMPLES:

- Response Time
- Workload as Percent of Demand
- Objectives Accomplished
- Error Rate
- Interval Between Service Repetition

CAVEATS:

- Not everything is measurable
- Be aware of data availability-don't spend a dollar for a dime's worth of information
- Who selects indicators-a process of negotiation between you and your budget analyst
- No comparisons to other governments (internal organization comparison)
- Indicators before objectives

The Program Performance Budget (PPB) system has worked very well for Scott County since its implementation in fiscal year 1983-84.

MISCELLANEOUS STATISTICS ABOUT SCOTT COUNTY

Date of Incorporation: December 31, 1837

Form of Government: County Board/County Administrator

Area in Square Miles 447

Median Age of Population 35.4

Miles of Roads and Streets:

Interstate Highways	43
State Highways	78
County Roads	556
City Streets	<u>727</u>
Total Miles	<u>1,404</u>

Acres of Industrial Lands 800

Farming Acres 227,286

Number of Farms 1,375

County Employees:

Board Members	5
Elected Officials	5
Full time equivalents	428.95

Schools Within the County: Public Schools

Elementary	39
Junior High	9
Senior High	6
Total Students	27,093

Non-Public Schools:

K-8	8
High School	2
Total Students	3,005

Higher Education:

University	1
Colleges	1
Junior College	1
Vocational Schools	4
Total Students	13,911

Recreation: Parks

County Parks	7
Number of Acres	2,348

Golf Courses:

Private	2
Public	7
Municipal	3

Snowmobile Trails, Total Miles 77

State Wildlife Preserve Open to Public Hunting and Fishing 2,785/Acres

Number of Lakes 5

Number of Boat Launches 4

Number of Beaches 1

Number of Swimming Pools 1

Number of Zoos 0

Number of Baseball Diamonds 2

Public Safety:

County Sheriff Department	1
City Police Department	8
Fire Department:	
Full-time	2
Volunteer	11
Rescue Squads	2

Elections: Last General Election

Registered Voters	112,073
Votes Cast	53,184
Percent	47.5%

Elections: Last Municipal Election

Registered Voters	99,074
Votes Cast	21,687
Percent	21.9%

Building Permits:

Issued in the Year Ended	
June 30, 2001	751
Value of Issued Permits	\$19,145,393

MISCELLANEOUS STATISTICS ABOUT SCOTT COUNTY (cont.)

Ten Principal Taxpayers

As of June 30, 2002

Organization	Taxable Value	% of Total Taxable Value
Mid-American Energy	\$220,409,567	4.39%
Aluminum Company of America	118,406,074	2.36%
SDG Macerich Properties	65,105,400	1.30%
Davenport Water Company	51,746,558	1.03%
Isle of Capri	39,792,199	0.79%
Genventures	31,582,712	0.63%
Qwest	29,689,560	0.59%
Northern Border Pipeline Co.	26,727,776	0.53%
Lafarge Corporation	23,234,916	0.46%
Peterson property	20,894,352	0.42%
Total	\$627,589,114	8.16%

Source: County tax rolls.

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.)

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 PPB 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.

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 interfund 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.

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 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 budget document is prepared on a cash basis since Iowa law requires all budget amendments to be adopted one month *prior* to the end of the fiscal year. The annual audit, however, is prepared on an 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.

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.

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.

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.

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 that 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

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.

HCBS: Home and community based mental health mental retardation services

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.

MH-DD: Mental health, developmentally disabled. 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.

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.

PPB: Program Performance Budget - see below.

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.

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.

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.

T19: Title nineteen services. Also referred to as Title XIX. Federal funding assistance for eligible recipients

Voucher: A claim document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

DEPARTMENT/AUTHORIZED AGENCIES BUDGET TOTAL SUMMARIES

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DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Administration	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
A County Administrator	1.00	1.00	1.00	1.00	1.00
805-A Assistant County Administrator	0.50	0.50	0.50	0.50	0.50
363-A Budget Coordinator	1.00	1.00	1.00	1.00	1.00
298-A Administrative Assistant	0.60	0.60	0.60	0.60	0.60
Z Administrative Intern	0.60	0.60	0.60	0.60	0.60
TOTAL POSITIONS	3.70	3.70	3.70	3.70	3.70
REVENUE SUMMARY:					
Fines/Forfeitures/Miscellaneous	\$148	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$148	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$297,944	\$286,663	\$285,406	\$298,784	\$298,784
Expenses	10,030	12,975	13,925	13,925	13,925
Supplies	2,261	3,500	3,500	3,500	3,500
TOTAL APPROPRIATIONS	\$310,235	\$303,138	\$302,831	\$316,209	\$316,209

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Attorney	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
X County Attorney	1.00	1.00	1.00	1.00	1.00
Y First Assistant Attorney	1.00	1.00	1.00	1.00	1.00
Y Deputy First Assistant Attorney	3.00	3.00	3.00	3.00	3.00
A Assistant Attorney II	1.00	1.00	1.00	1.00	1.00
A Assistant Attorney I	10.00	10.00	10.00	10.00	10.00
511-A Office Administrator	1.00	1.00	1.00	1.00	1.00
323-A Case Expeditor	1.00	1.00	1.00	1.00	1.00
282-A Paralegal	-	2.00	2.00	2.00	2.00
252-A Paralegal	2.00	-	-	-	-
252-A Executive Secretary	1.00	1.00	1.00	1.00	1.00
223-C Victim/Witness Coordinator	1.00	1.00	1.00	1.00	1.00
191-C Intake Coordinator	1.00	1.00	1.00	1.00	1.00
177-C Legal Secretary	3.00	3.00	3.00	3.00	3.00
141-C Clerk II	4.00	3.63	3.63	3.63	3.63
Z Summer Law Clerk	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	31.00	30.63	30.63	30.63	30.63
REVENUE SUMMARY:					
Intergovernmental	\$2,874	\$0	\$16,700	\$0	\$0
Charges for Services	32	-	-	-	-
Fines/Forfeitures/Miscellaneous	23,127	10,000	15,000	15,000	15,000
TOTAL REVENUES	\$26,033	\$10,000	\$31,700	\$15,000	\$15,000
APPROPRIATION SUMMARY:					
Personal Services	\$1,708,884	\$1,808,385	\$1,803,788	\$1,905,185	\$1,905,185
Equipment	2,795	9,000	8,500	8,500	8,500
Expenses	104,144	95,835	102,176	100,560	100,560
Supplies	26,540	37,406	37,406	35,406	35,406
TOTAL APPROPRIATIONS	\$1,842,363	\$1,950,626	\$1,951,870	\$2,049,651	\$2,049,651

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Auditor	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
X Auditor	1.00	1.00	1.00	1.00	1.00
Y First Deputy Auditor	1.00	-	-	-	-
Y Deputy Auditor-Elections	1.00	1.00	1.00	1.00	1.00
Y Deputy Auditor-Tax	1.00	1.00	1.00	1.00	1.00
677-A Accounting and Tax Manager	-	-	1.00	1.00	1.00
611-A Accounting Supervisor	1.00	1.00	-	-	-
556-A Operations Manager	-	1.00	1.00	1.00	1.00
291-C Election Supervisor	1.00	1.00	1.00	1.00	1.00
252-A Payroll Specialist	1.50	1.50	1.50	1.50	1.50
252-C Accounts Payable Specialist	1.50	1.50	1.50	1.50	1.50
194-C Platroom Draftsman	0.50	0.50	0.50	0.50	0.50
191-C Senior Clerk III Elections	-	-	1.00	1.00	1.00
177-A Official Records Clerk	0.90	0.90	0.90	0.90	0.90
177-C Tax Aide	3.00	3.00	3.00	3.00	3.00
162-C Clerk III Elections	1.00	1.00	-	-	-
141-C Clerk II	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	15.40	15.40	15.40	15.40	15.40
REVENUE SUMMARY:					
Intergovernmental	\$214,731	\$46,000	\$46,000	\$129,446	\$129,446
Licenses & Permits	5,428	6,000	5,500	5,500	5,500
Charges for Services	43,745	45,750	44,750	44,750	44,750
Miscellaneous	409	-	-	-	-
TOTAL REVENUES	\$264,313	\$97,750	\$96,250	\$179,696	\$179,696
APPROPRIATION SUMMARY:					
Personal Services	\$888,297	\$885,692	\$887,490	\$960,290	\$960,290
Equipment	434	2,000	2,000	10,000	10,000
Expenses	219,584	157,800	145,225	153,725	153,725
Supplies	20,366	24,900	24,900	22,900	22,900
TOTAL APPROPRIATIONS	\$1,128,681	\$1,070,392	\$1,059,615	\$1,146,915	\$1,146,915

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Community Services	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
725-A Community Services Director	1.00	1.00	1.00	1.00	1.00
430-A Case Aide Supervisor	1.00	1.00	1.00	1.00	1.00
430-A Mental Health Coordinator	1.00	1.00	1.00	1.00	1.00
298-A Veteran's Affairs Director	-	1.00	1.00	1.00	1.00
271-A Veteran's Director/Case Aide	1.00	-	-	-	-
252-C Case Aide	4.50	4.50	4.50	4.50	4.50
233-C Office Manager	1.00	1.00	1.00	1.00	1.00
162-C Clerk III/Secretary	1.00	1.00	1.00	1.00	1.00
141-C Clerk II/Receptionist	1.50	1.50	1.50	1.50	1.50
Z Mental Health Advocate	0.75	1.00	1.00	1.00	1.00
TOTAL POSITIONS	12.75	13.00	13.00	13.00	13.00

REVENUE SUMMARY:					
Intergovernmental	\$3,354,870	\$4,201,930	\$3,989,334	\$3,989,334	\$3,989,334
Charges for Services	50,982	45,000	48,500	48,500	48,500
Fines/Forfeitures/Miscellaneous	70,150	43,500	67,431	67,533	67,533
TOTAL REVENUES	\$3,476,002	\$4,290,430	\$4,105,265	\$4,105,367	\$4,105,367
APPROPRIATION SUMMARY:					
Personal Services	\$600,233	\$653,513	\$657,806	\$708,708	\$708,708
Equipment	12,004	2,000	-	-	-
Expenses	6,150,041	6,424,573	6,362,194	6,542,025	6,542,025
Supplies	7,979	10,850	10,100	10,100	10,100
TOTAL APPROPRIATIONS	\$6,770,257	\$7,090,936	\$7,030,100	\$7,260,833	\$7,260,833

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Conservation (Net of Golf Course)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
775-A Director	1.00	1.00	1.00	1.00	1.00
445-A Operations Manager	1.00	1.00	1.00	1.00	1.00
382-A Naturalist/Director	1.00	1.00	1.00	1.00	1.00
357-A Park Maintenance Supervisor	2.00	2.00	2.00	2.00	2.00
307-A Park Ranger	2.00	2.00	2.00	2.00	2.00
271-A Assistant Naturalist	1.00	1.00	1.00	1.00	1.00
220-A Conservation Assistant	1.00	1.00	1.00	1.00	1.00
220-A Patrol Ranger	1.00	1.00	1.00	1.00	1.00
187-A Pioneer Village Site Coordinator	1.00	1.00	1.00	1.00	1.00
187-A Equipment Mechanic	2.00	2.00	2.00	2.00	2.00
187-A Park Crew Leader	1.00	1.00	1.00	1.00	1.00
162-A Park Maintenance Worker	5.00	5.00	5.00	5.00	5.00
141-A Clerk II	1.00	1.00	1.00	1.00	1.00
99-A Cody Homestead Site Coordinator	0.75	0.75	0.75	0.75	0.75
Z Seasonal Concession Worker	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	21.25	21.25	21.25	21.25	21.25
REVENUE SUMMARY:					
Intergovernmental	\$281,988	\$66,490	\$171,407	\$62,490	\$62,490
Charges for Services	480,963	588,900	538,168	574,992	587,992
Use of Money/Property	131,342	140,197	137,867	129,240	147,292
Fines/Forfeitures/Miscellaneous	13,855	13,258	7,850	8,600	8,600
TOTAL REVENUES	\$908,148	\$808,845	\$855,292	\$775,322	\$806,374
APPROPRIATION SUMMARY:					
Personal Services	\$1,387,132	\$1,481,462	\$1,458,500	\$1,566,974	\$1,566,974
Equipment	168,747	148,000	148,025	179,000	179,000
Capital Improvements	821,508	963,112	1,078,171	433,612	433,612
Expenses	352,696	374,656	381,964	394,664	394,664
Supplies	315,070	317,572	317,565	338,208	338,208
TOTAL APPROPRIATIONS	\$3,045,153	\$3,284,802	\$3,384,225	\$2,912,458	\$2,912,458

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Glynn's Creek (18E/F)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
462-A Golf Pro/Manager	1.00	1.00	1.00	1.00	1.00
462-A Golf Course Superintendent	1.00	1.00	1.00	1.00	1.00
187-A Mechanic/Crew Leader	1.00	1.00	1.00	1.00	1.00
187-A Assistant Superintendent	1.00	1.00	1.00	1.00	1.00
125-A Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Z Seasonal Assistant Golf Pro	0.75	0.75	0.75	0.75	0.75
Z Seasonal Golf Pro Staff	7.05	7.05	7.05	7.05	7.05
Z Seasonal Part Time Laborers	5.55	5.55	5.55	5.55	5.55
TOTAL POSITIONS	19.35	19.35	19.35	19.35	19.35
REVENUE SUMMARY:					
Total Charges for Services	\$11,203	\$25,400	\$25,400	\$24,000	\$24,000
Total Green Fees	649,066	681,713	681,713	742,945	742,945
Net Cart Fees	303,653	297,500	297,500	333,640	333,640
Net Food/Beverage	148,472	145,500	145,500	145,160	145,160
Net Merchandise Sales	10,646	9,000	9,000	9,000	9,000
Net Driving Range Sales	48,803	58,125	58,125	47,880	47,880
Total Interest Income	15,172	15,000	15,000	15,000	15,000
Total Miscellaneous	1,509	1,000	1,000	1,000	1,000
Gain on Sale of Fixed Assets	68,744	-	-	-	-
TOTAL REVENUES	\$1,257,268	\$1,233,238	\$1,233,238	\$1,318,625	\$1,318,625
APPROPRIATION SUMMARY:					
Personal Services	\$436,918	\$536,316	\$476,656	\$526,667	\$526,667
Equipment (minor)	109,090	119,345	114,841	111,689	111,689
Capital Improvements	1,422	-	-	-	-
Expenses	83,443	85,386	85,886	87,990	87,990
Supplies	104,282	121,950	121,950	120,950	120,950
Debt Service	213,483	213,104	191,135	182,380	182,380
TOTAL APPROPRIATIONS	\$948,638	\$1,076,101	\$990,468	\$1,029,676	\$1,029,676
Net Income	\$308,630	\$157,137	\$242,770	\$288,949	\$288,949
CASH FLOW RECONCILIATION:					
Add back depreciation (non-cash expense)	1,422	-	-	-	-
Deduct gain on sale of fixed assets (non-cash revenue)	(68,744)	0	0	0	0
Deduct balance sheet cash outlays:					
Principal payment Certificates of Participation	(145,000)	(155,000)	(155,000)	(160,000)	(160,000)
Equipment purchases (major)	(107,820)	(67,000)	(67,000)	(60,952)	(60,952)
Capital projects	0	0	(60,000)	(58,000)	(58,000)
Amortized General Fund interest payment	(13,016)	(41,492)	(13,016)	(13,016)	(13,016)
Other balance sheet account changes (net)	764	-	-	-	-
Amount of cash available for other uses	\$ (23,764)	\$ (106,355)	\$ (52,246)	\$ (3,019)	\$ (3,019)

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Facility and Support Services (formerly Buildings & Grounds)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
725-A Director Buildings & Grounds	1.00	1.00	1.00	1.00	1.00
307-A Project & Support Services Coordinator	1.00	1.00	1.00	1.00	1.00
300-A Maintenance Coordinator	1.00	1.00	1.00	1.00	1.00
268-C Maintenance Specialist	3.00	3.00	3.00	3.00	3.00
252-A Purchasing Specialist	1.00	1.00	1.00	1.00	1.00
198-A Custodial Supervisor	1.00	1.00	1.00	1.00	1.00
182-C Maintenance Worker	2.00	2.00	2.00	2.00	2.00
162-C Preventive Maintenance	1.00	1.00	1.00	1.00	1.00
162-C Lead Custodial Worker	2.00	2.00	2.00	2.00	2.00
141-C Clerk II/Support Services	2.00	2.00	2.00	2.00	2.00
141-C Clerk II/Facility & Support Services	0.50	-	-	-	-
141-C Clerk II/Word Processing	-	0.50	0.50	0.50	0.50
141-C Clerk II/Support Services Receptionist	1.00	1.00	1.00	1.00	1.00
130-C Custodial Worker	6.25	6.25	6.25	6.25	6.25
91-C Courthouse Security Guard	0.49	0.49	0.49	0.49	0.49
83-C General Laborer	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	23.74	23.74	23.74	23.74	23.74
REVENUE SUMMARY:					
Intergovernmental	\$75,471	\$135,500	\$134,000	\$134,500	\$134,500
Charges for Services	22,613	18,400	40,600	40,150	40,150
Fines/Forfeitures/Miscellaneous	4,672	3,965	2,750	3,200	3,200
TOTAL REVENUES	\$102,756	\$157,865	\$177,350	\$177,850	\$177,850
APPROPRIATION SUMMARY:					
Personal Services	\$827,773	\$979,430	\$956,439	\$1,032,407	\$1,032,407
Equipment	10,258	6,550	-	28,000	28,000
Expenses	677,967	927,876	930,842	969,761	967,916
Supplies	137,421	98,675	91,975	129,182	96,182
TOTAL APPROPRIATIONS	\$1,653,419	\$2,012,531	\$1,979,256	\$2,159,350	\$2,124,505

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Health	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
805-A Health Director	1.00	1.00	1.00	1.00	1.00
571-A Deputy Director	1.00	1.00	1.00	1.00	1.00
430-A Program Development Coordinator	1.00	1.00	1.00	1.00	1.00
417-A Clinical Services Coordinator	1.00	1.00	1.00	1.00	1.00
417-A Community Health Coordinatoor	1.00	1.00	1.00	1.00	1.00
417-A Environmental Health Coordinator	2.00	2.00	2.00	2.00	2.00
417-A Public Health Services Coordinator	1.00	1.00	1.00	1.00	1.00
366-A Public Health Nurse	6.00	6.00	6.00	10.00	7.00
355-A Disease Prevention Specialist	4.00	4.00	4.00	4.00	4.00
355-A Environmental Health Specialist	7.00	7.00	7.00	7.00	7.00
298-A Administrative Office Manager	1.00	1.00	1.00	1.00	1.00
209-A Medical Assistant	1.00	1.00	1.00	1.00	1.00
177-A Lab Technician	0.75	0.75	0.75	0.75	0.75
162-A Resource Specialist	2.00	2.00	2.00	2.00	2.00
141-A Resource Assistant	2.60	2.60	2.60	2.60	2.60
Z Interpreters	0.35	0.35	0.35	0.35	0.35
Z Environmental Health Intern	0.25	0.25	0.25	0.25	0.25
Z Health Services Professional	1.20	1.20	1.20	1.20	1.20
TOTAL POSITIONS	34.15	34.15	34.15	38.15	35.15
REVENUE SUMMARY:					
Intergovernmental	\$1,194,661	\$1,077,572	\$1,115,461	\$1,115,127	\$1,115,127
Licenses and Permits	222,253	216,030	216,030	224,630	224,630
Charges for Services	27,239	28,500	28,500	25,780	25,780
Fines/Forfeitures/Miscellaneous	49,061	27,644	27,644	35,000	35,000
TOTAL REVENUES	\$1,493,214	\$1,349,746	\$1,387,635	\$1,400,537	\$1,400,537
APPROPRIATION SUMMARY:					
Personal Services	\$1,765,136	\$1,953,389	\$1,857,216	\$2,254,627	\$2,088,357
Equipment	5,999	3,100	3,100	21,850	21,850
Expenses	1,541,831	1,547,180	1,585,069	1,591,882	1,591,882
Supplies	43,955	48,333	48,333	60,823	60,823
TOTAL APPROPRIATIONS	\$3,356,921	\$3,552,002	\$3,493,718	\$3,929,182	\$3,762,912

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Human Resources	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
805-A Assistant County Administrator	0.50	0.50	0.50	0.50	0.50
323-A Human Resources Generalist	2.00	2.00	2.00	2.00	2.00
198-A Human Resources Secretary	1.00	1.00	1.00	1.00	1.00
Z Governmental Trainee	3.00	3.00	3.00	3.00	3.00
TOTAL POSITIONS	6.50	6.50	6.50	6.50	6.50
REVENUE SUMMARY:					
Charges for Services	\$5	\$25	\$30	\$30	\$30
Fines/Forfeitures/Miscellaneous	227	50	50	50	50
TOTAL REVENUES	\$232	\$75	\$80	\$80	\$80
APPROPRIATION SUMMARY:					
Personal Services	\$155,192	\$232,252	\$183,659	\$211,097	\$211,097
Expenses	93,667	126,990	127,650	129,200	129,200
Supplies	3,596	3,800	3,800	3,750	3,750
TOTAL APPROPRIATIONS	\$252,455	\$363,042	\$315,109	\$344,047	\$344,047

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Human Services	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
REVENUE SUMMARY:					
Intergovernmental	\$15,942	\$20,075	\$20,075	\$20,075	\$20,075
Fines/Forfeitures/Miscellaneous	370	500	500	500	500
TOTAL REVENUES	\$16,312	\$20,575	\$20,575	\$20,575	\$20,575
APPROPRIATION SUMMARY:					
Equipment	\$259	\$3,000	\$3,000	\$11,850	\$3,000
Expenses	110,139	127,790	121,603	133,972	131,129
Supplies	38,100	40,226	39,523	41,824	41,824
TOTAL APPROPRIATIONS	\$148,498	\$171,016	\$164,126	\$187,646	\$175,953

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Information Technology (formerly Budget & Info Proc)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
725-A Information Technology Director	1.00	1.00	1.00	1.00	1.00
A GIS Coordinator	-	-	-	1.00	1.00
519-A Network Infrastructure Supervisor	-	-	1.00	1.00	1.00
511-A Senior Programmer Analyst	1.00	1.00	1.00	1.00	1.00
455-A Webmaster	1.00	1.00	1.00	1.00	1.00
445-A Programmer/Analyst II	3.00	3.00	2.00	2.00	2.00
406-A Network Systems Administrator	3.00	3.00	3.00	3.00	3.00
187-A Help Desk Specialist	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	10.00	10.00	10.00	11.00	11.00
REVENUE SUMMARY:					
Intergovernmental	\$100,384	\$45,090	\$36,695	\$38,324	\$38,324
Charges for Services	9,991	3,300	3,300	3,552	3,552
Fines/Forfeitures/Miscellaneous	1,083	1,015	25	-	-
TOTAL REVENUES	\$111,458	\$49,405	\$40,020	\$41,876	\$41,876
APPROPRIATION SUMMARY:					
Personal Services	\$767,733	\$708,475	\$622,669	\$783,782	\$783,782
Equipment	1,376	-	1,000	1,500	1,500
Expenses	409,832	317,780	316,751	342,900	342,900
Supplies	(25,790)	14,950	14,050	15,950	15,950
TOTAL APPROPRIATIONS	\$1,153,151	\$1,041,205	\$954,470	\$1,144,132	\$1,144,132

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Juvenile Court Services	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
571-A Juvenile Detention Center Director	1.00	1.00	1.00	1.00	1.00
308-A Operations Supervisor	1.00	1.00	1.00	1.00	1.00
215-A Detention Youth Supervisor	10.40	10.40	13.20	13.20	13.20
TOTAL POSITIONS	12.40	12.40	15.20	15.20	15.20
REVENUE SUMMARY:					
Intergovernmental	\$69,101	\$88,010	\$81,640	\$112,835	\$112,835
Charges for Services	27,320	55,000	55,000	65,000	65,000
Fines/Forfeitures/Miscellaneous	-	187,602	187,602	-	-
TOTAL REVENUES	\$96,421	\$330,612	\$324,242	\$177,835	\$177,835
APPROPRIATION SUMMARY:					
Personal Services	\$585,700	\$827,523	\$661,536	\$740,502	\$740,502
Equipment	979	0	2,100	3,100	3,100
Expenses	29,626	21,800	43,600	36,670	36,670
Supplies	20,930	35,200	32,035	37,635	37,635
TOTAL APPROPRIATIONS	\$637,235	\$884,523	\$739,271	\$817,907	\$817,907

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Non-Departmental	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
417-A Risk Management Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00
REVENUE SUMMARY:					
Intergovernmental	\$783,317	\$653,709	\$726,725	\$742,896	\$742,896
Charges for Services	125,662	102,000	127,000	127,000	127,000
Use of Money & Property	12,616	-	-	-	-
Fines/Forfeitures/Miscellaneous	102,854	112,500	84,500	84,500	84,500
TOTAL REVENUE	\$1,024,449	\$868,209	\$938,225	\$954,396	\$954,396
APPROPRIATION SUMMARY:					
Personal Services	\$81,434	\$125,180	\$125,043	\$129,858	\$129,858
Expenses	1,764,726	2,542,392	1,882,240	2,339,196	2,339,196
Supplies	8,436	9,800	10,250	10,200	10,200
TOTAL APPROPRIATIONS	\$1,854,596	\$2,677,372	\$2,017,533	\$2,479,254	\$2,479,254

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Planning & Development	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
608-A Planning & Development Director	1.00	1.00	1.00	1.00	1.00
314-C Building Inspector	1.00	1.00	1.00	1.00	1.00
252-A Planning & Development Specialist	1.00	1.00	1.00	1.00	1.00
162-A Clerk III	0.50	0.50	0.50	0.50	0.50
Z Weed/Zoning Enforcement Aide	0.58	0.58	0.58	0.58	0.58
Z Planning Intern	0.25	0.25	0.25	0.25	0.25
TOTAL POSITIONS	4.33	4.33	4.33	4.33	4.33
REVENUE SUMMARY:					
Licenses and Permits	\$176,039	\$175,240	\$175,240	\$160,240	\$160,240
Charges for Services	7,085	6,625	6,550	4,750	4,750
Fines/Forfeitures/Miscellaneous	37	75	-	-	-
TOTAL REVENUES	\$183,161	\$181,940	\$181,790	\$164,990	\$164,990
APPROPRIATION SUMMARY:					
Personal Services	\$207,272	\$223,056	\$225,910	\$243,087	\$243,087
Expenses	16,929	36,070	36,050	36,500	36,500
Supplies	4,239	3,685	3,685	3,800	3,800
TOTAL APPROPRIATIONS	\$228,440	\$262,811	\$265,645	\$283,387	\$283,387

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Recorder	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
X Recorder	1.00	1.00	1.00	1.00	1.00
Y Second Deputy	1.00	1.00	1.00	1.00	1.00
496-A Operations Manager	1.00	1.00	1.00	1.00	1.00
191-C Real Estate Specialist	1.00	1.00	1.00	1.00	1.00
191-C Conservation Specialist	1.00	1.00	-	-	-
191-C Vital Records Specialist	1.00	1.00	1.00	1.00	1.00
162-C Clerk III	-	-	1.00	1.00	1.00
141-C Clerk II	7.00	7.00	7.00	7.00	7.00
TOTAL POSITIONS	13.00	13.00	13.00	13.00	13.00
REVENUE SUMMARY:					
Charges for Services	\$1,452,531	\$1,073,070	\$1,359,070	\$1,468,575	\$1,468,575
Use of Money/Property	4,221	8,000	6,500	7,500	7,500
Fines/Forfeitures/Miscellaneous	3,607	2,000	2,000	3,200	3,200
TOTAL REVENUES	\$1,460,359	\$1,083,070	\$1,367,570	\$1,479,275	\$1,479,275
APPROPRIATION SUMMARY:					
Personal Services	\$562,755	\$598,080	\$589,405	\$628,883	\$628,883
Expenses	3,378	7,212	7,212	10,570	10,570
Supplies	16,824	13,575	13,575	14,600	14,600
TOTAL APPROPRIATIONS	\$582,957	\$618,867	\$610,192	\$654,053	\$654,053

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Secondary Roads	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
864-A County Engineer	1.00	1.00	1.00	1.00	1.00
634-A Assistant County Engineer	1.00	1.00	1.00	1.00	1.00
430-A Secondary Roads Superintendent	1.00	1.00	1.00	1.00	1.00
300-A Engineering Aide II	3.00	3.00	3.00	3.00	3.00
233-A Shop Supervisor	1.00	1.00	1.00	1.00	1.00
213-B Crew Leader/Operator I	3.00	3.00	3.00	3.00	3.00
204-A Office Leader	1.00	1.00	1.00	1.00	1.00
199-B Sign Crew Leader	1.00	1.00	1.00	1.00	1.00
187-B Mechanic	2.00	2.00	2.00	2.00	2.00
187-B Shop Control Clerk	1.00	1.00	1.00	1.00	1.00
174-B Heavy Equipment Operator III	7.00	7.00	7.00	7.00	7.00
163-B Truck Crew Coordinator	1.00	1.00	1.00	1.00	1.00
162-A Clerk III	0.50	0.50	0.50	0.50	0.50
153-B Truck Driver/Laborer	9.00	9.00	9.00	9.00	9.00
Z Seasonal Maintenance Worker	0.60	0.60	0.60	0.60	0.60
Z Engineering Aide (Seasonal Maint)	0.30	0.30	0.30	0.30	0.30
TOTAL POSITIONS	33.40	33.40	33.40	33.40	33.40
REVENUES SUMMARY:					
Intergovernmental	\$1,942,577	\$1,784,096	\$1,784,096	\$2,681,972	\$2,681,972
Licenses & Permits	1,765	1,000	1,000	1,000	1,000
Charges for Services	39,783	5,000	5,000	5,000	5,000
Fines/Forfeitures/Miscellaneous	37,364	253,000	253,000	13,000	13,000
Transfers In	-	-	-	-	-
TOTAL APPROPRIATIONS	\$2,021,489	\$2,043,096	\$2,043,096	\$2,700,972	\$2,700,972
APPROPRIATION SUMMARY:					
Administration	\$169,981	\$165,000	\$165,000	\$170,800	\$170,800
Engineering	317,500	324,000	324,000	346,900	346,900
Bridges & Culverts	92,874	102,000	102,000	142,000	142,000
Roads	1,377,285	1,092,000	1,092,000	1,147,000	1,147,000
Snow & Ice Control	153,624	236,000	236,000	246,000	246,000
Traffic Controls	121,652	146,000	146,000	143,000	143,000
Road Clearing	145,939	95,000	95,000	120,000	120,000
New Equipment	339,207	232,000	232,000	520,000	520,000
Equipment Operation	565,600	670,000	670,000	653,000	653,000
Tools, Materials & Supplies	75,264	52,000	52,000	53,000	53,000
Real Estate & Buildings	21,140	30,000	30,000	55,000	55,000
Roadway Construction	1,119,570	1,135,000	1,135,000	1,100,000	1,100,000
TOTAL APPROPRIATIONS	\$4,499,636	\$4,279,000	\$4,279,000	\$4,696,700	\$4,696,700

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Sheriff	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
X Sheriff	1.00	1.00	1.00	1.00	1.00
Y Chief Deputy	1.00	1.00	1.00	1.00	1.00
Y Second Chief Deputy	-	-	-	-	-
705-A Jail Administrator	1.00	1.00	1.00	1.00	1.00
519-A Captain	2.00	2.00	2.00	2.00	2.00
464-A Lieutenant	4.00	4.00	4.00	4.00	4.00
451-E Sergeant	6.00	6.00	6.00	6.00	6.00
449-A Corrections Captain	1.00	1.00	1.00	1.00	1.00
417-A Support Services Director	1.00	1.00	1.00	1.00	1.00
400-A Program Lieutenant	-	-	-	-	-
390-A Chief Correction Supervisor	-	-	-	-	-
353-A Support/Program Supervisor	1.00	1.00	1.00	1.00	1.00
353-A Corrections Lieutenant	3.00	3.00	3.00	4.00	3.00
332-A Corrections Sergeant	4.00	4.00	4.00	4.00	4.00
Program Coordinator	-	-	-	3.00	2.00
332-A Food Service Manager	-	1.00	1.00	1.00	1.00
329-E Deputy	28.00	28.00	28.00	31.00	28.00
300-A Chief Telecommunications Operator	1.00	1.00	1.00	1.00	1.00
283-H Lead Correction Officer (Corporal)	10.00	10.00	10.00	13.00	10.00
262-A Lead Bailiff	1.00	1.00	1.00	1.00	1.00
246-H Correction Officer	43.20	43.20	43.20	53.00	49.00
245-A Lead Tele/Communications Operator	3.00	3.00	3.00	3.00	3.00
228-A Tele/Communications Operator	8.00	8.00	8.00	8.00	8.00
228-A Office Supervisor	1.00	1.00	1.00	1.00	1.00
223-A Food Service Manager	1.00	-	-	-	-
220-A Lead Bailiff	-	-	-	-	-
220-A Bailiff	6.70	6.70	6.70	6.70	6.70
191-C Senior Accounting Clerk	2.00	2.00	2.00	2.00	2.00
177-C Senior Clerk	2.00	2.00	2.00	2.00	2.00
176-H Jail Custodian/Correction Officer	1.00	1.00	1.00	3.00	1.00
162-A Clerk III	2.00	2.00	2.00	3.00	3.00
151-A Bailiff	-	-	-	-	-
141-C Clerk II	1.00	1.00	1.00	0.50	0.50
141-C Clerk II-Records	0.50	0.50	0.50	0.50	0.50
125-C Clerk I	0.50	0.50	0.50	-	-
125-H Jail Custodian	1.00	1.00	1.00	1.00	1.00
122-C Cook	2.80	2.80	2.80	3.00	3.00
TOTAL POSITIONS	140.70	140.70	140.70	162.70	148.70
REVENUE SUMMARY:					
Intergovernmental	\$216,418	\$301,969	\$56,966	\$91,286	\$91,286
Licenses & Permits	13,513	14,075	9,560	14,075	14,075
Charges for Services	788,156	586,720	570,170	583,520	733,082
Fines/Forfeitures/Miscellaneous	22,949	21,400	24,100	24,700	24,700
TOTAL REVENUES	\$1,041,036	\$924,164	\$660,796	\$713,581	\$863,143
APPROPRIATION SUMMARY:					
Personal Services	\$ 7,369,484	\$ 7,874,140	\$ 7,810,823	\$ 9,259,708	\$ 8,529,780
Equipment	50,931	69,425	66,500	71,675	71,675
Expenses	759,079	1,062,008	1,375,105	1,635,449	1,597,149
Supplies	562,040	585,790	603,950	640,240	620,240
TOTAL APPROPRIATIONS	\$ 8,741,534	\$ 9,591,363	\$ 9,856,378	\$ 11,607,072	\$ 10,818,844

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Supervisors, Board of	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
X Chair, Board of Supervisors	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
TOTAL POSITIONS	5.00	5.00	5.00	5.00	5.00
APPROPRIATION SUMMARY:					
Personal Services	\$220,351	\$234,227	\$231,889	\$245,237	\$245,237
Expenses	12,017	9,950	11,000	13,000	13,000
Supplies	2,082	2,700	1,900	2,000	2,000
TOTAL APPROPRIATIONS	\$234,450	\$246,877	\$244,789	\$260,237	\$260,237

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Treasurer	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
X Treasurer	1.00	1.00	1.00	1.00	1.00
611-A Financial Management Supervisor	1.00	1.00	1.00	1.00	1.00
556-A Operations Manager	-	1.00	1.00	1.00	1.00
496-A Operations Manager	1.00	-	-	-	-
382-A County General Store Manager	1.00	1.00	1.00	1.00	1.00
332-A Tax Accounting Specialist	1.00	1.00	1.00	1.00	1.00
298-A Motor Vehicle Supervisor	1.00	1.00	1.00	1.00	1.00
191-C Cashier	1.00	1.00	1.00	1.00	1.00
177-A Senior Clerk	1.00	1.00	1.00	1.00	1.00
177-C Motor Vehicle Account Clerk	2.00	2.00	2.00	2.00	2.00
162-C Clerk III	1.00	1.00	1.00	1.00	1.00
141-C Clerk II	17.60	17.60	17.60	17.60	17.60
TOTAL POSITIONS	28.60	28.60	28.60	28.60	28.60
REVENUE SUMMARY:					
Penalties & Interest on Taxes	\$564,515	\$505,000	\$492,000	\$517,000	\$517,000
Charges for Services	1,104,946	1,046,575	1,085,575	1,110,500	1,110,500
Use of Money & Property	919,511	910,583	538,481	602,503	602,503
Fines/Forfeitures/Miscellaneous	10,115	1,900	1,600	1,600	1,600
TOTAL REVENUES	\$2,599,087	\$2,464,058	\$2,117,656	\$2,231,603	\$2,231,603
APPROPRIATION SUMMARY:					
Personal Services	\$1,234,233	\$1,269,749	\$1,289,628	\$1,356,326	\$1,356,326
Equipment	2,995	-	-	12,500	12,500
Expenses	115,821	100,900	101,745	106,090	106,090
Supplies	44,261	47,505	47,505	51,405	51,405
TOTAL APPROPRIATIONS	\$1,397,310	\$1,418,154	\$1,438,878	\$1,526,321	\$1,526,321

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Bi-State Metropolitan Planning Commission	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
Executive Director	1.00	1.00	1.00	1.00	
Program Director	2.00	2.00	2.00	2.00	
Project Manager	1.00	1.00	1.00	1.00	
Planner & Senior Planner	5.00	6.00	5.00	5.00	
Administrative Services Director	1.00	1.00	1.00	1.00	
Data Services Planner	1.00	1.00	1.00	1.00	
Data Graphics Manager	1.00	1.00	1.00	1.00	
Finance/Human Resources	1.00	1.00	1.00	1.00	
Accounting Technician	0.50	0.50	0.50	0.50	
Transportation Traffic Engineer	1.00	1.00	1.00	1.00	
Word Processor I	3.00	3.00	3.00	3.00	
Planning Assistant	2.00	2.00	1.00	1.00	
Housing Rehab Specialist	1.00	1.00	1.00	1.00	
Graphics Specialist	2.00	2.00	2.00	2.00	
TOTAL POSITIONS	22.50	23.50	21.50	21.50	
REVENUE SUMMARY:					
Membership Fees	\$257,243	\$264,706	\$263,806	\$271,720	
Charges for Services	473,419	393,800	402,852	450,881	
Federal/State Funding	220,517	133,025	155,390	141,375	
Transportation	461,867	524,548	518,066	515,475	
SUB-TOTAL REVENUES	\$1,413,046	\$1,316,079	\$1,340,114	\$1,379,451	
Scott County Contribution	57,126	60,409	60,409	62,221	62,221
TOTAL REVENUES	\$1,470,172	\$1,376,488	\$1,400,523	\$1,441,672	
APPROPRIATION SUMMARY:					
Personal Services	\$1,101,561	\$1,147,491	\$1,183,795	\$1,227,860	
Equipment	1,871	2,500	2,500	2,500	
Expenses	283,919	183,351	179,425	189,370	
Occupancy	33,417	44,851	44,851	44,851	
TOTAL APPROPRIATIONS	\$1,420,768	\$1,378,193	\$1,410,571	\$1,464,581	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Buffalo Ambulance	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
Volunteers	30.00	25.00	30.00	30.00	
TOTAL POSITIONS	30.00	25.00	30.00	30.00	
REVENUE SUMMARY:					
Municipal Subsidy	\$18,894	\$12,000	\$9,000	\$9,000	
Service Fees	40,362	53,000	53,000	53,000	
Other	3,174	6,500	6,500	6,500	
SUB-TOTAL REVENUES	\$62,430	\$71,500	\$68,500	\$68,500	
Scott County Contribution	22,650	22,650	22,650	22,650	22,650
Funding Reserve	10,000	10,000	10,000	10,000	10,000
TOTAL COUNTY CONTRIBUTION	\$32,650	\$32,650	\$32,650	\$32,650	\$32,650
TOTAL REVENUES	\$95,080	\$104,150	\$101,150	\$101,150	
APPROPRIATION SUMMARY:					
Personal Services	\$19,346	\$35,000	\$35,000	\$35,000	
Equipment	12,427	29,557	29,557	29,557	
Expenses	54,188	65,803	65,803	65,803	
Supplies	505	2,000	2,000	2,000	
Occupancy	8,668	8,490	8,490	8,490	
TOTAL APPROPRIATIONS	\$95,134	\$140,850	\$140,850	\$140,850	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Center for Alcohol/Drug Services	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
Executive Director	1.00	1.00	1.00	1.00	
Treatment Supervisor	1.00	1.00	1.00	1.00	
Clinical Director	1.00	1.00	1.00	1.00	
Finance Manager	1.00	1.00	1.00	1.00	
Business/Office Manager	1.00	1.00	1.00	1.00	
Admin Systems Manager	0.50	0.50	0.50	0.50	
Accounting Specialist	2.00	2.00	2.00	2.00	
Client Accts Receivable Specialist	2.70	2.70	2.70	2.70	
Administrative Assistant	1.00	1.00	1.00	1.00	
Clerical	9.00	9.00	9.00	9.00	
Maintenance	2.00	1.00	1.00	1.00	
QA/UR Program Manager	2.00	2.00	2.00	2.00	
Prevention Coordinator	1.00	1.00	1.00	1.00	
Prevention Specialist	11.00	10.00	11.00	11.00	
Counselors	38.00	37.00	40.00	45.00	
Techs/CCW	22.00	19.00	24.00	24.00	
Program Managers	5.00	4.00	6.00	6.00	
Health Care Coordinator	1.00	1.00	1.00	1.00	
RN/LPN	8.00	8.00	7.00	7.00	
TOTAL POSITIONS	110.20	103.20	113.20	118.20	
REVENUE SUMMARY:					
I.D.S.A. Treatment	\$1,652,036	\$1,486,505	\$1,543,688	\$1,543,688	
I.D.S.A. Prevention	212,361	202,344	240,754	240,754	
O.A.S.A.	550,453	528,571	553,546	553,546	
Rock Island County	55,060	56,660	55,060	55,060	
United Way	99,953	96,516	99,953	99,953	
Client Fees	272,336	201,825	222,713	212,713	
Insurance Payments	600,971	606,825	680,371	796,033	
Interest	32,986	20,000	20,000	20,000	
Seventh Judicial District	96,300	95,000	95,000	95,000	
Contributions	3,451	16,950	14,250	14,250	
County Commitments	39,068	24,000	30,000	30,000	
Scott County Jail	105,400	110,000	110,000	241,977	
Local Schools	69,605	68,000	48,000	48,000	
U S Fed Probation	83,773	25,000	65,000	60,000	
Medicaid, Illinois	24,264	15,000	15,000	15,000	
Contractual Fees/Payment	1,031,783	745,169	835,416	815,416	
Juvenile Court	31,980	50,000	-	-	
SUB-TOTAL REVENUES	\$4,961,780	\$4,348,365	\$4,628,751	\$4,841,390	
Scott County Contribution	269,590	269,052	269,052	276,224	276,224
IDPH Substance Abuse Funds	2,500	10,000	10,000	10,000	10,000
TOTAL COUNTY CONTRIBUTION	\$272,090	\$279,052	\$279,052	\$286,224	\$286,224
TOTAL REVENUES	\$5,233,870	\$4,627,417	\$4,907,803	\$5,127,614	
APPROPRIATION SUMMARY:					
Personal Services	\$3,389,843	\$3,506,244	\$3,725,401	\$3,844,765	
Equipment	18,445	6,000	21,001	21,001	
Expenses	842,759	677,038	747,275	836,258	
Supplies	229,682	255,803	232,525	234,400	
Occupancy	184,068	182,332	191,190	191,190	
TOTAL APPROPRIATIONS	\$4,664,797	\$4,627,417	\$4,917,392	\$5,127,614	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Center for Active Seniors, Inc.	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
President/CEO	1.00	1.00	1.00	1.00	
Vice President/Resource Development	1.00	1.00	1.00	1.00	
Budget Manager	0.47	1.00	1.00	1.00	
Accounting Coordinator	1.00	1.00	1.00	1.00	
Administrative Coordinator	1.00	1.00	1.00	1.00	
Receptionist	1.00	1.00	1.00	1.00	
Janitor	1.69	1.69	1.69	1.69	
Social Services Coordinator	1.00	1.00	1.00	1.00	
Caseworkers	7.50	7.50	7.50	7.50	
Adult Day Center Coordinator	1.00	1.00	1.00	1.00	
Adult Day Center Assistant Coordinator	1.00	1.00	1.00	1.00	
Adult Day Center Nursing Assistant	1.50	1.50	1.50	1.50	
Adult Day Center Facilitators	2.50	2.50	2.50	2.50	
Adult Day Center Aides	0.80	0.80	0.80	0.80	
Volunteer/Chore Coordinator	0.76	0.76	0.25	-	
Listen-To-Me Read Coordinator	0.50	0.50	0.50	0.50	
Senior Center Coordinator	1.00	1.00	1.00	1.00	
Fitness Center Assistant	1.40	1.40	1.40	1.40	
Activity Manager	0.55	0.55	0.55	0.55	
Site Managers	1.00	1.00	1.00	1.00	
Meal Site Assistant	0.25	0.25	0.25	0.25	
TOTAL POSITIONS	27.92	28.45	27.94	27.69	
REVENUE SUMMARY:					
Medicaid Waiver ADC	\$67,894	\$95,000	\$100,000	\$80,000	
Pledge Revenue	-	40,000	40,000	40,000	
Title III B	32,145	30,900	35,150	37,150	
Title III C	7,513	7,725	7,513	7,964	
Elderly Care Funds	41,180	46,350	38,220	40,513	
Transfers	29,012	-	-	-	
Title V	23,474	24,000	18,000	24,000	
LTCIS	12,450	13,000	13,000	13,000	
Veterans Administration	41,450	30,000	40,000	46,000	
United Way	80,740	88,823	87,823	98,344	
Contributions	18,481	35,000	35,000	35,000	
Activities	73,900	91,500	91,500	95,000	
CDBG	63,072	91,104	81,927	95,295	
Project Income	136,402	167,102	181,718	183,535	
Supplemental/Knouse/RDA & SCRA Grants	42,649	33,000	39,700	69,000	
Other	179,414	147,247	138,497	140,000	
SUB-TOTAL REVENUES	\$849,776	\$940,751	\$948,048	\$1,004,801	
Scott County Contribution	194,557	199,182	199,182	199,182	199,182
IDPH Substance Abuse Funds	9,500	10,134	9,500	-	-
TOTAL COUNTY CONTRIBUTION	\$204,057	\$209,316	\$208,682	\$199,182	\$199,182
TOTAL REVENUES	\$1,053,833	\$1,150,067	\$1,156,730	\$1,203,983	
APPROPRIATION SUMMARY:					
Personal Services	\$738,662	\$795,594	\$819,749	\$856,159	
Equipment	797	3,000	2,000	1,619	
Expenses	284,144	264,335	240,189	258,596	
Supplies	52,511	68,890	91,891	99,385	
Occupancy	16,941	18,250	17,250	18,560	
TOTAL APPROPRIATIONS	\$1,093,055	\$1,150,069	\$1,171,079	\$1,234,319	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Community Health Care	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
Physician	10.60	10.50	14.65	14.65	
Physician Assistant	3.10	3.50	3.56	4.06	
Nurse Practitioner	2.50	1.60	2.90	3.50	
Nutritionist	1.00	1.00	1.01	1.01	
Health Educator/Social Worker	1.70	2.00	1.73	2.73	
X-Ray Technician	2.00	2.00	2.03	2.03	
Lab Technician	7.60	5.00	7.62	7.62	
Nursing Coordinator/Registered Nurse	5.30	3.00	6.29	6.29	
LPN/Medical Assistant	22.40	27.00	24.88	24.88	
Dentist	2.40	2.40	2.63	3.03	
Hygienist/Assistants/Receptionist (Dental)	10.30	10.19	11.04	11.04	
Pharmacist/Pharmacy Technician	4.20	4.00	4.25	4.25	
Information Services Coordinator	1.00	1.00	1.01	1.01	
Medical Records Clerks	6.60	6.60	7.69	7.69	
Transcriptionist	1.60	1.60	1.62	1.62	
Business Office Coordinator	1.00	1.00	1.01	1.01	
Income Verification/Customer Service Coord.	4.00	2.00	4.99	4.99	
Patient Account Rep/Patient Service Rep	17.00	17.80	19.27	20.27	
Executive Director	1.00	1.00	1.01	1.01	
Director of Clinic/Finance/Program/HR	4.00	4.00	4.06	4.06	
Administrative Assistant	3.00	1.00	2.97	2.97	
Quality Manager	1.00	1.00	1.01	1.01	
Clinical Info Coord/Chronic Care Coord	2.00	-	1.96	1.96	
Outreach Worker/Outreach Educator (Homeless)	6.60	3.00	6.56	6.56	
Telephone Operator/Coding Specialist	6.60	9.20	7.79	8.19	
Translator	1.80	1.00	1.80	1.80	
Medical Secretary	5.00	4.00	5.04	5.04	
Bldg & Grounds Specialist/Computer Support Tech	2.00	-	1.96	1.96	
Human Resources Specialist/Accounting Specialist	2.00	2.00	1.02	1.02	
Medical Clinic Manager	2.00	1.00	2.99	2.99	
Dental Clinic Manager	1.00	1.00	1.01	1.01	
Purchasing Specialist	1.00	1.00	1.01	1.01	
Development Specialist/Development Assistant	1.80	2.00	1.83	1.83	
Accountant	1.00	1.00	1.01	1.01	
TOTAL POSITIONS	146.10	134.39	161.21	165.11	
REVENUE SUMMARY:					
Iowa State Dept Health/Child Health	\$160,859	\$170,120	\$160,249	\$160,249	
HHS-UHI	3,105,664	2,007,395	2,426,006	2,522,395	
Patient Fees	7,191,088	7,200,000	7,500,000	8,382,265	
Other	1,944,380	620,320	970,320	1,089,621	
SUB-TOTAL REVENUES	\$12,401,991	\$9,997,835	\$11,056,575	\$12,154,530	
Scott County Contribution	291,021	291,021	291,021	291,021	291,021
Senior Health Grant	-	-	-	-	-
SUB-TOTAL CONTRIBUTION	\$291,021	\$291,021	\$291,021	\$291,021	\$291,021
TOTAL REVENUES	\$12,693,012	\$10,288,856	\$11,347,596	\$12,445,551	
APPROPRIATION SUMMARY:					
Personal Services	\$6,235,566	\$6,142,126	\$6,737,665	\$7,208,126	
Expenses	2,021,306	1,856,000	1,954,984	2,185,700	
Supplies	1,969,972	1,455,000	1,932,716	2,225,200	
Occupancy	399,562	415,000	354,356	358,000	
TOTAL APPROPRIATIONS	\$10,626,406	\$9,868,126	\$10,979,721	\$11,977,026	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Durant Ambulance	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
Volunteers	20.00	20.00	20.00	20.00	
TOTAL POSITIONS	20.00	20.00	20.00	20.00	
REVENUE SUMMARY:					
Political Subdivision Contracts	\$36,978	\$35,000	\$35,000	\$35,000	
Services	138,535	130,000	200,000	230,000	
Contributions	10,387	8,000	50,000	50,000	
Other	7,951	6,500	9,500	9,500	
SUB-TOTAL REVENUES	\$193,851	\$179,500	\$294,500	\$324,500	
Scott County Contribution	20,000	20,000	20,000	20,000	20,000
TOTAL REVENUES	\$213,851	\$199,500	\$314,500	\$344,500	
APPROPRIATION SUMMARY:					
Equipment	\$94,885	\$69,000	\$69,000	-	
Expenses	73,673	140,500	122,000	122,000	
Supplies	10,567	10,500	15,500	15,500	
Occupancy	6,795	6,500	8,000	8,000	
TOTAL APPROPRIATIONS	\$185,920	\$226,500	\$214,500	\$145,500	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Emergency Management Agency	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
Director	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	1.00	1.00	1.00	1.00	
REVENUE SUMMARY:					
Intergovernmental	\$55,333	\$58,616	\$58,616	\$56,616	
Miscellaneous	50,095	47,100	49,000	49,000	
SUB-TOTAL REVENUES	\$105,428	\$105,716	\$107,616	\$105,616	
Scott County Contribution	25,357	25,357	25,357	25,357	25,357
TOTAL REVENUES	\$130,785	\$131,073	\$132,973	\$130,973	
APPROPRIATION SUMMARY:					
Personal Services	\$63,708	\$62,897	\$38,710	\$66,363	
Equipment	2,260	13,500	13,500	12,850	
Capital Improvements	-	1,725	1,000	1,200	
Expenses	15,829	22,825	22,575	20,650	
Supplies	3,680	4,750	4,750	4,550	
TOTAL APPROPRIATIONS	\$85,477	\$105,697	\$80,535	\$105,613	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Genesis Visiting Nurse Association	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
Director Nursing/Patient Services	0.97	1.01	1.00	1.00	
Nursing Coordinator	8.21	9.30	10.19	10.19	
Nursing Supervisor	7.23	7.00	6.50	6.50	
Staff Nurse (RN)	56.11	61.05	55.84	55.84	
Support Services Coordinator	0.97	1.00	1.00	1.00	
Homemaker Supervisors	1.61	1.63	1.63	1.63	
Home Health Aides	17.62	20.70	18.29	18.29	
Family Life Specialist	1.23	1.93	1.49	1.49	
Homemakers	12.37	13.55	12.52	12.52	
Executive Director	0.97	1.01	1.00	1.00	
Switchboard Operator	1.96	2.02	2.01	2.01	
Secretarial	4.60	5.03	5.00	5.00	
Clerical	25.21	25.93	27.24	27.24	
TOTAL POSITIONS	139.06	151.16	143.71	143.71	
REVENUE SUMMARY:					
Contributions	\$1,565,939	\$1,648,071	\$1,793,961	\$1,793,961	
Other Government Fees	5,830,458	6,228,849	6,788,375	6,788,375	
Program Service Fees	1,206,094	1,178,546	1,490,151	1,574,583	
United Way	136,912	146,725	136,910	136,910	
SUB-TOTAL REVENUES	\$8,739,403	\$9,202,191	\$10,209,397	\$10,293,829	
Scott County Contribution	125,000	125,000	125,000	125,000	125,000
State Health Pass Through Funds	511,424	489,281	454,716	454,716	454,716
TOTAL COUNTY CONTRIBUTION	\$636,424	\$614,281	\$579,716	\$579,716	\$579,716
TOTAL REVENUES	\$9,375,827	\$9,816,472	\$10,789,113	\$10,873,545	
APPROPRIATION SUMMARY:					
Personal Services	\$5,497,451	\$6,032,733	\$5,854,660	\$6,030,422	
Equipment	21,362	33,937	29,914	29,914	
Expenses	2,334,187	2,199,659	3,218,542	3,252,901	
Supplies	454,442	608,185	476,809	476,809	
Occupancy	292,411	258,036	291,559	291,558	
TOTAL APPROPRIATIONS	\$8,599,853	\$9,132,550	\$9,871,484	\$10,081,604	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Handicapped Development Center	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
President	1.00	1.00	1.00	1.00	1.00
Senior Vice-President	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Receptionist/Clerk Typist	4.00	4.00	4.00	4.00	4.00
Office Transcriptionist	1.00	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00	1.00
Accounting Technician	5.00	5.00	5.00	5.00	5.00
Personal Independent Services Program Director	1.00	1.00	1.00	1.00	1.00
Personal Independent Case Manager	2.00	2.00	2.00	2.00	2.00
Personal Independent Instructor	28.00	28.00	30.00	30.00	30.00
Personal Independent Screenprint Instructor/Aide	3.00	3.00	3.00	3.00	3.00
Employment Services Vice President	1.00	1.00	1.00	1.00	1.00
Employee Dev/Employment Service Case Manager	1.00	1.00	1.00	1.00	1.00
Evaluator/Employment Services Case Manager	1.00	1.00	1.00	1.00	1.00
Employment Services Case Manager	5.00	5.00	5.00	5.00	5.00
Sales Manager	1.00	1.00	1.00	1.00	1.00
Production Manager	1.00	1.00	1.00	1.00	1.00
Employment Services Supervisor	13.00	13.00	13.00	13.00	13.00
Food Service Supervisor	1.00	1.00	1.00	1.00	1.00
Micrographics Supervisor	1.00	1.00	1.00	1.00	1.00
Driver/Warehouseman	1.00	1.00	1.00	1.00	1.00
Residential Services Program Director	1.00	1.00	1.00	1.00	1.00
Residential Services Assit Program Director	1.00	-	1.00	1.00	1.00
Residential Case Manager	8.00	8.00	8.00	8.00	8.00
Residential Counselor	1.50	1.50	1.50	1.50	1.50
Resident Counselor	36.00	36.00	36.00	36.00	36.00
Support Staff	72.00	72.00	72.00	72.00	72.00
Maintenance	4.50	4.50	4.50	4.50	4.50
Janitor	2.50	2.50	2.50	2.50	2.50
Environmental Service Supervisor	1.00	1.00	1.00	1.00	1.00
Vice-President of ICF/MR Services	1.00	1.00	1.00	1.00	1.00
Director of Nursing	1.00	1.00	1.00	1.00	1.00
Program Supervisor	4.00	4.00	4.00	4.00	4.00
Social Worker	1.00	1.00	1.00	1.00	1.00
Nurse RN	3.50	3.50	3.50	3.50	3.50
Nurse LPN	7.50	7.50	7.50	7.50	7.50
Shift Supervisor	9.00	9.00	9.00	9.00	9.00
Trainer	1.00	1.00	1.00	1.00	1.00
Direct Service Staff	85.00	85.00	85.00	85.00	85.00
Dietary Services Supervisor	1.00	1.00	1.00	1.00	1.00
Cook	7.00	7.00	7.00	7.00	7.00
Dietary Aide	3.00	3.00	3.00	3.00	3.00
Recreation Specialist	5.00	5.00	5.00	5.00	5.00
Therapy Assistant (PT/OT/Speech)	7.00	7.00	7.00	7.00	7.00
Secretary	1.00	1.00	1.00	1.00	1.00
Receptionist	2.50	2.50	2.50	2.50	2.50
Appointment Assistant	1.00	1.00	1.00	1.00	1.00
Housekeeper Supervisor	1.00	1.00	1.00	1.00	1.00
Housekeeper	9.00	9.00	9.00	9.00	9.00
Laundry	6.25	6.25	6.25	6.25	6.25
Program Director	1.00	1.00	1.00	1.00	1.00
Human Resources Supervisor	1.00	1.00	1.00	1.00	1.00
Job Coach	12.00	12.00	9.00	9.00	9.00
Medication Aide	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	374.25	373.25	373.25	373.25	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Handicapped Development Center (con't)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
REVENUE SUMMARY:					
United Way	\$122,103	\$121,457	\$122,960	\$122,960	
Subcontract Sales	203,684	338,000	341,000	342,000	
Iowa Purchase of Service	52,695	29,500	50,000	51,000	
Client Receipts	297,433	288,000	310,000	310,000	
DVRS	22,919	34,000	19,500	20,000	
Other	166,065	161,075	167,075	171,575	
Title XIX Revenue	5,280,770	5,462,805	5,202,527	5,381,421	
ARO	15,929	-	67,762	70,300	
HUD	16,253	12,000	9,500	10,000	
HCBS (T19)	1,774,873	1,925,519	1,788,122	1,899,420	
State of Iowa-HCBS Match	95,975	110,000	91,000	92,000	
SUB-TOTAL REVENUES	\$8,048,699	\$8,482,356	\$8,169,446	\$8,470,676	
Scott County Contribution	1,472,265	1,494,580	1,494,580	1,549,986	1,493,452
County County - Supported Employment	40,555	74,063	74,063	105,164	105,164
Title XIX Matching Funds	952,400	1,001,220	966,191	1,023,532	995,424
ARO Matching Funds	9,566	-	40,027	41,287	41,287
DVRS-SES 100% Grant	33,058	64,000	45,000	45,000	45,000
Reserve Funding	150,000	-	-	-	-
TOTAL COUNTY CONTRIBUTION	2,657,844	2,633,863	2,619,861	2,764,969	2,680,327
TOTAL REVENUES	\$10,706,543	\$11,116,219	\$10,789,307	\$11,235,645	
APPROPRIATION SUMMARY:					
Personal Services	\$8,865,825	\$9,831,487	\$9,578,254	\$9,895,075	
Equipment	76,112	74,901	82,851	85,651	
Expenses	573,735	701,593	668,773	678,439	
Supplies	352,970	368,160	368,510	376,860	
Occupancy	412,438	428,581	457,001	462,755	
TOTAL APPROPRIATIONS	\$10,281,080	\$11,404,722	\$11,155,389	\$11,498,780	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Humane Society	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
Manager	1.00	1.00	1.00	1.00	
Animal Control	5.00	5.00	5.00	5.00	
Animal Control Officer (Part-Time)	2.00	2.00	2.00	2.00	
#1 Kennel Person Stray	1.00	1.00	1.00	1.00	
#2 Kennel Person Stray	1.00	1.00	1.00	1.00	
#3 Kennel Person Adoption	1.00	1.00	1.00	1.00	
#4 Kennel Person Stray (Part-Time)	2.00	2.00	2.00	2.00	
#5 Health Technician	1.00	1.00	1.00	1.00	
Kennel Attendant (Part-Time)	2.00	2.00	2.00	2.00	
Receptionist	1.00	1.00	1.00	1.00	
Building Maintenance	0.25	0.25	0.25	0.25	
Kennel Person	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	18.25	18.25	18.25	18.25	
REVENUE SUMMARY:					
City Subsidies	\$198,535	\$205,133	\$191,388	\$201,827	
Donations	-	-	-	-	
Other	237,028	220,363	244,763	245,064	
Transfer from Society Fund	64,446	92,700	92,700	95,480	
SUB-TOTAL REVENUES	\$500,009	\$518,196	\$528,851	\$542,371	
Scott County Contribution	26,319	26,319	26,319	26,845	26,834
TOTAL REVENUES	\$526,328	\$544,515	\$555,170	\$569,216	
APPROPRIATION SUMMARY:					
Personal Services	\$373,003	\$415,889	\$422,374	\$442,160	
Expenses	48,337	63,875	57,335	57,720	
Supplies	19,789	25,000	22,200	23,000	
Occupancy	23,840	25,500	23,500	25,000	
TOTAL APPROPRIATIONS	\$464,969	\$530,264	\$525,409	\$547,880	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Library Resources & Services (67A)	ACTUAL	BUDGET	PROJECTED	REQUESTED	REC
AUTHORIZED POSITIONS:					
Library Director	1.00	1.00	1.00	1.00	
Administrative Secretary	1.00	1.00	1.00	1.00	
Reference Librarian	1.00	1.00	1.00	1.00	
Children's Librarian	1.00	1.00	1.00	1.00	
Bookmobile Librarian	1.00	1.00	1.00	1.00	
Technical Processing Clerk	1.00	1.00	1.00	1.00	
Circulation Librarian	1.00	1.00	1.00	1.00	
Reserve Librarian	1.00	1.00	1.00	1.00	
Processing Clerk	1.25	1.25	1.25	1.25	
Library Page	1.00	1.00	1.00	1.00	
Bookmobile Driver	1.00	1.00	1.00	1.00	
Station Attendants	3.94	3.94	3.94	3.94	
Data Entry Clerk	1.10	1.10	1.10	1.10	
TOTAL POSITIONS	16.29	16.29	16.29	16.29	
REVENUE SUMMARY:					
Intergovernmental	\$622,413	\$795,068	\$804,699	\$855,999	
Fees and Charges	11,077	12,000	12,000	12,000	
Other	32,616	-	-	-	
SUB-TOTAL REVENUES	\$666,106	\$807,068	\$816,699	\$867,999	
Scott County Contribution	352,100	364,290	364,290	381,718	381,718
TOTAL REVENUES	\$1,018,206	\$1,171,358	\$1,180,989	\$1,249,717	
APPROPRIATION SUMMARY:					
Personal Services	\$413,726	\$467,667	\$467,667	\$517,867	
Capital Improvements	56	-	-	-	
Equipment	119,573	116,056	116,056	113,053	
Expenses	126,791	146,346	146,346	154,387	
Supplies	25,244	25,000	25,000	28,000	
Payment of Principal	3,695	-	-	-	
TOTAL APPROPRIATIONS	\$689,085	\$755,069	\$755,069	\$813,307	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Medic	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
Director	1.00	1.00	1.00	1.00	
Supervisr Paramedic, EMT	75.00	70.00	70.00	70.00	
Medical Director	0.15	0.15	0.15	0.15	
Secretary/Bookkeeper	1.00	1.00	1.00	1.00	
Manager	3.00	3.00	3.00	3.00	
System Status Controller	10.00	12.00	11.00	10.00	
Support Staff	2.00	2.00	2.00	2.00	
Wheelchair/Shuttle Operator	10.00	8.00	8.00	6.00	
TOTAL POSITIONS	102.15	97.15	96.15	93.15	
REVENUE SUMMARY:					
Net Patient Revenue	\$3,719,783	\$3,965,412	\$3,847,500	\$4,047,000	
Other Support	865,216	940,000	915,000	959,000	
Genesis Medical Center	43,780	-	-	-	
Trinity Medical Center	10,925	-	-	-	
SUB-TOTAL REVENUE	\$4,639,704	\$4,905,412	\$4,762,500	\$5,006,000	
Scott County Contribution	111,065	-	-	-	
TOTAL REVENUES	\$4,750,769	\$4,905,412	\$4,762,500	\$5,006,000	
APPROPRIATION SUMMARY:					
Personal Services	\$3,256,171	\$3,546,800	\$3,282,500	\$3,515,500	
Equipment	10,378	15,000	15,000	15,000	
Expenses	1,216,697	1,208,000	1,171,000	1,228,000	
Supplies	142,369	140,000	130,000	124,000	
Occupancy	125,154	120,000	120,000	120,000	
TOTAL APPROPRIATIONS	\$4,750,769	\$5,029,800	\$4,718,500	\$5,002,500	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Quad-Cities Convention & Visitors Bureau	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
President/CEO	1.00	1.00	1.00	1.00	
Vice President Finance & Administration	1.00	1.00	1.00	1.00	
Vice President Marketing & Communications	1.00	1.00	1.00	1.00	
Vice President of Sales	1.00	1.00	1.00	1.00	
Sports Marketing Manager	1.00	1.00	1.00	-	
Tourism Sales Manager	1.00	1.00	1.00	1.00	
Vice President Visitor Services	1.00	1.00	1.00	1.00	
Marketing & Communications Manager	1.00	1.00	1.00	1.00	
Administrative Assistant	0.50	1.00	0.50	1.00	
Convention Sales Manager	2.00	2.00	2.00	2.00	
Accounting Clerk	1.00	0.50	1.00	1.00	
Sales Coordinator	1.00	1.00	1.00	1.00	
Convention & Visitor Serv Manager	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	13.50	13.50	13.50	13.00	
REVENUE SUMMARY:					
Davenport	\$348,897	\$370,000	\$335,000	\$350,000	
Bettendorf	164,418	193,000	180,000	186,000	
Moline	156,400	165,000	160,000	165,000	
Rock Island	30,000	30,000	30,000	30,000	
East Moline	3,000	3,000	3,000	3,000	
Rock Island County	11,000	11,000	11,000	11,000	
Silvis	1,000	1,000	1,000	1,000	
State of Illinois/LTCB	144,568	160,000	145,000	150,000	
Other Grants	40,352	20,000	45,000	45,000	
Interest	12,483	10,000	10,000	10,000	
Misc. Income	67,946	50,000	45,500	50,000	
Miss. Valley Welcome Center	147,831	138,000	122,070	125,000	
Memberships	59,025	55,000	60,000	60,000	
Publications Income	7,659	6,500	8,000	8,000	
Joint Projects Income	10,472	35,000	8,000	10,000	
Friends of QC Grant	31,000	30,000	30,000	30,000	
SUB-TOTAL REVENUES	\$1,236,051	\$1,277,500	\$1,193,570	\$1,234,000	
Scott County Contribution	67,000	68,742	68,742	70,000	70,000
TOTAL REVENUES	\$1,303,051	\$1,346,242	\$1,262,312	\$1,304,000	
APPROPRIATION SUMMARY:					
Personal Services	\$534,633	\$566,974	\$573,920	\$573,921	
Equipment	32,510	36,000	34,700	36,000	
Expenses	666,275	684,849	601,735	721,350	
Supplies	14,583	17,000	15,000	17,000	
Occupancy	31,998	32,100	32,100	32,300	
TOTAL APPROPRIATIONS	\$1,279,999	\$1,336,923	\$1,257,455	\$1,380,571	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Quad-City Development Group	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
President	1.00	1.00	1.00	1.00	
Vice-President	1.00	1.00	1.00	1.00	
Project Manager	3.00	3.00	3.00	3.00	
Administrative Secretary	1.00	1.00	1.00	1.00	
Computer Specialist	1.00	1.00	1.00	1.00	
Receptionist/Secretary	0.50	0.50	0.50	0.50	
Member Relations Representative	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	8.50	8.50	8.50	8.50	
REVENUE SUMMARY:					
Private Sector Members	\$333,200	\$388,000	\$374,000	\$390,000	
Public Sector Members	374,707	361,000	364,907	372,000	
Other	316,600	107,100	153,000	104,100	
SUB-TOTAL REVENUES	\$1,024,507	\$856,100	\$891,907	\$866,100	
Scott County Contribution	35,093	35,092	35,092	36,150	36,150
TOTAL REVENUES	\$1,059,600	\$891,192	\$926,999	\$902,250	
APPROPRIATION SUMMARY:					
Personal Services	\$489,010	\$538,100	\$530,970	\$552,400	
Equipment	10,600	10,000	25,320	11,920	
Expenses	298,130	380,200	465,900	469,300	
Supplies	5,640	8,500	8,000	8,500	
Occupancy	83,280	86,500	87,000	89,100	
TOTAL APPROPRIATIONS	\$886,660	\$1,023,300	\$1,117,190	\$1,131,220	

DEPARTMENT:	2001-02	2002-03	2002-03	2003-04	2003-04
Vera French Community Mental Health Center	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
MD	8.52	9.48	9.48	9.48	
PH D	3.05	3.05	3.05	3.05	
Therapist	16.75	18.02	18.42	18.42	
RN/LPN	12.60	12.60	12.60	12.60	
Administrative/Clerical	35.47	37.47	32.30	32.30	
Supervisor	5.10	5.10	5.10	5.10	
Activity Therapist	4.78	4.78	5.00	5.00	
Mental Health Workers	13.60	13.60	13.60	13.60	
Other	7.60	7.60	7.60	7.60	
Case Manager	8.08	9.08	9.04	9.04	
Case Monitor	2.06	2.06	2.18	2.18	
Community Support	15.13	19.13	17.35	17.35	
TOTAL POSITIONS	132.74	141.97	135.72	135.72	
REVENUE SUMMARY:					
Service Fees	\$2,540,758	\$2,156,335	\$2,355,000	\$2,474,569	
SSI/SSDI	316,121	307,500	307,500	322,844	
ARO	614,897	830,986	876,075	919,879	
United Way	33,800	21,887	21,882	22,976	
Contributions	30,154	50,000	130,000	130,000	
Miscellaneous	187,195	258,630	260,728	264,242	
Community Service Fees	2,330	3,605	1,800	1,890	
SSA	153,289	140,000	143,532	138,522	
Title XIX	798,855	986,256	836,069	919,422	
State Payment	135,714	92,527	92,287	88,757	
SUB-TOTAL REVENUES	\$4,813,113	\$4,847,726	\$5,024,873	\$5,283,101	
Scott County Contribution	3,331,286	3,398,368	3,228,368	3,389,786	3,325,220
Title XIX Match	-	13,571	13,931	13,978	13,978
Title XIX Pass-Thru	-	679,827	632,923	701,513	701,513
Vocational Rehab Pass-Thru	-	36,000	36,000	36,000	36,000
Housing Corporation	45,000	46,800	46,800	49,140	48,204
TOTAL COUNTY CONTRIBUTION	\$3,376,286	\$4,174,566	\$3,958,022	\$4,190,417	\$4,124,915
Less: Title XIX Pass-Thru	-	679,827	632,923	701,513	701,513
Less: Vocational Rehab Pass-Thru	-	36,000	36,000	36,000	36,000
TOTAL COUNTY CONTRIBUTION (NET)	\$3,376,286	\$3,458,739	\$3,289,099	\$3,452,904	\$3,387,402
TOTAL REVENUES	\$8,189,399	\$8,306,465	\$8,313,972	\$8,736,005	
APPROPRIATION SUMMARY:					
Personal Services	\$6,977,201	\$7,356,061	\$7,251,406	\$7,597,427	
Equipment	125,854	93,561	87,511	86,518	
Expenses	381,130	358,290	344,728	402,264	
Supplies	234,485	222,620	224,912	232,653	
Occupancy	288,046	311,101	318,589	331,076	
TOTAL APPROPRIATIONS	\$8,006,716	\$8,341,633	\$8,227,146	\$8,649,938	

FINANCIAL MANAGEMENT POLICIES

The following financial policies and relevant sections from the Code of Iowa 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. 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.

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EXCERPTS FROM SCOTT COUNTY CODE
CHAPTER 3
APPOINTED OFFICERS AND DEPARTMENTS

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.

SEC. 3-2. AUTHORITY, DUTIES AND RESPONSIBILITIES OF THE COUNTY ADMINISTRATOR (con't)

- 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.

SEC. 3-2. AUTHORITY, DUTIES AND RESPONSIBILITIES OF THE COUNTY ADMINISTRATOR (con't)

- 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, 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.

XXXIII. FINANCIAL MANAGEMENT POLICIES

GENERAL POLICY

The following financial policies have been developed to provide guidance to the County's 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's 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 estimated expenditure levels, generally for 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 local option taxes, 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 will be considered when additional revenues or offsetting reductions of expenditures are identified, 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. Current County expenditures will be funded by current revenues unless specifically approved by the Board of Supervisors.
7. The County will avoid the postponement of current expenditures to future years, accruing future years revenues, or utilization of short term debt to fund operating expenditures.
8. 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 Vehicle Replacement, Electronic Equipment and Capital Improvement Funds.
9. Minimum year-end unreserved, undesignated fund balances or fund equity will be maintained for all governmental and proprietary funds as follows:

**Governmental
Fund Types**

General
 Secondary Road
 MH-DD
 Rural Services
 Recording Management Fee
 Debt Service
 Capital Projects

Minimum Fund Balance

15% of annual operating expenses
 10% of annual operating expenses
 10% of annual operating expenses
 \$25,000 minimum balance
 No minimum required
 \$25,000 minimum balance
 \$500,000 minimum balance

Proprietary

Fund Types

Health Insurance*

Self-Insurance

Golf Course**

Minimum Fund Equity

\$25,000 minimum balance

\$1,000,000 minimum balance

Escrowed Annual Debt Service Payment

* Health Insurance Fund minimum balance requirement for existing self-insured pharmacy program. When and if this program is phased out the remaining fund balance will be transferred to General Fund.

** The Glynn's Creek Golf Course opened in July 1992. In the early years of operation the General Fund loaned money to the Golf Course Enterprise fund. While course annual revenues currently exceed operating expenses and bonded debt payments the General Fund loan advance will not be paid back until the original bond issue is retired in the year 2013. Annual General Fund loan advance interest payments will be made from any excess of revenues over expenditures with any remaining funds going toward future equipment replacement/capital needs. Future Fund Equity minimum requirements will be set once the loan and debt liabilities have been repaid.

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 also protect the County against catastrophic losses through the combination of insurance, self-insurance and various federal and state programs.
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 on-line monthly expense and revenue reports comparing actual revenues and expenditures to budgeted amounts.

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. During the initial stages of a particular capital improvement but no later than the public hearing for the capital improvement, revenue sources to fund the capital improvement and estimated project costs including incidental costs will be approved by the Board of Supervisors.

9. Capital Funding Requests From Outside Agencies

- Capital funding requests (greater than \$2,500) 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
- Said request shall describe the project in detail and shall also 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
- Agencies are encouraged to competitively bid out contracts and should allow local vendors to bid
- Approved funding allotments will be made beginning with the next fiscal year being budgeted 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 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

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.
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.

II. CASH HANDLING PROCEDURES POLICY

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.

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 reconciliations 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 county offices and departments receiving or collecting monies for fees, taxes, fines, costs, etc., will be a part of the cash count made on June 30th of each year.

XVIII. INVESTMENT POLICY

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 Chapter 452.

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 Section 452.10(1), 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 chapter 453.
- 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.

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.

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.
2. 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 section 452.10, shall comply with all rules adopted pursuant to Section 452.10C. 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.

Open-End Management Company: investment company that sells Mutual Funds to the public. The term 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.

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

July 30, 1992

APPROVING THE WRITTEN INVESTMENT POLICY AS REQUIRED BY SENATE FILE

2036

BE IT RESOLVED by the Scott County Board of Supervisors as follows:

Section 1. The written Investment Policy as required by Senate File 2036 and as presented by the

County Treasurer, Financial Management Supervisor, and the Director of Budget and Information Processing is hereby adopted.

Section 2. This resolution shall take effect immediately.

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

July 30, 1992

AUTHORIZING THE FINANCIAL MANAGEMENT SUPERVISOR POSITION AND THE ACCOUNTING SPECIALIST POSITION IN THE COUNTY TREASURER'S OFFICE TO INVEST PUBLIC FUNDS UNDER THE DIRECTION OF THE COUNTY TREASURER

BE IT RESOLVED by the Scott County Board of Supervisors as follows:

Section 1. In accordance with Iowa Code Section 452.10(1) the responsibility for conducting investment transactions resides with the Treasurer of Scott County.

Section 2. The County Treasurer may allow the Financial Management Supervisor position and the Accounting Specialist position to conduct daily investment transactions under his direction and control.

Section 3. This resolution shall take effect immediately.

CHAPTER 24 CODE OF IOWA

LOCAL BUDGET LAW

24.1 Short title.

This chapter 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. "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.

2. 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.

3. 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.

4. 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.

5. 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.

6. The words "state board" shall mean the state appeal board as created by section 24.26.

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.

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, provided that an emergency tax levy shall not be made until the municipality has first petitioned the state board and received its approval. 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, provided that 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.

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.

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 at least ten 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.

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 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 held and a decision rendered before June 30. An amendment of a budget after May 31 which is properly appealed but within adequate time for hearing and decision before June 30 is void. Amendments to budget estimates accepted to 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 hereinbefore required of certifying boards.

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 thereafter 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 123.53, 324.79 and 405.1, into account, and all such funds, regardless of their source, shall be considered in preparing the budget, all as is provided in this chapter.

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 of the county auditor not later than March 15 of each year unless a city or county holds a special levy election, in which case certification shall not be later than fourteen days following the special levy election, on blanks prescribed by the state board, and according to the rules and instruction which shall be furnished all certifying and levying boards in printed form by the state board or city finance committee in the case of cities.

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.

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 the municipalities thus determined and certified in the manner provided in the preceding sections, except such 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.

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 23, 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 Estimates submitted by departments. Repealed by 83 Acts, ch 123, 206, 209. See 331.433.

24.26 State appeal board.

The state appeal board in the department of management consists of the following:

1. The director of the department of management.
2. The auditor of state.
3. The treasurer of state.

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. The state board may appoint one or more competent and specially qualified persons as deputies, to appear and act for it at initial hearings. The annual meeting of the state board shall be held on the second Tuesday of January in each year. 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. The expenses of the state board shall be paid from the funds appropriated to the department of management.

24.27 Protest to budget.

Not later than March 24, 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, all appeal time limits shall be extended to correspond to allowances for a timely filing. 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 herein. 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 on or before April 30 of each year.

24.33 Repealed by 67GA, ch 44, 1.

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 Definitions. Repealed by 85 Acts, ch 67, 63.

24.36 City levy limitation. Repealed by 85 Acts, ch 67, 63.

24.37 and 24.38 Repealed by 81 Acts, ch 117, 1097.

24.39 through 24.47 Repealed by 84 Acts, ch 1067, 51.

24.48 Appeal to state board for suspension of limitations.

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:

1. Any unusual increase in population as determined by the preceding certified federal census.
2. Natural disasters or other emergencies.
3. Unusual problems relating to major new functions required by state law.
4. Unusual staffing problems.
5. Unusual need for additional funds to permit continuance

of a program which provides substantial benefit to its residents.

6. Unusual need for a new program which will provide substantial benefit to residents, if the political subdivision establishes the need and the amount of the necessary increased cost.

The state appeal board may approve or modify the request of the political subdivision for suspension of the statutory property tax levy limitations.

Upon decisions of the state appeal board, the state comptroller 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.

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 15.

The state appeals board shall have officially notified any county of its approval, modification or rejection of the county's request for a suspension of that statutory property tax levy limitation prior to thirty-five days before March 15.

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.

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.

**CHAPTER 331
CODE OF IOWA**

PART 2

COUNTY LEVIES, FUNDS, BUDGETS, AND EXPENDITURES

331.421 Definitions.

As used in this part, unless the context otherwise requires:

1. "General county services" means the services which are primarily intended to benefit all residents of the county, including secondary road services, but excluding services financed by other statutory funds.

2. "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.

3. "Secondary road services" means the services related to secondary road construction and maintenance, excluding debt service and services financed by other statutory funds.

4. "Debt service" means expenditures for servicing the county's debt.

5. "Basic levy" means a levy authorized and limited by section 331.423 for general county services and rural county services.

6. "Supplemental levy" means a levy authorized and limited by section 331.424 for general county services and rural county services.

7. "Debt service levy" means a levy authorized and limited by section 331.422, subsection 3.

8. "Fiscal year" means the period of twelve months beginning July 1 and ending on the following June 30.

9. "Committee" means the county finance committee established in chapter 333A.

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. For general county services, an amount sufficient to pay the charges for the following:

a. To the extent that the county is obligated by statute to pay the charges for:

(1) Care and treatment of patients by a state mental health institute.

(2) Care and treatment of patients by either of the state hospital-schools or by any other facility established under chapter 222 and diagnostic evaluation under section 222.31.

(3) Care and treatment of patients under chapter 225.

(4) Care and treatment of persons at 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.

(5) Care of children admitted or committed to the Iowa juvenile home at Toledo.

(6) Clothing, transportation, medical, or other services provided persons attending the Iowa braille and sight-saving school, for severely handicapped children at Iowa City, for which the county becomes obligated to pay pursuant to sections 263.12, 269.2, and 270.4 through 270.7.

b. To the extent that the board deems it advisable to pay, the charges for professional evaluation, treatment, training, habilitation, and care of persons who are mentally retarded, autistic persons, or persons who are afflicted by any other developmental disability, at a suitable public or private facility providing inpatient or outpatient care in the county. As used in this paragraph:

(1) "Developmental disability" has the meaning assigned that term by 42 U.S.C. sec. 6001(7)(1976), Supp. II 1978, and Supp. III, 1979.

(2) "Autistic persons" means persons, regardless of age, with severe communication and behavior disorders that became manifest during the early stages of childhood development and that are characterized by a severely disabling inability to understand, communicate, learn, and participate in social relationships, "Autistic persons" includes but is not limited to those persons afflicted by infantile autism, profound aphasia, and childhood psychosis.

c. Care and treatment of persons placed in the county hospital, county care facility, a health care facility as defined in section 135C.1, subsection 4, or any other public or private facility, which placement is in lieu of admission or commitment to or is upon discharge, removal, or transfer from a state mental health institute, hospital-school, or other facility established pursuant to chapter 222.

d. Amounts budgeted by the board for the cost of establishment and initial operation of a community mental health center in the manner and subject to the limitations provided by state law.

e. 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 232.71.

f. The care, admission, commitment, and transportation of mentally ill patients in state hospitals, to the extent that expenses for these services are required to be paid by the county, including

compensation for the advocate appointed under section 229.19.

g. Amounts budgeted by the board for mental health services or mental retardation services furnished to persons on either an outpatient or inpatient basis, to a school or other public agency, or to the community at large, by a community mental health center or other suitable facility located in or reasonably near the county, provided that services meet the standards of the mental health and mental retardation commission and are consistent with the annual plan for services approved by the board.

h. Reimbursement on behalf of mentally retarded persons under section 249A.12.

i. Elections, and voter registration pursuant to chapter 48.

j. Employee benefits under chapters 96, 97B, and 97C, which are associated with salaries for general county services.

k. Joint county and city building authorities established under section 346.27, as provided in subsection 22 of that section.

l. 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.

m. The maintenance and operation of the courts, including but not limited to the salary and expenses of the clerk of the district court, deputy clerks and other employees of the clerk's office, and bailiffs, establishment and operation of a public defender's office, 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, 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.

n. Court-ordered costs of conciliation procedures under section 598.16.

o. Establishment and maintenance of a joint county indigent defense fund pursuant to an agreement under section 28E.19.

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 paragraphs "a" through "h". 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.

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.

331.425 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 14, that the election is to be held.

2. The election shall be held on the second Tuesday in March and be conducted by the county commissioner of elections in accordance with the law.

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 beginning at one o'clock on the second day which is not a holiday following the special levy election.

5. Notice to 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.

a. A statement that the accompanying budget summary requires a proposed basic property tax rate exceeding the maximum rate established by the general assembly.

b. 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.

c. A statement of the major reasons for the difference between the proposed basic tax rate and the maximum basic tax rate.

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 84.21, 98.35, 101A.3, 101A.7, 110.12, 123.36, 123.143, 176A.8, 246.908, 321.105, 321.152, 321.192, 321G.7, 331.554, subsections 6, 341A.20, 364.3, 368.21, 422.65, 422.100, 422A.2, 428A.8, 430A.3, 433.15, 434.19, 441.68, 445.52, 445.57, 533.24, 556B.1, 567.10, 583.6, 906.17, and 911.3, 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. The board may make appropriations from the general fund for general county services, including but not limited to the following:

a. Expenses of a joint disaster services and emergency planning administration under section 29C.9.

b. Development, operation, and maintenance of memorial buildings or monuments under chapter 37.

c. Purchase of voting machines under chapter 52.

d. Expenses incurred by the county conservation board established under chapter 111A, 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. Expenses 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 250.

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 or 504A, a city-owned historical project, or both.

1. Services listed in section 331.424, subsection 1 and section 331.554.

3. 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 358B.

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, mobile home taxes under section 135D.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.

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 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, mobile home taxes under section 135D.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.

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 Construction and reconstruction of secondary roads and costs incident to the construction and reconstruction.

a. Maintenance and repair of secondary roads and costs incident to the maintenance and repair.

b. 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.

c. Special drainage assessments levied on account of benefits

to secondary roads.

d. Payment of interest and principal on bonds of the county issued for secondary roads, bridges, or culverts constructed by the county.

e. 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.

f. 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, 455.50, 455.118, 460.7, and 460.8, 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.

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.

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.

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.

It is unlawful to make permanent transfers of money between the general fund and the rural services fund. Moneys credited to the secondary road fund for the construction and maintenance of secondary roads shall not be transferred. 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, paragraph "a" and "b", are not effective until authorized by resolution of the board. 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 3, 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, 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.

331.434 County budget.

Annually, the board of each county, subject to sections 331.423 through 331.426 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.

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 a 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 to have them available for distribution at the courthouse or other places designated by the board.

3. 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 one or more newspapers which meet the requirements of section 618.14. A summary of the proposed budget, in the form prescribed by the director of the department of management, shall be included in the notice. Proof of publication shall be filed with and preserved by the auditor. A levy is not valid unless and until the notice is published and filed.

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. 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, 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.

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 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 one or more newspapers which meet the requirements of section 618.14.

331.435 Budget amendment.

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.

The board shall prepare and adopt a budget amendment in the same manner as the original budget as provided in section 331.434, 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 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.

331.437 Expenditures exceeding appropriations.

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.

A county official in charge of a department or office who violates this law is guilty of a simple misdemeanor. The penalty in this section is in addition to the liability imposed in section 331.476.



**SALARY TABLES
2003-2004 ADOPTED BUDGET**

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**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: A NON-REPRESENTED**

<u>Position Title</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
County Administrator*	N/A	114,399	N/A	N/A
* This is a contract position appointed by the Board of Supervisors		55.000		
County Engineer	864	68,133 32.756	80,156 38.537	92,179 44.317
Assistant County Administrator	805	64,445 30.983	75,818 36.451	87,191 41.919
Health Director	805	64,445 30.983	75,818 36.451	87,191 41.919
Conservation Director	775	62,567 30.080	73,608 35.388	84,649 40.697
Community Services Director	725	59,456 28.585	69,948 33.629	80,440 38.673
Facilities & Support Services Director	725	59,456 28.585	69,948 33.629	80,440 38.673
Information Technology Director	725	59,456 28.585	69,948 33.629	80,440 38.673
Jail Administrator	702	58,017 27.893	68,255 32.815	78,493 37.737
Accounting & Tax Manager	677	56,454 27.141	66,416 31.931	76,378 36.720
Assistant Engineer	634	53,762 25.847	63,249 30.408	72,736 34.969
Financial Management Supervisor	611	52,330 25.159	61,565 29.599	70,800 34.038
Planning & Development Director	608	52,141 25.068	61,342 29.491	70,543 33.915
Deputy Health Director	571	49,824 23.954	58,617 28.181	67,410 32.409
Juvenile Detention Center Director	571	49,824 23.954	58,617 28.181	67,410 32.409
Operations Manager - Auditor	556	48,890 23.505	57,518 27.653	66,146 31.801
Operations Manager - Treasurer	556	48,890 23.505	57,518 27.653	66,146 31.801
Attorney II	N/A	46,742 22.472	54,990 26.438	63,239 30.403

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: A NON-REPRESENTED**

<u>Position Title</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Sheriff's Captain	519	46,572 22.390	54,791 26.342	63,010 30.293
Network Infrastructure Supervisor	519	46,572 22.390	54,791 26.342	63,010 30.293
Office Administrator - County Attorney	511	46,073 22.150	54,203 26.059	62,333 29.968
Senior Programmer Analyst	511	46,073 22.150	54,203 26.059	62,333 29.968
Operations Manager - Recorder	496	45,136 21.700	53,101 25.529	61,066 29.359
Sheriff's Lieutenant	464	43,138 20.739	50,751 24.400	58,364 28.060
Golf Course Superintendent	462	43,007 20.676	50,596 24.325	58,185 27.974
Golf Course Pro/Manager	462	49,550 23.822	N/A	N/A
Webmaster	455	42,580 20.471	50,094 24.084	57,608 27.696
Corrections Captain	449	42,204 20.290	49,652 23.871	57,100 27.452
Programmer/Analyst II	445	41,949 20.168	49,352 23.727	56,755 27.286
Operations Manager - Conservation	445	41,949 20.168	49,352 23.727	56,755 27.286
Case Aide Supervisor	430	41,010 19.716	48,247 23.196	55,484 26.675
Mental Health Coordinator	430	41,010 19.716	48,247 23.196	55,484 26.675
Secondary Roads Superintendent	430	41,010 19.716	48,247 23.196	55,484 26.675
Program Development Coordinator	430	41,010 19.716	48,247 23.196	55,484 26.675
Clinical Services Coordinator	417	40,198 19.326	47,292 22.737	54,386 26.147
Community Health Coordinator	417	40,198 19.326	47,292 22.737	54,386 26.147

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: A NON-REPRESENTED**

<u>Position Title</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Environmental Health Coordinator	417	40,198 19.326	47,292 22.737	54,386 26.147
Public Health Services Coordinator	417	40,198 19.326	47,292 22.737	54,386 26.147
Risk Management Coordinator	417	40,198 19.326	47,292 22.737	54,386 26.147
Support Services Director	417	40,198 19.326	47,292 22.737	54,386 26.147
Network Systems Administrator	406	39,514 18.997	46,487 22.350	53,460 25.702
Support Program Lieutenant	400	39,140 18.817	46,047 22.138	52,954 25.459
County General Store Manager	382	38,013 18.275	44,721 21.500	51,429 24.725
Programmer/Analyst I	382	38,013 18.275	44,721 21.500	51,429 24.725
Naturalist/Director	382	38,013 18.275	44,721 21.500	51,429 24.725
Budget Coordinator	366	37,015 17.796	43,547 20.936	50,079 24.076
Public Health Nurse	366	37,015 17.796	43,547 20.936	50,079 24.076
Park Maintenance Supervisor	357	36,525 17.560	42,971 20.659	49,417 23.758
Disease Prevention Specialist	355	36,326 17.464	42,737 20.547	49,148 23.629
Environmental Health Specialist	355	36,326 17.464	42,737 20.547	49,148 23.629
Attorney I	N/A	36,243 17.425	42,639 20.500	49,035 23.575
Corrections Lieutenant	353	36,197 17.402	42,585 20.474	48,973 23.545
Corrections Sergeant	332	34,885 16.772	41,041 19.731	47,197 22.691
Food Service Manager	332	34,885 16.772	41,041 19.731	47,197 22.691

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: A NON-REPRESENTED**

<u>Position Title</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Tax Accounting Specialist	332	34,885 16.772	41,041 19.731	47,197 22.691
Case Expeditor	323	34,324 16.502	40,381 19.414	46,438 22.326
Human Resources Generalist	323	34,324 16.502	40,381 19.414	46,438 22.326
Operations Supervisor - Juvenile Detention	308	33,391 16.053	39,283 18.886	45,175 21.719
Project and Support Services Coordinator	307	33,324 16.021	39,205 18.849	45,086 21.676
Park Ranger	307	33,324 16.021	39,205 18.849	45,086 21.676
Chief Telecommunications Operator	300	32,885 15.810	38,688 18.600	44,491 21.390
Engineering Aide II	300	32,885 15.810	38,688 18.600	44,491 21.390
Maintenance Coordinator	300	32,885 15.810	38,688 18.600	44,491 21.390
Administrative Assistant	298	32,758 15.749	38,539 18.528	44,320 21.308
Administrative Office Manager - Health	298	32,758 15.749	38,539 18.528	44,320 21.308
Motor Vehicle Supervisor	298	32,758 15.749	38,539 18.528	44,320 21.308
Veteran's Affairs Director/Case Aide	298	32,758 15.749	38,539 18.528	44,320 21.308
Paralegal	282	31,765 15.272	37,370 17.966	42,976 20.662
Programmer	275	31,324 15.060	36,852 17.717	42,380 20.375
Naturalist	271	31,074 14.939	36,558 17.576	42,042 20.213
Office Manager - Community Services	271	31,074 14.939	36,558 17.576	42,042 20.213
Lead Bailiff	262	30,515 14.671	35,900 17.260	41,285 19.849

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: A NON-REPRESENTED**

<u>Position Title</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Executive Secretary	252	29,887 14.369	35,161 16.904	40,435 19.440
Payroll Specialist	252	29,887 14.369	35,161 16.904	40,435 19.440
Planning & Development Specialist	252	29,887 14.369	35,161 16.904	40,435 19.440
Purchasing Specialist	252	29,887 14.369	35,161 16.904	40,435 19.440
Lead Telecommunicator	245	29,450 14.159	34,647 16.657	39,844 19.156
Shop Supervisor (see Note 1) Note 1: Salary for this position adjusted to meet prevailing market rates - July 1976	233	36,976 17.777	43,501 20.914	50,026 24.051
Office Supervisor - Sheriff	228	28,387 13.648	33,397 16.056	38,407 18.465
Telecommunicator	228	28,387 13.648	33,397 16.056	38,407 18.465
Assistant Ranger	220	27,889 13.408	32,810 15.774	37,732 18.140
Associate/District Court Bailiff	220	27,889 13.408	32,810 15.774	37,732 18.140
Conservation Assistant	220	27,889 13.408	32,810 15.774	37,732 18.140
Medical Assistant	209	27,201 13.077	32,001 15.385	36,801 17.693
Office Leader - County Engineer	204	26,885 12.925	31,629 15.206	36,373 17.487
Engineering Aide I	199	26,574 12.776	31,264 15.031	35,954 17.286
Custodial Coordinator	198	26,512 12.746	31,191 14.996	35,870 17.245
Human Resources Secretary	198	26,512 12.746	31,191 14.996	35,870 17.245
Senior Accounting Clerk	191	26,076 12.537	30,678 14.749	35,280 16.962
Assistant Golf Course Superintendent	187	25,825 12.416	30,382 14.607	34,939 16.798

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: A NON-REPRESENTED**

<u>Position Title</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Equipment Mechanic - Conservation	187	25,825 12.416	30,382 14.607	34,939 16.798
Help Desk Specialist	187	25,825 12.416	30,382 14.607	34,939 16.798
Park Crew Leader	187	25,825 12.416	30,382 14.607	34,939 16.798
Pioneer Village Site Coordinator	187	25,825 12.416	30,382 14.607	34,939 16.798
Lab Technician - Health	177	25,202 12.116	29,649 14.254	34,096 16.392
Secretary	177	25,202 12.116	29,649 14.254	34,096 16.392
Senior Clerk	177	25,202 12.116	29,649 14.254	34,096 16.392
Official Records Clerk	177	25,202 12.116	29,649 14.254	34,096 16.392
Clerk III	162	24,262 11.664	28,544 13.723	32,826 15.782
Golf Course Maintenance Worker	162	24,262 11.664	28,544 13.723	32,826 15.782
Park Maintenance Worker	162	24,262 11.664	28,544 13.723	32,826 15.782
Resource Specialist - Health	162	24,262 11.664	28,544 13.723	32,826 15.782
Clerk II	141	22,950 11.034	27,000 12.981	31,050 14.928
Resource Assistant - Health	141	22,950 11.034	27,000 12.981	31,050 14.928
Clerk I	125	21,947 10.551	25,820 12.413	29,693 14.275
Cody Homestead Site Coordinator	99	20,345 9.781	23,935 11.507	27,525 13.233

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: B SECONDARY ROADS UNIT**

<u>Position Title</u>	<u>Hay Points</u>	<u>Start Rate</u>	<u>Step 1 1 year</u>	<u>Step 2 2 years</u>	<u>Step 3 3 years</u>	<u>Step 4 4 years</u>	<u>Step 5 7 years</u>	<u>Step 6 15 years</u>
Crew Leader/Equipmt. Operator I	213	34,112 16.40	35,630 17.13	37,107 17.84	38,688 18.60	39,790 19.13	39,894 19.18	40,414 19.43
Sign Crew Leader	199	32,843 15.79	34,341 16.51	35,776 17.20	37,253 17.91	38,314 18.42	38,397 18.46	38,875 18.69
Heavy Equipmt Operator II	187	31,824 15.30	33,197 15.96	34,653 16.66	36,026 17.32	37,045 17.81	37,170 17.87	37,669 18.11
Mechanic	187	31,824 15.30	33,197 15.96	34,653 16.66	36,026 17.32	37,045 17.81	37,170 17.87	37,669 18.11
Heavy Equipmt Operator III	174	30,597 14.71	31,949 15.36	33,322 16.02	34,632 16.65	35,651 17.14	35,714 17.17	36,192 17.40
Truck Crew Coordinator	163	29,661 14.26	31,034 14.92	32,219 15.49	33,530 16.12	34,507 16.59	34,549 16.61	35,048 16.85
Truck Driver/Laborer	153	28,808 13.85	30,098 14.47	31,262 15.03	32,490 15.62	33,509 16.11	33,592 16.15	34,050 16.37
Shop Control Clerk	187	25,251 12.14	26,395 12.69	27,435 13.19	28,434 13.67	29,349 14.11	29,411 14.14	29,806 14.33

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: C AFSCME UNIT**

<u>Position Title</u>		<u>Step 1 Entry</u>	<u>Step 2 6 mos.</u>	<u>Step 3 12 mos.</u>	<u>Step 4 18 mos.</u>	<u>Step 5 24 mos.</u>	<u>Step 6 7 yrs.</u>	<u>Step 7 10 yrs.</u>	<u>Step 8 15 yrs.</u>	<u>Step 9 20 yrs.</u>
Building Insp	314	31,304 15.05	32,656 15.70	33,966 16.33	35,298 16.97	36,379 17.49	37,856 18.20	39,000 18.75	40,165 19.31	41,371 19.89
Election Supr	291	30,098 14.47	31,346 15.07	32,635 15.69	33,883 16.29	34,861 16.76	36,275 17.44	37,357 17.96	38,480 18.50	39,645 19.06
Maint Spec	268	28,766 13.83	30,056 14.45	31,096 14.95	32,427 15.59	33,405 16.06	34,757 16.71	35,797 17.21	36,878 17.73	38,002 18.27
Case Aide	252	27,914 13.42	29,099 13.99	30,306 14.57	31,450 15.12	32,427 15.59	33,779 16.24	34,778 16.72	35,818 17.22	36,899 17.74
Accts Payable Spec	252	27,914 13.42	29,099 13.99	30,306 14.57	31,450 15.12	32,427 15.59	33,779 16.24	34,778 16.72	35,818 17.22	36,899 17.74
Victim/Witness Coord	223	26,083 12.54	26,957 12.96	28,413 13.66	29,578 14.22	30,514 14.67	31,803 15.29	32,760 15.75	33,758 16.23	34,757 16.71
Platroom Draftsperson	194	24,814 11.93	25,813 12.41	26,811 12.89	27,851 13.39	28,683 13.79	29,910 14.38	30,805 14.81	31,720 15.25	32,677 15.71
Cashier	191	24,378 11.72	25,397 12.21	26,541 12.76	27,581 13.26	28,496 13.70	29,640 14.25	30,534 14.68	31,450 15.12	32,386 15.57
Real Est Spec	191	24,378 11.72	25,397 12.21	26,541 12.76	27,581 13.26	28,496 13.70	29,640 14.25	30,534 14.68	31,450 15.12	32,386 15.57
Senior Acct. Clerk	191	24,378 11.72	25,397 12.21	26,541 12.76	27,581 13.26	28,496 13.70	29,640 14.25	30,534 14.68	31,450 15.12	32,386 15.57
Intake Coordinator	191	24,378 11.72	25,397 12.21	26,541 12.76	27,581 13.26	28,496 13.70	29,640 14.25	30,534 14.68	31,450 15.12	32,386 15.57
Vital Records Spec	191	24,378 11.72	25,397 12.21	26,541 12.76	27,581 13.26	28,496 13.70	29,640 14.25	30,534 14.68	31,450 15.12	32,386 15.57
Senior Clerk - Elections	191	24,378 11.72	25,397 12.21	26,541 12.76	27,581 13.26	28,496 13.70	29,640 14.25	30,534 14.68	31,450 15.12	32,386 15.57
Maintenance Worker	182	24,315 11.69	25,147 12.09	25,958 12.48	27,061 13.01	27,914 13.42	29,058 13.97	29,931 14.39	30,826 14.82	31,762 15.27
Senior Clerk	177	23,899 11.49	24,835 11.94	25,813 12.41	26,749 12.86	27,622 13.28	28,704 13.80	29,578 14.22	30,472 14.65	31,387 15.09
Platroom Specialist	177	23,899 11.49	24,835 11.94	25,813 12.41	26,749 12.86	27,622 13.28	28,704 13.80	29,578 14.22	30,472 14.65	31,387 15.09
Legal Secretary	177	23,899 11.49	24,835 11.94	25,813 12.41	26,749 12.86	27,622 13.28	28,704 13.80	29,578 14.22	30,472 14.65	31,387 15.09
Mtr Vehicle Acct Clerk	177	23,899 11.49	24,835 11.94	25,813 12.41	26,749 12.86	27,622 13.28	28,704 13.80	29,578 14.22	30,472 14.65	31,387 15.09
Clerk III	162	23,088 11.10	23,982 11.53	24,877 11.96	25,854 12.43	26,666 12.82	27,726 13.33	28,538 13.72	29,411 14.14	30,306 14.57
Lead Cust Worker	162	23,088 11.10	23,982 11.53	24,877 11.96	25,854 12.43	26,666 12.82	27,726 13.33	28,538 13.72	29,411 14.14	30,306 14.57

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: C AFSCME UNIT**

<u>Position Title</u>		<u>Step 1 Entry</u>	<u>Step 2 6 mos.</u>	<u>Step 3 12 mos.</u>	<u>Step 4 18 mos.</u>	<u>Step 5 24 mos.</u>	<u>Step 6 7 yrs.</u>	<u>Step 7 10 yrs.</u>	<u>Step 8 15 yrs.</u>	<u>Step 9 20 yrs.</u>
Prev Maint Worker	162	23,088 11.10	23,982 11.53	24,877 11.96	25,854 12.43	26,666 12.82	27,726 13.33	28,538 13.72	29,411 14.14	30,306 14.57
Multi-Service Clerk	151		23,421 11.26	24,294 11.68	25,210 12.12	25,958 12.48	26,998 12.98	27,810 13.37	28,642 13.77	29,474 14.17
Clerk II	141	21,882 10.52	22,859 10.99	23,670 11.38	24,565 11.81	25,230 12.13	26,291 12.64	27,061 13.01	27,872 13.40	28,704 13.80
Custodial Worker	130	21,382 10.28	22,131 10.64	22,942 11.03	23,795 11.44	24,544 11.80	25,917 12.46	26,666 12.82	27,477 13.21	28,309 13.61
Maintenance I	125	20,987 10.09	21,861 10.51							

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: E DEPUTY SHERIFF UNIT**

1-Jul-03

<u>Position Title</u>	<u>Hay Points</u>	<u>Step 1 Start</u>	<u>Step 2 1 year</u>	<u>Step 3 2 years</u>	<u>Step 4 3 years</u>	<u>Step 5 4 years</u>	<u>Step 6 5 years</u>	<u>Step 7 7 years</u>	<u>Step 8 10 years</u>	<u>Step 9 12 years</u>	<u>Step 10 15 years</u>	<u>Step 11 20 years</u>
Sergeant	451	49,358 23.73	50,898 24.47		51,938 24.97			31,637 15.21	52,957 25.46			
Deputy	329	35,589 17.11	37,190 17.88	38,667 18.59	40,602 19.52	42,432 20.40	43,264 20.80	44,158 21.23	45,011 21.64	45,469 21.86	45,947 22.09	46,405 22.31

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: H CORRECTIONS UNIT**

<u>Position Title</u>	<u>Hay Points</u>	<u>Step 1 Entry</u>	<u>Step 2 6 mos.</u>	<u>Step 3 1 year</u>	<u>Step 4 2 years</u>	<u>Step 5 3 years</u>	<u>Step 6 4 years</u>	<u>Step 7 7 years</u>	<u>Step 8 10 years</u>	<u>Step 9 15 years</u>
Corporal	283	29,453 14.16	29,931 14.39	30,659 14.74	32,074 15.42	35,235 16.94	36,150 17.38	36,962 17.77	37,482 18.02	38,043 18.29
Corr Ofcr	246	Trainee status		29,349 14.11	30,722 14.77	33,758 16.23	34,632 16.65	35,402 17.02	35,880 17.25	36,421 17.51
Corr Ofcr Trainee	199	26,936 12.95	27,394 13.17							
Jail Custodian/ Correction Officer	176	22,693 10.91	23,379 11.24	23,837 11.46	24,877 11.96	27,227 13.09	27,955 13.44	28,496 13.70	29,578 14.22	30,014 14.43
Jail Custodian	125	20,030 9.63		20,925 10.06	21,882 10.52	24,211 11.64	25,168 12.10	25,646 12.33	26,208 12.60	26,603 12.79
Cook	122	19,822 9.53		20,842 10.02	21,757 10.46	24,128 11.60	25,064 12.05	25,501 12.26	26,125 12.56	26,520 12.75

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: J JUVENILE DETENTION UNIT**

<u>Position Title</u>	<u>Hay Points</u>	<u>Step 1 Start</u>	<u>Step 2 6 months</u>	<u>Step 3 1 year</u>	<u>Step 4 2 years</u>	<u>Step 5 3 years</u>	<u>Step 6 5 years</u>	<u>Step 7 7 years</u>	<u>Step 8 10 years</u>	<u>Step 9 15 years</u>	<u>Step 10 20 years</u>
Shift Leader	257	28,080 13.50		29,328 14.10	30,576 14.70	31,824 15.30	33,072 15.90	34,320 16.50	35,568 17.10	36,816 17.70	38,002 18.27
Detention Youth Supervisor	215	25,646 12.33	26,811 12.89	27,976 13.45	29,141 14.01	30,306 14.57	31,470 15.13	32,635 15.69	33,800 16.25	35,069 16.86	

SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: X ELECTED OFFICIALS

<u>ELECTED OFFICIAL</u>	<u>ANNUAL SALARY</u>
Attorney	91,700
Auditor	63,800
Recorder	63,800
Sheriff	81,400
Treasurer	63,800
Chair, Board of Supervisors	35,600
Board Member, Board of Supervisors	32,600

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: Y DEPUTY OFFICE HOLDERS**

<u>POSITION TITLE</u>	<u>ANNUAL SALARY</u>
First Assistant Attorney	82,530
Deputy First Assistant	73,360
Deputy First Assistant	70,379
Deputy First Assistant	66,950
Deputy Auditor - Elections	47,850
Deputy Auditor - Tax	47,850
Second Deputy Recorder	47,850
Chief Deputy Sheriff	69,190

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: Z TEMPORARY AND PART-TIME STAFF**

<u>POSITION</u>	<u>RATE</u>
Seasonal General Laborer	\$8.82/hour
Governmental Trainee	Minimum Wage + \$.50/hour Minimum Wage + \$.75/hour (after 3 months)
Administrative Intern & Human Resources Intern	\$6.75 to \$8.58/hour depending on skills, education and experience
Health Intern & Planning Intern	\$7.98 to \$10.15/hour depending on skills, education and experience
Enforcement Aide	\$7.98 to \$10.15/hour depending on skills, education and experience
Eldridge Garage Caretaker	\$9.42/hour
Seasonal Maintenance Worker (Roads)	\$9.42/hour
Summer Law Clerk	Set in cooperation with University Programs
Civil Service Secretary	Set by Civil Service Commission
Mental Health Advocate	Set by Chief Judge at \$18.29/hour
Health Services Professional Immunization Clinic/Jail Health	
LPN	\$15.07/hour
RN/EMT-P	\$17.79/hour
Election Officials	\$6.29/hour
Election Chairpersons	\$6.68/hour
Election Clerk	\$11.00/hour
Outreach/Interpreter	\$12.77/hour

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2003-2004
GROUP: Z TEMPORARY AND PART-TIME STAFF**

<u>POSITION</u>	<u>RATE</u>
CONSERVATION: *	
Glynn's Creek:	
Seasonal part-time Golf Managers	
Food Service	\$7.75 - \$9.50/hour
Pro Shop	\$8.75 - \$10.75/hour
Starter Shack	\$6.00 - \$7.00/hour
Seasonal Golf Pro Shop Personnel	\$5.50 - \$7.25/hour
Golf Course Rangers, Starters, Cart Persons	\$5.50 - \$6.00/hour
Concession Stand Workers	\$5.50/hour
Groundskeepers	\$6.00 - \$8.75/hour
Scott County & West Lake Parks:	
Beach Manager	\$10.25 - \$11.75/hr. (season) \$8.00 (open/close)
Pool Manager	\$10.25 - \$12.00/hr. (season) \$8.00 (open/close)
Assistant Beach/Pool Managers	\$8.00 - \$8.50/hour
Water Safety Instructors	\$6.50 - \$7.75/hour
Pool/Beach Lifeguards	\$6.00 - \$7.25/hour
Pool/Beach/Boathouse - Concession Workers	\$5.50 - \$6.50/hour
Park Attendant	\$6.00 - \$9.00/hour
Maintenance	\$6.00 - \$8.50/hour
Park Patrol (non-certified)	\$9.00 - \$11.00/hour
(certified)	\$11.00 - \$12.75/hour
Pioneer Village:	
Day Camp Counselors	\$5.50 - \$6.75/hour
Apothecary Shop Concession Workers	\$5.50 - \$6.75/hour
Maintenance	\$6.00 - \$8.00/hour
Wapsi Center:	
Assistant Naturalist	\$9.00 - \$10.25/hour
Program Assistant	\$5.50/hour
Maintenance	\$6.00 - \$8.00/hour

* Set by Scott County Conservation Board