

SCOTT COUNTY, IOWA

2004-05 BUDGET PLAN

Document Prepared By

Scott County Administration Office

C. Ray Wierson, County Administrator

Pat Reynolds, Budget Coordinator

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, 2003

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, 2003. 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.

TABLE OF CONTENTS

	<u>Page</u>
<i>Title Page</i>	
<i>Scott County's PRIDE Philosophy</i>	
<i>Distinguished Budget Presentation Award</i>	
INTRODUCTORY SECTION	
Table of Contents	1
The Budget Guide	6
The County Past to the Present	7
Budget Message	8
Listing of Officials	26
Organizational Chart	27
Employee Authorization History	28
FTE Staffing Trends - Graph	29
FTE Staffing By Department – Graph	30
FTE Staffing by Service Area – Graph	31
Fund Statement - All Funds	32
Revenue Estimates - All Funds	33
Expenditure Estimates - All Funds	34
All County Funds - Revenues - Reconciliation Information	35
County Revenues by Source - Graph	36
Revenue Sources	37
All County Funds - Expenditure - Reconciliation Information	38
All County Expenditures by Fund - Graph	39
Appropriations by Service Area - Graph	40
Service Area Descriptions	41
Appropriation Summary by Service Area	42
Appropriations by Service Area - Operating Budget Only - Graph	43
Combined Statement of Revenues, Expenditures And Changes in Fund Balance	44

Appropriation Summary By Programs Within Department	48
Taxable Valuations vs. 100% Assessments- Graph.....	53
Assessed and Taxable Values of Taxable Property	54
Taxable Valuation By Class of Property - Graph	56
Taxable Property Valuation Comparison.....	57
Property Tax Levy Comparison.....	58
Ten Year Levy Rate Comparison - Graph	59
Tax Levies and Levy Rates - 10 Year Historical Comparison	60

MAJOR GOVERNMENTAL FUNDS

General Fund Narrative.....	61
General Fund Statement.....	65
General Fund Unreserved Ending Fund Balance - Graph	66
Proposed One-Time Uses of Unreserved General Fund Balance.....	67
General Fund Revenue Sources	68
General Fund Revenues by Type - Graph.....	69
General Fund Expenditures by Service Area.....	70
General Fund Expenditures by Service Area - Graph	71
MH-DD Fund Narrative.....	72
MH-DD Fund Statement.....	73
MH-DD Revenue Sources	74
MH-DD Expenditure Detail.....	75
Debt Services Fund Narrative.....	76
Debt Expenditures Ten Year Comparison - Graph.....	77
Debt Services Fund Statement	78
Remaining Outstanding Debt - Graph	79
Capital Projects Fund Narrative.....	80
Capital Projects Fund Statement.....	81
General Capital Projects Fund Statement	82
Electronic Equipment Fund Statement	83
Vehicle Replacement Fund Statement.....	84

Conservation Equipment Reserve Fund Statement.....	85
Conservation CIP Reserve Fund Statement.....	86
Capital Projects Plan Development Process	87
Five Year Capital Project Plan.....	91

NONMAJOR GOVERNMENTAL FUNDS

Nonmajor Governmental Summary Fund Statement.....	103
Rural Services Basic Fund Narrative.....	104
Rural Services Basic Fund Statement.....	105
Secondary Roads Fund Narrative	106
Road Use Tax Revenues - Graph.....	107
Secondary Roads Fund Statement	108
Recorder’s Record Management Fund Narrative	109
Recorder's Record Management Fund Statement.....	110

BUSINESS-TYPE ACTIVITIES FUNDS

Golf Course Enterprise Fund Narrative.....	111
Golf Course Enterprise Fund Statement	112
Ten Year Comparison of Golf Course Rounds – Graph.....	112a

DEPARTMENT/AUTHORIZED AGENCY DETAIL:

(In order of appearance under each Service Area)

(- Denotes department/agency appears under more than one Service Area)*

Public Safety & Legal Services Service Area

Department

Attorney	124
Health *	130
Juvenile Court Services.....	132
Non-Departmental *.....	134
Sheriff *	136

Authorized Agency

Buffalo Ambulance.....	146
Center for Alcohol/Drug Services *	148

Public Safety & Legal Services Service Area (Con't)

Authorized Agency (Con't)

Durant Ambulance150
Emergency Management152
Medic E.M.S.154

Physical Health and Social Services Service Area

Department

Community Services *158
Health *164
Human Services *170

Authorized Agency

Center for Active Seniors, Inc.172
Center for Alcohol/Drug Services *182
Community Health Care *186
Genesis Visiting Nurse Association.....190

Mental Health, Mental Retardation and Developmental Disabilities Service Area

Department

Community Services *196
Human Services *200

Authorized Agency

Handicapped Development Center202
Vera French Community Mental Health Center208

County Environment & Education Service Area

Department

Conservation228
Planning and Development236

Authorized Agency

Bi-State Planning Commission240
Humane Society242
Library.....244

County Environment & Education Service Area (Con't)

Authorized Agency (Con't)

Quad City Convention/Visitors Bureau246
Quad City Development Group248

Roads and Transportation Service Area

Department

Secondary Roads.....252

Government Services to Residents Service Area

Department

Auditor *262
Recorder266
Treasurer *272

Administration (Inter-Program Services) Service Area

Department

Administration278
Auditor *280
Facility and Support Services284
Human Resources292
Information Technology294
Non-Departmental *298
Supervisors, Board of.....300
Treasurer *302

SUPPLEMENTAL INFORMATION.....309

Basis of Accounting.....310
Budget Calendar312
Budget Preparation Process313
Miscellaneous Statistics About Scott County317
Budget Glossary.....319
Departments/Authorized Agencies Budget Total Summaries324
Financial Management Policies360
Pay Plan388

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 2004-05 budget document and to act as an aid in budget review. This document provides all summary and supporting data on the general financial condition of the County and details services, programs, and staffing levels proposed and adopted for all departments and authorized agencies.

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

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

The *Department/Authorized Agency Detail Section* presents 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 FY03 status, the budget and projected FY04 status, and the requested and adopted FY05 status. Departments and authorized agency **programs are grouped functionally, - i.e., public safety and legal services, physical health and social services, etc.**, in recognition of the interrelationship of many programs and services.

The *Supplemental Information Section* includes such things as a glossary providing definitions of terms used throughout this document, a description of the County's budget process, the County's pay plan for FY05, 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.

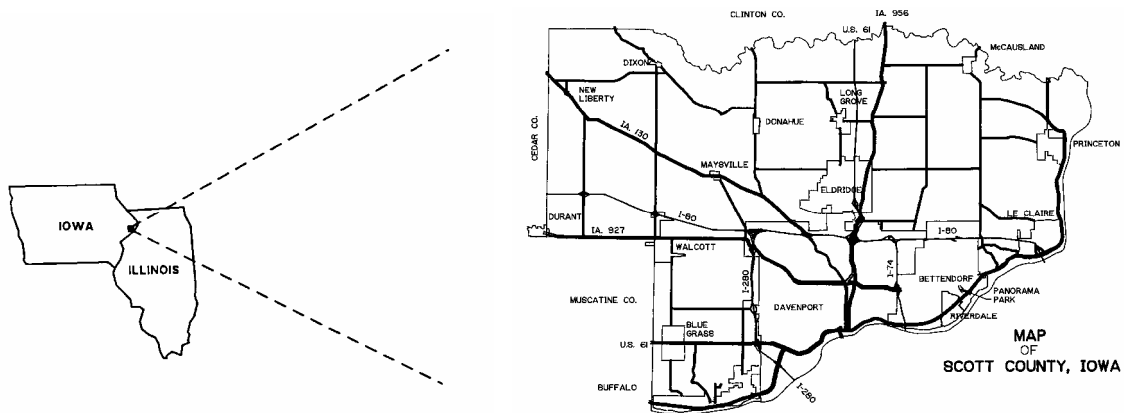
Past to the Present



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 159,445 people of Scott County to greater prosperity and growth.

BOARD OF SUPERVISORS

428 Western Avenue
Davenport, Iowa 52801-1004

Ph: (563) 326-8749 Fax: (563) 328-3285
www.scottcountyiowa.com



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

March 9, 2004

TO: The Citizens of Scott County

RE: 2004-05 Budget Message

The budget for Fiscal Year 2004-05 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.

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Scott County for its annual budget for the fiscal year beginning July 1, 2003. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

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. *Implementation of mental health alternative team recommendation.*
 3. *Implementation of substance abuse alternative team recommendation.*
 4. *Implementation of program services alternative team recommendation.*

5. *Implementation of increasing compliance alternative team recommendation.*
6. *Implementation of on-going activities of community outreach team*
7. *Renovation of annex for program expansion.*
8. *Implementation of staffing study recommendations.*
9. *Conduct Track2/Phase 2 facility development process.*
10. *Decision on referendum date..*

GIS Development

- Action Plan:**
1. *Presentation on strategic plan.*
 2. *Presentation of cost/benefit analysis study..*
 3. *Decision on future direction.*
 4. *Develop and implement plan.*

Computerized Property Tax System Replacement

- Action Plan:**
1. *Presentation on computerized replacement property tax system.*
 2. *Decision on future direction.*
 3. *Implementation of system.*

Federal Lobbying: BRAC; I-74 Bridge Funding

- Action Plan:**
1. *Continue to participate in annual Washington DC trip.*
 2. *Continue leadership position in bridge discussion.*
 3. *Continue leadership position in Arsenal issues.*
 4. *Continue Quad City leadership.*

Mental Health and Developmental Disabilities Funding

- Action Plan:**
1. *Monitor legislation.*
 2. *Lobby Legislature to provide appropriate funding for MH-DD services.*
 3. *Encourage community members to lobby Legislature.*
 4. *Participate in MH-DD redesign fiscal work group..*

Funding Outside Agencies: Policy and Process

- Action Plan:**
1. *Decision on FY04 capital requests.*
 2. *Review financial management policies on capital funding.*
 3. *Implementation of policy changes.*

Information and Technology Equipment and Actions

- Action Plan:**
1. *Develop updated 5-year capital plan and funding.*
 2. *Continue tech oversight and involvement in prioritizing actions.*
 3. *Complete migration to citrix environment.*

State Lobbying

- Action Plan:**
1. *Monitor state legislation that affects Scott County.*
 2. *Lobby for Scott County's position.*

West Nile Virus Plan

- Action Plan:**
1. Review and revise list of participants from initial September 2002 educational meeting.
 2. Hold second public educational meeting including entomologist and public health experts.
 3. Convene information and education workgroup and establish goals.
 4. Convene policy, plan and surveillance workgroup and establish goals.
 5. Complete workgroup tasks and present to full committee.
 6. Make revisions to plan as needed.
 7. Implement plan.

Budget Direction: Staffing; Reserve Levels

- Action Plan:**
1. Implementation of recommendation of Jail Staffing Study..
 2. Continue monitoring staff vacancies.
 3. Continue biennial financial initiative program and annual review of fund balance.

Homeland Security/Bio-Terrorism: Policy Direction and Actions

- Action Plan:**
1. Review supervisor appointment to EMA Board.
 2. Perform baseline assessments.
 3. Update multi-hazard plan..
 4. Development and implementation of bio-terrorism template.

GASB 34 (Accounting Practices)

- Action Plan:**
1. Continuation of implementation of new accounting reporting model (GASB) plan.
 2. Issuance of compliant audits.

Computerized Motor Vehicle System Upgrade (Pilot Project)

- Action Plan:**
1. Implementation of computerized motor vehicle system upgrade (pilot project to allow web-based renewals).

Golf Course: Profitability and Renovation

- Action Plan:**
1. Develop Golf Course strategic plan.
 2. Present plan to Joint Boards.
 3. Decision on strategic plan.

Disaster Recovery Plan

- Action Plan:**
1. Develop Disaster Recovery Plan.
 2. Presentation on plan.
 3. Decision on future direction.
 4. Implementation of plan.

Mental Health Oversight Committee: Juvenile Detention Center

- Action Plan:**
1. *Identify members of the committee.*
 2. *Develop criteria and protocols to trigger an emergency meeting of oversight committee.*
 3. *Initiate meetings when appropriate to respond to needs of residents.*

Financial Initiatives Program Continuation

- Action Plan:**
1. *Develop letter from Board to employees requesting their input and ideas.*
 2. *Notify County offices and departments about program and request their participation.*
 3. *Develop financial initiatives report for Board review.*
 4. *Submit report to Board for review and inclusion in FY05 budget review discussions.*

Mental Health Strategic Plan Update

- Action Plan:**
1. *Develop and recommend three year MH/DD strategic plan.*
 2. *Review and adopt strategic plan.*
 3. *Implement provisions of strategic plan.*

HIPAA Compliance

- Action Plan:**
1. *Perform HIPAA compliance review and establish HIPAA committee.*
 2. *Develop HIPAA compliance implementation plan.*
 3. *Perform required HIPAA training to County departments.*
 4. *Authorize policy implementation.*
 5. *Designate privacy officer.*
 6. *Implementation of business associate agreements.*
 7. *Identify and implement business process revisions.*
 8. *Security rule assessment and implementation.*

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 FY05 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 FY05 budget process were:

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

The FY05 Budget Initiatives that addressed or impacted these areas are described below:

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

- \$900,000 included in FY05 Budget to house inmates in out of County facilities
- \$576,630 included in FY05 Budget to fund alternatives to incarceration and in-facility jail programs (\$147,000 - Court Compliance Officers program; \$230,000 - prisoner substance abuse programs (not including in-facility program grant funded directly to CADS); \$110,000 – for mental health case management program; \$89,630 - electronic monitoring system and other compliance and jail programs)
- \$267,025 – for additional jail staffing for in-facility programs and required relief factors as recommended by CJAAC (2nd year of three year phase-in of 19 needed additional jail staff)
- Impact of implementing CJAAC jail programming/staffing and alternative recommendations: 500 bed facility (1998 failed referendum) *reduced* to a 380 bed facility (Fall 2004 proposed referendum)

2. 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 FY05 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. Due to high priority of jail issue, GIS development has been deferred until FY06. No cost/low cost GIS action steps will be pursued during FY05.

3. Space utilization plan implementation

- The Scott County Bi-Centennial Building renovation project and the lower level of the Courthouse and security elevator were completed in the current FY04 fiscal year. The proposed Capital Project Plan defers additional renovation of the Courthouse until FY07. 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 FY05 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 any 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

Additionally, the FY05 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 FY05, total net property taxes represent 47% of total County revenues. This is the same percentage as ten years ago in FY96. Although interest income is down 77% from its peak in FY01 due to historically low interest rates as set by the Federal Reserve Board, this stable property tax percentage 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, State property tax relief to Iowa counties for mental health-developmental disabilities services (MH-DD) has resulted in stable 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 increases in employee health care premiums and property/casualty/liability insurance 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 FY05. 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 FY05 have been decreased from \$4.81 to \$4.75, or 1.2% for property located in incorporated areas (cities) and slightly increased from \$7.71 to \$7.85, or 1.8% for property located in unincorporated areas (townships). Over the past ten years the urban rate has increased less than 1% a year with the rural rate at approximately the same level as it was ten years ago, as indicated below:

Fiscal Year	Corporate Rate	% Change	Rural Rate	% Change
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
2004-05	4.75497	-1.2	7.84647	1.8

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!**

The County's tax base has increased at an average rate of 4.2% 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 48.5% of fair market value. This State rollback percentage resulted in a 5.7% *decrease* in individual residential properties' taxable assessments from the previous year. The current county wide taxable valuation base amount of \$5.5 billion dollars reflects a 5.4% increase from last year. Even with the State residential rollback, new construction and market valuation growth resulted in a 5.4% 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 28.8% of the total revenue sources for FY05. The total amount of \$15,910,476 is made up of \$10,739,336 in grants and reimbursements, \$2,797,200 in state shared revenues such as motor fuel and franchise taxes, \$968,315 in state property tax replacement credits against levied taxes, and \$4,202,825 in other State credits such as MH-DD property tax relief and military tax credits.

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 past 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 \$5,403,260 and represent 9.8% of the total sources for FY05. 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. Most projected revenues are based on historical trends factoring in any new legislative or County fee changes. Some revenues are calculated based on economic assumptions such as interest income and anticipated interest rates.

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 major and nonmajor fund revenues (excluding capital funds) for budget year FY05 and the percentage of increases and decreases in relation to prior year budget amounts:

REVENUE SOURCE	FY05 AMOUNT	PERCENT OF TOTAL	INCR -DECR FROM FY04	% INCR -DECR FROM FY04
Net property taxes	\$25,950,631	47.8%	\$1,156,900	4.7%
Other taxes, penalties & costs	2,079,371	3.8%	132,115	6.8%
Local option taxes	3,570,210	6.6%	0	0.0%
Intergovernmental	16,472,542	30.3%	-148,852	-0.9%
Licenses and permits	408,280	0.8%	2,835	0.7%
Charges for services	4,994,980	9.2%	730,319	17.1%
Use of money & property	555,268	1.0%	-202,027	-26.7%
Other	305,735	0.5%	42,093	16.0%
Total	\$54,337,017	100.0%	\$1,713,383	3.3%

Net property taxes are increasing 4.7% 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. In addition, State funding of personal property tax replacements was eliminated

by the State Legislature last year. Net of the tax increase for the aforementioned interest income offset, loss of State funding, and for jail program cost increases, the net property tax amount would have remained at approximately the same level (a slight 0.05% increase). 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 remain flat 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 slightly decreasing increasing 0.9%. This is due to the aforementioned elimination in State funding of the personal property tax replacements. This State funding cut was enacted by the State legislature last year *after* local budgets were certified further eroding the relationships and trust between State legislators and local officials. There is continued 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 may undoubtedly result in future reductions in state aid without corresponding reductions in required mandated services.

License and permit fees are increasing slightly. Charges for services are increasing 17.1% 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 in any given 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 increasing due to the unpredictability of various refunds and reimbursements that have been adjusted based on historical levels in addition to the anticipated one time sale of some old equipment.

FUND BALANCES

The undesignated fund balance of the general fund is projected to decrease by \$1,435,827 in FY05. This planned reduction is for various one-time capital expenditures. This planned reduction includes the acquisition of law enforcement mobile data computers and jail probation/parole computer system, Information Technology Department tape backup system and client upgrades to XP operating system, John O'Donnell Stadium renovation project and property acquisition. In addition, the Board is using \$292,922 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, \$151,021 reserved for Conservation Board's sewage treatment plant, \$100,000 reserved for a note receivable from Greater Davenport Redevelopment Corporation, and \$1,116,806 reserved for claim liabilities as a part of the County's risk management program. The remaining \$5,108,514 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 slightly below the minimum amount designated by the County's Financial Management policies (14% 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. All other fund balances meet or exceed recommended levels except the MH-DD Fund as indicated below

The Mental Health and Developmental Disabilities (MH-DD) Fund balance is projected to decrease \$462,043 and be below the recommended 10% minimum level due to the State failing to fully fund additional growth to the system as originally included in the 1996 legislation that created this fund. This funding change is due to current State budget problems as a result of the economy. There is currently a MH-DD Redesign effort occurring between State and local officials to develop a revised funding strategy for these services.

The Capital Projects Fund is increasing \$247,124 overall a result of planned savings toward completion of the Courthouse remodeling as discussed under the Capital Improvements section below.

The total nonmajor governmental funds (Secondary Roads, Recorder's Record Management, and Rural Services Funds) are decreasing \$900,714 due to planned capital project funding.

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 sunsetting of the property tax limitation, Scott County actually *lowered* its property tax levy. As previously discussed, the 2001, 2002, 2003 and 2004 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, 2001 and 2003. 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 six reports developed over the past ten years, recurring cost reductions totaling \$2,265,975 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 \$1,031,271.

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 38.29 FTE's, or 9.6%, to its current level of 435.80 FTE's. During this period the County increased park staffing levels (3.25 FTE's) and made substantial staff increases to the Sheriff's Office (28.9 FTE's) primarily due to increased jail programming and courthouse security needs and the new minimum security jail facility and added 6.4 FTE's to the Public Health Department for jail health nursing and other grant related health programs. The County has five union groups to negotiate salary and benefit agreements with following Iowa Code Chapter 20 guidelines. In recent years the County and union groups have been successful in approving multi-year agreements up to four years in length. These long range contract periods help to maintain a positive labor/management relationship. The overall negotiated average salary increase for both labor groups and non-union personnel was 3.5%.

Overall expenditures for all County operations including capital projects (net of transfers and non-budgeted funds) are \$58,215,134 which is an increase of 1.6% above fiscal year FY04. The operating budget is up 2.4%. Total revenues (net of transfers and non-budgeted funds) for the County are \$55,324,999, which is an increase of 2.7% 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 increase of -1.6% is the result of several service areas increasing with others decreasing. Capital projects are discussed further below and are decreasing -4.9%. Public Safety and Legal Services is increasing 4.2% 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 maintains appropriations for housing inmates in out-of-county facilities.

Physical Health and Social Services is slightly decreasing -0.7% due to some Community Services personnel costs previously charged to this service area being appropriately moved to the Mental Health service area. Mental Health, Mental Retardation and Developmental Disabilities (MH/MR/DD) is increasing only 1.9% due to leveraging of Federal Medicaid funding for various community home-based waiver programs. County Environment and Education is decreasing 2.8% due to a one-time grant from the Department of Natural Resources (DNR) for the soil contamination cleanup on a tax deed property. Roads and Transportation service area is increasing 8.9% primarily due to an increase in staffing and road maintenance costs as a result of State road transfers to the County by last year's State legislation. Additional State road use tax funds also are being distributed to the County to pay for the cost of maintaining these newly transferred roads. Government Services to Residents is decreasing slightly by 0.8% due to the reduction of a clerk position in the Recorder's Office as a result of the 2003 Financial Initiative Program. Administration (interprogram) costs are increasing 2.0% primarily due to inflationary increases in risk management and insurance costs. And finally, Debt Service is basically staying level to allow for interest and principal payments progress on the Solid Waste general obligation bond issue and River Renaissance general obligation bonds.

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 were disbursed to the City of Davenport during FY03.

The County is currently using only 2.1% of its allowable legal debt margin consisting of two general bond issues. These outstanding bond issues are described further under the major governmental funds section of this document. There will be additional debt issued (\$29.7 million) in FY05 should the jail renovation/expansion question be approved at the fall 2004 general election. This proposed project is discussed in further detail below in this section.

The capital improvement budget totals \$5,666,508 for fiscal year FY05, with 55% or \$3,116,508 for general projects, 35% or \$2,000,000 for Secondary Roads projects, and 10% or \$550,000 for Conservation parks and recreation projects. There are no significant non-routine capital projects in the FY05 Capital Plan. There will be in FY07 as the County continues with its remodeling of the Courthouse floors 1, 2, and 3. Also, the jail facilities renovation/expansion will be a major non-routine capital project if successfully approved by voters in the Fall 2004 general election. These projects are discussed further below in this section.

The general capital improvements budget of \$3,116,508 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 \$500,000 is transferred annually to the capital improvements fund. This amount will be increased \$50,000 annually during the next several years to allow for pay as you go funding for the space utilization master plan project which moves administrative offices from the Courthouse to the Scott County Administrative Center (formerly named 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 Administrative Center 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 FY05 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 FY07 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 chiller replacement at the Administrative Center 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 several years 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 380 beds. Track 2 developed a building "bricks and mortar" solution, which will be brought to the voters in the fall of 2004. This CJAAC proposal is for a \$29.7 million 380 bed facility realized by renovating/expanding the *existing* jail facilities with the expansion occurring at the downtown Courthouse site. This community solution was embraced by the Board of Supervisors following three Community Jail Summits at which broad based community input was received.

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 \$1,743,655 in FY05.

The Secondary Roads capital program totals \$2,000,000. \$800,000 to pave 11.7 miles on Scott Park Road, \$760,000 to pave a portion of McCausland West (F33 from Y68 east to McCausland), \$60,000 bridge replacement in Winfield Township, \$80,000 box culvert replacement, and \$300,000 in macadam surfacing projects. There also is \$5,255,000 in State farm-to-market funds and federal-state pass through assistance for additional road construction that will be realized in FY05. 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 \$550,000. The single largest project (\$250,000) is for construction of the beach house replacement at West Lake Park. Other projects include playground equipment and picnic table replacements at Scott County Park and West Lake Park, and construction of a Red Cabin replacement at Scott County Park.

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

SUMMARY

The preparation of the FY05 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 FY05 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 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



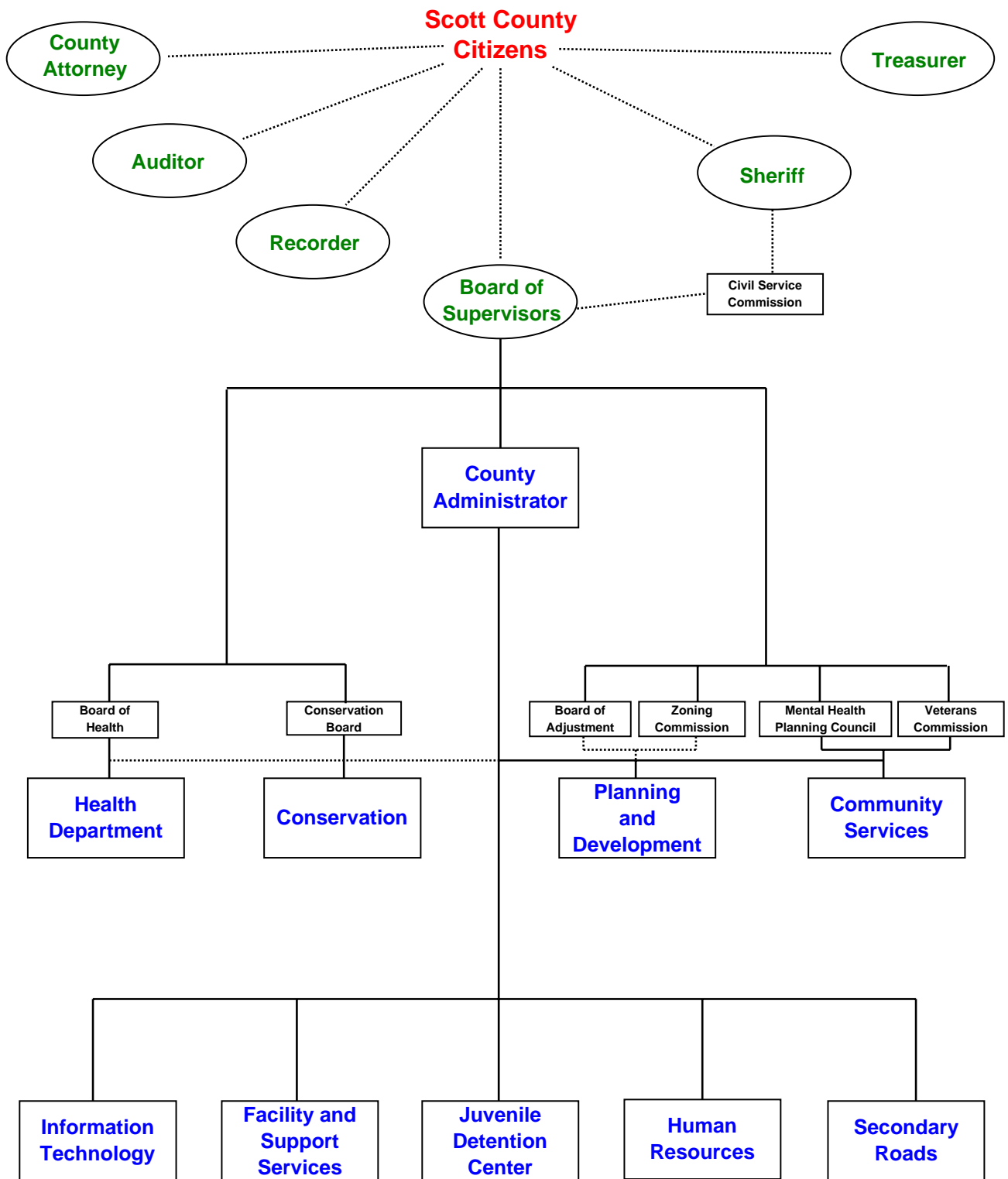
C. Ray Wierson
County Administrator



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



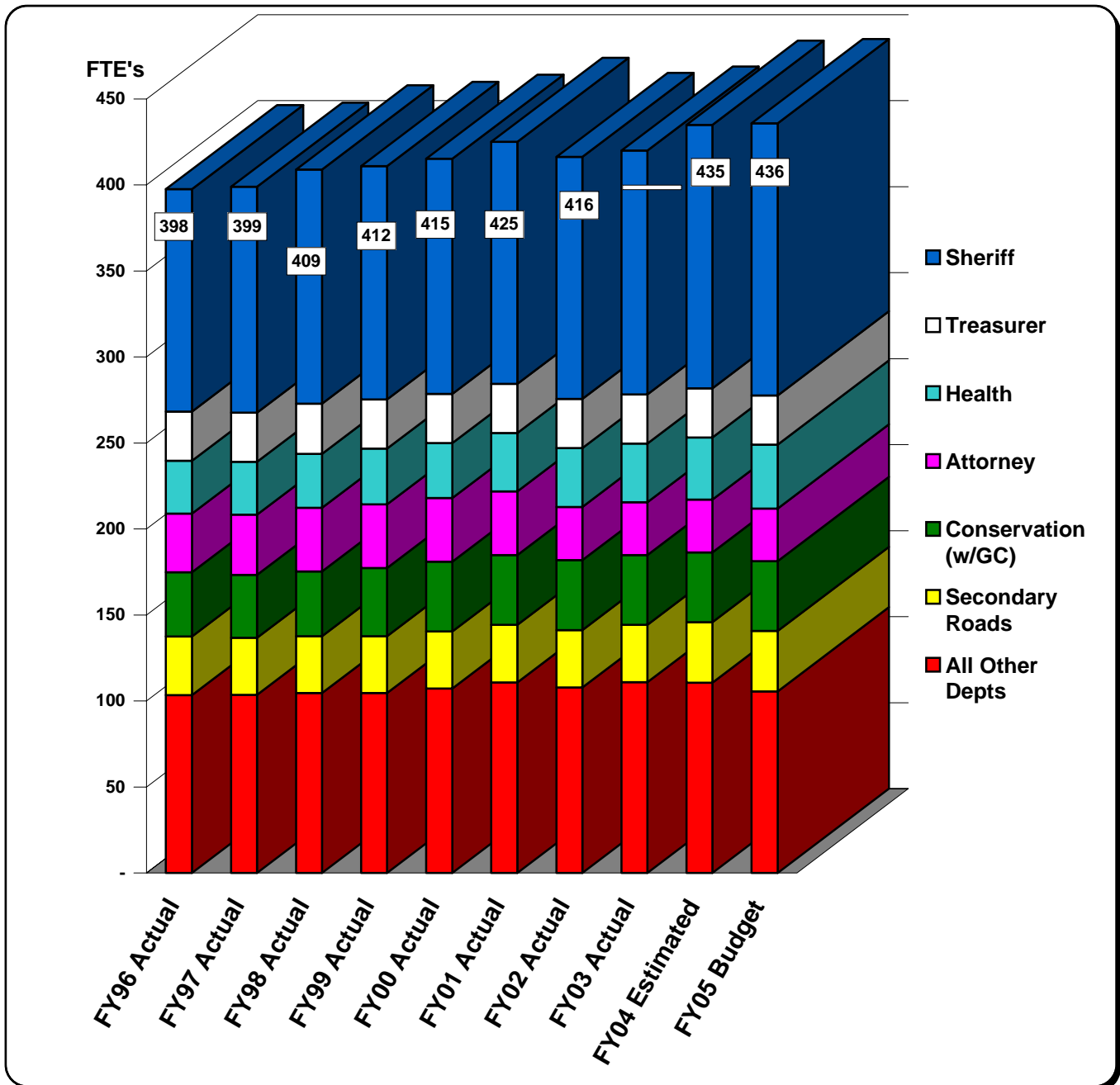
— Direct supervision
 Advisory relationship

EMPLOYEE AUTHORIZATION HISTORY FULL TIME EQUIVALENTS (FTE) TRENDS

<u>Department</u>	<u>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>Actual</u>	<u>FY04</u> <u>Estimate</u>	<u>FY05</u> <u>Budget</u>
Administration	3.10	2.70	2.70	2.70	2.70	2.70	3.70	3.70	3.70	3.10
Attorney	34.00	35.00	37.00	37.00	37.00	37.00	31.00	30.63	30.63	30.63
Auditor	15.90	15.40	15.40	15.40	15.40	15.40	15.40	15.40	15.40	15.40
Community Services	12.63	12.75	13.25	13.25	13.25	12.75	12.75	13.00	13.00	12.50
Conservation (net of golf cou	18.00	17.25	18.25	20.25	21.25	21.25	21.25	21.25	21.25	21.25
Court Support Costs	0.37	-	-	-	-	-	-	-	-	-
Facility and Support Services	15.49	16.39	16.89	17.79	17.79	19.24	24.74	23.74	23.74	23.74
Health	30.72	30.72	31.39	32.39	31.90	33.90	34.15	34.15	36.15	37.15
Human Resources	6.50	6.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	4.50
Information Technology	17.00	16.50	15.50	14.50	15.50	17.50	9.00	10.00	10.00	10.00
Juvenile Court Services	11.00	11.00	11.00	11.00	11.80	12.40	12.40	15.20	15.20	15.20
Planning & Development	4.45	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.08	4.08
Recorder	12.00	13.00	13.00	14.00	14.00	14.00	13.00	13.00	13.00	12.00
Secondary Roads	34.10	33.10	33.10	33.10	33.40	33.40	33.40	33.40	35.15	35.15
Sheriff	129.30	131.30	136.20	135.70	136.70	140.70	140.70	141.70	153.15	158.15
Supervisors	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Treasurer	<u>28.60</u>	<u>28.60</u>	<u>29.10</u>	<u>28.60</u>	<u>28.60</u>	<u>28.60</u>	<u>28.60</u>	<u>28.60</u>	<u>28.60</u>	<u>28.60</u>
SUBTOTAL	378.16	379.54	389.61	392.51	396.12	405.67	396.92	400.60	415.55	416.45
Golf Course Enterprise	<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>	<u>19.35</u>
TOTAL	<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>419.95</u>	<u>434.90</u>	<u>435.80</u>

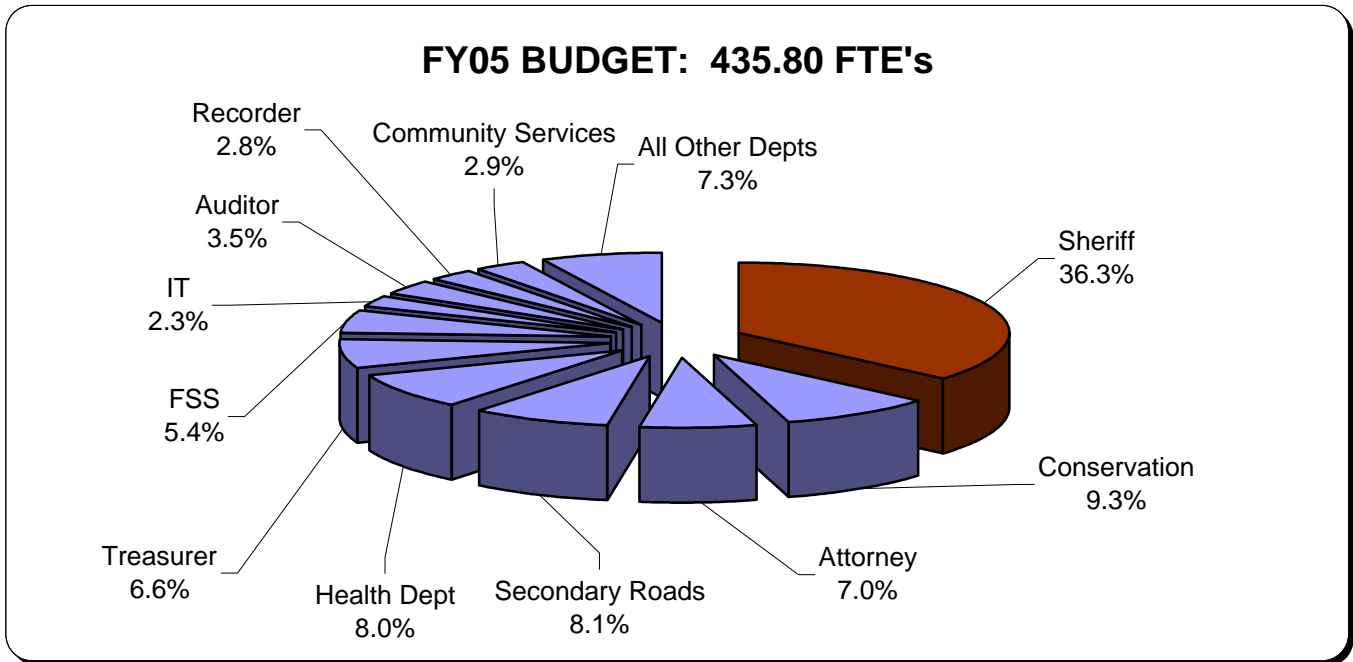
FTE (Full Time Equivalents) STAFFING TRENDS

TEN YEAR COMPARISON

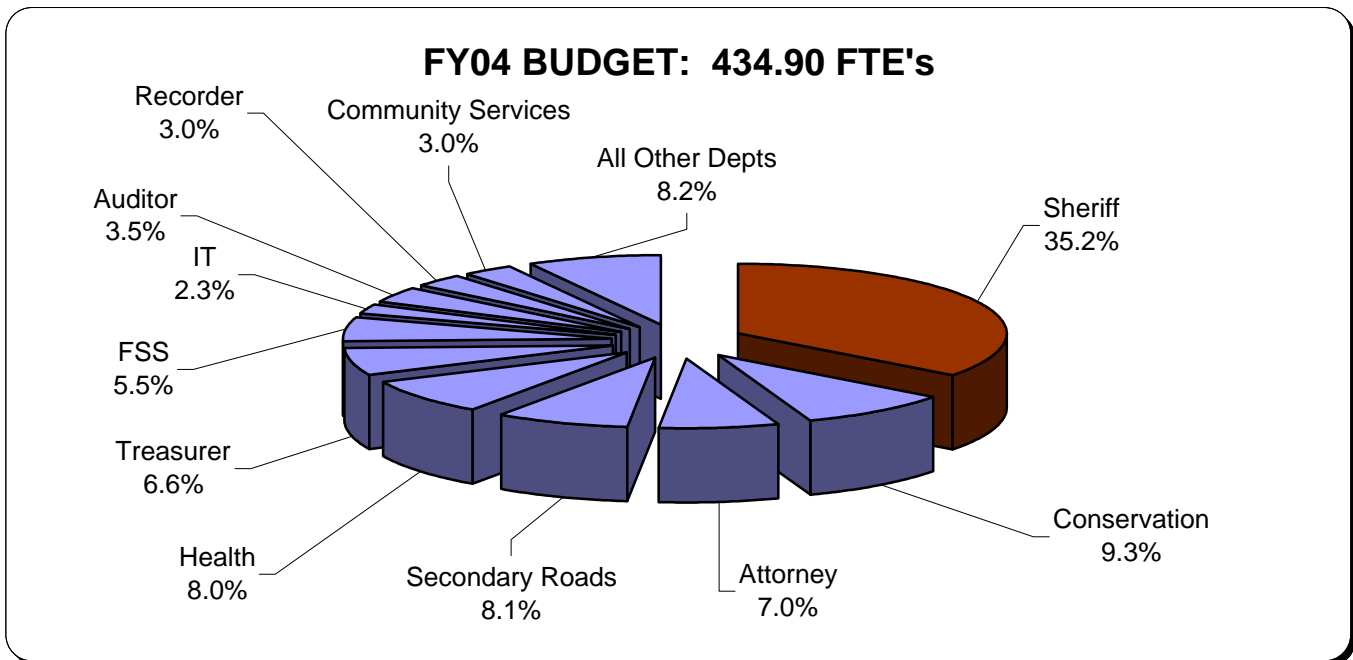


Total FTE's have increased by 38 positions over the last ten years averaging 1% growth per year. Most of the new positions (29) have been in the Sheriff's Office due to increasing demands on the jail division with the increasing inmate population. Six positions have been added to the Health Department primarily grant funded positions or for the jail inmate health program.

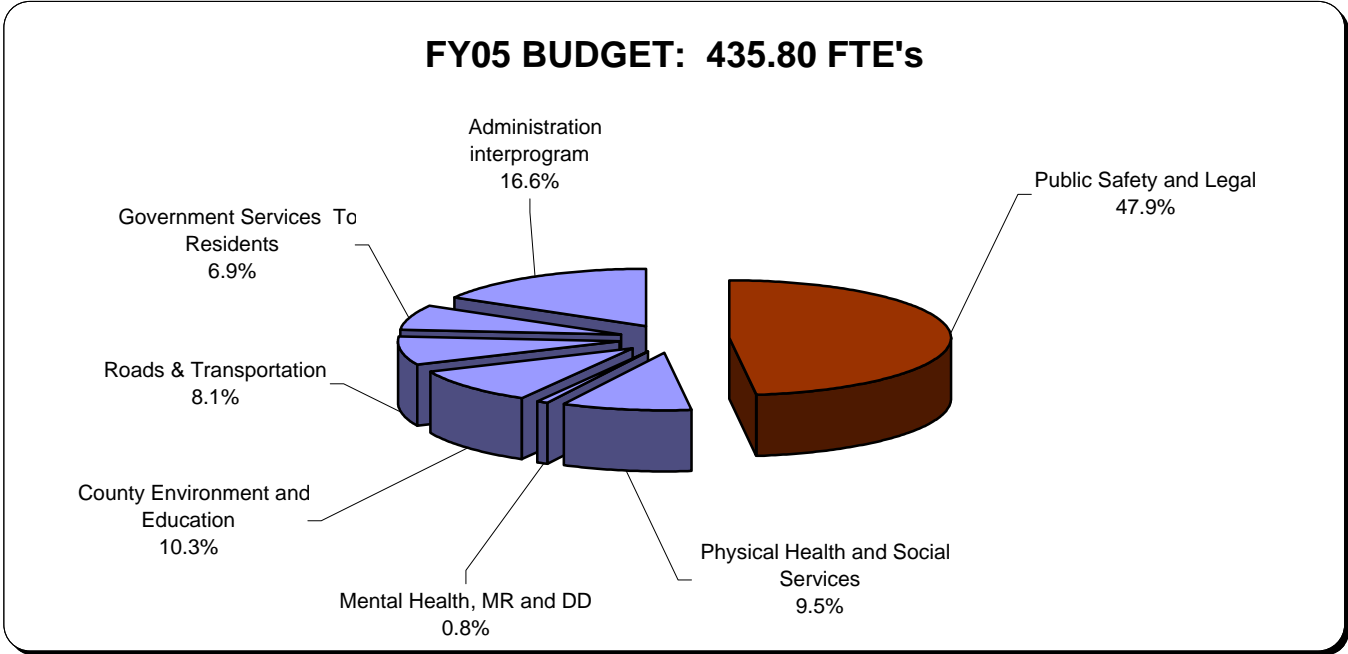
FTE (Full Time Equivalents) Staffing By Department



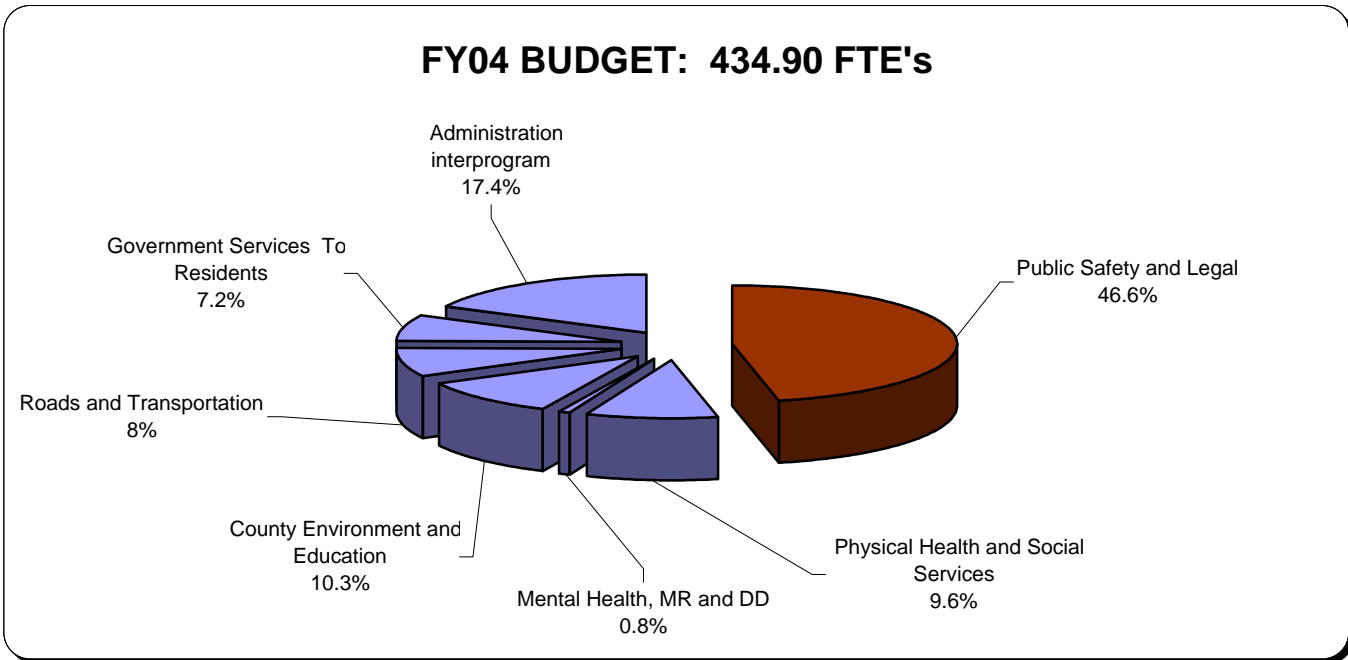
Over one third (33%) of the County's total FTE's (full time equivalents) are found in the Sheriff's Department.



FTE (Full Time Equivalents) Staffing By Service Area



Almost half of the County's workforce is a part of the Public Safety & Legal Services area.



**SCOTT COUNTY FUND STATEMENT
ALL FUNDS**

<u>Fund</u>	<u>Estimated Balance 07/01/04</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>Estimated Balance 06/30/05</u>
Major Governmental Funds				
General Fund	\$ 9,335,482	\$ 35,861,691	\$ 37,297,518	\$ 7,899,655
Mental Health, MR & DD	1,282,034	12,698,331	13,160,374	819,991
Debt Service	4,830,158	708,251	1,046,926	4,491,483
Capital Improvements				
General	120,538	4,226,707	3,666,508	680,737
Electronic Equipment	570,204	506,570	764,345	312,429
Vehicle	364,928	176,700	251,000	290,628
Conservation Equip Reserve	141,471	19,000	-	160,471
Conservation CIP Reserve	59,994	-	-	59,994
	<hr/>	<hr/>	<hr/>	<hr/>
Total Capital Improvements	1,257,135	4,928,977	4,681,853	1,504,259
Total Major Governmental Funds	16,704,809	54,197,250	56,186,671	14,715,388
Nonmajor Governmental Funds				
Rural Services	44,796	2,081,214	2,081,214	44,796
Recorder's Record Mgt	229,386	66,330	200,000	95,716
Secondary Roads	1,830,858	5,149,856	5,916,900	1,063,814
	<hr/>	<hr/>	<hr/>	<hr/>
Total Nonmajor Governmental Funds	2,105,040	7,297,400	8,198,114	1,204,326
Business-Type Activities Fund				
Golf Course Enterprise	(1,249,625)	1,495,831	1,120,220	(874,014)
Total*	<u>\$ 17,560,224</u>	<u>\$ 62,990,481</u>	<u>\$ 65,505,005</u>	<u>\$ 15,045,700</u>

*Includes interfund transfers and non-budgeted fund activity

**SCOTT COUNTY REVENUE ESTIMATES
ALL FUNDS**

<u>Fund</u>	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
Major Governmental Funds					
General Fund	\$ 34,671,846	\$ 34,976,876	\$ 34,984,694	\$ 35,861,691	2.5%
Mental Health, MR & DD	12,340,414	12,352,316	12,571,178	12,698,331	2.8%
Debt Service	828,831	722,228	726,178	708,251	-1.9%
Capital Improvements					
General	4,129,470	3,723,210	3,411,732	4,226,707	13.5%
Electronic Equipment	508,391	506,670	508,200	506,570	0.0%
Vehicle	178,460	177,420	177,893	176,700	-0.4%
Conservation Equip Reserve	13,214	30,000	45,000	19,000	-36.7%
Conservation CIP Reserve	33,178	-	400	-	
Total Capital Improvements	4,862,713	4,437,300	4,143,225	4,928,977	11.1%
Total Major Governmental Funds	52,703,804	52,488,720	52,425,275	54,197,250	3.3%
Nonmajor Governmental Funds					
Rural Services	2,127,490	2,062,242	1,989,633	2,081,214	0.9%
Recorder's Record Mgt	66,777	59,000	70,350	66,330	12.4%
Secondary Roads	5,287,630	4,929,628	4,929,628	5,149,856	4.5%
Total Nonmajor Governmental Funds	7,481,897	7,050,870	6,989,611	7,297,400	3.5%
Business-Type Activities Fund					
Golf Course Enterprise	1,128,419	1,450,882	1,235,800	1,495,831	3.1%
Total*	<u>\$ 61,314,120</u>	<u>\$ 60,990,472</u>	<u>\$ 60,650,686</u>	<u>\$ 62,990,481</u>	3.3%

*Includes interfund transfers and non-budgeted fund activity

SCOTT COUNTY EXPENDITURE ESTIMATES ALL FUNDS

<u>Fund</u>	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
Major Governmental Funds					
General Fund	\$ 34,149,476	\$ 36,235,720	\$ 34,812,662	\$ 37,297,518	2.9%
Mental Health, MR & DD	12,540,895	12,916,875	12,310,164	13,160,374	1.9%
Debt Service	1,112,750	1,038,906	1,038,906	1,046,926	0.8%
Capital Improvements					
General	8,211,257	4,556,527	3,941,136	3,666,508	-19.5%
Electronic Equipment	594,095	692,718	469,391	764,345	10.3%
Vehicle	185,377	264,500	263,842	251,000	-5.1%
Conservation Equip Reserve	-	-	-	-	
Conservation CIP Reserve	-	-	-	-	
Total Capital Improvements	8,990,729	5,513,745	4,674,369	4,681,853	-15.1%
Total Major Governmental Funds	56,793,850	55,705,246	52,836,101	56,186,671	0.9%
Nonmajor Governmental Funds					
Rural Services	2,069,394	2,086,822	2,086,822	2,081,214	-0.3%
Recorder's Record Mgt	-	200,000	100,000	200,000	0.0%
Secondary Roads	4,071,425	5,001,700	5,016,700	5,916,900	18.3%
Total Nonmajor Governmental Funds	6,140,819	7,288,522	7,203,522	8,198,114	12.5%
Business-Type Activities Fund					
Golf Course Enterprise	1,057,398	1,115,176	1,051,455	1,120,220	0.5%
Total*	<u>\$ 63,992,067</u>	<u>\$ 64,108,944</u>	<u>\$ 61,091,078</u>	<u>\$ 65,505,005</u>	2.2%

*Includes interfund transfers and non-budgeted fund activity

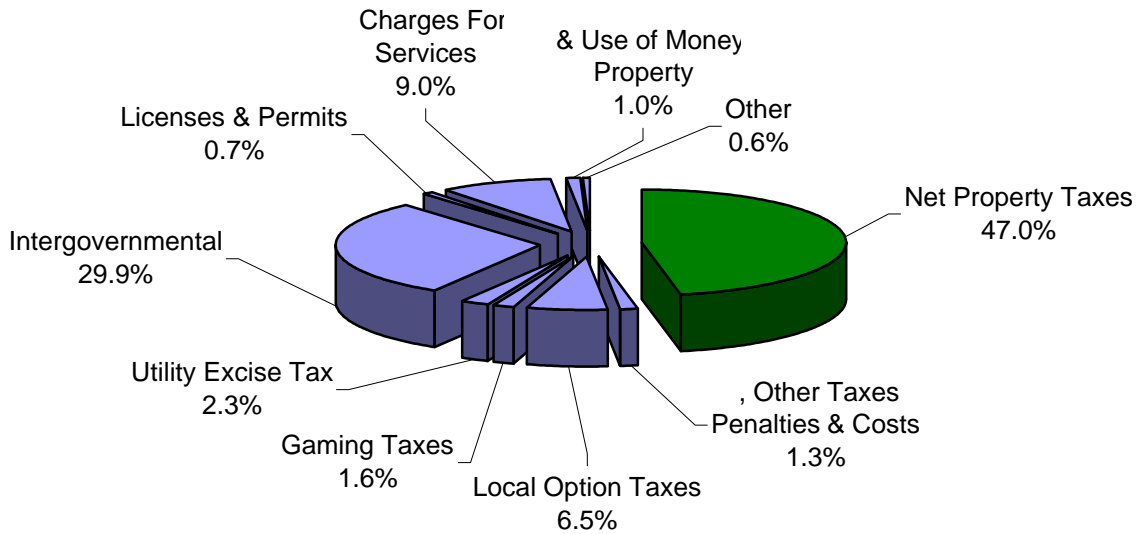
**ALL COUNTY FUNDS - REVENUES
RECONCILIATION INFORMATION**

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
Revenues per summary statement	\$ 61,314,120	\$ 60,990,472	\$ 60,650,686	\$ 62,990,481	3.3%
Less transfers in:					
GENERAL BASIC					
Conservation Equipment Replc	-				
GENERAL SUPPLEMENTAL					
General Basic	2,000,000	-	-	-	
SECONDARY ROADS					
General Basic	588,127	588,127	588,127	588,127	0.0%
Rural Services Basic	1,640,529	1,640,529	1,640,529	1,640,529	0.0%
CAPITAL IMPROVEMENT					
General Basic	2,171,744	1,559,037	1,439,037	2,053,830	31.7%
Rural Service Fund	64,575	64,575	64,575	-	-100.0%
Electronic Equipment	594,095	692,718	469,391	764,345	10.3%
Vehicle Replacement	185,377	264,500	263,842	251,000	-5.1%
Recorder's Record Mgt	-	200,000	100,000	200,000	0.0%
Conservation CIP Reserve	-	-	-	-	
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	7,916,267	5,681,306	5,237,321	6,169,651	8.6%
Less Non-Budgeted Funds					
GOLF COURSE ENTERPRISE	<u>1,128,419</u>	<u>1,450,882</u>	<u>1,235,800</u>	<u>1,495,831</u>	3.1%
Net Budgeted Revenues	<u>\$ 52,269,434</u>	<u>\$ 53,858,284</u>	<u>\$ 54,177,565</u>	<u>\$ 55,324,999</u>	2.7%

COUNTY REVENUES BY SOURCE

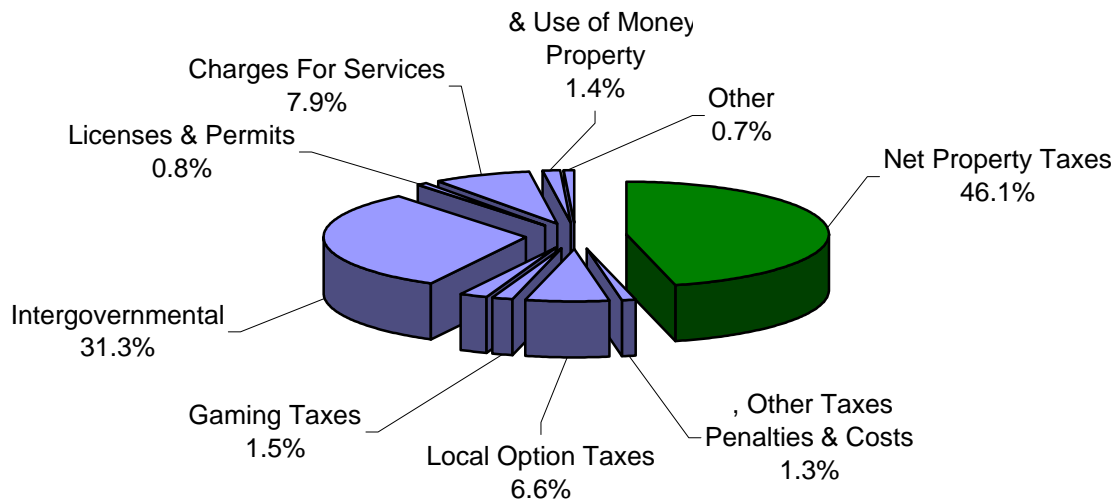
Budgeted Funds

FY05 BUDGET: \$55,324,999



Net property taxes are increasing slightly as a percent of total revenues due to increasing jail operating costs, the impact of loss of State tax replacement funding, and due to the partial offset of substantially reduced interest income as a result of historically low interest rates.

FY04 BUDGET: \$53,858,284



REVENUE SOURCES
(excluding transfers and non-budgeted funds)

<u>Fund</u>	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
Taxes Levied on Property	\$ 23,737,131	\$ 25,878,253	\$ 25,808,656	\$ 26,965,556	4.2%
Less: Uncollected Delinq Taxes-Levy Yr	46,614	11,741	46,610	46,610	297.0%
Less: Credits To Taxpayers	<u>967,308</u>	<u>1,072,781</u>	<u>968,315</u>	<u>968,315</u>	-9.7%
Net Current Property Taxes	22,723,209	24,793,731	24,793,731	25,950,631	4.7%
Add: Delinquent Property Tax Revenue	<u>46,614</u>	<u>11,741</u>	<u>46,610</u>	<u>46,610</u>	297.0%
Total Net Property Taxes	22,769,823	24,805,472	24,840,341	25,997,241	4.8%
Penalties, Interest & Costs On Taxes	667,318	548,300	534,000	559,000	2.0%
Other County Taxes	<u>172,113</u>	<u>151,060</u>	<u>175,950</u>	<u>175,950</u>	16.5%
Total Other Taxes, Penalties & Costs	839,431	699,360	709,950	734,950	5.1%
Local Option Taxes	3,289,382	3,570,210	3,456,121	3,570,210	0.0%
Gaming Taxes	805,667	825,000	875,000	875,000	6.1%
Utility Tax Replacement Excise Tax	1,061,401	1,236,155	1,063,100	1,297,811	5.0%
Intergovernmental :					
State Shared Revenues	2,842,279	2,708,072	2,708,072	2,797,200	3.3%
State Grants & Reimbursements	3,490,015	3,903,426	6,249,892	6,259,213	60.4%
State /Federal Pass Through Grants	1,650,539	1,596,066	1,704,961	1,682,923	5.4%
State Credits Against Levied Taxes	967,308	1,072,781	968,315	968,315	-9.7%
Other State Credits	7,346,039	7,002,371	4,459,985	4,202,825	-40.0%
Federal Grants & Entitlements	24,510	-	-	-	
Contr & Reimb From Other Govts	839,640	600,558	714,346	623,566	3.8%
Payments in Lieu of Taxes	<u>3,659</u>	<u>-</u>	<u>5,000</u>	<u>5,000</u>	
Subtotal Intergovernmental	17,163,989	16,883,274	16,810,571	16,539,042	-2.0%
Licenses & Permits	430,540	405,445	399,880	408,280	0.7%
Charges For Services	4,698,212	4,264,661	5,051,771	4,994,980	17.1%
Use of Money & Property	646,190	769,565	507,085	566,718	-26.4%
Other:					
Miscellaneous	550,929	362,642	398,746	310,767	-14.3%
General Long Term Debt Proceeds	-	-	-	-	
Proceeds of Fixed Asset Sales	<u>13,870</u>	<u>36,500</u>	<u>65,000</u>	<u>30,000</u>	-17.8%
Total Other	564,799	399,142	463,746	340,767	-14.6%
Total Revenues & Other Sources	<u>\$ 52,269,434</u>	<u>\$ 53,858,284</u>	<u>\$ 54,177,565</u>	<u>\$ 55,324,999</u>	2.7%

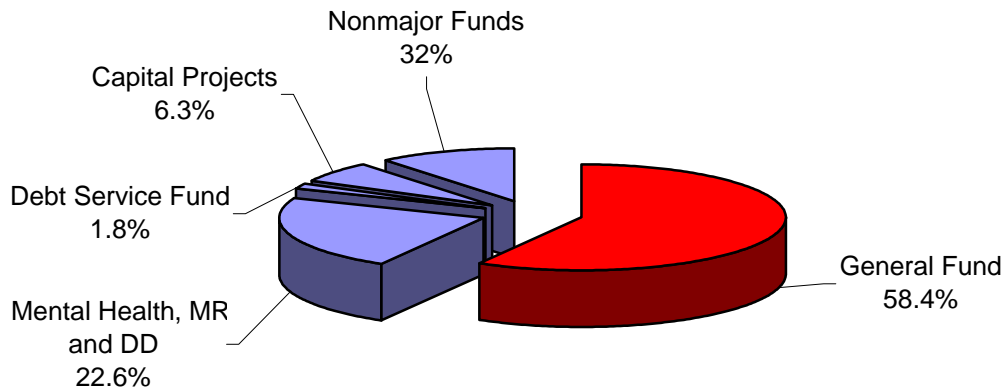
**ALL COUNTY FUNDS - EXPENDITURES
RECONCILIATION INFORMATION**

	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	% Change From Prior Budget
Expenditures per summary statement	64,992,067	64,108,944	61,091,078	65,505,005	2.2%
Less transfers out:					
GENERAL BASIC					
General Supplemental	2,000,000	-	-	-	
Secondary Roads	588,127	588,127	588,127	588,127	0.0%
Capital Improvements	2,171,744	1,559,037	1,439,037	2,053,830	31.7%
Electronic Equipment	500,000	500,000	500,000	500,000	0.0%
Vehicle Replacement	171,820	171,820	171,820	171,820	0.0%
Conservation Equipment Reserve	1,079	-	-	-	
Conservation CIP Reserve	32,203	-	-	-	
RURAL SERVICES BASIC					
Secondary Roads	1,640,529	1,640,529	1,640,529	1,640,529	0.0%
Capital Improvements	64,575	64,575	64,575	-	-100.0%
ELECTRONIC EQUIPMENT					
Capital Improvements	594,095	692,718	469,391	764,345	10.3%
VEHICLE REPLACEMENT					
Capital Improvements	185,377	264,500	263,842	251,000	-5.1%
CONSERVATION CIP RESERVE					
Capital Improvements	-	-	-	-	
RECORDER'S RECORD MGT					
Capital Improvements	-	200,000	100,000	200,000	0.0%
CONSERVATION EQUIPMENT					
General Basic	-	-	-	-	
Total Transfers Out	7,949,549	5,681,306	5,237,321	6,169,651	8.6%
Less Non-Budgeted Funds					
GOLF COURSE ENTERPRISE	1,057,398	1,115,176	1,051,455	1,120,220	0.5%
Net Budgeted Expenditures	<u>\$ 55,985,120</u>	<u>\$ 57,312,462</u>	<u>\$ 54,802,302</u>	<u>\$ 58,215,134</u>	1.6%

ALL COUNTY EXPENDITURES BY FUND

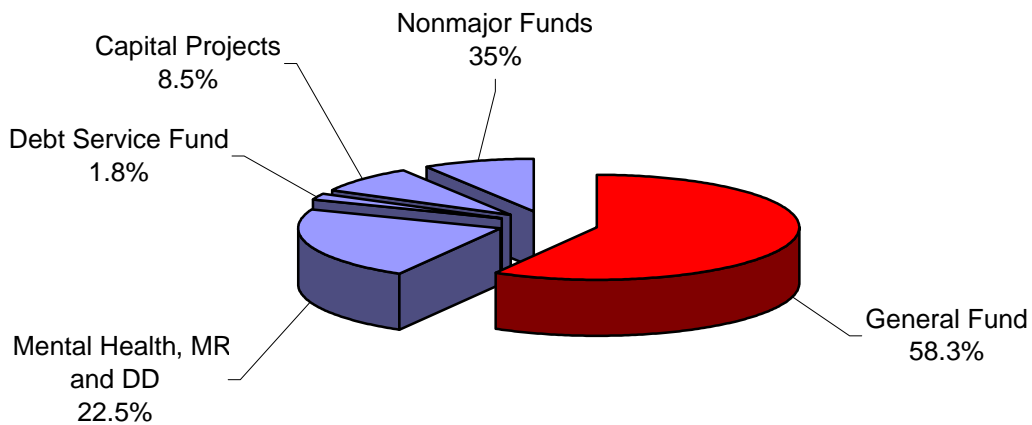
Budgeted Funds

FY05 BUDGET: \$58,215,134



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

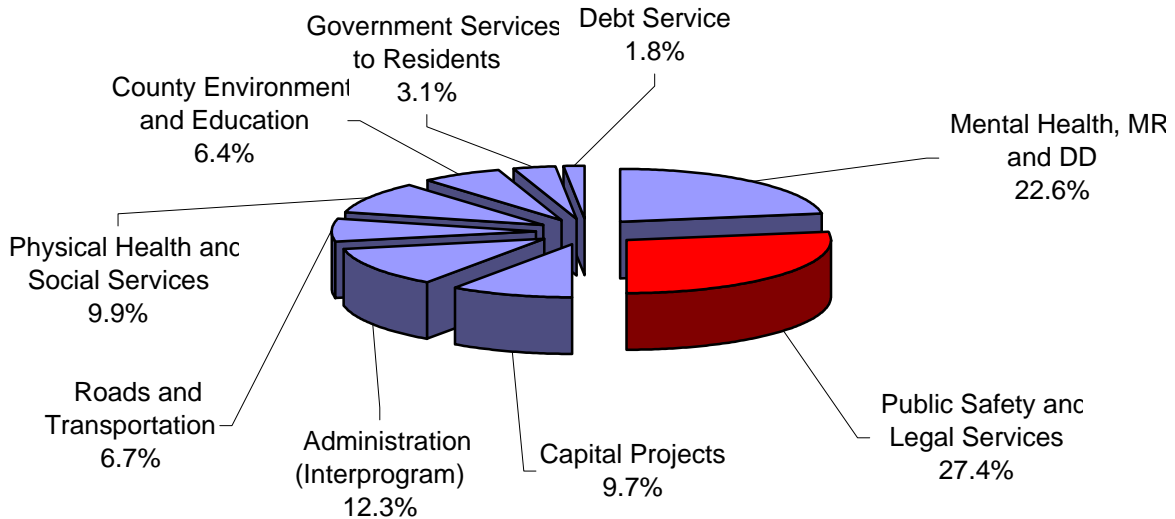
FY04 BUDGET: \$57,312,462



APPROPRIATIONS BY SERVICE AREA

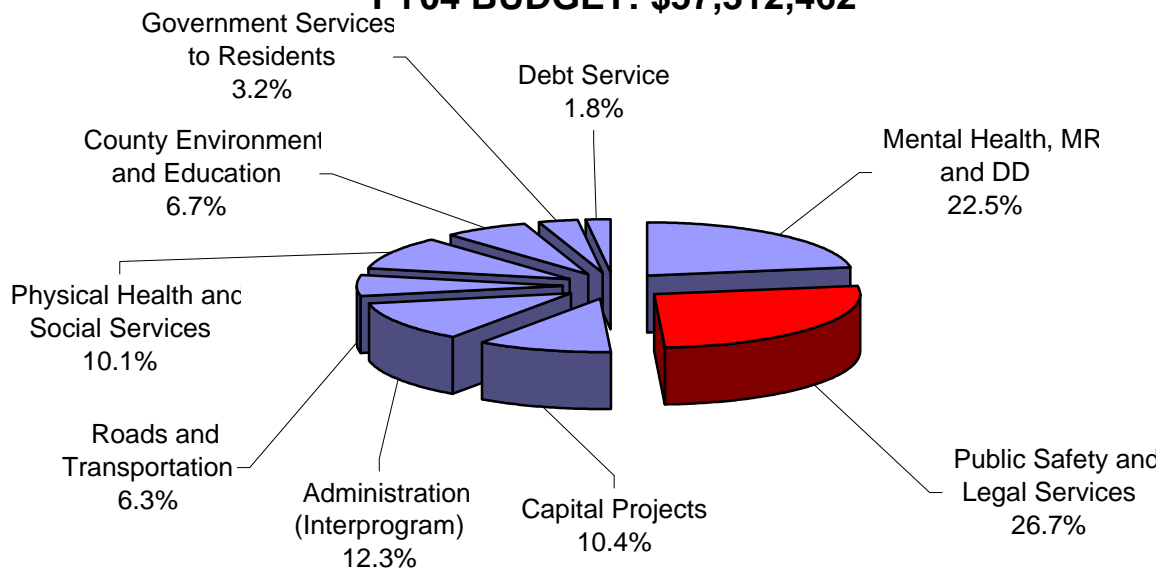
Budgeted Funds Only

FY05 BUDGET: \$58,215,134



Public Safety and Legal Services 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.

FY04 BUDGET: \$57,312,462



SERVICE AREA DESCRIPTIONS

PUBLIC SAFETY AND LEGAL SERVICES

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

PHYSICAL HEALTH AND SOCIAL SERVICES

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

MENTAL HEALTH, MR AND DD SERVICES

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

COUNTY ENVIRONMENT AND EDUCATION 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. Library program; Mississippi Valley Fair program.

ROADS AND TRANSPORTATION SERVICES

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

GOVERNMENT SERVICES TO RESIDENTS

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

ADMINISTRATION (INTERPROGRAM) SERVICES

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

DEBT SERVICE

Includes the Scott Solid Waste Commission Bond Issue and the River Renaissance Vision Iowa project bond issue.

CAPITAL IMPROVEMENTS

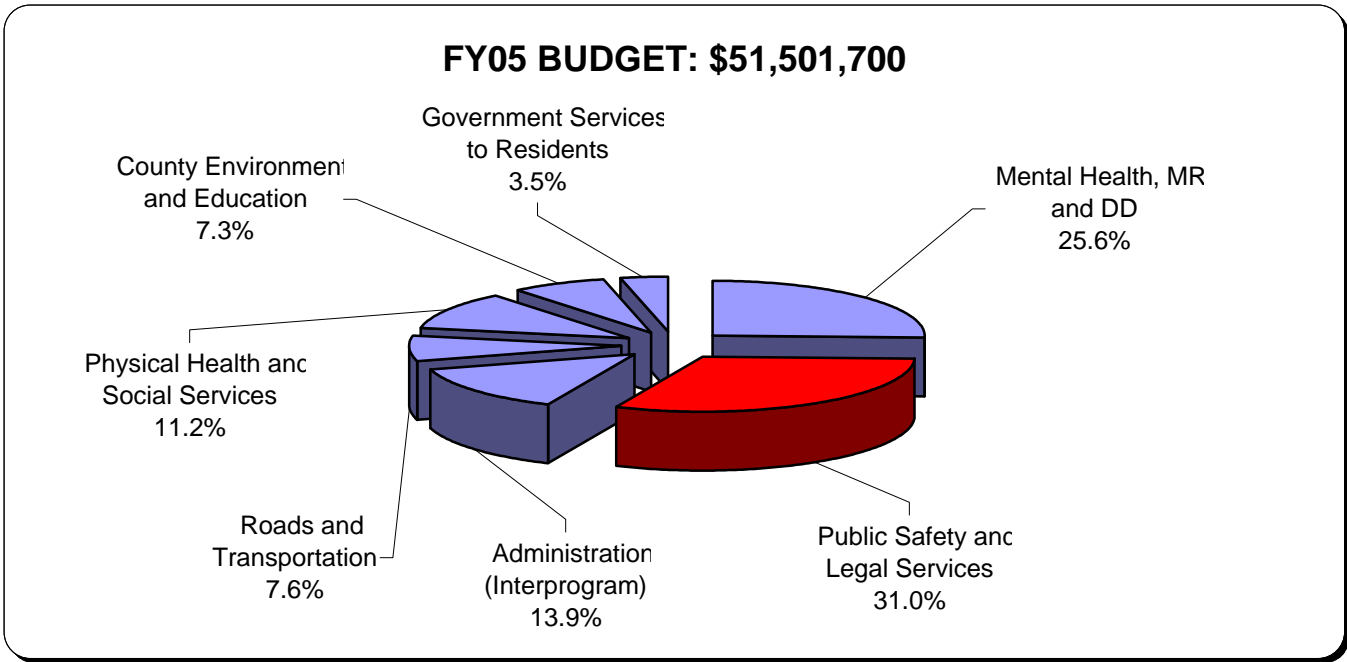
Includes Secondary Roads projects; Conservation projects; and general projects.

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

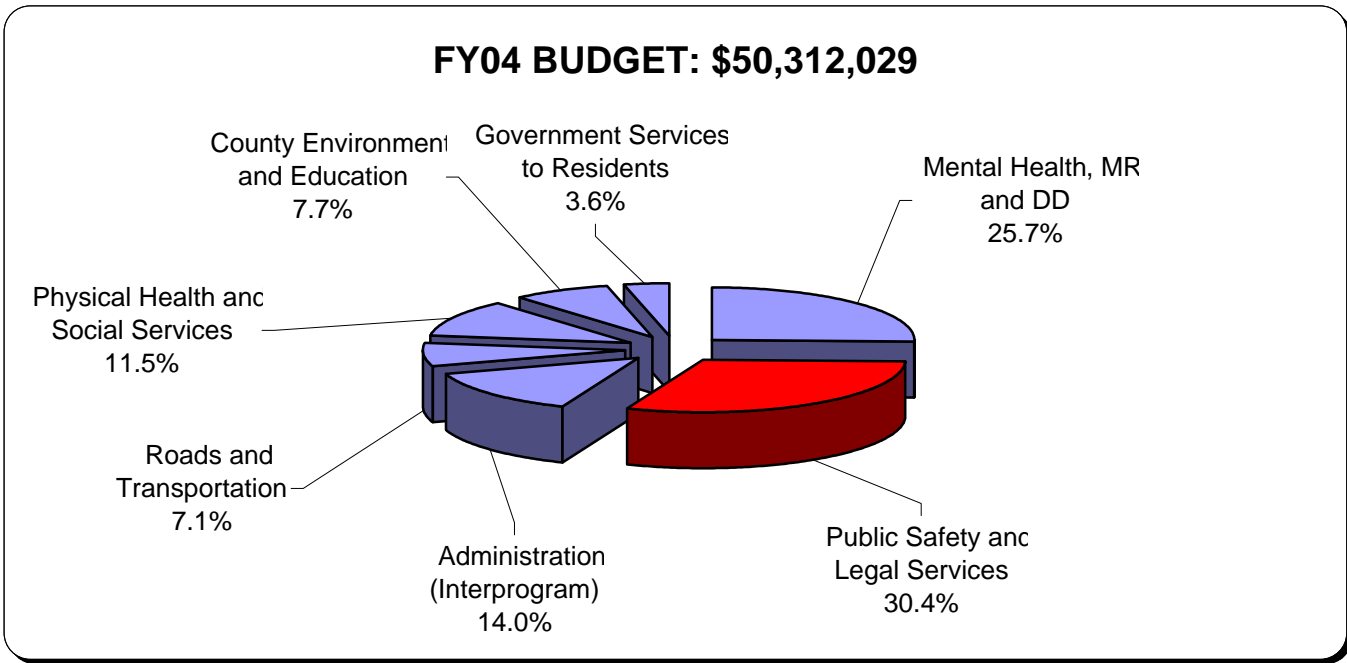
SERVICE AREA	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
Public Safety & Legal Services	13,584,142	15,311,978	14,716,774	15,960,225	4.2%
Physical Health & Social Services	5,279,964	5,785,517	5,598,249	5,744,453	-0.7%
Mental Health, MR & DD	12,540,895	12,916,875	12,310,164	13,160,374	1.9%
County Environment & Education	3,331,750	3,854,862	3,786,154	3,746,490	-2.8%
Roads & Transportation	3,025,694	3,596,700	3,596,700	3,916,900	8.9%
Government Services to Residents	1,638,400	1,816,014	1,760,782	1,801,748	-0.8%
Administration (interprogram)	<u>6,214,537</u>	<u>7,030,083</u>	<u>6,633,437</u>	<u>7,171,510</u>	2.0%
SUBTOTAL OPERATING BUDGET	45,615,382	50,312,029	48,402,260	51,501,700	2.4%
Debt Service	1,112,750	1,038,906	1,038,906	1,046,926	0.8%
Capital Projects	<u>9,256,988</u>	<u>5,961,527</u>	<u>5,361,136</u>	<u>5,666,508</u>	-4.9%
TOTAL COUNTY BUDGET	<u>\$ 55,985,120</u>	<u>\$ 57,312,462</u>	<u>\$ 54,802,302</u>	<u>\$ 58,215,134</u>	1.6%

APPROPRIATIONS BY SERVICE AREA

Operating Budget Only



Public Safety & Legal Services expenditures are 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.



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

	----- MAJOR GOVERNMENTAL FUNDS -----					
	----- GENERAL FUND -----			----- MENTAL HEALTH, MR & DD FUND -----		
	<u>ACTUAL</u> <u>2002-03</u>	<u>PROJECTED</u> <u>2003-04</u>	<u>BUDGET</u> <u>2004-05</u>	<u>ACTUAL</u> <u>2002-03</u>	<u>PROJECTED</u> <u>2003-04</u>	<u>BUDGET</u> <u>2004-05</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 18,208,964	\$ 20,339,053	\$ 21,382,103	\$ 3,140,051	\$ 3,136,125	\$ 3,152,895
Less: Uncollected Delinquent Taxes-Levy Yr	38,060	38,065	38,065	6,565	6,565	6,565
Less: Credits To Taxpayers	<u>717,592</u>	<u>717,910</u>	<u>717,910</u>	<u>123,774</u>	<u>124,280</u>	<u>124,280</u>
Net Current Property Taxes	17,453,312	19,583,078	20,626,128	3,009,712	3,005,280	3,022,050
Delinquent Property Tax Revenue	38,060	38,065	38,065	6,565	6,565	6,565
Penalties, Interest & Costs On Taxes	667,318	534,000	559,000	-	-	-
Other County Taxes	4,275,570	4,446,761	4,785,090	148,304	148,705	160,842
Intergovernmental	4,310,913	4,299,577	3,734,974	9,117,021	9,351,129	9,449,375
Licenses & Permits	430,015	398,880	407,280	-	-	-
Charges For Services	4,586,157	4,937,422	4,878,651	46,259	44,999	44,999
Use of Money & Property	626,059	486,812	555,268	-	-	-
Miscellaneous	<u>282,708</u>	<u>240,099</u>	<u>266,235</u>	<u>12,553</u>	<u>14,500</u>	<u>14,500</u>
Subtotal Revenues	32,670,112	34,964,694	35,850,691	12,340,414	12,571,178	12,698,331
Other Financing Sources:						
Operating Transfers In	2,000,000	-	-	-	-	-
Proceeds of Fixed Asset Sales	<u>1,735</u>	<u>20,000</u>	<u>11,000</u>	-	-	-
Total Revenues & Other Sources	34,671,847	34,984,694	35,861,691	12,340,414	12,571,178	12,698,331
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Public Safety & Legal Services	13,584,142	14,716,774	16,092,525	-	-	-
Physical Health & Social Services	5,279,964	5,598,249	5,744,453	-	-	-
Mental Health, MR & DD	-	-	-	12,540,895	12,310,164	13,160,374
County Environment & Education	2,967,460	3,404,436	3,305,805	-	-	-
Roads & Transportation	-	-	-	-	-	-
Government Services to Residents	1,638,400	1,760,782	1,801,748	-	-	-
Administration (interprogram)	6,214,537	6,633,437	7,039,210	-	-	-
Capital Projects	-	-	-	-	-	-
Subtotal Expenditures	29,684,503	32,113,678	33,983,741	12,540,895	12,310,164	13,160,374
Other Financing Uses:						
Operating Transfers Out	<u>5,464,973</u>	<u>2,698,984</u>	<u>3,313,777</u>	-	-	-
Total Expenditures & Other Uses	35,149,476	34,812,662	37,297,518	12,540,895	12,310,164	13,160,374
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(477,629)	172,032	(1,435,827)	(200,481)	261,014	(462,043)
Beginning Fund Balance - July 1,	\$ 9,641,080	\$ 9,163,451	\$ 9,335,483	\$ 1,221,501	\$ 1,021,020	\$ 1,282,034
Ending Fund Balance - June 30,	\$ 9,163,451	\$ 9,335,483	\$ 7,899,656	\$ 1,021,020	\$ 1,282,034	\$ 819,991

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

	----- MAJOR GOVERNMENTAL FUNDS -----					
	----- DEBT SERVICE FUND -----			----- CAPITAL PROJECTS FUND -----		
	<u>ACTUAL</u> <u>2002-03</u>	<u>PROJECTED</u> <u>2003-04</u>	<u>BUDGET</u> <u>2004-05</u>	<u>ACTUAL</u> <u>2002-03</u>	<u>PROJECTED</u> <u>2003-04</u>	<u>BUDGET</u> <u>2004-05</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 490,762	\$ 421,300	\$ 427,979	\$ -	\$ -	\$ -
Less: Uncollected Delinquent Taxes-Levy Yr	1,011	1,000	1,000	-	-	-
Less: Credits To Taxpayers	18,715	18,815	18,815	-	-	-
Net Current Property Taxes	471,036	401,485	408,164	-	-	-
Delinquent Property Tax Revenue	1,011	1,000	1,000	-	-	-
Other County Taxes	23,884	24,010	21,154	805,667	875,000	875,000
Intergovernmental	332,901	299,683	277,933	272,872	69,140	66,500
Use of Money & Property	-	-	-	15,031	14,273	11,450
Miscellaneous	-	-	-	36,115	131,147	16,032
Subtotal Revenues	828,832	726,178	708,251	1,129,685	1,089,560	968,982
Other Financing Sources:						
General Long Term Debt Proceeds	-	-	-	-	-	-
Operating Transfers In	-	-	-	3,720,893	3,008,665	3,940,995
Proceeds of Fixed Asset Sales	-	-	-	12,135	45,000	19,000
Total Revenues & Other Sources	828,832	726,178	708,251	4,862,713	4,143,225	4,928,977
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Debt Service	1,112,750	1,038,906	1,046,926	-	-	-
Capital Projects	-	-	-	8,211,257	3,941,136	3,666,508
Subtotal Expenditures	1,112,750	1,038,906	1,046,926	8,211,257	3,941,136	3,666,508
Other Financing Uses:						
Operating Transfers Out	-	-	-	779,472	733,233	1,015,345
Total Expenditures & Other Uses	1,112,750	1,038,906	1,046,926	8,990,729	4,674,369	4,681,853
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(283,918)	(312,728)	(338,675)	(4,128,016)	(531,144)	247,124
Beginning Fund Balance - July 1,	\$ 5,426,804	\$ 5,142,886	\$ 4,830,158	\$ 5,916,295	\$ 1,788,279	\$ 1,257,135
Ending Fund Balance - June 30,	\$ 5,142,886	\$ 4,830,158	\$ 4,491,483	\$ 1,788,279	\$ 1,257,135	\$ 1,504,259

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

	----- NONMAJOR FUNDS -----			----- ALL GOVERNMENTAL FUNDS -----		
	<u>ACTUAL</u> <u>2002-03</u>	<u>PROJECTED</u> <u>2003-04</u>	<u>BUDGET</u> <u>2004-05</u>	<u>ACTUAL</u> <u>2002-03</u>	<u>PROJECTED</u> <u>2003-04</u>	<u>BUDGET</u> <u>2004-05</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 1,897,355	\$ 1,912,178	\$ 2,002,579	\$ 23,737,131	\$ 25,808,656	\$ 26,965,556
Less: Uncollected Delinquent Taxes-Levy Yr	978	980	980	46,614	46,610	46,610
Less: Credits To Taxpayers	<u>107,227</u>	<u>107,310</u>	<u>107,310</u>	<u>967,308</u>	<u>968,315</u>	<u>968,315</u>
Net Current Property Taxes	1,789,150	1,803,888	1,894,289	22,723,209	24,793,731	25,950,631
Delinquent Property Tax Revenue	978	980	980	46,614	46,610	46,610
Penalties, Interest & Costs On Taxes	-	-	-	667,318	534,000	559,000
Other County Taxes	75,139	75,695	76,885	5,328,563	5,570,171	5,918,971
Intergovernmental	3,097,001	2,791,042	3,010,260	17,130,708	16,810,571	16,539,042
Licenses & Permits	525	1,000	1,000	430,540	399,880	408,280
Charges For Services	65,796	69,350	71,330	4,698,212	5,051,771	4,994,980
Use of Money & Property	5,100	6,000	-	646,190	507,085	566,718
Miscellaneous	<u>219,552</u>	<u>13,000</u>	<u>14,000</u>	<u>550,929</u>	<u>398,746</u>	<u>310,767</u>
Subtotal Revenues	5,253,241	4,760,955	5,068,744	52,222,283	54,112,565	55,294,999
Other Financing Sources:						
Operating Transfers In	2,228,656	2,228,656	2,228,656	7,949,549	5,237,321	6,169,651
Proceeds of Fixed Asset Sales	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,870</u>	<u>65,000</u>	<u>30,000</u>
Total Revenues & Other Sources	7,481,897	6,989,611	7,297,400	60,185,702	59,414,886	61,494,650
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Public Safety & Legal Services	-	-	-	13,584,142	14,716,774	16,092,525
Physical Health & Social Services	-	-	-	5,279,964	5,598,249	5,744,453
Mental Health, MR & DD	-	-	-	12,540,895	12,310,164	13,160,374
County Environment & Education	364,290	381,718	440,685	3,331,750	3,786,154	3,746,490
Roads & Transportation	3,025,694	3,596,700	3,916,900	3,025,694	3,596,700	3,916,900
Government Services to Residents	-	-	-	1,638,400	1,760,782	1,801,748
Administration (interprogram)	-	-	-	6,214,537	6,633,437	7,039,210
Debt Service	-	-	-	1,112,750	1,038,906	1,046,926
Capital Projects	<u>1,045,731</u>	<u>1,420,000</u>	<u>2,000,000</u>	<u>9,256,988</u>	<u>5,361,136</u>	<u>5,666,508</u>
Subtotal Expenditures	4,435,715	5,398,418	6,357,585	55,985,120	54,802,302	58,215,134
Other Financing Uses:						
Operating Transfers Out	<u>1,705,104</u>	<u>1,805,104</u>	<u>1,840,529</u>	<u>7,949,549</u>	<u>5,237,321</u>	<u>6,169,651</u>
Total Expenditures & Other Uses	6,140,819	7,203,522	8,198,114	63,934,669	60,039,623	64,384,785
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	1,341,078	(213,911)	(900,714)	(3,748,967)	(624,737)	(2,890,135)
Beginning Fund Balance - July 1,	\$ 977,873	\$ 2,318,951	\$ 2,105,040	\$ 23,183,553	\$ 19,434,586	\$ 18,809,849
Ending Fund Balance - June 30,	\$ 2,318,951	\$ 2,105,040	\$ 1,204,326	\$ 19,434,586	\$ 18,809,849	\$ 15,919,714



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

	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
ADMINISTRATION	\$ 299,214	\$ 316,209	\$ 314,978	\$ 333,514	5.5%
General Administration	299,214	316,209	314,978	333,514	5.5%
ATTORNEY	\$ 1,990,298	\$ 2,049,651	\$ 2,045,835	\$ 2,129,501	3.9%
County Attorney Administration	231,309	240,901	240,509	252,662	4.9%
Criminal Prosecution	1,497,386	1,536,504	1,542,425	1,598,484	4.0%
Corporation Counsel/Civil	261,603	272,246	262,901	278,355	2.2%
AUDITOR	\$ 1,029,489	\$ 1,146,915	\$ 1,155,682	\$ 1,195,388	4.2%
Auditor Administration	140,491	149,160	149,260	156,055	4.6%
Elections	378,200	469,507	442,893	454,568	-3.2%
Business Finance	276,338	276,372	308,570	315,171	14.0%
Taxation	234,460	251,876	254,959	269,594	7.0%
CAPITAL IMPROVEMENTS	\$ 7,487,247	\$ 3,872,915	\$ 3,257,524	\$ 3,116,508	-19.5%
General Capital Improvements	7,487,247	3,872,915	3,257,524	3,116,508	-19.5%
COMMUNITY SERVICES	\$ 6,785,157	\$ 7,260,833	\$ 6,824,281	\$ 7,460,199	2.7%
Community Services Administration	23,020	102,361	102,408	106,146	3.7%
General Relief	604,995	797,746	691,176	703,996	-11.8%
Veteran Services	109,575	116,761	122,122	125,006	7.1%
Chemical Dep & Other Services	223,100	244,514	223,450	223,450	-8.6%
MH-DD Services	5,824,467	5,999,451	5,685,125	6,301,601	5.0%
CONSERVATION (net of golf course)	\$ 3,012,959	\$ 3,162,458	\$ 3,130,496	\$ 3,103,916	-1.9%
Conservation Administration	303,860	335,698	344,732	354,139	5.5%
Parks & Recreation	1,791,669	1,935,627	1,906,339	1,994,515	3.0%
Conservation Capital Projects	724,010	683,612	683,612	550,000	-19.5%
Wapsi River Environmental Center	193,420	207,521	195,813	205,262	-1.1%
DEBT SERVICES	\$ 1,112,750	\$ 1,038,906	\$ 1,038,906	\$ 1,046,926	0.8%
Solid Waste	594,800	594,703	594,703	598,703	0.7%
River Renaissance Bonds	517,950	444,203	444,203	448,223	0.9%
FACILITY & SUPPORT SERVICES	\$ 1,970,549	\$ 2,124,505	\$ 2,021,596	\$ 2,140,187	0.7%
FSS Administration	165,624	169,768	172,113	181,597	7.0%
Maint of Buildings & Grounds	942,911	968,990	937,366	975,445	0.7%
Custodial Services	331,989	367,542	337,340	367,267	-0.1%
Support Services	530,025	618,205	574,777	615,878	-0.1%

	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
HEALTH DEPARTMENT	\$ 3,513,272	\$ 3,762,912	\$ 3,757,040	\$ 4,030,883	7.1%
Medical Examiner	195,718	170,697	170,945	201,429	18.0%
Jail Inmate Health	335,354	439,294	398,848	539,881	22.9%
Emergency Medical Services	77,531	67,987	78,076	79,784	17.4%
Monitor Health Status	310,224	341,745	372,864	357,421	4.6%
Diagnose/Investigate	495,693	535,958	558,031	584,184	9.0%
Evaluate	102,703	113,613	62,399	166,382	46.4%
Develop Policies	20,432	20,410	34,968	20,713	1.5%
Enforce Laws/Regulations	376,619	471,992	462,992	428,427	-9.2%
Research	14,630	20,226	22,511	13,582	-32.8%
Link People to Services	1100847	1,027,998	1,043,346	1,063,148	3.4%
Assure Workforce	137,125	158,788	173,062	187,220	17.9%
Inform/Educate/Empower	92,311	100,127	100,318	106,559	6.4%
Mobilize Community	254,085	294,077	278,680	282,153	-4.1%
HUMAN SERVICES	\$ 142,617	\$ 175,953	\$ 182,576	\$ 212,558	20.8%
Administrative Support	52,391	65,076	60,576	66,508	2.2%
Case Management	90,226	110,877	122,000	146,050	31.7%
INFORMATION TECHNOLOGY	\$ 940,845	\$ 1,144,132	\$ 1,072,642	\$ 1,091,805	-4.6%
Administration	96,610	103,402	100,872	107,395	3.9%
Information Processing	844,235	1,040,730	971,770	984,410	-5.4%
JUVENILE COURT SERVICES	\$ 687,196	\$ 817,907	\$ 755,684	\$ 827,229	1.1%
Juvenile Detention Center	687,196	817,907	755,684	827,229	1.1%
NON-DEPARTMENTAL	\$ 1,972,427	\$ 2,479,254	\$ 2,091,721	\$ 2,378,957	-4.0%
Non-Departmental	567,986	974,732	586,586	674,605	-30.8%
Court Support Costs	154,095	152,340	140,794	145,994	-4.2%
Other Law Enforcement Costs	92,755	120,415	93,073	98,381	-18.3%
Flood Emergency Costs	-	-	-	-	
Risk Management Program	843,056	933,072	918,573	1,052,282	12.8%
Hotel/Motel Unit	48,182	12,000	12,000	12,000	0.0%
JTPA Quality Jobs Program	196,214	215,695	215,695	215,695	0.0%
MH-DD Contingency	-	1,000	55,000	110,000	10900.0%
Jail Alternatives	70,139	70,000	70,000	70,000	0.0%
HUMAN RESOURCES	\$ 293,823	\$ 344,047	\$ 330,327	\$ 344,462	0.1%
Human Resource Management	293,823	344,047	330,327	344,462	0.1%

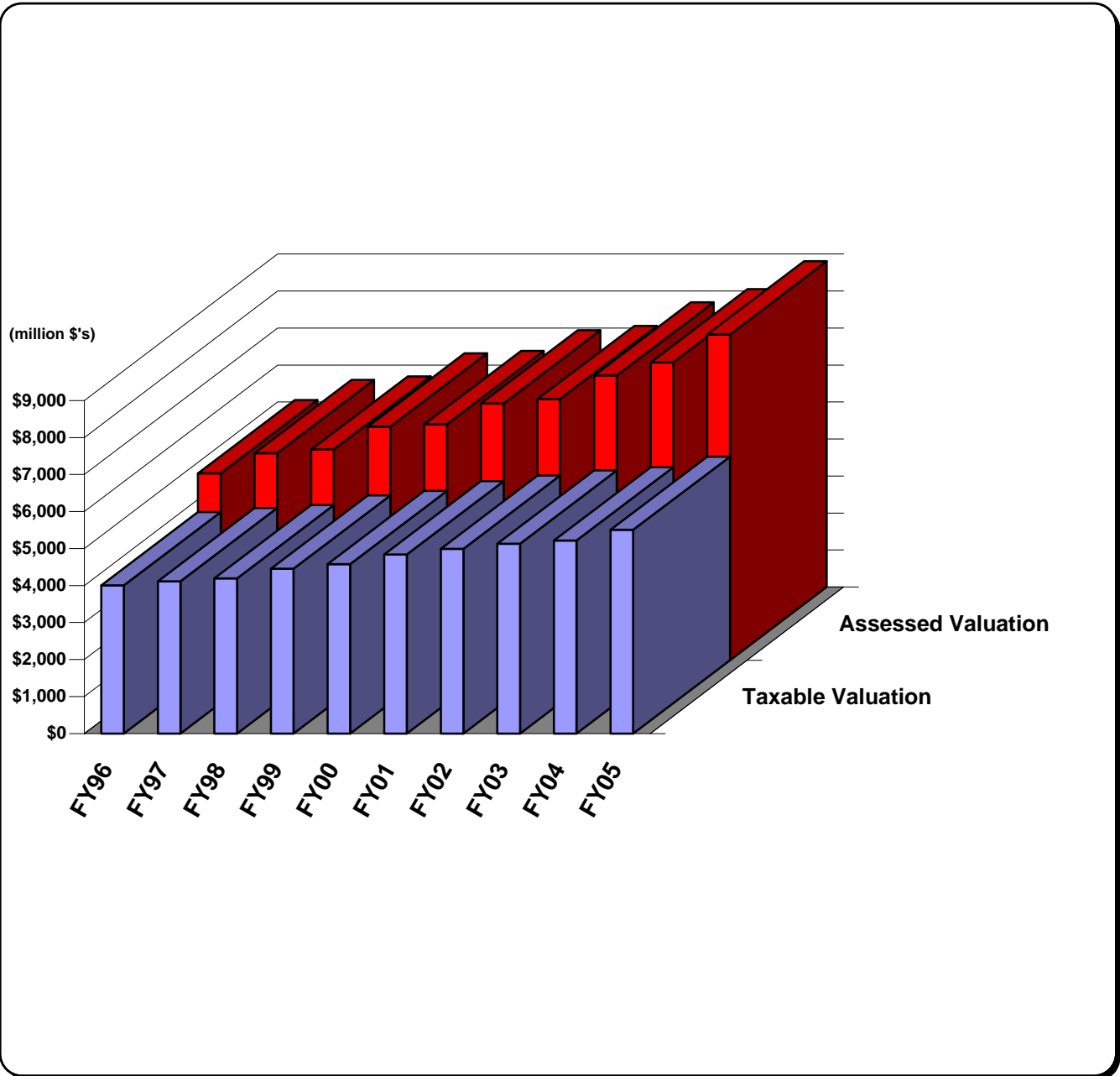
	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
PLANNING & DEVELOPMENT	\$ 239,193	\$ 533,387	\$ 496,641	\$ 287,433	-46.1%
P & D Administration	90,689	98,961	84,826	92,723	-6.3%
Code Enforcement	146,603	168,976	154,315	176,710	4.6%
Tax Deed Properties	1,901	265,450	257,500	18,000	-93.2%
RECORDER	\$ 592,501	\$ 654,053	\$ 612,118	\$ 634,808	-2.9%
Recorder Administration	116,663	125,429	118,220	123,456	-1.6%
Public Records	361,002	387,041	357,750	373,224	-3.6%
Vital Records	114,836	141,583	136,148	138,128	-2.4%
SECONDARY ROADS	\$ 4,071,426	\$ 5,001,700	\$ 5,016,700	\$ 5,916,900	18.3%
Administration	164,074	170,800	170,800	181,900	6.5%
Engineering	352,071	346,900	346,900	375,000	8.1%
Bridges & Culverts	98,362	142,000	142,000	142,000	0.0%
Roads	1,135,893	1,147,000	1,147,000	1,329,000	15.9%
Snow & Ice Control	102,797	246,000	246,000	272,000	10.6%
Traffic Controls	131,179	143,000	143,000	157,000	9.8%
Road Clearing	120,517	120,000	120,000	125,000	4.2%
New Equipment	239,321	520,000	520,000	537,000	3.3%
Equipment Operations	605,938	653,000	653,000	677,000	3.7%
Tools, Materials & Supplies	39,065	53,000	53,000	66,000	24.5%
Real Estate & Buildings	36,478	55,000	55,000	55,000	0.0%
Roadway Construction	1,045,731	1,405,000	1,420,000	2,000,000	42.3%
SHERIFF	\$ 9,558,978	\$ 10,818,844	\$ 10,557,512	\$ 11,513,689	6.4%
Sheriff Administration	218,887	234,271	233,660	244,859	4.5%
Patrol	2,001,485	2,091,889	1,933,041	2,049,956	-2.0%
Jail/Prisoner Transportation	4,779,468	5,723,022	5,587,174	6,139,261	7.3%
Civil Deputies	308,307	292,768	357,996	377,098	28.8%
Communications/Records	1,027,259	1,165,054	1,103,182	1,225,456	5.2%
Investigations	621,305	664,113	673,114	717,244	8.0%
Bailiffs/Courthouse Security	392,206	414,600	436,326	525,995	26.9%
Civil-Clerical	210,061	233,127	233,019	233,820	0.3%
SUPERVISORS	\$ 236,322	\$ 260,237	\$ 255,915	\$ 264,321	1.6%
Supervisors, Board of	236,322	260,237	255,915	264,321	1.6%
TREASURER	\$ 1,436,410	\$ 1,526,321	\$ 1,503,677	\$ 1,569,321	2.8%
Treasurer Administration	154,728	173,849	161,073	154,563	-11.1%
Tax Administration	359,320	381,698	370,085	425,121	11.4%
Motor Vehicle Registration-CH	421,353	441,692	427,907	422,056	-4.4%
County General Store	234,439	247,262	274,364	286,816	16.0%
Accounting/Finance	266,570	281,820	270,248	280,765	-0.4%

	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
AUTHORIZED AGENCIES:					
BI-STATE REGIONAL COMMISSION	\$ 60,409	\$ 62,221	\$ 62,221	\$ 63,154	1.5%
Regional Planning/Technical Assistance	60,409	62,221	62,221	63,154	1.5%
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	\$ 279,052	\$ 286,224	\$ 286,224	\$ 293,611	2.6%
Outpatient Services	40,000	40,000	40,000	40,000	0.0%
Residential Services	239,052	246,224	246,224	253,611	3.0%
CENTER FOR ACTIVE SENIORS	\$ 201,690	\$ 204,179	\$ 204,179	\$ 207,461	1.6%
Outreach to Older Persons	94,475	97,309	97,309	100,229	3.0%
Transportation for Older Persons	38,649	39,808	39,808	39,136	-1.7%
Day Care for Older Persons	14,286	14,286	14,286	14,286	0.0%
Volunteer Services for Older Person	33,475	34,479	34,479	35,513	3.0%
Leisure Services for Older Persons	18,297	18,297	18,297	18,297	0.0%
Other Programs	2,508	-	-	-	
COMMUNITY HEALTH CARE	\$ 291,021	\$ 291,021	\$ 291,021	\$ 302,925	4.1%
Health Services-Comm Services	238,075	238,075	238,075	249,979	5.0%
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	\$ 577,208	\$ 579,716	\$ 573,640	\$ 573,640	-1.0%
Public Health Nursing	215,015	215,015	211,977	211,977	-1.4%
Home Support Services	362,193	364,701	361,663	361,663	-0.8%
Other Programs	-	-	-	-	
HANDICAPPED DEVELOPMENT CTR	\$ 2,591,335	\$ 2,680,327	\$ 2,238,484	\$ 2,254,373	-15.9%
Residential Program	1,287,475	1,273,811	1,273,811	1,209,341	-5.1%
Vocational Services	1,075,078	1,040,866	758,036	846,762	-18.6%
Developmental Services	228,782	365,650	206,637	198,270	-45.8%
HUMANE SOCIETY	\$ 26,319	\$ 26,845	\$ 26,845	\$ 27,650	3.0%
Animal Shelter	26,319	26,845	26,845	27,650	3.0%

	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
COUNTY LIBRARY	\$ 364,290	\$ 381,718	\$ 381,718	\$ 440,685	15.4%
Library Resources & Services	364,290	381,718	381,718	440,685	15.4%
MEDIC E.M.S.	\$ 11,065	\$ -	\$ -	\$ -	
Emergency Medical Services	11,065	-	-	-	
QC CONVENTION/VISITORS BUREAU	\$ 68,742	\$ 70,000	\$ 70,000	\$ 70,000	0.0%
Regional Tourism Development	68,742	70,000	70,000	70,000	0.0%
QC DEVELOPMENT GROUP	\$ 35,092	\$ 36,150	\$ 36,150	\$ 37,957	5.0%
Regional Economic Development	35,092	36,150	36,150	37,957	5.0%
VERA FRENCH CMHC	\$ 4,028,217	\$ 4,124,915	\$ 4,131,962	\$ 4,267,166	3.4%
Outpatient Services	1,185,163	1,220,718	1,220,718	1,257,340	3.0%
Community Support Services	371,106	403,964	403,964	416,083	3.0%
Community Services	55,988	57,668	57,668	59,398	3.0%
Case Management	715,085	715,491	722,538	756,538	5.7%
Inpatient Services	67,852	69,888	69,888	71,985	3.0%
Residential	1,158,174	1,134,863	1,134,863	1,168,909	3.0%
Day Treatment Services	266,755	274,758	274,758	283,001	3.0%
Case Monitoring	135,782	139,855	139,855	144,051	3.0%
Employment Services	72,312	107,710	107,710	109,861	
TOTAL ALL DEPTS/AGENCIES	<u>\$ 55,985,120</u>	<u>\$ 57,312,462</u>	<u>\$ 54,802,302</u>	<u>\$ 58,215,134</u>	1.6%

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 48.5% of the County's fully assessed residential property values.

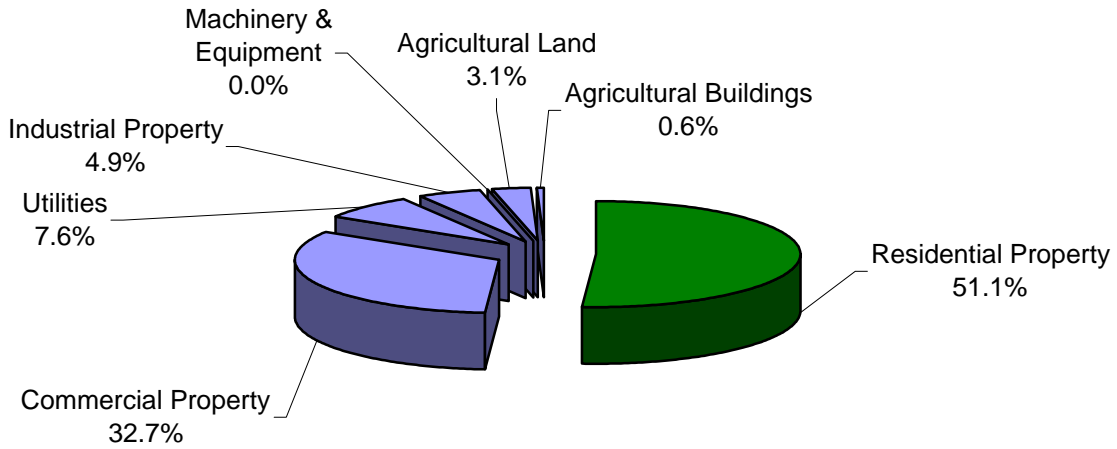
ASSESSED AND TAXABLE VALUES OF TAXABLE PROPERTY TEN FISCAL YEAR COMPARISON

<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>
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	7,645,182,637	5,356,152	5,356,152
2004-05	5,087,898,264	8,391,908,958	-	-

----- 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>		
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	8,054,218,997	64.8%	232,697,034
416,619,162	416,632,167	5,504,517,426	8,808,541,125	62.5%	213,970,420

TAXABLE VALUATION BY CLASS OF PROPERTY

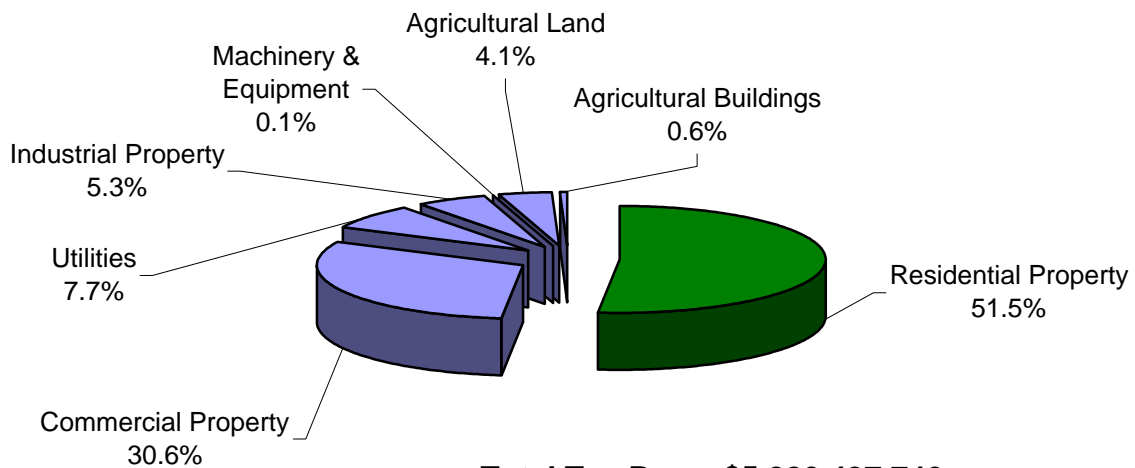
FY05 TAXABLE VALUATION



Total Tax Base: \$5,504,517,426

Residential property valuations represent over half of the County's tax base. Residential valuations would represent 67.3%, however, the State mandated rollback percentage shifts the tax burden to other classes. Also, machinery & equipment has been phased out.

FY04 TAXABLE VALUATION



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

TAXABLE PROPERTY VALUATION COMPARISON

	January 1,2002 For FY04	% of Total	January 1,2003 For FY05	% of Total	Amount Change	% Change
COUNTY-WIDE						
Residential Property	2,690,496,478	51.5%	2,815,068,922	51.1%	124,572,444	4.6%
Commercial Property	1,596,613,145	30.6%	1,799,546,855	32.7%	202,933,710	12.7%
Utilities	402,785,799	7.7%	416,619,162	7.6%	13,833,363	3.4%
Industrial Property	277,555,765	5.3%	268,326,031	4.9%	(9,229,734)	-3.3%
Machinery & Equipment	5,356,152	0.1%	0	0.0%	(5,356,152)	-100.0%
Agricultural Land	215,697,788	4.1%	172,832,581	3.1%	(42,865,207)	-19.9%
Agricultural Buildings	31,932,619	0.6%	32,123,875	0.6%	191,256	0.6%
Total	5,220,437,746	100.0%	5,504,517,426	100.0%	284,079,680	5.4%
UNINCORPORATED AREAS						
Residential Property	336,218,195	49.0%	350,479,342	52.3%	14,261,147	4.2%
Commercial Property	43,238,600	6.3%	49,758,015	7.4%	6,519,415	15.1%
Utilities	93,285,051	13.6%	92,999,036	13.9%	(286,015)	-0.3%
Industrial Property	1,981,070	0.3%	1,228,090	0.2%	(752,980)	-38.0%
Machinery & Equipment	0	0.0%	0	0.0%	0	0.0%
Agricultural Land	182,088,390	26.5%	146,475,890	21.8%	(35,612,500)	-19.6%
Agricultural Buildings	29,497,350	4.3%	29,533,679	4.4%	36,329	0.1%
Total	686,308,656	100.0%	670,474,052	100.0%	(15,834,604)	-2.3%
Property in Cities	4,534,129,090	86.9%	4,834,043,374	87.8%	299,914,284	6.6%
Property in Rural Areas	686,308,656	13.1%	670,474,052	12.2%	(15,834,604)	-2.3%
Total	5,220,437,746	100.0%	5,504,517,426	100.0%	284,079,680	5.4%

EXCLUDED VALUES FROM COUNTY'S OVERALL TAX BASE:	January 1,2002 For FY04	January 1,2003 For FY05	Amount Change	% Change
Tax Increment Financing District Values	232,697,034	213,970,420	(18,726,614)	-8.0%
Military Exemptions	19,761,956	19,458,038	(303,918)	-1.5%
Utilities/Railroads Rollback Amount	0	13,005	13,005	
Ag Land/Buildings Rollback Amount	0	0	0	
Commercial Rollback Amount	0	14,514,674	14,514,674	
Residential Rollback Amount	2,581,322,261	3,056,067,562	474,745,301	18.4%
Total Rollback Loss	2,581,322,261	3,070,595,241	489,272,980	19.0%
Total Excluded Values	2,833,781,251	3,304,023,699	470,242,448	16.6%
Percent of Tax Base Excluded	35.2%	37.5%		

**PROPERTY TAX LEVY COMPARISON
ALL FUNDS**

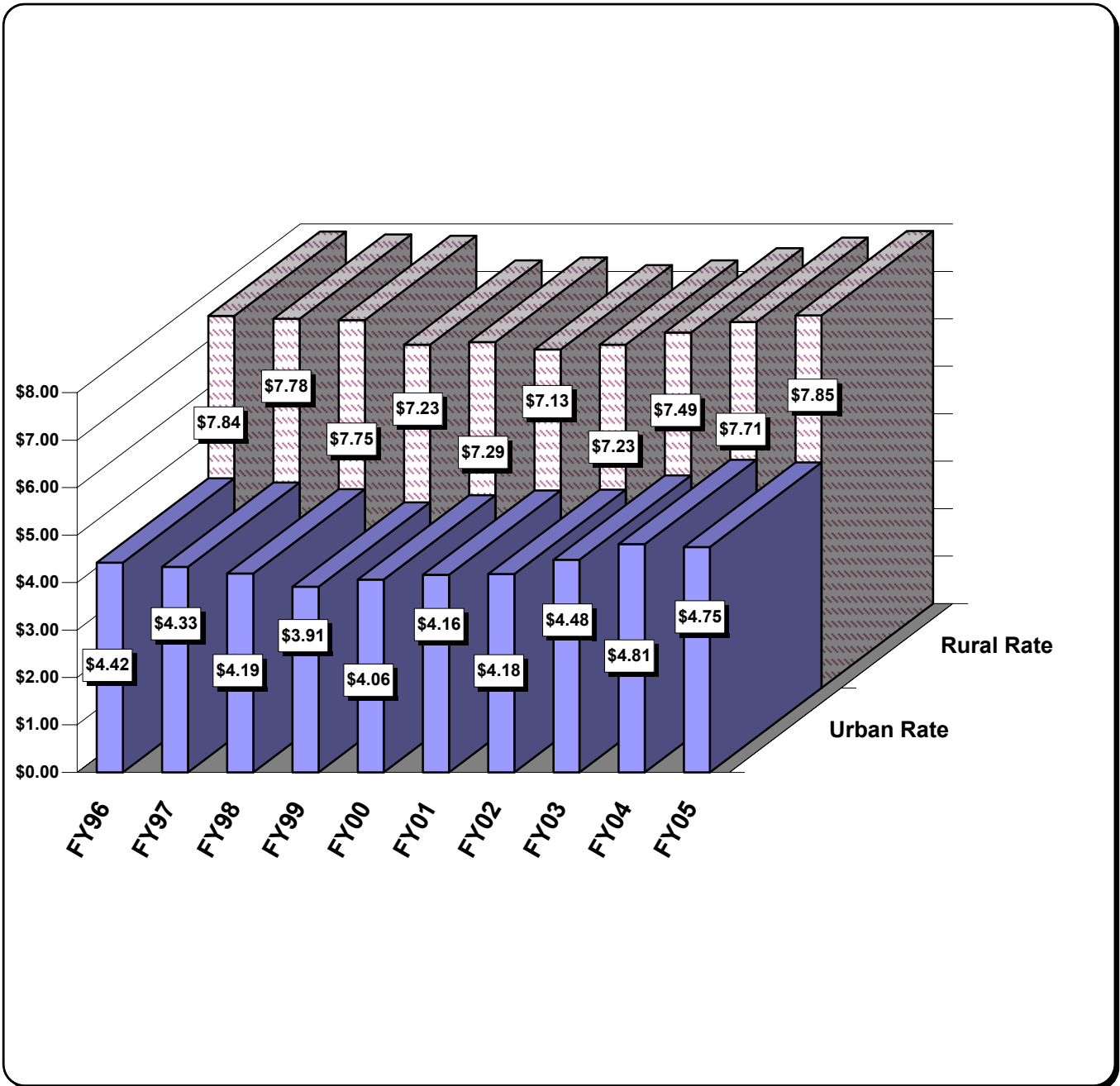
	----- 2003-04 Budget -----		----- 2004-05 Budget -----		
	<u>Levy Amount</u>	<u>Levy Rate Per \$1,000 Taxable Valuation</u>	<u>Levy Amount</u>	<u>Levy Rate Per \$1,000 Taxable Valuation</u>	<u>Levy Amount % Incr -Decr</u>
General Fund	\$ 20,378,406	\$ 4.09349	\$ 21,382,103	\$ 4.07562	4.9%
Special Revenue Fund					
MH-DD	3,154,566	0.63367	3,152,895	0.60097	-0.1%
Debt Service Fund	<u>423,060</u>	<u>0.08171</u>	<u>427,979</u>	<u>0.07838</u>	
Total County-Wide Levy	\$ 23,956,032	\$ 4.80887 ⁽¹⁾	\$ 24,962,977	\$ 4.75497 ⁽¹⁾	4.2%
Special Revenue Fund (rural only)					
Rural Services Basic	<u>1,922,221</u>	<u>2.90305</u> ⁽²⁾	<u>2,002,579</u>	<u>3.09150</u> ⁽²⁾	4.2%
Total Gross Levy	\$ 25,878,253	\$ 7.71192	\$ 26,965,556	\$ 7.84647	4.2%
Less State Replacement Credits Against Levied Taxes	<u>1,072,781</u>		<u>968,315</u>		-9.7%
Total Net Levy	<u>\$ 24,805,472</u>	<u>\$ 7.71192</u> ⁽³⁾	<u>\$ 25,997,241</u>	<u>\$ 7.84647</u> ⁽³⁾	4.8%

⁽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



Over the past ten years the urban rate has increased on the average less than 1% a year. The rural rate is almost at the same rate as ten years ago (0.1% higher).

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⁾
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
2004-05	26,965,556	4.75497	7.84647

⁽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
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	6,954,514
2002-03	6,372,309
2003-04 (Projected)	6,544,341
2004-05 (Projected)	5,108,514

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, 2005 balance is projected to be slightly below this minimum (14%) 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 Building Renovation Master Plan until FY07 when 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 Administrative Center 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 FY05. **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 major fund to account for all mental health, mental retardation and developmentally disabled (MH-MR-DD) expenditures and revenues as mandated by Iowa law. In the past MH-MR-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 is increasing only 1.7% for FY05 over FY04. The Public Safety service area is increasing the greatest amount (4.2%) 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 (380 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).

Physical Health and Social Services is slightly decreasing -0.7% due to some Community Services personnel costs previously charged to this service area being appropriately moved to the Mental Health service area. County Environment and Education is decreasing 4.8% due to a one-time grant from the Department of Natural Resources (DNR) for the soil contamination cleanup on a tax deed property. Government Services to Residents is decreasing slightly by 0.8% due to the reduction of a clerk position in the Recorder's Office as a result of the 2003 Financial Initiative Program. Administration (interprogram) costs are increasing 2.0% primarily due to inflationary increases in risk management and insurance costs.

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 FY05 General Basic levy rate is at the \$3.50 limit with the General Supplemental Fund at a \$0.57562 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.

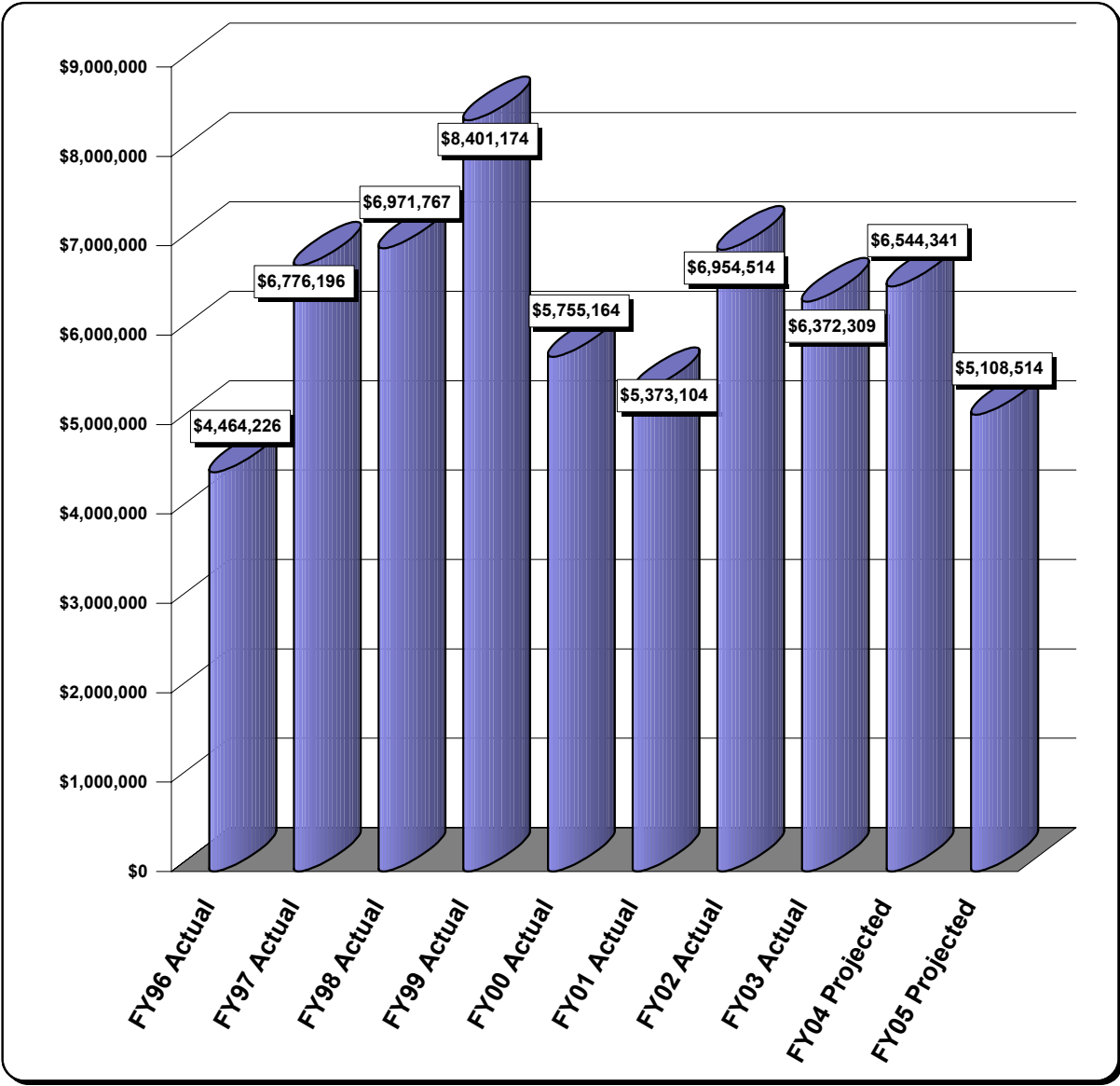


**General Fund Total
FUND STATEMENT**

	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
Beginning balance, July 1	\$ 9,641,080	\$ 6,456,159	\$ 9,163,450	\$ 9,335,482	44.6%
Revenues	<u>34,671,846</u>	<u>34,976,876</u>	<u>34,984,694</u>	<u>35,861,691</u>	2.5%
Funds available	44,312,926	41,433,035	44,148,144	45,197,173	9.1%
Expenditures	<u>35,149,476</u>	<u>36,235,720</u>	<u>34,812,662</u>	<u>37,297,518</u>	2.9%
Ending Balance, June 30	<u>\$ 9,163,450</u>	<u>\$ 5,197,315</u>	<u>\$ 9,335,482</u>	<u>\$ 7,899,655</u>	52.0%
Less:					
Amount reserved for advance to Golf Course Enterprise Fund				1,423,314	
Amount reserved for notes receivable				100,000	
Amount reserved for County Conservation sewage treatment				151,021	
Amount designated for IBNR claims liabilities				<u>1,116,806</u>	
Unreserved/Undesignated Ending Balance				<u>\$ 5,108,514</u>	

GENERAL FUND UNRESERVED ENDING FUND BALANCE

TEN YEAR COMPARISON



The recommended FY05 General Fund Unreserved ending fund balance is being reduced to support one-time capital projects. The remaining \$5,108,514 represents 14.0% 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.

PROPOSED FY05 ONE-TIME USES OF UNRESERVED/UNDESIGNATED GENERAL FUND BALANCE

FY05 Projected *Beginning* Unreserved/Undesignated General Fund Balance **\$ 6,544,341**

Less Proposed One-Time Uses:

Sheriff's Office Mobile Data Computers	308,830
I.T. Tape Backup System	250,000
I.T. Upgrade Clients to XP	75,000
Jail Probation/Parole Computer System	70,000
County Library Renovation (partial)	64,575
John O'Donnell Renovation Project	50,000
Property Acquisition	50,000
Increase to Conservation CIP Funding	274,500
Partial offset of Interest Income Loss due to low rates	<u>292,922</u>

Total One-Time Uses 1,435,827

FY05 Projected *Ending* Unreserved/Undesignated General Fund Balance **\$ 5,108,514**

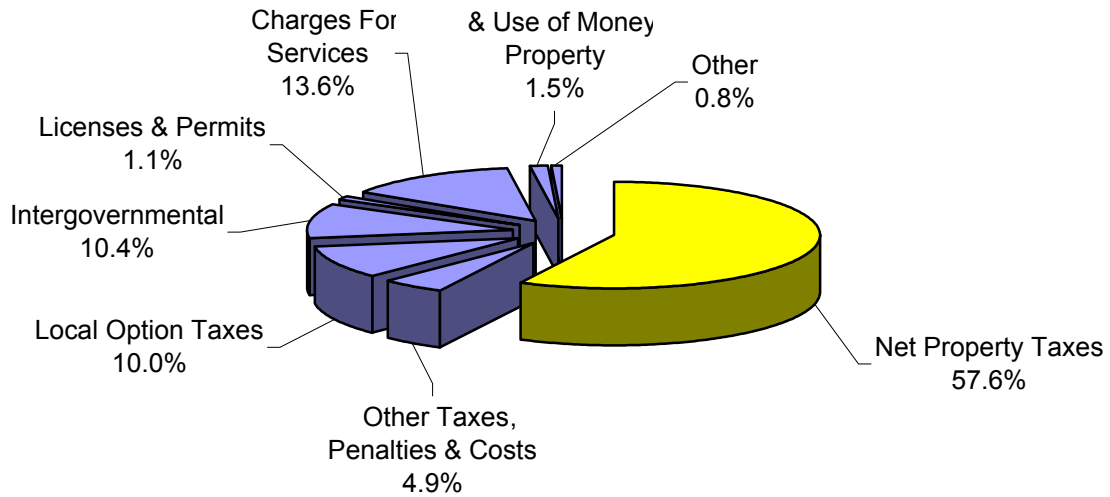
Percent Of Budgeted General Fund Expenditures and Operating Transfers **14.0%**

**General Fund Total
REVENUE SOURCES**

	Actual 2002-03	Budget 2003-04	Revised Estimate 2003-04	Budget 2004-05	% Change From Prior Budget
Taxes Levied on Property	\$ 18,208,964	\$ 20,378,406	\$ 20,339,053	\$ 21,382,103	4.9%
Less: Uncollected Delinquent Taxes-Lev	38,060	9,180	38,065	38,065	314.7%
Less: Credits To Taxpayers	<u>717,592</u>	<u>786,148</u>	<u>717,910</u>	<u>717,910</u>	-8.7%
Net Current Property Taxes	17,453,312	19,583,078	19,583,078	20,626,128	5.3%
Add: Delinquent Property Tax Revenue	38,060	9,180	38,065	38,065	314.7%
Total Net Property Taxes	17,491,372	19,592,258	19,621,143	20,664,193	5.5%
Penalties, Interest & Costs On Taxes	667,318	548,300	534,000	559,000	2.0%
Other County Taxes	<u>158,982</u>	<u>136,794</u>	<u>162,640</u>	<u>162,640</u>	18.9%
Total Other Taxes, Penalties & Costs	826,300	685,094	696,640	721,640	5.3%
Local Option Taxes	3,289,382	3,570,210	3,456,121	3,570,210	0.0%
Utility Tax Replacement Excise Tax	827,207	991,382	828,000	1,052,240	6.1%
Intergovernmental :					
State Shared Revenues	128,796	100,000	100,000	-	-100.0%
State Grants & Reimbursements	2,437,717	2,814,620	2,943,414	2,794,951	-0.7%
State Credits Against Levied Taxes	717,592	786,148	717,910	717,910	-8.7%
Other State Credits	808,591	636,579	229,650	15,750	-97.5%
Federal Grants & Entitlements	24,510	-	-	-	
Contr & Reimb From Other Govts	190,047	247,075	303,603	201,363	-18.5%
Payments in Lieu of Taxes	<u>3,659</u>	<u>-</u>	<u>5,000</u>	<u>5,000</u>	
Subtotal Intergovernmental	4,310,912	4,584,422	4,299,577	3,734,974	-18.5%
Licenses & Permits	430,015	404,445	398,880	407,280	0.7%
Charges For Services	4,586,157	4,161,661	4,937,422	4,878,651	17.2%
Use of Money & Property	626,059	751,295	486,812	555,268	-26.1%
Other:					
Fines, Forfeitures & Defaults	83,701	27,400	27,400	27,400	0.0%
Miscellaneous	199,007	202,209	212,699	238,835	18.1%
Proceeds of Fixed Asset Sales	<u>1,734</u>	<u>6,500</u>	<u>20,000</u>	<u>11,000</u>	69.2%
Total Other	284,442	236,109	260,099	277,235	17.4%
Total Revenues before transfers	<u>32,671,846</u>	<u>34,976,876</u>	<u>34,984,694</u>	<u>35,861,691</u>	2.5%
Transfers in from:					
General Basic	<u>2,000,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total transfers in	2,000,000	-	-	-	
GRAND TOTAL REVENUES	<u>\$ 34,671,846</u>	<u>\$ 34,976,876</u>	<u>\$ 34,984,694</u>	<u>\$ 35,861,691</u>	2.5%

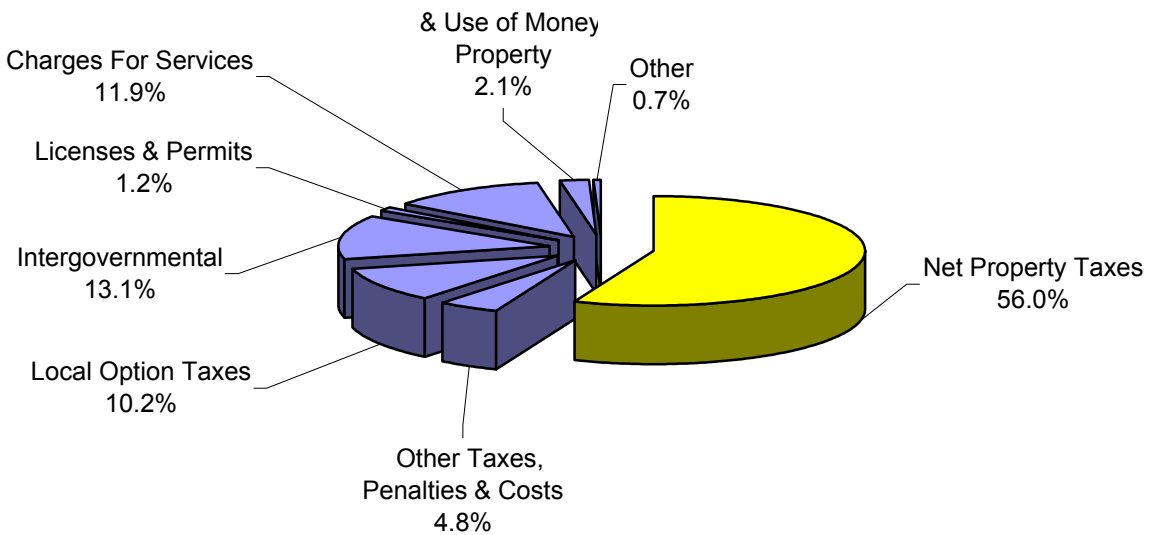
GENERAL FUND REVENUES BY TYPE

FY05 BUDGET: \$35,861,691



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, reduction in State funding and increasing public safety costs.

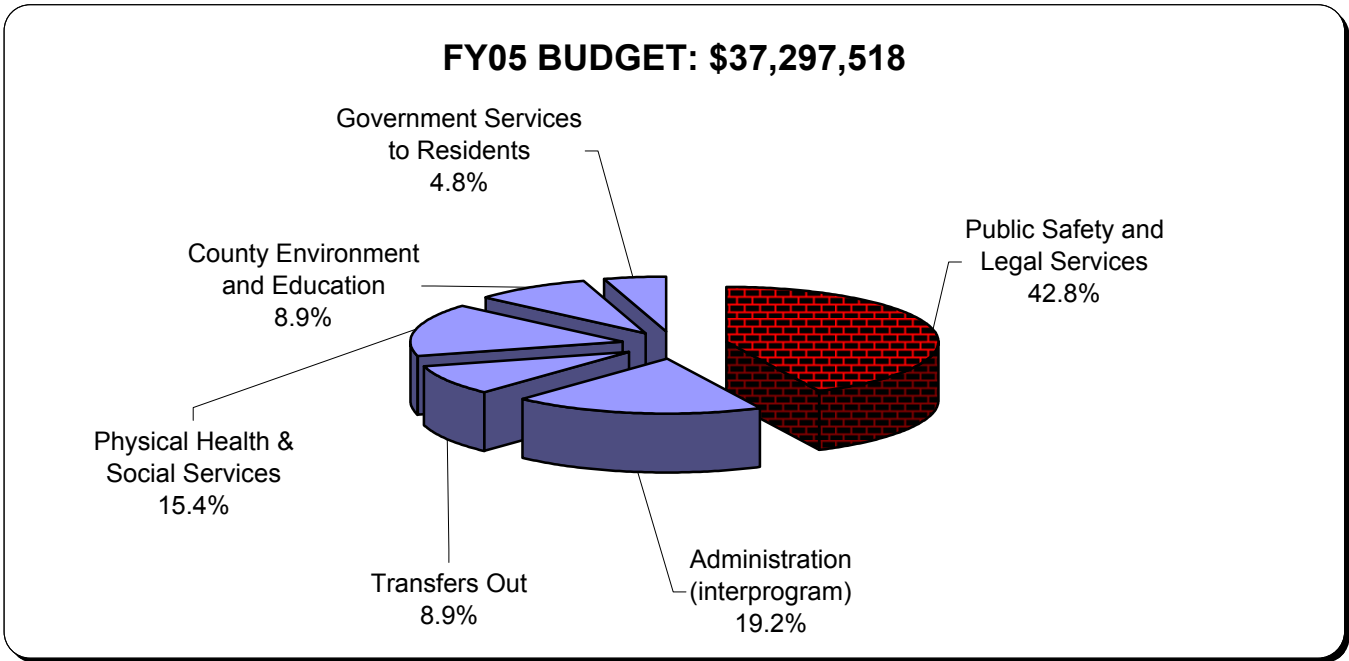
FY04 BUDGET : \$34,976,876



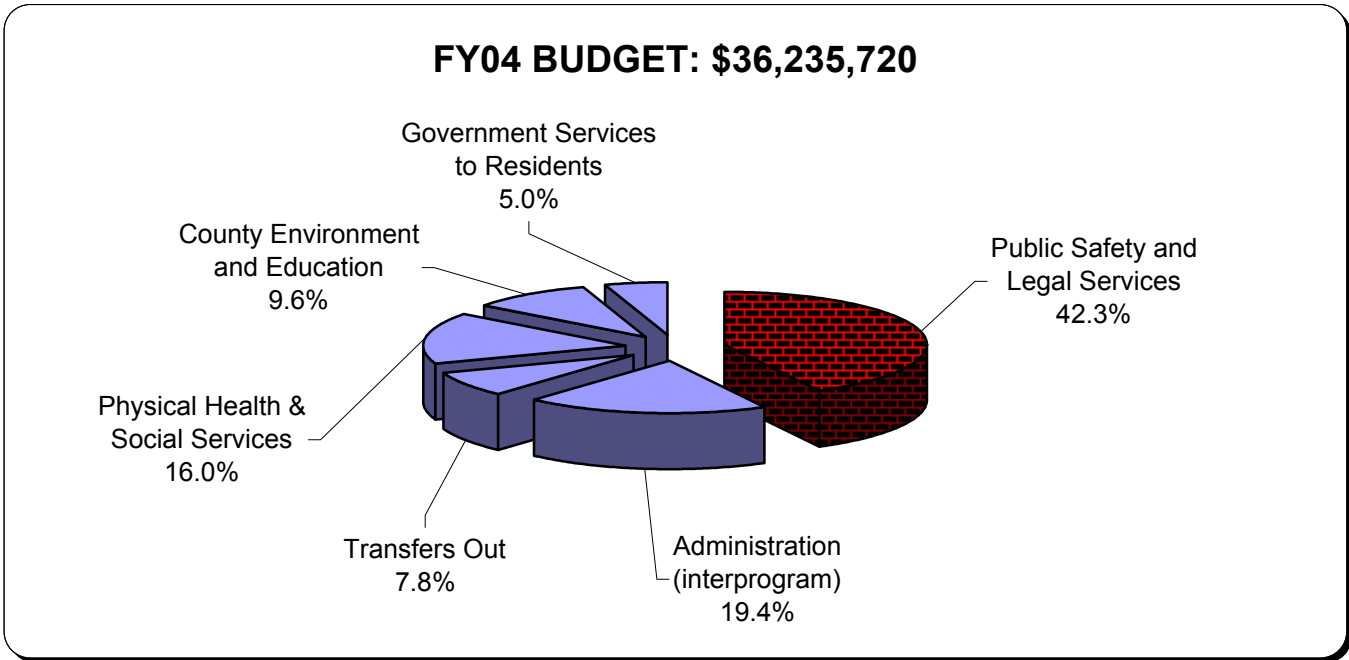
**GENERAL FUND EXPENDITURES
BY SERVICE AREA**

SERVICE AREA	<u>Actual</u> 2002-03	<u>Budget</u> 2003-04	<u>Revised</u> Estimate 2003-04	<u>Budget</u> 2004-05	% Change From Prior Budget
Public Safety & Legal Services	\$ 13,584,142	\$ 15,311,978	\$ 14,716,774	\$ 15,960,225	4.2%
Physical Health & Social Services	5,279,964	5,785,517	5,598,249	5,744,453	-0.7%
County Environment & Education	2,967,460	3,473,144	3,404,436	3,305,805	-4.8%
Government Services to Residents	1,638,400	1,816,014	1,760,782	1,801,748	-0.8%
Administration (interprogram)	<u>6,214,537</u>	<u>7,030,083</u>	<u>6,633,437</u>	<u>7,171,510</u>	2.0%
SUBTOTAL BEFORE TRANSFERS	29,684,503	33,416,736	32,113,678	33,983,741	1.7%
Transfers out to:					
General Supplemental	2,000,000	-	-	-	
Secondary Roads	588,127	588,127	588,127	588,127	0.0%
Capital Improvements	2,171,744	1,559,037	1,439,037	2,053,830	31.7%
Vehicle Replacement	171,820	171,820	171,820	171,820	0.0%
Electronic Equipment	500,000	500,000	500,000	500,000	0.0%
Conservation Equipment Reserve	1,079	-	-	-	
Conservation CIP Reserve	<u>32,203</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total transfers	5,464,973	2,818,984	2,698,984	3,313,777	17.6%
GRAND TOTAL EXPENDITURES	<u>\$ 35,149,476</u>	<u>\$ 36,235,720</u>	<u>\$ 34,812,662</u>	<u>\$ 37,297,518</u>	2.9%

GENERAL FUND EXPENDITURES BY SERVICE AREA



This graph shows that the single largest General Fund expense category is for Public Safety & Legal Services costs. The amount for transfers out includes countywide property tax funding for the Secondary Roads budget and 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 major fund with future limited cost increases will have a dramatic positive impact on future General Fund balances requirements.

Due to current State historically low revenue levels, State MH-DD funding may be severely reduced in future fiscal years. The County's MH-DD Advisory Board, if necessary, will need to make various priority cost reduction recommendations to the Board of Supervisors should State funding be reduced without allowing for local property tax flexibility.

**MENTAL HEALTH, MR & DD Fund
FUND STATEMENT**

<u>Fund</u>	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
Beginning balance, July 1	\$ 1,221,501	\$ 2,668,558	\$ 1,021,020	\$ 1,282,034	-52.0%
Revenues	<u>12,340,414</u>	<u>12,352,316</u>	<u>12,571,178</u>	<u>12,698,331</u>	2.8%
Funds available	13,561,915	15,020,874	13,592,198	13,980,365	-6.9%
Expenditures	<u>12,540,895</u>	<u>12,916,875</u>	<u>12,310,164</u>	<u>13,160,374</u>	1.9%
Ending Balance, June 30	<u>\$ 1,021,020</u>	<u>\$ 2,103,999</u>	<u>\$ 1,282,034</u>	<u>\$ 819,991</u>	-61.0%

**MH-DD Fund
REVENUE SOURCES**

<u>Fund</u>	<u>Actual 2002-03</u>	<u>Budget 2003-04</u>	<u>Revised Estimate 2003-04</u>	<u>Budget 2004-05</u>	<u>% Change From Prior Budget</u>
REVENUES					
Taxes Levied on Property	\$ 3,140,051	\$ 3,154,566	\$ 3,136,125	\$ 3,152,895	-0.1%
Less: Uncollected Delinquent Taxes-Lev	6,565	1,693	6,565	6,565	287.8%
Less: Credits To Taxpayers	<u>123,774</u>	<u>147,593</u>	<u>124,280</u>	<u>124,280</u>	-15.8%
Net Current Property Taxes	3,009,712	3,005,280	3,005,280	3,022,050	0.6%
Add: Delinquent Property Tax Revenue	<u>6,565</u>	<u>1,693</u>	<u>6,565</u>	<u>6,565</u>	287.8%
Total Net Property Taxes	3,016,277	3,006,973	3,011,845	3,028,615	0.7%
Other County Taxes	<u>5,623</u>	<u>6,300</u>	<u>5,705</u>	<u>5,705</u>	-9.4%
Total Other Taxes, Penalties & Costs	5,623	6,300	5,705	5,705	-9.4%
Utility Tax Replacement Excise Tax	142,681	153,466	143,000	155,137	1.1%
Intergovernmental :					
State Grants & Reimbursements	2,635,181	2,677,872	5,004,439	5,140,185	92.0%
State Credits Against Levied Taxes	123,774	147,593	124,280	124,280	-15.8%
Other State Credits	<u>6,358,066</u>	<u>6,300,579</u>	<u>4,222,410</u>	<u>4,184,910</u>	-33.6%
Subtotal Intergovernmental	9,117,021	9,126,044	9,351,129	9,449,375	3.5%
Charges For Services	46,259	45,000	44,999	44,999	0.0%
Other:					
Miscellaneous	<u>12,553</u>	<u>14,533</u>	<u>14,500</u>	<u>14,500</u>	-0.2%
Total Other	12,553	14,533	14,500	14,500	-0.2%
GRAND TOTAL REVENUES	<u>\$ 12,340,414</u>	<u>\$ 12,352,316</u>	<u>\$ 12,571,178</u>	<u>\$ 12,698,331</u>	2.8%

MH-DD FUND EXPENDITURE DETAIL

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
MH-DD SERVICE AREA					
Mental Health					
Info & Education Services	27,994	40,088	38,834	39,699	-1.0%
General Administration	19,946	8,100	57,830	61,053	653.7%
Coordination Services	25,294	23,959	26,300	27,409	14.4%
Personal & Environ Support	6,437	2,836	5,867	5,731	102.1%
Treatment Services	1,033,001	1,091,071	1,063,251	1,095,109	0.4%
Vocational & Day Services	1,900	-	2,155	2,220	#DIV/0!
Licensed/Certified Living Arrangements	48,197	55,311	48,902	50,369	-8.9%
Instit/Hospital/Commitment Services	256,102	324,581	283,551	306,975	-5.4%
Total Mental Health	1,418,871	1,545,946	1,526,690	1,588,565	2.8%
Chronic Mental Illness					
Info & Education Services	29,694	27,580	28,834	29,699	7.7%
General Administration	78,330	39,265	122,946	188,811	380.9%
Coordination Services	880,483	902,454	893,780	932,844	3.4%
Personal & Environ Support	541,656	144,908	280,117	293,981	102.9%
Treatment Services	788,929	801,619	850,349	874,355	9.1%
Vocational & Day Services	180,441	171,085	146,927	152,353	-10.9%
Licensed/Certified Living Arrangements	714,656	992,866	964,325	1,032,405	4.0%
Instit/Hospital/Commitment Services	295,189	330,735	277,086	275,661	-16.7%
Total Chronic Mental Illness	3,509,378	3,410,512	3,564,364	3,780,109	10.8%
Mental Retardation					
General Administration	89,377	8,100	76,559	92,488	1041.8%
Coordination Services	129,012	126,630	179,402	208,602	64.7%
Personal & Environ Support	185,351	386,742	334,990	352,743	-8.8%
Treatment Services	33,702	19,238	46,429	48,446	151.8%
Vocational & Day Services	1,265,346	1,354,165	928,839	985,318	-27.2%
Licensed/Certified Living Arrangements	4,545,783	4,664,665	4,496,188	4,838,506	3.7%
Instit/Hospital/Commitment Services	1,162,899	1,206,060	1,015,736	1,187,597	-1.5%
Total Mental Retardation	7,411,470	7,765,600	7,078,143	7,713,700	-0.7%
Developmental Disabilities					
General Administration	4,899	8,100	1,606	1,932	-76.1%
Coordination Services	5,107	5	1,819	2,063	
Personal & Environ Support	1,142	1,191	1,261	596	-50.0%
Treatment Services	-	505	-	-	-100.0%
Vocational & Day Services	90,961	110,092	70,748	50,775	-53.9%
Licensed/Certified Living Arrangements	99,067	74,924	65,533	22,634	-69.8%
Total Developmental Disabilities	201,176	194,817	140,967	78,000	-60.0%
MH-DD Holding Account	-	-	-	-	
Grand total MH-DD expenditures	\$ 12,540,895	\$ 12,916,875	\$ 12,310,164	\$ 13,160,374	1.9%

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, 2004, two current general obligation bonds outstanding amounts to \$9,245,000. \$4,725,000 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 \$4,520,000 remaining at July 1, 2004. 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, 2004 for the Solid Waste Disposal Bond issue:

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2004-05	340,000	258,703	598,703	5.1%
2005-06	360,000	241,278	601,278	5.2%
2006-07	380,000	222,558	602,558	5.2%
2007-08	400,000	202,797	602,797	5.3%
2008-09 & Thereafter	3,245,000	729,243	3,974,243	5.4% to 5.7%
	\$4,725,000	\$1,654,579	\$6,379,579	

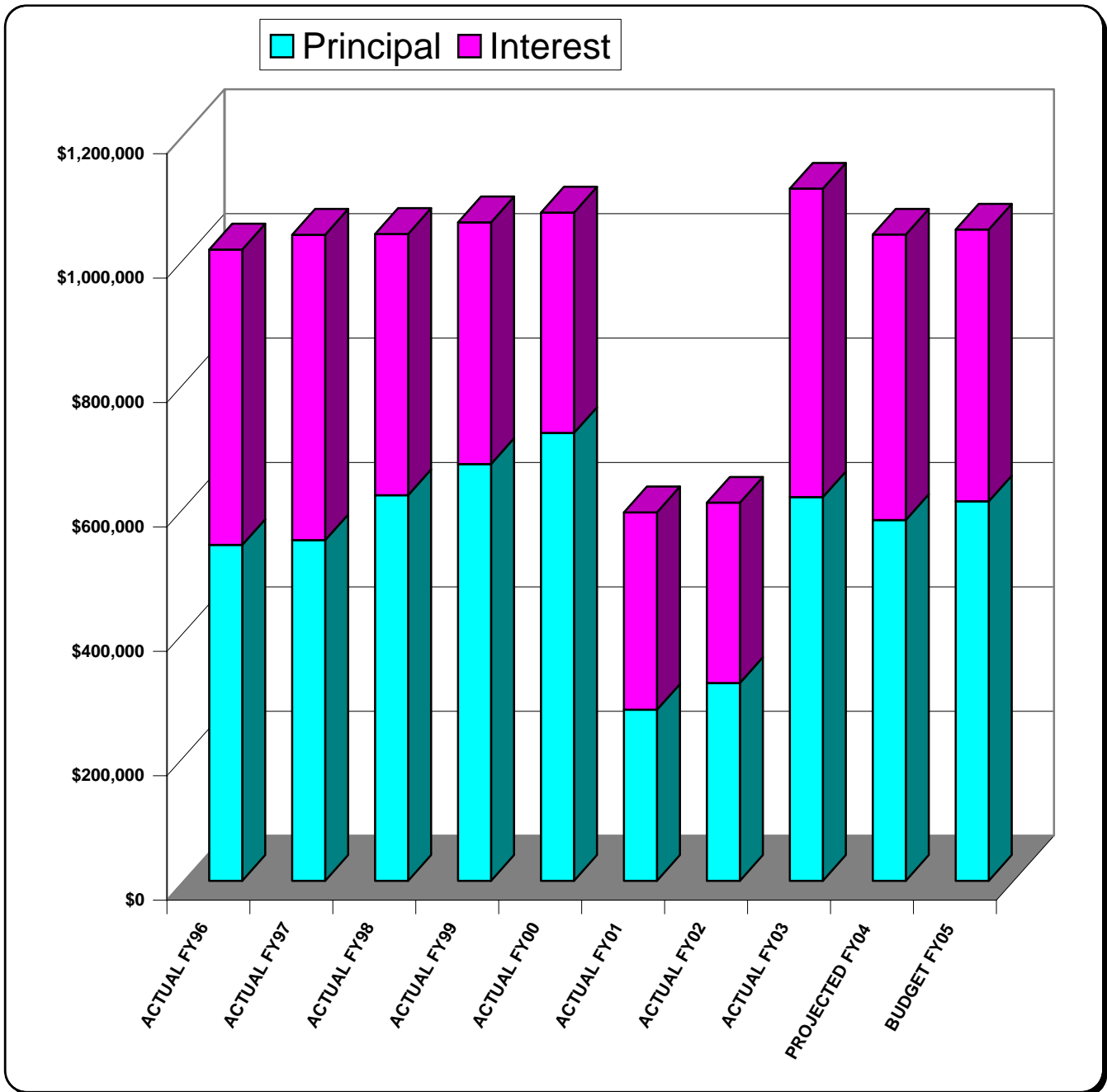
The following is a summary of the general obligation bonds outstanding as of July 1, 2004 for the River Renaissance Project bond issue:

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2004-05	270,000	178,222	448,222	2.75%
2005-06	275,000	170,798	445,798	3.00%
2006-07	290,000	162,548	452,548	3.30%
2007-08	300,000	152,978	452,978	3.55%
2008-09 & Thereafter	3,385,000	778,709	4,163,709	3.75% to 4.60%
	\$4,520,000	\$1,443,255	\$5,963,255	

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, 2004 is as follows:

Assessed Value (100%)	<u>\$8,808,541,125</u>
Debt Limit 5% of Assessed Valuation (Iowa Statutory Limitation)	\$440,427,056
Total Amount of Debt Applicable to Debt Margin	<u>9,245,000</u>
Legal Debt Margin	<u>\$431,182,056</u>
Percent of Debt Limit Used	<u>2.1%</u>

DEBT EXPENDITURES TEN YEAR PERIOD

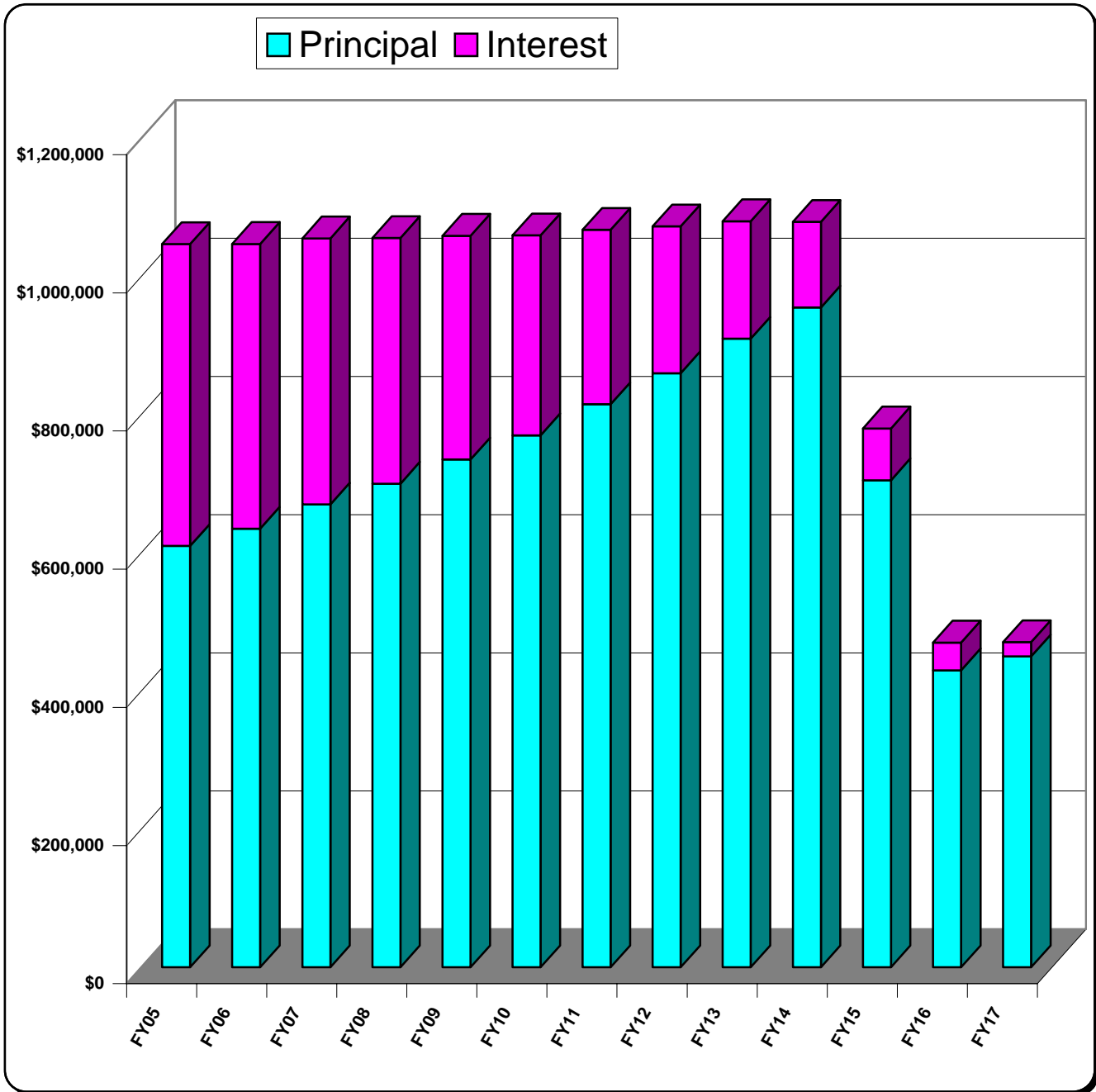


Scott County currently has two general obligation bond issues outstanding: Solid Waste Bonds and River Renaissance Urban Renewal Bonds. The Solid Waste Bond issue is funded from Scott Solid Waste Commission fees. The 1980 Jail Annex bond issue was paid off in FY00. FY03 includes the first year debt amortization of the voter approved River Renaissance General Obligation Bond issue.

**DEBT SERVICE FUND
FUND STATEMENT**

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Taxes Levied on Property	\$ 490,762	\$ 423,060	\$ 421,300	\$ 427,979	1.2%
Less: Uncollected Delinquent Taxes-Lev	1,011	345	1,000	1,000	189.9%
Less: Credits To Taxpayers	<u>18,715</u>	<u>21,230</u>	<u>18,815</u>	<u>18,815</u>	-11.4%
Net Current Property Taxes	471,036	401,485	401,485	408,164	1.7%
Delinquent Property Tax Revenue	1,011	345	1,000	1,000	189.9%
Other County Taxes	23,883	22,000	24,010	21,154	-3.8%
Intergovernmental	<u>332,901</u>	<u>298,398</u>	<u>299,683</u>	<u>277,933</u>	-6.9%
Subtotal Revenues	828,831	722,228	726,178	708,251	-1.9%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	828,831	722,228	726,178	708,251	-1.9%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Debt Service					
Principal Payments	\$ 616,789	\$ 580,000	\$ 580,000	\$ 610,000	5.2%
Interest Payments	<u>495,961</u>	<u>458,906</u>	<u>458,906</u>	<u>436,926</u>	-4.8%
Subtotal Expenditures	1,112,750	1,038,906	1,038,906	1,046,926	0.8%
Other Financing Uses:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Expenditures & Other Uses	1,112,750	1,038,906	1,038,906	1,046,926	0.8%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(283,919)	(316,678)	(312,728)	(338,675)	6.9%
Beginning Fund Balance - July 1,	\$ 5,426,805	\$ 5,160,375	\$ 5,142,886	\$ 4,830,158	-6.4%
Ending Fund Balance - June 30,	\$ 5,142,886	\$ 4,843,697	\$ 4,830,158	\$ 4,491,483	-7.3%

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.

CAPITAL PROJECTS FUND

The County's Capital Projects Fund consists of the capital projects general fund and various reserve funds. 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, the Electronic Equipment Reserve Fund, Conservation Equipment Replacement Reserve Fund, and the Conservation CIP Reserve Fund has proved very beneficial in meeting this objective.

CAPITAL PROJECTS FUND SUMMARY
FUND STATEMENT

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ 805,667	\$ 825,000	\$ 875,000	\$ 875,000	6.1%
Intergovernmental	272,872	11,880	69,140	66,500	459.8%
Use of Money & Property	15,031	12,270	14,273	11,450	
Miscellaneous	36,115	105,500	131,147	16,032	-84.8%
Subtotal Revenues	1,129,685	954,650	1,089,560	968,982	1.5%
Other Financing Sources:					
Bond Proceeds	-	-	-	-	
Operating Transfers In					
General Basic	2,876,846	2,230,857	2,110,857	2,725,650	22.2%
Rural Services Fund	64,575	64,575	64,575	-	-100.0%
Recorder's Record Mgt	-	200,000	100,000	200,000	0.0%
Electronic Equipment	594,095	692,718	469,391	764,345	10.3%
Vehicle Replacement	185,377	264,500	263,842	251,000	-5.1%
Conservation CIP	-	-	-	-	
Total Transfers In	3,720,893	3,452,650	3,008,665	3,940,995	14.1%
Proceeds of Fixed Asset Sales	12,135	30,000	45,000	19,000	
Total Revenues & Other Sources	4,862,713	4,437,300	4,143,225	4,928,977	11.1%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	\$ 8,211,257	\$ 4,556,527	\$ 3,941,136	\$ 3,666,508	-19.5%
Subtotal Expenditures	8,211,257	4,556,527	3,941,136	3,666,508	-19.5%
Other Financing Uses:					
Operating Transfers Out					
Capital Projects-General	779,472	957,218	733,233	1,015,345	6.1%
Total Transfers Out	779,472	957,218	733,233	1,015,345	6.1%
Total Expenditures & Other Uses	8,990,729	5,513,745	4,674,369	4,681,853	-15.1%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(4,128,016)	(1,076,445)	(531,144)	247,124	-123.0%
Beginning Fund Balance - July 1,	\$ 5,916,295	\$ 3,806,725	\$ 1,788,279	\$ 1,257,135	-67.0%
Ending Fund Balance - June 30,	\$ 1,788,279	\$ 2,730,280	\$ 1,257,135	\$ 1,504,259	-44.9%

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

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ 805,667	\$ 825,000	\$ 875,000	\$ 875,000	6.1%
Intergovernmental	272,872	11,880	69,140	66,500	459.8%
Use of Money & Property	-	-	-	-	
Miscellaneous	35,140	105,500	130,747	16,032	-84.8%
Subtotal Revenues	1,113,679	942,380	1,074,887	957,532	1.6%
Other Financing Sources:					
Bond Proceeds	-	-	-	-	
Operating Transfers In					
General Basic	2,171,744	1,559,037	1,439,037	2,053,830	31.7%
Rural Services Fund	64,575	64,575	64,575	-	-100.0%
Recorder's Record Mgt	-	200,000	100,000	200,000	0.0%
Electronic Equipment	594,095	692,718	469,391	764,345	10.3%
Vehicle Replacement	185,377	264,500	263,842	251,000	-5.1%
Conservation CIP	-	-	-	-	
Total Transfers In	3,015,791	2,780,830	2,336,845	3,269,175	17.6%
Proceeds of Fixed Asset Sales	-	-	-	-	
Total Revenues & Other Sources	4,129,470	3,723,210	3,411,732	4,226,707	13.5%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	\$ 8,211,257	\$ 4,556,527	\$ 3,941,136	\$ 3,666,508	-19.5%
Subtotal Expenditures	8,211,257	4,556,527	3,941,136	3,666,508	-19.5%
Other Financing Uses:					
Operating Transfers Out					
Capital Projects-General	-	-	-	-	
Total Transfers Out	-	-	-	-	
Total Expenditures & Other Uses	8,211,257	4,556,527	3,941,136	3,666,508	-19.5%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(4,081,787)	(833,317)	(529,404)	560,199	-167.2%
Beginning Fund Balance - July 1,	\$ 4,731,729	\$ 793,763	\$ 649,942	\$ 120,538	-84.8%
Ending Fund Balance - June 30,	\$ 649,942	\$ (39,554)	\$ 120,538	\$ 680,737	-1821.0%

**ELECTRONIC EQUIPMENT FUND
FUND STATEMENT**

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ -	\$ -	\$ -	\$ -	
Intergovernmental	-	-	-	-	
Use of Money & Property	8,391	6,670	8,200	6,570	-1.5%
Miscellaneous	-	-	-	-	
Subtotal Revenues	<u>8,391</u>	<u>6,670</u>	<u>8,200</u>	<u>6,570</u>	-1.5%
Other Financing Sources:					
Bond Proceeds	-	-	-	-	
Operating Transfers In					
General Basic	500,000	500,000	500,000	500,000	0.0%
Rural Services Fund	-	-	-	-	
Recorder's Record Mgt	-	-	-	-	
Electronic Equipment	-	-	-	-	
Vehicle Replacement	-	-	-	-	
Conservation CIP	-	-	-	-	
Total Transfers In	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	0.0%
Proceeds of Fixed Asset Sales	-	-	-	-	
Total Revenues & Other Sources	<u>508,391</u>	<u>506,670</u>	<u>508,200</u>	<u>506,570</u>	0.0%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	\$ -	\$ -	\$ -	\$ -	
Subtotal Expenditures	-	-	-	-	
Other Financing Uses:					
Operating Transfers Out					
Capital Projects-General	<u>594,095</u>	<u>692,718</u>	<u>469,391</u>	<u>764,345</u>	10.3%
Total Transfers Out	<u>594,095</u>	<u>692,718</u>	<u>469,391</u>	<u>764,345</u>	10.3%
Total Expenditures & Other Uses	<u>594,095</u>	<u>692,718</u>	<u>469,391</u>	<u>764,345</u>	10.3%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(85,704)	(186,048)	38,809	(257,775)	38.6%
Beginning Fund Balance - July 1,	\$ 617,099	\$ 2,174,551	\$ 531,395	\$ 570,204	-73.8%
Ending Fund Balance - June 30,	\$ 531,395	\$ 1,988,503	\$ 570,204	\$ 312,429	-84.3%

**VEHICLE REPLACEMENT FUND
FUND STATEMENT**

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ -	\$ -	\$ -	\$ -	
Intergovernmental	-	-	-	-	
Use of Money & Property	6,640	5,600	6,073	4,880	-12.9%
Miscellaneous	-	-	-	-	
Subtotal Revenues	<u>6,640</u>	<u>5,600</u>	<u>6,073</u>	<u>4,880</u>	-12.9%
Other Financing Sources:					
Bond Proceeds	-	-	-	-	
Operating Transfers In					
General Basic	171,820	171,820	171,820	171,820	0.0%
Rural Services Fund	-	-	-	-	
Recorder's Record Mgt	-	-	-	-	
Electronic Equipment	-	-	-	-	
Vehicle Replacement	-	-	-	-	
Conservation CIP	-	-	-	-	
Total Transfers In	<u>171,820</u>	<u>171,820</u>	<u>171,820</u>	<u>171,820</u>	0.0%
Proceeds of Fixed Asset Sales	-	-	-	-	
Total Revenues & Other Sources	<u>178,460</u>	<u>177,420</u>	<u>177,893</u>	<u>176,700</u>	-0.4%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	\$ -	\$ -	\$ -	\$ -	
Subtotal Expenditures	-	-	-	-	
Other Financing Uses:					
Operating Transfers Out					
Capital Projects-General	<u>185,377</u>	<u>264,500</u>	<u>263,842</u>	<u>251,000</u>	-5.1%
Total Transfers Out	<u>185,377</u>	<u>264,500</u>	<u>263,842</u>	<u>251,000</u>	-5.1%
Total Expenditures & Other Uses	<u>185,377</u>	<u>264,500</u>	<u>263,842</u>	<u>251,000</u>	-5.1%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(6,917)	(87,080)	(85,949)	(74,300)	-14.7%
Beginning Fund Balance - July 1,	\$ 457,794	\$ 728,108	\$ 450,877	\$ 364,928	-49.9%
Ending Fund Balance - June 30,	\$ 450,877	\$ 641,028	\$ 364,928	\$ 290,628	-54.7%

**CONSERVATION EQUIPMENT RESERVE FUND
FUND STATEMENT**

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ -	\$ -	\$ -	\$ -	
Intergovernmental	-	-	-	-	
Use of Money & Property	-	-	-	-	
Miscellaneous	-	-	-	-	
Subtotal Revenues	-	-	-	-	
Other Financing Sources:					
Bond Proceeds	-	-	-	-	
Operating Transfers In					
General Basic	1,079	-	-	-	
Rural Services Fund	-	-	-	-	
Recorder's Record Mgt	-	-	-	-	
Electronic Equipment	-	-	-	-	
Vehicle Replacement	-	-	-	-	
Conservation CIP	-	-	-	-	
Total Transfers In	1,079	-	-	-	
Proceeds of Fixed Asset Sales	12,135	30,000	45,000	19,000	-36.7%
Total Revenues & Other Sources	13,214	30,000	45,000	19,000	-36.7%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	\$ -	\$ -	\$ -	\$ -	
Subtotal Expenditures	-	-	-	-	
Other Financing Uses:					
Operating Transfers Out					
Capital Projects-General	-	-	-	-	
Total Transfers Out	-	-	-	-	
Total Expenditures & Other Uses	-	-	-	-	
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	13,214	30,000	45,000	19,000	-36.7%
Beginning Fund Balance - July 1,	\$ 83,257	\$ 83,387	\$ 96,471	\$ 141,471	69.7%
Ending Fund Balance - June 30,	\$ 96,471	\$ 113,387	\$ 141,471	\$ 160,471	41.5%

**CONSERVATION CIP RESERVE FUND
FUND STATEMENT**

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ -	\$ -	\$ -	\$ -	
Intergovernmental	-	-	-	-	
Use of Money & Property	-	-	-	-	
Miscellaneous	975	-	400	-	
Subtotal Revenues	975	-	400	-	
Other Financing Sources:					
Bond Proceeds	-	-	-	-	
Operating Transfers In					
General Basic	32,203	-	-	-	
Rural Services Fund	-	-	-	-	
Recorder's Record Mgt	-	-	-	-	
Electronic Equipment	-	-	-	-	
Vehicle Replacement	-	-	-	-	
Conservation CIP	-	-	-	-	
Total Transfers In	32,203	-	-	-	
Proceeds of Fixed Asset Sales	-	-	-	-	
Total Revenues & Other Sources	33,178	-	400	-	
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	\$ -	\$ -	\$ -	\$ -	
Subtotal Expenditures	-	-	-	-	
Other Financing Uses:					
Operating Transfers Out					
Capital Projects-General	-	-	-	-	
Total Transfers Out	-	-	-	-	
Total Expenditures & Other Uses	-	-	-	-	
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	33,178	-	400	-	
Beginning Fund Balance - July 1,	\$ 26,416	\$ 26,916	\$ 59,594	\$ 59,994	122.9%
Ending Fund Balance - June 30,	\$ 59,594	\$ 26,916	\$ 59,994	\$ 59,994	122.9%

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 as well as separate equipment and capital improvement program (CIP) reserve funds for the Conservation Board.

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 were disbursed to the City of Davenport during FY03.

The County is currently using only 2.1% of its allowable legal debt margin consisting of two general bond issues. These outstanding bond issues are described further under the major governmental funds section of this document. These will be additional debt issued (\$29.7 million) in FY05 should the jail renovation/expansion question be approved at the fall 2004 general election. This proposed project is discussed in further detail below in this section.

The capital improvement budget totals \$5,666,508 for fiscal year FY05, with 55% or \$3,116,508 for general projects, 35% or \$2,000,000 for Secondary Roads projects, and 10% or \$550,000 for Conservation parks and recreation projects. There are no significant non-routine capital projects in the FY05 Capital Plan. There will be in FY07 as the County continues with its remodeling of the Courthouse floors 1, 2, and 3. Also, the jail facilities renovation/expansion will be a major non-routine capital project if successfully approved by voters in the Fall 2004 general election. These projects are discussed further below in this section.

The general capital improvements budget of \$3,116,508 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 \$500,000 is transferred annually to the capital improvements fund. This amount will be increased \$50,000 annually during the next several years to allow for pay as you go funding for the space utilization master plan project which moves administrative offices from the Courthouse to the Scott County Administrative Center (formerly named 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 Administrative Center 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 FY05 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 FY07 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 chiller replacement at the Administrative Center 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 several years 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 380 beds. Track 2 developed a building "bricks and mortar" solution, which will be brought to the voters in the fall of 2004. This CJAAC proposal is for a \$29.7 million 380 bed facility realized by renovating/expanding the *existing* jail facilities with the expansion occurring at the downtown Courthouse site. This community solution was embraced by the Board of Supervisors following three Community Jail Summits at which broad based community input was received.

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 \$1,743,655 in FY05.

The Secondary Roads capital program totals \$2,000,000. \$800,000 to pave 11.7 miles on Scott Park Road, \$760,000 to pave a portion of McCausland West (F33 from Y68 east to McCausland), \$60,000 bridge replacement in Winfield Township, \$80,000 box culvert replacement, and \$300,000 in macadam surfacing projects. There also is \$5,255,000 in State farm-to-market funds and federal-state pass through assistance for additional road construction that will be realized in FY05. 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 \$550,000. The single largest project (\$250,000) is for construction of the beach house replacement at West Lake Park. Other projects include playground equipment and picnic table replacements at Scott County Park and West Lake Park, and construction of a Red Cabin replacement at Scott County Park.

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:

PROJECT	-----IMPACT ON ANNUAL OPERATING BUDGET-----			
	MAINT. EXPENSE	UTILITIES EXPENSE	SUPPLIES EXPENSE	TOTAL IMPACT
<i>Replace Video Court Equipment</i>	-1000	0	0	-1000
<i>Jail Roof replacement</i>	0	-500	0	-500
<i>Sprinkle East Annex Building</i>	500	200	0	700
<i>Administrative Center Chiller Replacement</i>	500	2000	0	2500
<i>Pine Knoll Chiller/ACCU Replacement</i>	-1500	1500	0	0
<i>Horst Building Roof Replacement</i>	-250	-300	0	-550
<i>Property Acquisition</i>	1500	2750	250	4500
<i>County Campus Streetscape</i>	1000	0	800	1,800
Total Impact	\$ 750	\$5,650	\$1,050	\$7,450

The single largest impact on the operating budget is projected to be the property acquisition at the southwest corner of the Administrative Center lot. This would be used for additional parking for the Administrative Center.

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 FY04 were moved to FY05 due to timing constraints or longer planning procedures required.

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY								
Building & Grounds	1,911,912	854,000	813,329	787,333	666,833	485,834	655,000	1,198,000
Space Plan Utilization Project	3,729,874	900,000	900,000	-	-	651,620	706,160	6,574,526
Equipment Acquisition	1,291,648	1,539,415	944,391	1,668,175	527,700	441,200	528,700	545,000
Vehicle Acquisition	185,377	264,500	263,842	251,000	175,000	180,000	185,000	-
Other Projects	368,436	315,000	335,962	410,000	100,000	100,000	100,000	370,850
Subtotal General CIP Projects	7,487,247	3,872,915	3,257,524	3,116,508	1,469,533	1,858,654	2,174,860	8,688,376
Conservation CIP Projects	724,010	683,612	683,612	550,000	515,000	530,450	546,365	2,000,000
Subtotal Projects Paid From CIP Fund	8,211,257	4,556,527	3,941,136	3,666,508	1,984,533	2,389,104	2,721,225	10,688,376
Secondary Roads Fund Projects	1,045,731	1,405,000	1,420,000	2,000,000	1,100,000	1,100,000	1,100,000	1,100,000
Total All Capital Projects	9,256,988	5,961,527	5,361,136	5,666,508	3,084,533	3,489,104	3,821,225	11,788,376

REVENUE SUMMARY

Riverboat Gaming Taxes	805,667	825,000	875,000	875,000	875,000	875,000	875,000
Welcome Center CIP Reimbursements	-	11,880	19,140	16,500	9,240	2,640	2,640
Grants	260,872	-	50,000	50,000			
Eldridge Development Corp Loan Repayment	-	100,000	115,893	-	-	-	-
Political Subdivisions	12,000	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Miscellaneous (use tax refunds, donations, etc)	35,140	5,500	14,854	16,032	5,500	5,500	5,500

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
REVENUE SUMMARY (cont.)								
Transfers In:								
From General Fund								
Tax Levy (County CIP projects)	400,000	450,000	450,000	500,000	550,000	600,000	650,000	
Tax Levy (agency CIP funding)	185,425	185,425	185,425	185,425	-	-	-	
Tax Levy (Conservation CIP Funding)	-	-	-	-	185,425	185,425	185,425	
Conservation Projects	15,662	250,612	250,612	225,500	225,500	225,500	225,500	
Fund Balance Use (Conservation Increase)	91,500	183,000	183,000	274,500	104,075	119,525	135,440	
Fund Balance Use (County CIP projects)	1,374,157	425,000	305,000	818,405	-	-	-	
Fund Balance Use (agency CIP funding)	105,000	65,000	65,000	50,000	50,000	50,000	50,000	
From Rural Services Fund								
Tax Levy (agency CIP funding)	64,575	64,575	64,575	-	-	-	-	
From Recorder Record Mgt Fund	-	200,000	100,000	200,000	-	-	-	
From Electronic Equipment Fund	594,095	692,718	469,391	764,345	527,700	441,200	528,700	
From Vehicle Replacement Fund	185,377	264,500	263,842	251,000	175,000	180,000	185,000	
From Conservation CIP Fund	-	-	-	-	-	-	-	
Subtotal Revenues	4,129,470	3,723,210	3,411,732	4,226,707	2,707,440	2,684,790	2,843,205	
CIP Fund revenues over (under) expenditures	(4,081,787)	(833,317)	(529,404)	560,199	722,907	295,686	121,980	
CIP Fund Balance Recap								
Beginning Fund Balance	4,731,729	2,256	649,942	120,538	680,737	1,403,644	1,699,330	
Increase (decrease)	(4,081,787)	(833,317)	(529,404)	560,199	722,907	295,686	121,980	
Ending Net CIP Fund Balance*	649,942	(831,061)	120,538	680,737	1,403,644	1,699,330	1,821,310	
*Net of Vehicle and Electronic Equipment Replacement Funds								
Vehicle Replacement Fund Balance	450,877	332,565	364,928	290,628	292,328	289,028	280,728	
Electronic Equipment Fund Balance	531,395	354,949	570,204	312,429	391,300	456,670	434,540	
Conservation CIP Fund Balance	59,594	26,416	59,994	59,994	59,994	59,994	59,994	
Conservation Equipment Fund Balance	96,471	83,257	141,471	160,471	160,471	160,471	160,471	
Ending Gross CIP Fund Balance	1,788,279	(33,874)	1,257,135	1,504,259	2,307,737	2,665,493	2,757,043	

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
A. BUILDING & GROUNDS								
A.1 COURTHOUSE								
CH General Remodeling/Replacement	25,288	10,000	25,000	25,000	25,000	25,000	25,000	-
CH Computer Room Power Line UPS Unit	361	-	-	-	-	-	-	-
CH Computer Room Modular Furniture	1,394	-	-	-	-	-	-	-
CH Exterior Lighting	-	5,000	5,000	-	-	-	-	-
CH Abate/reinsulate boiler	-	-	-	-	30,000	-	-	-
CH Boiler replacement	-	-	-	-	100,000	-	-	-
Ch Restricted lot overlay	-	-	-	-	17,500	-	-	-
CH Main lot overlay	-	-	-	-	-	-	125,000	-
CH Relocate Sheriff Communication Center	15	-	-	-	-	-	-	-
CH Renovate Elevator Cars	-	-	-	-	25,000	-	-	-
CH HVAC Piping Replacement	9,521	-	-	-	-	-	-	-
CH Windows Replacement-Phase I	-	-	-	-	-	50,000	50,000	175,000
CH Parking Lot Overlay	-	-	-	-	-	-	-	50,000
CH Building Access Controls	4,998	-	-	-	-	-	-	-
CH Replace Video Court Equipment	-	30,000	30,000	30,000	-	-	-	-
CH Waterproof Sub-Basement	-	25,000	-	25,000	-	-	-	-
TOTAL COURTHOUSE	41,578	70,000	60,000	80,000	197,500	75,000	200,000	225,000
A.2 JAIL								
JL General Remodeling/Replacement	21,721	30,000	25,000	25,000	25,000	25,000	25,000	-
JL Jail Building Feasibility	1,052	-	-	-	-	-	-	-
JL Phase Two Study	102,080	75,000	95,000	-	-	-	-	-
JL Clean/Waterproof/Seal Exterior	-	25,000	-	-	25,000	-	-	-
JL NW AHU/ACCU replacement	-	-	-	-	45,000	-	-	-
JL Roof Replacement	-	40,000	-	40,000	-	-	-	-
JL Tuckpoint Old Building	-	8,500	-	-	8,500	-	-	-
JL Cell Painting/repairs	8,123	-	-	25,000	25,000	25,000	25,000	-
JL Chiller replacement	-	-	-	-	107,500	107,500	-	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
JL New Sallyport/Booking Area Remodeling	-	-	-	-	-	-	-	650,000
JL Renovate Dishroom	-	14,000	14,000	-	-	-	-	-
TOTAL JAIL	132,976	192,500	134,000	90,000	236,000	157,500	50,000	650,000

A.3 TREMONT BUILDING

TR General Remodeling/Replacement	2,823	5,000	5,000	5,000	5,000	5,000	5,000	-
TR Renovate Energy Managemnet System	-	-	-	-	-	-	-	15,000
TR Holding Cell Construction	-	30,000	-	-	-	-	-	-
TR Overhead Door Replacement	4,696	-	-	-	-	-	-	-
TR Sound Baffling for Jail Annex	-	15,000	-	-	-	-	-	-
TR Parking Lot Overlay	-	-	-	-	-	-	-	35,000
TR Impound/Evidence Storage	-	20,000	-	-	-	-	-	-
TR Expanded Program Space	-	151,000	274,000	-	-	-	-	-
TR Expanded Patrol Division Space	-	-	-	-	-	-	-	100,000
TOTAL TREMONT BUILDING	7,519	221,000	279,000	5,000	5,000	5,000	5,000	150,000

A.4 ANNEX

AN General Remodeling/Replacement	19,199	7,500	10,000	7,500	7,500	7,500	7,500	-
AN Building signage east	-	-	-	8,000	-	-	-	-
AN Sprinkle east building	-	-	-	45,000	-	-	-	-
AN Juvenile Detention Center Expansion	1,329,411	150,000	150,000	-	-	-	-	-
TOTAL ANNEX	1,348,610	157,500	160,000	60,500	7,500	7,500	7,500	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
A.5 ADMINISTRATIVE CENTER								
AC General Remodeling/Replacement	17,705	7,500	10,000	7,500	7,500	7,500	7,500	-
AC Remodel/Redecorate Interior	-	-	-	-	-	-	-	-
AC Refurbish Elevator Cars	100,905	80,000	60,000	-	-	-	-	-
AC Exterior Lighting	-	-	-	-	-	-	-	28,000
AC Parking Lot Overlay	-	-	-	-	-	50,000	50,000	-
AC Chiller Replacement	13,569	-	1,329	210,000	-	-	-	-
AC Expand Irrigation System	698	-	-	-	-	-	-	-
TOTAL ADMINISTRATIVE CENTER	132,877	87,500	71,329	217,500	7,500	57,500	57,500	28,000
A.6 PINE KNOLL								
PK General Remodeling/Replacement	11,654	10,000	10,000	10,000	10,000	15,000	15,000	-
PK Remodel/Redecorate Interior	8,909	10,000	10,000	10,000	10,000	10,000	10,000	-
PK Wiring update	-	-	-	-	-	-	100,000	-
PK High Efficiency Lighting	-	-	-	15,000	-	-	-	-
PK Spinkler install	-	-	-	-	-	-	135,000	-
PK Reurbish Exterior Main Building	-	-	-	45,000	-	-	-	-
PK Energy Management System Renovation	-	-	-	-	-	15,000	15,000	-
PK Parking Lot Overlay	-	-	-	-	-	-	-	70,000
PK Air Handling System Upgrade	11,815	-	-	-	-	-	-	-
PK Chiller/ACCU Replacement	-	-	-	83,333	83,333	83,334	-	-
TOTAL PINE KNOLL	32,379	20,000	20,000	163,333	103,333	123,334	275,000	70,000
A.7 HORST BUILDING								
HB General Remodeling/Replacement	1,125	-	3,500	3,500	3,500	3,500	3,500	-
HB Roof replacement	-	-	-	35,000	-	-	-	-
TOTAL HORST BUILDING	1,125	-	3,500	38,500	3,500	3,500	3,500	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
A.8 OTHER BUILDING & GROUNDS								
OB Miscellaneous Landscaping	-	2,500	2,500	7,500	2,500	2,500	2,500	-
OB Regulatory Compliance Cost	17,739	10,000	14,000	10,000	10,000	10,000	10,000	-
OB Garage/storage	-	-	-	-	40,000	-	-	-
OB Radio Tower General Replacement	539	-	-	-	-	-	-	-
OB Parking Lot Repair/Maintenance	2,335	5,000	5,000	5,000	5,000	5,000	5,000	-
OB Records Management	5,008	20,000	25,000	35,000	35,000	35,000	35,000	-
OB Property Acquisition	87,832	50,000	-	50,000	-	-	-	-
OB Soil Contamination Resolution	35,287	-	10,000	-	-	-	-	-
OB Security Enhancements	4,020	-	-	-	-	-	-	75,000
TOTAL OTHER B & G	152,761	87,500	56,500	107,500	92,500	52,500	52,500	75,000
A.9 WELCOME CENTER								
WC Welcome Center Gen Remod/Replacement	-	2,000	2,000	2,000	2,000	2,000	2,000	-
WC Landscape Planting Replacement	-	2,000	2,000	2,000	2,000	2,000	2,000	-
WC Exterior Painting	-	-	-	5,000	-	-	-	-
WC Tree Pruning-Flowering Crab	570	-	-	-	-	-	-	-
WC Signage Replacement	-	3,500	-	-	3,500	-	-	-
WC High Efficiency Lighting	-	4,000	-	4,000	-	-	-	-
WC Energy Management Equipment	-	3,000	-	-	3,000	-	-	-
WC Building Surge Suppression	-	3,500	-	-	3,500	-	-	-
WC Roof Replacement	-	-	12,000	12,000	-	-	-	-
WC Furnace Replacements	-	-	13,000	-	-	-	-	-
WC Interior Renovation	61,517	-	-	-	-	-	-	-
TOTAL WELCOME CENTER	62,087	18,000	29,000	25,000	14,000	4,000	4,000	-
TOTAL BUILDING & GROUNDS	1,911,912	854,000	813,329	787,333	666,833	485,834	655,000	1,198,000

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
B. SPACE UTILIZATION MASTER PLAN								
PHASE I								
1 Renovate DHS	7,143	-	-	-	-	-	-	-
2 Renov 6th FL/move BOS/Admin/IT/FSS	88,148	-	-	-	-	-	-	-
2.A 6th Floor Structural Steel	67,118	-	-	-	-	-	-	-
3 Construct Elevator Tower	463,853	-	-	-	-	-	-	-
5 Off load Juvenile Court Services	-	-	-	-	-	-	-	-
PHASE II								
6 Renov 3/4 4th FL & move Health Dept	136,156	-	-	-	-	-	-	-
7 Renov 1/4 4th FL & move Comm Services	24,809	-	-	-	-	-	-	-
8.A Renov 1/4 LL & Move Sheriff	444,539	-	-	-	-	-	-	-
8.B Telephone Switch Location	50,724	-	-	-	-	-	-	-
8.C Renov Computer Center	356,320	-	-	-	-	-	-	-
8.D Renov Record Storage Area	2,269	-	-	-	-	-	-	-
PHASE III								
9 Renov 1st FL and move Treasurer	815,235	-	369,000	-	-	-	-	-
10 Renov 5th FL and move Aud/Rec/Assessors	896,203	-	351,000	-	-	-	-	-
11 Construct Community Pavilion Addition	376,711	900,000	180,000	-	-	-	-	-
12 Renov 1/4 1st FL & move Associate Court	-	-	-	-	-	-	706,160	-
PHASE IV								
13 Renov 1/2 2nd FL & move County Attorney	644	-	-	-	-	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	3,729,874	900,000	900,000	-	-	651,620	706,160	6,574,526

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
C. EQUIPMENT ACQUISITION								
EE ComServ-Copier Replacement	-	-	-	5,500	-	-	-	-
EE ComServ-MH/DD Software	-	25,000	-	-	-	-	-	-
EE ComServ-Protective Payee Software	-	10,000	-	-	-	-	-	-
EE DHS Copier Replacement	-	10,000	3,292	5,500	-	-	-	-
EE FSS-Access Control Update	-	-	40,000	-	-	-	-	-
EE FSS-Large Format Scanner	1,754	-	-	-	-	-	-	-
EE FSS-Printshop copier	-	-	-	25,000	-	-	-	-
EE FSS-Imaging System	-	32,500	-	-	-	-	-	-
EE FSS Coin operated copier	-	-	-	-	7,000	-	-	-
EE FSS-800 MHz Radio	5,988	2,800	2,768	-	-	-	-	-
EE FSS-Campus Fiber Optic Ring	-	-	13,755	-	50,000	-	-	-
EE FSS-Bar Code Reader/software	619	-	-	-	-	-	-	25,000
EE FSS Digital "as is" drawing system	-	-	-	-	-	-	-	20,000
EE FSS-CAFM Software	-	-	-	-	-	-	-	120,000
EE FSS-Fax Machine	-	-	-	850	-	-	-	-
EE FSS Video Teleconference (ICN parole)	-	-	-	26,000	-	-	-	-
EE FSS-Color Copier	20,684	-	-	-	-	-	-	-
EE FSS-Elmo Presentation Center	-	10,500	10,500	-	-	-	-	-
EE FSS-Defibrillators	-	4,500	4,500	-	-	-	-	-
EE FSS-Postage Machine	-	25,000	-	25,000	-	-	-	-
EE IT-Phone System Upgrades	9,768	30,000	30,000	75,000	75,000	30,000	30,000	-
EE IT-PC LAN Repair/Replacement	710	25,000	25,000	25,000	25,000	25,000	25,000	-
EE IT-PC LAN Upgrade:PC's/Printers	90,414	60,000	60,000	60,000	60,000	60,000	60,000	-
EE IT-PC LAN Upgrade:Wiring	6,335	-	5,000	5,000	5,000	5,000	5,000	-
EE IT-PC LAN Upgrade:Windows Software	50,066	35,000	35,000	35,000	35,000	35,000	35,000	-
EE IT-PC LAN Upgrade:Internet	442	5,000	-	-	-	-	-	-
EE IT-PC LAN Upgrade:File Servers	13,902	15,000	15,000	15,000	15,000	15,000	15,000	-
EE IT-PC LAN Upgrade:Com Server	3,586	-	-	-	-	-	-	-
EE IT-PC LAN Upgrade:Imaging Systems	11,634	30,000	20,000	30,000	30,000	30,000	30,000	-
EE IT-PC LAN Upgrade:Remote Sites WANS	20,656	20,000	10,000	20,000	20,000	20,000	20,000	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
EE IT-PC LAN Upgrade:LAN Edge Devices	24,928	40,000	40,000	20,000	20,000	20,000	20,000	75,000
EE IT-PC LAN Maintenance	548	-	-	-	-	-	-	-
EE IT-Web Site Development	1,007	5,000	2,000	2,500	2,500	2,500	2,500	-
EE IT-Connect Remote Sites Phone System	2,694	-	-	-	-	-	-	-
EE IT-Upgrade Phone System Caller ID	18,946	-	-	-	-	-	-	-
EE IT-Network Review Study	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-
EE IT-Tape Backup Equipment	-	20,000	-	250,000	20,000	20,000	20,000	-
EE IT-New Servers	6,610	30,000	30,000	30,000	30,000	30,000	30,000	-
EE IT-Server Software Licenses	12,827	15,000	15,000	15,000	15,000	15,000	15,000	50,000
EE IT-Client Management Software	18,173	-	-	-	-	-	-	-
EE IT-Replace Monitors	13,465	10,000	15,000	15,000	15,000	15,000	15,000	-
EE IT-Upgrade to Microsoft Office 200x	132,980	-	-	-	-	-	-	-
EE IT-Upgrade Clients to XP	-	50,000	90,000	75,000	-	-	-	-
EE IT-Replace Property Tax System	243,038	150,000	165,000	-	-	-	-	-
EE IT-TAR:Firewall Intrusion Test	-	2,600	-	-	-	-	-	-
EE IT-TAR:Firewall Upgrade	7,990	-	-	-	-	-	-	30,000
EE IT-TAR:Internet Monitoring Config Review	-	2,000	2,000	-	-	-	-	-
EE IT-TAR:Citrix Metaframe, Thin Client Network	54,174	-	25,000	20,000	-	-	-	150,000
EE IT-TAR:Network Documentation	-	6,000	-	6,000	-	-	-	-
EE IT-TAR:Basic NSA Training	461	10,000	10,000	10,000	10,000	10,000	10,000	-
EE IT-TAR:GIS Strategic Plan Development	64,347	-	-	-	-	-	-	-
EE IT-TAR:E-Business Strategies	-	25,000	-	25,000	25,000	25,000	25,000	-
EE IT-TAR:Technology Partner Support	3,813	12,500	12,500	13,000	13,500	14,000	14,500	-
EE IT- Software Maintenance	36,515	196,700	37,000	154,900	52,700	67,700	154,700	-
EE Rec-Mgt Fund Projects	69	200,000	100,000	200,000	-	-	-	-
EE Rec-Copying Machine	-	-	-	5,500	-	-	-	-
EE Rec-Imaging Upgrade Project	14,296	-	-	-	-	-	-	-
EE Sher-Investigation Software/Equipment	5,752	18,115	-	3,000	-	-	-	-
EE Sher-Forensic recovery computer software	-	-	-	4,000	-	-	-	-
EE Sher-Moving Radar Units	3,774	1,200	-	6,000	-	-	-	-
EE Sher-In Car Video Systems	15,780	16,200	-	17,980	-	-	-	-
EE Sher-Mobile data computers	-	-	-	308,830	-	-	-	-
EE Sher-Copier Machine	1,158	-	-	5,500	-	-	-	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
EE Remote 800 mhz backup systems	-	-	-	12,815	-	-	-	-
EE Sher-Law Enforcement Mgt Systems	144,882	300,000	60,000	-	-	-	-	-
EE Sher-CAD System	13,600	-	-	-	-	-	-	-
EE Sher-Portable Repeater System	-	15,000	-	-	-	-	-	-
EE Sher-E911 System Replacement	-	-	-	-	-	-	-	75,000
EE Jail-Jail Management System	24,895	-	60,000	-	-	-	-	-
EE Jail-Flat Screen Color Monitors	650	-	-	-	-	-	-	-
EE Jail-Color Cameras	30,212	7,600	-	8,550	-	-	-	-
EE Jail-Color Monitor Replacement	1,238	-	-	4,200	-	-	-	-
EE Jail-800 MHz Radios	16,113	4,200	-	21,800	-	-	-	-
EE Jail fax machine	-	-	-	1,050	-	-	-	-
EE Jail-Jail Programs Computers/Software	-	25,000	-	7,700	-	-	-	-
EE Jail-Digital Recording System	-	25,000	-	-	-	-	-	-
EE Jail probabtion/parole system	-	-	-	70,000	-	-	-	-
EE Treas-Copier Machine Repl-General Store	-	10,000	4,076	-	-	-	-	-
EE Sheriff-SCFCA Radio Project	138,158	-	-	-	-	-	-	-
TOTAL ELECTRONIC EQUIP	1,291,648	1,539,415	944,391	1,668,175	527,700	441,200	528,700	545,000
 D. VEHICLES								
VE Sheriff Patrol Vehicles	117,364	142,500	142,500	150,000	-	-	-	-
VE Sheriff Jail 15 Passenger Transport Van	24,588	25,000	25,000	42,000	-	-	-	-
VE Sheriff Used Investigation Vehicle	13,234	40,000	40,000	40,000	-	-	-	-
VE Health Inspection Vehicles	13,023	33,000	34,990	-	-	-	-	-
VE Health Pickup	17,168	-	-	-	-	-	-	-
VE Health Class IV Truck	-	24,000	21,352	-	-	-	-	-
VE FSS Motor pool vehicle	-	-	-	19,000	-	-	-	-
VE Vehicle Replacements	-	-	-	-	175,000	180,000	185,000	-
TOTAL VEHICLES	185,377	264,500	263,842	251,000	175,000	180,000	185,000	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECTS PLAN FOR CONSIDERATION
FY05 BUDGET PLAN**

	FY03 ACTUAL	FY04 PLAN	FY04 REVISED	FY05 REQUEST	FY06 PLAN	FY07 PLAN	FY08 PLAN	UNPROG NEEDS
E. OTHER PROJECTS								
OP Kahl Educational Center Contribution	13,436	-	5,962	-	-	-	-	-
OP Friends Of Brady Street Street Contribution	40,000	-	-	-	-	-	-	-
OP Business Continuity/Disaster Recovery Study	-	-	-	60,000	-	-	-	-
OP DavenportOne D1 Initiative	50,000	50,000	50,000	50,000	-	-	-	-
OP Scott County Library Bldg Renov Project	112,500	112,500	112,500	112,500	-	-	-	-
OP Scott County Family Y Multiple Expansion	87,500	87,500	87,500	87,500	-	-	-	-
OP First Tee of the Quad Cities	65,000	-	-	-	-	-	-	-
OP County Campus Streetscape	-	-	15,000	50,000	50,000	50,000	50,000	120,850
OP John O'Donnell Renovation	-	50,000	50,000	50,000	50,000	50,000	50,000	250,000
OP Grand Excursion2004	-	15,000	15,000	-	-	-	-	-
Total Other Projects	368,436	315,000	335,962	410,000	100,000	100,000	100,000	370,850
Subtotal General CIP Projects	7,487,247	3,872,915	3,257,524	3,116,508	1,469,533	1,858,654	2,174,860	8,688,376
Conservation Projects	724,010	683,612	683,612	550,000	515,000	530,450	546,365	2,000,000
Secondary Roads Projects	1,045,731	1,405,000	1,420,000	2,000,000	1,100,000	1,100,000	1,100,000	1,100,000
Grand Total All CIP Projects	9,256,988	5,961,527	5,361,136	5,666,508	3,084,533	3,489,104	3,821,225	11,788,376



**SUMMARY FUND STATEMENT
NONMAJOR GOVERNMENTAL FUNDS**

<u>Fund</u>	<u>Estimated Balance 07/01/04</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>Estimated Balance 06/30/05</u>
NONMAJOR GOVERNMENTAL FUNDS:				
Rural Services Fund	\$ 44,796	\$ 2,081,214	\$ 2,081,214	\$ 44,796
Secondary Roads Fund	1,830,858	5,149,856	5,916,900	1,063,814
Recorder's Record Management Fund	<u>229,386</u>	<u>66,330</u>	<u>200,000</u>	<u>95,716</u>
Total Other Funds*	<u>\$ 2,105,040</u>	<u>\$ 7,297,400</u>	<u>\$ 8,198,114</u>	<u>\$ 1,204,326</u>

*Includes interfund transfers and non-budgeted fund activity

RURAL SERVICES BASIC FUND

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

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

The levy for the aforementioned two purposes is applied only against property located in the unincorporated areas (townships). Since the taxable valuation of agricultural land, which represents 22% 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
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
2004-05	670,474,052	2,002,579	3.09150

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
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
2004-05	1,640,529	2.43689	440,685	0.65461

* 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>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Taxes Levied on Property	\$ 1,897,355	\$ 1,922,221	\$ 1,912,178	\$ 2,002,579	4.2%
Less: Uncollected Delinq Taxes-Levy Yr	978	523	980	980	87.4%
Less: Credits To Taxpayers	<u>107,227</u>	<u>117,810</u>	<u>107,310</u>	<u>107,310</u>	-8.9%
Net Current Property Taxes	1,789,150	1,803,888	1,803,888	1,894,289	5.0%
Delinquent Property Tax Revenue	978	523	980	980	87.4%
Other County Taxes	75,139	77,273	75,695	76,885	-0.5%
Intergovernmental	<u>262,223</u>	<u>180,558</u>	<u>109,070</u>	<u>109,060</u>	-39.6%
Subtotal Revenues	2,127,490	2,062,242	1,989,633	2,081,214	0.9%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	2,127,490	2,062,242	1,989,633	2,081,214	0.9%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
County Environment & Education	<u>364,290</u>	<u>381,718</u>	<u>381,718</u>	<u>440,685</u>	15.4%
Subtotal Expenditures	364,290	381,718	381,718	440,685	15.4%
Other Financing Uses:					
Operating Transfers Out	<u>1,705,104</u>	<u>1,705,104</u>	<u>1,705,104</u>	<u>1,640,529</u>	-3.8%
Total Expenditures & Other Uses	2,069,394	2,086,822	2,086,822	2,081,214	-0.3%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	58,096	(24,580)	(97,189)	-	-100.0%
Beginning Fund Balance - July 1,	\$ 83,889	\$ 175,927	\$ 141,985	\$ 44,796	-74.5%
Ending Fund Balance - June 30,	\$ 141,985	\$ 151,347	\$ 44,796	\$ 44,796	-70.4%

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. FY05 and FY04 increased substantially compared to prior fiscal year amounts. This increase will fund construction projects and help keep the rural services property tax levy stable.

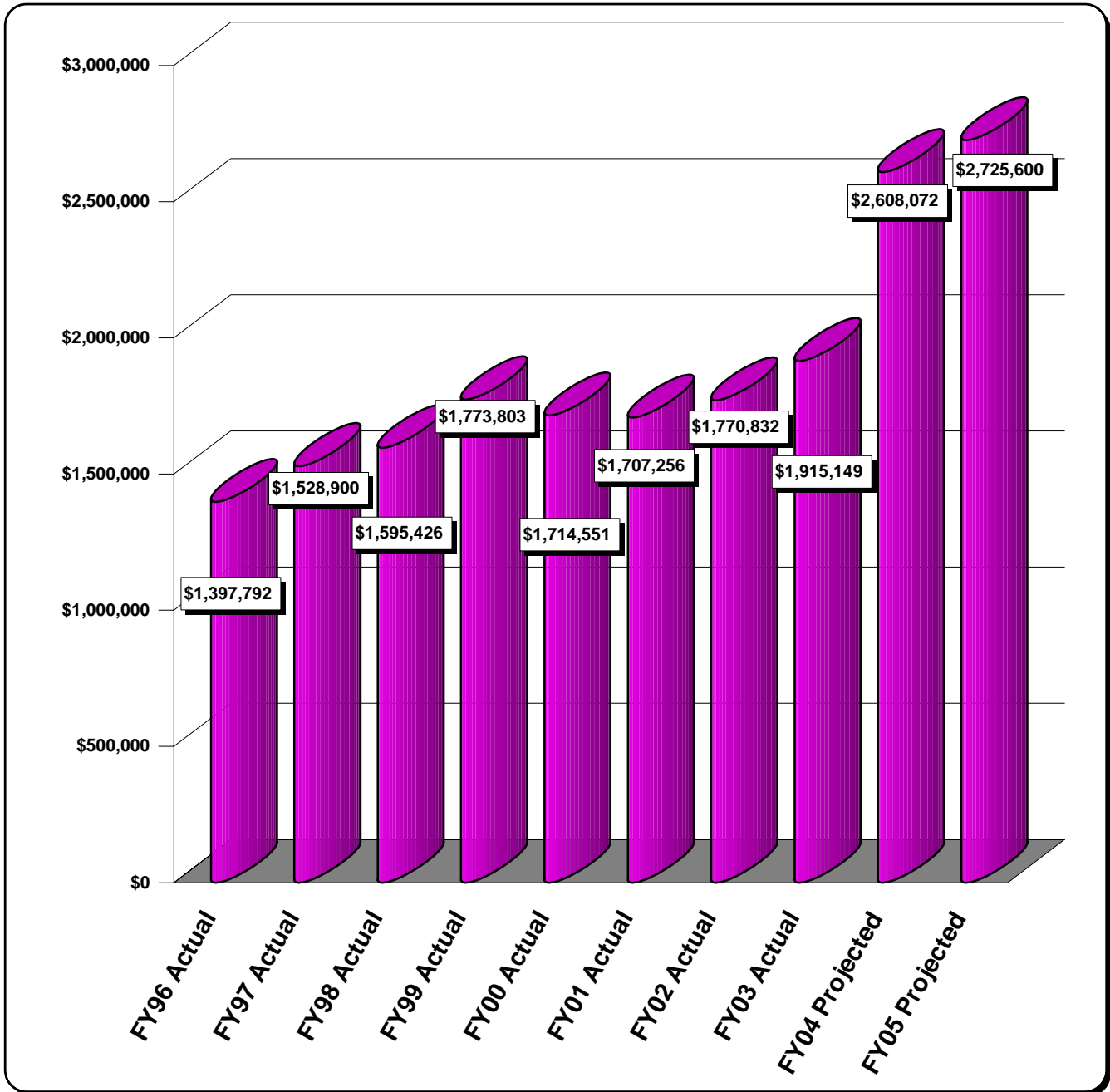
The following information provides a ten year history of State Road Use Tax revenues:

Fiscal Year	Road Use Tax Revenues
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	1,915,149
2003-04 (revised estimate)	2,608,072
2004-05 (Budget)	2,725,600

Finally for fiscal year 2004-05 the corporate levy rate used to compute the transfer amount from the General Basic Fund is \$0.10684 or 63% of the maximum \$.16875 levy rate. While the rural levy rate used to compute the transfer amount from the Rural Basic Fund is \$2.43689 or 81% of the maximum \$3.00375 levy rate.

ROAD USE TAX REVENUES

TEN YEAR COMPARISON



This graph shows that after limited growth in recent years, in FY04 and FY05 Scott County received 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>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Intergovernmental	\$ 2,834,778	\$ 2,681,972	\$ 2,681,972	\$ 2,901,200	8.2%
Licenses & Permits	525	1,000	1,000	1,000	0.0%
Charges For Services	2,316	5,000	5,000	5,000	0.0%
Use of Money and Property	1,803	-	-	-	
Miscellaneous	<u>219,552</u>	<u>13,000</u>	<u>13,000</u>	<u>14,000</u>	7.7%
Subtotal Revenues	3,058,974	2,700,972	2,700,972	2,921,200	8.2%
Other Financing Sources:					
Operating Transfers In	<u>2,228,656</u>	<u>2,228,656</u>	<u>2,228,656</u>	<u>2,228,656</u>	0.0%
Total Revenues & Other Sources	5,287,630	4,929,628	4,929,628	5,149,856	4.5%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Roads & Transportation					
Administration	\$ 164,074	\$ 170,800	\$ 170,800	\$ 181,900	6.5%
Engineering	352,071	346,900	346,900	375,000	8.1%
Bridges & Culverts	98,362	142,000	142,000	142,000	0.0%
Roads	1,135,893	1,147,000	1,147,000	1,329,000	15.9%
Snow & Ice Control	102,797	246,000	246,000	272,000	10.6%
Traffic Controls	131,179	143,000	143,000	157,000	9.8%
Road Clearing	120,517	120,000	120,000	125,000	4.2%
New Equipment	239,321	520,000	520,000	537,000	3.3%
Equipment Operation	605,938	653,000	653,000	677,000	3.7%
Tools, Materials, Supplies	39,065	53,000	53,000	66,000	24.5%
Real Estate & Buildings	36,478	55,000	55,000	55,000	0.0%
Capital Projects	<u>1,045,731</u>	<u>1,405,000</u>	<u>1,420,000</u>	<u>2,000,000</u>	42.3%
Subtotal Expenditures	4,071,426	5,001,700	5,016,700	5,916,900	18.3%
Other Financing Uses:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Expenditures & Other Uses	4,071,426	5,001,700	5,016,700	5,916,900	18.3%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	1,216,205	(72,072)	(87,072)	(767,044)	964.3%
Beginning Fund Balance - July 1,	\$ 701,725	\$ 1,145,924	\$ 1,917,930	\$ 1,830,858	59.8%
Ending Fund Balance - June 30,	\$ 1,917,930	\$ 1,073,852	\$ 1,830,858	\$ 1,063,814	-0.9%

RECORDER'S RECORD MANAGEMENT FUND

The 1993 Iowa Legislature created a County Recorder's Record Management Fund to be used exclusively for the preservation of maintenance of public records. The legislation required that a \$1.00 fee per each recorded instrument be deposited into this fund and that the Recorder use the fees collected (and interest earned) to produce and maintain public records that meet archival standards and to enhance the technological storage, and transmission capabilities related to archival quality records. In past years the County Recorder has authorized the purchase of optical imaging equipment to enhance the operations of 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 \$65,000 each year.

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

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Charges For Services	\$ 63,480	\$ 53,000	\$ 64,350	\$ 66,330	25.2%
Use of Money & Property	<u>3,297</u>	<u>6,000</u>	<u>6,000</u>	<u>-</u>	-100.0%
Subtotal Revenues	66,777	59,000	70,350	66,330	12.4%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	66,777	59,000	70,350	66,330	12.4%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Other Financing Uses:					
Operating Transfers Out	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ 100,000</u>	<u>\$ 200,000</u>	0.0%
Total Expenditures & Other Uses	-	200,000	100,000	200,000	0.0%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	66,777	(141,000)	(29,650)	(133,670)	-5.2%
Beginning Fund Balance - July 1,	\$ 192,259	\$ 224,761	\$ 259,036	\$ 229,386	2.1%
Ending Fund Balance - June 30,	\$ 259,036	\$ 83,761	\$ 229,386	\$ 95,716	14.3%

GOLF COURSE ENTERPRISE FUND

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

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

The County may at any time during this agreement pay the total prepayment price at which time the land lease is canceled.

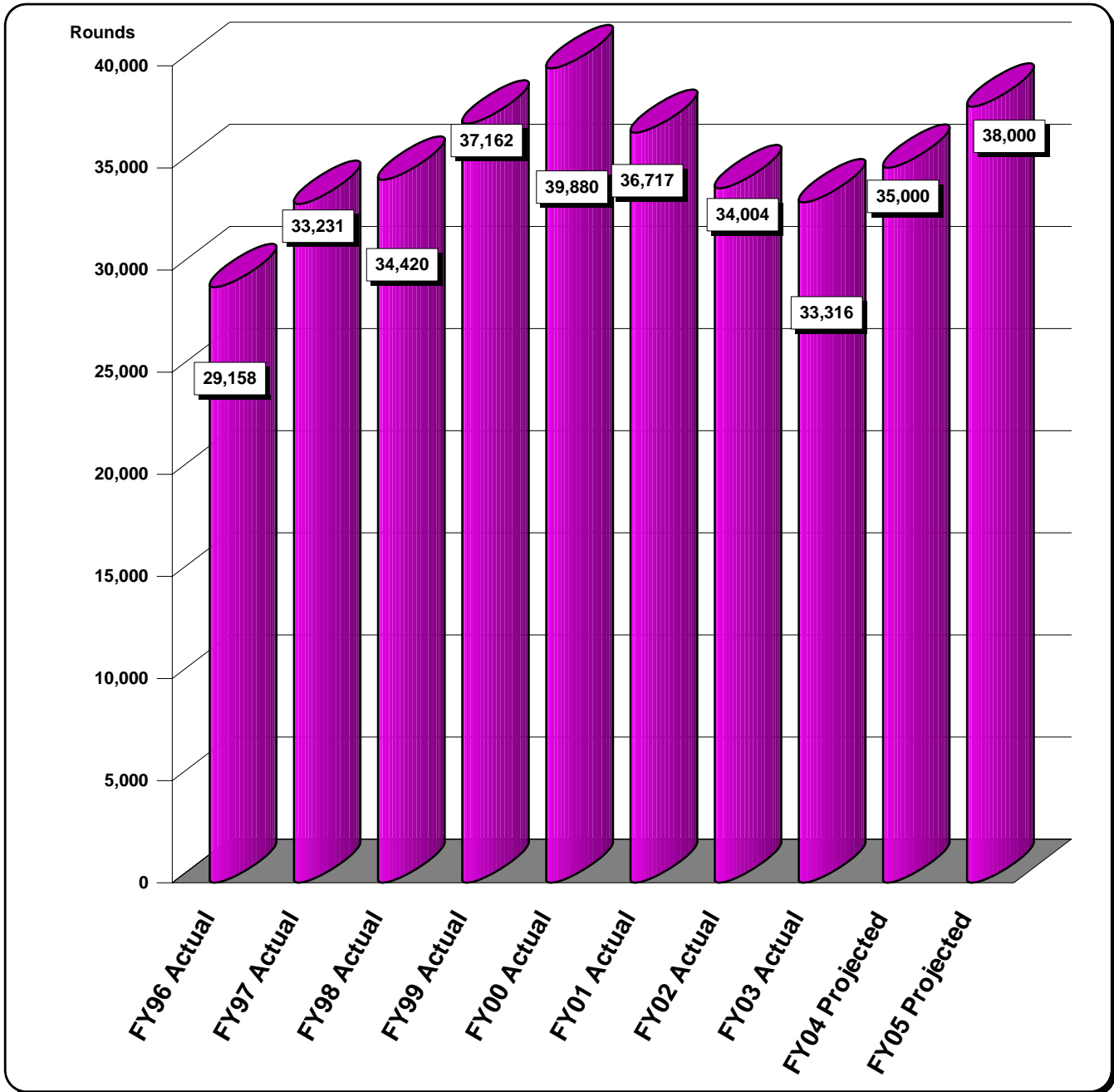
The course and clubhouse, called Glynn's Creek, opened July 1, 1992 at Scott County Park. Glynn's Creek has received rave reviews since its opening. The number of rounds played has increased steadily since the first year of operation. This County run operation is accounted for in the Golf Course Enterprise Fund.

**GOLF COURSE ENTERPRISE FUND
FUND STATEMENT**

	<u>Actual</u> <u>2002-03</u>	<u>Budget</u> <u>2003-04</u>	<u>Revised</u> <u>Estimate</u> <u>2003-04</u>	<u>Budget</u> <u>2004-05</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Charges For Services	\$ 1,123,488	\$ 1,434,882	\$ 1,232,300	\$ 1,492,331	4.0%
Use of Money & Property	2,461	15,000	2,500	2,500	-83.3%
Miscellaneous	1,170	1,000	1,000	1,000	0.0%
Subtotal Revenues	1,127,119	1,450,882	1,235,800	1,495,831	3.1%
Other Financing Sources:	-	-	-	-	
Total Revenues & Other Sources	1,127,119	1,450,882	1,235,800	1,495,831	3.1%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
County Environment & Education	\$ 1,057,398	\$ 1,115,176	\$ 1,051,455	\$ 1,120,220	0.5%
Subtotal Expenditures	1,057,398	1,115,176	1,051,455	1,120,220	0.5%
Other Financing Uses:	-	-	-	-	
Total Expenditures & Other Uses	1,057,398	1,115,176	1,051,455	1,120,220	0.5%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	69,721	335,706	184,345	375,611	11.9%
Beginning Fund Equity - July 1,	\$ (1,503,691)	\$ (2,372,466)	\$ (1,433,970)	\$ (1,249,625)	-47.3%
Ending Fund Equity - June 30,	\$ (1,433,970)	\$ (2,036,760)	\$ (1,249,625)	\$ (874,014)	-57.1%

GLYNNS CREEK GOLF COURSE ROUNDS

TEN YEAR COMPARISON



This graph shows that golf rounds were increasing each year until FY01. Golf rounds nationwide and in the Midwest decreased dramatically following the September 11, 2001 terrorist attack as families re-evaluated their leisure time activities and priorities. Rounds are beginning to see an upward trend again but are certainly weather dependent.



TABLE OF CONTENTS
BY SERVICE AREA

<u>SERVICE AREA</u>	<u>Page</u>
PUBLIC SAFETY & LEGAL SERVICES	
ATTORNEY	
County Attorney Administration	124
Criminal Prosecution	126
Corporation Counsel/Civil Division	128
HEALTH	
Public Health Safety	130
JUVENILE COURT SERVICES	
Juvenile Detention	132
NON-DEPARTMENTAL	
Court Support Costs	134
SHERIFF	
Sheriff Administration	136
Patrol	138
Corrections Division	140
Support Services Division	142
Criminal Investigations Division	144
BUFFALO AMBULANCE	
Emergency Care & Transfer	146
CENTER FOR ALCOHOL/DRUG SERVICES	
Jail-Based Assessment & Treatment	148
DURANT AMBULANCE	
Emergency Care & Transfer	150
EMERGENCY MANAGEMENT	
Emergency Preparedness	152
MEDIC E.M.S.	
Medic Emergency Medical Services	154

SERVICE AREA

Page

PHYSICAL HEALTH & SOCIAL SERVICES

COMMUNITY SERVICES
Community Services Administration.....158
General Assistance/Other Social Services160
Veteran Services162

HEALTH DEPARTMENT
Assessment.....164
Policy Development.....166
Assurance.....168

HUMAN SERVICES
Administrative Support.....170

CENTER FOR AGING SERVICES, INC.
Outreach to Older Persons172
Transportation for Older Persons.....174
Day Care for Older Persons176
Volunteer Services for Older Persons.....178
Leisure Services for Older Persons.....180

CENTER FOR ALCOHOL/DRUG SERVICES
Outpatient Services182
Residential Services184

COMMUNITY HEALTH CARE
Health Services-Community Services186
Health Services-Other188

GENESIS VISITING NURSE ASSOCIATION
Public Health Nursing.....190
Home Support Services.....192

**MENTAL HEALTH, MENTAL RETARDATION & DEVELOPMENTAL
DISABILITIES**

COMMUNITY SERVICES
SA Assistance196
MH-DD Services198

HUMAN SERVICES
Case Management - H.S.200

SERVICE AREA

Page

**MENTAL HEALTH, MENTAL RETARDATION & DEVELOPMENTAL
DISABILITIES (Continued)**

HANDICAPPED DEVELOPMENT CENTER

Residential Program.....202
Employment Services204
Personal Independence Services206

VERA FRENCH COMMUNITY MENTAL HEALTH CENTER

Outpatient Services208
Community Support Services210
Community Services.....212
Case Management.....214
Inpatient Services.....216
Residential.....218
Day Treatment Services.....220
Case Monitoring.....222
Employment Services224

COUNTY ENVIRONMENT & EDUCATION

CONSERVATION

Conservation Administration.....228
Parks & Recreation230
Glynns Creek Golf Course *232
Wapsi River Environmental Education Center.....234

PLANNING AND DEVELOPMENT

Planning & Development Administration236
Code Enforcement238

BI-STATE PLANNING COMMISSION

Regional Planning/Technical Assistance.....240

HUMANE SOCIETY

Animal Shelter242

LIBRARY

Library Resources & Services244

QUAD-CITY CONVENTION/VISITORS BUREAU

Regional Tourism Development.....246

QUAD-CITY DEVELOPMENT GROUP

Regional Economic Development248

<u>SERVICE AREA</u>	<u>Page</u>
ROADS AND TRANSPORTATION	
SECONDARY ROADS	
Administration and Engineering	252
Roadway Maintenance.....	254
General Roadway Expenditures.....	256
Roadway Construction.....	258
GOVERNMENT SERVICES TO RESIDENTS	
AUDITOR	
Auditor Administration.....	262
Elections.....	264
RECORDER	
Recorder Administration.....	266
Public Records	268
Vital Records	270
TREASURER	
Motor Vehicle Registration-Courthouse.....	272
County General Store.....	274
ADMINISTRATION (INTERPROGRAM) SERVICES	
ADMINISTRATION	
General Administration.....	278
AUDITOR	
Business/Finance.....	280
Taxation	282
FACILITY AND SUPPORT SERVICES	
Facility and Support Services Administration	284
Maintenance of Buildings & Grounds	286
Custodial Services.....	288
Support Services	290
HUMAN RESOURCES	
Human Resources Management	292
INFORMATION TECHNOLOGY	
Information Technology Administration	294
Information Processing.....	296

SERVICE AREA

Page

ADMINISTRATION (INTERPROGRAM) SERVICES (Continued)

NON-DEPARTMENTAL

Risk Management298

SUPERVISORS, BOARD OF

Legislation & Policy300

TREASURER

Treasurer Administration302

Tax Collection.....304

Accounting/Finance306

TABLE OF CONTENTS
BY DEPARTMENT AND AUTHORIZED AGENCY

<u>DEPARTMENT</u>	<u>Page</u>
ADMINISTRATION	
General Administration.....	278
ATTORNEY	
County Attorney Administration	124
Criminal Prosecution	126
Corporation Counsel/Civil Division	128
AUDITOR	
Auditor Administration.....	262
Elections.....	264
Business/Finance.....	280
Taxation	282
COMMUNITY SERVICES	
Community Services Administration.....	158
General Assistance/Other Social Services	160
Veteran Services	162
SA Assistance	196
MH-DD Services	198
CONSERVATION	
Conservation Administration	228
Parks & Recreation	230
Glynns Creek Golf Course *.....	232
Wapsi River Environmental Education Center.....	234
FACILITY AND SUPPORT SERVICES	
Facility and Support Services Administration	284
Maintenance of Buildings & Grounds	286
Custodial Services.....	288
Support Services	290
HEALTH	
Public Health Safety	130
Assessment.....	164
Policy Development.....	166
Assurance.....	168
HUMAN RESOURCES	
Human Resources Management	292

<u>DEPARTMENT</u>	<u>Page</u>
HUMAN SERVICES	
Administrative Support.....	170
Case Management - H.S.	200
INFORMATION TECHNOLOGY	
Information Technology Administration	294
Information Processing	296
JUVENILE COURT SERVICES	
Juvenile Detention	132
NON-DEPARTMENTAL	
Court Support Costs.....	134
Risk Management	298
PLANNING & DEVELOPMENT	
Planning & Development Administration	236
Code Enforcement	238
RECORDER	
Recorder Administration.....	266
Public Records	268
Vital Records	270
SECONDARY ROADS	
Administration and Engineering	252
Roadway Maintenance.....	254
General Roadway Expenditures.....	256
Roadway Construction.....	258
SHERIFF	
Sheriff Administration	136
Patrol.....	138
Corrections Division	140
Support Services Division.....	142
Criminal Investigations Division	144
SUPERVISORS, BOARD OF	
Legislation & Policy	300
TREASURER	
Treasurer Administration	302
Tax Collection.....	304
Motor Vehicle Registration-Courthouse.....	272
Accounting/Finance	306
County General Store.....	274

<u>AUTHORIZED AGENCY</u>	<u>Page</u>
BI-STATE PLANNING COMMISSION	
Regional Planning/Technical Assistance	240
BUFFALO AMBULANCE	
Emergency Care & Transfer	146
CENTER FOR ALCOHOL/DRUG SERVICES	
Outpatient Services	182
Residential Services	184
Jail-Based Assessment & Treatment	148
CENTER FOR ACTIVE SENIORS, INC.	
Outreach to Older Persons	172
Transportation for Older Persons.....	174
Day Care for Older Persons	176
Volunteer Services for Older Persons.....	178
Leisure Services for Older Persons.....	180
COMMUNITY HEALTH CARE	
Health Services-Community Services	186
Health Services-Other.....	188
DURANT AMBULANCE	
Emergency Care & Transfer	150
EMERGENCY MANAGEMENT	
Emergency Preparedness	152
GENESIS VISITING NURSE ASSOCIATION	
Public Health Nursing.....	190
Home Support Services.....	192
HANDICAPPED DEVELOPMENT CENTER	
Community Residential Program.....	202
Employment Services	204
Personal Independence Services	206
HUMANE SOCIETY	
Animal Shelter	242
LIBRARY	
Library Resources & Services	244
MEDIC E.M.S.	
Medic Emergency Medical Services	154

AUTHORIZED AGENCY

Page

QUAD-CITY CONVENTION/VISITORS BUREAU

Regional Tourism Development246

QUAD-CITY DEVELOPMENT GROUP

Regional Economic Development248

VERA FRENCH COMMUNITY MENTAL HEALTH CENTER

Outpatient Services208

Community Support Services210

Community Services212

Case Management214

Inpatient Services216

Residential218

Day Treatment Services220

Case Monitoring222

Employment Services224



**PUBLIC SAFETY & LEGAL SERVICES
TABLE OF CONTENTS**

	<u>Page</u>
ATTORNEY	
County Attorney Administration.....	124
Criminal Prosecution.....	126
Corporation Counsel/Civil Division.....	128
HEALTH	
Public Health Safety.....	130
JUVENILE COURT SERVICES	
Juvenile Detention.....	132
NON-DEPARTMENTAL	
Court Support Costs	134
SHERIFF	
Sheriff Administration.....	136
Patrol	138
Corrections Division.....	140
Support Services Division.....	142
Criminal Investigations Division.....	144
BUFFALO AMBULANCE	
Emergency Care & Transfer.....	146
CENTER FOR ALCOHOL/DRUG SERVICES	
Jail-Based Assessment & Treatment.....	148
DURANT AMBULANCE	
Emergency Care & Transfer.....	150
EMERGENCY MANGEMENT	
Emergency Preparedness.....	152
MEDIC E.M.S.	
Medic Emergency Medical Services.....	154

SERVICE AREA: Public Safety & Legal Services	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 at or below 12%.
2. To maintain administration personnel as a percent of departmental personnel at or below 8%.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Authorized personnel (FTE's)	36.63	36.63	36.63	36.63
2. Departmental budget expended	\$1,990,298	\$2,045,835	\$2,129,501	\$2,129,501
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 departmental personnel	8%	8%	8%	8%

EFFECTIVENESS				
1. Program performance budget objectives accomplished	100%	100%	100%	100%

ANALYSIS:

FY05 non-salary appropriations are recommended to increase 9.9% for all divisions within the total department. Attorney Administration requests for non-salary increases reflect projected need in areas that have been over budget for several years. Requested increases are in line with two-year average expenditures.

Revenues are projected to increase \$1,600. County Attorney revenue stems from two sources, forfeited assets projected to be \$15,000, and a recurring grant of \$1,600 from the Iowa Attorney General's Office, which partially subsidizes the salary of law interns.

There are no organizational change requests for County Attorney all divisions.

All PPB indicators remain stable for Attorney Administration. Productivity indicators show that the department is successful in maintaining administration costs at 12% or less of the department's budget and maintaining administrative personnel at 10% or less of department's personnel.

There are no budget issues identified for further Board review during the budget process.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$221,538	\$233,901	\$233,509	\$243,662	\$243,662
Expenses	9,771	7,000	7,000	9,000	9,000
TOTAL APPROPRIATIONS	\$231,309	\$240,901	\$240,509	\$252,662	\$252,662

SERVICE AREA: Public Safety & Legal Services	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 that annually the number of indictable cases closed is at least 90% of cases open.
2. To ensure that quarterly the number of non-indictable cases closed is at least 90% of cases filed.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. New felony cases	1,075	1,175	1,175	1,175
2. New indictable traffic, serious, aggravated, misdemeanor cases	3,077	3,150	3,150	3,150
3. New non-indictable simple misdemeanors (that did not plead)	1,775	1,800	1,800	1,800
4. Open indictable cases	3,269	3,500	3,500	3,500
5. Juvenile intake of delinquent, CHINA, terminations	864	650	650	650

WORKLOAD				
1. Jury/Court trials held indictable/non-indictable cases	218	200	200	200
2. Cases disposed of indictable	4,521	5,000	5,000	5,000
3. Cases disposed of non-indictable (misdemeanors that did not plead)	1,652	1,800	1,800	1,800
4. Uncontested juvenile hearings	2,245	2,000	2,000	2,000
5. Evidentiary juvenile hearings	365	325	325	325

PRODUCTIVITY				
1. Cost per indictable case disposed of (65%)	\$204.17	\$149.06	\$207.80	\$207.80
2. Cost per non-indictable case disposed of (10%)	\$90.11	\$85.36	\$88.80	\$88.80
3. Cost per juvenile uncontested/evidentiary hearing (25%)	\$142.59	\$172.64	\$171.88	\$171.88

EFFECTIVENESS				
1. Average open indictable cases per attorney-quarterly	260	275	275	275
2. Indictable closed/percentage of cases open-annually	140%	90%	90%	90%
3. Non-indictable closed/percentage of non-indictable filed-quarterly	93%	90%	90%	90%
4. Percentage of Juvenile cases going to hearing-quarterly	95%	95%	95%	95%

ANALYSIS:

Non-salary costs are recommended to increase \$15,000 or 5% over current budget levels. Criminal Division requests for non-salary increases reflect projected need in areas that have been over budget for several years. Requested increases are in line with two-year average expenditures and are a result of the cost of doing business and the complexity of trials handled by this division. Requests for line item increases are offset by reductions in various line items totaling \$8,366 for a net increase of \$6,634.

Revenue is projected to increase 10% due to a recurring grant from the Iowa Attorney General, which partially supports the salary expense for law interns.

There are no organizational change requests for the criminal division.

PPB Indicators continue to be refined as the division enters its second year depending solely on statistics provided by the intake coordinator, the Juvenile division secretary, and the case management system, Prosecutor Dialog. The new indicators are more reflective of the demand and workload of the division.

There are no budget issues identified for further Board review.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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
282-A Paralegal	1.75	1.75	1.75	1.75	1.75
252-A Executive Secretary	0.25	0.25	0.25	0.25	0.25
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	3.13	3.13	3.13	3.13	3.13
Z Summer Law Clerk	0.76	0.76	0.76	0.76	0.76
TOTAL POSITIONS	23.44	23.44	23.44	23.44	23.44
REVENUE SUMMARY:					
Intergovernmental	\$16,200	\$0	\$1,600	\$1,600	\$1,600
Fines & Forfeitures	34,645	15,000	15,000	15,000	15,000
Miscellaneous	17,172	-	-	-	-
TOTAL REVENUES	\$68,017	\$15,000	\$16,600	\$16,600	\$16,600
APPROPRIATION SUMMARY:					
Personal Services	\$1,334,258	\$1,400,838	\$1,404,359	\$1,451,084	\$1,451,084
Equipment	16,142	8,500	8,500	8,000	8,000
Expenses	113,722	91,760	94,160	99,400	99,400
Supplies	33,265	35,406	35,406	40,000	40,000
TOTAL APPROPRIATIONS	\$1,497,387	\$1,536,504	\$1,542,425	\$1,598,484	\$1,598,484

SERVICE AREA: Public Safety & Legal Services	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	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Opinion requests for non-litigation services	195	200	200	200
2. Requests for litigation services	325	300	300	300
3. On-going quarterly major case litigation	5	5	5	5

WORKLOAD				
1. Opinion requests provided for non-litigation services	198	200	200	200
2. Litigation services provided	298	260	260	260
3. On-going quarterly major case litigation	5	5	5	5

PRODUCTIVITY				
1. Cost per non-litigation service provided (55%)	\$722.85	\$748.68	\$765.48	\$765.48
2. Cost per litigation service provided (45%)	\$392.96	\$471.20	\$417.53	\$417.53

EFFECTIVENESS				
1. Litigation requests responded to	100%	100%	100%	100%
2. Non-litigation requests responded to	100%	100%	100%	100%

ANALYSIS:

Requests for non-salary increases reflect areas that have been over budgeted amounts for several years. These increases are needed to bring specific line items in line with actual expenditures.

The division does not generate revenue.

There are no organizational change requests for the division. There are no budget issues identified for further Board review during the budget process.

The PPB indicator that we will continue to highlight 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 complex.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	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	\$258,957	\$270,446	\$261,101	\$275,955	\$275,955
Expenses	2,646	1,800	1,800	2,400	2,400
TOTAL APPROPRIATIONS	\$261,603	\$272,246	\$262,901	\$278,355	\$278,355

SERVICE AREA: Public Safety & Legal Services		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		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 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		1,615	1,550	1,550	1,550
3. Jail Health: number of inmate medical contacts		3,064	2,900	2,900	2,900
WORKLOAD					
1. Emergency Medical Services: Total runs		21,053	21,000	21,000	21,000
2. Medical Examiner: # of cases requiring Medical Examiner Services		281	320	320	320
3. Jail Health: number of health related contacts provided within Jail		2,762	2,610	2,610	2,610
PRODUCTIVITY					
1. Emergency Medical Services: cost/citizen for EMS service coord		\$0.49	\$0.43	\$0.50	\$0.50
2. Medical Examiner: cost/citizen for Medical Examiner services		\$1.20	\$1.07	\$1.26	\$1.26
3. Jail Health: cost/citizen for jail health services		\$2.41	\$2.41	\$3.39	\$3.39
EFFECTIVENESS					
1. Emergency Medical Services: % of population being served by EMS		13%	13%	13%	13%
2. Medical Examiner: % of deaths being served by Medical Examiner		17%	20%	20%	20%
3. Jail Health: % of inmate health care provided within the Jail		90%	90%	90%	90%
ANALYSIS:					
<p>For this program, non-salary costs are recommended to increase 11.3% over current budgeted amounts.</p> <p>The primary reasons for appropriation changes from current budget levels are: a continued increase in Medical Examiner Autopsy Fees and Pharmacy costs for inmates in the jail.</p> <p>The primary reasons for revenue changes from the current budget levels are an increase in revenue from the State EMS Training Grant, primarily for Bio-terrorism Preparedness.</p> <p>Several PPB Indicators are highlighted as follows: EMS indicators are expected to remain stable; Medical Examiner autopsies are expected to increase 11% over FY03 actual and the number of Jail Health contacts should remain somewhat stable.</p> <p>Budget issues identified for further Board review during the budget process are: as part of the continued CJAAC recommendations regarding jail staffing for health purposes an increase of 4 FTE's is recommended to be phased in over the next 2 years. Currently 2 FTE's are budgeted with an increase of one</p>		<p>recommended for the FY05 Fiscal Year leaving 2 for FY06.</p> <p>This department budget supports the County's Target Issues and Management Agenda as it relates to CJAAC Recommendations and Bio-Emergency Direction.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	2.00	2.00	3.00	3.00
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	3.90	3.90	4.90	4.90
REVENUE SUMMARY:					
Intergovernmental	\$17,000	\$10,000	\$20,001	\$20,001	\$20,001
Miscellaneous	23,859	24,360	24,360	24,360	24,360
TOTAL REVENUES	\$40,859	\$34,360	\$44,361	\$44,361	\$44,361
APPROPRIATION SUMMARY:					
Personal Services	\$157,642	\$229,593	\$190,410	\$317,094	\$317,094
Expenses	445,852	443,836	452,910	499,405	499,405
Supplies	5,106	4,549	4,549	4,595	4,595
TOTAL APPROPRIATIONS	\$608,600	\$677,978	\$647,869	\$821,094	\$821,094

SERVICE AREA: Public Safety & Legal 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 \$125 with exception of cost recovery from out-of-county clients.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Persons admitted	234	450	450	450
2. Average daily detention population	5	12	13	13
3. Days of out-of-county client care	104	500	525	525
4. Total days of client care	1,838	4,300	4,500	4,500
WORKLOAD				
1. Intakes processed	234	450	450	450
2. Baby-sits	18	40	40	40
3. Visitors processed	2,250	4,000	4,100	4,100
PRODUCTIVITY				
1. Minutes per intake	30	30	30	30
2. Hours per baby-sits	4	4	4	4
3. Visitors processed per day	6	11	11	11
4. Cost per client per day	\$298	\$135	\$125	\$125
EFFECTIVENESS				
1. Escapes from detention	-	-	-	-
2. Special incidents by detainees requiring staff intervention	4	50	50	50
3. Average daily detention population as a percent of facility capacity	47%	75%	81%	81%
4. Average length of stay per resident (days)	8	14	15	15
5. Revenues collected	\$97,266	\$261,464	\$333,600	\$333,600

ANALYSIS:

Non-salary costs are projected to increase by \$5,125 or 5.2% over current budgeted levels. Appropriation increases are attributed to schools of instruction \$825, equipment maintenance \$85, supplies \$700, groceries \$500, and service contracts \$2,000. Service contracts result when Scott County minors are placed in out-of-county shelters/detention centers. This cost peaked FY03 during expansion when residents required secure placements in Lynn and Cedar Counties. Placements could continue when local youth have to be placed in out-of-county shelters because of state caps on residential treatment and the State Training School. All requested increases are due to increased facility use as a result of expansion.

Demand PPB indicators highlighted are (D.1) Persons admitted projected to increase due to the trend of longer stays as opposed to a rise in the number of residents admitted. Residents who would normally move on to state funded placements within a week or two are remaining at the Center because of state caps on residential treatment as previously mentioned. During the first quarter of FY04,

the Center has had residents stay over two months awaiting placement. (D.3) Days of out-of-county client care are projected to increase dramatically now that expansion and remodeling are complete. Because of the contract with Muscatine County, and referrals from other counties since September 2003, 525 out-of-county residents remains a good estimate for FY05.

Productivity indicator (P.4) Cost per client per day is an encouraging figure. During FY03 the expansion process caused a drop in capacity, which resulted in a dramatic rise in the cost of caring for residents. Even though there were fewer residents to care for, the Center could not reduce staffing levels and construction delays only exaggerated the problem. During the first quarter of FY04, cost per client per day dropped to \$135 compared with FY03 actual of \$298. If population trends stay the same and staffing levels do not need to be increased; we anticipate bringing cost per client per day down to our goal of \$125.

Effectiveness indicator (E.4) Average length of stay per resident has jumped dramatically from FY03 actual of 8 days to 12

days during the first quarter of FY04. This figure is likely to increase during FY05 due to the cap on state funded placements. (E.5) Revenues collected are projected to increase reflecting state reimbursements for construction and expansion costs and daily expenditures due to the rise in the resident population. The percentage that the state reimburses detention centers has varied a great deal over the years. Last year Iowa detention centers were reimbursed at a record high 22%. State reimbursements stem from first offense drunk driver's fines received and are reduced by state level decisions on other programs that may be funded. Revenue also comes from beds available beds for out-of-county residents.

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Juvenile Court Services	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
571-A Juvenile Detention Center Director	1.00	1.00	1.00	1.00	1.00
323-A Office Supervisor	1.00	1.00	1.00	-	-
323-A Shift Supervisor	-	-	-	2.00	2.00
257-A Shift Leader	2.00	2.00	2.00	-	-
215-A Detention Youth Supervisor	11.20	11.20	11.20	11.20	11.20
TOTAL POSITIONS	15.20	15.20	15.20	14.20	14.20
REVENUE SUMMARY:					
Intergovernmental	\$78,967	\$112,835	\$196,464	\$263,600	\$263,600
Fees and Charges	22,440	65,000	65,000	70,000	70,000
Miscellaneous	410	-	-	-	-
TOTAL REVENUES	\$101,817	\$177,835	\$261,464	\$333,600	\$333,600
APPROPRIATION SUMMARY:					
Personal Services	\$620,307	\$740,502	\$677,229	\$744,699	\$744,699
Equipment	749	3,100	3,100	3,100	3,100
Expenses	38,266	36,670	37,720	40,630	40,630
Supplies	27,874	37,635	37,635	38,800	38,800
TOTAL APPROPRIATIONS	\$687,196	\$817,907	\$755,684	\$827,229	\$827,229

SERVICE AREA: Public Safety & Legal 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. Grand Jury expenses are included under (23B).

PROGRAM OBJECTIVES:

1. To perform 55,000 hours of community service.
2. To maintain completed community service sentences at 60% to 70%.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Community service sentencing (CSS) referrals	945	650	800	800
2. Community service sentencing secondary referrals	133	190	190	190
3. Average monthly caseload	638	450	700	700
4. Community service hours ordered	179,615	80,000	125,000	125,000
WORKLOAD				
1. Community service sentences completed	576	475	500	500
2. Agencies used for community service completions	848	700	800	800
3. Community service hours performed	66,249	55,000	55,000	55,000
4. Average monthly caseload	638	425	700	700
5. Withdrawn community service sentences	133	160	125	125

PRODUCTIVITY				
1. Cost per completed sentence	\$39.18	\$63.16	\$62.00	\$62.00
2. Cost per hour performed	\$0.34	\$0.55	\$0.56	\$0.56

EFFECTIVENESS				
1. Completed community service sentences	61%	73%	63%	63%

ANALYSIS:

<p>Total FY05 appropriations for the Alternative Sentencing Program consists of the annual base salary and benefits for the service coordinator. Non-salary costs such as office space, office supplies, etc., are being absorbed by the Jail. This Z schedule position, under the Sheriff's Department, is not subject to merit increases, only cost of living increases as granted by the Board apply.</p> <p>There are no organizational change requests for program.</p> <p>Revenue associated with the program is a one-year agreement between Scott County and the Seventh Judicial District Department of Correctional Services. Seventh Judicial will pay the sum of \$22,566 to support the Community Service Sentencing Program as required by statute.</p> <p>PPB Indicator (D.1) Community service sentencing referrals is the indicator that drives the entire program. The coordinator's workload depends on referrals to the program, which come from judges, magistrates, and the Batterer's Education Program. Caseload stemming from referrals was very high during FY03 and continues to be high through the</p>	<p>first two quarters of FY04.</p> <p>(P.1) and (P.2) Cost per completed sentence and cost per hour performed are now based on the Service Coordinator's annual base salary, excluding benefit costs. This has caused costs to increase from FY03 actuals.</p> <p>(E.1) Completed community services sentences are projected to be at FY03 actual levels. This indicator demonstrates the percentage of completed sentences against the number of sentences ordered. As new sentences ordered are constantly coming into the program the time required to place the client and see that his/her sentence is completed far exceeds the time required just to order the sentence. This indicator will always be acceptable at 60% to 70%.</p> <p>There are no budget issues identified for further Board review during the budget process.</p> <p>Other non-departmental appropriations (23B), which has no relationship to the Alternative Sentencing Program, are attributed to grand jury expense and the Juvenile Justice County Base Program. (23B) Non-</p>	<p>departmental revenue, also not related to the program, comes from court appointed fees, fines, refunds, and the Juvenile Justice County Base Program, which is offset by Juvenile Justice Hearing Expense.</p>
---	---	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Court Support Costs (23B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
REVENUE SUMMARY:					
Intergovernmenta	\$11,479	\$12,000	\$12,000	\$12,000	\$12,000
Fees and Charges	113,368	115,000	115,000	115,000	115,000
Miscellaneous	282	3,000	119	-	-
TOTAL REVENUES	\$125,129	\$130,000	\$127,119	\$127,000	\$127,000
APPROPRIATION SUMMARY:					
Expenses	\$152,045	\$150,740	\$139,194	\$144,394	\$144,394
Supplies	2,050	1,600	1,600	1,600	1,600
TOTAL APPROPRIATIONS	\$154,095	\$152,340	\$140,794	\$145,994	\$145,994

SERVICE AREA: Public Safety & Legal Services	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 2.00% or less.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Authorized personnel (FTE's)	138.70	153.70	161.60	159.70
2. Department budget	\$9,558,978	\$10,557,512	\$11,757,227	\$11,513,689

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 activities and coordination	25%	25%	25%	25%
4. Percent of time spent on miscellaneous activities	25%	25%	25%	25%

PRODUCTIVITY				
1. Administration cost as a percent of department budget	2.29%	2.21%	2.08%	2.13%
2. Administration personnel as a percent of departmental personnel	1.86%	1.70%	1.61%	1.63%

EFFECTIVENESS				
1. Program performance objectives accomplished	100%	100%	100%	100%

ANALYSIS:

Total FY05 appropriations for the total department are recommended to increase \$694,845 or 6.4% over current budgeted levels. This recommendation is \$243,538 less than the department's request. Much of this increase (\$527,634) comes from significant organizational changes being made in the Corrections Division. A more detailed analysis is given in the Corrections program. Without the increases in the Corrections Division, the increase would be \$167,211 or 1.5%.

Non-salary costs are recommended to increase \$39,993 or 1.7% over current budgeted levels for the total department. Total department equipment appropriations are recommended to increase \$27,425 or 38.2% due primarily to upgrades of jail kitchen equipment. Total expense appropriations are recommended to increase \$19,003 or 1.2%, and total supply appropriations for the department are recommended to decrease \$6,410 or 1.0%. As implementation of the jail studies proceeds, there is a possibility that adjustments will be made to the Corrections budget for FY05.

Total departmental revenues are

recommended to increase \$15,674 or 1.8% over current budgeted amounts. Most revenue accounts show little variation from the prior year.

The department has requested several organizational changes that have been recommended by the Human Resources department and they are listed below. Jail – upgrades - 1 FTE clerk III (162) position to jail clerk/payroll specialist (198), 1 FTE senior accounting clerk (191) to accounting/warrants and extradition specialist (220), upgrade 3.5 cook positions from 122 to 176 in the kitchen. Communications – upgrade 12 telecommunications positions (228) to public safety dispatchers (252), and upgrade the Chief Telecommunications position from 245 to 271 points. The department has also requested the addition of one patrol deputy position. In addition to the departmental requests, the jail studies have recommended the addition of 14 staff positions. For FY05, 6 of these staff positions will be added which includes 2 custodial/correctional officers, 3 correctional officers, and 1 nurse. The remaining 8 FTE's will be added in FY06.

For the Administration program, non-salary costs are recommended to increase \$2,100 or 9.4% over current budgeted amounts. The increase is needed to bring several line items up to current expenditure levels. Total appropriations for the program, including personal services, are recommended to increase \$10,588 OR 4.5%.

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, and the organizational changes submitted by the department.

All indicators are recommended as submitted and reflect appropriately past performance.

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.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$0	\$50	\$0	\$0	\$0
Miscellaneous	3,705	900	500	900	900
TOTAL REVENUES	\$3,705	\$950	\$500	\$900	\$900
APPROPRIATION SUMMARY:					
Personal Services	\$203,149	\$212,041	\$211,880	\$220,529	\$220,529
Equipment	1,055	1,500	1,500	1,500	1,500
Expenses	7,741	13,130	12,680	14,930	14,930
Supplies	6,941	7,600	7,600	7,900	7,900
TOTAL APPROPRIATIONS	\$218,886	\$234,271	\$233,660	\$244,859	\$244,859

SERVICE AREA: Public Safety & Legal Services	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 \$37.00 or less.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Calls for service	7,175	7,300	8,000	8,000
2. Calls for assistance	N/A	N/A	6,500	6,500
3. Number self initiated activities	9,162	9,200	9,000	9,000

WORKLOAD				
1. Court appearances as witnesses	112	120	120	120
2. Hours on preventive patrol	23,811	23,000	20,000	20,000
3. Number of traffic citations	2,535	1,750	2,000	2,000

PRODUCTIVITY				
1. Cost per response/self initiated activity (64%)	\$78.42	\$74.98	\$56.30	\$55.83
2. Cost per hour of preventive patrol (36%)	\$44.11	\$30.26	\$37.21	\$36.90

EFFECTIVENESS				
1. Average response time per call (minutes)	10	10	10	10
2. Number of traffic accidents	348	504	500	500

ANALYSIS:

Revenues for the program are recommended to increase \$19,500 or 125.8% from the current year. This is due to \$20,000 increase in the Local Law enforcement Block Grant. The increase is consistent with past revenues.

Overtime is recommended to decrease \$18,824 or 18.9% over FY04. The departments request was reduced \$17,279 by administration, and is consistent with actual amounts from prior years, and more closely represents the estimated FY04 level. Total personal services are recommended to decrease \$49,613 or 2.6%, and are consistent with past years. For this program, non-salary costs are recommended to increase \$7,680 or 3.8% over current budgeted amounts. Total expenses are recommended to increase \$22,800 or 31.9%, and total supplies are recommended to decrease \$15,120 or 12.7%. The are based upon the department's request to move vehicular parts from supplies and into the expenditure line of vehicular maintenance.

The department has requested one organizational change for the Patrol program. The department has requested one additional

deputy to replace the FTE reduction that is anticipated by the retirement of the Director of Support Services. The Human Resources Department is reviewing this request.

Calls for service (D.1) are recommended to increase slightly from FY04 projections. Calls for assistance (D.2) is an indicator that was not available in past years, but will now be monitored for performance reasons. The number of self initiated activities (D.3) is recommended to decrease slightly but is still approximately at historical levels. Hours on preventative patrol (W.2) are recommended to decrease slightly over current levels. The number of traffic citations (W.3) are recommended to increase 14% over last year. Productivity indicator P.1 is recommended to decrease substantially due to the addition of demand indicator Calls for Assistance. Average response time per call (E.1) is recommended to remain at the FY04 level. All other indicators are recommended as submitted

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.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$63,619	\$11,500	\$17,000	\$31,500	\$31,500
Fees and Charges	844	600	500	500	500
Miscellaneous	3,717	3,400	3,000	3,000	3,000
TOTAL REVENUES	\$68,180	\$15,500	\$20,500	\$35,000	\$35,000
APPROPRIATION SUMMARY:					
Personal Services	\$1,772,237	\$1,889,889	\$1,737,051	\$1,857,555	\$1,840,276
Equipment	31,594	12,000	12,000	12,000	12,000
Expenses	97,395	71,380	65,490	94,180	94,180
Supplies	100,259	118,620	118,500	103,500	103,500
TOTAL APPROPRIATIONS	\$2,001,485	\$2,091,889	\$1,933,041	\$2,067,235	\$2,049,956

SERVICE AREA: Public Safety & Legal Services

PROGRAM: Corrections Division (28C)

ACTIVITY: Law Enforcement

ORGANIZATION: Sheriff

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.

	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Persons booked	8,223	8,500	8,700	8,700
2. Average daily jail population	214	238	246	246
3. Persons released	8,237	8,500	8,700	8,700
4. Average length of stay of inmates processed	9.5	9.5	9.5	9.5
5. Prisoners handled by bailiff	9,777	10,044	10,250	10,250
6. Extraditions received	378	390	400	400
WORKLOAD				
1. Meals served	228,609	235,000	238,095	238,095
2. Number of persons finger printed	5,241	4,980	5,200	5,200
3. Prisoner days	77,992	86,870	87,600	87,600
4. Number of prisoners transported	1,154	2,000	2,000	2,000
5. Inmates per correctional officer on duty-day/evening/night	16/22/23	16/22/23	16/22/23	16/22/23
6. Mental health commitments transported	55	68	70	70
PRODUCTIVITY				
1. Operating cost per prisoner day	\$61.62	\$64.31	\$72.45	\$70.08
2. Food cost per meal	\$1.04	\$1.05	\$1.08	\$1.08
3. Paid inmate days/cost out-of-county	8970/\$485,571	16425/\$900,000	18980/\$1,043,900	18980/\$900,000
4. Cost per prisoner in court	\$40.11	\$43.44	\$51.32	\$51.32
EFFECTIVENESS				
1. Average number of sentenced inmates	46	54	57	57
2. Percentage of felons to total population	57.5%	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	-	-	-	-

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 FY05, \$900,000 is recommended to cover these expenditures. This is the same amount that was recommended in FY04. It is anticipated that \$500,000 of this appropriation will come from property taxes and the remaining \$400,000 will come from County fund balance.

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. The studies recommend the addition of 14 new FTE's for the department. For FY05, 6 of these positions will be filled. It is recommended that 2 custodial/corrections officers, 3 additional correctional officers, and 1 nurse be added to staff. The remaining 8 FTE's will be added in FY06. In addition to these recommended staffing changes, the department has also requested upgrades for jail cooks (122 to 176), 1 clerk III (162 to 198), and 1 Senior Accounting Clerk (191 to 220),

which have been recommended by the Human Resources Department.

For this program, total non-salary costs are recommended to increase \$46,515 or 3.0% over current budgeted amounts. Total expenses are recommended to increase \$6,255 or 0.6%. Total supplies are recommended to increase \$12,860 or 3.0% due to increases in clothing and jail supplies.

Total personal services are recommended to increase \$481,119 or 10.5% due to the anticipation of implementing the organizational change recommendations found in the Voorhis Staffing Report. This has led to increases in salaries, health/medical benefits and other personal service line items. However, the additional staff has led to the overtime recommendation being lowered \$54,068 or 36.1% from last year's budget, and lowered \$63,204 from the departments request.

The total budget for the Corrections Division as recommended will increase appropriations \$527,634 or 8.6%. However, this is subject to adjustment as recommendations from the studies are

implemented.

Revenues for the program are recommended to increase \$22,017 or 4.6% due primarily to a \$22,566 increase in political subdivision revenue. All other revenues show minor changes from last year, and are consistent with prior years.

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	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Corrections Division (28C)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
705-A Jail Administrator	1.00	1.00	1.00	1.00	1.00
449-A Corrections Captain	1.00	1.00	1.00	1.00	1.00
400-A Support/Program Supervisor	1.00	1.00	1.00	1.00	1.00
353-A Corrections Lieutenant	3.00	3.00	3.00	3.00	3.00
332-A Corrections Sergeant	4.00	4.00	4.00	4.00	4.00
332-A Food Service Manager	1.00	1.00	1.00	1.00	1.00
323-A Program Services Coordinator	-	1.00	1.00	1.00	1.00
Z Alternative Sentence Coordinator	-	1.00	1.00	1.00	1.00
289-A Classification Specialist	-	1.00	1.00	1.00	1.00
283-H Lead Correction Officer	10.00	10.00	10.00	10.00	10.00
262-A Lead Bailiff	1.00	1.00	1.00	1.00	1.00
246-H Correction Officer	43.20	49.00	49.00	52.00	52.00
220-A Bailiffs	7.10	8.55	8.55	8.55	8.55
220-C Senior Accounting Clerk	-	-	-	1.00	1.00
198-A Senior Clerk	-	-	-	2.00	2.00
191-C Senior Accounting Clerk	1.00	1.00	1.00	-	-
176-H Jail Custodian/Correction Officer	1.00	1.00	1.00	3.00	3.00
176-C Cook	-	-	-	3.60	3.60
162-A Clerk III	1.00	2.00	2.00	-	-
141-C Clerk II	-	0.50	0.50	0.50	0.50
125-C Clerk I	0.50	-	-	-	-
125-H Jail Custodian	1.00	-	-	-	-
122-C Cook	3.40	3.60	3.60	-	-
TOTAL POSITIONS	80.20	90.65	90.65	95.65	95.65
REVENUE SUMMARY:					
Intergovernmental	\$5,786	\$6,500	\$29,066	\$29,066	\$29,066
Fees and Charges	547,921	473,759	468,075	474,100	474,100
Miscellaneous	1,481	1,600	610	710	710
TOTAL REVENUES	\$555,188	\$481,859	\$497,751	\$503,876	\$503,876
APPROPRIATION SUMMARY:					
Personal Services	\$4,146,053	\$4,576,542	\$4,467,120	\$5,120,865	\$5,057,661
Equipment	39,751	42,675	42,675	70,075	70,075
Expenses	599,726	1,083,835	1,086,635	1,233,990	1,090,090
Supplies	386,145	434,570	427,070	447,430	447,430
TOTAL APPROPRIATIONS	\$5,171,675	\$6,137,622	\$6,023,500	\$6,872,360	\$6,665,256

SERVICE AREA: Public Safety & Legal Services	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	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Number of 9-1-1 calls	11,830	13,200	14,000	14,000
2. Number of non 9-1-1 calls	105,899	104,220	110,000	110,000
3. Number of communications transactions	278,706	390,900	400,000	400,000

WORKLOAD				
1. Number of EMD calls handled	819	996	1,000	1,000
2. Number of warrants entered	1,450	1,836	1,900	1,900
3. Number of warrant validations	1,541	1,984	2,000	2,000

PRODUCTIVITY				
1. Cost per 9-1-1 call (10%)	\$8.65	\$8.35	\$8.89	\$8.75
2. Cost per EMD call (5%)	\$62.48	\$55.38	\$62.23	\$61.27

EFFECTIVENESS				
1. Crime rate (per 1,000 population) - Part I	N/A	27.0	27.0	27.0
2. Crime rate (per 1,000 population) - Part II	N/A	66.0	66.0	66.0
3. Crime clearance rate	37.70%	60.00%	55.00%	55.00%

ANALYSIS:

<p>Total revenues for the program are recommended to decrease \$5,825 or 26%. The decrease is due to a reduction in refunds and reimbursements.</p> <p>Total personal services are recommended to increase \$89,432 or 9.2% with wage increases and health/medical benefits being the primary reasons. Overtime for the program is recommended for \$31,300 which is \$15,000 or 32.4% lower than FY04. The reduction was made by administration, and is due to the addition of one telecommunicator position being added in FY04. Total expenses for the program are recommended to decrease \$30,737 or 7.9% due to the department leaving the Davenport Police Department Computer system and going to their own. Supplies are recommended to increase \$2,000 or 11.6% over last year.</p> <p>The program budget as recommended will have non-salary appropriations decreasing \$28,337 or 6.7%, and total program costs increasing \$61,095 or 4.4%.</p> <p>The department submitted organizational change requests to upgrade twelve</p>	<p>telecommunications operators (228) to Public Safety Dispatchers (252), and Lead Telecommunicator (245) to Lead Public Safety Dispatcher (271). The Human Resources Department has recommended these requests. The department has also requested the Chief Telecommunicator's position be upgraded. This upgrade is requested due to the Director of Support Services position being eliminated after the retirement of the incumbent in December of 2004, and some of his duties going to the Chief Telecommunicator. This request has been deferred until after the retirement of the Director.</p> <p>All demand indicators are recommended to remain approximately at FY04 levels. The number of EMD calls (W.1) is recommended to increase slightly. The number of warrants (W.2) and the number of warrant validations (W.3) are recommended to increase slightly over FY04. 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</p>	<p>with projections and vary only slightly from last year and are recommended as submitted.</p>
--	--	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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
271-A Lead Public Safety Dispatcher	-	-	-	3.00	3.00
245-A Lead Telecommunications Operator	3.00	3.00	3.00	-	-
252-A Public Safety Dispatcher	-	-	-	9.00	9.00
228-A Telecommunications Operator	8.00	9.00	9.00	-	-
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	1.00	1.00
141-C Clerk II	1.00	1.00	1.00	1.00	1.00
141-C Clerk II-Records	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	18.90	19.90	19.90	19.90	19.90
REVENUE SUMMARY:					
Licenses and Permits	\$12,676	\$14,075	\$9,200	\$13,000	\$13,000
Fees and Charges	554	1,750	600	1,000	1,000
Miscellaneous	9,459	6,600	2,100	2,600	2,600
TOTAL REVENUE	\$22,689	\$22,425	\$11,900	\$16,600	\$16,600
APPROPRIATION SUMMARY:					
Personal Services	\$915,400	\$975,756	\$1,004,551	\$1,084,343	\$1,065,188
Equipment	8,733	12,500	12,500	12,500	12,500
Expenses	296,150	389,175	299,250	358,438	358,438
Supplies	17,037	20,750	19,900	23,150	23,150
TOTAL APPROPRIATIONS	\$1,237,320	\$1,398,181	\$1,336,201	\$1,478,431	\$1,459,276

SERVICE AREA: Public Safety & Legal Services		PROGRAM: Criminal Investigations Division (28I)		
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 95% or more of all process documents received.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Process documents received	15,240	15,412	16,000	16,000
2. Number of investigations assigned	344	220	350	350
WORKLOAD				
1. Process documents tried to serve	15,240	15,412	16,000	16,000
2. Number of investigations per officer	87	56	70	70
3. Number of mental commitments	468	396	400	400
PRODUCTIVITY				
1. Cost per document tried to serve	\$20.23	\$23.22	\$23.57	\$23.57
2. Cost per investigation conducted	\$1,806.21	\$3,059.61	\$2,049.27	\$2,049.27
EFFECTIVENESS				
1. Number of attempts to serve processed documents	25,208	25,868	26,000	26,000
2. Number of documents unable to be served	986	320	800	800
3. Percent of documents successfully served	93.5%	98.0%	95.0%	95.0%
ANALYSIS:				
<p>The Criminal Investigation Division is responsible for revenues and expenditures for investigation and civil deputies. For this program, non-salary costs are recommended to increase \$12,035 or 14.8% over current budgeted amounts. . . This increase is due to \$6,954 being recommended for the County share of the Federal Gang Task Force, and an additional \$4,000 for cellular phones for the civil deputies. All other appropriations are recommended to remain approximately at current budget levels.</p> <p>There were no organizational changes requested or recommended for this program.</p> <p>The program continues to have two deputies funded by grants. One deputy is funded through the Narcotics control grant and revenues of \$52,741 are recommended for the program to continue. Another deputy is partially funded through the Stop Violence Against Women Program and \$7,500 in revenue is recommended for this program. Total revenue for the program is recommended to decrease \$19,968 or 5.8% due to a \$13,500 decreases in the above mentioned grants and a \$6,000 decrease in</p>		<p>refunds and reimbursements.</p> <p>Total personal services for the program are recommended to increase \$125,426 or 14.3% with overtime recommended to increase \$4,51 or 8.6%. The increase is consistent with the actual amounts for prior years. The budget as submitted will result in total appropriations increasing \$137,461 or 14.4% for the Criminal Investigations Division.</p> <p>Process documents received (D.1) and the number of investigations assigned (D.2) are recommended to increase slightly over FY03 actual. The number of investigations per officer (W.2) is recommended to increase 27% over the estimated FY04 level. All other indicators are consistent with prior years and are recommended as submitted.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	10.00	10.00
TOTAL POSITIONS	13.00	13.00	13.00	13.00	13.00
REVENUE SUMMARY:					
Intergovernmental	\$80,196	\$73,286	\$110,688	\$60,241	\$60,241
Fees and Charges	258,205	256,923	263,000	256,000	256,000
Miscellaneous	2,154	12,200	17,200	6,200	6,200
TOTAL REVENUES	\$340,555	\$342,409	\$390,888	\$322,441	\$322,441
APPROPRIATION SUMMARY:					
Personal Services	\$858,472	\$875,552	\$948,710	\$1,000,978	\$1,000,978
Equipment	6,920	3,000	3,000	3,000	3,000
Expenses	36,932	39,629	41,150	58,514	58,514
Supplies	27,288	38,700	38,250	31,850	31,850
TOTAL APPROPRIATIONS	\$929,612	\$956,881	\$1,031,110	\$1,094,342	\$1,094,342

SERVICE AREA: Public Safety & Legal Services		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 1% or less.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Calls for service		253	300	300	300
WORKLOAD					
1. Calls answered		253	300	300	300
PRODUCTIVITY					
1. Cost per call		\$410.00	\$400.00	\$400.00	\$400.00
EFFECTIVENESS					
1. Number of volunteers		25	25	30	30
2. Percent of runs exceeding 15 minute response time		1%	1%	1%	1%
3. County subsidy as a percent of program costs		31%	25%	25%	25%
ANALYSIS:					
<p>Total FY05 appropriations for the total agency are expected to decrease 28.7% from FY04 budget levels. Part of this is due to better budgeting with the help of their audit firm at the recommendation of Scott County during the FY04 budget cycle. County funding is recommended to remain stable for this program during the next fiscal year.</p> <p>There are no organizational change requests for the agency other than to continue attempts to recruit more volunteers, as this is the lifeblood of any volunteer ambulance service.</p> <p>The primary reasons for revenue changes from current budget levels are an increase in subsidy from the City of Buffalo and an expectation of increased citizen donations.</p> <p>The primary reasons for appropriation changes from current budget levels as stated above are better budget forecasting, reduced ambulance loan payment and maintenance of vehicles.</p> <p>Several PPB Indicators are highlighted as follows: Calls for service (D.1) are expected to remain stable as does Cost per call (P.1)</p>		<p>This agency budget supports the County's Target Issues and Management Agenda as follows by improving their financial management as a service overall.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Emergency Care & Transfer (37A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Volunteers	25.00	25.00	25.00	30.00	
TOTAL POSITIONS	25.00	25.00	25.00	30.00	
REVENUE SUMMARY:					
Municipal Subsidy	\$18,014	\$9,000	\$3,000	\$12,000	
Service Fees	17,818	53,000	20,000	53,000	
Other	1,487	6,500	3,500	8,700	
SUB-TOTAL REVENUES	\$37,319	\$68,500	\$26,500	\$73,700	
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	\$69,969	\$101,150	\$59,150	\$106,350	
APPROPRIATION SUMMARY:					
Personal Services	\$22,514	\$35,000	\$18,000	\$28,000	
Equipment	8,443	29,557	8,500	19,800	
Expenses	50,370	70,903	24,350	43,000	
Supplies	1,400	2,000	2,200	4,500	
Occupancy	8,397	8,490	6,000	8,800	
TOTAL APPROPRIATIONS	\$91,124	\$145,950	\$59,050	\$104,100	

SERVICE AREA: Public Safety & Legal Services		PROGRAM: Jail-Based Assessment and Treatment (38C)			
ACTIVITY: Care of the Chemically Dependent		ORGANIZATION: Center for Alcohol & Drug Services, Inc.			
PROGRAM MISSION: To simultaneously reduce substance abuse and criminal behavior.					
PROGRAM OBJECTIVES:					
1. Achieve and maintain a 90 percent utilization rate within the in-house program.					
2. Achieve a successful completion rate of 70 percent for the jail-based substance treatment program.					
3. Achieve a 90 percent retention rate of offenders participating in continuing care 30 days after release.					
4. Reduce the number of offenders who violate their supervision status by returning due to substance use.					
PERFORMANCE INDICATORS		2002-03	2003-04	2004-05	ADMIN
		ACTUAL	PROJECTED	REQUESTED	REC
DEMAND					
1. Referrals to jail-based program			80	200	200
WORKLOAD					
1. Admissions to program			64	160	160
2. Total in-house treatment days			1,882	4,704	4,704
PRODUCTIVITY					
1. Cost per day of service			\$78.11	\$55.57	\$55.57
EFFECTIVENESS					
1. Utilization rate within each program component			90%	90%	90%
2. Successful completion rate for in-house treatment program			70%	70%	70%
3. Offenders in continuing care 30 days after release from facility			90%	90%	90%
4. Rate of recidivism for the program			25%	22%	22%
ANALYSIS:					
<p>Total FY05 appropriations for the total agency are increasing 5.9% over current budgeted levels. Non-salary costs are increasing 3.9% 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>Organizational change requests for the agency from FY04 budget to FY05 budget reflect the full activation of the Scott County jail based assessment and treatment project. FY04 budget reflected activities of a smaller scale for nine months of services.</p> <p>The primary reasons for revenue changes from current budget levels are full activation of the Scott County jail based assessment and treatment project and receipt of a Federal funded Iowa State Incentive Grant of \$100,000 for prevention services. total agency.</p> <p>Organizational change requests for the agency from FY04 budget to FY05 budget reflect the full activation of the Scott County jail based assessment and treatment project. FY04 budget reflected activities of a smaller scale for nine months of services.</p>		<p>The estimated PPB Indicator for FY04 Productivity includes start-up costs. The Productivity cost per hour for both years includes substance abuse, mental health, and family counseling services.</p> <p>The costs for this jail-based program are included here. No county contribution is shown due to the current grant. The appropriation levels show the cost of the program that would have to be assumed by Scott County at the expiration of any grant funds. These are new program indicators are presented separately to allow ease of information review. The agency is showing FY04 projected based on start up of the program during the current year and a full year of activity for FY05. It should be noted that the indicators chosen by the agency are taken directly from the grant. In general these indicators are self-explanatory. However, for clarity, it should be noted that the rate of recidivism (E.4) relates to the number of persons who return to the jail-based program, not to just to jail. This is due to the agency's ability to track this statistic internally.</p> <p>This program is funded through grant</p>		<p>funds that go directly to the agency. Scott County is providing match for this grant through renovations to jail facilities.</p> <p>This agency budget supports the County's Target Issues and Management Agenda relating to the cost impact of increased jail population and an outmoded jail facility.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Jail Based Assessment and Treatment (38C)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Clerical	-	-	0.25	0.25	
Counselors	-	5.00	4.00	4.00	
Program Managers	-	-	0.50	0.50	
TOTAL POSITIONS	-	5.00	4.75	4.75	
REVENUE SUMMARY:					
Scott County Jail Based Project	\$0	\$131,977	\$146,990	\$261,395	
SUB-TOTAL REVENUES	\$0	\$131,977	\$146,990	\$261,395	
Scott County Contribution	-	-	-	-	-
TOTAL REVENUES	\$0	\$131,977	\$146,990	\$261,395	
APPROPRIATION SUMMARY:					
Personal Services	\$0	\$112,192	\$99,167	\$170,000	
Equipment	-	-	4,233	6,400	
Expenses	-	17,910	42,840	83,495	
Supplies	-	1,875	750	1,500	
TOTAL APPROPRIATIONS	\$0	\$131,977	\$146,990	\$261,395	

SERVICE AREA: Public Safety & Legal Services		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 650 calls. 2. To ensure that the number of runs exceeding 15 minute response time ar 1% or less.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Calls for service		552	615	650	650
WORKLOAD					
1. Calls answered		552	615	650	650
PRODUCTIVITY					
1. Cost per call		\$373.12	\$425.00	\$460.00	\$460.00
EFFECTIVENESS					
1. Number of volunteers		21	21	25	25
2. Percent of runs exceeding 15 minute response time		1%	1%	1%	1%
3. County subsidy as a percent of program cost		10%	10%	10%	10%
ANALYSIS:					
<p>Total FY05 appropriations for the total agency is increasing 5% over current budgeted levels. County funding is recommended to remain at \$20,000 as it has for the last several fiscal years.</p> <p>There are no organizational change requests for the agency other than to continue attempts to recruit more volunteers, as this is the lifeblood of any Volunteer Ambulance service. Durant has set a higher goal for recruits in FY05 by trying to increase from 21 to 25.</p> <p>The primary reasons for revenue changes from current budget levels are increased patient revenue and from the City of Durant. Durant does an excellent job of collecting medical reimbursements.</p> <p>The primary reasons for appropriation changes from current budget levels are: vehicle repairs, collection expense and charity/bad debt.</p> <p>Several PPB Indicators are highlighted as follows: Calls for Service (D.1) and Calls Answered (W.1) are expected to increase by 18% do to the increasing volume of traffic and activity at the I-80 Walcott Interchange and</p>		<p>also the continued service also provided to Muscatine and Cedar Counties.</p>			

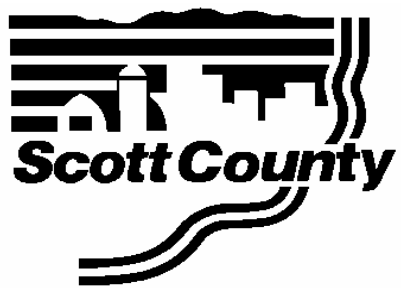
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Emergency Care & Transfer (42A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Volunteers	21.00	17.00	25.00	25.00	
TOTAL POSITIONS	21.00	17.00	25.00	25.00	
REVENUE SUMMARY:					
Political Subdivision Contracts	\$9,215	\$35,000	\$36,000	\$36,000	
Services	212,637	230,000	240,000	240,000	
Contributions	116,910	50,000	50,000	50,000	
Other	4,841	9,500	9,500	9,500	
SUB-TOTAL REVENUES	\$343,603	\$324,500	\$335,500	\$335,500	
Scott County Contribution	20,000	20,000	20,000	20,000	20,000
TOTAL REVENUES	\$363,603	\$344,500	\$355,500	\$355,500	
APPROPRIATION SUMMARY:					
Equipment	\$64,195	\$0	\$5,000	\$5,000	
Expenses	102,088	122,000	130,280	130,280	
Supplies	6,424	15,500	10,000	10,000	
Occupancy	6,995	8,000	7,500	7,500	
TOTAL APPROPRIATIONS	\$179,702	\$145,500	\$152,780	\$152,780	

SERVICE AREA: Public Safety & Legal Services	PROGRAM: Emergency Preparedness (68A)			
ACTIVITY: Emergency Services	ORGANIZATION: Emergency Management Agency			
PROGRAM MISSION: The Scott County Emergency Management Agency exists under law to prepare for, prevent, respond to and recover from 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	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Give, receive or offer 30 training events/exercises annually	35	35	35	35
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	132	132	132	132
2. Number of hours devoted to plan revisions.	380	380	380	380
3. Number of hours devoted to maintaining RERP.	380	380	380	380
4. Number of meeting/coordination hours.	570	570	570	570
PRODUCTIVITY				
1. Cost per hour for training/exercise participation (30%)	\$200.20	\$191.55	\$200.20	\$200.20
2. Cost per planning hour (20%)	\$57.60	\$28.09	\$57.60	\$57.60
3. Cost per hour devoted to RERP (20%),	\$46.00	\$29.57	\$46.00	\$46.00
4. Cost of meeting/coordination hour (30%).	\$46.00	\$30.10	\$46.00	\$46.00
EFFECTIVENESS				
1. Percentage of training completed	116%	116%	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>Total non-salary costs for FY05 are remaining constant from current budgeted levels for the total agency. The increase to revenues and appropriations shown in budget requests are due to pass-through reimbursements.</p> <p>In addition to traditional responsibilities, the Scott County EMA serves as the point of contact for local issues in coordination with Homeland Security for the State of Iowa. This departmental budget supports the County's target issues by continuing efforts in Homeland Security/Bio-Terrorism policy direction and actions.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Emergency Preparedness (68A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Director	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	1.00	1.00	1.00	1.00	
REVENUE SUMMARY:					
Intergovernmental	\$65,100	\$56,616	\$56,616	\$136,978	
Miscellaneous	79,318	49,000	49,000	46,000	
SUB-TOTAL REVENUES	\$144,418	\$105,616	\$105,616	\$182,978	
Scott County Contribution	25,357	25,357	25,357	25,357	\$25,357
TOTAL REVENUES	\$169,775	\$130,973	\$130,973	\$208,335	
APPROPRIATION SUMMARY:					
Personal Services	\$67,733	\$66,363	\$67,933	\$71,527	
Equipment	3,150	12,850	6,850	7,200	
Capital Improvements	1,717	1,200	1,200	1,200	
Expenses	20,986	20,650	16,425	98,746	
Supplies	3,264	4,550	4,550	4,305	
TOTAL APPROPRIATIONS	\$96,850	\$105,613	\$96,958	\$182,978	

SERVICE AREA: Public Safety & Legal Services		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. Maintain response time in minutes-Scott County Eldridge and LeClaire at 8 minutes.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Request for ambulance services in Scott County		20,122	21,500	21,000	21,000
2. Request for EMD services in Davenport, Bettendorf, & Illini		6,025	5,500	7,000	7,000
3. Request for wheelchair shuttle services		2,130	-	-	-
WORKLOAD					
1. Number of continuing education (CE) hours		358	350	350	350
2. Number of BLS emergencies		152	250	250	250
3. Number of ALS emergencies		9,133	9,850	9,850	9,850
4. Number of transfers		7,129	6,900	6,600	6,600
5. Cancelled or refused services		3,708	4,500	4,300	4,300
6. Number of community education hours		95	100	100	100
PRODUCTIVITY					
1. Cost/unit hour		\$78.57	\$80.16	\$80.00	\$80.00
2. Cost per call		\$229.87	\$250.12	\$250.00	\$250.00
3. Patient transports/unit		0.26	0.30	0.30	0.30
EFFECTIVENESS					
1. Response time in minutes-Davenport & Bettendorf		4.57	4.7	4.70	4.70
2. Revenue as a percent of program cost		99%	100%	100%	100%
3. Percent of emergency response greater than 8 minutes		7.3%	8.0%	8.0%	8.0%
4. Fractile response time-Scott County service area		98.1%	98.0%	98.0%	98.0%
5. Response time in minutes-Scott County Eldridge & LeClaire		7.64	8.0	7.75	7.75
ANALYSIS:					
<p>Total FY05 appropriations for the total agency are increasing 4.6% over current budgeted levels. Non-salary costs are increasing 6.1% over current budgeted levels for the total agency. Revenues are expected to increase by 4.5%.</p> <p>Organizational change requests for the agency are as follows: Medic decided during FY'04 to eliminate their Wheelchair/Shuttle business which is now being provided for by Great River Bend Transit. Therefore there is a reduction of 13 FTE's from their table of organization.</p> <p>The primary reasons for revenue changes from current budget levels are: increased patient revenues and an increase in the dollar amount received for dispatching services.</p> <p>The primary reasons for appropriation changes from current budget levels are: increases in insurance, depreciation and utilities and occupancy.</p> <p>Scott County continues to have a deficit financing agreement with Genesis and Trinity Health Systems which states that if Medic should operate a deficit, the county is responsible to pick up 67% of the deficit and the hospitals the remainder. Up until the opening of the LeClaire station there was a cap of the County's liability set at \$175,000. That cap has now been removed and the the Medic Board of which Scott County is a part monitors revenue and expenditures closely. During FY'03 Scott County's actual financial obligation was \$39,499.</p> <p>All PPB Indicators are in line with FY'03 actuals and show that Medic is the largest provider of EMS services in the State of Iowa.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Medic Emergency Medical Services (47A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	10.00	10.00	10.00	
Support Staff	3.00	2.00	3.00	3.00	
Wheelchair/Shuttle Operator	10.00	6.00	2.00	2.00	
TOTAL POSITIONS	103.15	93.15	90.15	90.15	
REVENUE SUMMARY:					
Net Patient Revenue	\$3,895,013	\$4,047,000	\$4,001,900	\$4,293,380	
Other Support	985,635	959,000	920,000	940,000	
Genesis Medical Center	15,564	-	-	-	
Trinity Medical Center	3,891	-	-	-	
SUB-TOTAL REVENUE	\$4,900,103	\$5,006,000	\$4,921,900	\$5,233,380	
Scott County Contribution	39,499	-	-	-	
TOTAL REVENUES	\$4,939,602	\$5,006,000	\$4,921,900	\$5,233,380	
APPROPRIATION SUMMARY:					
Personal Services	\$3,414,439	\$3,515,500	\$3,452,000	\$3,658,750	
Equipment	15,044	15,000	15,000	15,000	
Expenses	1,260,128	1,228,000	1,212,600	1,303,000	
Supplies	125,695	124,000	120,000	115,000	
Occupancy	124,296	120,000	122,300	140,000	
TOTAL APPROPRIATIONS	\$4,939,602	\$5,002,500	\$4,921,900	\$5,231,750	



**PHYSICAL HEALTH & SOCIAL SERVICES
TABLE OF CONTENTS**

	<u>Page</u>
COMMUNITY SERVICES	
Community Services Administration	158
General Assistance/Other Social Services	160
Veteran Services.....	162
HEALTH DEPARTMENT	
Assessment	164
Policy Development	166
Assurance	168
HUMAN SERVICES	
Administrative Support	170
CENTER FOR ACTIVE SENIORS, INC.	
Outreach to Older Persons.....	172
Transportation for Older Persons	174
Day Care for Older Persons.....	176
Volunteer Services for Older Persons	178
Leisure Services for Older Persons	180
CENTER FOR ALCOHOL/DRUG SERVICES	
Outpatient Services.....	182
Residential Services	184
COMMUNITY HEALTH CARE	
Health Services-Community Services.....	186
Health Services-Other	188
GENESIS VISITING NURSE ASSOCIATION	
Public Health Nursing	190
Home Support Services	192

SERVICE AREA: Physical Health & 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 1.4% or less off department budget.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	13.00	12.50	12.50	12.50
2. Liaison activities requested	210	230	230	230
3. Appeals/reviews requested	3	4	4	4
4. Number of authorized agencies	5	5	5	5
5. Total departmental budget	\$6,785,240	\$6,824,281	\$7,460,199	\$7,460,199

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%	1.40%	1.40%

EFFECTIVENESS				
1. Program performance budget objectives accomplished	100%	100%	100%	100%

ANALYSIS:

<p>Total FY05 appropriations for the total department are recommended to increase 2.9% over current budgeted levels. Non-salary costs are recommended to increase 3.2% over current budgeted levels for the total department. Revenues are recommended to increase 5.7% over current budgeted amounts for the total department.</p> <p>The primary reasons for revenue changes from current budget levels are expected increases in the state appropriation formula for MH/DD services in program 17G which will occur during the current year and are requested at a level of continuation for the FY05 budget.</p> <p>The primary reasons for appropriation changes from current budget levels are changes in MH/DD costs and increases in rental assistance costs.</p> <p>Budget issues are identified in the individual programs.</p> <p>For this Administrative program, non-salary _____</p>	<p>costs are recommended to increase 4.9% over current budgeted amounts. This is due to slight increases in memberships and supplies for the FY05 budget year.</p> <p>Several PPB Indicators are highlighted as follows: The department has generally maintained the FY05 requested levels at the FY04 projected levels and these are reasonably consistent with the FY03 actual experience. The number of authorized personnel (D.1) is decreased by .5 FTE. This is a position which has been unfilled and is being considered for transfer to the Auditor's programs. Currently the Auditor's office has assumed a number of functions in the payee program and this half time case aid position is available based on need with these increased duties.</p> <p>Additionally, the department budget (D.5) is projected at below the budget level for FY04 and is increased in FY05. This is primarily due to the change in the federal financial _____</p>	<p>participation in Medicaid services for the current fiscal year. This results in a decrease in the county's expenditures for match in Medicaid programs. However, this will end July 1, 2004. Therefore, the savings are for one year only.</p> <p>The department is requesting total appropriations of \$106,146 for FY05. Non-salary expenses are requested at \$5,350. The requested level is recommended.</p>
--	---	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$16,804	\$97,261	\$97,308	\$100,796	\$100,796
Expenses	6,067	4,750	4,750	4,950	4,950
Supplies	150	350	350	400	400
TOTAL APPROPRIATIONS	\$23,021	\$102,361	\$102,408	\$106,146	\$106,146

SERVICE AREA: Physical Health & 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 150 community referrals.
2. To conduct 7,100 or more client interviews.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Applications for assistance	7,354	8,050	8,050	8,050
2. Population below 100% of poverty	17,914	17,914	17,914	17,914

WORKLOAD				
1. Applications approved	3,445	3,800	3,800	3,800
2. Referrals issued	1,366	500	150	150
3. Interviews conducted	6,816	7,100	7,100	7,100
4. Clients in work program	342	120	120	120
5. Total client hours worked	16,273	16,000	1,600	1,600

PRODUCTIVITY				
1. Average assistance granted	\$128.30	\$125.33	\$125.33	\$125.33

EFFECTIVENESS				
1. Percent of applications approved	47%	47%	47%	47%

ANALYSIS:

<p>For this program, non-salary costs are requested to increase 9.2% over current budgeted amounts.</p> <p>Revenue is recommended at a level which is 1% over the current budgeted level. The primary reasons for revenue changes from current budget levels are increases in the revenues from protective payee fees which brings this more in line with the current level being achieved.</p> <p>The primary reasons for appropriation changes from current budget levels in the non-salary areas are related to requested increases in rental assistance. The rental assistance continues to be one of the primary expenditures in this program and with the continued increase in applications this expense has grown.</p> <p>The total appropriations to this program are recommended at a level which is 11.8% below the current budgeted level. This is attributable to the 38% decrease in total personal services.</p> <p>The decrease is attributable to moving support salaries from this budget to the 17G</p>	<p>budget during the current year and for the FY05 requested. This re-attribution of salaries is a result of the Financial Initiative Program approved by the Board of Supervisors in the current year.</p> <p>Previously, salaries for support had not been costed back to the MH/DD special services fund. Under the Financial Initiative these adopted costs are now shown under 17G in the special services fund.</p> <p>Several PPB Indicators are highlighted as follows: The department has requested the FY05 indicators at levels which are consistent with the FY04 projected levels. The agency has continued to experience growth in applications, applications approved and interviews conducted (D.1, W.1, and W.3). This is primarily attributed to a continued stagnant job market in the area. The applications for assistance (D.1) are expected to increase in the current year by 5.4% over the FY03 actual. This level is continued in FY05. The applications approved (W.1) is projected to increase 10.2% from FY03</p>	<p>actual to FY04 projected and to continue at this level in FY05. The percent of applications approved (E.1) continues at 47%, but the increase in overall applications creates the increase in applications approved. The department shifted the information collected in both referrals issued (W.2) and clients in work program (W.4). For referrals issued, some CHC referrals have been duplicated in previous years and for a portion of the current year in this indicator and in applications. In FY05 no CHC referrals will be counted in this indicator. For clients in the work program, this indicator has been shifted to provide information on an unduplicated number of clients throughout the year. Previously, it had reported on a duplicated number of clients returned to service during the year.</p> <p>The only budget issue identified for further Board review is rental assistance increases.</p> <p>Total appropriations of \$703,996 and non-salary expenses at \$484,260 have been approved.</p>
--	--	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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 Director/Case Aide	0.10	0.10	0.10	0.10	0.10
271-C Office Manager	-	0.90	0.90	0.90	0.90
252-C Case Aide	3.00	3.00	3.00	3.00	3.00
233-C Office Manager	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	7.30	7.30	7.30	7.30	7.30
REVENUE SUMMARY:					
Fees and Charges	\$3,076	\$2,500	\$3,000	\$3,000	\$3,000
Miscellaneous	36,078	50,000	50,000	50,000	50,000
TOTAL REVENUES	\$39,154	\$52,500	\$53,000	\$53,000	\$53,000
APPROPRIATION SUMMARY:					
Personal Services	\$156,652	\$354,279	\$207,291	\$219,736	\$219,736
Equipment	-	-	1,500	1,500	1,500
Expenses	445,762	439,967	479,135	479,135	479,135
Supplies	2,581	3,500	3,250	3,625	3,625
TOTAL APPROPRIATIONS	\$604,995	\$797,746	\$691,176	\$703,996	\$703,996

SERVICE AREA: Physical Health & 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 350 or more welfare interviews.
- 2. To provide 650 or more veteran service interviews.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Eligible population	16,818	16,818	16,818	16,818
2. Requests for veteran services	911	975	975	975
3. Estimated population below poverty	2,008	2,008	2,008	2,008
4. Applications for welfare assistance	335	350	350	350
WORKLOAD				
1. Welfare assistance interviews	335	350	350	350
2. Number of welfare cases assisted	162	160	160	160
3. Veterans services interviews	647	650	650	650
PRODUCTIVITY				
1. Cost/per case assisted	\$676.18	\$763.57	\$780.35	\$780.35
EFFECTIVENESS				
1. Percent of welfare requests assisted	48%	46%	46%	46%
2. Total amount approved for compensations and pensions	189,417	175,000	175,000	175,000

ANALYSIS:

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

Revenue is recommended for FY05 at the current budgeted level. The FY04 projected is increased due to current actual experience. The primary reasons for revenue changes from current budget levels are a result of receipt of Social Security by clients, which is then used to reimburse for services provided. This can change drastically from year to year.

The primary reasons for appropriation changes from current budget levels are an increase in the requested level for the burial line item. This is requested at a level which is consistent with the FY03 actual experience. This is an expense which can fluctuate drastically from year to year. However, the department believes that the increased age of the WWII population will result in increased costs in this expense.

Several PPB Indicators are highlighted

as follows: the department has generally maintained the FY05 requested levels for indicators at the FY04 projected levels. This is also generally consistent with the FY03 actual experience. The department is projecting that there will continue to be slight increases in the welfare applications and the requests for veteran services (D.4 and D.2). The productivity indicator costs per case (P.1) is increased to show the expected increases in the burial costs.

Total appropriations of \$125,006 and non-salary costs at \$73,225 have been approved.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Veteran Services (17D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
298-A Veteran's Affairs Director/Case Aide	0.90	0.90	0.90	0.90	0.90
TOTAL POSITIONS	0.90	0.90	0.90	0.90	0.90
REVENUE SUMMARY:					
Miscellaneous	\$330	\$2,500	\$2,500	\$2,500	\$2,500
TOTAL REVENUES	\$330	\$2,500	\$2,500	\$2,500	\$2,500
APPROPRIATION SUMMARY:					
Personal Services	\$44,069	\$48,951	\$49,917	\$51,781	\$51,781
Equipment	-	-	250	250	250
Expenses	64,665	66,560	70,705	71,225	71,225
Supplies	840	1,250	1,250	1,750	1,750
TOTAL APPROPRIATIONS	\$109,574	\$116,761	\$122,122	\$125,006	\$125,006

SERVICE AREA: Physical Health & Social Services		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		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Communicable Disease: # of diseases reported		28,742	25,000	25,000	25,000
2. Water Quality: # of samples required		1,571	1,500	1,500	1,500
3. Clinical Services: # of patients requesting appointments for service		15,867	17,000	17,000	17,000
WORKLOAD					
1. Communicable Disease: # of diseases requiring invest/intervention		153	200	175	175
2. Water Quality: # of water samples collected		1,571	1,500	1,500	1,500
3. Clinical Services: # of patient contacts presented in clinics		15,291	15,300	15,300	15,300
PRODUCTIVITY					
1. Communicable Disease: \$ cost/disease reported		\$4.03	\$6.83	\$5.72	\$5.72
2. Water Quality: \$ cost/sample collected		\$18.82	\$23.24	\$24.30	\$24.30
3. Clinical Services: \$ cost/patient contact		\$31.76	\$28.21	\$38.18	\$38.18
EFFECTIVENESS					
1. Communicable Disease: % of interv on diseases requiring interv		100%	95%	95%	95%
2. Water Quality: % of substandard samples brought into compliance		95%	85%	85%	85%
3. Clinical Services: % of patient requests provided by clinical services		96%	90%	90%	90%
ANALYSIS:					
<p>Total FY05 appropriations for the total department are recommended to increase 7% over current budgeted levels. Non-salary costs are recommended to increase 8% over current budgeted levels for the total department. Revenues are recommended to increase 16% over current budgeted amounts for the total department. Increased revenues are attributable to increases in the Breast and Cervical Grant, Maternal and Child Health, Infant Immunization and Bioterrorism Grants.</p> <p>Organizational change requests for the department are as follows: As part of the Community Jail and Alternatives Advisory Committee (CJAAC) recommendations regarding jail staffing show's an increase of 4 FTE's over a three year period of time beginning in FY04. The FY04 budget was increased by 1 FTE and it is recommended to increase by another 1 FTE in FY05.</p> <p>For the Assessment program, non-salary costs are recommended to increase 23.6% over current budgeted amounts. This is primarily related to an increase in the lead and I-4 grants which are in turn sub-contracted out to providers in the community.</p>		<p>The primary reasons for revenue changes from current budget levels are expected increases in the lead and I-4 grants.</p> <p>Several PPB Indicators are highlighted as follows: the number of communicable diseases (W.1) that require investigation and/or follow-up are expected to increase due to the fact that reportable diseases are on the increase (i.e. Pertussis, Hepatitis C, West Nile). The Department is also having to become more proficient as new diseases are identified. All other indicators remain stable.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Assessment (20H//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	-	-	-	-
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	0.80	0.80	0.80	0.80
366-A Quality Assurance	-	1.00	1.00	1.00	1.00
366-A Public Health Nurse	3.30	4.30	4.30	4.30	4.30
355-A Community Health Consultant	-	0.50	0.50	0.50	0.50
355-A Community Health Intervention Specialist	-	0.70	0.70	0.70	0.70
355-A Disease Prevention Specialist	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	13.89	15.09	15.09	15.09	15.09
REVENUE SUMMARY:					
Intergovernmental	\$190,705	\$174,221	\$194,373	\$204,948	\$204,948
Licenses and Permits	77,779	74,500	72,500	72,100	72,100
Fees and Charges	19,145	22,000	26,550	28,550	28,550
Miscellaneous	1,716	-	-	50,000	50,000
TOTAL REVENUES	\$289,345	\$270,721	\$293,423	\$355,598	\$355,598
APPROPRIATION SUMMARY:					
Personal Services	\$740,904	\$818,418	\$804,651	\$894,854	\$894,854
Equipment	228	4,850	4,850	10,900	10,900
Expenses	137,606	142,358	158,103	175,967	175,967
Supplies	29,881	25,690	25,690	26,266	26,266
TOTAL APPROPRIATIONS	\$908,619	\$991,316	\$993,294	\$1,107,987	\$1,107,987

SERVICE AREA: Physical Health & Social Services		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		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Consumer Prot/Environ:# of inspections required or requested		3,806	4,200	4,200	4,200
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		3,806	4,200	4,200	4,200
2. Customer Serv Eval: # of areas/prog surveyed/evaluated		5	3	3	3
PRODUCTIVITY					
1. Consumer Prot/Environ: \$ cost/inspection		\$71.26	\$73.56	\$73.44	\$73.44
2. Customer Serv Eval: \$ cost/survey and evaluation		\$291.77	\$674.20	\$452.73	\$452.73
EFFECTIVENESS					
1. Consumer Prot/Environ: % of re-inspections that reach compliance		76%	85%	85%	85%
2. Customer Serv Eval: % of areas/prog evaluated and/or modified		167%	100%	100%	100%
ANALYSIS:					
<p>For this program, non-salary costs are recommended to increase 6.2% over current budgeted amounts.</p> <p>The primary reasons for a 5.7% increase in revenue from current budget levels are increases in the number of inspections pertaining to Food Establishment Licenses and Tanning Bed Licenses</p> <p>The primary reasons for appropriation changes from current budget levels are increases in commercial services as it relates to the purchase of Food Service Training Kits which is offset by increased revenue and the utilization of cell phones in the field by staff to be more efficient with the time it takes to complete fieldwork.</p> <p>Several PPB Indicators are highlighted as follows: the number of consumer protection/environmental inspections (W.1) is expected to increase from FY03 actual as the environmental activities of staff have been reorganized to be more effective and efficient. Customer Service/Program Evaluations (W.2) are expected to remain at three with the Lead Program and Employee Health Program being the first and second with another program to be selected in the second half of the year.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	-	-	-	-
417-A Environmental Health Coordinator	0.90	0.10	0.10	0.10	0.10
366-A Public Health Nurse	0.20	0.20	0.20	0.20	0.20
355-A Community Health Consultant	-	1.00	1.00	1.00	1.00
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	6.65	6.65	6.65	6.65
REVENUE SUMMARY:					
Licenses and Permits	\$158,427	\$150,130	\$151,440	\$156,440	\$156,440
Fees and Charges	5,803	3,780	5,300	6,300	6,300
Miscellaneous	3,758	640	640	640	640
TOTAL REVENUES	\$167,988	\$154,550	\$157,380	\$163,380	\$163,380
APPROPRIATION SUMMARY:					
Personal Services	\$332,028	\$390,650	\$416,133	\$363,534	\$363,534
Equipment	840	17,000	-	-	0
Expenses	67,803	78,734	78,094	83,632	83,632
Supplies	11,011	26,244	26,244	15,556	15,556
TOTAL APPROPRIATIONS	\$411,682	\$512,628	\$520,471	\$462,722	\$462,722

SERVICE AREA: Physical Health & Social Services		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		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Education to Service Providers: # of educational requests		89	100	100	100
2. Education to Community: # of educational requests		199	220	220	220
WORKLOAD					
1. Education to Service Providers: # of educational requests completed		89	90	90	90
2. Education to Community: # of educational requests completed		199	187	187	187
PRODUCTIVITY					
1. Education to Service Providers: \$ cost/educational request provided		\$367.67	\$375.32	\$540.86	\$540.86
2. Education to Community: \$ cost/educational request provided		\$99.48	\$115.12	\$122.51	\$122.51
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 3.7% over current budgeted amounts.</p> <p>The primary reasons for revenues to increase 15.3% from current budget levels are expected increases primarily in the three Grant areas of Maternal and Child Health, Bioterrorism and Breast and Cervical Cancer.</p> <p>The primary reasons for appropriation changes from current budget levels are an expected increase in the above named grants, which are offset by the increased grant revenue.</p> <p>Several PPB Indicators are highlighted as follows: Education to Service Providers is expected to remain stable, as is the number of education requests provided to the community.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	-	-	-	-
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	0.10	0.10	0.10	0.10
366-A Public Health Nurse	1.50	1.50	1.50	1.50	1.50
355-A Community Health Consultant	-	2.50	2.50	2.50	2.50
355-A Community Health Intervention Specialist	-	0.30	0.30	0.30	0.30
355-A Disease Prevention Specialist	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	10.81	10.51	10.51	10.51	10.51
REVENUE SUMMARY:					
Intergovernmental	\$1,054,234	\$930,906	\$1,045,977	\$1,084,444	\$1,084,444
Miscellaneous	11,754	10,000	-	-	-
TOTAL REVENUES	\$1,065,988	\$940,906	\$1,045,977	\$1,084,444	\$1,084,444
APPROPRIATION SUMMARY:					
Personal Services	\$591,443	\$649,696	\$631,647	\$658,075	\$658,075
Expenses	989,859	926,954	959,419	976,889	976,889
Supplies	3,066	4,340	4,340	4,116	4,116
TOTAL APPROPRIATIONS	\$1,584,368	\$1,580,990	\$1,595,406	\$1,639,080	\$1,639,080

SERVICE AREA: Physical Health & Social Services
ACTIVITY: Services to Poor

PROGRAM: Administrative Support (21A)
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 98.7%.
2. To process Food Stamp applications within 30 days at 98.8%.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	105	106	106	106
2. Services intake and ongoing cases open per month	1,842	1,905	1,914	1,914
3. Income maintenance, intake and ongoing cases open per month	14,301	15,030	15,067	15,067
WORKLOAD				
1. Service intake and ongoing cases served per month	1,842	1,905	1,914	1,914
2. Income maintenance, intake and ongoing cases open per month	14,301	15,030	15,067	15,067
PRODUCTIVITY				
1. Average time spent per case per month (hours)	0.81	0.79	0.79	0.79
2. Average County cost per case per month	\$0.35	\$0.32	\$0.33	\$0.33
EFFECTIVENESS				
1. Percent of FIP applications processed within 30 days	98.7%	98.3%	98.7%	98.7%
2. Percent of food stamp applications processed within 30 days	98.8%	98.8%	98.8%	98.8%

ANALYSIS:

Total FY05 appropriations for the total agency are increasing 2.2% over current budgeted levels.

The primary reasons for appropriation changes from current budget levels are increases in purchased products such as toner, cartridges for printers, faxes and copiers. Purchased services such as maintenance contracts and answering services have also increased. Usage of cellular services has increased as workloads continue to rise.

DHS is several years behind in the replacement of broken and worn out desk chairs. Current equipment does not conform to any ergonomic standards. Replacement is planned to occur over at least two fiscal years. The Dept. has requested that the expense of the replacement chairs be shifted from the supply category to the furniture & equipment category due to the cost of the chairs.

The performance indicators show that the agency is requesting FY05 levels at a consistent level with the FY04 projected levels. This does demonstrate an increase in both income maintenance (D.3 and W.2) and

service (D.2 and W.1) demand and workload from FY03 actual levels. Other indicators are generally consistent with the FY03 actual as well as the FY04 projected.

It should be noted that the Department of Human Services is in the midst of a redesign of the child welfare system which is projected to occur over the next several years. It is doubtful that the redesign will have much impact on budget levels.

Funding is recommended at the requested level of \$66,508.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Administrative Support (21A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
REVENUE SUMMARY:					
Intergovernmental	\$14,063	\$20,075	\$20,075	\$20,075	\$20,075
TOTAL REVENUES	\$14,063	\$20,075	\$20,075	\$20,075	\$20,075
APPROPRIATION SUMMARY:					
Equipment	\$2,841	\$3,000	\$3,000	\$3,776	\$3,776
Expenses	17,522	20,252	18,252	22,028	22,028
Supplies	32,028	41,824	39,324	40,704	40,704
TOTAL APPROPRIATIONS	\$52,391	\$65,076	\$60,576	\$66,508	\$66,508

SERVICE AREA: Physical Health & Social Services	PROGRAM: Outreach to Older Persons (39A)
ACTIVITY: Services to Other Adults	ORGANIZATION: Center for Active Seniors, Inc.

PROGRAM MISSION: To assist Scott County adults 60+, their families and caregivers by providing information, referral and assistance in accessing local, state and federal resources (services and benefits) to support and maintain the client's highest level of independence and enhance their quality of life.

PROGRAM OBJECTIVES:

1. To make 11,762 collateral contacts.
2. To service 197 people per FTE.
3. To keep costs per contact under \$ 23.34.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
------------------------	-------------------	----------------------	----------------------	--------------

DEMAND				
1. Referrals to program	1,196	1,476	1,350	1,350

WORKLOAD				
1. Contacts - individual client	8,376	8,422	8,450	8,450
2. Group Presentations	120	107	125	125
3. Collateral contacts	10,039	11,762	11,762	11,762
4. Unduplicated number of persons served on individual basis	1,400	1,476	1,476	1,476
5. Unduplicated number of persons served in Central City	203	225	200	200

PRODUCTIVITY				
1. Cost per contact	\$22.78	\$23.26	\$23.34	\$23.34

EFFECTIVENESS				
1. Number of persons served per FTE (individual)	187	200	197	197
2. Contacts per individual person served	13.2	11.9	13.7	13.7
3. Staff costs as a percent of program costs	78%	77%	80%	80%
4. Number of clients served in Case Management Program	N/A	160	160	160

ANALYSIS:

<p>It should be noted that the agency was provided funding over a two year period to provide assistance in hiring a financial officer. This was \$35,000 in FY03 and \$25,000 in FY04. This was a limited time assistance and is not included in the current request from the agency as per agreement. It is clear, however, that the addition of a financial officer to the agency has resulted in a much clearer budget submission. The FY05 budget is presented according to contractual agreement and with inflationary increase level requests. The budget is understandable and gives a clearer picture of the on-going financial situation of the agency.</p> <p>Total FY05 appropriations for the total agency are increasing .6% over current budgeted levels, with salary costs shown as increasing 3.2% over current budgeted levels for the total agency. This includes a 2.5% cost of living increase and 9.8% projected increased cost in health insurance. County funding is requested to increase 1.6% over current budgeted amounts for the total agency. The primary reasons for revenue changes from current budget levels are</p>	<p>increases in Bingo, Pledge Revenue, Veterans Administration, Project Income, and Scott County Regional Authority. Other revenue sources have been decreased slightly to be more consistent with actual receipts.</p> <p>For this program, County funding is requested at an inflationary level increase of 3% over current budgeted amounts.</p> <p>The agency is requesting no increases in the appropriations to this program. The personal services are increased by 3.2% to include the overall agency cost of living increases and health insurance increases. However, the agency has reduced expenses primarily in the supplies category to result in a 0% increase overall to this program.</p> <p>Several PPB Indicators are highlighted as follows: Referrals to the program (D.1) are requested at a level which is 8% below the FY04 projected level. This is a 12% increase over the FY03 actual level. The workload indicators are requested at levels which are generally consistent with the FY04 projected as well as generally consistent with the FY04 actual. The cost per contact (P.1) is consistent with the FY04 projected level and</p>	<p>shows a slight increase over the FY03 actual level. Effectiveness indicators are also generally consistent with both the FY04 projected levels and the FY03 actual.</p> <p>Funding is recommended at the requested level of \$100,229.</p>
---	---	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Outreach to Older Persons (39A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	\$12,600	\$15,500	
Elder Care	12,179	12,419	12,179	12,544	
Title III B	34,110	37,150	35,150	36,205	
Transfers	30,733	-	-	-	
Title V	7,239	5,900	5,900	6,077	
LTCIS	14,775	13,000	15,000	15,000	
United Way	63,562	72,393	63,562	67,375	
Contributions	8,482	12,600	18,000	12,500	
Activities	20,414	34,200	27,000	32,050	
Membership	-	3,750	-	3,750	
Miscellaneous	2,968	3,420	2,160	3,500	
Interest	311	1,620	1,080	1,500	
CDBG	79,179	82,355	76,000	82,355	
Rent Revenue	9,394	9,000	8,100	9,000	
Project Income	746	773	1,352	1,000	
Supplemental Grants	1,152	20,000	15,000	20,000	
GRB Community Foundation	-	5,000	-	5,000	
Scott County Regional Authority	13,463	17,000	25,000	20,000	
Riverboat Development Authority	23,400	5,000	10,000	5,000	
Bingo	-	20,817	20,817	25,000	
SUB-TOTAL REVENUES	\$322,107	\$370,797	\$348,900	\$373,356	
Scott County Contribution	94,475	97,309	97,309	100,229	100,229
Contingency	-	-	9,000	-	-
TOTAL COUNTY CONTRIBUTION	\$94,475	\$97,309	\$106,309	\$100,229	\$100,229
TOTAL REVENUES	\$416,582	\$468,106	\$455,209	\$473,585	
APPROPRIATION SERVICES					
Personal Services	\$326,703	\$365,007	\$367,332	\$376,790	
Equipment	(197)	187	324	300	
Expenses	78,883	79,753	75,518	78,977	
Supplies	7,565	20,383	12,473	9,050	
Occupancy	6,778	6,466	6,570	6,800	
TOTAL APPROPRIATIONS	\$419,732	\$471,796	\$462,217	\$471,917	

SERVICE AREA: Physical Health & Social Services		PROGRAM: Transportation for Older Persons (39B)		
ACTIVITY: Services to Other 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 and strive to maintain strong business relationships with our client groups. We will 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 below \$1.10.				
3. To provide 35,000 rides.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Requests	33,228	32,500	35,500	35,500
WORKLOAD				
1. Passengers transported/rural	6,759	3,000	3,000	3,000
2. Passengers transported/all areas	32,778	32,000	35,000	35,000
3. Enhanced services	1,755	5,000	5,000	5,000
PRODUCTIVITY				
1. Cost client transported/all areas	\$1.08	\$1.18	\$1.10	\$1.10
EFFECTIVENESS				
1. Percent change in clients transported/all areas	N/A	-4.5%	9.37%	9.37%
ANALYSIS:				
<p>For this program, County funding is requested to decrease 1.7% from current budgeted amounts.</p> <p>This is a passthrough program for CASI, with funding going to contracts with the City of Davenport, City of Bettendorf, and Great River Bend Transit. The contracts are for \$18,000 with the City of Davenport, \$1,800 with the City of Bettendorf and \$19,336 directly to Great River Bend. The contract amounts to Davenport and Bettendorf are included in their contracts with Great River Bend Transit.</p> <p>Therefore this budget presents only the passthrough amount of the Scott County Contribution.</p> <p>Several PPB Indicators are highlighted as follows: The demand indicator for requests (D.1) is shown at a level which is 7.7% over the FY04 projected. This is carried through with the workload requested of passengers transported (W.2) which shows an increase of 9.3%. The agency is showing that passengers/rural (W.1) will continue at the FY04 projected level for FY05. This however represents a decrease of 55.6% from the FY03 actual. The FY03 actual services was</p>		<p>affected by a special trip that increased the ridership to the level shown. The enhanced services (W.3) is continued for FY05 at the FY04 projected level. This is increased for the FY03 actual due to the initiation of the RBT specialized transit during the current year. The cost (P.1) is decreased in the FY04 request due to the increased hours with decreased funding.</p> <p>Funding is recommended at the requested level of \$39,136.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Transportation/Older Persons (39B)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
REVENUE SUMMARY:					
Scott County Contribution	\$38,649	\$39,808	\$39,808	\$39,136	\$39,136
TOTAL REVENUES	\$38,649	\$39,808	\$39,808	\$39,136	\$39,136
APPROPRIATION SUMMARY:					
Expenses	\$38,295	\$39,808	\$39,808	\$39,808	
TOTAL APPROPRIATIONS	\$38,295	\$39,808	\$39,808	\$39,808	

SERVICE AREA: Physical Health & Social Services

PROGRAM: Day Care for Older Persons (39C)

ACTIVITY: Service to Other 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 5: 00 p.m., Monday through Friday.

PROGRAM OBJECTIVES:

- 1. To maintain admissions at 52.
- 2. To maintain hours at 55,000.
- 3. To keep costs at or below \$ 7.96 per hour.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Admissions	60	55	52	52
2. Program capacity	55	45	45	45
WORKLOAD				
1. Clients - unduplicated	136	125	130	130
2. Client hours	60,956	55,000	55,000	55,000
3. Number of volunteers - unduplicated	N/A	22	22	22
PRODUCTIVITY				
1. Cost per client hour	\$6.69	\$7.71	\$7.96	\$7.96
EFFECTIVENESS				
1. County contribution as a percent of program costs	6%	5%	3%	3%
2. Volunteer hours in day center	3,282	3,800	3,800	3,800

ANALYSIS:

For this program, County funding is requested to continue at the current level with no increase requested as per contractual provisions with the agency.

Revenues to this program are requested at a .3% increase. This is primarily attributable to an increase in revenue from the Veterans Administration. This is funding which provides financial assistance in paying for day care services to eligible veterans and is dependent on the number of such eligible persons attending the Day Center program. The increase is consistent with the current year's experience.

Appropriations are requested to increase 3.2%. This increase is primarily attributable to a 3.7% increase in personal services, which includes a cost of living increase and increases to health insurance costs.

Several PPB Indicators are highlighted as follows: The admissions (D.1) are decreased slightly from the FY04 projected level as well as from the FY03 actual level. The program capacity has been continued in the FY05 requested at 45 which is equivalent to the FY04 projected This is a decrease of

ten from the FY03 actual level. The agency attributes this to changes in the space requirements for licensing. The agency does, however, expect to service a level of clients that is consistent with both the FY04 projected and the FY03 actual level.

Funding is recommended at the requested level of \$14,286.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Day Care/Older Persons (39C)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	\$80,839	\$80,000	\$90,000	\$80,000	
Pledge Revenue	-	14,400	12,600	15,500	
Elder Care	21,995	28,094	21,995	23,000	
Transfers	30,733	-	-	-	
Title V	15,545	18,100	12,100	16,500	
GRBAAA Cooling Assistance	-	3,000	-	-	
Medicaid Waiver Meals	4,685	-	-	-	
Veteran's Administration	61,212	46,000	60,000	55,000	
United Way	14,258	13,451	14,258	13,575	
Contributions	9,534	12,600	18,000	13,500	
Activities	20,803	34,200	27,000	34,200	
Membership	-	3,750	-	3,750	
Miscellaneous	1,358	3,420	2,160	2,500	
Interest	312	1,620	1,080	1,450	
Rent Revenue	9,364	9,000	8,100	9,650	
Project Income	96,039	127,070	116,610	125,000	
Supplemental Grants	5,142	26,500	9,000	28,000	
Knouse Grant	540	-	-	540	
ADC Meals	8,342	-	-	-	
GRB Community Foundation	72	-	-	-	
Scott County Regional Authority	13,463	-	-	-	
Riverboat Development Authority	23,400	-	-	-	
Transportation/ADC	3,972	-	-	-	
Bingo	-	2,003	2,003	2,500	
SUB-TOTAL REVENUES	\$421,608	\$423,208	\$394,906	\$424,665	
Scott County Contribution	14,286	14,286	14,286	14,286	14,286
Contingency	-	-	9,000	-	-
TOTAL COUNTY CONTRIBUTION	\$14,286	\$14,286	\$23,286	\$14,286	\$14,286
TOTAL REVENUES	\$435,894	\$437,494	\$418,192	\$438,951	
APPROPRIATION SUMMARY:					
Personal Services	\$281,803	\$288,371	\$289,871	\$299,145	
Equipment	(122)	187	324	250	
Expenses	92,614	79,354	72,594	81,463	
Supplies	12,117	49,632	40,522	49,855	
Occupancy	7,020	6,466	6,570	6,845	
TOTAL APPROPRIATIONS	\$393,432	\$424,010	\$409,881	\$437,558	

SERVICE AREA: Physical Health & Social Services		PROGRAM: Volunteer Services for Older Persons (39D)		
ACTIVITY: Services to Other 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 stay out of institutions by providing services such as transportation, delivered meals, minor home repairs, friendly visits and phone calls, help with mail and paperwork and holiday baskets of food or gifts.				
PROGRAM OBJECTIVES:				
1. To provide 35,503 hours of volunteer service.				
2. To keep the cost per volunteer hour at \$3.29 or less.				
3. To generate at least \$569,823 worth of volunteer hours.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Eligible population	18,427	24,678	24,678	24,678
WORKLOAD				
1. Hours of service	35,494	34,664	35,503	35,503
2. Number of volunteers - unduplicated	N/A	993	1,020	1,020
PRODUCTIVITY				
1. Cost per volunteer hour	\$3.01	\$4.87	\$3.29	\$3.29
2. Cost as percent of dollar value of volunteer service	21.50%	24.73%	20.50%	20.50%
EFFECTIVENESS				
1. Dollar value of volunteer services	\$496,916	\$485,296	\$569,823	\$569,823
2. Hours served per volunteer	63	35	60	60
ANALYSIS:				
<p>For this program, County funding is requested for FY05 at a 3% increase from current budgeted amounts.</p> <p>Revenue is requested with a .6% increase over the current budget levels. The primary reasons for revenue changes from current budget levels are increases in Bingo and Scott County Regional Authority.</p> <p>Total appropriations are requested at a 2.7% decrease from the FY04 budgeted level. This includes a 4.1% increase in personal services (which includes costs of living and health insurance increases) However, decreases in appropriations are seen in expenses, supplies, and occupancy, resulting in the decreased appropriation level.</p> <p>Several PPB Indicators are highlighted as follows: The eligible population (D.1) remains consistent with the FY04 projected level. The hours of service (W.1) for FY05 are requested at a level that is consistent with the FY04 projected and the FY03 actual experience. The number of volunteers (W.2) is shown in the FY05 request at a 2.7% increase from the current year's projected. The agency has also increased the dollar value of an hour of service (E.1) from \$14 to \$16.04 as per national statistics. This has an effect on the cost as a percent of value (P2), resulting in a lowering of this indicator.</p> <p>Funding is recommended at the requested level of \$35,513.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Volunteer Serv/Older Persons (39D)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	
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	-	-	-	
Listen-To-Me-Read Coordinator	0.50	0.50	0.50	0.50	
TOTAL POSITIONS	2.29	1.56	1.56	1.56	
REVENUE SUMMARY:					
Pledge Revenue	\$0	\$5,600	\$4,900	\$5,500	
Transfers	9,492	-	-	-	
United Way	-	12,500	-	12,500	
Contributions	3,775	4,900	7,000	5,500	
Activities	7,939	13,300	10,500	13,950	
Membership	-	2,500	-	2,500	
Miscellaneous	329	1,330	840	1,200	
Interest	103	630	420	575	
Rent Revenue	3,262	3,500	3,150	4,000	
Project Income	263	163	338	285	
Supplemental Grants	150	4,000	4,000	2,966	
Knouse Grant	210	-	-	-	
Lee Foundation	12,000	12,500	-	12,500	
GRB Community Foundation	28	5,000	-	-	
Friendly Thrift	150	-	-	150	
Scott County Regional Authority	4,233	-	-	3,500	
Riverboat Development Authority	9,100	-	-	-	
Bingo	-	14,610	14,610	15,850	
SUB-TOTAL REVENUES	\$51,034	\$80,533	\$45,758	\$80,976	
Scott County Contribution	33,475	34,479	34,479	35,513	35,513
Contingency	-	-	3,500	-	-
TOTAL COUNTY CONTRIBUTION	\$33,475	\$34,479	\$37,979	\$35,513	\$35,513
TOTAL REVENUES	\$84,509	\$115,012	\$83,737	\$116,489	
APPROPRIATION SUMMARY:					
Personal Services	\$74,786	\$78,761	\$77,619	\$82,001	
Equipment	(113)	73	126	200	
Expenses	26,081	28,837	26,422	28,298	
Supplies	3,362	9,825	6,282	3,950	
Occupancy	2,537	2,514	2,555	2,400	
TOTAL APPROPRIATIONS	\$106,653	\$120,010	\$113,004	\$116,849	

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

PROGRAM MISSION: To provide social, recreational, and informational activities to the Scott County in order to stimulate and strengthen group activities for older people. These group activities are designed to provide part of the information and social stimulation necessary to aid in helping seniors live as independently as possible.

PROGRAM OBJECTIVES:

1. To provide 2,150 activity sessions.
2. To maintain an average of 22 participants per session.
3. To keep costs per session at or below \$53.00.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Paid Members	N/A	1,100	1,500	1,500
WORKLOAD				
1. Sessions	2,148	2,100	2,150	2,150
PRODUCTIVITY				
1. Cost per session	\$79.74	\$51.50	\$53.00	\$53.00
EFFECTIVENESS				
1. Participants per session	28	20	22	22
2. Staff costs as a percent of program costs	71.00%	69.40%	71.50%	71.50%

ANALYSIS:

For this program, County funding is requested to continue at the FY04 budget level, per the contractual agreement with the agency. requested level of \$18,297.

Revenues are requested at a .5% decrease, primarily due to decreases in the Riverboat Development Authority and the GRB Community foundation. The agency is showing an increase in the project income and bingo to offset these decreases.

The agency is requesting a 1.6% decrease in total appropriations. This includes a 1.3% increase in personal services and decreases in equipment, general expenses, and supplies.

Several PPB Indicators are highlighted as follows: The agency has shown paid members (D.1) at a requested level which is increased 36% over the FY04 projected. The workload sessions (W.1) is requested at a level which is consistent with the FY04 projected and the FY03 actual. The cost per session (P.1) is increased slightly in the requested from the current budget level, but is decreased by 33.5% from the FY03 actual.

Funding is recommended at the

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Leisure Serv/Older Persons (39E)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	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	5.29	5.29	5.29	5.29	
REVENUE SUMMARY:					
Pledge Revenue	\$0	\$5,600	\$4,900	\$6,500	
Title III C	7,513	7,964	7,515	7,513	
Transfers	11,952	-	-	-	
Contributions	4,075	4,900	7,000	5,500	
Activities	8,342	13,300	10,500	14,000	
Membership	8,811	2,500	-	2,500	
Miscellaneous	406	1,330	840	1,250	
Interest	120	630	420	575	
CDBG	11,927	12,940	12,940	12,940	
Rent Revenue	3,642	3,500	3,150	3,500	
Project Income	47,306	55,529	50,700	60,500	
Supplemental Grants	210	2,839	4,000	3,000	
Knouse Grant	210	1,500	1,500	1,500	
GRB Community Foundation	28	5,000	-	-	
Friendly Thrift	-	500	500	500	
Scott County Regional Authority	5,236	-	-	-	
Riverboat Development Authority	9,100	5,000	10,000	-	
Bingo	-	32,570	32,570	35,000	
SUB-TOTAL REVENUES	\$118,878	\$155,602	\$146,535	\$154,778	
Scott County Contribution	18,297	18,297	18,297	18,297	18,297
Contingency	-	-	3,500	-	-
TOTAL COUNTY CONTRIBUTION	\$18,297	\$18,297	\$21,797	\$18,297	\$18,297
TOTAL REVENUES	\$137,175	\$173,899	\$168,332	\$173,075	
APPROPRIATION SUMMARY:					
Personal Services	\$120,119	\$124,020	\$121,804	\$125,665	
Equipment	(102)	1,172	1,226	750	
Expenses	30,032	30,844	28,696	30,011	
Supplies	17,267	19,545	16,002	16,125	
Occupancy	4,084	3,114	3,155	3,225	
TOTAL APPROPRIATIONS	\$171,400	\$178,695	\$170,883	\$175,776	

SERVICE AREA: Physical Health & 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 2,250 referrals for assessment.
2. To continue to have at least 4,200 requests for prevention services.
3. To maintain group hours to at least 35,000 hours.
4. To maintain a length of stay in treatment of at least 60 days.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Referrals for assessment	2,276	2,280	2,250	2,250
2. Requests for prevention services	4,653	4,650	4,200	4,200
WORKLOAD				
1. Clients screened	1,650	1,650	1,650	1,650
2. Admissions	717	720	685	685
3. Hours per individual	4,423	4,425	4,000	4,000
4. Hours per group	35,246	35,250	35,000	35,000
5. Prevention direct service hours	6,454	6,450	6,450	6,450
PRODUCTIVITY				
1. Cost per outpatient service	\$97.07	\$97.07	\$114.05	\$114.05
2. Cost per prevention service	\$66.66	\$119.98	\$99.75	\$99.75
3. Cost per prevention direct service hour	\$48.06	\$48.06	\$52.37	\$52.37
EFFECTIVENESS				
1. Length of stay in treatment (days)	80	80	60	60
2. Patient revenue as a percent of cost	34.3%	34.3%	29.2%	29.2%
3. % of students reintegrated into public school	82.0%	82.0%	85.0%	85.0%
4. % of students with increased GPA	69%	69%	75%	75%

ANALYSIS:

It should be noted that the agency has achieved a three-year CARF accreditation for the programs provided. This national accreditation should be beneficial in working with managed care providers and in applying for grants.

Total FY05 appropriations for the total agency are increasing 5.9% over current budgeted levels. Non-salary costs are increasing 3.9% over current budgeted levels for the total agency. County funding is recommended to increase 2.7% over current budgeted amounts for the total agency.

Organizational change requests for the agency from FY04 budget to FY05 budget reflect the full activation of the Scott County jail based assessment and treatment project. FY04 budget reflected activities of a smaller scale for nine months of services.

The primary reasons for revenue changes from current budget levels are full activation of the Scott County jail based assessment and treatment project and receipt of a Federal funded Iowa State Incentive Grant of \$100,000 for prevention services.

The primary reason for appropriation

changes from current budget levels is the fully operational jail program.

Hours per individual (W.3) are decreased due to the reduced length of sessions, not to a reduced quantity of individual sessions. Cost per prevention service will increase due to the inclusion of the State Incentive Grant expenses for the full fiscal year. In FY03, the prevention services relating to the part-year State Incentive Grant were included, but the expenses were not built into the calculations.

This program budget supports a small prevention and continuing care grant from the Iowa Department of Public Health. The agency is requesting FY05 funding at the FY04 level, which provides for the passthrough of the grant and the match in county contribution. Funding is recommended at the requested level of \$30,000 in Scott County Contribution and \$10,000 in grant passthrough funding, contingent upon continuation of the grant from the Iowa Department of Public Health. Total funding is recommended at \$40,000.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Outpatient Services (38A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	0.40	0.20	0.40	0.40	
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	3.00	3.00	
Maintenance	0.39	0.39	0.78	0.78	
QA/UR Program Manager	1.00	1.00	1.00	1.00	
Prevention Coordinator	1.00	1.00	1.00	1.00	
Prevention Specialist	12.00	11.00	12.00	12.00	
Counselors	15.00	18.00	17.00	17.00	
Techs/CCW	2.00	4.00	2.00	2.00	
Program Managers	2.00	2.70	2.00	2.00	
TOTAL POSITIONS	43.45	47.95	44.84	44.84	
REVENUE SUMMARY:					
I.D.S.A. Treatment	\$804,552	\$699,709	\$726,697	\$726,697	
I.D.S.A. Prevention	250,805	240,754	315,638	315,638	
United Way	37,343	37,343	37,343	37,343	
Client Fees	97,349	97,700	82,644	82,644	
Insurance Payments	288,897	354,200	288,028	288,028	
Interest	14,663	3,046	19,366	19,366	
Seventh Judicial District	96,300	95,000	96,300	96,300	
Contributions	707	1,250	1,250	1,250	
Scott County Jail	6,065	9,500	3,900	3,900	
Local Schools	69,560	48,000	69,000	69,000	
U S Fed Probation	54,055	60,000	60,000	60,000	
Contractual Fees/Payment	378,142	266,354	251,559	251,559	
Juvenile Court	(780)	-	-	-	
SUB-TOTAL REVENUES	\$2,097,658	\$1,912,856	\$1,951,725	\$1,951,725	
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	\$2,137,658	\$1,952,856	\$1,991,725	\$1,991,725	
APPROPRIATION SUMMARY:					
Personal Services	\$1,376,307	\$1,433,662	\$1,501,856	\$1,501,856	
Equipment	-	7,738	18,073	8,073	
Expenses	290,244	278,172	395,844	297,117	
Supplies	68,497	37,104	42,324	42,324	
Occupancy	99,728	93,101	87,639	88,055	
TOTAL APPROPRIATIONS	\$1,834,776	\$1,849,777	\$2,045,736	\$1,937,425	

SERVICE AREA: Physical Health & 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. To maintain a length of stay of at least 17 days in the START program and 44 days in the halfway house.				
2. To effectively move clients through the continuum of care.				
3. To maintain the length of stay of 3.7 days or less for acute care.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Referrals for acute care	1,021	900	1,000	1,000
2. Referrals for intermediate care	482	450	450	450
3. Referrals for halfway house	190	190	190	190
WORKLOAD				
1. Days of acute level care	4,219	4,220	3,700	3,700
2. Days of intermediate level care	8,002	8,000	7,650	7,650
3. Days of halfway care	8,745	8,750	8,360	8,360
PRODUCTIVITY				
1. Cost per day acute	\$97.31	\$97.31	\$128.99	\$128.99
2. Cost per day intermediate	\$111.54	\$111.54	\$132.11	\$132.11
3. Cost per day halfway	\$36.38	\$36.38	\$40.45	\$40.45
EFFECTIVENESS				
1. Length of stay (days) acute	3.8	3.8	3.7	3.7
2. Length of stay (days) intermediate	17.6	17.6	17.0	17.0
3. Length of stay (days) halfway	44.6	44.6	44.0	44.0
4. Client revenue as percent of program cost	15.9%	15.9%	12.4%	12.4%
5. After residential treatment clients participating in continuum of care	56.0%	56.0%	56.0%	56.0%
ANALYSIS:				
<p>Total FY05 appropriations for the total agency are increasing 5.9% over current budgeted levels. Non-salary costs are increasing 3.9% 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>Organizational change requests for the agency from FY04 budget to FY05 budget reflect the full activation of the Scott County jail based assessment and treatment project. FY04 budget reflected activities of a smaller scale for nine months of services.</p> <p>The primary reasons for revenue changes from current budget levels are full activation of the Scott County jail based assessment and treatment project and receipt of a Federal funded Iowa State Incentive Grant of \$100,000 for prevention services.</p> <p>The primary reasons for appropriation changes from current budget levels reflect the Scott County jail activities</p> <p>PPB indicators for productivity are reduced from FY03 levels primarily due to reduced days of care.</p> <p>It should be noted that the Illinois</p> <p>services are not included in this program budget but are all included in the Other program. This is due to the requirement of Illinois funding that services be provided in that state. This budget reflects Country Oaks only.</p> <p>The agency is requesting an inflationary (3%) increase in funding to the residential program. Funding is recommended at the requested level of \$253,611.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Residential Services (38B)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	0.40	0.20	0.40	0.40	
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	1.75	1.75	
Maintenance	0.39	0.39	0.78	0.78	
QA/UR Program Manager	0.50	0.50	0.50	0.50	
Counselors	7.00	6.00	7.00	7.00	
Techs/CCW	11.00	12.00	11.00	11.00	
Program Managers	1.00	1.30	1.00	1.00	
Health Care Coordinator	1.00	1.00	1.00	1.00	
RN/LPN	5.00	5.00	4.00	4.00	
TOTAL POSITIONS	31.63	31.73	30.77	30.77	
REVENUE SUMMARY:					
I.D.S.A. Treatment	\$703,514	\$718,477	\$782,569	\$782,569	
United Way	18,204	18,110	18,204	18,204	
Client Fees	50,063	43,513	46,334	46,334	
Insurance Payments	207,786	159,211	201,340	201,340	
Interest	17,023	16,751	17,658	17,658	
Contributions	603	750	750	750	
County Commitments	47,847	30,000	39,000	39,000	
Scott County Jail	136,350	100,500	126,100	126,100	
Contractual Fees	115,595	125,275	14,826	14,826	
SUB-TOTAL REVENUES	\$1,296,985	\$1,212,587	\$1,246,781	\$1,246,781	
Scott County Contribution	239,052	246,224	246,224	253,611	253,611
TOTAL REVENUES	\$1,536,037	\$1,458,811	\$1,493,005	\$1,500,392	
APPROPRIATION SUMMARY:					
Personal Services	\$1,096,253	\$1,132,313	\$1,203,479	\$1,210,866	
Equipment	7,866	6,864	18,593	8,593	
Expenses	250,778	258,769	379,157	276,495	
Supplies	184,204	156,680	164,099	164,099	
Occupancy	82,070	71,427	82,286	82,555	
TOTAL APPROPRIATIONS	\$1,621,171	\$1,626,053	\$1,847,614	\$1,742,608	

SERVICE AREA: Physical Health & 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 \$120 (excludes pharmacy cost).				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Estimated number of Scott County citizens below poverty level	16,329	16,329	16,500	16,500
2. Number of Community Services encounters (Projected and actual only count FQHC encounters no pharmacy)	868	875	875	875
WORKLOAD				
1. Cost of Community Services medical services	\$63,498	\$63,480	\$65,000	\$65,000
2. Cost of Community Services dental services	\$6,184	\$5,000	\$5,000	\$5,000
3. Cost of Community Services pharmacy services	\$242,082	\$300,408	\$301,000	\$301,000
4. Cost of Community Services lab services	\$16,361	\$27,880	\$25,000	\$25,000
5. Cost of Community Services x-ray services	\$5,768	\$5,492	\$5,000	\$5,000
PRODUCTIVITY				
1. Cost per Community Services encounter(excludes pharmacy cost)	\$105.77	\$116.40	\$114.29	\$114.29
EFFECTIVENESS				
1. Percent of Community Services encounter requests seen	100%	100%	100%	100%
2. FQHC approved Iowa Medicaid encounter rate	\$123.16	\$123.16	\$123.16	\$123.16
ANALYSIS:				
<p>Total FY05 appropriations for the total agency are increasing 6.2% over current budgeted levels. Non-salary costs are increasing .3% over current budgeted levels for the total agency. County funding is recommended to increase 4% over current budgeted amounts for the total agency.</p> <p>For this program, County funding is recommended to increase 5% over current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels are: the increased cost of and need for pharmaceuticals for Community Service patients.</p> <p>The primary reasons for appropriation changes from current budget levels are: the increased cost of and need for pharmaceuticals for Community Service patients.</p> <p>Several PPB Indicators are highlighted as follows: (W.3) continues to increase reflecting the increasing cost and need for pharmaceuticals.</p> <p>Budget issues identified for further Board review during the budget process are as follows: Consider increasing budget to help CHC absorb increased activity and increased pharmacy costs.</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	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Health Serv-Comm Services (40B)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Physician	0.30	0.37	0.30	0.32	
Physician Assistant	0.07	0.12	0.07	0.08	
Nurse Practitioner	0.07	0.06	0.07	0.08	
Nutritionist	0.03	0.04	0.03	0.03	
Health Educator	0.03	0.04	0.03	0.03	
Social Worker	0.04	0.04	0.04	0.04	
X-Ray Technician	0.05	0.07	0.05	0.06	
Lab Technician & Phlebotomist	0.23	0.18	0.23	0.25	
Nursing Coordinator	0.05	-	0.05	0.06	
Registered Nurse	0.25	0.11	0.25	0.28	
LPN/Medical Assistant	0.75	0.95	0.75	0.83	
Dentist	0.07	0.08	0.07	0.08	
Dental Hygienist	0.06	0.08	0.06	0.07	
Dental Assistants	0.16	0.17	0.16	0.18	
Dental Receptionist	0.08	0.11	0.08	0.09	
Pharmacist	0.06	0.07	0.06	0.07	
Pharmacy Technician	0.05	0.07	0.05	0.06	
Information Services Coordinator	0.03	0.04	0.03	0.03	
Medical Records Clerk	0.23	0.23	0.23	0.25	
Transcriptionist	0.02	0.06	0.02	0.02	
Business Office Coordinator	0.03	0.04	0.03	0.03	
Income Verification	0.05	0.07	0.05	0.06	
Customer Service Coordinator	0.03	-	0.03	0.03	
Patient Account Representative	0.11	0.21	0.11	0.12	
Patient Service Representative	0.51	0.42	0.51	0.56	
Executive Director	0.03	0.04	0.03	0.03	
Director of Clinic/Finance/Program/HR	0.11	0.14	0.11	0.12	
Administrative Assistant	0.08	0.04	0.08	0.09	
Quality Manager	0.03	0.04	0.03	0.03	
Clinical Information Coordinator	0.03	-	0.03	0.03	
Chronic Care Coordinator	0.02	-	0.02	0.02	
Outreach Worker (Homeless)	0.03	0.04	0.03	0.03	
Outreach Educator	0.22	0.07	0.22	0.24	
Telephone Operator	0.05	0.07	0.05	0.06	
Coding Specialist	0.18	0.25	0.18	0.20	
Translator	0.05	0.04	0.05	0.06	
Medical Secretary	0.11	0.14	0.11	0.12	
Buildings & Grounds Coordinator	0.03	-	0.03	0.03	
Computer Support Technician	0.03	-	0.03	0.03	
Human Resources Specialist	-	0.04	-	-	
Accounting Specialist	0.03	0.04	0.03	0.03	
Medical Clinic Manager	0.05	0.04	0.05	0.06	
Dental Clinic Manager	0.03	0.04	0.03	0.03	
Purchasing Specialist	0.03	0.04	0.03	0.03	
Director of Development	0.02	0.04	0.02	0.02	
Accountant	0.03	0.04	0.03	0.03	
Development Assistant	0.03	0.04	0.03	0.03	
TOTAL POSITIONS	4.58	4.82	4.58	5.03	
REVENUE SUMMARY:					
Scott County Contribution	\$238,075	\$238,075	\$238,075	\$249,979	\$249,979
TOTAL REVENUE	\$238,075	\$238,075	\$238,075	\$249,979	\$249,979
APPROPRIATION SUMMARY:					
Personal Services	\$91,810	\$63,000	\$101,852	\$100,000	
Expenses	72,289	120,000	69,516	70,000	
Supplies	169,793	75,000	230,892	231,000	
TOTAL APPROPRIATIONS	\$333,892	\$258,000	\$402,260	\$401,000	

SERVICE AREA: Physical Health & Social Services

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, counseling, health education, nutrition counseling, HIV testing and counseling, as well as homeless health care on a sliding fee scale basis.

PROGRAM OBJECTIVES:

1. To continue increasing provider productivity by better utilizing the team concept to create better patient flow.
2. To maintaining the cost per encounter at \$140 or less.
3. To increase the number of users seen in the clinic programs.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Number of patients under 200% of poverty.	15,000	13,000	13,000	13,000
2. Quad City population	306,868	306,868	306,868	306,868
3. Total number of users at clinic this program	26,697	23,500	24,000	24,000
WORKLOAD				
1. Number of encounters for clinic this program	90,025	95,000	96,000	96,000
2. Number of encounters for people under 200% of poverty	49,980	50,000	51,000	51,000
3. Total dental encounters	11,188	13,020	13,000	13,000
4. Total medical encounters	78,837	81,980	83,000	83,000
PRODUCTIVITY				
1. Cost per encounter in clinic	\$138.42	\$130.62	\$133.54	\$133.54
EFFECTIVENESS				
1. Gross charges/total costs	107%	116%	115%	115%
2. FQHC Approved Iowa Medicaid Encounter Rate	\$123.16	\$123.16	\$123.16	\$123.16
3. Sliding fee discounts/federal grant	108%	110%	110%	110%

ANALYSIS:

Total FY05 appropriations for the total agency are increasing 6.2% over current budgeted levels. Non-salary costs are increasing .3% over current budgeted levels for the total agency. County funding is recommended to increase 4% over current budgeted amounts for the total agency.

For this program, County funding is recommended to increase 0% over current budgeted amounts.

The primary reasons for revenue changes from current budget levels are: the addition of our Rock Island Clinic that opened in March 2003 which will be in full force by FY05 and additional providers being added at our other sites.

The primary reason for appropriation changes from current budget levels is : the addition of our Rock Island Clinic.

Several PPB Indicators are highlighted as follows: None notable

Budget issues identified for further Board review during the budget process are as follows: None

This agency budget supports the 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.

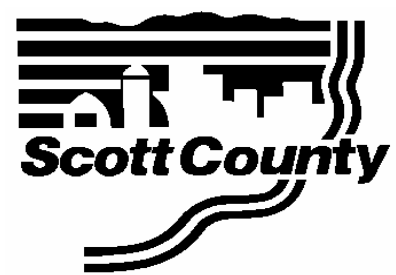
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Health Serv-Other (40C)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Physician	10.64	14.28	10.64	11.70	
Physician Assistant	2.68	3.93	2.68	2.68	
Nurse Practitioner	2.43	3.45	2.43	2.43	
Nutritionist	0.97	0.98	0.97	0.97	
Health Educator	0.97	0.98	0.97	0.97	
Social Worker	1.43	1.69	1.43	1.43	
X-Ray Technician	1.95	1.96	1.95	1.95	
Lab Technician	8.37	7.44	8.37	8.37	
Nursing Coordinator	1.95	1.76	1.95	1.95	
Registered Nurse	8.95	4.43	8.95	8.95	
LPN/Medical Assistant	27.05	23.93	27.05	27.05	
Dentist	2.43	2.95	2.43	3.43	
Dental Hygienist	2.34	2.95	2.34	2.34	
Dental Assistants	5.84	5.78	5.84	5.84	
Dental Receptionist	2.92	1.96	2.92	2.92	
Pharmacist	2.14	2.15	2.14	2.14	
Pharmacy Technician	1.95	1.96	1.95	1.95	
Information Services Coordinator	0.97	0.98	0.97	0.97	
Medical Records Clerk	8.27	7.46	8.27	8.27	
Transcriptionist	0.58	1.57	0.58	0.58	
Business Office Coordinator	0.97	0.98	0.97	0.97	
Income Verification	1.95	3.94	1.95	1.95	
Customer Service Coordinator	0.97	0.98	0.97	0.97	
Patient Account Representative	3.89	3.92	3.89	3.89	
Patient Service Representative	18.49	15.73	18.49	18.49	
Executive Director	0.97	0.98	0.97	0.97	
Director of Clinic/Finance/Program/HR	3.89	3.92	3.89	3.89	
Administrative Assistant	2.92	2.94	2.92	2.92	
Quality Manager	0.97	0.98	0.97	0.97	
Clinical Information Coordinator	0.97	0.98	0.97	0.97	
Chronic Care Coordinator	0.78	0.98	0.78	0.78	
Outreach Worker (Homeless)	0.97	0.98	0.97	0.97	
Outreach Educator	7.78	5.48	7.78	7.78	
Telephone Operator	1.95	2.96	1.95	1.95	
Coding Specialist	6.45	4.90	6.45	6.45	
Translator	1.75	1.76	1.75	1.75	
Medical Secretary	3.89	4.89	3.89	3.89	
Buildings & Grounds Coordinator	0.97	0.98	0.97	0.97	
Computer Support Technician	0.97	0.98	0.97	0.97	
Accounting Specialist	0.97	0.98	0.97	0.97	
Medical Clinic Manager	1.95	2.96	1.95	1.95	
Dental Clinic Manager	0.97	0.98	0.97	0.97	
Purchasing Specialist	0.97	0.98	0.97	0.97	
Director of Development	0.78	0.78	0.78	0.78	
Accountant	0.97	0.98	0.97	0.97	
Development Assistant	0.97	0.98	0.97	0.97	
TOTAL POSITIONS	163.91	160.49	163.91	165.97	
REVENUE SUMMARY:					
Iowa State Dept Health/Child Health	\$161,767	\$160,249	\$140,736	\$140,736	
HHS-UHI	3,097,670	2,522,395	2,638,872	2,762,896	
Patient Fees	8,014,488	8,382,265	9,000,000	9,400,000	
Other	2,046,803	1,089,621	567,495	985,405	
SUB-TOTAL REVENUES	\$13,320,728	\$12,154,530	\$12,347,103	\$13,289,037	
Scott County Contribution	52,946	52,946	52,946	52,946	52,946
TOTAL REVENUE	\$13,373,674	\$12,207,476	\$12,400,049	\$13,341,983	
APPROPRIATION SUMMARY:					
Personal Services	\$7,195,339	\$7,123,146	\$7,859,119	\$8,314,008	
Expenses	2,140,174	2,130,700	2,117,339	2,203,272	
Supplies	2,047,043	2,110,200	1,661,293	1,910,582	
Occupancy	361,813	358,000	368,602	392,087	
TOTAL APPROPRIATIONS	\$11,744,369	\$11,722,046	\$12,006,353	\$12,819,949	

SERVICE AREA: Physical Health & Social Services		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 \$107.52 or less.				
4. To maintain cost/visit for disease and disability at \$112.38 or less.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Referrals	4,975	4,600	4,600	4,600
WORKLOAD				
1. Patients served health promotion	1,553	1,400	1,400	1,400
2. Patients served disease and disability	2,567	2,400	2,400	2,400
3. Visits/health promotion	1,764	1,450	1,450	1,450
4. Visits/disease and disability	38,148	35,000	35,000	35,000
5. Total number of pain assessments on discharged D & D patients	1,916	2,003	2,003	2,003
6. Total number of health promotion patient outcomes established	5,442	4,800	4,800	4,800
PRODUCTIVITY				
1. Cost/visit health promotion	\$75.39	\$106.81	\$107.52	\$107.52
2. Cost/visit disease and disability	\$99.15	\$111.52	\$112.38	\$112.38
EFFECTIVENESS				
1. Time/visit in minutes health promotion	42	40	40	40
2. Time/non-visit in minutes health promotion	30	35	35	35
3. Time/visit in minutes disease and disability	52	50	50	50
4. Time/non-visit in minutes disease and disability	54	55	55	55
5. Percent of patients w/pain improved or maintained at tolerance level	89%	85%	85%	85%
6. Percent of total health promotion patient outcomes met	97%	95%	95%	95%
ANALYSIS:				
<p>Total FY05 appropriations for the total agency are decreasing 2% over current budgeted levels. Non-salary costs are increasing 1% over current budgeted levels for the total agency. County funding is recommended to increase 0% over current budgeted amounts for the total agency.</p> <p>For this program, County funding is recommended to increase 0% over current budgeted amounts.</p> <p>Organizational change requests for the agency are as follows: The Director position has been moved to the VNA Administrative Dept. and is no longer included in Davenport's authorized positions.</p> <p>The primary reasons for revenue changes from current budget levels are: A decrease in the Empowerment grant to reflect LSI going under a separate contract and an increase in Medicare reimbursement.</p> <p>The primary reasons for appropriation changes from current budget levels are: Salary merit increases and changes in the allocation methodology of costs to the Davenport location from the health system and from the VNA Administrative Dept.</p>		<p>Several PPB Indicators are highlighted as follows: All indicators remain steady with our FY04 projections.</p> <p>Budget issues identified for further Board review during the budget process are as follows: While Medicare reimbursement remains strong, adequate payments for patients who are not eligible for the Medicare home health benefit continue to shrink.</p> <p>This agency budget supports the County's Target Issues and Management Agenda as follows: Continuation of critical health care services to those who would be unable to remain at home and would have to seek institutionalization without our services.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Public Health Nursing (52A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Director Nursing/Patient Services	0.42	0.36	0.36	0.36	
Nursing Coordinator	3.37	3.16	2.91	2.91	
Nursing Supervisor	2.64	1.90	1.90	1.90	
Staff Nurse (RN)	37.64	34.32	35.38	35.38	
Executive Director	0.41	0.36	0.36	-	
Switchboard Operator	0.80	0.73	0.73	0.73	
Secretarial	1.79	1.82	1.83	1.83	
Clerical	5.96	7.76	4.32	4.32	
TOTAL POSITIONS	53.03	50.41	47.79	47.43	
REVENUE SUMMARY:					
Program Service Fees	\$453,560	\$507,793	\$419,697	\$419,697	
Medicare	2,720,728	3,003,698	3,142,129	3,142,129	
Medicaid	1,138,870	817,068	895,242	895,242	
United Way	50,839	64,855	56,448	56,448	
SUB-TOTAL REVENUES	\$4,363,997	\$4,393,414	\$4,513,516	\$4,513,516	
Scott County Contribution	102,500	102,500	102,500	102,500	102,500
State Health Pass Through Funds	117,416	112,515	109,477	109,477	109,477
TOTAL COUNTY CONTRIBUTION	\$219,916	\$215,015	\$211,977	\$211,977	\$211,977
TOTAL REVENUES	\$4,583,913	\$4,608,429	\$4,725,493	\$4,725,493	
APPROPRIATION SUMMARY:					
Personal Services	\$2,587,191	\$2,591,436	\$2,607,806	\$2,636,506	
Equipment	19,362	10,844	25,241	25,297	
Expenses	1,192,686	932,287	1,273,801	1,276,348	
Supplies	31,538	34,569	41,412	41,487	
Occupancy	116,234	115,825	142,690	142,899	
TOTAL APPROPRIATIONS	\$3,947,011	\$3,684,961	\$4,090,950	\$4,122,537	

SERVICE AREA: Physical Health & Social Services		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 90% of referrals.					
2. To provide service to a minimum of 1,521 cases.					
3. To prevent nursing home placement of 3% or more of total cases.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Requests for service		1,075	1,080	1,080	1,080
WORKLOAD					
1. Total hours		47,152	39,742	39,742	39,742
2. Admissions for year		1,011	972	972	972
3. Total number of cases		1,565	1,521	1,521	1,521
PRODUCTIVITY					
1. Cost/hour - home health aide		\$28.98	\$34.90	\$35.13	\$35.13
2. Cost/hour - homemaker		\$33.28	\$40.55	\$40.87	\$40.87
3. Cost/hour - family life specialist		\$34.19	\$39.11	\$39.56	\$39.56
4. Cost/hour - all types		\$31.02	\$37.40	\$37.68	\$37.68
5. Cost per case		\$934.46	\$977.20	\$984.55	\$984.55
EFFECTIVENESS					
1. Percent of admissions to requests for service		94%	90%	90%	90%
2. Percent of total cases discharged to a nursing home		3%	3%	3%	3%
ANALYSIS:					
<p>Total FY05 appropriations for the total agency are decreasing 2% over current budgeted levels. Non-salary costs are increasing 1% over current budgeted levels for the total agency. County funding is recommended to increase 0% over current budgeted amounts for the total agency.</p> <p>For this program, County funding is recommended to increase 0% over current budgeted amounts.</p> <p>Organizational change requests for the agency are as follows: The Director position has been moved to the VNA Administrative Dept. and is no longer included in Davenport's authorized positions.</p> <p>The primary reasons for revenue changes from current budget levels are: A decrease in the Empowerment grant to reflect LSI going under a separate contract and an increase in Medicare reimbursement.</p> <p>The primary reasons for appropriation changes from current budget levels are: Salary merit increases and changes in the allocation methodology of costs to the Davenport location from the health system and from the VNA Administrative Department.</p>		<p>Several PPB Indicators are highlighted as follows: All indicators remain steady with our FY04 projections.</p> <p>Budget issues identified for further Board review during the budget process are as follows: While Medicare reimbursement remains strong, adequate payments for patients who are not eligible for the Medicare home health benefit continue to shrink.</p> <p>This agency budget supports the County's Target Issues and Management Agenda as follows: Continuation of critical health care services to those who would be unable to remain at home and would have to seek institutionalization without our services.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Home Support Services (52B)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Director Nursing/Patient Services	0.15	0.14	0.14	0.14	
Nursing Coordinator	1.01	1.22	1.12	1.12	
Staff Nurse RN	0.01	-	-	-	
Support Services Coordinator	1.01	1.00	1.00	1.00	
Homemaker Supervisors	1.68	1.63	1.50	1.50	
Home Health Aides	16.59	15.89	14.57	14.57	
Family Life Specialist	1.49	1.49	1.31	1.31	
Homemakers	11.95	11.50	10.44	10.44	
Executive Director	0.15	0.14	0.14	-	
Switchboard Operator	0.30	0.28	0.29	0.29	
Secretarial	0.66	0.70	0.70	0.70	
Clerical	2.21	2.89	1.56	1.56	
TOTAL POSITIONS	37.21	36.88	32.77	32.63	
REVENUE SUMMARY:					
Program Service Fees	\$309,239	\$297,806	\$242,078	\$242,078	
Medicare	522,908	557,778	549,141	549,141	
Medicaid	279,379	263,340	313,228	313,228	
United Way	59,032	59,038	59,066	59,066	
SUB-TOTAL REVENUES	\$1,170,558	\$1,177,962	\$1,163,513	\$1,163,513	
Scott County Contribution	22,500	22,500	22,500	22,500	22,500
State Health Pass Through Funds	339,693	342,201	339,163	339,163	339,163
TOTAL COUNTY CONTRIBUTION	\$362,193	\$364,701	\$361,663	\$361,663	\$361,663
TOTAL REVENUES	\$1,532,751	\$1,542,663	\$1,525,176	\$1,525,176	
APPROPRIATION SUMMARY:					
Personal Services	\$944,227	\$994,990	\$943,434	\$953,601	
Equipment	7,173	4,181	9,169	9,190	
Expenses	466,630	375,390	481,092	482,011	
Supplies	12,853	14,754	14,825	14,845	
Occupancy	31,551	31,366	37,800	37,860	
TOTAL APPROPRIATIONS	\$1,462,434	\$1,420,681	\$1,486,320	\$1,497,507	



**MENTAL HEALTH, MENTAL RETARDATION
AND DEVELOPMENTAL DISABILITIES
TABLE OF CONTENTS**

	<u>Page</u>
COMMUNITY SERVICES	
SA Assistance.....	196
MH-DD Services.....	198
HUMAN SERVICES	
Case Management - H.S.....	200
HANDICAPPED DEVELOPMENT CENTER	
Community Residential Program.....	202
Employment Services.....	204
Personal Independence Services.....	206
VERA FRENCH COMMUNITY MENTAL HEALTH CENTER	
Outpatient Services.....	208
Community Support Services.....	210
Community Services.....	212
Case Management.....	214
Inpatient Services.....	216
Residential.....	218
Day Treatment Services.....	220
Case Monitoring.....	222
Employment Services.....	224

SERVICE AREA: Mental Health, MR & DD	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 \$495.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Total number of involuntary commitments filed - substance abuse	244	215	215	215

WORKLOAD				
1. Number of commitments (adult) - substance abuse	163	160	160	160
2. Number of commitments (children) - substance abuse	66	50	50	50
3. 48 hour holds - substance abuse	19	25	25	25

PRODUCTIVITY				
1. Cost per evaluation order	\$566.60	\$491.02	\$491.02	\$491.02

EFFECTIVENESS				
1. Percent of filings approved for evaluation	93.8%	98.0%	98.0%	98.0%
2. Percent committed to outpatient at hearing	38.0%	40.0%	40.0%	40.0%

ANALYSIS:

<p>For this program, non-salary costs are recommended to increase slightly over current budgeted amounts.</p> <p>Revenues for FY05 are recommended at the FY04 budgeted level. However, the FY04 estimate is increased to show care and keep revenues which are drastically higher in the first quarter. This is an extremely variable revenue and cannot be expected to continue.</p> <p>The primary reasons for appropriation changes from current budget levels are: a slight decrease in the Mt Pleasant MHI line item and a slight decrease in the Toledo Juvenile Home line item. These are to bring the FY05 requested more into line with the FY03 actual experience. The increase in expenses is attributable to the Sheriff transportation. Currently, the Sheriff's Department bills Community Services for the costs of transporting persons committed under the 125 Substance Abuse statute.</p> <p>Several PPB Indicators are highlighted as</p>	<p>follows: the department has maintained the FY05 requested levels at the FY04 projected levels. These are changed from the FY03 actual experience as related to commitments filed (D.1) which is decreased by 11.8% from the FY03 actual. The number of children's commitments signed is decreased from the FY03 actual by 24%. These indicators are presented showing the current years experience.</p> <p>Total appropriations are recommended at \$223,450. All appropriations to this program are in non-salary costs. The support staff to this program have been transferred out of this program for FY04 and FY05. This relates to the re-attribution of support costs to the special services fund. Funding is approved at the recommended levels.</p>
--	--

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: SA Assistance (17F)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
271-C Office Manager	-	0.10	0.10	0.10	0.10
233-C Office Manager	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	0.30	0.30
REVENUE SUMMARY:					
Fees and Charges	\$99	\$1,000	\$89,000	\$1,000	\$1,000
Miscellaneous	1,352	1,000	1,000	1,000	1,000
TOTAL REVENUES	\$1,451	\$2,000	\$90,000	\$2,000	\$2,000
APPROPRIATION SUMMARY:					
Personal Services	\$10,558	\$11,464	\$0	\$0	\$0
Expenses	212,542	233,050	234,450	234,450	223,450
TOTAL APPROPRIATIONS	\$223,100	\$244,514	\$223,450	\$223,450	\$223,450

SERVICE AREA: Mental Health, MR & DD **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.

PROGRAM OBJECTIVES:

1. To maintain cost of commitment at or less than \$1,075.
2. To serve 1,000 persons with MH/CMI.
3. To provide services for at least 445 protective payee cases.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND

1. Total number involuntary commitments filed - mental health	263	225	225	225
2. Protective payee applications	95	75	75	75
3. Number of consumers at Glenwood/Woodward	33	33	35	35

WORKLOAD

1. Number of persons with MH/CMI served	999	1,000	1,000	1,000
2. Number of mental health commitments - adult	190	180	180	180
3. Number of mental health commitments - juvenile	58	36	36	36
4. Number of 48 hour holds	43	48	48	48
5. Protective payee cases	441	445	445	445
6. Number of persons with MR/DD served	274	280	280	280

PRODUCTIVITY

1. Cost per evaluation approved	\$865.19	\$1,074.67	\$1,074.67	\$1,074.67
2. Cost per MR/DD consumer served	\$17,545.11	\$18,000.00	\$18,000.00	\$18,000.00
3. Cost per MI/CMI consumer served	\$1,010.85	\$1,100.00	\$1,100.00	\$1,100.00

EFFECTIVENESS

1. Percent of filings approved for evaluation	94%	96%	96%	96%
2. Number of consumers leaving SHS	1	1	1	1
3. Number of consumers leaving community ICF-MR	2	1	1	1

ANALYSIS:

For this program, non-salary costs are requested to increase 2.7% over current budgeted amounts.

Total appropriations are recommended to increase 3.4% over the current budgeted level. This is primarily attributable to the shift of personal services costs to this program for inclusion in the MH/DD special services fund. This shift was approved by the Board of Supervisors during the current year as a part of the Financial Initiatives Program.

The primary reason for revenue changes from current budget levels are the state formula for FY04 included an inflationary level increase in state revenues to counties who were below the 10% fund balance level. The department is showing revenues continuing at the FY04 level in FY05 with a 3% inflationary increase assumed.

Although the FY05 request is inflationary over the FY04 budget level, it is considerably increased from the FY04 projected. This is primarily due to the increase in the federal financial participation for Medicaid programs during FY04. This reduces the county's expenditure for Medicaid match programs during the current year. This increased participation ends effective July 1, 2004. Additionally, the most dramatic increase outside of Medicaid match relates

to the increased use of ARO (Adult Rehabilitation Option) funding for community based services to persons with a diagnosis of chronic mental illness. Because this is a Medicaid program, it is an entitlement program. We can expect to see continued increases in this expense. The HCBS (Home and Community Based Services) Waiver program also continues to increase. This program provides services to persons with a diagnosis of mental retardation by providers other than HDC. As more services are added to the Waiver we can expect to see increases here as well.

This program is a part of the MH/DD Special services fund. Therefore, all of the items which impact this fund are impacting this program. The mental health system has been reviewed by the MH/DD Commission at the State level and they have produced a report for redesign of the system. This report will go to the legislature this year. There are a number of changes recommended which would impact Scott County's financial situation and delivery of services.

The movement to increased Medicaid services has a beneficial effect in the initial years, but because Medicaid services are an entitlement, increased

usage can be expected in upcoming years. Because this is a capped fund with an increasing percentage falling into the entitlement category, we can expect to have difficulty funding services in the future unless there is provision of increased state revenues.

Budget issues identified for further Board review during the budget process are as follows: ICF-MR Services, Out of County Services, Institutional Services, Commitment Services, HCBS Services, Medicaid funding, MH/DD Redesign.

Total appropriations at \$6,301,601 and non-salary expenses at \$5,961,291 have been approved.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	3.50	3.50	3.50	3.50	3.50
REVENUE SUMMARY:					
Intergovernmental	\$4,001,411	\$3,989,334	\$4,224,901	\$4,326,647	\$4,326,647
Fees and Charges	46,259	45,000	44,999	44,999	44,999
Miscellaneous	12,553	14,033	14,000	14,000	14,000
TOTAL REVENUES	\$4,060,223	\$4,048,367	\$4,283,900	\$4,385,646	\$4,385,646
APPROPRIATION SUMMARY:					
Personal Services	\$395,341	\$196,753	\$309,309	\$340,310	\$340,310
Equipment	12	-	3,000	3,000	3,000
Expenses	5,423,423	5,797,698	5,367,816	5,952,166	5,952,166
Supplies	5,773	5,000	5,000	6,125	6,125
TOTAL APPROPRIATIONS	\$5,824,549	\$5,999,451	\$5,685,125	\$6,301,601	\$6,301,601

SERVICE AREA: Mental Health, MR & DD		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 320 consumers.					
2. To provide case management services to two Resource Center residents to explore community placement options.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 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		-	5	5	5
WORKLOAD					
1. Number of clients served (unduplicated)		243	305	320	320
2. Number of HCBS-MR Waiver consumers served		220	300	315	315
3. Number of 100% County funded units billed		8	10	10	10
4. Number of SHS consumers served		1	2	2	2
PRODUCTIVITY					
1. Monthly cost per client (unit rate)		\$190.08	\$200.00	\$205.00	\$205.00
EFFECTIVENESS					
1. # of placements to more restrictive settings		9	9	10	10
2. # of placements to less restrictive settings		7	6	8	8
3. # of Supported Employment consumers obtaining competitive jobs.		3	N/A	N/A	N/A
4. # of Supported Employment consumers decreasing workshop usage		-	4	6	6
5. # of referrals (linkages to community resources)		N/A	280	300	300
ANALYSIS:					
<p>Total FY05 appropriations for the total agency are increasing 32% over current budgeted levels.</p> <p>The primary reasons for changes from current budget levels is the increase in number of consumers to be served in new MR Waiver services. Effective 7-1-03 waiver funding for workshop services under prevoc and adult day care is allowed. The number of MR waiver slots will increase 1-1-04 and 7-1-04 to access waiver funding for these vocational services. This will lessen the vocational costs that are paid by Scott County. These were being paid at 100% county dollars; with waiver only about 37% of the costs are from the county. Each MR waiver consumer is required to have a Case Manager.</p> <p>Several PPB Indicators are highlighted as follows: Increasing the number of MR Waiver consumers served to allow access to Medicaid funding for the dayhab services (W.2). The number of consumers served using Waiver services were at 220 for FY03, are increasing to 300 in FY04 projected and are requested for FY05 at 315. The number of</p>		<p>consumers moving to less restrictive placements (E.2) is increased by 2 over the current year and by 1 over the FY03 actual. Decreasing the amount of workshop usage (E.4) is also targeted to increase for the coming year. The Department's performance indicators support the County's focus on least restrictive, consumer driven service delivery system.</p> <p>This agency budget supports the County's Target Issues and Management Agenda by continuing to serve consumers at the State Resource Center by assessing their needs and ability to be placed into the community and making appropriate referrals for such placements. We will focus efforts on those consumers reaching majority age each year.</p> <p>The increased use of Case Management should be considered by the Board as a budget issue during budget review sessions as a part of the overall Medicaid funding. Funding is recommended at the requested level of \$146,050. This program is a part of the MH/DD Special Services fund. All funding to programs in the Special Services fund is</p>		<p>contingent upon receipt of sufficient state revenues.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Case Management - H.S. (21B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
REVENUE SUMMARY:					
Miscellaneous	\$121	\$500	\$500	\$500	\$500
TOTAL REVENUES	\$121	\$500	\$500	\$500	\$500
APPROPRIATION SUMMARY:					
Expenses	\$90,226	\$110,877	\$122,000	\$146,050	\$146,050
TOTAL APPROPRIATIONS	\$90,226	\$110,877	\$122,000	\$146,050	\$146,050

SERVICE AREA: Mental Health, MR & DD		PROGRAM: Residential Services - People w/Disabilities(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 100 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	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Adult population with mental retardation/developmental disability	3,409	3,409	3,049	3,049
2. Group home waiting list	55	58	55	55
3. Eligible requests - respite	2,053	2,200	2,200	2,200
4. Number of persons added to waiting list for group homes	3	5	5	5
WORKLOAD				
1. Consumers - all community residential services	176	174	177	177
2. Consumer days - group homes	8,573	8,322	8,322	8,322
3. Families served - respite	49	50	50	50
4. Requests accommodated - respite	1,992	2,090	2,090	2,090
PRODUCTIVITY				
1. Cost per day per person - group homes	\$68.93	\$77.69	\$79.42	\$79.42
2. Cost per day per person - Supported Community Living (Daily)	\$107.03	\$114.36	\$117.21	\$117.21
3. Cost per hour - Supported Community Living (Hourly Services)	\$16.96	\$18.63	\$19.18	\$19.18
4. Cost per request accommodated - respite	\$34.54	\$37.21	\$38.09	\$38.09
EFFECTIVENESS				
1. Percentage of capacity/group homes	98%	95%	95%	95%
2. Length of time on waiting list at move-in/group homes	40	30	30	30
3. Scott County contribution as a percentage of total program costs	20%	20%	20%	20%
4. Individuals living in community	99	100	100	100
5. Percentage of eligible respite requests accommodated	97%	95%	95%	95%

ANALYSIS:

The FY05 requested appropriation level for the programs funded through this budget are increasing 4.2%. The total request for Scott County funding to this budget is requested at a 3.1% decrease from the current budgeted level.

These programs include funding for 100% county participation, Medicaid match at a projected 37% for ARO (Adult Rehabilitation Option) and HCBS Waiver (Home and Community Based.) The agency has been transitioning to additional HCBS funding for services previously funded through county contribution. The transition has begun during the FY04 and will continue during the remainder of FY04 and FY05.

The overall agency funding is recommended with HCBS funding for residential services and for Personal Independence Services with the assumption that the rules changes allowing HCBS funding for persons in RCF-MRs will be in effect July 1, 2004. We are reasonably confident that these administrative changes will occur. However, if these changes are not in place for implementation July 1, 2004, Scott County,

through the MH/DD Advisory Committee, would need to re-evaluate all of the programs in the Special Services Fund and develop a Plan of Reduction which allows these programs to continue at an appropriate level.

Budget issues identified for further Board review during the budget process are as follows: Day Habilitation funding and its impact on the county budget. Including 1. HCBS for residential, 2. Adult Day Care and Pre-Voc services 3. Transportation 4. County contingency funds.

For this program, County funding is requested to increase 8.2% over current budgeted amounts. This includes a 16.3% increase in county contribution toward group home services. However, this is a reduction of the actual expenditures to this program during FY03. Additionally, this is a program which is proposed to go under the HCBS Waiver funding for persons served with mental retardation in the group homes. The administrative recommendation is to reduce the county contribution to the level needed when the Medicaid program is implemented. Also included in this request is the match to

the HCBS current waiver program, which provides services to persons in their own homes. This match level is requested at a 5.4% increase for FY05.

Several PPB Indicators are highlighted as follows: The agency has generally maintained the FY05 requested indicator levels at the FY04 projected levels, with the exception of inflationary cost increases for productivity indicators. Additionally, the FY05 requested levels are generally consistent with the FY03 actual experience.

Funding to this program is recommended at the level of \$40,000 for county contribution for group home services to persons who do not have a diagnosis of mental retardation; \$135,050 for Medicaid Match for the group homes; and \$1,034,291 for Medicaid Match for HCBS services. A total funding level of \$1,209,341 is recommended.

This program is under the MH/DD Special Services fund; therefore all funding is contingent upon receipt of sufficient state revenue.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Residential Program (43A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	
Secretary	0.26	0.26	0.26	0.26	
Controller	0.26	0.26	0.26	0.26	
Accounting Technician	1.30	1.30	1.30	1.30	
Computer Technician	-	-	0.13	0.26	
Residential Service Program Director	1.00	1.00	1.00	1.00	
Residential Service Assistant Program Director	1.00	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	
TOTAL POSITIONS	126.83	126.83	126.96	127.09	
REVENUE SUMMARY:					
United Way	\$0	\$0	\$15,838	\$15,838	
Iowa Purchase of Services	15,488	13,500	14,500	14,500	
Client Receipts	327,716	310,000	310,000	310,000	
Other	72,821	80,120	49,476	50,283	
H.U.D.	11,377	10,000	10,000	10,000	
HCBS (T19)	1,695,294	1,828,001	1,807,849	1,885,387	
Iowa-HCBS Match	77,047	92,000	73,000	73,000	
SUB-TOTAL REVENUES	\$2,199,743	\$2,333,621	\$2,280,663	\$2,359,008	
Scott County Contribution	428,989	320,331	320,331	405,002	40,000
Title XIX Matching Funds	858,487	953,480	953,480	1,034,291	1,034,291
Dayhab Matching Funds	-	-	-	-	135,050
TOTAL COUNTY CONTRIBUTION	1,287,476	1,273,811	1,273,811	1,439,293	1,209,341
TOTAL REVENUES	\$3,487,219	\$3,607,432	\$3,554,474	\$3,798,301	
APPROPRIATION SUMMARY:					
Personal Services	\$3,011,498	\$3,332,881	\$3,348,334	\$3,457,550	
Equipment	14,036	17,927	18,527	18,527	
Expenses	106,062	130,622	131,222	135,517	
Supplies	83,397	91,840	91,890	93,448	
Occupancy	89,835	90,242	90,454	93,259	
TOTAL APPROPRIATIONS	\$3,304,828	\$3,663,512	\$3,680,427	\$3,798,301	

SERVICE AREA: Mental Health, MR & DD	PROGRAM: Employment Services-People w/Disabilities (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 \$225,000 in net subcontract income for program support.
 2. To secure subcontract work sufficient to generate at least \$275,000 in participant wages for self-sufficiency.
 3. To place and/or maintain 65 people in Community Employment.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
------------------------	-------------------	----------------------	----------------------	--------------

DEMAND				
1. Adult population with disabilities	5,533	5,533	5,533	5,533
2. Waiting list from outside	138	140	160	160
3. Number of persons added to waiting list	56	45	45	45

WORKLOAD				
1. Participants	222	230	230	230
2. Days attended	34,983	34,500	35,000	35,000
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	23	35	35	35
5. Number of Persons in Community Employment Services	84	85	85	85

PRODUCTIVITY				
1. Cost per day per person - workshop	\$34.86	\$38.58	\$40.42	\$40.42
2. Average per person annual cost - workshop	\$6,714	\$6,900	\$7,110	\$7,110

EFFECTIVENESS				
1. Number of people obtaining/keeping community jobs	46	67	70	70
2. Total wages earned by workshop participants	\$278,989	\$275,000	\$275,000	\$275,000
3. Amount of net sub-contract income	\$162,368	\$200,000	\$225,000	\$225,000
4. Scott County contribution as a percent of total program costs	40%	34%	29%	29%
5. Participants entering services from waiting list	20	25	25	25
6. Time on waiting list at admission (months)	27	30	35	35

ANALYSIS:

<p>For this program, County funding is requested to decrease 14% from current budgeted amounts. This is primarily due to the use of the HCBS Waiver (Home & Community Based Services) in this program. It is expected that most persons with mental retardation will be transitioned to this funding source for FY05. However, there continues to be a number of persons who are in the group homes who access this program. Current administrative rules do not allow use of this funding for persons who live in group homes. However, proposed Code and administrative rules changes are expected to allow funding to such persons. The current budget is presented without this change. If such a change in rules occur, it should be possible to reduce the county contribution and move additional persons to the Medicaid Match category and allow drawdown of federal funds.</p> <p>Currently, persons who were waiver eligible and had a slot have been transitioned. It is expected that persons who are waiver eligible, but need a slot will be transitioned beginning 1/1/2004. Regulatory changes may occur during the last quarter of FY04.</p>	<p>This funding is available only to persons with a diagnosis of mental retardation. Therefore, since this program also serves persons with developmental disabilities and brain injuries, there will remain some persons who will require a funding through 100% county contribution. This program continues in transition during the current year.</p> <p>This budget provides funding for 100% county contribution sheltered workshop and supported employment; Day Hab Medicaid match for pre-vocational services, adult day care (for persons at the vocational services program) and for transportation services; HCBS-Medicaid match for supported employment; ARO (Adult Rehabilitation Option)- Medicaid match for persons with chronic mental illness; and the match and passthrough for a Vocational Rehabilitation Supported Employment grant.</p> <p>Total appropriations to this program are requested with a 5.1% increase. This is primarily attributable to increases in personal services.</p> <p>The agency has generally maintained the performance indicators at levels which are</p>	<p>consistent with the FY04 projected levels and with the FY03 actual experience. The productivity indicators are increasing from FY04 at an inflationary level. The increase from FY03 includes increased costs of shifting to the Medicaid funding sources.</p> <p>Funding for workshop services is recommended at the requested levels, as follows: county contribution \$491,793; ARO match \$22,802; Dayhab Match \$183,162; DayHab Transportation Match \$10,087. Funding for supported employment services is recommended as follows: \$30,000 in county contribution; \$59,918 in HCBS-Medicaid Match; and \$35,000 in pass through grant funding from the Dept. of Voc Rehabilitation (contingent upon availability of this funding.) The match at 26% is included in the county contribution. Brain injury services are recommended at the requested level of \$14,000. A total funding level of \$846,762 is recommended. This program is under the MH/DD Special Services fund; therefore, all funding is contingent upon receipt of sufficient state revenues.</p>
--	--	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Employment Services (43B)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	
Secretary	0.22	0.22	0.22	0.22	
Controller	0.22	0.22	0.22	0.22	
Accounting Technician	1.10	1.10	1.10	1.10	
Computer Technician	-	-	0.11	0.22	
Employment Service Vice-President	1.00	1.00	1.00	1.00	
Employee Dev/Employment Service Case Manager	1.00	1.00	1.00	1.00	
Evaluator/Employment Service Case Manager	1.00	1.00	1.00	1.00	
Employment Service 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	13.50	13.50	
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/Janitor	1.70	1.70	1.70	1.70	
Environmental Service Supervisor	0.02	0.02	0.02	0.02	
Human Resources Manager	0.22	0.22	0.22	0.22	
Job Coach	9.00	9.00	9.00	9.00	
TOTAL POSITIONS	39.86	39.86	40.47	40.58	
REVENUE SUMMARY:					
United Way	\$108,476	\$105,738	\$90,817	\$84,112	
Subcontract Sales	162,368	285,000	200,000	225,000	
Iowa Purchase of Service	28,981	23,000	23,500	23,500	
DVRS	13,649	20,000	10,000	10,000	
Other	40,078	48,140	35,863	36,828	
ARO	20,582	18,662	41,440	40,075	
Dayhab	-	-	294,984	311,048	
Dayhab Transportation	-	-	17,587	17,174	
HCBS (T19)	53,368	71,419	46,515	53,897	
Iowa-HCBS Match	-	-	2,000	2,000	
SUB-TOTAL REVENUES	\$427,502	\$571,959	\$762,706	\$803,634	
Scott County Contribution	954,290	837,797	673,360	505,793	505,793
Scott County - Supported Employment	28,251	105,164	105,164	106,392	30,000
Title XIX Matching Funds	30,000	41,944	23,486	31,653	59,918
ARO Matching Funds	11,236	10,961	20,923	23,535	22,802
Dayhab Matching Funds	-	-	146,247	183,162	183,162
Dayhab Transportation Matching Funds	-	-	8,880	10,087	10,087
Vocational Rehab Pass Through	35,133	45,000	35,000	35,000	35,000
TOTAL COUNTY CONTRIBUTION	1,058,910	1,040,866	1,013,060	895,622	846,762
TOTAL REVENUES	\$1,486,412	\$1,612,825	\$1,775,766	\$1,699,256	
APPROPRIATION SUMMARY:					
Personal Services	\$1,143,151	\$1,294,774	\$1,290,290	\$1,348,753	
Equipment	34,414	28,119	40,419	42,494	
Expenses	138,560	172,210	179,124	184,804	
Supplies	40,533	45,740	46,180	46,381	
Occupancy	83,276	92,744	93,600	97,586	
TOTAL APPROPRIATIONS	\$1,439,934	\$1,633,587	\$1,649,613	\$1,720,018	

SERVICE AREA: Mental Health, MR & DD **PROGRAM: Personal Independ Serv-People w/Disabilities (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 15% per year.
3. To maintain average annual cost below \$13,152.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Population with disabilities	5,533	5,533	5,533	5,533
2. Waiting list	1	5	5	5
3. Number of persons added to waiting list	-	2	2	2
WORKLOAD				
1. Participants	94	95	95	95
2. Participant days	19,809	20,000	20,000	20,000
3. Activities offered	22	22	22	22
4. Average number attending per day	83	85	86	86
PRODUCTIVITY				
1. Cost per person per day	\$58.65	\$63.12	\$64.97	\$64.97
2. Average annual cost per person	\$11,559	\$12,936	\$13,152	\$13,152
EFFECTIVENESS				
1. Individuals transitioned to Employment Services	-	1	1	1
2. County contribution as percentage of total program costs	22%	18%	15%	15%
3. Percentage of people participating in community activities.	70%	65%	65%	65%
4. Percentage of people with opportunity to complete paid work	85%	80%	80%	80%

ANALYSIS:

County funding is requested to decrease 12.8% from current budgeted amounts for the this program

Total appropriations are requested to increase 4.4%. This is primarily attributable to increases in personal services, including a 3.0% merit salary increases and a projected 11% increase in health insurance costs.

This program has been able to access Medicaid funding during the current year through the HCBS Waiver (Home & Community Based Services). The agency has transitioned those persons who had a slot to this program during the first quarter and expects to transition additional eligibles to the program beginning 1/1/04. The services under this program are covered in the HCBS program as Adult Day Care and Transportation. Currently persons who live in group homes are not eligible for these HCBS services. However, Iowa Code and administrative rules are expected to change that would allow these persons to receive the Medicaid service.

If this rule change becomes effective, it is expected that all persons currently receiving

services through the Personal Independence program will be eligible for Medicaid funding either through HCBS or ARO (Adult Rehabilitation Option). The county would continue to be responsible for the Medicaid match to these programs. The match amount is expected to be approximately 37%. Therefore the administrative recommendation is to reduce the county contribution level to zero, increase the available Dayhab Match to allow for transition of all eligible persons to this funding source. Several PPB Indicators are highlighted as follows: The agency has generally maintained the FY05 performance indicators at a level which is consistent with the FY04 projected levels. The productivity indicators include an inflationary cost increase. The indicators are also generally consistent with the FY03 actual levels. The productivity indicators show an increase from the FY03 actual level which includes increased costs in transitioning to the Medicaid services.

Funding is recommended at zero for county contribution; \$41,219 in ARO Match; \$148,423 in Dayhab match; \$8,628 in Dayhab Transportation match. Total funding to this

program is recommended at \$198,270. This program is under the MH/DD Special Services fund; therefore, all funding is contingent upon receiving sufficient state revenues.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Personal Independence Service (43C)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	
Secretary	0.17	0.17	0.17	0.17	
Controller	0.17	0.17	0.17	0.17	
Accounting Technician	0.85	0.85	0.85	0.85	
Computer Technician	-	-	0.09	0.17	
Personal Indep Service Program Director	1.00	1.00	1.00	1.00	
Personal Indep Service Case Manager	2.00	2.00	2.00	2.00	
Personal Indep Instructor	30.00	30.00	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	39.83	39.83	39.92	40.00	
REVENUE SUMMARY:					
United Way	\$17,222	\$17,222	\$11,345	\$10,050	
Subcontract Sales	51,108	57,000	42,000	42,500	
Iowa Purchase of Services	19,689	14,500	10,000	10,000	
Other	13,615	21,540	9,668	10,000	
Title XIX	757,224	753,399	728,272	750,120	
ARO	63,786	51,638	65,552	70,183	
Dayhab	-	-	116,972	113,116	
Dayhab Transportation	-	-	15,045	14,692	
Iowa-HCBS Match	-	-	3,114	3,501	
SUB-TOTAL REVENUES	\$922,644	\$915,299	\$1,001,968	\$1,024,162	
Scott County Contribution	206,096	335,324	335,324	231,056	-
ARO Matching Funds	22,686	30,326	33,097	41,219	41,219
Dayhab Matching Funds	-	-	55,944	62,933	148,423
Dayhab Transportation Matching Funds	-	-	7,596	8,628	8,628
TOTAL REVENUES	228,782	365,650	431,961	343,836	198,270
TOTAL REVENUES	\$1,151,426	\$1,280,949	\$1,433,929	\$1,367,998	
APPROPRIATION SUMMARY:					
Personal Services	\$1,019,560	\$1,154,154	\$1,159,923	\$1,205,523	
Equipment	4,739	7,722	8,522	8,647	
Expenses	63,271	85,077	84,022	88,174	
Supplies	16,100	15,880	16,080	16,516	
Occupancy	58,133	64,273	64,239	66,733	
TOTAL APPROPRIATIONS	\$1,161,803	\$1,327,106	\$1,332,786	\$1,385,593	

SERVICE AREA: Mental Health, MR & DD		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 28,000 hours of service.					
2. To keep cost per outpatient hour at or below \$150.83.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Applications for services		2,760	2,800	2,900	2,900
WORKLOAD					
1. Total hours		26,412	26,000	28,000	28,000
2. Hours adult		18,490	18,000	19,600	19,600
3. Hours children		8,003	8,000	8,400	8,400
4. New cases		2,570	2,600	2,700	2,700
5. Total cases		9,033	9,000	9,200	9,200
PRODUCTIVITY					
1. Cost per outpatient hour		\$130.88	\$155.65	\$150.83	\$150.35
EFFECTIVENESS					
1. Scott County as a percent of program costs		34%	35%	30%	30%
ANALYSIS:					
<p>Total FY05 appropriations for the total agency are increasing 8.9% over current budgeted levels. This is primarily attributable to a 9.9% increase in personal services. These increased salary costs are related to the addition of psychiatric staff and school-based staff during the current year and a requested level of cost of living increases of 4.1%. Additionally the agency is including an increase in health insurance of 10% for FY05. The agency offsets the increased psychiatric costs through increased service fees. School based staff are offset by Foundation funding at this time. County funding is available to services provided in the school-based program to persons meeting eligibility requirements of the management plan and within the constraints of the funding level provided. County funding is requested to increase 4.3% over current budgeted amounts for the total agency (net of pass through funding levels).</p> <p>The agency has had some changes in psychiatric staff during the current year. This includes the addition of two new child psychiatrists and one new adult psychiatrist.</p>		<p>Two adult psychiatrists have left the agency during the current year and the agency continues to recruit for additional staff. Increased psychiatric staff is offset in agency budgets by increased service fees generated.</p> <p>For this program, County funding is requested to increase 4.1% over current budgeted amounts.</p> <p>Organizational changes for the agency are seen in the current years actual versus the FY03 actual level. The agency has added psychiatric and therapist time during the current year up to the budgeted FY04 level. It expects to maintain these levels in the FY05 requested.</p> <p>Outside revenue is requested with an 11.7% increase over the FY04 budgeted level. The primary reasons for revenue changes from current budget levels are the increased service fees generated through psychiatric staff.</p> <p>Appropriations for FY05 are requested at a 20% increase. This is primarily attributable to a 20.6% increase in personal services, which includes a full year of the additional psychiatric staff, a cost of living increase of</p>		<p>4.1% and increased health insurance costs.</p> <p>Several PPB Indicators are highlighted as follows: the applications for services are expected to increase (D.1) by 3.6% over the FY04 budgeted level. The workload indicators are increased generally to reflect the additional staffing available for a full year in the FY05 budget. The Cost per Hour (P.1) is decreased slightly from the FY04 budgeted level, due to the increased hours requested. The percent of Scott County in program costs is decreased by 5%; again attributable to increased service fees from increased psychiatric time.</p> <p>Due to the funding constraints imposed on the MH/DD Special Services fund, funding is recommended to this program at an inflationary level increase of 3%. Funding is recommended at \$1,257,340. All funding to the programs in the Special Services fund is contingent upon available FY05 funding from the state appropriation.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Outpatient Services (51A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
M.D.	8.23	10.00	10.00	10.00	
PH.D.	3.70	3.70	3.70	3.70	
Therapist	15.42	17.42	17.42	17.42	
Administrative & Clerical	15.20	15.20	15.20	15.20	
TOTAL POSITIONS	42.55	46.32	46.32	46.32	
REVENUE SUMMARY:					
Service Fees	\$2,138,556	\$2,301,319	\$2,456,750	\$2,579,587	
Contributions	67,500	100,000	100,000	105,000	
Miscellaneous	15,405	26,250	26,250	28,000	
SUB-TOTAL REVENUES	\$2,221,461	\$2,427,569	\$2,583,000	\$2,712,587	
Scott County Contribution	1,185,163	1,220,718	1,220,718	1,270,767	1,257,340
Jail Programs Contingency	-	-	-	-	-
Total County Funding	1,185,163	1,220,718	1,220,718	1,270,767	1,257,340
TOTAL REVENUES	\$3,406,624	\$3,648,287	\$3,803,718	\$3,983,354	
APPROPRIATION SUMMARY:					
Personal Services	\$3,179,359	\$3,240,830	\$3,743,972	\$3,909,295	
Equipment	9,738	10,324	11,808	12,162	
Expenses	170,247	130,121	144,698	150,297	
Supplies	60,249	56,935	63,507	66,047	
Occupancy	76,785	79,618	82,844	85,330	
TOTAL APPROPRIATIONS	\$3,496,378	\$3,517,828	\$4,046,829	\$4,223,131	

SERVICE AREA: Mental Health, MR & DD		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 2,760 total units of service.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Referrals to program - Frontier		93	90	90	90
WORKLOAD					
1. Active cases - Frontier		214	200	200	200
2. Referrals accepted - Frontier		93	90	90	90
3. Total cases YTD - Frontier		292	290	290	290
4. Average daily census - Frontier		72	70	70	70
5. Total units of service		2,923	2,760	2,760	2,760
PRODUCTIVITY					
1. Cost per active case					
2. Cost per unit of service		\$222	\$253	\$264	\$262
EFFECTIVENESS					
1. Scott County as a percent of program costs		60%	51%	58%	58%
ANALYSIS:					
<p>For this program, County funding is requested to increase 4.1 over current budgeted amounts.</p> <p>Outside revenue is requested at a level which is 1.4% below the current year's budgeted level. This is primarily attributable to a loss of United Way funding to this program and a reduction in Title XIX Medicaid funding. This is offset somewhat by a requested increase in ARO (Adult Rehabilitation Option) funding.</p> <p>Appropriations to this program are requested at a 10% decrease from the current budget level. This is primarily attributable to a decrease in the personal service costs which shows the requested level more consistent with the actual experience.</p> <p>Several PPB Indicators are highlighted as follows: The agency has generally maintained the FY05 requested level at the FY04 projected and this is also reasonably consistent with the FY03 actual experience. The cost per unit of service (P.1) is requested at a level which is 4.3% greater than the FY04 budget level. This is consistent with a decrease of 5.9% in the units of service (W.1).</p>		<p>This is a program which uses ARO (Adult Rehabilitation Option) funding for services that were previously paid with 100% county dollars. This is a Medicaid program and Scott County pays the match for these services at approximately 37% of the cost. Because ARO funding is cost based, the contract maintains a provision that provides that increased match contributions reduce the general county contribution. Retroactive cost adjustments to meet this provision occur in the year following.</p> <p>As presented this budget shows both the general county contribution and the ARO match in one line item.</p> <p>This program is a part of the MH/DD Special services fund. Due to limitations of this special services fund, funding is recommended at a 3% inflationary increase. Funding is recommended at \$416,083. Funding to all special services fund programs is contingent upon receipt of sufficient revenues from the state.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Community Support Services (51B)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Administrative & Clerical	4.67	4.67	4.67	4.67	
Community Support	10.20	10.20	10.20	10.20	
TOTAL POSITIONS	14.87	14.87	14.87	14.87	
REVENUE SUMMARY:					
ARO	\$232,275	\$171,150	\$171,150	\$178,000	
United Way	7,905	8,292	-	-	
Contributions	18,814	-	-	-	
Title XIX	162,490	183,587	183,587	180,000	
SUB-TOTAL REVENUE	\$421,484	\$363,029	\$354,737	\$358,000	
Scott County Contribution	331,585	403,964	403,964	420,526	416,083
Title XIX ARO Matching Funds	39,521	-	-	-	-
TOTAL COUNTY CONTRIBUTION	371,106	403,964	403,964	420,526	416,083
TOTAL REVENUES	\$792,590	\$766,993	\$758,701	\$778,526	
APPROPRIATION SUMMARY:					
Personal Services	\$538,734	\$697,024	\$582,156	\$607,856	
Equipment	14,640	18,004	16,521	17,017	
Expenses	70,360	52,613	56,964	59,064	
Supplies	19,656	21,392	18,521	19,262	
Occupancy	20,445	19,307	23,641	24,350	
TOTAL APPROPRIATIONS	\$663,835	\$808,340	\$697,803	\$727,549	

SERVICE AREA: Mental Health, MR & DD		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 971 total hours of service.					
2. To keep cost per hour at or below \$76.17.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Agency requests		35	35	35	35
WORKLOAD					
1. Hours - Jail		525	510	510	510
2. Hours - Juvenile Detention Center		19	12	12	12
3. Hours - Community Health Care		146	137	137	137
4. Hours - United Way agencies		159	40	-	-
5. Hours - other community organizations		397	312	312	312
PRODUCTIVITY					
1. Cost per hour		\$70.46	\$70.46	\$76.17	\$75.52
EFFECTIVENESS					
1. County subsidy as a percent of program costs		64%	64%	81%	81%
ANALYSIS:					
<p>For this program, County funding is requested to increase 4.1% over current budgeted amounts.</p> <p>Outside revenue to this program is requested at a 40.4% decrease This is seen in the discontinuation of United Way funding and a decrease in contributions/revenue to bring this line item into more consistency with the actual experience.</p> <p>Similarly total appropriations are requested at a 19.8% decrease. This is primarily attributable to a 26.9% decrease in personal services.</p> <p>This program is a sub-program of the outpatient program and uses outpatient staff to provide consultation and education services. With the discontinuation of United Way funding the agency has decreased the hours of service provided and thus has decreased the staff hours attributed to this program.</p> <p>Several PPB Indicators are highlighted as follows: The agency has generally maintained the performance indicators at the level of the FY04 projected and the FY03 actual with the exception of hours to United Way Agencies (W.4). Due to the</p>		<p>discontinuation of funding this program is being phased out in the current year and is discontinued in the FY05 requested.</p> <p>The county as a percent of program costs (E.1) has increased 17% due to this reduction of United Way funding. For Scott County this program provides services to the jail and the Juvenile Detention center. The hours in these programs are continued at the current level. However, it is possible that the Juvenile Detention Center may be requesting additional hours under this program.</p> <p>This program is under the MH/DD Special services fund. Due to the constraints of that fund, a 3% inflationary increase is recommended. A funding level of \$59,398 is recommended. All funding to Special services Fund programs is contingent upon receipt of sufficient state revenues.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Community Services (51C)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Therapist	0.80	0.60	0.60	0.60	
Administrative & Clerical	0.32	0.32	0.32	0.32	
TOTAL POSITIONS	1.12	0.92	0.92	0.92	
REVENUE SUMMARY:					
United Way	\$8,000	\$8,400	\$0	\$0	
Contribution	-	30,000	22,000	22,000	
Community Service Fees	1,570	1,890	1,890	2,000	
SUB-TOTAL REVENUES	\$9,570	\$40,290	\$23,890	\$24,000	
Scott County Contribution	55,988	57,668	57,668	60,032	59,398
TOTAL REVENUES	\$65,558	\$97,958	\$81,558	\$84,032	
APPROPRIATION SUMMARY:					
Personal Services	\$61,073	\$67,478	\$47,050	\$49,349	
Equipment	272	348	330	340	
Expenses	20,613	18,160	17,985	18,209	
Supplies	1,682	1,974	1,691	1,758	
Occupancy	4,022	4,255	4,176	4,302	
TOTAL APPROPRIATIONS	\$87,662	\$92,215	\$71,232	\$73,958	

SERVICE AREA: Mental Health, MR & DD		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 11.				
2. To move 20 placements to less restrictive settings.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Eligible population	400	400	40	40
2. Available service slots	251	240	240	240
3. Waiting list	-	10	10	10
WORKLOAD				
1. Number of clients served	282	300	300	300
2. Average monthly caseload	34	34	34	34
3. Number of client and client related contacts	11,048	12,000	12,000	12,000
4. Units of services billed	2,695	2,414	2,414	2,414
PRODUCTIVITY				
1. Monthly cost per client (unit rate)	\$253.41	\$299.31	\$312.00	\$312.00
EFFECTIVENESS				
1. Number of placements to more restrictive settings	27	30	30	30
2. Number of hospitalizations	105	145	145	145
3. Number of placements to less restrictive settings	17	20	20	20
ANALYSIS:				
<p>For this program, County funding is requested to increase .2% over current budgeted amounts, net of pass through amounts.</p> <p>This is a Title XIX Medicaid funded program. Scott County holds the provider number for this program and thus all payments are made to Scott County and then passed on to the agency as our contractor. Because this is a Medicaid program, a match is required. However, most persons receiving this service are eligible under the Medicaid Managed Care contract and the match is paid through that entity. For certain persons who are not covered under the Managed Care contract, Scott County is responsible for one half of the approximately 37% match. This budget is shown with the pass through levels and net of the pass through.</p> <p>The total appropriations are requested to increase 7.8%. This is primarily attributable to an increase in personal services of 14.8%. This is offset by a reduction in total expenses to this program.</p> <p>The agency has generally maintained the performance indicators in the requested at</p>		<p>levels which are consistent with the FY04 projected and with the FY03 actuals. The units of services billed (W.4) is decreased in the FY04 projected and continued at that level in the FY05 requested. This is decreased by 10.4% from the FY03 actual. The Managed Care contractor has been requiring prior authorization of this service and has reduced the authorizations approved. The costs per client (P.1) has increased 4.2% from the FY04 projected and 23.1% from the FY03 actual.</p> <p>Funding is recommended at the requested level of \$14,000 for Title XIX Match and at \$742,538 in pass through funding. Pass through funding is contingent upon the payment of billings by Medicaid and will reflect actual billings.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Case Management (51D)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Administrative & Clerical	4.70	4.70	4.70	4.70	
Case Manager	10.00	10.00	10.00	10.00	
TOTAL POSITIONS	14.70	14.70	14.70	14.70	
REVENUE SUMMARY:					
Title XIX	\$0	\$687,535	\$708,538	\$742,538	
SUB-TOTAL REVENUES	\$0	\$687,535	\$708,538	\$742,538	
Title XIX Match	9,761	13,978	14,000	14,000	14,000
Title XIX Pass Through 100%	677,044	701,513	708,538	742,538	742,538
SUB-TOTAL COUNTY CONTRIBUTION	\$686,805	\$715,491	\$722,538	\$756,538	\$756,538
Less Match Included in 100% Pass Thru	-	701,513	708,538	742,538	742,538
TOTAL REVENUE	\$686,805	\$13,978	\$14,000	\$14,000	\$14,000
APPROPRIATION SUMMARY:					
Personal Services	\$563,893	\$554,770	\$607,452	\$637,089	
Equipment	3,560	3,747	4,324	4,453	
Expenses	72,157	96,881	61,307	63,586	
Supplies	22,029	21,415	23,254	24,184	
Occupancy	23,929	24,700	26,201	26,987	
TOTAL APPROPRIATIONS	\$685,568	\$701,513	\$722,538	\$756,299	

SERVICE AREA: Mental Health, MR & DD		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		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Estimated total admissions		413	365	365	365
WORKLOAD					
1. Center admissions		413	365	365	365
2. Patient days		2,117	2,000	2,000	2,000
3. Commitment hearings		196	150	150	150
PRODUCTIVITY					
1. Cost per day		\$32.05	\$35.62	\$36.34	\$35.99
2. Cost per admission		\$164.29	\$195.00	\$199.13	\$197.22
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 4% over current budgeted amounts.</p> <p>This program provides payment to psychiatrist staff at the Center for services provided on the Inpatient unit at Genesis West. It provides the payment for patients committed for evaluation and treatment under the 229 commitment statutes, for voluntary patients approved through the Community Services staff, and for other indigent patient provided this service, as funds allow.</p> <p>There is no outside revenue to this program and no expenses other than the payment to the psychiatrists, which is shown as professional salaries.</p> <p>Several PPB Indicators are highlighted as follows: The agency has generally maintained the FY05 requested indicator levels for workload and demand at the FY04 projected levels. This is a slight decrease from the FY03 actual experience. The cost per day (P.1) is requested at a 2.2% increase over the FY04 projected level. And the cost per admission (P.2) is shown at a requested level which is 2.1% over the FY04</p>		<p>budgeted level. These do represent increases from the FY03 actual which is attributable to the decreased admissions and patient days shown in the workload indicators.</p> <p>Since this is a program under the MH/DD special services fund, an inflationary increase of 3% is recommended. Funding is recommended at \$71,985. All funding for programs in the special services fund is contingent upon receipt of sufficient revenues from the state.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Inpatient Services (51E)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
M.D.	0.40	0.40	0.40	0.40	
TOTAL POSITIONS	0.40	0.40	0.40	0.40	
<hr/>					
REVENUE SUMMARY:					
Scott County Contribution	\$67,852	\$69,888	\$69,888	\$72,684	\$71,985
TOTAL REVENUES	\$67,852	\$69,888	\$69,888	\$72,684	
APPROPRIATION SUMMARY:					
Personal Services	\$67,198	\$70,566	\$69,888	\$72,684	
TOTAL APPROPRIATIONS	\$67,198	\$70,566	\$69,888	\$72,684	

SERVICE AREA: Mental Health, MR & DD		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 45 admissions and 19,634 patient days.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Referrals		79	100	100	100
WORKLOAD					
1. Number of admissions		30	45	45	45
2. Total number of patient days		18,926	19,634	19,634	19,634
3. Total number of activities		19,490	18,700	18,700	18,700
4. Total units of psycho-social rehab/patient education service		37,739	39,100	39,100	39,100
PRODUCTIVITY					
1. Cost per patient day		\$123.51	\$125.29	\$131.70	\$130.64
EFFECTIVENESS					
1. Percentage of capacity		91%	95%	95%	95%
2. Percentage of patients improved at discharge		76%	75%	75%	75%
3. Percent of discharged clients transitioned/community support		68%	75%	75%	75%
ANALYSIS:					
<p>For this program, County funding is requested to increase 4.9% over current budgeted amounts.</p> <p>Outside revenues are requested at a 14.2% increase for FY05. This is attributable to the increase in ARO revenues. ARO (Adult Rehabilitation Option) is a Medicaid program which provides payment for services provided to eligible individuals. Because it is a Medicaid program, Scott County pays a match to the federal funds of approximately 37% of the cost. Since this is a cost reimbursed program, the contact with the agency provides for a retroactive cost adjustment to assure that the appropriation by Scott County is not exceeded in match payments and county contribution. The match payment is included in the county contribution request and any payment of match will serve to reduce the available county contribution. The cost adjustment is made in the year following completion of a fiscal years receipts and payments.</p> <p>The Scott County support of the housing corporation is included in this budget request as well. This provides support for the</p>		<p>administrative costs of the Housing Corporation.</p> <p>The agency is requesting a 4.4% increase in appropriations. This is primarily attributable to the personal services increase of 4.6% which includes a cost of living adjustment and increases in health insurance costs.</p> <p>Several PPB Indicators are highlighted The agency has generally maintained the performance indicators at the FY04 projected levels. These are also generally consistent with the FY03 actual levels. The agency expects the capacity (E.1) to be maintained at 95% for this year and for FY04 This is an increase of 4% over the FY03 actual. This increase capacity also contributes to the increase in patient days (W.1) and units of service (W.4).</p> <p>This program is under the MH/DD Special Services fund. Due to the constraints of that fund, an inflationary increase of 3% is recommended. A funding level of \$1,119,259 is recommended for residential services, (which includes any match required for ARO services.) An additional funding level of</p>		<p>\$49,650 is recommended for support of the Housing Corporation. A total funding level of \$1,168,909 is recommended. All funding for Special Services fund programs is contingent upon receipt of sufficient revenues from the state.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Residential (51F)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	3.77	3.60	3.77	3.77	
Supervisor	4.00	4.00	4.00	4.00	
Activity Therapist	4.40	4.00	4.40	4.40	
Mental Health Workers	14.82	13.60	14.82	14.82	
Other	7.60	7.60	7.60	7.60	
TOTAL POSITIONS	47.64	45.85	47.64	47.64	
REVENUE SUMMARY:					
Social Security SSDI	\$298,674	\$322,844	\$312,844	\$320,665	
ARO	1,260,272	722,479	722,497	937,420	
Miscellaneous	147,054	130,892	167,400	145,380	
SSA	128,214	138,522	129,996	133,246	
State Payment	44,327	54,130	26,328	27,118	
SUB-TOTAL REVENUES	\$1,878,541	\$1,368,867	\$1,359,065	\$1,563,829	
Scott County Contribution	761,009	1,086,659	1,086,659	1,140,000	1,119,259
Housing Corporation	46,800	48,204	48,204	50,132	49,650
Title XIX ARO Match	350,365	-	-	-	-
TOTAL COUNTY CONTRIBUTION	1,158,174	1,134,863	1,134,863	1,190,132	1,168,909
TOTAL REVENUES	\$3,036,715	\$2,503,730	\$2,493,928	\$2,753,961	
APPROPRIATION SUMMARY:					
Personal Services	\$1,982,799	\$2,134,724	\$2,123,122	\$2,232,888	
Equipment	60,923	42,459	35,721	38,818	
Expenses	36,251	30,980	36,005	37,249	
Supplies	107,864	111,356	111,356	114,650	
Occupancy	149,639	153,826	153,748	159,138	
TOTAL APPROPRIATIONS	\$2,337,476	\$2,473,345	\$2,459,952	\$2,582,743	

SERVICE AREA: Mental Health, MR & DD		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 4,500 days of treatment.				
2. To maintain length of stay at no more than 28 days.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Admissions	196	160	160	160
WORKLOAD				
1. Days of treatment	5,720	4,500	4,500	4,500
2. Cases closed	200	160	160	160
PRODUCTIVITY				
1. Cost per client day	\$77.53	\$104.07	\$104.07	\$103.40
EFFECTIVENESS				
1. Length of stay	29	28	28	28
2. Scott County as a percent of program costs	60%	54%	54%	54%
ANALYSIS:				
<p>For this program, County funding is requested to increase 4.1% over current budgeted amounts.</p> <p>Outside revenues to this program are requested at a level which is 3.7% less than the FY04 budget level. This is shown in the Title XIX receipts and brings this line item into more consistency with the actual experience.</p> <p>Appropriations are requested at a level which is 5.3% below the current budget level. This is primarily attributable to a decrease of 5.2% in the personal services expenses. Expenses are reduced in all of the other categories as well. This brings the requested levels into more consistency with the actual experience of this program.</p> <p>Several PPB Indicators are highlighted as follows: The agency has maintained the performance indicators for FY05 at the FY04 projected levels. This does represent decreases from the FY03 actuals. The admissions are decreased 18.4% from FY03 (D.1). Days of treatment (W.1) are decreased 21.3% from the FY03 actual and congruently the cost per client day (P.1) is increased 34.2% from the FY03 actual. Scott County as</p>		<p>a percent of program costs (E.2) is reduced by 6% from the FY03 actual.</p> <p>This program is under the MH/DD Special Services Fund. Due to the constraints of that fund, an inflationary increase of 3% is recommended. Funding is recommended at \$283,001. Funding to all programs under the Special Services fund is contingent upon receipt of sufficient revenues from the state.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Day Treatment Services (51G)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
M.D.	0.10	0.10	0.10	0.10	
PH.D.	0.25	0.25	0.25	0.25	
Therapist	3.35	3.35	3.35	3.35	
Administrative & Clerical	2.93	2.93	2.93	2.93	
Activity Therapist	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	7.63	7.63	7.63	7.63	
REVENUE SUMMARY:					
Service Fees	\$86,541	\$173,250	\$173,250	\$173,250	
Title XIX	40,000	48,300	40,000	40,000	
SUB-TOTAL REVENUES	\$126,541	\$221,550	\$213,250	\$213,250	
Scott County Contribution	266,755	274,758	274,758	286,023	283,001
TOTAL REVENUES	\$393,296	\$496,308	\$488,008	\$499,273	
APPROPRIATION SUMMARY:					
Personal Services	\$360,969	\$427,002	\$386,630	\$404,672	
Equipment	1,661	2,333	2,037	2,098	
Expenses	35,678	39,134	35,256	36,625	
Supplies	10,277	13,323	10,848	11,281	
Occupancy	32,744	34,876	33,557	34,564	
TOTAL APPROPRIATIONS	\$441,329	\$516,668	\$468,328	\$489,240	

SERVICE AREA: Mental Health, MR & DD		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 1,680 units of service.				
2. To keep waiting list at zero.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
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	203	180	180	180
2. Number of client and client related contacts	7,035	6,500	6,500	6,500
3. Units of service	1,608	1,680	1,680	1,680
PRODUCTIVITY				
1. Monthly cost per service slot (unit rate)	\$83.50	\$86.32	\$90.39	\$89.47
EFFECTIVENESS				
1. Number of placements in more restrictive settings	4	18	18	18
2. Number of hospitalizations	67	40	40	40
3. Number of placements in less restrictive settings	3	12	12	12
4. Title XIX applications	11	12	12	12
5. Title XIX applications approved	10	15	15	15
ANALYSIS:				
<p>For this program, County funding is requested to increase 4.1% over current budgeted amounts.</p> <p>This is a program to provide case management type services to persons with chronic mental illness who are not Medicaid eligible. Persons who are Medicaid eligible are served under the Case Management program. There is no outside revenue to this program. All expenses are provided through the Scott County contribution.</p> <p>Total appropriations are requested to increase by 7.8%. This is primarily attributable to a 6.5% increase in personal services which includes a cost of living adjustment and an increase in the health insurance expense. Additionally total expenses are also expected to increase.</p> <p>Several PPB Indicators are highlighted as follows: The agency has maintained the FY05 requested indicators for demand and workload at the FY04 projected level. This represents a decrease from the FY03 actual in clients served (W.1) and number of contacts (W.2). The cost per unit of service is requested at a level which is 4.7% over the</p> <p>FY04 projected level.</p> <p>This program is under the MH/DD special Services fund. Due to the constraints of this fund, an inflationary increase of 3% is recommended. A funding level of \$144,051 is recommended. All funding through the Special services fund is contingent upon receipt of sufficient revenues from the state.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Case Monitoring (51H)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Administrative & Clerical	0.86	0.86	0.86	0.86	
Case Monitor	2.10	2.10	2.10	2.10	
TOTAL POSITIONS	2.96	2.96	2.96	2.96	
REVENUE SUMMARY:					
Scott County Contribution	\$135,782	\$139,855	\$139,855	\$145,589	\$144,051
TOTAL REVENUES	\$135,782	\$139,855	\$139,855	\$145,589	
APPROPRIATION SUMMARY:					
Personal Services	\$111,288	\$118,504	\$120,269	\$126,201	
Equipment	734	893	892	919	
Expenses	13,732	11,505	13,986	14,520	
Supplies	4,548	5,131	4,801	4,992	
Occupancy	4,585	4,831	5,072	5,225	
TOTAL APPROPRIATIONS	\$134,887	\$140,864	\$145,020	\$151,857	

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

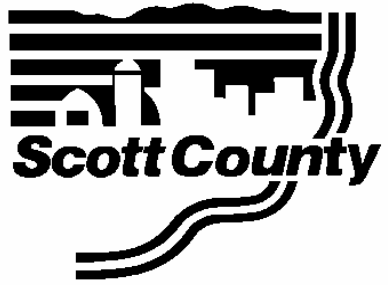
- PROGRAM OBJECTIVES:**
1. To provide services to 75 individuals.
 2. To keep waiting list to no more than 10.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Referrals to Job Link Program	126	75	75	75
2. Waiting List	10	10	10	10
WORKLOAD				
1. # of clients served Year to Date	126	75	75	75
2. Units of service billed Year to Date	666	720	720	720
PRODUCTIVITY				
1. Cost per client served	\$2,422.00	\$4,359.00	\$4,514.00	\$4,501.48
2. Cost per unit of service	\$458.00	454	\$470.00	\$468.90
3. Units provided as a % of capacity	93%	100%	100%	100%
EFFECTIVENESS				
1. % of clients obtaining employment	34	20%	20	20
2. % of clients maintaining employment for 90 days	20	12	12	12
3. % of clients maintaining employment six months or more	20	10	10	10

ANALYSIS:

<p>For this program, County funding is requested to increase 4.1% over current budgeted amounts.</p> <p>This program provides employment services to persons with a diagnosis of chronic mental illness. It includes funding through the Vocational Rehabilitation division for services provided as a sub-contractor of Scott County. This program is also able to bill Medicaid for ARO (Adult Rehabilitation Option) services provided to eligible individuals. Both of these programs require a match from Scott County. The match for these programs is included in the county contribution and any match provided serves to reduce the county contribution available to this program. Because ARO services are cost reimbursed, a retroactive cost adjustment is completed following completion of the program year to assure that funding has stayed within the appropriated levels.</p> <p>Outside revenues to the program are requested showing a 43.8% decrease from the current budget level. This is attributable to a decrease in miscellaneous/revenue. The FY05 requested level is consistent with the</p>	<p>FY03 actual experience and the FY04 projected level for this revenue source.</p> <p>Total appropriations are requested at a 3% increase. This increase is primarily attributable to the personal services area which is increasing 7.8%. This increase is offset somewhat by decreases in equipment other expenses and occupancy.</p> <p>Several PPB Indicators are highlighted as follows: The agency has maintained the FY05 requested demand and workload indicators at the FY04 projected levels. This shows a decrease in referral to the program from FY03 (D.1) and a decrease in the number of clients served (W.1). It shows an increase of units of service billed (W.2). The decreased number of clients results in an increase of the cost per client served (P.1) from the FY03 actual. The cost per unit of service (P.2) is increased slightly.</p> <p>This program is under the MH/DD Special Services fund. Due to the constraints of this fund, a 3% inflationary increase is recommended. A funding level of \$73,861 in Scott County contribution is recommended. A funding level of \$36,000 is recommended in</p>	<p>Vocational Rehabilitation Pass-Through funds. The Vocational Rehabilitation Pass Through funds are contingent upon availability of these funds and upon the billing of the program to draw down available funds. All funding to programs under the Special Services fund is contingent upon receipt of sufficient revenues from the state.</p>
---	--	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Employment Services (51I)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Administrative & Clerical	2.62	2.62	2.62	2.62	
Case Manager	5.20	5.20	5.20	5.20	
Community Support	-	5.00	-	-	
TOTAL POSITIONS	7.82	12.82	7.82	7.82	
REVENUE SUMMARY:					
ARO	\$27,670	\$26,250	\$26,250	\$27,563	
United Way	5,985	5,988	5,988	5,988	
Miscellaneous	28,145	107,100	30,000	30,000	
Title XIX	11,265	5,000	5,000	2,000	
State Payment	34,627	34,627	34,627	35,000	
SUB-TOTAL REVENUES	\$107,692	\$178,965	\$101,865	\$100,551	
Scott County Contribution	63,212	71,710	71,710	74,650	73,861
Voc Rehab Pass Through	3,885	36,000	36,000	36,000	36,000
Title XIX ARO Match	5,214	-	-	-	-
Less: Vocation Rehab Pass-Thru	-	36,000	36,000	36,000	36,000
TOTAL COUNTY CONTRIBUTION	72,311	71,710	71,710	74,650	73,861
TOTAL REVENUES	\$180,003	\$250,675	\$173,575	\$175,201	
APPROPRIATION SUMMARY:					
Personal Services	\$278,132	\$286,529	\$294,283	\$308,807	
Equipment	4,273	8,410	4,288	297	
Expenses	28,959	22,870	18,804	19,564	
Supplies	1,131	1,127	1,178	1,225	
Occupancy	6,923	9,663	8,409	8,661	
TOTAL APPROPRIATIONS	\$319,418	\$328,599	\$326,962	\$338,554	



**COUNTY ENVIRONMENT & EDUCATION
TABLE OF CONTENTS**

	<u>Page</u>
CONSERVATION	
Conservation Administration	228
Parks & Recreation.....	230
Glynn's Creek Golf Course *	232
Wapsi River Environmental Education Center	234
PLANNING AND DEVELOPMENT	
Planning & Development Administration.....	236
Code Enforcement.....	238
BI-STATE PLANNING COMMISSION	
Regional Planning/Technical Assistance	240
HUMANE SOCIETY	
Animal Shelter.....	242
LIBRARY	
Library Resources & Services	244
QUAD CITY CONVENTION/VISITORS BUREAU	
Regional Tourism Development	246
QUAD CITY DEVELOPMENT GROUP	
Regional Economic Development.....	248

SERVICE AREA: County Environment & Education		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 12%				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 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)	\$3,012,959	\$3,130,496	\$3,103,916	\$3,103,916
3. Golf Course budget	\$964,728	\$973,455	\$1,027,120	\$1,027,120
WORKLOAD				
1. Park system program & fiscal management	30%	30%	20%	20%
2. Golf Course program & fiscal management	50%	50%	60%	60%
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	10.09%	11.01%	11.41%	11.41%
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 FY05 appropriations for the total department (net of the golf course) are decreasing 1.9% below current budgeted levels. Non-salary costs are decreasing 7.9% below current budgeted levels for the total department (net of the golf course). The primary reason for the overall decrease is due to carryover capital projects in FY04 from the previous year. However, for the total department (net of the golf course) non-salary costs net of capital and equipment trade-ins are only increasing 2% over current budgeted amounts.</p> <p>For this program, County funding is recommended to increase 2.7% over current budgeted non-salary amounts.</p> <p>There are no organizational change requests for the department.</p> <p>The primary reasons for revenue changes from current budget levels are:</p> <p>The opening of Bald Eagle Campground will increase revenues at Scott County Park. With the opening of the new campground, the Board will be increasing camping fees effective January 2004. Camping at Buffalo Shores and West Lake Park are a strong</p>	<p>revenue source.</p> <p>The primary reasons for appropriation changes from current budget levels are:</p> <p>The appropriations were held at the two-year average plus inflation or lower to cover increasing costs for supplies and services.</p> <p>Budget issues identified for further Board review during the budget process are as follows:</p> <p>The joint meeting of the Board of Supervisors and the Conservation Board identified several long-range issues that will need to be addressed either this fiscal year or next. The first item involves the current feasibility study being done to assess the current conditions and renovations needed for the swimming facilities at both West Lake and Scott County Parks. The other issue involves the replacement of the golf carts and purchase of a GPS for the carts at Glynn's Creek Golf Course.</p> <p>This department budget supports the County's Target Issues and Management Agenda as follows:</p> <p>Continually exploring ways to increase revenue and reduce expenditures in the entire</p>	<p>park system, and at Glynn's Creek Golf Course. These efforts are designed to reduce the amount of County funding and/or provide a benefit to the citizens of Scott County.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$12	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$12	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$252,944	\$267,385	\$267,460	\$284,015	\$284,015
Equipment	3,335	3,000	6,659	4,000	4,000
Expenses	42,429	56,439	61,739	57,250	57,250
Supplies	5,152	8,874	8,874	8,874	8,874
TOTAL APPROPRIATIONS	\$303,860	\$335,698	\$344,732	\$354,139	\$354,139

SERVICE AREA: County Environment & Education		PROGRAM: Parks & Recreation (18B)		
ACTIVITY: Conservation & Recreation Services		ORGANIZATION: Conservation		
PROGRAM MISSION: To improve the quality of life and promote and preserve the health, welfare, and enjoyment for the citizens of Scott County and the general public by acquiring, developing, operating, and preserving the historical, educational, environmental, recreational and natural resources of the County.				
PROGRAM OBJECTIVES:				
1. To keep cost per capita to main park system (net of revenues) at \$13.98 or below.				
2. To accommodate 25,000 people at the Scott County Park Pool.				
3. To achieve revenue levels at Scott County Park and West Lake Park at \$312,750 and \$363,036 respectively.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Population of Scott County	158,591	158,668	158,668	158,668
2. Attendance at Scott County pool	25,371	23,000	25,000	25,000
3. Attendance at West Lake Park beach	14,318	13,000	15,000	15,000
4. Number of camp sites available	738	788	788	788
5. Total acres owned	2,795	2,795	2,795	2,795
WORKLOAD				
1. Total attendance at Scott County pool	25,371	23,000	25,000	25,000
2. Total attendance at West Lake Park beach	14,318	13,000	15,000	15,000
3. Number of new acres developed	-	-	-	-
PRODUCTIVITY				
1. Per capita cost of park system (with CIP)	\$19.00	\$19.73	\$19.56	\$19.56
2. Per capita cost of park system (net of revenues)	\$14.34	\$14.93	\$13.98	\$13.98
EFFECTIVENESS				
1. Revenue received from Scott County Park	\$224,459	\$263,217	\$312,750	\$312,750
2. Revenue received from Buffalo Shores	\$69,516	\$74,650	\$80,100	\$80,100
3. Revenue received from West Lake Park	\$305,977	\$339,897	\$363,036	\$363,036
4. Revenue received from Pioneer Village	\$61,183	\$63,062	\$62,725	\$62,725
5. Revenue received from Cody Homestead	\$5,153	\$6,305	\$6,050	\$6,050
ANALYSIS:				
<p>For this program, County funding is recommended to decrease 2.9% below current budgeted amounts. The decrease is due primarily to capital project carryovers in FY04 from the previous fiscal year. Non-salary costs net of capital and equipment trade-ins are recommended to increase only 1.5% above current budgeted amounts.</p> <p>There are no organizational change requests for this program.</p> <p>The primary reasons for revenue changes from current budget levels are: The re-opening of the Bettendorf Pool last year lowered revenues for both the Scott County Park Pool and West Lake Park Beach. The opening of Bald Eagle Campground will increase revenues at Scott County Park. Camping at Buffalo Shores Park and West Lake Park are a strong revenue source. Land rents are lower because of the switch from Ag Usage to CRP Program.</p> <p>The primary reasons for appropriation changes from current budget levels are: The appropriations were held at the two year average plus inflation or lower to cover increasing costs for supplies and services.</p> <p>The capital projects scheduled for FY05 total the Board's previously approved level of \$500,000 for FY05 (the final year of a three-year phase in of increased capital funding) plus an anticipated \$50,000 riverboat grant toward the beach house renovation project.</p> <p>The FY05 capital projects are as follows: playground equipment at Scott County Park (\$25,000); Lake Odetta renovation (\$25,000); Whispering Pines Shelter renovation (\$65,000); Buffalo Bill parking/sealcoat (\$10,000); Little Red Cabin replacement (\$59,388); playground equipment at West Lake Park (\$25,000); beach house replacement (\$250,000); well improvements (\$35,000); maintenance shop improvements (\$30,000); Lake Canyada sewer CIP Fund (\$612); and the second of four repayments of a General Fund \$100,000 loan for prior flood damage renovations at Buffalo Shores (\$25,000).</p> <p>Total equipment budgeted for next year for the total department (net of anticipated trade-in amounts) remain at the same level of \$149,000.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$151,789	\$42,000	\$1,188	\$92,000	\$92,000
Fees and Charges	514,163	587,992	575,321	620,479	620,479
Use of Money/Property	122,211	137,292	106,640	125,350	125,350
Miscellaneous	32,722	8,325	19,382	17,832	17,832
Sale of Fixed Assets	12,135	30,000	45,000	19,000	19,000
TOTAL REVENUES	\$833,020	\$805,609	\$747,531	\$874,661	\$874,661
APPROPRIATION SUMMARY:					
Personal Services	\$1,041,184	\$1,132,548	\$1,100,372	\$1,191,171	\$1,191,171
Equipment	143,586	176,000	176,000	164,000	164,000
Capital Improvement	724,010	683,612	683,612	550,000	550,000
Expenses	302,592	308,845	311,707	312,999	312,999
Supplies	304,308	318,234	318,260	326,345	326,345
TOTAL APPROPRIATIONS	\$2,515,680	\$2,619,239	\$2,589,951	\$2,544,515	\$2,544,515

SERVICE AREA: County Environment & Education	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 \$36.91.
3. To increase number of outings to 80 accommodating 8,000 participants.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Rounds of play requested	33,316	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)	78	77	77	77
4. Number of outings/participants requested	71/4,940	70/6,300	80/8,000	80/8,000

WORKLOAD				
1. Rounds of play provided	33,316	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)	78	77	77	77
4. Number of outings/participants provided	71/4,940	70/6,300	80/8,000	80/8,000

PRODUCTIVITY				
1. Maintenance operating cost/acre (not including capital costs)	\$2,314	\$2,751	\$2,646	\$2,646
2. Maintenance costs per round (not including capital costs)	\$13.75	\$15.56	\$13.79	\$13.79
3. Maintenance costs per hole (1993 industry average is \$25,000)	\$25,452	\$30,260	\$29,105	\$29,105

EFFECTIVENESS				
1. Green fees collected	\$564,228	\$647,800	\$774,546	\$774,546
2. Net cart revenue collected	\$286,362	\$302,000	\$341,525	\$341,525
3. Net income from Pro Shop and rentals	\$13,495	\$26,500	\$38,064	\$38,064
4. Net income from concessions	\$123,842	\$134,000	\$191,900	\$191,900
5. Net income from range	\$40,768	\$44,000	\$53,200	\$53,200
6. Income per round	\$31.09	\$33.08	\$36.91	\$36.91

ANALYSIS:

<p>The FY05 PPB indicators for this program show that there are no changes requested to the authorized table of organization.</p> <p>Total FY05 appropriations for the golf course is decreasing 0.2% below current budgeted levels. Non-salary costs are decreasing 5.4% below current budgeted levels primarily due to lower interest costs. In the year 2005 Glynn's Creek will be replacing its current golf cart fleet and adding a lease of a GPS system to the new fleet of carts. These purchases will be from available cash flow should rounds be obtained as indicated. The GPS system will be a lease purchase. The carts may need to be as well if rounds are not realized at budgeted levels.</p> <p>Revenues are projected at a 2.7% increase from the current budgeted levels. With the addition of GPS Glynn's Creek is looking at an increase in cart revenue and food and beverage as well as advertising rentals.</p> <p>Personal services are increasing due to cost of living and health insurance benefits. The number of outings will level off as the</p>	<p>course has reached maximum number and still have regular public play.</p>
--	--

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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
162-A Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Z Seasonal Assistant Golf Professional	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	\$8,380	\$20,800	\$20,500	\$29,700	\$29,700
Total Green Fees	577,548	768,554	647,800	774,546	774,546
Net Cart Fees	293,061	330,508	302,000	341,525	341,525
Net Food/Beverage	104,967	169,100	134,000	191,900	191,900
Net Merchandise Sales	5,115	7,600	6,000	8,360	8,360
Net Driving Range Sales	41,747	52,820	44,000	53,200	53,200
Total Interest Income	2,461	15,000	2,500	2,500	2,500
Total Miscellaneous	1,170	1,000	1,000	1,000	1,000
Gain on Sale of Fixed Assets	1,300	-	-	-	-
TOTAL REVENUES	\$1,035,749	\$1,365,382	\$1,157,800	\$1,402,731	\$1,402,731
APPROPRIATION SUMMARY:					
Personal Services	\$476,548	\$526,667	\$491,540	\$551,100	\$551,100
Equipment	2,931	3,048	2,000	1,000	1,000
Depreciation	95,565	108,641	96,000	96,000	96,000
Expenses	94,059	87,990	89,165	89,240	89,240
Supplies	110,420	120,950	119,750	124,780	124,780
Debt Service	185,205	182,380	175,000	165,000	165,000
TOTAL APPROPRIATIONS	\$964,728	\$1,029,676	\$973,455	\$1,027,120	\$1,027,120
Net Income	\$71,021	\$335,706	\$184,345	\$375,611	\$375,611
CASH FLOW RECONCILIATION:					
Add back depreciation (non-cash expense)	95,565	108,641	96,000	96,000	96,000
Add back loss on sale of fixed assets (non-cash expense)	-	-	-	-	-
Deduct gain on sale of fixed assets (non-cash revenue)	(1,300)	-	-	-	-
Deduct balance sheet cash outlays:					
Principal payment Certificates of Participation	(170,000)	(180,000)	(180,000)	(190,000)	(190,000)
Equipment purchases (major)	(60,807)	(65,952)	(67,000)	(226,135)	(226,135)
Capital projects	-	-	-	-	-
Amortized General Fund interest payment (incl carryover)	-	(91,290)	-	-	-
Other balance sheet account changes (net)	25,633	-	-	-	-
Amount of cash available for other uses	\$ (39,888)	\$ 107,105	\$ 33,345	\$ 55,476	\$ 55,476

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$18,612	\$20,490	\$3,906	\$0	\$0
Fees and Charges	-	-	44	40	40
Use of Money/Property	6,379	10,000	10,000	10,000	10,000
Miscellaneous	218	275	250	250	250
TOTAL REVENUES	\$25,209	\$30,765	\$14,200	\$10,290	\$10,290
APPROPRIATION SUMMARY:					
Personal Services	\$157,439	\$167,041	\$152,388	\$159,762	\$159,762
Expenses	27,643	29,380	32,825	34,135	34,135
Supplies	8,339	11,100	10,600	11,365	11,365
TOTAL APPROPRIATIONS	\$193,421	\$207,521	\$195,813	\$205,262	\$205,262

SERVICE AREA: County Environment & Education	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	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Planning and Zoning Commission agenda applications	29	20	20	20
2. Board of Adjustment agenda applications	19	25	25	25
3. Planning and Zoning information requests	1,574	1,500	1,500	1,500
4. Departmental budget	\$239,194	\$496,641	\$287,433	\$287,433
5. Authorized positions	4.33	4.08	4.08	4.08
WORKLOAD				
1. Number of Rezoning, Subdivision & Site Plan applications reviewed	29	20	20	20
2. Number of Variance, Special Use Permit & Appeals of Interpretation	19	25	25	25
3. Number of responses to Planning and Zoning information requests	1,574	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	613	700	700	700
PRODUCTIVITY				
1. Staff hours spent on Planning & Zoning Commission applications	458	400	400	400
2. Staff hours spent on Board of Adjustment applications	304	400	400	400
3. Staff hours spent on responses to planning & zoning info requests	422	400	400	400
4. Staff hours spent serving on various boards and committees	426	400	400	400
5. Staff hours spent on building permit applications	518	800	800	800
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	28%	25%	25%	25%
4. % of time spent providing planning and zoning information	14%	20%	20%	20%
5. % of time spent serving on various boards and committees	23%	20%	20%	20%
6. % of time spent on building permit applications	35%	35%	35%	35%

ANALYSIS:

<p>For this department non-salary costs for the FY05 budget year are projected to decrease by approximately \$255,000. Of that approximately \$240,000 is for costs that are associated with the clean up of the North Pine Service property and are offset 100% by income from the Iowa Underground Storage Tank Board. Another \$12,500 are costs associated with doing title searches and publishing legal notices on a backlog of tax certificate properties. These costs are expected to be offset by income from the sale of the tax deed properties at public auction.</p> <p>For this program, non-salary costs are unchanged.</p> <p>There are currently 78 tax certificate properties in the process of having tax deeds issued. Of those, 68 are assessed as residential and ten as commercial. Once those deeds are issued a tax deed auction will be scheduled.</p> <p>From 1990 to 1995 the costs associated with redeeming tax deeds and demolishing deteriorated buildings totaled \$302,815, which averaged approximately \$50,500 per year. This was offset by income from the sale of</p>	<p>those same properties over that same six year period that totaled \$320,434, which averaged approximately \$53,400 per year.</p> <p>From 1996 to 2003, a seven year period, the costs associated with redeeming tax deeds and demolishing deteriorated buildings totaled \$38,953, which averaged approximately \$5,500 per year. This was offset by income from the sale of those same properties over that same seven year period that totaled \$38,700, which also averaged approximately \$5,500 per year. There were only two tax deed auctions held over that seven-year period and the lions share of the costs and income referenced above came from the demolition and sale of the Plainview gas station property in FY00.</p> <p>With a financial initiative approved outside the normal budget process in FY03 Planning staff was reduced by .25 in cooperation with the Secondary Roads Department on the shared Clerk III position. That position was reduced from a full time position to a benefited half time position. The budget for that position remains split 50-50 with Secondary Roads Department.</p>	<p>The PPB Indicators for this program are expected to remain generally stable from the previous year's activity. Building permits were down in FY03 from 723 in FY01 and 751 in FY02.</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 Planning and Zoning 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	2002-03	2003-04	2003-04	2004-05	2004-05
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	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	0.05	0.05	0.05	0.05
Z Planning Intern	0.25	0.25	0.25	0.25	0.25
TOTAL POSITIONS	1.55	1.35	1.35	1.35	1.35
REVENUE SUMMARY:					
Intergovernmental	\$1,691	\$250,000	\$240,000	\$0	\$0
Miscellaneous	-	-	-	-	-
Sale of Fixed Assets	-	5,000	15,000	5,000	5,000
TOTAL REVENUES	\$1,691	\$255,000	\$255,000	\$5,000	\$5,000
APPROPRIATION SUMMARY:					
Personal Services	\$85,272	\$92,461	\$78,326	\$86,223	\$86,223
Expenses	6,118	270,550	262,500	23,100	23,100
Supplies	1,200	1,400	1,400	1,400	1,400
TOTAL APPROPRIATIONS	\$92,590	\$364,411	\$342,226	\$110,723	\$110,723

SERVICE AREA: County Environment & Education
ACTIVITY: County Development

PROGRAM: Code Enforcement (25B)
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	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. # of single-family residential building permits issued	84	90	90	90
2. # of residential addition or remodels permits issued	103	100	100	100
3. # of residential accessory building permits issued	89	100	100	100
4. # of commercial building permits issued	32	30	30	30
5. Total # of building permits issued for unincorporated areas	362	400	400	400
6. Total # of building permits issued for 28E cities	249	300	300	300
WORKLOAD				
1. # of footings inspections completed	321	350	350	350
2. # of rough in inspections completed	310	300	300	300
3. # of final inspections completed	739	650	650	650
4. Total # of inspections for unincorporated areas	1,696	1,500	1,500	1,500
5. Total # of inspections for 28E cities	949	800	800	800
PRODUCTIVITY				
1. # of inspections conducted per day	10	10	10	10
2. Total building permit fees collected	\$174,835	\$160,000	\$160,000	\$160,000
3. % of total budget for building permit fees collected	100%	100%	100%	100%
4. Total valuation of construction for building permits issued	\$18,228,707	\$17,000,000	\$17,000,000	\$17,000,000
EFFECTIVENESS				
1. % of building inspections made on day requested	99%	99%	99%	99%
2. # of inspections per permits issued	3.8	3.0	3.0	3.0
3. % of cancelled or expired permits compared to total permits issued	18.0%	10.0%	10.0%	10.0%

ANALYSIS:

The PPB Indicators for this program tracks 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 are projected to be down slightly based on the leveling off of the building activity.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Code Enforcement (25B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
608-A Planning & Development Director	0.50	0.50	0.50	0.50	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	0.20	0.20	0.20	0.20
Z Weed/Zoning Enforcement Aide	0.58	0.58	0.58	0.58	0.58
TOTAL POSITIONS	2.78	2.73	2.73	2.73	2.73
REVENUE SUMMARY:					
Licenses and Permits	\$174,956	\$160,240	\$160,240	\$160,240	\$160,240
Fees and Charges	6,766	4,750	4,750	4,750	4,750
Miscellaneous	-	-	-	-	-
TOTAL REVENUES	\$181,722	\$164,990	\$164,990	\$164,990	\$164,990
APPROPRIATION SUMMARY:					
Personal Services	\$135,414	\$150,626	\$138,665	\$161,560	\$161,560
Expenses	8,342	15,950	12,750	12,250	12,250
Supplies	2,847	2,400	2,900	2,900	2,900
TOTAL APPROPRIATIONS	\$146,603	\$168,976	\$154,315	\$176,710	\$176,710

SERVICE AREA: County Environment & Education		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 43 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		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Number of participating units of government (counties & cities)		48	48	48	48
2. Number of on-going events/meetings/groups requiring coordination		117	117	117	117
3. Direct services to Scott County government (person hours)		1,237	1,250	1,250	1,250
4. Direct services to all part units of local government (person hours)		10,207	12,500	12,500	12,500
WORKLOAD					
1. Number of participating units of local government (counties/cities)		48	48	48	48
2. Number of on-going events/meetings/groups requiring coordination		117	117	117	117
3. Direct services to Scott County (person hours)		1,237	1,250	1,250	1,250
4. Direct services to all part units of local government (person hours)		10,207	12,500	12,500	12,500
PRODUCTIVITY					
1. Percent of time spent on housing assistance		5%	5%	5%	5%
2. Percent of time spent on highway/transit		38%	36%	36%	36%
3. Percent of time spent on environment and recreation		11%	11%	11%	11%
4. Percent of time spent on community planning & development		22%	24%	24%	24%
5. Percent of time spent on intergovernmental forums & regional services		13%	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		52%	55%	54%	54%
2. Scott County funding as a percent of local funding		8.40%	8.10%	8.40%	8.40%
ANALYSIS:					
<p>Total FY05 appropriations for the total agency are decreasing .1% over current budgeted levels. Non-salary costs are increasing 2.8% over current budgeted levels for the total agency. County funding is recommended to increase 1.5% over current budgeted amounts for the total agency.</p> <p>For this program, County funding is recommended to increase 1.5% over current budgeted amounts.</p> <p>Organizational change requests for the agency are as follows: none</p> <p>The primary reasons for revenue changes from current budget levels are: Grants ending for Clean Air Attainment, Ozone Reduction Planning and Flood buyouts offset by projected slight increases in transportation funding.</p> <p>The primary reasons for appropriation changes from current budget levels are: Continuation of merit system, increased payouts to Rock Island Code Enforcement System offset by small reduction in staff travel/training.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Regional Plan/Tech Assistance (36A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	6.00	6.00	6.00	6.00	
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	1.00	1.00	1.00	1.00	
Graphics Specialist	2.00	2.00	2.00	2.00	
TOTAL POSITIONS	21.50	21.50	21.50	21.50	
REVENUE SUMMARY:					
Membership Fees	\$266,415	\$271,720	\$271,720	\$275,339	
Charges for Services	445,193	450,881	438,731	432,688	
Federal/State Funding	130,230	141,375	132,215	140,772	
Transportation	480,419	515,475	507,445	500,734	
SUB-TOTAL REVENUES	\$1,322,257	\$1,379,451	\$1,350,111	\$1,349,533	
Scott County Contribution	60,409	62,221	62,221	63,154	63,154
TOTAL REVENUES	\$1,382,666	\$1,441,672	\$1,412,332	\$1,412,687	
APPROPRIATION SUMMARY:					
Personal Services	\$1,137,351	\$1,227,860	\$1,207,528	\$1,222,329	
Equipment	1,743	2,500	2,500	2,500	
Expenses	201,099	189,370	189,800	196,550	
Occupancy	44,851	44,851	44,851	44,851	
TOTAL APPROPRIATIONS	\$1,385,044	\$1,464,581	\$1,444,679	\$1,466,230	

SERVICE AREA: County Environment & Education		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 7,500 through education and training.				
2. To maintain the average animal days held below 9 days and to reduce euthanasia by increasing adoptions and return to owners.				
3. To maintain the Scott County contribution below 5% of funding.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
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	11/9	11/9	11/9	11/9
WORKLOAD				
1. Animals handled	7,027	7,000	7,210	7,210
2. Total animal days in shelter	53,263	59,500	61,285	61,285
3. Number of educational programs given	172	275	275	275
4. Number of bite reports handled in Scott County	474	530	530	530
5. Number of animals brought in from rural Scott County	209	300	300	300
6. Number of calls animal control handle in rural Scott County	318	300	300	300
PRODUCTIVITY				
1. Cost per animal shelter day	\$10.76	\$10.34	\$11.28	\$11.28
2. Cost per educational program	\$21.50	\$9.75	\$10.00	\$10.00
3. Cost per county call handled	\$30.00	\$30.00	\$35.00	\$35.00
EFFECTIVENESS				
1. Scott County contribution as a percent of program costs	5%	5%	5%	5%
2. Total number of animals adopted as a percent of animals handled	30%	35%	36%	36%
3. Total number of animals returned to owner as a percent of animals	16%	17%	18%	18%
4. Total number of animals euthanized as a percent of animals handled	44%	44%	42%	42%
ANALYSIS:				
<p>Total FY05 appropriations for the total agency are increasing 4% over projected FY04 Expenditures. Non-salary costs are increasing 3% over current budgeted levels for the total agency.</p> <p>For this program, County funding is recommended to increase 3% over current budgeted amounts.</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 success of the City of Davenport Tag Program that is generating more revenue than expected.</p> <p>The primary reasons for appropriation changes from current budget levels are: 1) the increase in gas and electric due to better lighting, 2) heat and air conditioning of phase 1 of the remodel and 3) the installation and use of the crematory as increased utility usage. Overall appropriations are expected to increase 9.8% over FY04 budget.</p> <p>Several PPB Indicators are highlighted as follows: Animals handled (W.1) is projected to increase 2.6% with Total Animal Days in the</p>		<p>Shelter (W.2) expected to increase approximately 15%.</p> <p>The Agency continues to work with the Health Department and Scott County Sheriff not only in monitoring animal bite occurring in the county but assuring that procedures are adhered to with regard to potentially vicious animals running at large in the unincorporated areas of the county.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Animal Shelter (44A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	\$190,305	\$201,827	\$191,827	\$197,060	
Donations	7,356	-	5,000	5,000	
Other	226,817	245,064	274,664	275,620	
Transfer from Society Fund	121,890	95,480	100,000	103,000	
SUB-TOTAL REVENUES	\$546,368	\$542,371	\$571,491	\$580,680	
Scott County Contribution	26,319	26,845	26,845	27,650	27,650
TOTAL REVENUES	\$572,687	\$569,216	\$598,336	\$608,330	
APPROPRIATION SUMMARY:					
Personal Services	\$360,536	\$442,160	\$453,360	\$474,275	
Expenses	53,522	57,720	56,884	58,750	
Supplies	21,553	23,000	23,000	23,200	
Occupancy	42,033	25,000	44,000	45,600	
TOTAL APPROPRIATIONS	\$477,644	\$547,880	\$577,244	\$601,825	

SERVICE AREA: County Environment & 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 240,000 materials at a cost of \$14.09 or less per material processed				
3. To maintain 9.48 circulations per capita				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Size of collection	106,235	106,000	106,500	106,500
2. Registered borrowers	13,905	15,500	16,000	16,000
3. Requests for books/information	33,225	33,000	33,500	33,500
4. Citizen requests for programming	62	50	50	50
5. Hours of recommended staff in-service	490	400	400	400
6. Annual number of library visits	79,712	100,000	102,000	102,000
WORKLOAD				
1. Total materials processed	19,155	18,000	18,000	18,000
2. New borrowers registered	1,714	2,000	2,000	2,000
3. Book/information requested filled for patrons	32,626	32,500	33,000	33,000
4. Program activities attendance	5,414	6,000	6,200	6,200
5. Hours of in-service conducted or attended	452	400	400	400
6. Materials circulated	209,416	220,000	240,000	240,000
PRODUCTIVITY				
1. Cost/materials processed (30%)	\$11.81	\$13.55	\$14.09	\$14.09
2. Cost/new borrowers registered (10%)	\$43.99	\$40.67	\$42.27	\$42.27
3. Cost/book & information requests filled for patrons (20%)	\$4.62	\$5.00	\$5.12	\$5.12
4. Cost/program activity attendance (5%)	\$6.92	\$6.78	\$6.82	\$6.82
5. Cost/hour of in-service activities attended/conducted (2%)	\$33.36	\$40.67	\$42.27	\$42.27
6. Cost/item circulated (33%)	\$1.19	\$1.22	\$1.16	\$1.16
EFFECTIVENESS				
1. Collection size per capita	3.7	3.7	4.2	4.2
2. Percent of population as registered borrowers	49%	53%	63%	63%
3. Document delivery rate	84%	89%	90%	90%
4. Program attendance per capita	0.19	0.21	0.25	0.25
5. In-service hours per F.T.E.	27.23	22.22	22.22	22.22
6. Circulation per capita	7.20	7.58	9.48	9.48
ANALYSIS:				
<p>Total FY05 appropriations for the total agency are increasing 3.9% over current budgeted levels. Non-salary costs are increasing 2.3% over current budgeted levels for the total agency.</p> <p>For this program, County funding is directed to increase 15.4% over current budgeted amounts by Library Trustees.</p> <p>There are no organizational change requests for the agency included in this budget.</p> <p>The primary reasons for revenue changes from current budget levels are the loss of \$74,000 library contract with the City of LeClaire and the simultaneous loss of population for the per capita formula for library support.</p> <p>The primary reasons for appropriation changes from current budget levels are anticipated increases in the cost of heating fuel and property and health insurance rates</p>				

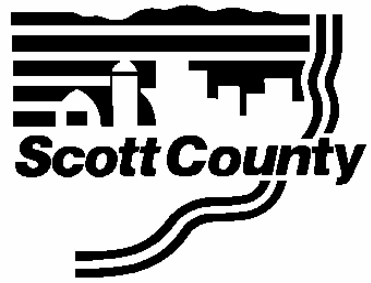
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Library Resources & Services (67A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
Library Director	1.00	1.00	1.00	1.00	
Administrative Secretary	1.00	1.00	1.00	1.00	
Reference Librarian	1.00	1.00	1.00	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	\$1,041,916	\$855,999	\$855,999	\$833,352	
Fees and Charges	13,858	12,000	12,000	12,000	
Miscellaneous	407,590	-	-	-	
Sale of Fixed Assets	759	-	-	-	
SUB-TOTAL REVENUES	\$1,464,123	\$867,999	\$867,999	\$845,352	
Scott County Contribution	364,290	381,718	381,718	440,685	440,685
TOTAL REVENUES	\$1,828,413	\$1,249,717	\$1,249,717	\$1,286,037	
APPROPRIATION SUMMARY:					
Personal Services	\$445,472	\$517,867	\$517,867	\$543,187	
Equipment	140,203	113,053	113,053	113,053	
Capital Improvement	1,037,195	-	-	-	
Expenses	147,145	154,387	154,387	161,111	
Supplies	32,211	28,000	28,000	28,000	
Payment of Principal	-	-	-	-	
TOTAL APPROPRIATIONS	\$1,802,226	\$813,307	\$813,307	\$845,351	

SERVICE AREA: County Environment & Education		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	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND				
1. Inquiries requested from visitors (public)	465,400	430,000	465,000	465,000
2. Inquiries requested from group tour operators	610	870	900	900
3. Inquiries from convention/meeting planners	2,235	1,960	2,200	2,200
4. Information requests derived from trade shows	4,410	5,965	4,400	4,400
5. Inquiries from sporting event planners	125	200	150	150
WORKLOAD				
1. Inquiries from visitors processed	465,400	430,000	465,000	465,000
2. Inquiries from group tour operators processed	610	870	900	900
3. Inquiries from convention/meeting planners processed	2,235	1,960	2,200	2,200
4. Information requests from trade shows processed	4,410	5,965	4,400	4,400
5. Inquiries from sporting event planners processed	125	200	150	150
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	\$22.00	\$22.00	\$22.00	\$22.00
EFFECTIVENESS				
1. Economic impact of tourism on the Quad Cities	\$115,350,000	\$122,600,000	\$126,278,000	\$126,278,000
2. Number of visitors to Quad Cities	1,030,000	1,095,000	1,127,850	1,127,850
3. Total Hotel/Motel Tax Receipts	\$2,976,983	\$3,112,000	\$3,205,360	\$3,205,360
4. Hotel/Motel Occupancy Rate	53.3%	62.0%	62.0%	62.0%
ANALYSIS:				
<p>Total FY05 appropriations for the Convention Visitors Bureau are decreasing 3.9% over current budgeted levels. The CVB is requesting no change in County funding from the \$70,000 budgeted for FY04. The FY04 contribution was 1.8% increase from the previous year. It is recommended that the request for \$70,000 be approved.</p> <p>The CVB is reviewing some organizational changes in how the sports marketing efforts are staffed. The CVB Board completed a strategic marketing plan for the Bureau last year. That plan included holding a regional tourism summit that was conducted in conjunction with the Bureau's Annual Meeting.</p> <p>The Bureau, in conjunction with the Mississippi Valley Welcome Center Board and with the assistance of Scott County secured the funding in FY04 for a remodeling of the Welcome Center in conjunction with a significant expansion of the Peddler Gift Shop. Revenues from gift shop sales help fund the operation of the Welcome Center. The project was successfully completed in 2003, in time for tourist season.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Regional Tourism Development (54A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
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	1.00	1.00	1.00	1.00	
Sales Coordinator	1.00	1.00	1.00	1.00	
Convention & Visitor Service Manager	0.50	1.00	0.50	0.50	
TOTAL POSITIONS	13.50	13.00	13.50	13.50	
REVENUE SUMMARY:					
Davenport	\$318,963	\$350,000	\$359,300	\$370,000	
Bettendorf	162,009	186,000	165,000	170,000	
Moline	162,200	165,000	171,500	177,000	
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	147,132	150,000	137,418	150,000	
Other Grants	49,951	45,000	50,420	50,000	
Interest	10,324	10,000	10,000	10,000	
Misc. Income	33,637	50,000	50,000	50,000	
Miss. Valley Welcome Center	138,982	125,000	130,000	130,000	
Memberships	59,182	60,000	60,000	60,000	
Publications Income	8,488	8,000	8,000	8,000	
Joint Projects Income	7,333	10,000	10,000	10,000	
Friends of QC Grant	37,000	30,000	90,000	30,000	
SUB-TOTAL REVENUES	\$1,180,201	\$1,234,000	\$1,286,638	\$1,260,000	
Scott County Contribution	68,742	70,000	70,000	70,000	70,000
Contingency	0	0	0	0	0
TOTAL COUNTY CONTRIBUTION	\$68,742	\$70,000	\$70,000	\$70,000	\$70,000
TOTAL REVENUES	\$1,248,943	\$1,304,000	\$1,356,638	\$1,330,000	
APPROPRIATION SUMMARY:					
Personal Services	\$589,695	\$573,921	\$574,921	\$591,769	
Equipment	30,800	36,000	33,000	33,000	
Expenses	661,508	721,350	681,450	655,040	
Supplies	10,576	17,000	15,000	15,000	
Occupancy	30,861	32,300	32,100	32,100	
TOTAL APPROPRIATIONS	\$1,323,440	\$1,380,571	\$1,336,471	\$1,326,909	

SERVICE AREA: County Environment & Education		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 13 and 100 members respectively.					
2. To achieve at least 10 successful projects during the year.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	ADMIN REC
DEMAND					
1. Number of participating units of government (counties & cities)		13	13	13	13
2. Number of participating private sector members		89	95	100	100
3. Local businesses contacted via Business Connection		127	120	120	120
4. External business contacted		493	1,500	1,500	1,500
5. Number of prospect inquiries		167	250	250	250
WORKLOAD					
1. Number of participating units of government (counties & cities)		13	13	13	13
2. Number of participating private sector members		89	120	100	100
3. Local business establishments contacted		264	325	325	325
4. External business establishments contacted/interested responses		265	200	200	200
PRODUCTIVITY					
1. Percent of time spent on support services		25%	25%	25%	25%
2. Percent of time spent on external marketing		40%	36%	40%	40%
3. Percent of time spent on existing businesses		35%	37%	35%	35%
EFFECTIVENESS					
1. Percent of local business establishment contacted		81%	90%	90%	90%
2. Number of prospects on active lists		73	100	100	100
3. Number of successful projects during year		6	10	10	10
ANALYSIS:					
<p>Total FY05 appropriations for the Quad City Development Group are decreasing 10% from FY04 budgeted levels. Non-salary costs are increasing 14% over current budgeted levels. The QCDG is requesting County funding of \$37,957, an increase of 5% over FY04 amounts. Last year a 4% increase was requested and approved. A 3% increase was approved in FY03</p> <p>Organizational changes for the agency are as follows: In FY04, the Vice President position was eliminated. The primary reason was to reduce agency cost. Currently the agencies appropriations exceed its revenue. While a fund balance allowed the agency to maintain a program of deficit spending, excess funds would be depleted in 2 to 3 years at the same spending levels. The goal of the agency is to achieve a balanced budget through a combination of the elimination of the Vice President position, an increase in public and private sector dues, attracting additional private sector members, and pursuing additional grant monies.</p> <p>Appropriation levels are being increased in budget programs and staffing to devote</p>		<p>more resources to the QCDG's primary goal of attracting new investment and jobs to the Quad Cities. Part of this will be based on the results of the recently completed Industry Cluster Study, which was funded by an Iowa Economic Development Grant. The study identified key industries and "clusters of industries" which have an advantage for locating in the Quad Cities. Those industries will be targeted and pursued in an intensive, focused marketing effort.</p> <p>Economic development activity is necessary to keep our regional economy diversified. A diversified local and regional economy well help the QCA be able to weather any downturn and future downturns in the nation's economy.</p> <p>The QCDG states that they are seeing signs that the economy may be picking up. The number of inquires and active projects have increased over the last year.</p> <p>The QCDG's budget supports the creation and retention of tax base and jobs. The County's ability to generate revenue to support its own budget is enhanced through the support of the QCDG.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	ADMIN
PROGRAM: Regional Economic Development (49A)	ACTUAL	BUDGET	PROJECTED	REQUEST	REC
AUTHORIZED POSITIONS:					
President	1.00	1.00	1.00	1.00	
Vice-President	1.00	1.00	-	-	
Project Manager	2.00	2.00	2.00	2.00	
Administrative Secretary	1.00	1.00	1.00	1.00	
Database Specialist	1.00	1.00	1.00	1.00	
Receptionist/Secretary	1.00	0.50	1.00	1.00	
Member Relations Representative	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	8.00	7.50	7.00	7.00	
REVENUE SUMMARY:					
Private Sector Members	\$341,164	\$390,000	\$388,222	\$407,633	
Public Sector Members	291,558	372,000	306,833	322,175	
Other	189,270	104,100	138,900	137,700	
SUB-TOTAL REVENUES	\$821,992	\$866,100	\$833,955	\$867,508	
Scott County Contribution	35,092	36,150	36,150	37,957	37,957
TOTAL REVENUES	\$857,084	\$902,250	\$870,105	\$905,465	
APPROPRIATION SUMMARY:					
Personal Services	\$548,293	\$552,400	\$477,948	\$493,432	
Equipment	13,640	11,920	18,120	18,120	
Expenses	374,490	469,300	404,695	408,900	
Supplies	8,000	8,500	9,000	9,000	
Occupancy	85,000	89,100	80,520	82,000	
TOTAL APPROPRIATIONS	\$1,029,423	\$1,131,220	\$990,283	\$1,011,452	



**ROADS & TRANSPORTATION
TABLE OF CONTENTS**

	<u>Page</u>
SECONDARY ROADS	
Administration and Engineering	252
Roadway Maintenance	254
General Roadway Expenditures	256
Road Construction *	258

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% of budget.				
2. To maintain engineering cost under 8% of budget.				
3. To complete 100% of department projects.				
4. To hold project cost to under 110% of budgeted amount.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	33.4	35.4	35.4	35.4
2. Department budget	\$4,071,431	\$5,016,700	\$5,916,900	\$5,916,900
3. Administrative and engineering expenses (excluding salaries)	\$26,793	\$41,700	\$51,900	\$51,900
WORKLOAD				
1. Percent of time spent on administration	30.80%	31.70%	30.70%	30.70%
2. Percent of time spent on planning and plan preparation	32.50%	33.00%	31.80%	31.80%
3. Percent of time spent surveying and construction supervision	24.20%	23.80%	25.70%	25.70%
4. Percent of time spent on maint engr/traffic engr/other misc engr	12.50%	11.50%	11.80%	11.80%
PRODUCTIVITY				
1. Cost for administration-salaries	\$150,778	\$151,000	\$155,000	\$155,000
2. Cost for planning and plan preparation-salaries	\$159,031	\$156,975	\$160,615	\$160,615
3. Cost for surveying and construction supervision-salaries	\$118,401	\$113,100	\$129,815	\$129,815
4. Cost for maintenance engr/traffic engr/other misc engr-salaries	\$61,148	\$54,925	\$59,570	\$59,570
5. Cost for administration & engineering expenses (excluding salaries)	\$26,793	\$41,700	\$51,900	\$51,900
EFFECTIVENESS				
1. Administrative cost as a percent of total budget expenditures	3.70%	3.20%	2.60%	2.60%
2. Engineering cost as a percent of total budget expenditures	8.30%	6.90%	5.90%	5.90%
3. Engineering cost as a percent of construction cost (including FM)	19.30%	16.90%	6.60%	6.60%
4. Actual project cost as a percent of construction budget cost	92%	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 the increase in Road Use Tax that began last year, and the lump sum payment from the State for Old Hwy 61. This money is included in the county budget to be transferred to our FM fund for FY05 construction. Total inter-governmental revenues are recommended to increase \$219,228 or 8.2% due to a \$117,528 increase in Road Use Tax, a \$71,600 increase in state primary road funds due to the Hwy 6 agreement with the State, and a \$30,100 increase in political subdivision revenue. Total miscellaneous revenues are recommended to increase \$1,000 or 7.7%. Total fiscal year revenue for the department is recommended to increase \$220,228 or 4.5% from the FY04 budget.</p> <p>The budget for administration and engineering (27A) is recommended to increase \$39,200 or 7.6%. This is due primarily to a \$25,000 or 7.7% increase in salaries.</p> <p>The total departmental budget (D.2) is recommended to increase \$915,200 or 18.3%</p>		<p>from the FY03-04 original budget. The increase comes from recommended increases in Roadway Maintenance (27B) of \$227,000 or 12.6%, General Roadway Expenditures (27C) of \$54,000 or 4.2%, and Roadway Construction (27D) of \$595,000 or 42.3%. These recommendations are explained in their respective programs. The recommended departmental budget will decrease the secondary roads fund balance by \$767,044. The fund ended FY03 at \$1,917,930 and is anticipated to decrease \$87,072 in FY04 to \$1,830,858. Assuming this information holds, the fund will be projected to end FY05 at \$1,063,814, 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 \$391,690 for FY05. The recommended budget will leave a fund balance as a percentage of operating expenses of 27.2% excluding construction expenses. There were no organizational changes requested or recommended for the department.</p>		<p>Salary indicators (P.1-P.4) are recommended to increase about 5.4%. This is due to salary increases, benefit increases and increased overtime due to a very large construction program. The workload percentage under (W.3) shows an increase also due to the longer time being spent on construction this next fiscal year. All percentages under Effectiveness (E.1-E.3) are lower due to higher budget (D.2) and very high construction cost. Cost for engineer do not increase at the same rate. All program objectives remain the same.</p>

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	0.25	0.25	0.25	0.25
TOTAL POSITIONS	6.50	6.25	6.25	6.25	6.25
REVENUE SUMMARY:					
Intergovernmental	\$2,834,778	\$2,681,972	\$2,681,972	\$2,901,200	\$2,901,200
Licenses and Permits	525	1,000	1,000	1,000	1,000
Fees and Charges	2,316	5,000	5,000	5,000	5,000
Miscellaneous	221,355	13,000	13,000	14,000	14,000
General Basic Fund Transfer	588,127	588,127	588,127	588,127	588,127
Rural Service Basic Transfer	1,640,529	1,640,529	1,640,529	1,640,529	1,640,529
TOTAL REVENUES	\$5,287,630	\$4,929,628	\$4,929,628	\$5,149,856	\$5,149,856
APPROPRIATION SUMMARY:					
Administration	\$164,074	\$170,800	\$170,800	\$181,900	\$181,900
Engineering	352,071	346,900	346,900	375,000	375,000
Holding Accounts	-	-	-	-	-
TOTAL APPROPRIATIONS	\$516,145	\$517,700	\$517,700	\$556,900	\$556,900

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 \$2,400/mile.
2. To hold cost per mile for signs, paint and traffic service to under \$300/mile.
3. To hold cost per mile for roadside maintenance to under \$275/mile.
4. To maintain asphalt/concrete roads to at least 60% of that required.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Number of bridges and culverts (over 48" diameter)	642	650	650	650
2. Miles of rock/earth roads	398	398	398	398
3. Miles of asphalt/concrete roads	156	176	176	176
4. Miles of snow routes	554	574	574	574
5. Number of traffic signs/miles of pavement painting	4850/156	4995/176	4995/176	4995/176
6. Miles of roadside	1,108	1,148	1,148	1,148
WORKLOAD				
1. Number of bridges/culverts to receive maintenance	18/64	20/85	20/85	20/85
2. Miles of rock/earth to be bladed and re-rocked as required	398	398	398	398
3. Miles of asphalt/concrete roads to receive maintenance	156	176	176	176
4. Miles of snow plowing/tons of sand and salt applied	554/1260	574/3000	574/3500	574/3500
5. Number of signs install-replace/mile pavement paint/mile traffic serve	369/156/554	300/176/574	320/176/574	320/176/574
6. Miles of roadsides maint (ditch clean/shlds rock/mow-spray etc)	1,108	1,148	1,148	1,148
PRODUCTIVITY				
1. Cost per bridge maintained/cost per culvert maintained	\$721/\$1338	1000/1435	1000/1435	1000/1435
2. Cost per miles of rock/earth road blading and resurfacing	\$1,818	\$2,203	\$2,291	\$2,291
3. Cost per miles of asphalt/concrete surface maintenance	\$711	\$568	\$1,136	\$1,136
4. Cost per mile for snow plowing, sand and salt, etc.	\$186	\$435	\$474	\$474
5. Cost per mile for signs installed/pavement paint/traffic serv	\$237	\$253	\$274	\$274
6. Cost per mile of roadside maint (ditch clean/shlds/mow-spray/etc)	\$339	\$222	\$257	\$257
EFFECTIVENESS				
1. Percent of bridges & culverts requiring maintenance actually maint	56%	72%	72%	72%
2. Cost of blading/re-rocking as percent of that needed	73%	89%	92%	92%
3. Dollar of asphalt/concrete maint as % of that needed or required	80%	68%	136%	136%

ANALYSIS:

Total appropriations for the program are recommended to increase \$227,000 or 12.6% as compared to FY04. Bridge and culvert maintenance is recommended to remain at FY04 levels. Total road maintenance is recommended to increase \$182,000 or 15.9%. This is due to a little more money being spent on rock, and a resurfacing of a macadam road now being done under maintenance which is allowed under new IDOT regulations. Total road clearing is recommended to increase \$5,000 or 4.2% due to increased spraying. Total snow and ice control is recommended to increase \$26,000 or 10.6% for increased plowing expenditures as the county has acquired 20 additional miles of roadway. Total traffic control is recommended to increase \$14,000 or 9.8% due to increases in signs, pavement makings, and lighting.

All numbers under Demand (D.1-D.5) and Workload (W.1-W.6) remain the same as last fiscal year. Cost per mile for asphalt maintenance (P.3) shows a large increase due to the paving of the macadam section which normally would be shown under construction. Also, other productivity items (P.2-P.6) show

an increase due to increased road miles received from the State. Dollar of asphalt maintenance as a percent of that needed (E.3) shows a big increase also because of the added macadam project. Program objectives have all been updated to reflect increased costs.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	11.00	11.00	11.00	11.00
Z Seasonal Maintenance Worker	0.60	0.60	0.60	0.60	0.60
TOTAL POSITIONS	22.60	24.60	24.60	24.60	24.60

APPROPRIATION SUMMARY:					
Bridges/Culverts	\$98,362	\$142,000	\$142,000	\$142,000	\$142,000
Road Maintenance	1,135,893	1,147,000	1,147,000	1,329,000	1,329,000
Road Clearing	120,517	120,000	120,000	125,000	125,000
Snow/Ice Control	102,797	246,000	246,000	272,000	272,000
Traffic Control	131,179	143,000	143,000	157,000	157,000
TOTAL APPROPRIATIONS	\$1,588,748	\$1,798,000	\$1,798,000	\$2,025,000	\$2,025,000

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 \$175.
3. To maintain cost per unit for equipment supplies below \$3,200.
4. To maintain cost per unit for tools, materials and shop operation below \$3,750.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Pieces of heavy/medium equipment	26	26	26	26
2. Number of heavy/medium trucks	21	22	23	23
3. Number of miscellaneous pieces of equipment, cars and pick-up	20	20	20	20
4. Cost of new equipment required	\$239,321	\$520,000	\$537,000	\$537,000
5. Cost of tools, materials, supplies and shop operation	\$198,611	\$218,000	\$241,000	\$241,000
6. Building and grounds expense	\$36,477	\$55,000	\$55,000	\$55,000
WORKLOAD				
1. Number of units repaired-major (work orders)	827	800	800	800
2. Number of units serviced (oil change, etc.)	210	300	300	300
3. Equipment supplies required (excluding parts)	\$154,857	\$199,000	\$201,000	\$201,000
4. Number of new equipment purchases	5	5	10	10
5. Shop expenses, tools, materials and supplies	\$198,611	\$218,000	\$241,000	\$241,000
6. Building and grounds expense	\$36,477	\$55,000	\$55,000	\$55,000
PRODUCTIVITY				
1. Cost per unit repaired (including parts and outside service)	\$224.63	\$248.79	\$262.50	\$262.50
2. Cost per unit for servicing	\$133.38	\$164.22	\$164.22	\$164.22
3. Cost per unit for equipment supplies	\$2,311.30	\$2,926.47	\$2,913.04	\$2,913.04
4. Cost per unit for new equipment	\$47,864	\$104,000	\$53,700	\$53,700
5. Cost of tools, materials, supplies and shop operation/unit	\$2,964.34	\$3,205.88	\$3,492.75	\$3,492.75
6. Cost for buildings and grounds	\$36,477	\$55,000	\$55,000	\$55,000
EFFECTIVENESS				
1. Percent of change in cost per unit repaired	+5.7%	+11.2%	+5.2%	+5.2%
2. Percent change in cost per unit serviced	-17.4%	+23.3%	0.0%	0.0%
3. Percent change in cost per unit for equipment supplies	-10.9%	+26.6%	-0.5%	-0.5%
4. Percent change in cost per unit for new equipment	-43.6%	+117%	-48.4%	-48.4%
5. Percent change in cost per unit tools/materials/supplies/shop cost	-14.1%	+8.1%	+8.9%	+8.9%
6. Percent change in cost for buildings and grounds	+72.5%	+50.8%	0.0%	0.0%

ANALYSIS:

Total appropriations for the program (excluding equipment) are recommended to increase \$37,000. Total equipment operations are recommended to increase \$24,000 or 3.7% due to increases in county labor and sundry expenses. Total tools/materials/sup are recommended to increase \$13,000 or 22.4% over FY04 primarily due to higher metal pipe and sign costs. Buildings and grounds appropriations are recommended to remain at FY04 levels.

For FY05 equipment purchases (D.4) are recommended for \$537,000, which is a \$17,000 increase over last year. The equipment recommended for purchase is three single axle dump trucks, two motor graders, three pick-up trucks, one utility vehicle, and miscellaneous pieces of smaller equipment. The number of pieces of heavy/medium equipment (D.1) is recommended to stay at 26 for FY05.

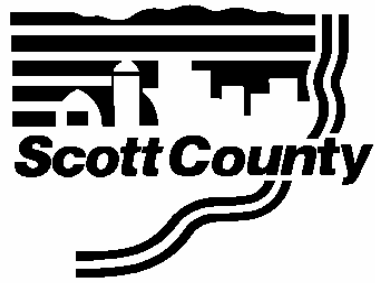
All items under Demand (D.1-D.6), Workload (W.1-W.6) and Productivity (P.1-P.6) are very close to FY04. The only exception is cost per unit for new equipment (P.4) which is down appreciably due to smaller

equipment, i.e.: trucks and pickups being purchased in FY05. Effectiveness items (E.1-E.6) reflect comparisons with projected 03-04 amounts. Program objectives have been changed slightly to reflect price increases.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	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	\$239,321	\$520,000	\$520,000	\$537,000	\$537,000
Equipment Operation	594,471	648,000	648,000	672,000	672,000
Tools/Materials/Supplies	50,531	58,000	58,000	71,000	71,000
Property/Assessment	36,478	55,000	55,000	55,000	55,000
TOTAL APPROPRIATIONS	\$920,801	\$1,281,000	\$1,281,000	\$1,335,000	\$1,335,000

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 possible benefit to cost ratio and (C) by providing timely repairs to prolong life of system.				
PROGRAM OBJECTIVES:				
1. To control actual cost for day labor bridge construction to below \$50.00/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 110%.				
4. To complete 100% of annual program.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 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)	3	3	3	3
3. # of bridges with sufficiency ratings 50-75 (requiring rehab/repl)	21	21	21	21
4. \$ value of projects requiring construction in County 5-Year Plan	\$9,440,000	\$10,375,000	\$13,500,000	\$13,500,000
5. # of miles paved roads requiring reconstruction in 5-Year Plan	40	40	50	50
WORKLOAD				
1. Cost to surface Macadam roads	\$128,000	\$160,000	\$300,000	\$300,000
2. Cost/box culvert proposed for construction (contract)	\$474,558	\$200,000	\$80,000	\$80,000
3. Cost of misc/culvert/bridge construction (day labor)	\$0	\$40,000	\$60,000	\$60,000
4. Cost of road resurfacing (local)	\$440,207	\$900,000	\$760,000	\$760,000
5. Cost of roads proposed for resurfacing - FM & STP	\$710,000	\$625,000	\$4,240,000	\$4,240,000
6. # of miles proposed for resurfacing- (local/ FM-STP)	5	8	23	23
PRODUCTIVITY				
1. Cost/mile of edge drain	\$0.00	\$27,586.00	\$0.00	\$0.00
2. Cost/lineal ft of box culvert construction (contract)	\$56.25	\$66.67	\$2,000.00	\$2,000.00
3. Cost/sq ft of culvert/bridge construction (day labor)	\$0.00	\$55.55	\$42.85	\$42.85
4. Cost/lineal ft road resurfacing (local)	\$43.57	\$42.61	\$31.98	\$31.98
5. Cost/lineal ft resurface/repair FM-STP	\$43.57	\$43.04	\$42.40	\$42.40
EFFECTIVENESS				
1. Actual cost as percent of budget cost (excluding FM)	92%	100%	100%	100%
2. Percent of construction projects completed	100%	100%	100%	100%
3. % of roads/bridges/culverts constructed vs those below standard	5.70%	7.30%	17.20%	17.20%
4. % of bridges replaced/rehabilitated vs those below standard	8.30%	8.30%	8.30%	8.30%
5. Dollar value of construction as percent of 5 year plan	18.50%	21.60%	39.30%	39.30%
6. % of roads resurfaced vs those in 5-Year program	12.50%	20.00%	46.00%	46.00%
ANALYSIS:				
<p>The total appropriations for the program are recommended to increase \$595,000 or 42.3% from last year. Asphalt/Concrete is recommended to increase \$660,000 due largely to the Hwy 61 project, with monies received from the State. This will be the largest construction ever for Scott County.</p> <p>The FY05 PPB indicators for this program show expenditures (W.1-W.5) to be significantly higher than FY04. This is due to money received from IDOT for transfer and also STP funds received for both urban and rural projects. Note the great number of miles under (W.6). Cost of box culvert construction (P.2) looks a little strange as this is based on cost per lineal ft. instead of cost per sq. ft. for bridge construction. Cost per lineal ft. for asphalt construction (W.4-W.5) should be a little lower than usual as prices should drop as quantities increase. Percent of roads constructed (E.3) is very high due to \$5.3 million construction year. All program objectives remain about the same.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Roadway Construction (27D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
APPROPRIATION SUMMARY:					
Construction	\$1,045,731	\$1,405,000	\$1,420,000	\$2,000,000	\$2,000,000
TOTAL APPROPRIATIONS	\$1,045,731	\$1,405,000	\$1,420,000	\$2,000,000	\$2,000,000



**GOVERNMENT SERVICES TO RESIDENTS
TABLE OF CONTENTS**

	<u>Page</u>
AUDITOR	
Auditor Administration	262
Elections	264
RECORDER	
Recorder Administration	266
Public Records.....	268
Vital Records	270
TREASURER	
Motor Vehicle Registration-Courthouse	272
County General Store	274

SERVICE AREA: Government Services to Residents	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	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Authorized personnel (FTE's)	15.4	15.4	15.4	15.4
2. Departmental budget	\$1,029,488	\$1,155,682	\$1,195,388	\$1,195,388

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	13.6%	13.0%	13.1%	13.1%
2. Administration personnel as a percent of departmental personnel	13%	13%	13%	13%

EFFECTIVENESS				
1. Program performance budget objectives accomplished	67%	90%	90%	90%

ANALYSIS:

<p>Total FY05 appropriations for the total department are recommended to increase 4.2% over current budgeted levels. Non-salary costs are recommended to decrease 2.7% from current budgeted levels for the total department. Revenues are recommended to decrease 43.2% from current budgeted amounts for the total department.</p> <p>For this program, non-salary costs are recommended to decrease \$1,000 from current budgeted amounts.</p> <p>There were no organizational change requests submitted by this department.</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 any revenues.</p> <p>The primary reason for the appropriation change from current budget levels in this program is due to the recommended elimination of funding for the purchase of office furniture and equipment.</p> <p>The PPB Indicators for this program are similar to previous years and require no further</p>	<p>analysis.</p> <p>There were no budget issues identified for this program.</p>
--	--

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Auditor Administration (13A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X Auditor	1.00	1.00	1.00	1.00	1.00
556- Operations Manager	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	2.00	2.00	2.00	2.00	2.00
APPROPRIATION SUMMARY:					
Personal Services	\$139,529	\$146,980	\$147,080	\$154,875	\$154,875
Equipment	-	1,000	1,000	-	-
Expenses	869	780	780	780	780
Supplies	93	400	400	400	400
TOTAL APPROPRIATIONS	\$140,491	\$149,160	\$149,260	\$156,055	\$156,055

SERVICE AREA: Government Services to Residents	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 18,000 absentee applications.
3. To process 75,000 voter registration changes.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Registered voters	97,139	110,000	101,000	101,000
2. Registered voter changes requested	56,378	35,000	75,000	75,000
3. Elections	6	24	6	6
4. Polling places to be maintained	75	72	75	75
5. Absentee voter applications requested	15,763	20,000	18,000	18,000
WORKLOAD				
1. Elections conducted: Scheduled	6	24	6	6
2. Elections conducted: Special Election	-	-	-	-
3. Registered voter changes processed	56,378	35,000	75,000	75,000
4. Polling places arranged and administered	75	72	75	75
5. Poll worker personnel arranged and trained	527	800	600	600
6. Absentee voter applications processed	15,763	20,000	18,000	18,000
PRODUCTIVITY				
1. Average cost per scheduled election conducted (57%)	\$35,974	\$19,563	\$43,184	\$43,184
2. Average cost per special election conducted (15%)	N/A	N/A	N/A	N/A
3. Cost per registered voter change processed (28%)	\$1.88	\$3.76	\$1.70	\$1.70

EFFECTIVENESS

1. Number of elections requiring a recount	-	-	-	-
--	---	---	---	---

ANALYSIS:

<p>For the Auditor's Election program, non-salary costs are recommended to decrease 0.9% from current budgeted amounts.</p> <p>Revenues for this program are recommended to decrease by 59.3%, or \$77,346.</p> <p>The primary reasons for the appropriation changes from current budget levels are the recommended \$3,150 and \$3,000 decreases in total expenses and office furniture & equipment, respectively. These appropriation reductions were partially offset by a \$4,800 recommended increase for total supplies. This increase brings supplies in line with actual spending during FY03, which is necessary because elections are on a two-year cycle.</p> <p>The primary reason for revenue decrease 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. The number of this type of election is down for</p>	<p>FY05.</p> <p>There were no organizational change requests submitted for the elections program.</p> <p>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.</p>
--	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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 III	1.00	1.00	1.00	1.00	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	\$47,692	\$129,446	\$150,000	\$52,100	\$52,100
Fees and Charges	484	1,000	1,000	1,000	1,000
Miscellaneous	6	-	-	-	-
TOTAL REVENUES	\$48,182	\$130,446	\$151,000	\$53,100	\$53,100
APPROPRIATION SUMMARY:					
Personal Services	\$228,108	\$311,607	\$284,993	\$298,018	\$298,018
Equipment	-	3,000	3,000	-	-
Expenses	131,985	144,400	144,400	141,250	141,250
Supplies	18,107	10,500	10,500	15,300	15,300
TOTAL APPROPRIATIONS	\$378,200	\$469,507	\$442,893	\$454,568	\$454,568

SERVICE AREA: Government Services to Residents

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 maintain departmental FTE at 12 .
- 2. To maintain workload percent as budgeted below.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND

1. Authorized personnel (FTE's)	13	13	12	12
2. Departmental budget	\$592,501	\$612,118	\$634,808	\$634,808
3. Organizations requiring liaison and coordination	21	20	20	20

WORKLOAD

1. Percent of time spent on personnel administration	35%	35%	35%	35%
2. Percent of time spent on fiscal management	27%	27%	27%	27%
3. Percent of time spent on liaison, coordination and citizens request	38%	38%	38%	38%

PRODUCTIVITY

1. Administration personnel as a percent of departmental personnel	10.70%	12.50%	12.50%	12.50%
--	--------	--------	--------	--------

EFFECTIVENESS

1. Program performance budget objectives accomplished	100%	100%	100%	100%
---	------	------	------	------

ANALYSIS:

For this department non-salary costs for FY05 budget are recommended to decrease by 3.2%. This is primarily due to the discontinuation of leasing a scanner. The department will be getting a new computer system and will no longer need the scanner.

Revenues are recommended to increase 42.9% over current budgeted amounts for the total department. The primary reason for the revenue change from the current budget levels is the increase in the number of real estate mortgages and assignments being recorded. However, some of this increase is offset by a decrease of \$7,800 in fees for computer printouts and services for a contracted service with abstractors for paperwork that will be discontinued with the implementation of the new computer system.

There is one organizational change request for the Department for the reduction of a clerk position. When an employee retired the staff was reduced by a Clerk II position, and it is unlikely this vacancy will be filled.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Recorder Administration (26A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X Recorder	1.00	1.00	1.00	1.00	1.00
496-A Operations Manager	0.50	0.50	0.50	0.50	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	\$0	\$0
Miscellaneous	30	-	-	-	-
TOTAL REVENUES	\$30	\$1,500	\$1,500	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$113,512	\$122,009	\$114,800	\$119,646	\$119,646
Expenses	2,828	3,420	3,420	3,810	3,810
Supplies	323	-	-	-	-
TOTAL APPROPRIATIONS	\$116,663	\$125,429	\$118,220	\$123,456	\$123,456

SERVICE AREA: Government Services to Residents	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 67,000 real estate transactions.
 2. To complete 5,100 transfer tax transactions.
 3. To process 2,000 conservation licenses.
 4. To process 14,000 recreational vehicle registrations, titles and liens.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Real estate and UCC transactions requested	63,759	65,000	67,000	67,000
2. Transfer tax requests	4,645	5,000	5,100	5,100
3. Conservation license requests	2,379	2,200	2,000	2,000
4. Recreational vehicle registrations, titles and liens processed	13,946	5,300	14,000	14,000

WORKLOAD				
1. Total amount of real estate revenue collected	\$1,618,163	\$1,950,000	\$1,809,000	\$1,809,000
2. Total amount of real estate transfer tax revenue collected	\$1,102,287	\$1,150,000	\$1,173,000	\$1,173,000
3. Total of conservation license fees collected	\$30,094	\$28,700	\$25,300	\$25,300
4. Total amount of recreational vehicle registrations, titles and liens fees	\$195,062	\$44,391	\$200,000	\$200,000

PRODUCTIVITY				
1. Cost per real estate transactions processed	\$4.68	\$4.92	\$4.61	\$4.61
2. Cost per real estate transfer tax transaction processed	\$0.62	\$0.62	\$0.59	\$0.59
3. Cost per conservation license processed	\$7.58	\$8.80	\$9.33	\$9.33
4. Cost per recreational vehicle registrations, titles and liens processed	\$2.97	\$8.40	\$3.07	\$3.07

EFFECTIVENESS				
1. Real estate and UCC revenue retained by county	\$1,618,163	\$1,950,000	\$1,809,000	\$1,809,000
2. Real estate transfer tax revenue retained by the county	\$190,144	\$198,375	\$202,342	\$202,342
3. Conservation license revenue retained by county	\$1,306	\$1,100	1,000	1,000
4. Recreational vehicle, title and lien revenue retained by county	\$24,411	\$10,925	\$25,000	\$25,000

ANALYSIS:

For this program non-salary costs for FY05 budget is recommended to increase 9.1% or \$1,400. This is primarily due to the need for temporary staff to cover the workload increase due to the heavy real estate activity.

Revenues are recommended to increase 46.6% over current budgeted amounts for the total department due to the increase in real estate activity.

Several PPB Indicators are highlighted as follows: (D.3) the number of conservation license (D.3) continues to decline due to the Electronic Licensing System (ELSEI) being available at most sporting goods stores in the area. The annual projection for the Recreational vehicle registration (D.4) is up this fiscal year due to this year being a renewal period for boats, snowmobiles or ATVs. Effectiveness indicator (E.1) Real estate and UCC revenue retained by county is down for FY05 due to a change in the fee collection amount. Effective July 1, 2003 an additional \$5.00 fee was collected for each document recorded through June 30, 2004. Beginning July 1, 2004, the fee will drop to \$1.00. These monies were earmarked as an

e-commerce fee to be shared equally among the ninety-nine counties. Twenty percent of these monies will be used to develop and maintain a statewide Internet website. The Recorder 's may expend their portion of the remaining eighty- percent for planning and implementing electronic recordings and electronic transactions. This fund can also be used to develop a county website to provide electronic access to records and information.

The Recorder will be selecting and implementing a new database and software system for the office. This is a major project for this office and will be paid from the Recorder's Management Funds.

This departmental budget supports the County Target Issues and Management Agenda by continuing to develop current employees as we move to a new database and Indexing System.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Public Records (26B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Y Second Deputy	1.00	1.00	1.00	1.00	1.00
496-A Operations Manager	0.50	0.50	0.50	0.50	0.50
191-C Real Estate Specialist	1.00	1.00	1.00	1.00	1.00
191-C Conservation Specialist	1.00	-	-	-	-
162-C Clerk III	-	1.00	1.00	1.00	1.00
141-C Clerk II	4.50	4.50	4.50	4.00	4.00
TOTAL POSITIONS	8.00	8.00	8.00	7.50	7.50
REVENUE SUMMARY:					
Fees and Charges	\$1,840,419	\$1,389,825	\$2,107,550	\$2,037,142	\$2,037,142
Use of Money/Property	3,297	6,000	6,000	-	-
Miscellaneous	3,196	3,200	3,200	3,000	3,000
TOTAL REVENUES	\$1,846,912	\$1,399,025	\$2,116,750	\$2,040,142	\$2,040,142
APPROPRIATION SUMMARY:					
Personal Services	\$346,320	\$371,691	\$338,700	\$356,474	\$356,474
Expenses	3,639	3,150	6,850	3,550	3,550
Supplies	11,043	12,200	12,200	13,200	13,200
TOTAL APPROPRIATIONS	\$361,002	\$387,041	\$357,750	\$373,224	\$373,224

SERVICE AREA: Government Services to Residents

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 15,000 certified copies of vital records.
2. To process 1,310 marriage applications.
3. To process 500 passports.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Vital records(birth, death, marriage) certified copies requested	15,746	16,500	15,000	15,000
2. Marriage applications processed	1,208	1,300	1,310	1,310
3. Vital records registration (birth and death)	5,348	5,300	5,450	5,450
4. Passport applications processed	427	425	500	500
WORKLOAD				
1. Total amount of vital records certified copies revenue collected	\$143,935	\$152,000	\$134,900	\$134,900
2. Total amount of marriage application revenue collected	\$42,340	\$45,500	\$45,850	\$45,850
3. Total amount of vital records (birth, death) revenue collected	-	-	-	-
4. Total amount of Passport application revenue collected	\$11,700	\$12,750	\$15,000	\$15,000
PRODUCTIVITY				
1. Cost per vital records certified copy processed	\$5.03	\$5.92	\$6.35	\$6.35
2. Cost per marriage application processed	\$9.51	\$10.89	\$10.54	\$10.54
3. Cost per vital records (birth, death) registered	\$4.29	\$5.34	\$5.07	\$5.07
4. Cost per Passport application processed	\$2.69	\$3.33	\$2.76	\$2.76
EFFECTIVENESS				
1. Vital Records revenue retained by county	\$57,943	\$60,800	\$53,960	\$53,960
2. Marriage application revenue retained by county	\$4,832	\$5,200	\$5,240	\$5,240
2. Passport application revenue retained by county	\$11,700	\$12,750	\$15,000	\$15,000

ANALYSIS:

For this program non-salary costs for FY05 budget is recommended to decrease 40.6% or \$2,600. This is primarily due to the implementation of a new computer system. The computer system will replace the scanner which the Department leases for \$3,000 a year.

Revenues are recommended to decrease 5.8% over current budgeted amounts for the total department.

The primary reasons for the revenue change from current budget levels is a slight decrease of 9.0% in the number of vital records requested.

The number of passport applications PPB Indicator number (D.4) and the revenue (E.2) is projected to increase due to marketing this service to the public. All other indicators are to remain stable.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	2.00	2.00
TOTAL POSITIONS	3.50	3.50	3.50	3.00	3.00
REVENUE SUMMARY:					
Fees and Charges	\$76,561	\$78,750	\$78,750	\$74,200	\$74,200
TOTAL REVENUES	\$76,561	\$78,750	\$78,750	\$74,200	\$74,200
APPROPRIATION SUMMARY:					
Personal Services	\$110,613	\$135,183	\$129,748	\$134,328	\$134,328
Equipment	100	-	-	-	-
Expenses	874	4,000	4,000	1,000	1,000
Supplies	3,249	2,400	2,400	2,800	2,800
TOTAL APPROPRIATIONS	\$114,836	\$141,583	\$136,148	\$138,128	\$138,128

SERVICE AREA: Government Services to Residents		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 \$1,063,500 of motor vehicle revenue.					
2. To process at least 64% of all motor vehicle plate fees at the Administrative Center.					
3. To process at least 87% of all motor vehicle title & security interest fees at the Administrative Center.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Number of motor vehicle renewal notices issued		111,760	109,000	110,000	110,000
2. Number of title and security interest transactions		84,062	80,000	84,000	84,000
3. Number of duplicates and additional fees requested		8,233	8,500	8,500	8,500
4. Number of junking certificates & misc transactions requested		21,476	22,000	22,000	22,000
5. Total dollar motor vehicle plate fees received-Administrative Ctr.		\$11,857,168	\$12,000,000	\$12,100,000	\$12,100,000
6. Total \$ motor vehicle title & security int fees received-Admin Ctr.		\$13,676,244	\$15,000,000	\$15,000,000	\$15,000,000
WORKLOAD					
1. Number of vehicle renewals processed		162,290	180,000	180,000	180,000
2. Number of title & security interest transactions processed		84,062	80,000	84,000	84,000
3. Number of duplicates and additional fees issued		8,233	8,500	8,500	8,500
4. Number junking certificates & misc transactions processed		21,476	22,000	22,000	22,000
5. Total dollar motor vehicle plate fees processed-Administrative Ctr.		\$11,857,168	\$12,000,000	\$12,100,000	\$12,100,000
6. Total \$ motor vehicle title & security int fees processed-Admin Ctr.		\$13,676,244	\$15,000,000	\$15,000,000	\$15,000,000
PRODUCTIVITY					
1. Cost per renewals processed (25%)		\$0.649	\$0.613	\$0.586	\$0.586
2. Cost per title & security interest transaction (50%)		\$2.51	\$2.76	\$2.51	\$2.51
3. Cost per duplicate and/or additional fee (15%)		\$7.68	\$7.79	\$7.45	\$7.45
4. Cost per junking certificate & misc transactions (10%)		\$1.96	\$2.01	\$1.92	\$1.92
5. Total \$ motor vehicle plate fees processed/window/clerk/day		\$7,755	\$7,500	\$7,563	\$7,563
6. Total \$ motor vehicle title & security int fees proc/window/clerk/day		\$8,945	\$9,375	\$9,375	\$9,375
EFFECTIVENESS					
1. Total dollar motor vehicle revenue retained by County		\$1,008,313	\$1,027,000	\$1,063,500	\$1,063,500
2. Percent of total motor vehicle plate fees processed at Admin Ctr.		68.86%	69.36%	64.00%	64.00%
3. Percent of total motor vehicle title & security int fees proc-Admin Ctr.		87.31%	88.24%	87.00%	87.00%
ANALYSIS:					
<p>For the Treasurer's Motor Vehicle program, non-salary costs are recommended to increase 13.8% or \$3,930 over current budget levels. Revenues are recommended to increase 3.5%, or \$36,500 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 \$3,580 rise in the funding for travel. The State of Iowa will be debuting a new Motor Vehicle Fees Collection system during FY05 and all Treasurer employees will be attending mandatory training in Ames. At the time this analysis was written there was no indication from the State that any of these travel costs will be reimbursed.</p> <p>There were no organizational requests submitted for this program.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Motor Vehicle Courthouse (30C)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
556-A Operations Manager	0.30	0.30	0.30	0.30	0.30
298-A Motor Vehicle Supervisor	1.00	1.00	1.00	1.00	1.00
141-C Clerk II	8.30	6.80	6.80	6.80	6.80
TOTAL POSITIONS	9.60	8.10	8.10	8.10	8.10
REVENUE SUMMARY:					
Fees and Charges	\$1,012,591	\$1,031,250	\$1,032,750	\$1,067,750	\$1,067,750
Miscellaneous	2,166	-	800	-	-
TOTAL REVENUES	\$1,014,757	\$1,031,250	\$1,033,550	\$1,067,750	\$1,067,750
APPROPRIATION SUMMARY					
Personal Services	\$393,050	\$413,202	\$399,217	\$389,636	\$389,636
Expenses	5,880	4,890	5,040	8,770	8,770
Supplies	22,423	23,600	23,650	23,650	23,650
TOTAL APPROPRIATIONS	\$421,353	\$441,692	\$427,907	\$422,056	\$422,056

SERVICE AREA: Government Services to Residents	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 5% of all property tax payments.
 2. To process at least 36% of all motor vehicle plate fees.
 3. To process at least 13% of all motor vehicle title & security interest fees.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Total dollar property taxes received	\$8,793,099	\$9,000,000	\$9,510,210	\$9,510,210
2. Total dollar motor vehicle plate fees received	\$5,361,490	\$5,300,000	\$5,400,000	\$5,400,000
3. Total dollar motor vehicle title & security interest fees received	\$1,987,397	\$2,000,000	\$2,000,000	\$2,000,000
4. Number of voter registration applications requested	142	200	200	200

WORKLOAD				
1. Total dollar property taxes processed	\$8,793,099	\$9,000,000	\$9,510,210	\$9,510,210
2. Total dollar motor vehicle plate fees processed	\$5,361,490	\$5,300,000	\$5,400,000	\$5,400,000
3. Total dollar motor vehicle title & security interest fees processed	\$1,987,397	\$2,000,000	\$2,000,000	\$2,000,000
4. Number of voter registration applications processed for Auditor	142	200	200	200

PRODUCTIVITY				
1. Total dollar property taxes processed/window clerk/day	\$6,951	\$7,200	\$7,608	\$7,608
2. Total dollar motor vehicle plate fees processed/window/clerk/day	\$4,238	\$4,240	\$4,320	\$4,320
3. Total \$ motor vehicle title & security int fees proc/window/clerk/day	\$1,571	\$1,600	\$1,600	\$1,600

EFFECTIVENESS				
1. Percent total property tax processed-General Store	5.03%	5.00%	5.00%	5.00%
2. Percent total motor vehicle plate fees processed-General Store	31.14%	30.64%	36.00%	36.00%
3. Percent total motor vehicle title & security int fees proc-General Store	12.69%	11.76%	13.00%	13.00%

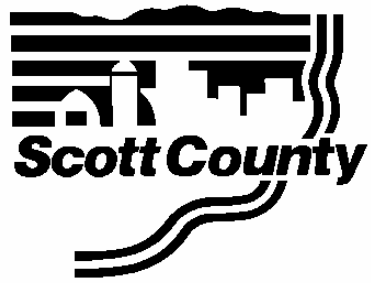
ANALYSIS:

For the Treasurer's County General Store program, non-salary costs are recommended to decrease \$205 from 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 decrease in total supplies.

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

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: County General Store (30D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
556-A Operations Manager	0.10	0.10	0.10	0.10	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	4.00	4.00	4.00	4.00
TOTAL POSITIONS	5.10	6.10	6.10	6.10	6.10
REVENUE SUMMARY:					
Miscellaneous	\$430	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$430	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$231,793	\$242,127	\$269,584	\$281,886	\$281,886
Expenses	1,296	2,460	2,460	2,460	2,460
Supplies	1,350	2,675	2,320	2,470	2,470
TOTAL APPROPRIATIONS	\$234,439	\$247,262	\$274,364	\$286,816	\$286,816



**ADMINISTRATION (INTERPROGRAM SERVICES)
TABLE OF CONTENTS**

	<u>Page</u>
ADMINISTRATION	
General Administration	278
AUDITOR	
Business/Finance	280
Taxation.....	282
FACILITY AND SUPPORT SERVICES	
Facility and Support Services Administration.....	284
Maintenance of Buildings & Grounds.....	286
Custodial Services	288
Support Services.....	290
HUMAN RESOURCES	
Human Resources Management.....	292
INFORMATION TECHNOLOGY	
Information Technology Administration.....	294
Information Processing.....	296
NON-DEPARTMENTAL	
Risk Management.....	298
SUPERVISORS, BOARD OF	
Legislation & Policy.....	300
TREASURER	
Treasurer Administration	302
Tax Collection	304
Accounting/Finance.....	306

SERVICE AREA: Administration (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 reduce the ratio of administration personnel as a percent of total personnel to .71%.					
2. To schedule 325 meetings with individual department heads.					
3. To schedule 90 meetings with individual Board members.					
PERFORMANCE INDICATORS		2002-03	2003-04	2004-05	2004-05
		ACTUAL	PROJECTED	REQUESTED	ADOPTED
DEMAND					
1. Authorized personnel (FTE's)		419.95	434.90	435.80	435.80
2. Units directly supervised		9	9	9	9
3. Dollar value of operating budget		\$45,615,382	\$48,402,260	\$52,215,391	\$51,501,700
4. Dollar value of Capital Improvement Plan (CIP)		\$9,256,988	\$5,361,136	\$5,666,508	\$5,666,508
5. Jurisdiction population		159,445	159,445	159,445	159,445
WORKLOAD					
1. Board of Supervisors meetings held		86	90	90	90
2. Schedule meetings with individual Board members		86	90	90	90
3. Agenda items forwarded to Board of Supervisors		518	525	525	525
4. Scheduled meetings with individual department heads		319	325	325	325
5. Other scheduled meetings held		248	350	350	350
PRODUCTIVITY					
1. Management cost as a percent of County budget		0.53%	0.52%	0.56%	0.56%
2. Administration personnel as a percent of total personnel		0.88%	0.85%	0.71%	0.71%
EFFECTIVENESS					
1. Percent of program performance budget objectives accomplished		33%	100%	100%	100%
2. Percent of target issue action steps completed		90%	40%	80%	80%
3. Percentage of departments represented at dept head meetings		85%	80%	80%	80%
ANALYSIS:					
<p>Total FY05 appropriations for the total department are increasing 5.4% over current budgeted levels. Non-salary costs are decreasing 9.2% below current budgeted levels for the total department.</p> <p>The primary reason for appropriation changes from the current budget level is a decrease of \$2,800 in expenses for travel due to past years' expenditures which is offset by an increase in supplies for the purchase of color laser cartridges.</p> <p>As a result of the Financial Initiatives Program, the department reduced their authorized positions by .60 by eliminating the Administrative Intern position.</p> <p>PPB Indicator percent of target issue action steps completed is at 80% because the County action steps are for a two year period ending July 2005.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	-	-
TOTAL POSITIONS	3.70	3.70	3.70	3.10	3.10
REVENUE SUMMARY:					
Miscellaneous	\$64	\$0	\$100	\$100	\$100
TOTAL REVENUES	\$64	\$0	\$100	\$100	\$100
APPROPRIATION SUMMARY:					
Personal Services	\$286,178	\$298,784	\$301,653	\$317,689	\$317,689
Expenses	8,716	13,925	8,325	10,825	10,825
Supplies	4,320	3,500	5,000	5,000	5,000
TOTAL APPROPRIATIONS	\$299,214	\$316,209	\$314,978	\$333,514	\$333,514

SERVICE AREA: Administration (Interprogram Services)		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 \$4.24.					
2. To keep cost per time card processed below \$2.70.					
3. To keep cost per account center maintained below \$9.95.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Invoices submitted		19,098	25,000	26,000	26,000
2. Employees on payroll		758	625	700	700
3. Official Board meetings requiring minutes		54	60	58	58
4. Accounting account/centers to be maintained		9,416	9,400	9,500	9,500
5. Poll workers		641	747	750	750
WORKLOAD					
1. Invoices processed		19,098	25,000	26,000	26,000
2. Time cards processed		34,003	37,000	35,000	35,000
3. Board meetings minutes recorded		54	60	58	58
4. Account/centers maintained		9,416	9,200	9,500	9,500
PRODUCTIVITY					
1. Cost per invoice processed (35%)		\$5.07	\$3.87	\$4.24	\$4.24
2. Cost per time card processed (30%)		\$2.44	\$2.24	\$2.70	\$2.70
3. Cost per Board meeting minutes recorded (5%)		\$255.91	\$230.31	\$271.70	\$271.70
4. Cost per account/center maintained (30%)		\$8.81	\$9.01	\$9.95	\$9.95
EFFECTIVENESS					
1. Claims lost or misplaced		-	-	-	-
ANALYSIS:					
<p>For the Auditor's Business/Finance program non-salary costs are recommended to decrease \$1,650 from current budgeted amounts. Revenues for this program are minimal and are recommended to remain at current budgeted levels.</p> <p>The reason for the reduction in non-salary appropriations is a recommended \$2,000 decrease in funding for the purchase of additional office furniture and equipment.</p> <p>There are two pending organizational change requests within this program. First, the office is working with the Community Services department to enhance their segregation of duties regarding cash handling and check writing. The current plan is for all of Community Services check writing duties to be transferred to the Auditor's office. Depending on the outcome of this effort the department may ask for an additional 0.5 FTE to be added to the Payroll Specialist position. Second, there is an outstanding request for a new job description and Hay analysis for the same position. This request will be evaluated following the installation of the new electronic time card system.</p>		<p>There were no other budget issues identified for further Board review under this program.</p> <p>The PPB Indicators are consistent with past performance and are recommended as presented.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Business/Finance (13D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
677-A Accounting & Tax Manager	0.70	0.70	0.70	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	\$600	\$500	\$500	\$500	\$500
TOTAL REVENUES	\$600	\$500	\$500	\$500	\$500
APPROPRIATION SUMMARY:					
Personal Services	\$268,056	\$262,847	\$295,045	\$303,296	\$303,296
Equipment	-	3,000	3,000	1,000	1,000
Expenses	3,148	2,925	2,925	3,275	3,275
Supplies	5,134	7,600	7,600	7,600	7,600
TOTAL APPROPRIATIONS	\$276,338	\$276,372	\$308,570	\$315,171	\$315,171

SERVICE AREA: Administration (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 \$2.08.
2. To keep cost per tax credit processed below \$1.30.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Parcels to be taxed	69,264	70,000	70,000	70,000
2. Real estate transactions requested	8,791	8,000	8,500	8,500
3. Tax credits requested	61,861	62,250	62,250	62,250
4. Control licenses requested	32	35	35	35
5. Local budgets to be certified	49	49	49	49
WORKLOAD				
1. Parcels taxed	69,264	70,000	70,000	70,000
2. Real estate transactions processed	8,791	8,000	8,500	8,500
3. Tax credits processed	61,861	62,250	62,250	62,250
4. Control licenses processed	32	35	35	35
5. Local budgets certified	49	49	49	49
PRODUCTIVITY				
1. Cost per parcels taxed (54%)	\$1.83	\$1.91	\$2.08	\$2.08
2. Cost per real estate transaction processed (15%)	\$4.00	\$4.65	\$4.76	\$4.76
3. Cost per tax credit processed (30%)	\$1.14	\$1.19	\$1.30	\$1.30
4. Cost per control license processed (1%)	\$73.32	\$70.82	\$77.03	\$77.03

EFFECTIVENESS				
1. Dollar amount of licenses, permits and fees	\$49,486	\$45,000	\$45,000	\$45,000

ANALYSIS:

For the Auditor's Taxation program non-salary costs are recommended to decrease 7.7% or \$1,000 from current budgeted amounts.

Revenues are recommended to decrease from current budgeted amounts due to a reduction in the sale of computer generated, informational printouts.

There were no organizational change requests submitted for this program

The reason for the appropriation change from current budget levels is the reduction of \$2,000 for the purchase of office furniture and equipment. This reduction was partially offset by a \$1,000 increase in funding for the maintenance of equipment.

The PPB Indicators are consistent with previous years and are recommended as submitted.

No budget issues were identified for this program.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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 & Tax Manager	0.30	0.30	0.30	0.30	0.30
194-C Platroom Draftsman	0.50	0.50	0.50	0.50	0.50
177-C Tax Aide	3.00	3.00	3.00	3.00	3.00
TOTAL POSITIONS	4.80	4.80	4.80	4.80	4.80
REVENUE SUMMARY:					
Licenses and Permits	\$6,178	\$5,500	\$5,500	\$5,500	\$5,500
Fees and Charges	43,308	43,250	43,250	43,050	43,050
TOTAL REVENUES	\$49,486	\$48,750	\$48,750	\$48,550	\$48,550
APPROPRIATION SUMMARY:					
Personal Services	\$230,523	\$238,856	\$241,939	\$257,574	\$257,574
Equipment	-	3,000	3,000	1,000	1,000
Expenses	1,773	5,620	5,620	6,620	6,620
Supplies	2,164	4,400	4,400	4,400	4,400
TOTAL APPROPRIATIONS	\$234,460	\$251,876	\$254,959	\$269,594	\$269,594

SERVICE AREA: Administration (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, comfortable for employees to work in and conducive to efficient, effective county government.

PROGRAM OBJECTIVES:
1. To keep administrative cost as a percent of total departmental budget below 8.6%.
2. To achieve at least 85% of departmental objectives.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Authorized positions	23.25	23.50	23.50	23.50
2. Annual Departmental budget	\$1,970,549	\$2,021,596	\$2,140,187	\$2,140,187
3. Annual # of Capital projects managed	22	20	13	13
4. Annual cost of Capital projects managed	\$5,827,163	\$1,977,171	\$2,455,908	\$2,455,908
5. Annual # of external programs/grants/projects	5	5	5	5
6. Annual value of external programs/grants/projects	\$354,000	\$339,000	\$610,000	\$610,000

WORKLOAD				
1. Percent of workload - program management - Administration	16%	15%	20%	20%
2. Percent of workload - program management - Building Maintenance	12%	12%	12%	12%
3. Percent of workload - program management - Custodial Services	9%	10%	10%	10%
4. Percent of workload - Capital projects	38%	23%	20%	20%
5. Percent of workload - external programs/grants/projects/misc.	13%	25%	26%	26%
6. Percent of workload - program management - Support Services	12%	15%	12%	12%

PRODUCTIVITY				
1. Administrative cost as a percent of departmental budget	8.24%	8.00%	8.20%	8.20%
2. Administrative personnel as a percent of departmental personnel	8.60%	8.60%	8.60%	8.60%
3. Administrative cost per authorized position	\$3,477	\$2,700	\$2,800	\$2,800
4. Administrative cost per Capital project dollar cost.	\$0.0078	\$0.0135	\$0.1090	\$0.1090
5. Administrative cost per external program/grant/project	\$0.0610	\$0.1250	\$0.0746	\$0.0746

EFFECTIVENESS				
1. Aggregate percentile of Quality Enhancement Survey tools	90%	88%	87%	87%
2. Program performance budget objectives accomplished	82%	88%	89%	89%
3. Percent of department objectives accomplished	83%	90%	85%	85%
4. Percent of Capital projects completed on time	73%	90%	85%	85%
5. Percentile of internal Employee Satisfaction measurements	67%	80%	75%	75%

ANALYSIS:

Total FY05 appropriations for the total department are recommended to increase .7% over current budgeted levels. Non-salary costs are recommended to decrease .11% from current budgeted levels for the total department. Revenues are recommended to decrease by 11.4% over current budgeted amounts for the total department.

The only organizational change is the Clerk II position in 15 J being upgraded to a Clerk III position. Human Resources has recommended this change as well.

The primary reasons for revenue changes from current budget levels are that the requested figures are a truer reflection of actual revenues over the average of the past two years. Potential print requests from the City of Davenport could impact revenues in the up-coming budget year.

The primary reasons for appropriation changes from current budget levels are personal services. Total personal services appropriations increased 16.9 thousand while overall appropriations for the department only increased 15.6 thousand.

PPB Indicators are highlighted as follows:

Demand indicator 6, annual value of external programs/grants/projects reflects an 80% increase due to the in-facility substance abuse grant. FSS will continue to manage and monitor those funds even though the grant will be paid directly to CADS. Workload indicators reflect a shift from capital projects to administration - program management. In turn, this may cause productivity indicators to rise. Meaning fewer large projects cost less to maintain than more projects of lesser size.

This departmental budget supports the County's target issues and management agenda by continued efforts on space utilization and smaller renovations.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$644	\$400	\$425	\$675	\$675
TOTAL REVENUES	\$644	\$400	\$425	\$675	\$675
APPROPRIATION SUMMARY:					
Personal Services	\$153,522	\$161,308	\$162,673	\$172,121	\$172,121
Equipment	964	-	-	-	-
Expenses	8,171	6,010	7,040	6,971	6,971
Supplies	2,967	2,450	2,400	2,505	2,505
TOTAL APPROPRIATIONS	\$165,624	\$169,768	\$172,113	\$181,597	\$181,597

SERVICE AREA: Administration (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 \$0.40.					
2. To achieve user satisfaction with quality of maintenance service at or above 88%.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Number of departments/agencies supported		29	30	30	30
2. Square feet of buildings maintained		298,370	309,170	309,170	309,170
3. Square feet of grounds maintained		626,443	626,443	626,443	626,443
4. Total square feet maintained		924,813	935,613	935,613	935,613
5. Number of locations maintained		11	12	12	12
WORKLOAD					
1. Number of outside requests for service		3,515	3,700	3,600	3,600
2. Number of preventive service calls		1,009	1,800	1,800	1,800
3. Total number of service calls		4,524	5,500	5,400	5,400
4. Total number of man-hours per period		13,202	14,200	13,500	13,500
PRODUCTIVITY					
1. Man hours per square foot		0.014	0.015	0.015	0.015
2. Staff cost per square foot		\$0.34	\$0.38	\$0.40	\$0.40
5. Total maintenance cost per square foot		\$1.020	\$1.030	\$1.055	\$1.055
4. Avg. # of external requests per location		320	308	300	300
5. Avg # of preventive service calls per location		92	150	150	150
6. Avg # of service calls per department/agency		156	183	180	180
EFFECTIVENESS					
1. Program percentile of Quality Enhancement Survey tools		89%	88%	88%	88%
ANALYSIS:					
<p>Total FY05 appropriations for this program are recommended to decrease by 1% under current budgeted levels. Non-salary costs are recommended to decrease by 5.6% under current budgeted levels. Revenues for this program are recommended to increase 300% over current budgeted amounts.</p> <p>There are no organizational change requests for this program.</p> <p>The primary reasons for revenue changes from current budget levels are the increase in the sales of general fixed assets from \$1,500 to \$6,000.</p> <p>The primary reasons for appropriation changes from current budget levels are the decrease in other equipment purchases and the decrease in utilities.</p> <p>PPB indicator (W.4) is highlighted. This decrease in man-hours per period is a reflection of the completion of the large renovation projects. On average, newer renovated facilities require less maintenance than older facilities.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$20,356	\$21,500	\$21,500	\$24,000	\$24,000
Miscellaneous	3,116	1,900	2,700	3,100	3,100
Sales General Fixed Assets	1,735	1,500	5,000	6,000	6,000
TOTAL REVENUES	\$25,207	\$24,900	\$29,200	\$33,100	\$33,100
APPROPRIATION SUMMARY:					
Personal Services	\$313,218	\$345,217	\$319,011	\$351,784	\$351,784
Equipment	1,316	19,900	19,900	12,600	12,600
Expenses	563,942	558,891	549,630	564,950	564,950
Supplies	64,435	44,982	48,825	46,111	46,111
TOTAL APPROPRIATIONS	\$942,911	\$968,990	\$937,366	\$975,445	\$975,445

SERVICE AREA: Administration (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 \$1.90					
2. To achieve user satisfaction with quality of custodial service at or above 88%.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Number of departments/agencies supported		27	28	28	28
2. Square feet of buildings maintained		169,200	178,970	178,970	178,970
3. Number of remote sites serviced		2	2	2	2
WORKLOAD					
1. Man hours - total per period		15,304	14,500	15,400	15,400
2. # of hard surface floor maintenance units performed		105,235	105,000	105,000	105,000
3. # of carpet floor maintenance units performed		20,215	80,000	85,000	85,000
4. # of client worker hours supervised		4,680	5,400	5,000	5,000
PRODUCTIVITY					
1. Man hours per square foot		0.090	0.081	0.086	0.086
2. Custodial staff cost per square foot		\$1.75	\$1.70	\$1.80	\$1.80
3. Total custodial cost per square foot		\$1.96	\$1.920	\$2.050	\$2.050
EFFECTIVENESS					
1. Program percentile of Quality Enhancement Survey tools		91%	89%	88%	88%
ANALYSIS:					
<p>FY05 appropriations for this program are recommended to decrease .01% under current budgeted levels. Non-salary costs are recommended to increase 12.3% over current budgeted levels and revenues are recommended to remain constant from current budgeted amounts for this program.</p> <p>There are no organizational change requests for this program.</p> <p>The primary reasons for appropriation changes from current budget levels are increases in maintenance of equipment, commercial services and supplies.</p> <p>PPB Indicators (W.1, W.3 and W.4) are highlighted. Due to the decrease in the number of client hours supervised and the increase in the number of carpet floor maintenance units performed the number of total man-hours per period increases.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$448	\$150	\$150	\$150	\$150
TOTAL REVENUES	\$448	\$150	\$150	\$150	\$150
APPROPRIATION SUMMARY:					
Personal Services	\$296,201	\$335,877	\$299,240	\$331,697	\$331,697
Equipment	3,190	8,100	8,100	6,500	6,500
Expenses	8,905	4,765	6,500	6,070	6,070
Supplies	23,693	18,800	23,500	23,000	23,000
TOTAL APPROPRIATIONS	\$331,989	\$367,542	\$337,340	\$367,267	\$367,267

SERVICE AREA: Administration (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 900 purchase orders.
2. To keep cost per copy made below \$.07 per copy average between color and B/W.
3. To save \$15,000 due to presorting outgoing mail.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Purchase requisitions received	1,014	950	935	935
2. Number of pieces of outgoing mail	562,476	535,000	550,000	550,000
3. Requests for copies (Print Shop) - County/other	810/420	840/325	850/450	850/450
4. Number of WP documents requested from other departments	1,532	400	400	400
5. Number of motor vehicle files imaged	80,120	70,000	75,000	75,000

WORKLOAD				
1. Number of purchase orders issued	1,014	950	935	935
2. Number of pieces of mail pre-sorted	509,125	480,000	493,000	493,000
3. Number of copies (Print Shop)	944,837	975,000	950,000	950,000
4. Number of WP documents requested from other departments	1,532	400	400	400
5. Number of motor vehicle files imaged	80,120	70,000	75,000	75,000

PRODUCTIVITY				
1. Average dollar amount per purchase order	\$1,752	\$5,750	\$3,500	\$3,500
2. Average cost per piece of outgoing mail	\$0.610	\$0.670	\$0.650	\$0.650
3. Cost per copy made (Print Shop)	\$1.020	\$0.060	\$0.065	\$0.065
4. Hours spent on WP documents requested from other departments	87	45	40	40
5. Hours spent on imaging	745	700	1,200	1,200

EFFECTIVENESS				
1. Dollar amount spent on purchase orders	\$7,381,259	\$5,500,000	\$2,000,000	\$2,000,000
2. Dollar amount saved between delivered price - highest bid	\$1,771,036	\$1,350,000	\$750,000	\$750,000
3. Dollar amount saved by using pre-sort	\$12,728	\$14,000	\$19,500	\$19,500
4. Percent of outgoing mail pre-sorted	91%	92%	89%	89%
5. Dollar value of NAEIR items received	\$16,610	\$16,000	\$16,000	\$16,000
6. Number of months backlog of documents to be imaged	4	-	-	-

ANALYSIS:

Total FY05 appropriations for this program are recommended to decrease by .4% under current budgeted levels. Non-salary costs are recommended to decrease by 1.4% under current budgeted levels. Revenues for this program are recommended to decrease 18.8% from current budgeted amounts.

There is one organizational change request in Facility and Support Services. The department is requesting that a Clerk II position be upgraded to a Clerk III position. This request has been reviewed by the Human Resources Department and is being recommended for approval. First year estimated costs are estimated at \$1,722.55.

The primary reasons for revenue changes from current budget levels are the decreases in the total intergovernmental revenues.

The primary reason for appropriation changes from current budget levels is that the decrease in supplies offset expense increases in personal services and maintenance of equipment.

The decrease of PPB indicators (D.1 and W.1) number of purchase requisitions received and issued, is a reflection of the increased usage of purchase cards. Due to the increase of (W.2) number of pieces of mail pre-sorted, (P.2) average cost per piece of outgoing mail, has decreased, and the decrease in the number of copies (W.3) causes the increase of cost per copy made (P.3). The increase in the number of motor vehicle files imaged (W.5) is the reason for the increase in ppb (P.5) hours spent imaging.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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
177-C Senior Clerk	-	-	-	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	0.50	0.50	0.50	0.50	0.50
141-C Clerk II/Support Services Receptionist	1.00	1.00	1.00	-	-
TOTAL POSITIONS	3.50	3.50	3.50	3.50	3.50
REVENUE SUMMARY:					
Intergovernmental	\$69,233	\$113,000	\$87,000	\$92,000	\$92,000
Fees and Charges	28,936	40,150	28,500	32,200	32,200
Miscellaneous	331	750	575	750	750
TOTAL REVENUES	\$98,500	\$153,900	\$116,075	\$124,950	\$124,950
APPROPRIATION SUMMARY:					
Personal Services	\$179,187	\$190,005	\$186,787	\$193,718	\$193,718
Expenses	336,404	398,250	369,540	399,685	399,685
Supplies	14,435	29,950	18,450	22,475	22,475
TOTAL APPROPRIATIONS	\$530,026	\$618,205	\$574,777	\$615,878	\$615,878

SERVICE AREA: Administration (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 50 training sessions with 450 in attendance.				
3. To resolve 100% of arbitrated disputes in the County's favor.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Employee bargaining units	5	5	5	5
2. Position vacancies/# classifications/# departments	31/162/15	35/165/15	30/165/15	30/165/15
3. Eligible benefits enrollees	429	435	435	435
4. Authorized personnel (FTE's)	419.95	434.90	435.80	435.80
5. Discrimination complaints received	1	4	3	3
6. Training requests - mandatory/voluntary	17/18	7/50	10/25	10/25
WORKLOAD				
1. Contracts negotiated/grievances and disputes received	1/6	0/8	2/6	2/6
2. # Jobs posted/interviews conducted/job-dept studies requested	25/159/22-7	70/240/10-3	60/210/7-2	60/210/7-2
3. # of enrollment actions/# of extensive research inquiries	380/10	475/15	460/15	460/15
4. Wage system administration actions	390	450	450	450
5. # EEO complaints reviewed	1	4	3	3
6. # training sessions conducted/# of employees served	26/329	45/430	50/450	50/450
PRODUCTIVITY				
1. # of meetings related to labor relations	35	50	50	50
2. # of vacancies filled/Number of job-dept studies completed	52/22-7	70/10-3	60/7-2	60/7-2
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	12%	15%	15%	15%
5. Cost per hour of training delivered/cost per attendee	\$181.40/\$43.32	\$150/\$40	\$160/\$40	\$160/\$40
6. % of time of HR staff spent on EEO activities		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	70%	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	98%	100%	100%	100%
5. % of substantiated EEO complaints/# hired in underutilized areas	0/7	0/4	0/4	0/4
6. % of employees served in training/% rating delivery high	78%/98%	65%/85%	65%/85%	65%/85%
ANALYSIS:				
<p>Non-salary costs for this department are recommended to decrease by 1.1%, or \$1,450, due to a reduction in spending for recruitment. It is anticipated that vacancies will decrease by a small amount due to economic conditions and the County's low turnover. Revenues for this program are minimal and are recommended as submitted.</p> <p>Total County authorized personnel (D.4) will increase slightly due to potential staffing needs within the Sheriff's Office, as documented in the CJAAC study.</p> <p>Training sessions conducted (W.6) is recommended to increase due to the continual technology changes throughout the County.</p> <p>The department will continue to maintain a high number of labor management meetings (P.1) as it moves forward into upcoming contract negotiations.</p> <p>Human Resources submitted an organizational change request to review the Risk Management Coordinator position. The Hay Committee evaluated this position and an upgrade is recommended.</p> <p>All other indicators for this program are in line with current year projections.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	0.50
323-A Human Resources Generalist	2.00	2.00	2.00	2.00	2.00
198-A Benefits Coordinator	1.00	1.00	1.00	1.00	1.00
Z Governmental Trainee	3.00	3.00	3.00	-	-
TOTAL POSITIONS	6.50	6.50	6.50	3.50	3.50
REVENUE SUMMARY:					
Fees and Charges	\$0	\$30	\$30	\$30	\$30
Miscellaneous	142	50	50	50	50
TOTAL REVENUES	\$142	\$80	\$80	\$80	\$80
APPROPRIATION SUMMARY:					
Personal Services	\$184,451	\$211,097	\$199,127	\$212,962	\$212,962
Expenses	106,306	129,200	127,450	127,750	127,750
Supplies	3,066	3,750	3,750	3,750	3,750
TOTAL APPROPRIATIONS	\$293,823	\$344,047	\$330,327	\$344,462	\$344,462

SERVICE AREA: Administration (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	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Authorized personnel (FTE's)	9	10	10	10
2. Departmental budget	\$940,845	\$1,072,642	\$1,091,805	\$1,091,805
3. Annual cost of Information Technology Capital Projects managed	\$852,027	\$796,800	\$903,400	\$903,400

WORKLOAD				
1. Percent of time spent on personnel administration	10%	15%	15%	15%
2. Percent of time spent on fiscal management	10%	15%	15%	15%
3. Percent of time spent on liaison activity and coordination	50%	20%	20%	20%
4. Percent of time spent on Information Technology Capital Projects	30%	50%	50%	50%

PRODUCTIVITY				
1. Administrative cost as a percent of departmental budget	11%	10%	10%	10%
2. Administrative personnel as a percent of departmental personnel	11%	10%	10%	10%

EFFECTIVENESS				
1. Program performance budget objectives accomplished	TBD	TBD	TBD	TBD
2. Percentile of internal Employee Satisfaction measurements	TBD	TBD	TBD	TBD

ANALYSIS:

<p>Total FY05 appropriations for the total department are recommended to decrease by 4.6% from current budgeted levels. Non-salary costs are recommended to decrease 2.1% from current budgeted levels for the total department. Revenues are recommended to decrease 2.5% 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 remain at current levels with no increase in funding. The administration program does not budget for any revenues.</p> <p>There were no organizational change requests submitted by this department.</p> <p>During the current year I.T. created and successfully recruited for a Network Systems Administrator position. This change was necessitated by the changing focus of the department. In past years Information Technology was primarily a department that created in-house developed custom applications. I.T.'s emphasis has since</p>	<p>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. The new position's duties include being a technical and project leader for the Network Administration team as well as their front line supervisor.</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 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</p>	<p>modified for this program over the past two years.</p>
--	--	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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
APPROPRIATION SUMMARY:					
Personal Services	\$92,098	\$98,652	\$96,122	\$102,645	\$102,645
Expenses	3,232	3,300	3,300	3,300	3,300
Supplies	1,280	1,450	1,450	1,450	1,450
TOTAL APPROPRIATIONS	\$96,610	\$103,402	\$100,872	\$107,395	\$107,395

SERVICE AREA: Administration (Interprogram Services)		PROGRAM: Information Processing (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		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Number of Network Client Accounts		424	575	600	600
2. Custom Developed Applications (Zim/VB/DOS/Access)		31/3/13/1	30/3/10/2	30/3/10/2	30/3/10/2
3. Served Third Party Applications		62	110	110	110
4. Number of Nodes/Printers/Servers		372/85/15	372/85/15	372/85/15	372/85/15
5. Number of Telephone Ports (Handsets, Faxes, Modems)		775	775	775	775
6. Number of LAN/WAN Edge Devices		42	42	42	42
WORKLOAD					
1. Number of Help Desk Calls		TBD	TBD	TBD	TBD
2. Number of Open Trouble Tickets		TBD	TBD	TBD	TBD
3. Number of New Trouble Tickets this Quarter		TBD	TBD	TBD	TBD
PRODUCTIVITY					
1. Percent of Programmer Time Spent on new application development		12%	0%	0%	0%
2. Percent of Programmer Time Spent on maint of existing systems		35%	40%	40%	40%
3. Percent of Programmer Time Spent on re-writing existing systems		50%	50%	50%	50%
4. Percent of Programmer Time Spent on training		3%	10%	10%	10%
5. Number of Trouble Tickets Closed this Quarter		TBD	TBD	TBD	TBD
EFFECTIVENESS					
1. Percent of Completed Trouble Tickets to Total Trouble Tickets		N/A	TBD	TBD	TBD
ANALYSIS:					
<p>For the Information Technology program, non-salary costs are recommended to decrease 2.1% from current budgeted amounts. Revenues are recommended to increase by 2.5%.</p> <p>Revenues for this program are relatively small. The recommended increase is due to a CPI increase in intergovernmental revenues.</p> <p>The primary reason for the recommended decrease to non-salary appropriations is a transfer of all budgeted costs for the maintenance of computer software to the capital improvement fund. This was offset somewhat by increases to all areas of telephone costs. 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 \$7,000.</p> <p>There were no organizational change requests for this program.</p> <p>Much of the budget indicator information for this program still needs to be defined. For many of the undermined indicators a reliable tracking system has yet to be developed.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Information Technology (14B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
519-A Network Infrastructure Supervisor	1.00	1.00	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	2.00	2.00	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	\$29,092	\$38,324	\$38,324	\$39,282	\$39,282
Fees and Charges	3,563	3,552	3,552	3,640	3,640
Miscellaneous	100	-	9	-	-
TOTAL REVENUES	\$32,755	\$41,876	\$41,885	\$42,922	\$42,922
APPROPRIATION SUMMARY:					
Personal Services	\$523,933	\$685,130	\$616,170	\$636,297	\$636,297
Equipment	850	1,500	1,500	1,500	1,500
Expenses	313,007	339,600	339,600	332,113	332,113
Supplies	6,445	14,500	14,500	14,500	14,500
TOTAL APPROPRIATIONS	\$844,235	\$1,040,730	\$971,770	\$984,410	\$984,410

SERVICE AREA: Administration (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 5 loss safety surveys.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Number of site visits/inspections to be performed	11	5	5	5
2. Number of auto accidents reported	18	30	30	30
3. Number of worker's compensation claims filed	34	45	30	30
4. Number of employees/departments served	69	60	100	100
5. Number of property claims reported	7	10	10	10
6. Number of liability claims/OHSA complaints reported	14/0	20/0	15/0	15/0
WORKLOAD				
1. Number of site visits/safety inspections conducted	11	8	10	10
2. Number of auto accidents investigated	19	16	20	20
3. Number of worker's compensation claims reviewed	52	52	60	60
4. Number of prevention/mitigation requests reviewed	52	60	100	100
5. Number of property claims investigated	7	10	10	10
6. Number of liability claims investigated/OSHA complaints resolved	42	20/0	15/0	15/0
PRODUCTIVITY				
1. Time spent on site visits/safety inspections	5%	5%	5%	5%
2. Time spent reviewing auto accidents	10%	10%	10%	10%
3. Time spent on reviewing worker's compensation claims	40%	40%	40%	40%
4. Time spent on reviewing prevention/mitigation items	20%	20%	5%	5%
5. Time spent on reviewing property claims	5%	5%	5%	5%
6. Time spent reviewing liability/OSHA complaints	20%	20%	20%	20%
EFFECTIVENESS				
1. Performance objectives achieved	100%	100%	100%	100%
2. Dollar amount of worker's compensation claims	\$125,443	\$150,000	\$175,000	\$175,000
3. Dollar amount of auto claims	\$13,203	\$20,000	\$25,000	\$60,000
4. Dollar amount of property claims	\$102,684	\$10,000	\$15,000	\$40,000
5. Dollar amount of liability claims	\$37,829	\$32,000	\$40,000	\$40,000

ANALYSIS:

<p>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.</p> <p>Actual dollars spent on judgements & claims that were finalized during FY03 are listed under effectiveness indicators (E.2 through E.5).</p> <p>Total payments made on judgements and claims vary greatly from year to year. Total payments made during FY03 and the four previous years are as follows: FY03 - \$279,159; FY02 - \$234,486; FY01 - \$385,467; FY00 - \$471,480; FY99 - \$377,545. The average amount of claim losses during the five-year period calculates to \$349,627. The average payout was substantially higher than</p>	<p>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 \$35,000 below the five-year average based on data available at this time.</p> <p>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 general liability and property loss claims has been increased by a total of \$20,000.</p> <p>The budget recommendations for workers compensation, property, and liability insurance premiums include between a 15.0% and 21% increase over current year levels. Much of this increase is due to the post September 11th risk environment.</p>	<p>Total non-salary costs are recommended to increase by \$109,300 from the FY04 budget and \$123,600 from current year projections due to the increase in insurance premiums and the higher level of claims payments.</p> <p>The Risk Management Coordinator position has changed substantially since its creation. A new job description has been written and the position is being recommended by Human Resources for an upgrade to 505 Hay points.</p> <p>The remaining indicators are recommended as submitted by the Risk Management Coordinator.</p>
---	---	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Risk Management (23E)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
505-A Risk Management Coordinator	-	-	-	1.00	1.00
417-A Risk Management Coordinator	1.00	1.00	1.00	-	-
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00
REVENUE SUMMARY:					
Miscellaneous	\$5,702	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL REVENUE	\$5,702	\$50,000	\$50,000	\$50,000	\$50,000
APPROPRIATION SUMMARY:					
Personal Services	\$61,649	\$65,322	\$65,123	\$75,232	\$75,232
Expenses	779,966	866,150	851,800	974,400	974,400
Supplies	1,441	1,600	1,650	2,650	2,650
TOTAL APPROPRIATIONS	\$843,056	\$933,072	\$918,573	\$1,052,282	\$1,052,282

SERVICE AREA: Administration (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 90 Board of Supervisors meetings.
3. To consider 520 agenda items.
4. To deliberate 425 resolutions.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Board of Supervisor meetings scheduled	86	90	90	90
2. Dollar value of operating budget	\$45,615,382	\$48,402,260	\$52,215,391	\$51,501,700
3. Dollar value of Capital Improvement Plan (CIP)	\$9,256,988	\$5,361,136	\$5,666,508	\$5,666,508
4. Agenda items to be considered	518	525	525	525
5. Board and commissions requiring memberships	47	47	47	47

WORKLOAD

1. Board of Supervisor meetings held	86	90	90	90
2. Number of resolutions deliberated	408	425	425	425
3. Agenda items considered	516	520	520	520

PRODUCTIVITY

1. Departmental expenditures as a percent of total County expenditures	0.42%	0.46%	0.44%	0.45%
--	-------	-------	-------	-------

EFFECTIVENESS

1. Program performance budget objectives accomplished	25%	100%	100%	100%
2. Percent of target issue action steps completed.	90%	80%	80%	80%
3. Board members' attendance at authorized agency meetings	79%	80%	80%	80%

ANALYSIS:

Total FY05 appropriations for the total department are increasing 1.6% over current budgeted levels. Non-salary costs are decreasing 6.7% below current budgeted levels for the total department.

The primary reason for appropriation changes from current budget levels is decrease of \$1,000 in travel expenditures based on last year's usage.

PPB Indicator (E.2) Percent of target issue action steps completed is budgeted for 80% because this is a two-year action plan that will end July 2005.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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
REVENUE SUMMARY:					
Miscellaneous	\$1,312	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$1,312	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$228,958	\$245,237	\$241,915	\$250,321	\$250,321
Expenses	5,940	13,000	12,000	12,000	12,000
Supplies	1,424	2,000	2,000	2,000	2,000
TOTAL APPROPRIATIONS	\$236,322	\$260,237	\$255,915	\$264,321	\$264,321

SERVICE AREA: Administration (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 10%.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Authorized personnel (FTE's)		28.6	28.6	28.6	28.6
2. Department budget		\$1,436,411	\$1,503,677	\$1,569,321	\$1,569,321
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		10.77%	11.39%	9.85%	9.85%
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 FY05 appropriations for the total department are recommended to increase 2.8% over current budgeted levels. Non-salary costs are recommended to decrease 11.2% from current budgeted levels for the total department. Revenues are recommended to decrease 4.4% from current budgeted amounts for the total department.</p> <p>For this program, non-salary costs are recommended to increase \$12,375 from current budgeted amounts. The primary reason for this decrease is the one time funding during FY04 for the replacement of all office chairs for the department (\$12,500).</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 revenues.</p> <p>The PPB Indicators for this program are consistent with previous years with the</p>		<p>exception of the cost of administration as a percent of the departmental budget (P.1). This percentage has decreased from FY04 due to mainly to the aforementioned funding for office equipment.</p>			

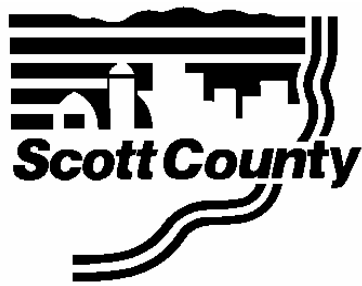
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Treasurer Administration (30A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X Treasurer	1.00	1.00	1.00	1.00	1.00
611-A Financial Management Supervisor	0.30	0.30	0.30	0.30	0.30
556-A Operations Manager	0.30	0.30	0.30	0.30	0.30
141-C Clerk II	0.40	-	-	-	-
TOTAL POSITIONS	2.00	1.60	1.60	1.60	1.60
APPROPRIATION SUMMARY:					
Personal Services	\$147,800	\$154,639	\$154,263	\$147,728	\$147,728
Equipment	30	12,500	-	-	-
Expenses	5,743	5,530	5,630	5,630	5,630
Supplies	1,155	1,180	1,180	1,205	1,205
TOTAL APPROPRIATIONS	\$154,728	\$173,849	\$161,073	\$154,563	\$154,563

SERVICE AREA: Administration (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 \$425,000 of penalties and costs on delinquent taxes.				
2. To collect 99.50% of taxes on current levy.				
3. To process at least 88% of all taxes by mail.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Total number property tax/special assessment statements issued	162,190	170,000	170,000	170,000
2. Dollar value of tax certification	\$164,344,090	\$170,396,572	\$177,000,000	\$177,000,000
3. Number of tax certificates issued	2,003	2,000	2,000	2,000
4. Number of elderly tax credit applications	595	600	600	600
5. Total dollar property taxes received over counter	\$12,841,319	\$12,600,000	\$13,736,970	\$13,736,970
6. Total dollar property taxes received by mail/lock box	\$153,022,426	\$158,400,000	\$163,786,950	\$163,786,950
WORKLOAD				
1. Total # property tax/special assessment receipts processed	141,944	144,000	144,000	144,000
2. Dollar value of taxes collected on current year certification	\$163,141,397	\$169,544,589	\$176,115,000	\$176,115,000
3. Number of tax certificates redeemed	1,823	2,000	2,000	2,000
4. Number of elderly tax credits approved/processed by State	600	600	600	600
5. Total dollar property taxes processed over counter	\$12,841,319	\$12,600,000	\$13,736,970	\$13,736,970
6. Total dollar property taxes processed by mail/lock box	\$153,022,426	\$158,400,000	\$163,786,950	\$163,786,950
PRODUCTIVITY				
1. Cost per property tax/special assessment statement processed-94%	\$2.38	\$2.49	\$2.78	\$2.78
2. Cost per tax certificate issued and/or redeemed-3%	\$5.38	\$5.73	\$6.38	\$6.38
3. Cost per elderly tax credit application processed-3%	\$18.12	\$19.08	\$21.26	\$21.26
4. Average dollar property taxes processed/window clerk/day	\$8,399	\$7,875	\$8,586	\$8,586
EFFECTIVENESS				
1. Percent of taxes collected on current year's levy	99.27%	99.50%	99.50%	99.50%
2. Total dollars of interest & penalties retained by County	\$470,915	\$400,000	\$425,000	\$425,000
3. Total dollars of state credits collected	\$8,190,663	\$8,000,000	\$7,400,000	\$7,400,000
4. Total dollars of abated and suspended taxes	\$697,038	\$100,000	\$100,000	\$100,000
5. Percent total property taxes processed over counter	7.35%	7.00%	7.00%	7.00%
6. Percent total property taxes processed by mail/lock box	87.61%	88.00%	88.00%	88.00%
ANALYSIS:				
<p>For the Treasurer's Tax program, non-salary costs are recommended to increase 1.1% over current budgeted amounts. Revenue is recommended to increase by 6.5% 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 \$450 increase to the funding level of total supplies. Also recommended was a slight increase for the cost of renting a post office box for mailed tax receipts.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Tax Collection (30B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
556-A Operations Manager	0.30	0.30	0.30	0.30	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	6.80	6.80	6.80	6.80
TOTAL POSITIONS	7.70	8.60	8.60	8.60	8.60
REVENUE SUMMARY:					
Penalties & Interest on Taxes	\$650,590	\$517,000	\$517,000	\$542,000	\$542,000
Fees and Charges	140,249	79,250	77,750	92,750	92,750
Miscellaneous	13,291	-	-	-	-
TOTAL REVENUES	\$804,130	\$596,250	\$594,750	\$634,750	\$634,750
APPROPRIATION SUMMARY:					
Personal Services	\$316,949	\$332,098	\$320,385	\$374,971	\$374,971
Expenses	26,963	27,750	27,800	27,850	27,850
Supplies	15,408	21,850	21,900	22,300	22,300
TOTAL APPROPRIATIONS	\$359,320	\$381,698	\$370,085	\$425,121	\$425,121

SERVICE AREA: Administration (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 1,600 investment transactions.				
2. To keep the number of receipt errors below 200.				
3. To earn \$430,000 or more in investment income.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Number of miscellaneous receipts received	4,301	4,500	4,500	4,500
2. Number of travel advances requested/parking tickets issued	167/259	200/250	200/250	200/250
3. Number of warrants/health claims drawn on bank for payment	23,405	24,000	25,000	25,000
4. Dollar value principle and interest due on bonds	\$1,105,961	\$1,115,756	\$1,046,925	\$1,046,925
5. Number receipt errors detected during reconciliation process	202	200	200	200
6. Dollar amount available for investment annually	\$273,770,869	\$290,000,000	\$295,000,000	\$295,000,000
WORKLOAD				
1. Number miscellaneous receipts issued	4,301	4,500	4,500	4,500
2. Number travel advances issued/parking tickets paid/dismissed	167/206	200/250	200/250	200/250
3. Number warrants/health claims paid by Treasurer	23,405	24,000	25,000	25,000
4. Dollar value principle & interest paid on bonds	\$1,105,961	\$1,115,756	\$1,046,925	\$1,046,925
5. Number receipt errors corrected during reconciliation process	158	200	200	200
6. Number of investment transactions processed	1,591	1,550	1,600	1,600
PRODUCTIVITY				
1. Cost per miscellaneous receipt issued (20%)	\$12.40	\$12.53	\$12.48	\$12.48
2. Cost travel advance issued (5%)	\$79.81	\$70.46	\$70.19	\$70.19
3. Cost per warrant processed (30%)	\$3.42	\$2.64	\$3.37	\$3.37
4. Cost per receipt error (10%)	\$131.97	\$140.91	\$140.38	\$140.38
5. Cost per investment transaction (30%)	\$50.26	\$54.55	\$52.64	\$52.64
EFFECTIVENESS				
1. Dollar amount of miscellaneous receipts collected	\$29,595,361	\$28,000,000	\$29,000,000	\$29,000,000
2. Total cash over (short) due to receipt error	(\$530)	(\$500)	(\$500)	(\$500)
3. Number checks returned-insufficient funds	493	900	900	900
4. Number motor vehicle & property tax refund checks issued	4,995	6,000	5,500	5,500
5. Total investment revenue from use of money/property	\$518,804	\$381,945	\$430,368	\$430,368
6. Treasurer's Office General fund investment revenue only	\$496,870	\$367,672	\$418,918	\$418,918
ANALYSIS:				
<p>Revenues for this program are recommended to decrease 28.5% from current budgeted amounts.</p> <p>Non-salary costs are recommended to decrease 16.1% from 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. The Federal Reserve has stated that rates will remain at current levels at least through the end of calendar year 2004.</p> <p>The primary reason for the recommended appropriation change from current budget levels is due to the elimination of contracted courier service for the County's banking needs. The County Sheriff has volunteered to incorporate these duties into his Civil Division, thus saving in excess of \$24,000 in annual costs. This cost savings was partially offset by increases in the cost of</p>		<p>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 investigation and evaluation.</p> <p>There were no organizational change requests submitted for the Finance program.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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	\$496,870	\$602,503	\$367,672	\$418,918	\$418,918
Miscellaneous	1,855	1,600	1,400	1,400	1,400
TOTAL REVENUES	\$498,725	\$604,103	\$369,072	\$420,318	\$420,318
APPROPRIATION SUMMARY:					
Personal Services	\$206,100	\$214,260	\$215,628	\$224,095	\$224,095
Expenses	59,039	65,460	52,520	54,520	54,520
Supplies	1,431	2,100	2,100	2,150	2,150
TOTAL APPROPRIATIONS	\$266,570	\$281,820	\$270,248	\$280,765	\$280,765



SUPPLEMENTAL INFORMATION

INDEX

	<u>Page</u>
BASIS OF ACCOUNTING.....	310
BUDGET CALENDAR.....	312
BUDGET PREPARATION PROCESS.....	313
MISCELLANEOUS STATISTICS ABOUT SCOTT COUNTY	317
BUDGET GLOSSARY	319
DEPARTMENTS/AUTHORIZED AGENCIES BUDGET TOTAL SUMMARIES.....	324
FINANCIAL MANAGEMENT POLICIES.....	360
PAY PLAN	388

BASIS OF ACCOUNTING

Scott County's accounting system for budgeting purposes is on the modified accrual basis of accounting using governmental fund types. The State of Iowa does require that all budget amendments be enacted one month prior to the end of the fiscal year. 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 (CAFR) of the County are based on generally accepted accounting principles, include the same funds (other than the entity-wide funds included in the CAFR), and meets the criteria set forth by the Government Finance Officers Association for its Certificate of Achievement for Excellence in Financial Reporting. The format includes basic fund types as follows:

MAJOR GOVERNMENTAL FUNDS:

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.

Mental Health, MR & DD Fund - This fund accounts for state revenues allocated to the County to be used to provide mental health, mental retardation and developmental disability services. The Mental Health, MR & DD Fund is a special revenue fund.

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 or one-time uses of funds.

NONMAJOR GOVERNMENTAL FUNDS: (the following funds are special revenue funds)

Rural Services Fund – To account for taxes levied to benefit the rural residents of the County.

Secondary Roads Fund – To account for State revenue allocated to the County to be used to maintain and improve the County's roads.

Recorder's Record Management Fund – To account for the added fee collected for each recorded transaction to be used for the purpose of preserving and maintaining public records.

BUSINESS-TYPE ACTIVITIES FUND: These funds are utilized to account for operations and activities that are financed or operated in a manner similar to the private business enterprise, and where the cost of providing goods and services to the general public on a continuing basis is expected to be recovered primarily through user charges. The County accounts for its Glynn's Creek Golf Course at Scott County Park through the Golf Course Enterprise Fund.

The accounting of financial activities for the County and the budget appropriation process are additionally maintained in groups according to classifications required by the State of Iowa. Revenues are credited to individual fund types while expenditures are recorded according to service areas within specific funds for budgetary control purposes. This budget document was prepared according to these criteria. The following service areas are included in the budget:

- Public Safety and Legal Services
- Physical Health and Social Services
- Mental Health, MR & DD Services
- County Environment and Education Services
- Roads and Transportation Services
- Government Services to Residents
- Administration (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	Recreation: Parks	
		County Parks	7
Median Age of Population	35.4	Number of Acres	2,348
Miles of Roads and Streets:			
Interstate Highways	43		
State Highways	78	Golf Courses:	
County Roads	556	Private	2
City Streets	<u>727</u>	Public	7
Total Miles	<u>1,404</u>	Municipal	3
Acres of Industrial Lands	733	Snowmobile Trails, Total Miles	86
Farming Acres	226,081	State Wildlife Preserve Open to Public Hunting and Fishing	2,785/Acres
Number of Farms	1,350		
County Employees:		Number of Lakes	5
Board Members	5	Number of Boat Launches	4
Elected Officials	5	Number of Beaches	1
Full time equivalents	435.80	Number of Swimming Pools	1
		Number of Zoos	0
Schools Within the County: Public Schools		Number of Baseball Diamonds	2
Elementary	39	Public Safety:	
Junior High	9	County Sheriff Department	1
Senior High	6	City Police Department	8
Total Students	27,302	Fire Department:	
		Full-time	2
Non-Public Schools:		Volunteer	11
K-8	8	Rescue Squads	2
High School	2		
Total Students	2,979	Elections: Last General Election	
Higher Education:		Registered Voters	112,073
University	1	Votes Cast	53,184
Colleges	1	Percent	47.5%
Junior College	1	Elections: Last Municipal Election	
Vocational Schools	3	Registered Voters	97,491
Total Students	10,942	Votes Cast	27,171
		Percent	27.9%
		Building Permits:	
		Issued in the Year Ended	
		June 30, 2003	613
		Value of Issued Permits	\$18,521,328

MISCELLANEOUS STATISTICS ABOUT SCOTT COUNTY (cont.)

Ten Principal Taxpayers

As of June 30, 2003

Organization	Taxable Value	% of Total Taxable Value
Mid-American Energy	\$236,431,027	4.71%
Aluminum Company of America	61,664,800	1.23%
SDG Macerich Properties	49,731,759	0.99%
Davenport Water Company	40,180,640	0.80%
Isle of Capri	39,806,296	0.79%
Genventures	35,968,443	0.72%
Qwest	28,701,265	0.57%
Northern Border Pipeline Co.	20,693,500	0.41%
Lafarge Corporation	19,150,978	0.38%
Peterson property	18,665,500	0.37%
Total	\$550,994,208	6.32%

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 Expenditure: Expenditures that are usually construction projects designed to improve the value of the government assets. Examples of capital expenditures include new roads, buildings, recreational facilities and large scale remodeling. Also included are capital equipment purchases such as vehicles, furniture, machinery, building improvements, microcomputers and special tools, which are usually distinguished from operating items according to their value and projected useful life. One-time agency funding and special consultant studies are also included in the County's definition of capital expenditures.

Capital Improvement Program: A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.

Capital Improvement Program Budget: A Capital Improvement Program (CIP) Budget is a separate budget from the operating budget. However, for Scott County it is included in the same budget document. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include new roads, buildings, recreational facilities and large scale remodeling. Also included are capital equipment purchases such as vehicles, furniture, machinery, building improvements, microcomputers and special tools, which are usually distinguished from operating items according to their value and projected useful life.

Cash Accounting: A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services. The 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

INDEX

<u>DEPARTMENTS</u>	<u>PAGE</u>
Administration.....	325
Attorney	326
Auditor	327
Community Services	328
Conservation (net of golf course).....	329
Conservation-Glynn's Creek Golf Course.....	330
Facility and Support Services.....	331
Health Department	332
Human Resources.....	333
Human Services	334
Information Technology.....	335
Juvenile Court Services	336
Non-Departmental	337
Planning and Development	338
Recorder.....	339
Secondary Roads.....	340
Sheriff	341
Supervisors, Board of.....	342
Treasurer	343
 <u>AUTHORIZED AGENCIES</u>	
Bi-State Planning.....	344
Buffalo Ambulance	345
Center for Alcohol and Drug Services.....	346
Center for Active Seniors, Inc.	347
Community Health Care	348
Durant Ambulance.....	349
Emergency Management Agency	350
Genesis Visiting Nurse Association	351
Handicapped Development Center	352
Humane Society	354
Library	355
Medic E.M.S.	356
Quad-City Convention & Visitors Bureau	357
Quad-City Development Group.....	358
Vera French Community Mental Health Center	359

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Administration	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
366-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	-	-	-	-
TOTAL POSITIONS	3.70	3.10	3.10	3.10	3.10
REVENUE SUMMARY:					
Miscellaneous	\$64	\$0	\$100	\$100	\$100
TOTAL REVENUES	\$64	\$0	\$100	\$100	\$100
APPROPRIATION SUMMARY:					
Personal Services	\$286,178	\$298,784	\$301,653	\$317,689	\$317,689
Expenses	8,716	13,925	8,325	10,825	10,825
Supplies	4,320	3,500	5,000	5,000	5,000
TOTAL APPROPRIATIONS	\$299,214	\$316,209	\$314,978	\$333,514	\$333,514

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Attorney	ACTUAL	BUDGET	PROJECTED	REQUEST	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	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	3.63	3.63	3.63	3.63	3.63
Z Summer Law Clerk	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	30.63	30.63	30.63	30.63	30.63
REVENUE SUMMARY:					
Intergovernmental	\$16,200	\$0	\$1,600	\$1,600	\$1,600
Fines/Forfeitures/Miscellaneous	51,817	15,000	15,000	15,000	15,000
TOTAL REVENUES	\$68,017	\$15,000	\$16,600	\$16,600	\$16,600
APPROPRIATION SUMMARY:					
Personal Services	\$1,814,752	\$1,905,185	\$1,898,969	\$1,970,701	\$1,970,701
Equipment	16,142	8,500	8,500	8,000	8,000
Expenses	126,139	100,560	102,960	110,800	110,800
Supplies	33,265	35,406	35,406	40,000	40,000
TOTAL APPROPRIATIONS	\$1,990,298	\$2,049,651	\$2,045,835	\$2,129,501	\$2,129,501

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Auditor	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X Auditor	1.00	1.00	1.00	1.00	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	1.00	1.00
556-A Operations Manager	1.00	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	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
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	\$47,692	\$129,446	\$150,000	\$52,100	\$52,100
Licenses & Permits	6,178	5,500	5,500	5,500	5,500
Charges for Services	44,392	44,750	44,750	44,550	44,550
Miscellaneous	6	-	-	-	-
TOTAL REVENUES	\$98,268	\$179,696	\$200,250	\$102,150	\$102,150
APPROPRIATION SUMMARY:					
Personal Services	\$866,216	\$960,290	\$969,057	\$1,013,763	\$1,013,763
Equipment	-	10,000	10,000	2,000	2,000
Expenses	137,775	153,725	153,725	151,925	151,925
Supplies	25,498	22,900	22,900	27,700	27,700
TOTAL APPROPRIATIONS	\$1,029,489	\$1,146,915	\$1,155,682	\$1,195,388	\$1,195,388

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Community Services	ACTUAL	BUDGET	PROJECTED	REQUEST	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 Veterans Director/Case Aide	1.00	1.00	1.00	1.00	1.00
252-C Case Aide	4.50	4.50	4.50	4.00	4.00
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	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	13.00	13.00	13.00	12.50	12.50
REVENUE SUMMARY:					
Intergovernmental	\$4,001,411	\$3,989,334	\$4,224,901	\$4,326,647	\$4,326,647
Charges for Services	49,435	48,500	136,999	48,999	48,999
Fines/Forfeitures/Miscellaneous	50,313	67,533	67,500	67,500	67,500
TOTAL REVENUES	\$4,101,159	\$4,105,367	\$4,429,400	\$4,443,146	\$4,443,146
APPROPRIATION SUMMARY:					
Personal Services	\$623,425	\$708,708	\$663,825	\$712,623	\$712,623
Equipment	12	-	4,750	4,750	4,750
Expenses	6,152,459	6,542,025	6,145,856	6,730,926	6,730,926
Supplies	9,344	10,100	9,850	11,900	11,900
TOTAL APPROPRIATIONS	\$6,785,240	\$7,260,833	\$6,824,281	\$7,460,199	\$7,460,199

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Conservation (Net of Golf Course)	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
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	\$170,401	\$62,490	\$5,094	\$92,000	\$92,000
Charges for Services	514,163	587,992	575,365	620,519	620,519
Use of Money/Property	128,590	147,292	116,640	135,350	135,350
Fines/Forfeitures/Miscellaneous	32,952	8,600	19,632	18,082	18,082
Sale of Fixed Assets	12,135	30,000	45,000	19,000	19,000
TOTAL REVENUES	\$858,241	\$836,374	\$761,731	\$884,951	\$884,951
APPROPRIATION SUMMARY:					
Personal Services	\$1,451,567	\$1,566,974	\$1,520,220	\$1,634,948	\$1,634,948
Equipment	146,921	179,000	182,659	168,000	168,000
Capital Improvements	724,010	683,612	683,612	550,000	550,000
Expenses	372,663	394,664	406,271	404,384	404,384
Supplies	317,799	338,208	337,734	346,584	346,584
TOTAL APPROPRIATIONS	\$3,012,960	\$3,162,458	\$3,130,496	\$3,103,916	\$3,103,916

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
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
162-A Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Z Seasonal Assistant Golf Professional	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	\$8,380	\$20,800	\$20,500	\$29,700	\$29,700
Total Green Fees	577,548	768,554	647,800	774,546	774,546
Net Cart Fees	293,061	330,508	302,000	341,525	341,525
Net Food/Beverage	104,967	169,100	134,000	191,900	191,900
Net Merchandise Sales	5,115	7,600	6,000	8,360	8,360
Net Driving Range Sales	41,747	52,820	44,000	53,200	53,200
Total Interest Income	2,461	15,000	2,500	2,500	2,500
Total Miscellaneous	1,170	1,000	1,000	1,000	1,000
Gain on Sale of Fixed Assets	1,300	-	-	-	-
TOTAL REVENUES	\$1,035,749	\$1,365,382	\$1,157,800	\$1,402,731	\$1,402,731
APPROPRIATION SUMMARY:					
Personal Services	\$476,548	\$526,667	\$491,540	\$551,100	\$551,100
Equipment	2,931	3,048	2,000	1,000	1,000
Depreciation	95,565	108,641	96,000	96,000	96,000
Expenses	94,059	87,990	89,165	89,240	89,240
Supplies	110,420	120,950	119,750	124,780	124,780
Debt Service	185,205	182,380	175,000	165,000	165,000
TOTAL APPROPRIATIONS	\$964,728	\$1,029,676	\$973,455	\$1,027,120	\$1,027,120
Net Income	\$71,021	\$335,706	\$184,345	\$375,611	\$375,611
CASH FLOW RECONCILIATION:					
Add back depreciation (non-cash expense)	95,565	108,641	96,000	96,000	96,000
Add back loss on sale of fixed assets (non-cash expense)	-	-	-	-	-
Deduct gain on sale of fixed assets (non-cash revenue)	(1,300)	-	-	-	-
Deduct balance sheet cash outlays:					
Principal payment Certificates of Participation	(170,000)	(180,000)	(180,000)	(190,000)	(190,000)
Equipment purchases (major)	(60,807)	(65,952)	(67,000)	(226,135)	(226,135)
Capital projects	-	-	-	-	-
Amortized General Fund interest payment (incl carryover)	-	(91,290)	-	-	-
Other balance sheet account changes (net)	25,633	-	-	-	-
Amount of cash available for other uses	\$ (39,888)	\$ 107,105	\$ 33,345	\$ 55,476	\$ 55,476

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Facility and Support Services (formerly Buildings & Grounds)	ACTUAL	BUDGET	PROJECTED	REQUEST	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
177-C Senior Clerk	-	1.00	1.00	1.00	1.00
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/Word Processing	0.50	0.50	0.50	0.50	0.50
141-C Clerk II/Support Services Receptionist	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	\$89,588	\$134,500	\$108,500	\$116,000	\$116,000
Charges for Services	28,936	40,150	28,500	32,200	32,200
Fines/Forfeitures/Miscellaneous	4,539	3,200	3,850	4,675	4,675
Sale of Fixed Assets	1,735	1,500	5,000	6,000	6,000
TOTAL REVENUES	\$124,798	\$179,350	\$145,850	\$158,875	\$158,875
APPROPRIATION SUMMARY:					
Personal Services	\$942,127	\$1,032,407	\$967,711	\$1,049,320	\$1,049,320
Equipment	5,469	28,000	28,000	19,100	19,100
Expenses	917,422	967,916	932,710	977,676	977,676
Supplies	105,530	96,182	93,175	94,091	94,091
TOTAL APPROPRIATIONS	\$1,970,548	\$2,124,505	\$2,021,596	\$2,140,187	\$2,140,187

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Health	ACTUAL	BUDGET	PROJECTED	REQUEST	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	-	-	-	-
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	1.00	1.00	1.00	1.00
417-A Public Health Services Coordinator	1.00	1.00	1.00	1.00	1.00
366-A Quality Assurance	-	1.00	1.00	1.00	1.00
366-A Public Health Nurse	6.00	8.00	8.00	8.00	8.00
355-A Community Health Consultant	-	4.00	4.00	4.00	4.00
355-A Community Health Intervention Specialist	-	1.00	1.00	1.00	1.00
355-A Disease Prevention Specialist	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	36.15	36.15	36.15	36.15
REVENUE SUMMARY:					
Intergovernmental	\$1,261,939	\$1,115,127	\$1,260,351	\$1,309,393	\$1,309,393
Licenses and Permits	236,206	224,630	223,940	228,540	228,540
Charges for Services	24,948	25,780	31,850	34,850	34,850
Fines/Forfeitures/Miscellaneous	41,088	35,000	25,000	75,000	75,000
TOTAL REVENUES	\$1,564,181	\$1,400,537	\$1,541,141	\$1,647,783	\$1,647,783
APPROPRIATION SUMMARY:					
Personal Services	\$1,822,017	\$2,088,357	\$2,042,841	\$2,233,557	\$2,233,557
Equipment	1,068	21,850	4,850	10,900	10,900
Expenses	1,641,120	1,591,882	1,648,526	1,735,893	1,735,893
Supplies	49,064	60,823	60,823	50,533	50,533
TOTAL APPROPRIATIONS	\$3,513,269	\$3,762,912	\$3,757,040	\$4,030,883	\$4,030,883

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Human Resources	ACTUAL	BUDGET	PROJECTED	REQUEST	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 Benefits Coordinator	1.00	1.00	1.00	1.00	1.00
Z Governmental Trainee	3.00	3.00	3.00	-	-
TOTAL POSITIONS	6.50	6.50	6.50	3.50	3.50
REVENUE SUMMARY:					
Charges for Services	\$0	\$25	\$30	\$30	\$30
Fines/Forfeitures/Miscellaneous	142	50	50	50	50
TOTAL REVENUES	\$142	\$75	\$80	\$80	\$80
APPROPRIATION SUMMARY:					
Personal Services	\$184,451	\$211,097	\$199,127	\$212,962	\$212,962
Expenses	106,306	129,200	127,450	127,750	127,750
Supplies	3,066	3,750	3,750	3,750	3,750
TOTAL APPROPRIATIONS	\$293,823	\$344,047	\$330,327	\$344,462	\$344,462

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Human Services	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
REVENUE SUMMARY:					
Intergovernmental	\$14,184	\$20,075	\$20,075	\$20,075	\$20,075
Fines/Forfeitures/Miscellaneous	-	500	500	500	500
TOTAL REVENUES	\$14,184	\$20,575	\$20,575	\$20,575	\$20,575
APPROPRIATION SUMMARY:					
Equipment	\$2,841	\$3,000	\$3,000	\$3,776	\$3,776
Expenses	107,748	131,129	140,252	168,078	168,078
Supplies	32,028	41,824	39,324	40,704	40,704
TOTAL APPROPRIATIONS	\$142,617	\$175,953	\$182,576	\$212,558	\$212,558

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Information Technology (formerly Budget & Info Proc)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
725-A Information Technology Director	1.00	1.00	1.00	1.00	1.00
519-A Network Infrastructure Supervisor	1.00	1.00	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	2.00	2.00	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	10.00	10.00
REVENUE SUMMARY:					
Intergovernmental	\$29,092	\$38,324	\$38,324	\$39,282	\$39,282
Charges for Services	3,563	3,552	3,552	3,640	3,640
Fines/Forfeitures/Miscellaneous	100	-	9	-	-
TOTAL REVENUES	\$32,755	\$41,876	\$41,885	\$42,922	\$42,922
APPROPRIATION SUMMARY:					
Personal Services	\$616,031	\$783,782	\$712,292	\$738,942	\$738,942
Equipment	850	1,500	1,500	1,500	1,500
Expenses	316,240	342,900	342,900	335,413	335,413
Supplies	7,725	15,950	15,950	15,950	15,950
TOTAL APPROPRIATIONS	\$940,846	\$1,144,132	\$1,072,642	\$1,091,805	\$1,091,805

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Juvenile Court Services	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
571-A Juvenile Detention Center Director	1.00	1.00	1.00	1.00	1.00
323-A Office Supervisor	1.00	1.00	1.00	-	-
323-A Shift Supervisor	-	-	-	2.00	2.00
257-A Shift Leader	2.00	2.00	2.00	-	-
215-A Detention Youth Supervisor	11.20	11.20	11.20	11.20	11.20
TOTAL POSITIONS	15.20	15.20	15.20	14.20	14.20
REVENUE SUMMARY:					
Intergovernmental	\$78,967	\$112,835	\$196,464	\$263,600	\$263,600
Fees and Charges	22,440	65,000	65,000	70,000	70,000
Miscellaneous	410	-	-	-	-
TOTAL REVENUES	\$101,817	\$177,835	\$261,464	\$333,600	\$333,600
APPROPRIATION SUMMARY:					
Personal Services	\$620,307	\$740,502	\$677,229	\$744,699	\$744,699
Equipment	749	3,100	3,100	3,100	3,100
Expenses	38,266	36,670	37,720	40,630	40,630
Supplies	27,874	37,635	37,635	38,800	38,800
TOTAL APPROPRIATIONS	\$687,196	\$817,907	\$755,684	\$827,229	\$827,229

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Non-Departmental	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
505-A Risk Management Coordinator	-	-	-	1.00	1.00
417-A Risk Management Coordinator	1.00	1.00	1.00	-	-
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00
REVENUE SUMMARY:					
Intergovernmental	\$604,150	\$742,896	\$716,215	\$577,817	\$577,817
Charges for Services	123,908	127,000	127,000	127,000	127,000
Use of Money & Property	600	-	1,000	1,000	1,000
Fines/Forfeitures/Miscellaneous	74,571	84,500	104,030	91,500	91,500
TOTAL REVENUE	\$803,229	\$954,396	\$948,245	\$797,317	\$797,317
APPROPRIATION SUMMARY:					
Personal Services	\$71,826	\$129,858	\$69,659	\$80,007	\$80,007
Expenses	1,889,489	2,339,196	2,011,812	2,287,700	2,287,700
Supplies	11,112	10,200	10,250	11,250	11,250
TOTAL APPROPRIATIONS	\$1,972,427	\$2,479,254	\$2,091,721	\$2,378,957	\$2,378,957

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Planning & Development	ACTUAL	BUDGET	PROJECTED	REQUEST	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	0.25	0.25	0.25	0.25
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	4.08	4.08	4.08	4.08
REVENUE SUMMARY:					
Intergovernmental	\$1,691	\$250,000	\$240,000	\$0	\$0
Licenses & Permits	174,956	160,240	160,240	160,240	160,240
Charges for Services	6,766	4,750	4,750	4,750	4,750
Sale of Fixed Assets	-	5,000	15,000	5,000	5,000
TOTAL REVENUES	\$183,413	\$419,990	\$419,990	\$169,990	\$169,990
APPROPRIATION SUMMARY:					
Personal Services	\$220,686	\$243,087	\$216,991	\$247,783	\$247,783
Expenses	14,460	286,500	275,350	35,350	35,350
Supplies	4,047	3,800	4,300	4,300	4,300
TOTAL APPROPRIATIONS	\$239,193	\$533,387	\$496,641	\$287,433	\$287,433

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Recorder	ACTUAL	BUDGET	PROJECTED	REQUEST	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 Vital Records Specialist	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	7.00	7.00	7.00	6.00	6.00
TOTAL POSITIONS	13.00	13.00	13.00	12.00	12.00
REVENUE SUMMARY:					
Charges for Services	\$1,916,980	\$1,468,575	\$2,186,300	\$2,111,342	\$2,111,342
Use of Money/Property	3,297	7,500	7,500	-	-
Fines/Forfeitures/Miscellaneous	3,226	3,200	3,200	3,000	3,000
TOTAL REVENUES	\$1,923,503	\$1,479,275	\$2,197,000	\$2,114,342	\$2,114,342
APPROPRIATION SUMMARY:					
Personal Services	\$570,446	\$628,883	\$583,248	\$610,448	\$610,448
Equipment	100	-	-	-	-
Expenses	7,340	10,570	14,270	8,360	8,360
Supplies	14,615	14,600	14,600	16,000	16,000
TOTAL APPROPRIATIONS	\$592,501	\$654,053	\$612,118	\$634,808	\$634,808

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Secondary Roads	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
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	0.25	0.25	0.25	0.25
153-B Truck Driver/Laborer	9.00	11.00	11.00	11.00	11.00
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	35.15	35.15	35.15	35.15
REVENUES SUMMARY:					
Intergovernmental	\$2,834,778	\$2,681,972	\$2,681,972	\$2,901,200	\$2,901,200
Licenses & Permits	525	1,000	1,000	1,000	1,000
Charges for Services	2,316	5,000	5,000	5,000	5,000
Use of Money & Property	1,803	-	-	-	-
Fines/Forfeitures/Miscellaneous	219,552	13,000	13,000	14,000	14,000
Transfers In	2,228,656	2,228,656	2,228,656	2,228,656	2,228,656
TOTAL APPROPRIATIONS	\$5,287,630	\$4,929,628	\$4,929,628	\$5,149,856	\$5,149,856
APPROPRIATION SUMMARY:					
Administration	\$164,074	\$170,800	\$170,800	\$181,900	\$181,900
Engineering	352,071	346,900	346,900	375,000	375,000
Bridges & Culverts	98,362	142,000	142,000	142,000	142,000
Roads	1,135,893	1,147,000	1,147,000	1,329,000	1,329,000
Snow & Ice Control	102,797	246,000	246,000	272,000	272,000
Traffic Controls	131,179	143,000	143,000	157,000	157,000
Road Clearing	120,517	120,000	120,000	125,000	125,000
New Equipment	239,321	520,000	520,000	537,000	537,000
Equipment Operation	594,471	648,000	648,000	672,000	672,000
Tools, Materials & Supplies	50,531	58,000	58,000	71,000	71,000
Real Estate & Buildings	36,478	55,000	55,000	55,000	55,000
Roadway Construction	1,045,731	1,405,000	1,420,000	2,000,000	2,000,000
TOTAL APPROPRIATIONS	\$4,071,425	\$5,001,700	\$5,016,700	\$5,916,900	\$5,916,900

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Sheriff	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
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 Support/Program Supervisor	1.00	1.00	1.00	1.00	1.00
353-A Corrections Lieutenant	3.00	3.00	3.00	3.00	3.00
332-A Corrections Sergeant	4.00	4.00	4.00	4.00	4.00
332-A Food Service Manager	1.00	1.00	1.00	1.00	1.00
329-E Deputy	28.00	28.00	28.00	28.00	28.00
323-A Program Services Coordinator	-	1.00	1.00	1.00	1.00
Z Alternative Sentence Coordinator	-	1.00	1.00	1.00	1.00
300-A Chief Telecommunications Operator	1.00	1.00	1.00	1.00	1.00
298-A Classification Specialist	-	1.00	1.00	1.00	1.00
283-H Lead Correction Officer	10.00	10.00	10.00	10.00	10.00
271-A Lead Public Safety Dispatcher	-	-	-	3.00	3.00
262-A Lead Bailiff	1.00	1.00	1.00	1.00	1.00
252-A Tele/Communications Operator	-	-	-	9.00	9.00
246-H Correction Officer	43.20	49.00	49.00	52.00	52.00
245-A Lead Tele/Communications Operator	3.00	3.00	3.00	-	-
228-A Tele/Communications Operator	8.00	9.00	9.00	-	-
228-A Office Supervisor	1.00	1.00	1.00	1.00	1.00
220-A Bailiff	7.10	8.55	8.55	8.55	8.55
220-C Senior Accounting Clerk	-	-	-	1.00	1.00
198-A Senior Clerk	-	-	-	1.00	1.00
191-C Senior Accounting Clerk	2.00	2.00	2.00	1.00	1.00
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	3.00
176-C Cook	-	-	-	3.60	3.60
162-A Clerk III	2.00	3.00	3.00	2.00	2.00
141-C Clerk II	1.00	1.50	1.50	1.50	1.50
141-C Clerk II-Records	0.50	0.50	0.50	0.50	0.50
125-C Clerk I	0.50	-	-	-	-
125-H Jail Custodian	1.00	-	-	-	-
122-C Cook	3.40	3.60	3.60	-	-
TOTAL POSITIONS	141.70	153.15	153.15	158.15	158.15
REVENUE SUMMARY:					
Intergovernmental	\$149,601	\$91,286	\$156,754	\$120,807	\$120,807
Licenses & Permits	12,676	14,075	9,200	13,000	13,000
Charges for Services	807,524	733,082	732,175	731,600	731,600
Fines/Forfeitures/Miscellaneous	20,517	24,700	23,410	13,410	13,410
TOTAL REVENUES	\$990,318	\$863,143	\$921,539	\$878,817	\$878,817
APPROPRIATION SUMMARY:					
Personal Services	\$ 7,895,311	\$ 8,529,780	\$ 8,369,312	\$ 9,284,270	\$ 9,184,632
Equipment	88,053	71,675	71,675	99,075	99,075
Expenses	1,037,944	1,597,149	1,505,205	1,760,052	1,616,152
Supplies	537,670	620,240	611,320	613,830	613,830
TOTAL APPROPRIATIONS	\$ 9,558,978	\$ 10,818,844	\$ 10,557,512	\$ 11,757,227	\$ 11,513,689

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Supervisors, Board of	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
REVENUE SUMMARY:					
Miscellaneous	\$1,312	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$1,312	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$228,958	\$245,237	\$241,915	\$250,321	\$250,321
Expenses	5,940	13,000	12,000	12,000	12,000
Supplies	1,424	2,000	2,000	2,000	2,000
TOTAL APPROPRIATIONS	\$236,322	\$260,237	\$255,915	\$264,321	\$264,321

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Treasurer	ACTUAL	BUDGET	PROJECTED	REQUEST	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	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	\$650,590	\$517,000	\$517,000	\$542,000	\$542,000
Charges for Services	1,152,840	1,110,500	1,110,500	1,160,500	1,160,500
Use of Money & Property	496,870	602,503	367,672	418,918	418,918
Fines/Forfeitures/Miscellaneous	17,743	1,600	2,200	1,400	1,400
TOTAL REVENUES	\$2,318,043	\$2,231,603	\$1,997,372	\$2,122,818	\$2,122,818
APPROPRIATION SUMMARY:					
Personal Services	\$1,295,691	\$1,356,326	\$1,359,077	\$1,418,316	\$1,418,316
Equipment	30	12,500	-	-	-
Expenses	98,921	106,090	93,450	99,230	99,230
Supplies	41,768	51,405	51,150	51,775	51,775
TOTAL APPROPRIATIONS	\$1,436,410	\$1,526,321	\$1,503,677	\$1,569,321	\$1,569,321

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Bi-State Regional Commission	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	6.00	6.00	6.00	6.00	
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	1.00	1.00	1.00	1.00	
Graphics Specialist	2.00	2.00	2.00	2.00	
TOTAL POSITIONS	21.50	21.50	21.50	21.50	
REVENUE SUMMARY:					
Membership Fees	\$266,415	\$271,720	\$271,720	\$275,339	
Charges for Services	445,193	450,881	438,731	432,688	
Federal/State Funding	130,230	141,375	132,215	140,772	
Transportation	480,419	515,475	507,445	500,734	
SUB-TOTAL REVENUES	\$1,322,257	\$1,379,451	\$1,350,111	\$1,349,533	
Scott County Contribution	60,409	62,221	62,221	63,154	63,154
TOTAL REVENUES	\$1,382,666	\$1,441,672	\$1,412,332	\$1,412,687	
APPROPRIATION SUMMARY:					
Personal Services	\$1,137,351	\$1,227,860	\$1,207,528	\$1,222,329	
Equipment	1,743	2,500	2,500	2,500	
Expenses	201,099	189,370	189,800	196,550	
Occupancy	44,851	44,851	44,851	44,851	
TOTAL APPROPRIATIONS	\$1,385,044	\$1,464,581	\$1,444,679	\$1,466,230	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Buffalo Volunteer Ambulance	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Volunteers	25.00	25.00	25.00	30.00	
TOTAL POSITIONS	25.00	25.00	25.00	30.00	
REVENUE SUMMARY:					
Municipal Subsidy	\$18,014	\$9,000	\$3,000	\$12,000	
Service Fees	17,818	53,000	20,000	53,000	
Other	1,487	6,500	3,500	8,700	
SUB-TOTAL REVENUES	\$37,319	\$68,500	\$26,500	\$73,700	
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	\$69,969	\$101,150	\$59,150	\$106,350	
APPROPRIATION SUMMARY:					
Personal Services	\$22,514	\$35,000	\$18,000	\$28,000	
Equipment	8,443	29,557	8,500	19,800	
Expenses	50,370	70,903	24,350	43,000	
Supplies	1,400	2,000	2,200	4,500	
Occupancy	8,397	8,490	6,000	8,800	
TOTAL APPROPRIATIONS	\$91,124	\$145,950	\$59,050	\$104,100	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Center for Alcohol/Drug Services	ACTUAL	BUDGET	PROJECTED	REQUEST	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	1.00	0.50	1.00	1.00	
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	1.00	1.00	2.00	2.00	
QA/UR Program Manager	2.00	2.00	2.00	2.00	
Prevention Coordinator	1.00	1.00	1.00	1.00	
Prevention Specialist	12.00	11.00	12.00	12.00	
Counselors	39.00	45.00	45.00	45.00	
Techs/CCW	21.00	24.00	21.00	21.00	
Program Managers	6.00	6.00	6.00	6.00	
Health Care Coordinator	1.00	1.00	1.00	1.00	
RN/LPN	7.00	7.00	6.00	6.00	
TOTAL POSITIONS	110.70	118.20	116.70	116.70	
REVENUE SUMMARY:					
I.D.S.A. Treatment	\$1,641,866	\$1,543,688	\$1,641,866	\$1,641,866	
I.D.S.A. Prevention	250,805	240,754	315,638	315,638	
Scott County Jail Based Project	-	131,977	146,990	261,395	
O.A.S.A.	569,896	553,546	553,546	553,546	
Rock Island County	56,970	55,060	57,360	57,360	
United Way	100,198	99,953	100,198	100,198	
Client Fees	222,418	212,713	197,271	197,271	
Insurance Payments	562,558	796,033	635,352	635,352	
Interest	42,966	20,000	52,000	52,000	
Seventh Judicial District	96,300	95,000	96,300	96,300	
Contributions	1,516	14,250	2,250	2,250	
County Commitments	47,847	30,000	39,000	39,000	
Scott County Jail	142,415	110,000	130,000	130,000	
Local Schools	69,560	48,000	69,000	69,000	
U S Fed Probation	54,055	60,000	60,000	60,000	
Medicaid, Illinois	37,012	15,000	25,000	25,000	
Contractual Fees/Payment	1,137,249	815,416	901,015	901,015	
Juvenile Court	(780)	-	-	-	
SUB-TOTAL REVENUES	\$5,032,851	\$4,841,390	\$5,022,786	\$5,137,191	
Scott County Contribution	269,052	276,224	276,224	283,611	283,611
IDPH Substance Abuse Funds	10,000	10,000	10,000	10,000	10,000
TOTAL COUNTY CONTRIBUTION	\$279,052	\$286,224	\$286,224	\$293,611	\$293,611
TOTAL REVENUES	\$5,311,903	\$5,127,614	\$5,309,010	\$5,430,802	
APPROPRIATION SUMMARY:					
Personal Services	\$3,624,373	\$3,844,765	\$4,019,666	\$4,097,886	
Equipment	14,033	21,001	59,458	31,625	
Expenses	775,439	836,258	1,113,411	858,846	
Supplies	289,362	234,400	241,075	241,825	
Occupancy	224,882	191,190	194,882	200,620	
TOTAL APPROPRIATIONS	\$4,928,089	\$5,127,614	\$5,628,492	\$5,430,802	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Center for Active Seniors, Inc.	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President/CEO	1.00	1.00	1.00	1.00	
Resource Development & Marketing	1.00	1.00	1.00	1.00	
Business Manager	0.61	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	-	-	-	
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	28.06	27.69	27.69	27.69	
REVENUE SUMMARY:					
Medicaid Waiver ADC	\$82,780	\$80,000	\$90,000	\$80,000	
Pledge Revenue	-	40,000	35,000	43,000	
Title III B	34,110	37,150	35,150	36,205	
Title III C	7,513	7,964	7,515	7,513	
Elderly Care Funds	34,174	40,513	34,174	35,544	
Transfers	85,370	-	-	-	
Title V	22,784	24,000	18,000	22,577	
LTCIS	14,775	13,000	15,000	15,000	
Veterans Administration	61,212	46,000	60,000	55,000	
United Way	77,820	98,344	77,820	93,450	
Contributions	25,902	35,000	50,000	37,000	
Activities	57,498	95,000	75,000	94,200	
CDBG	91,106	95,295	88,940	95,295	
Project Income	144,688	183,535	169,000	186,785	
Supplemental/Knouse/RDA & SCRA Grants	110,085	81,839	78,500	84,506	
Other	70,173	152,500	102,000	147,700	
SUB-TOTAL REVENUES	\$919,990	\$1,030,140	\$936,099	\$1,033,775	
Scott County Contribution	199,182	204,179	204,179	207,461	207,461
Contingency	-	-	25,000	-	-
IDPH Substance Abuse Funds	2,508	-	-	-	-
TOTAL COUNTY CONTRIBUTION	201,690	204,179	229,179	207,461	207,461
TOTAL REVENUES	\$1,121,680	\$1,234,319	\$1,165,278	\$1,241,236	
APPROPRIATION SUMMARY:					
Personal Services	\$809,380	\$856,159	\$856,626	\$883,601	
Equipment	(523)	1,619	2,000	1,500	
Expenses	268,808	258,596	243,038	258,557	
Supplies	44,739	99,385	75,279	78,980	
Occupancy	20,679	18,560	18,850	19,270	
TOTAL APPROPRIATIONS	\$1,143,083	\$1,234,319	\$1,195,793	\$1,241,908	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Community Health Care	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Physician	10.93	14.65	10.93	12.03	
Physician Assistant	2.75	4.06	2.75	2.76	
Nurse Practitioner	2.50	3.50	2.50	2.51	
Nutritionist	1.00	1.01	1.00	1.00	
Health Educator/Social Worker	2.47	2.73	2.47	2.47	
X-Ray Technician	2.00	2.03	2.00	2.01	
Lab Technician	8.60	7.62	8.60	8.62	
Nursing Coordinator/Registered Nurse	11.20	6.29	11.20	11.24	
LPN/Medical Assistant	27.80	24.88	27.80	27.88	
Dentist	2.50	3.03	2.50	3.51	
Hygienist/Assistants/Receptionist (Dental)	11.40	11.04	11.40	11.44	
Pharmacist/Pharmacy Technician	4.20	4.25	4.20	4.22	
Information Services Coordinator	1.00	1.01	1.00	1.00	
Medical Records Clerks	8.50	7.69	8.50	8.52	
Transcriptionist	0.60	1.62	0.60	0.60	
Business Office Coordinator	1.00	1.01	1.00	1.00	
Income Verification/Customer Service Coord.	3.00	4.99	3.00	3.01	
Patient Account Rep/Patient Service Rep	23.00	20.27	23.00	23.06	
Executive Director	1.00	1.01	1.00	1.00	
Director of Clinic/Finance/Program/HR	4.00	4.06	4.00	4.01	
Administrative Assistant	3.00	2.97	3.00	3.01	
Quality Manager	1.00	1.01	1.00	1.00	
Clinical Info Coord/Chronic Care Coord	1.80	1.96	1.80	1.80	
Outreach Worker (Homeless)/Outreach Educator	9.00	6.56	9.00	9.02	
Telephone Operator/Coding Specialist	8.63	8.19	8.63	8.66	
Translator	1.80	1.80	1.80	1.81	
Medical Secretary	4.00	5.04	4.00	4.01	
Bldg & Grounds Coordinator/Computer Support Tech	2.00	1.96	2.00	2.00	
Human Resources Specialist/Accounting Specialist	1.00	1.02	1.00	1.00	
Medical Clinic Manager	2.00	2.99	2.00	2.01	
Dental Clinic Manager	1.00	1.01	1.00	1.00	
Purchasing Specialist	1.00	1.01	1.00	1.00	
Development Specialist/Development Assistant	1.80	1.83	1.80	1.80	
Accountant	1.00	1.01	1.00	1.00	
TOTAL POSITIONS	168.48	165.11	168.48	171.01	
REVENUE SUMMARY:					
Iowa State Dept Health/Child Health	\$161,767	\$160,249	\$140,736	\$140,736	
HHS-UHI	3,097,670	2,522,395	2,638,872	2,762,896	
Patient Fees	8,014,488	8,382,265	9,000,000	9,400,000	
Other	2,046,803	1,089,621	567,495	985,405	
SUB-TOTAL REVENUES	\$13,320,728	\$12,154,530	\$12,347,103	\$13,289,037	
Scott County Contribution	291,021	291,021	291,021	302,925	302,925
Senior Health Grant	-	-	-	-	-
SUB-TOTAL CONTRIBUTION	\$291,021	\$291,021	\$291,021	\$302,925	\$302,925
TOTAL REVENUES	\$13,611,749	\$12,445,551	\$12,638,124	\$13,591,962	
APPROPRIATION SUMMARY:					
Personal Services	\$7,287,149	\$7,186,146	\$7,960,971	\$8,414,008	
Expenses	2,212,463	2,250,700	2,186,855	2,273,272	
Supplies	2,216,836	2,185,200	1,892,185	2,141,582	
Occupancy	361,813	358,000	368,602	392,087	
TOTAL APPROPRIATIONS	\$12,078,261	\$11,980,046	\$12,408,613	\$13,220,949	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Durant Volunteer Ambulance	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Volunteers	21.00	17.00	25.00	25.00	
TOTAL POSITIONS	21.00	17.00	25.00	25.00	
REVENUE SUMMARY:					
Political Subdivision Contracts	\$9,215	\$35,000	\$36,000	\$36,000	
Services	212,637	230,000	240,000	240,000	
Contributions	116,910	50,000	50,000	50,000	
Other	4,841	9,500	9,500	9,500	
SUB-TOTAL REVENUES	\$343,603	\$324,500	\$335,500	\$335,500	
Scott County Contribution	20,000	20,000	20,000	20,000	20,000
TOTAL REVENUES	\$363,603	\$344,500	\$355,500	\$355,500	
APPROPRIATION SUMMARY:					
Equipment	\$64,195	\$0	\$5,000	\$5,000	
Expenses	102,088	122,000	130,280	130,280	
Supplies	6,424	15,500	10,000	10,000	
Occupancy	6,995	8,000	7,500	7,500	
TOTAL APPROPRIATIONS	\$179,702	\$145,500	\$152,780	\$152,780	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Emergency Management Agency	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	\$65,100	\$56,616	\$56,616	\$136,978	
Miscellaneous	79,318	49,000	49,000	46,000	
SUB-TOTAL REVENUES	\$144,418	\$105,616	\$105,616	\$182,978	
Scott County Contribution	25,357	25,357	25,357	25,357	\$25,357
TOTAL REVENUES	\$169,775	\$130,973	\$130,973	\$208,335	
APPROPRIATION SUMMARY:					
Personal Services	\$67,733	\$66,363	\$67,933	\$71,527	
Equipment	3,150	12,850	6,850	7,200	
Capital Improvements	1,717	1,200	1,200	1,200	
Expenses	20,986	20,650	16,425	98,746	
Supplies	3,264	4,550	4,550	4,305	
TOTAL APPROPRIATIONS	\$96,850	\$105,613	\$96,958	\$182,978	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Genesis Visiting Nurse Association	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Director Nursing/Patient Services	1.02	1.00	1.00	1.00	
Nursing Coordinator	10.53	10.19	10.00	10.00	
Nursing Supervisor	7.22	6.50	6.50	6.50	
Staff Nurse (RN)	59.74	55.84	57.95	57.95	
Support Services Coordinator	1.01	1.00	1.00	1.00	
Homemaker Supervisors	1.68	1.63	1.50	1.50	
Home Health Aides	18.87	18.29	17.17	17.17	
Family Life Specialist	1.49	1.49	1.31	1.31	
Homemakers	13.00	12.52	11.49	11.49	
Executive Director	1.00	1.00	1.00	-	
Switchboard Operator	1.96	2.01	2.02	2.02	
Secretarial	4.38	5.00	5.02	5.02	
Clerical	16.73	27.24	16.30	16.30	
TOTAL POSITIONS	138.63	143.71	132.26	131.26	
REVENUE SUMMARY:					
Insurance/Private Program Service Fees	\$1,688,130	\$1,793,961	\$1,512,445	\$1,461,445	
Medicare	6,557,168	6,788,375	7,301,090	7,301,090	
Medicaid	1,578,670	1,574,583	1,441,863	1,441,863	
United Way	136,894	136,910	128,373	128,373	
SUB-TOTAL REVENUES	\$9,960,862	\$10,293,829	\$10,383,771	\$10,332,771	
Scott County Contribution	127,500	125,000	125,000	125,000	125,000
State Health Pass Through Funds	478,010	454,716	448,640	448,640	448,640
TOTAL COUNTY CONTRIBUTION	\$605,510	\$579,716	\$573,640	\$573,640	\$573,640
TOTAL REVENUES	\$10,566,372	\$10,873,545	\$10,957,411	\$10,906,411	
APPROPRIATION SUMMARY:					
Personal Services	\$5,587,737	\$6,030,422	\$5,698,453	\$5,767,175	
Equipment	41,538	29,914	50,653	50,659	
Expenses	3,169,364	3,252,901	3,224,674	3,224,902	
Supplies	594,723	476,809	526,323	526,329	
Occupancy	274,794	291,558	310,902	310,916	
TOTAL APPROPRIATIONS	\$9,668,156	\$10,081,604	\$9,811,005	\$9,879,981	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Handicapped Development Center	ACTUAL	BUDGET	PROJECTED	REQUEST	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
Computer Technician	-	-	0.50	1.00	1.00
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	30.00	30.00	30.00	30.00	30.00
Personal Independent Screenprint Instructor/Aide	1.00	1.00	1.00	1.00	1.00
Personal Independent Aide	2.00	2.00	2.00	2.00	2.00
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	13.50	13.50	13.50
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 Assistant Program Director	1.00	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 Manager	1.00	1.00	1.00	1.00	1.00
Job Coach	9.00	9.00	9.00	9.00	9.00
Medication Aide	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	373.25	373.25	374.25	374.75	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Handicapped Development Center (con't)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
REVENUE SUMMARY:					
United Way	\$125,698	\$122,960	\$118,000	\$110,000	
Subcontract Sales	213,476	342,000	242,000	267,500	
Iowa Purchase of Service	64,158	51,000	48,000	48,000	
Client Receipts	327,716	310,000	310,000	310,000	
DVRS	13,649	20,000	10,000	10,000	
Other	131,996	171,575	94,399	97,186	
Title XIX Revenue	5,191,441	5,381,421	5,201,941	5,357,999	
ARO	84,368	70,300	106,992	110,258	
Dayhab	-	-	411,956	424,164	
Dayhab Trans.	-	-	32,632	31,866	
HUD	11,377	10,000	10,000	10,000	
HCBS (T19)	1,748,662	1,899,420	1,854,364	1,939,284	
State of Iowa-HCBS Match	77,047	92,000	78,114	78,501	
SUB-TOTAL REVENUES	\$7,989,588	\$8,470,676	\$8,518,398	\$8,794,758	
Scott County Contribution	1,589,375	1,493,452	923,831	1,141,851	545,793
County County - Supported Employment	28,251	105,164	30,000	106,392	30,000
Title XIX Matching Funds	888,487	995,424	976,966	1,065,944	1,094,209
ARO Matching Funds	33,922	41,287	54,020	64,754	64,021
Dayhab Matchin Funds	-	-	202,191	246,095	466,635
Dayhab Trans. Matching Funds	-	-	16,476	18,715	18,715
DVRS-SES 100% Grant	35,133	45,000	35,000	35,000	35,000
TOTAL COUNTY CONTRIBUTION	2,575,168	2,680,327	2,238,484	2,678,751	2,254,373
TOTAL REVENUES	\$10,564,756	\$11,151,003	\$10,756,882	\$11,473,509	
APPROPRIATION SUMMARY:					
Personal Services	\$8,741,515	\$9,895,075	\$9,935,645	\$10,299,551	
Equipment	73,665	85,651	100,851	104,051	
Expenses	550,688	678,439	688,117	707,800	
Supplies	355,938	376,860	380,550	387,025	
Occupancy	448,822	462,755	469,719	476,217	
TOTAL APPROPRIATIONS	\$10,170,628	\$11,498,780	\$11,574,882	\$11,974,644	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Humane Society	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	\$190,305	\$201,827	\$191,827	\$197,060	
Donations	7,356	-	5,000	5,000	
Other	226,817	245,064	274,664	275,620	
Transfer from Society Fund	121,890	95,480	100,000	103,000	
SUB-TOTAL REVENUES	\$546,368	\$542,371	\$571,491	\$580,680	
Scott County Contribution	26,319	26,845	26,845	27,650	27,650
TOTAL REVENUES	\$572,687	\$569,216	\$598,336	\$608,330	
APPROPRIATION SUMMARY:					
Personal Services	\$360,536	\$442,160	\$453,360	\$474,275	
Expenses	53,522	57,720	56,884	58,750	
Supplies	21,553	23,000	23,000	23,200	
Occupancy	42,033	25,000	44,000	45,600	
TOTAL APPROPRIATIONS	\$477,644	\$547,880	\$577,244	\$601,825	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
County Library	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	\$1,041,916	\$855,999	\$855,999	\$833,352	
Fees and Charges	13,858	12,000	12,000	12,000	
Miscellaneous	407,590	-	-	-	
Sale of Fixed Assets	759	-	-	-	
SUB-TOTAL REVENUES	\$1,464,123	\$867,999	\$867,999	\$845,352	
Scott County Contribution	364,290	381,718	381,718	440,685	440,685
TOTAL REVENUES	\$1,828,413	\$1,249,717	\$1,249,717	\$1,286,037	
APPROPRIATION SUMMARY:					
Personal Services	\$445,472	\$517,867	\$517,867	\$543,187	
Equipment	140,203	113,053	113,053	113,053	
Capital Improvement	1,037,195	-	-	-	
Expenses	147,145	154,387	154,387	161,111	
Supplies	32,211	28,000	28,000	28,000	
Payment of Principal	-	-	-	-	
TOTAL APPROPRIATIONS	\$1,802,226	\$813,307	\$813,307	\$845,351	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Medic EMS	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	10.00	10.00	10.00	
Support Staff	3.00	2.00	3.00	3.00	
Wheelchair/Shuttle Operator	10.00	6.00	2.00	2.00	
TOTAL POSITIONS	103.15	93.15	90.15	90.15	
REVENUE SUMMARY:					
Net Patient Revenue	\$3,895,013	\$4,047,000	\$4,001,900	\$4,293,380	
Other Support	985,635	959,000	920,000	940,000	
Genesis Medical Center	15,564	-	-	-	
Trinity Medical Center	3,891	-	-	-	
SUB-TOTAL REVENUE	\$4,900,103	\$5,006,000	\$4,921,900	\$5,233,380	
Scott County Contribution	39,499	-	-	-	
TOTAL REVENUES	\$4,939,602	\$5,006,000	\$4,921,900	\$5,233,380	
APPROPRIATION SUMMARY:					
Personal Services	\$3,414,439	\$3,515,500	\$3,452,000	\$3,658,750	
Equipment	15,044	15,000	15,000	15,000	
Expenses	1,260,128	1,228,000	1,212,600	1,303,000	
Supplies	125,695	124,000	120,000	115,000	
Occupancy	124,296	120,000	122,300	140,000	
TOTAL APPROPRIATIONS	\$4,939,602	\$5,002,500	\$4,921,900	\$5,231,750	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Quad-Cities Convention & Visitors Bureau	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	1.00	1.00	1.00	1.00	
Sales Coordinator	1.00	1.00	1.00	1.00	
Convention & Visitor Service Manager	0.50	1.00	0.50	0.50	
TOTAL POSITIONS	13.50	13.00	13.50	13.50	
REVENUE SUMMARY:					
Davenport	\$318,963	\$350,000	\$359,300	\$370,000	
Bettendorf	162,009	186,000	165,000	170,000	
Moline	162,200	165,000	171,500	177,000	
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	147,132	150,000	137,418	150,000	
Other Grants	49,951	45,000	50,420	50,000	
Interest	10,324	10,000	10,000	10,000	
Misc. Income	33,637	50,000	50,000	50,000	
Miss. Valley Welcome Center	138,982	125,000	130,000	130,000	
Memberships	59,182	60,000	60,000	60,000	
Publications Income	8,488	8,000	8,000	8,000	
Joint Projects Income	7,333	10,000	10,000	10,000	
Friends of QC Grant	37,000	30,000	90,000	30,000	
SUB-TOTAL REVENUES	\$1,180,201	\$1,234,000	\$1,286,638	\$1,260,000	
Scott County Contribution	68,742	70,000	70,000	70,000	70,000
Contingency	0	0	0	0	0
TOTAL COUNTY CONTRIBUTION	\$68,742	\$70,000	\$70,000	\$70,000	\$70,000
TOTAL REVENUES	\$1,248,943	\$1,304,000	\$1,356,638	\$1,330,000	
APPROPRIATION SUMMARY:					
Personal Services	\$589,695	\$573,921	\$574,921	\$591,769	
Equipment	30,800	36,000	33,000	33,000	
Expenses	661,508	721,350	681,450	655,040	
Supplies	10,576	17,000	15,000	15,000	
Occupancy	30,861	32,300	32,100	32,100	
TOTAL APPROPRIATIONS	\$1,323,440	\$1,380,571	\$1,336,471	\$1,326,909	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Quad-City Development Group	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
President	1.00	1.00	1.00	1.00	
Vice-President	1.00	1.00	-	-	
Project Manager	2.00	2.00	2.00	2.00	
Administrative Secretary	1.00	1.00	1.00	1.00	
Database Specialist	1.00	1.00	1.00	1.00	
Receptionist/Secretary	1.00	0.50	1.00	1.00	
Member Relations Representative	1.00	1.00	1.00	1.00	
TOTAL POSITIONS	8.00	7.50	7.00	7.00	
REVENUE SUMMARY:					
Private Sector Members	\$341,164	\$390,000	\$388,222	\$407,633	
Public Sector Members	291,558	372,000	306,833	322,175	
Other	189,270	104,100	138,900	137,700	
SUB-TOTAL REVENUES	\$821,992	\$866,100	\$833,955	\$867,508	
Scott County Contribution	35,092	36,150	36,150	37,957	37,957
TOTAL REVENUES	\$857,084	\$902,250	\$870,105	\$905,465	
APPROPRIATION SUMMARY:					
Personal Services	\$548,293	\$552,400	\$477,948	\$493,432	
Equipment	13,640	11,920	18,120	18,120	
Expenses	374,490	469,300	404,695	408,900	
Supplies	8,000	8,500	9,000	9,000	
Occupancy	85,000	89,100	80,520	82,000	
TOTAL APPROPRIATIONS	\$1,029,423	\$1,131,220	\$990,283	\$1,011,452	

DEPARTMENT:	2002-03	2003-04	2003-04	2004-05	2004-05
Vera French Community Mental Health Center	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
MD	9.18	10.95	10.95	10.95	
PH D	3.95	3.95	3.95	3.95	
Therapist	20.57	22.37	22.37	22.37	
RN/LPN	11.60	11.60	11.60	11.60	
Administrative/Clerical	35.07	34.90	35.07	35.07	
Supervisor	4.00	4.00	4.00	4.00	
Activity Therapist	10.60	10.20	10.60	10.60	
Mental Health Workers	14.82	13.60	14.82	14.82	
Other	7.60	7.60	7.60	7.60	
Case Manager	10.00	10.00	10.00	10.00	
Case Monitor	2.10	2.10	2.10	2.10	
Community Support	10.20	15.20	10.20	10.20	
TOTAL POSITIONS	139.69	146.47	143.26	143.26	
REVENUE SUMMARY:					
Service Fees	\$2,225,097	\$2,474,569	\$2,630,000	\$2,752,837	
SSI/SSDI	298,674	322,844	312,844	320,665	
ARO	1,520,217	919,879	919,897	1,142,983	
United Way	21,890	22,680	5,988	5,988	
Contributions	86,314	130,000	122,000	127,000	
Miscellaneous	190,604	264,242	223,650	203,380	
Community Service Fees	1,570	1,890	1,890	2,000	
SSA	128,214	138,522	129,996	133,246	
Title XIX	213,755	924,422	937,125	964,538	
State Payment	78,954	88,757	60,955	62,118	
SUB-TOTAL REVENUES	\$4,765,289	\$5,287,805	\$5,344,345	\$5,714,755	
Scott County Contribution	2,867,346	3,325,220	3,325,220	3,470,271	3,424,978
Title XIX Match	9,761	13,978	14,000	14,000	14,000
Title XIX Pass-Thru	677,044	701,513	708,538	742,538	742,538
Vocational Rehab Pass-Thru	3,885	36,000	36,000	36,000	36,000
Housing Corporation	46,800	48,204	48,204	50,132	49,650
Title XIX ARO Match	395,100	-	-	-	-
TOTAL COUNTY CONTRIBUTION	3,999,936	4,124,915	4,131,962	4,312,941	4,267,166
Less: Title XIX Pass-Thru	-	701,513	708,538	742,538	742,538
Less: Vocational Rehab Pass-Thru	-	36,000	36,000	36,000	36,000
TOTAL COUNTY CONTRIBUTION (NET)	\$3,999,936	\$3,387,402	\$3,387,424	\$3,534,403	\$3,488,628
TOTAL REVENUES	\$8,765,225	\$8,675,207	\$8,731,769	\$9,249,158	
APPROPRIATION SUMMARY:					
Personal Services	\$7,143,445	\$7,597,427	\$7,974,822	\$8,348,841	
Equipment	95,801	86,518	75,921	76,104	
Expenses	447,997	402,264	385,005	399,114	
Supplies	227,436	232,653	235,156	243,399	
Occupancy	319,072	331,076	337,648	348,557	
TOTAL APPROPRIATIONS	\$8,233,751	\$8,649,938	\$9,008,552	\$9,416,015	

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.

	<u>Page</u>
Excerpts From Chapter 3 of the Scott County Code creating the Office of the Administrator	362
County Financial Management Policy	365
County Cash Handling Procedures Policy	370
County Investment Policy	371
Excerpts From the Code of Iowa:	
Chapter 24 - Local Budget Law	379
Chapter 331 - County Home Rule (Sections 421-437 - County Levies, Funds, Budgets, and Expenditures)	383

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	<u>Minimum Fund Balance</u>
General	15% of annual operating expenses
Secondary Road	10% of annual operating expenses
MH-DD	10% of annual operating expenses
Rural Services	\$25,000 minimum balance
Recording Management Fee	No minimum required
Debt Service	\$25,000 minimum balance
Capital Projects	\$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 be made to the County on that project
- Any future State action such as program funding reductions, increased unfunded State mandates, or the enactment of property tax limitation legislation may not allow the County to consider or, complete fulfillment of these types of capital funding requests

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 diversify 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.

RESOLUTION

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.

RESOLUTION

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.

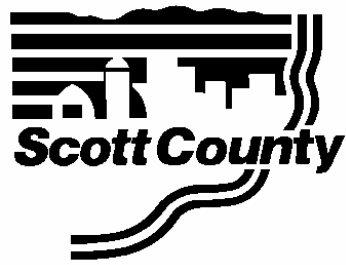
331.436 Protest.

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
2004-2005 ADOPTED BUDGET**

TABLE OF CONTENTS

<u>GROUP</u>	<u>DESCRIPTION</u>	<u>CODE</u>	<u>PAGE</u>
Non-Represented	Employees of various occupational classes not affiliated with any collective bargaining unit. Salary tables are set by the Board of Supervisors.	A	389
Secondary Roads Unit	Clerical, labor and trades employees in the Engineering Department represented by the Scott County Secondary Roads Employee Council. Salary tables established through collective bargaining.	B	395
AFSCME Unit	Clerical, technical and maintenance employees represented by the American Federation of State, County and Municipal Association. Salary tables established through collective bargaining.	C	396
Deputy Sheriff Unit	Deputy Sheriff's and Sergeants in the Sheriff's Department represented by the Scott County Deputy Sheriff's Association. Salary tables established through collective bargaining.	E	398
Corrections Unit	Jail staff in the Sheriff's Department represented by the Scott County Corrections Association, Chauffeurs, Teamsters and Helpers Local 238. Salary tables established through collective bargaining.	H	399
Juvenile Detention Unit	Juvenile Detention staff in the Juvenile Detention Center represented by the Scott County Juvenile Detention Association, Chauffeurs, Teamsters and Helpers Local 238. Salary tables established through collective bargaining.	J	400
Elected Officials	Elected office holders and the Board of Supervisors. Salary set by the Board of Supervisors up recommendation of the County Compensation Board.	X	401
Deputy Office Holders	Self explanatory. Salaries set by the Board of Supervisors.	Y	402
Temporary Staff	Self explanatory. Salaries set by the Board of Supervisors unless otherwise noted.	Z	403

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
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	121,659	N/A	N/A
* This is a contract position appointed by the Board of Supervisors				
County Engineer	864	70,517 33.902	82,961 39.885	95,405 45.868
Assistant County Administrator	805	66,701 32.068	78,472 37.727	90,243 43.386
Health Director	805	66,701 32.068	78,472 37.727	90,243 43.386
Conservation Director	775	64,756 31.133	76,184 36.627	87,612 42.121
Community Services Director	725	61,537 29.585	72,396 34.806	83,255 40.026
Facilities & Support Services Director	725	61,537 29.585	72,396 34.806	83,255 40.026
Information Technology Director	725	61,537 29.585	72,396 34.806	83,255 40.026
Jail Administrator	702	60,047 28.869	70,644 33.963	81,241 39.058
Accounting & Tax Manager	677	58,430 28.091	68,741 33.049	79,052 38.006
Assistant Engineer	634	55,644 26.752	65,463 31.473	75,282 36.193
Financial Management Supervisor	611	54,162 26.039	63,720 30.635	73,278 35.230
Planning & Development Director	608	53,966 25.945	63,489 30.524	73,012 35.102
Deputy Health Director	571	51,569 24.793	60,669 29.168	69,769 33.543
Juvenile Detention Center Director	571	51,569 24.793	60,669 29.168	69,769 33.543
Operations Manager - Auditor	556	50,601 24.327	59,531 28.621	68,461 32.914
Operations Manager - Treasurer	556	50,601 24.327	59,531 28.621	68,461 32.914
Attorney II	N/A	48,378 23.259	56,915 27.363	65,452 31.467
Network Infrastructure Supervisor	519	48,203 23.175	56,709 27.264	65,215 31.353

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
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	48,203 23.175	56,709 27.264	65,215 31.353
Office Administrator - County Attorney	511	47,685 22.925	56,100 26.971	64,515 31.017
Senior Programmer Analyst	511	47,685 22.925	56,100 26.971	64,515 31.017
Risk Manager	505	47,303 22.742	55,651 26.755	63,999 30.769
Operations Manager - Recorder	496	46,716 22.460	54,960 26.423	63,204 30.387
Sheriff's Lieutenant	464	44,648 21.465	52,527 25.253	60,406 29.041
Golf Course Superintendent	462	44,512 21.400	52,367 25.176	60,222 28.953
Golf Course Pro/Manager	462	51,284 24.656	N/A	N/A
Webmaster	455	44,070 21.188	51,847 24.926	59,624 28.665
Corrections Captain	449	43,682 21.001	51,390 24.707	59,099 28.413
Operations Manager - Conservation	445	43,417 20.874	51,079 24.557	58,741 28.241
Programmer/Analyst II	445	43,417 20.874	51,079 24.557	58,741 28.241
Case Aide Supervisor	430	42,446 20.407	49,936 24.008	57,426 27.609
Mental Health Coordinator	430	42,446 20.407	49,936 24.008	57,426 27.609
Secondary Roads Superintendent	430	42,446 20.407	49,936 24.008	57,426 27.609
Clinical Services Coordinator	417	41,605 20.002	48,947 23.532	56,289 27.062
Community Health Coordinator	417	41,605 20.002	48,947 23.532	56,289 27.062
Environmental Health Coordinator	417	41,605 20.002	48,947 23.532	56,289 27.062

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
GROUP: A NON-REPRESENTED**

<u>Position Title</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Public Health Services Coordinator	417	41,605 20.002	48,947 23.532	56,289 27.062
Support Services Director	417	41,605 20.002	48,947 23.532	56,289 27.062
Network Systems Administrator	406	40,897 19.662	48,114 23.132	55,331 26.601
Support Program Lieutenant	400	40,510 19.476	47,659 22.913	54,808 26.350
County General Store Manager	382	39,343 18.915	46,286 22.253	53,229 25.591
Programmer/Analyst I	382	39,343 18.915	46,286 22.253	53,229 25.591
Naturalist/Director	382	39,343 18.915	46,286 22.253	53,229 25.591
Budget Coordinator	366	38,310 18.418	45,071 21.669	51,832 24.919
Public Health Nurse	366	38,310 18.418	45,071 21.669	51,832 24.919
Quality Assurance Specialist	366	38,310 18.418	45,071 21.669	51,832 24.919
Park Maintenance Supervisor	357	37,804 18.175	44,475 21.382	51,146 24.589
Community Health Consultant	355	37,598 18.076	44,233 21.266	50,868 24.456
Community Health Intervention Specialist	355	37,598 18.076	44,233 21.266	50,868 24.456
Environmental Health Specialist	355	37,598 18.076	44,233 21.266	50,868 24.456
Attorney I	N/A	37,511 18.034	44,131 21.217	50,751 24.400
Corrections Lieutenant	353	37,464 18.012	44,075 21.190	50,686 24.368
Corrections Sergeant	332	36,105 17.358	42,477 20.422	48,849 23.485
Food Service Manager	332	36,105 17.358	42,477 20.422	48,849 23.485
Tax Accounting Specialist	332	36,105 17.358	42,477 20.422	48,849 23.485
Case Expeditor	323	35,525 17.079	41,794 20.093	48,063 23.107

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
GROUP: A NON-REPRESENTED**

<u>Position Title</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Human Resources Generalist	323	35,525 17.079	41,794 20.093	48,063 23.107
Program Services Coordinator	323	35,525 17.079	41,794 20.093	48,063 23.107
Shift Supervisor - Juvenile Detention	323	35,525 17.079	41,794 20.093	48,063 23.107
Park Ranger	307	34,490 16.582	40,577 19.508	46,664 22.435
Project and Support Services Coordinator	307	34,490 16.582	40,577 19.508	46,664 22.435
Chief Telecommunications Operator	300	34,036 16.363	40,042 19.251	46,048 22.138
Engineering Aide II	300	34,036 16.363	40,042 19.251	46,048 22.138
Maintenance Coordinator	300	34,036 16.363	40,042 19.251	46,048 22.138
Administrative Assistant	298	33,905 16.300	39,888 19.177	45,871 22.053
Administrative Office Manager - Health	298	33,905 16.300	39,888 19.177	45,871 22.053
Motor Vehicle Supervisor	298	33,905 16.300	39,888 19.177	45,871 22.053
Veteran's Affairs Director/Case Aide	298	33,905 16.300	39,888 19.177	45,871 22.053
Classification Specialist	289	33,329 16.024	39,210 18.851	45,092 21.679
Paralegal	282	32,876 15.806	38,678 18.595	44,480 21.385
Lead Public Safety Dispatcher	271	32,162 15.463	37,838 18.191	43,514 20.920
Naturalist	271	32,162 15.463	37,838 18.191	43,514 20.920
Office Manager - Community Services	271	32,162 15.463	37,838 18.191	43,514 20.920
Lead Bailiff	262	31,583 15.184	37,157 17.864	42,731 20.544
Executive Secretary	252	30,933 14.872	36,392 17.496	41,851 20.121
Payroll Specialist	252	30,933 14.872	36,392 17.496	41,851 20.121

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
GROUP: A NON-REPRESENTED**

<u>Position Title</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Planning & Development Specialist	252	30,933 14.872	36,392 17.496	41,851 20.121
Public Safety Dispatcher	252	30,933 14.872	36,392 17.496	41,851 20.121
Purchasing Specialist	252	30,933 14.872	36,392 17.496	41,851 20.121
Shop Supervisor (see Note 1) Note 1: Salary for this position adjusted to meet prevailing market rates - July 1976	233	38,270 18.399	45,024 21.646	51,778 24.893
Office Supervisor - Sheriff	228	29,381 14.125	34,566 16.618	39,751 19.111
Assistant Ranger	220	28,864 13.877	33,958 16.326	39,052 18.775
Associate/District Court Bailiff	220	28,864 13.877	33,958 16.326	39,052 18.775
Conservation Assistant	220	28,864 13.877	33,958 16.326	39,052 18.775
Senior Accounting Clerk - Sheriff/Jail	220	28,864 13.877	33,958 16.326	39,052 18.775
Medical Assistant	209	28,153 13.535	33,121 15.924	38,089 18.312
Office Leader - County Engineer	204	27,826 13.378	32,736 15.738	37,646 18.099
Engineering Aide I	199	27,504 13.223	32,358 15.557	37,212 17.890
Benefits Coordinator	198	27,441 13.193	32,283 15.521	37,125 17.849
Custodial Coordinator	198	27,441 13.193	32,283 15.521	37,125 17.849
Senior Clerk - Sheriff/Jail	198	27,441 13.193	32,283 15.521	37,125 17.849
Assistant Golf Course Superintendent	187	26,728 12.850	31,445 15.118	36,162 17.386
Equipment Mechanic - Conservation	187	26,728 12.850	31,445 15.118	36,162 17.386
Help Desk Specialist	187	26,728 12.850	31,445 15.118	36,162 17.386

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
GROUP: A NON-REPRESENTED**

<u>Position Title</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
Park Crew Leader	187	26,728 12.850	31,445 15.118	36,162 17.386
Pioneer Village Site Coordinator	187	26,728 12.850	31,445 15.118	36,162 17.386
Lab Technician - Health	177	26,084 12.540	30,687 14.753	35,290 16.966
Official Records Clerk	177	26,084 12.540	30,687 14.753	35,290 16.966
Senior Clerk	177	26,084 12.540	30,687 14.753	35,290 16.966
Clerk III	162	25,112 12.073	29,543 14.203	33,974 16.334
Golf Course Maintenance Worker	162	25,112 12.073	29,543 14.203	33,974 16.334
Park Maintenance Worker	162	25,112 12.073	29,543 14.203	33,974 16.334
Resource Specialist - Health	162	25,112 12.073	29,543 14.203	33,974 16.334
Clerk II	141	23,753 11.420	27,945 13.435	32,137 15.450
Resource Assistant - Health	141	23,753 11.420	27,945 13.435	32,137 15.450
Cody Homestead Site Coordinator	99	21,057 10.124	24,773 11.910	28,489 13.697

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
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	35,298 16.97	36,878 17.73	38,418 18.47	40,040 19.25	41,184 19.80	41,288 19.85	41,808 20.10
Sign Crew Leader	199	33,987 16.34	35,547 17.09	37,024 17.80	38,563 18.54	39,645 19.06	39,770 19.12	40,227 19.34
Heavy Equipmt Operator II	187	32,947 15.84	34,362 16.52	35,859 17.24	37,294 17.93	38,334 18.43	38,480 18.50	38,979 18.74
Mechanic	187	32,947 15.84	34,362 16.52	35,859 17.24	37,294 17.93	38,334 18.43	38,480 18.50	38,979 18.74
Heavy Equipmt Operator III	174	31,658 15.22	33,072 15.90	34,486 16.58	35,838 17.23	36,899 17.74	36,962 17.77	37,461 18.01
Truck Crew Coordinator	163	30,701 14.76	32,115 15.44	33,363 16.04	34,694 16.68	35,714 17.17	35,755 17.19	36,275 17.44
Truck Driver/Laborer	153	29,806 14.33	31,158 14.98	32,365 15.56	33,634 16.17	34,674 16.67	34,778 16.72	35,235 16.94
Shop Control Clerk	187	26,125 12.56	27,310 13.13	28,392 13.65	29,432 14.15	30,368 14.60	30,430 14.63	30,846 14.83

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
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	32,406 15.58	33,800 16.25	35,152 16.90	36,525 17.56	37,648 18.10	39,187 18.84	40,352 19.40	41,558 19.98	42,806 20.58
Election Supr	291	31,158 14.98	32,427 15.59	33,779 16.24	35,069 16.86	36,088 17.35	37,544 18.05	38,667 18.59	39,832 19.15	41,038 19.73
Maint Spec	268	29,765 14.31	31,117 14.96	32,178 15.47	33,571 16.14	34,590 16.63	35,963 17.29	37,066 17.82	38,168 18.35	39,312 18.90
Case Aide	252	28,891 13.89	30,118 14.48	31,366 15.08	32,552 15.65	33,571 16.14	34,944 16.80	35,984 17.30	37,086 17.83	38,189 18.36
Accts Payable Spec	252	28,891 13.89	30,118 14.48	31,366 15.08	32,552 15.65	33,571 16.14	34,944 16.80	35,984 17.30	37,086 17.83	38,189 18.36
Victim/Witness Coord	223	26,998 12.98	27,893 13.41	29,411 14.14	30,597 14.71	31,574 15.18	32,926 15.83	33,904 16.30	34,923 16.79	35,963 17.29
Platroom Draftsperson	194	25,688 12.35	26,728 12.85	27,747 13.34	28,829 13.86	29,682 14.27	30,950 14.88	31,886 15.33	32,822 15.78	33,821 16.26
Cashier	191	25,230 12.13	26,291 12.64	27,456 13.20	28,558 13.73	29,494 14.18	30,680 14.75	31,595 15.19	32,552 15.65	33,530 16.12
Real Est Spec	191	25,230 12.13	26,291 12.64	27,456 13.20	28,558 13.73	29,494 14.18	30,680 14.75	31,595 15.19	32,552 15.65	33,530 16.12
Senior Acct. Clerk	191	25,230 12.13	26,291 12.64	27,456 13.20	28,558 13.73	29,494 14.18	30,680 14.75	31,595 15.19	32,552 15.65	33,530 16.12
Intake Coordinator	191	25,230 12.13	26,291 12.64	27,456 13.20	28,558 13.73	29,494 14.18	30,680 14.75	31,595 15.19	32,552 15.65	33,530 16.12
Vital Records Spec	191	25,230 12.13	26,291 12.64	27,456 13.20	28,558 13.73	29,494 14.18	30,680 14.75	31,595 15.19	32,552 15.65	33,530 16.12
Senior Clerk - Elections	191	25,230 12.13	26,291 12.64	27,456 13.20	28,558 13.73	29,494 14.18	30,680 14.75	31,595 15.19	32,552 15.65	33,530 16.12
Maintenance Worker	182	25,168 12.10	26,021 12.51	26,853 12.91	28,018 13.47	28,891 13.89	30,077 14.46	30,971 14.89	31,907 15.34	32,864 15.80
Senior Clerk	177	24,731 11.89	25,709 12.36	26,728 12.85	27,685 13.31	28,600 13.75	29,702 14.28	30,597 14.71	31,533 15.16	32,490 15.62
Platroom Specialist	177	24,731 11.89	25,709 12.36	26,728 12.85	27,685 13.31	28,600 13.75	29,702 14.28	30,597 14.71	31,533 15.16	32,490 15.62
Legal Secretary	177	24,731 11.89	25,709 12.36	26,728 12.85	27,685 13.31	28,600 13.75	29,702 14.28	30,597 14.71	31,533 15.16	32,490 15.62
Mtr Vehicle Acct Clerk	177	24,731 11.89	25,709 12.36	26,728 12.85	27,685 13.31	28,600 13.75	29,702 14.28	30,597 14.71	31,533 15.16	32,490 15.62

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
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>
Clerk III	162	23,899 11.49	24,835 11.94	25,750 12.38	26,770 12.87	27,602 13.27	28,683 13.79	29,536 14.20	30,451 14.64	31,366 15.08
Lead Cust Worker	162	23,899 11.49	24,835 11.94	25,750 12.38	26,770 12.87	27,602 13.27	28,683 13.79	29,536 14.20	30,451 14.64	31,366 15.08
Prev Maint Worker	162	23,899 11.49	24,835 11.94	25,750 12.38	26,770 12.87	27,602 13.27	28,683 13.79	29,536 14.20	30,451 14.64	31,366 15.08
Multi-Service Clerk	151		24,253 11.66	25,147 12.09	26,104 12.55	26,853 12.91	27,955 13.44	28,787 13.84	29,640 14.25	30,514 14.67
Clerk II	141	22,651 10.89	23,650 11.37	24,502 11.78	25,438 12.23	26,125 12.56	27,206 13.08	28,018 13.47	28,850 13.87	29,702 14.28
Custodial Worker	130	22,131 10.64	22,901 11.01	23,733 11.41	24,627 11.84	25,397 12.21	26,811 12.89	27,602 13.27	28,434 13.67	29,286 14.08

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
GROUP: E DEPUTY SHERIFF UNIT**

1-Jul-04

<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	51,085 24.56	52,686 25.33		53,747 25.84			54,267 26.09	54,808 26.35			
Deputy	329	36,837 17.71	38,501 18.51	40,019 19.24	42,016 20.20	43,909 21.11	44,782 21.53	45,698 21.97	46,592 22.40	47,070 22.63	47,549 22.86	48,027 23.09

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
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>
Corr Ofcr	246	Trainee status		30,659 14.74	32,094 15.43	35,256 16.95	36,171 17.39	36,962 17.77	37,482 18.02	38,043 18.29
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
Cook	176	22,693 10.91		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

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
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>
Detention Youth Supervisor	215	25,646	26,811	27,976	29,141	30,306	31,470	32,635	33,800	35,069
		12.33	12.89	13.45	14.01	14.57	15.13	15.69	16.25	16.86

SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
GROUP: X ELECTED OFFICIALS

<u>ELECTED OFFICIAL</u>	<u>ANNUAL SALARY</u>
Attorney	94,300
Auditor	65,600
Recorder	65,600
Sheriff	83,700
Treasurer	65,600
Chair, Board of Supervisors	36,300
Board Member, Board of Supervisors	33,300

SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
GROUP: Y DEPUTY OFFICE HOLDERS

<u>POSITION TITLE</u>	<u>ANNUAL SALARY</u>
First Assistant Attorney	84,870
Deputy First Assistant	75,440
Deputy First Assistant	72,375
Deputy First Assistant	68,848
Deputy Auditor - Elections	49,200
Deputy Auditor - Tax	49,200
Second Deputy Recorder	49,200
Chief Deputy Sheriff	71,145

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
GROUP: Z TEMPORARY AND PART-TIME STAFF**

<u>POSITION</u>	<u>RATE</u>
Seasonal General Laborer	\$9.13/hour
Governmental Trainee	Minimum Wage + \$.50/hour Minimum Wage + \$.75/hour (after 3 months)
Administrative Intern & Human Resources Intern	\$6.99 to \$8.88/hour depending on skills, education and experience
Health Intern & Planning Intern	\$8.26 to \$10.51/hour depending on skills, education and experience
Enforcement Aide	\$8.26 to \$10.51/hour depending on skills, education and experience
Eldridge Garage Caretaker	\$9.75/hour
Seasonal Maintenance Worker (Roads)	\$9.75/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 \$19.59/hour
Alternative Sentencing Coordinator	\$31,050 annually
Health Services Professional Immunization Clinic/Jail Health	
LPN	\$15.60/hour
RN/EMT-P	\$18.41/hour
Election Officials	\$6.51/hour
Election Chairpersons	\$6.91/hour
Election Clerk	\$11.39/hour
Outreach/Interpreter	\$13.22/hour

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2004-2005
GROUP: Z TEMPORARY AND PART-TIME STAFF**

POSITION

RATE

CONSERVATION: *

Glynns Creek:

Seasonal part-time Golf Managers

Food Service \$7.75 - \$9.75/hour

Pro Shop \$8.75 - \$11.00/hour

Starter Shack \$6.00 - \$7.25/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 - \$6.25/hour

Groundskeepers \$6.00 - \$9.00/hour

Scott County & West Lake Parks:

Beach Manager \$10.25 - \$12.75/hr. (season)
\$8.00 (open/close)

Pool Manager \$10.25 - \$10.50/hr. (season)
\$8.00 (open/close)

Assistant Beach/Pool Managers \$8.00 - \$8.75/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 - \$9.25/hour

Maintenance \$6.00 - \$8.75/hour

Park Patrol (non-certified) \$9.00 - \$11.00/hour
(certified) \$11.00 - \$13.00/hour

Pioneer Village:

Day Camp Counselors \$5.50 - \$7.00/hour

Apothecary Shop Concession Workers \$5.50 - \$7.00/hour

Maintenance \$6.00 - \$8.00/hour

Wapsi Center:

Assistant Naturalist \$9.00 - \$10.50/hour

Program Assistant \$5.50/hour

Maintenance \$6.00 - \$8.00/hour

* Set by Scott County Conservation Board