

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 | 28 |
| Organizational Chart | 29 |
| Employee Authorization History | 30 |
| FTE Staffing Trends - Graph | 31 |
| FTE Staffing By Department – Graph | 32 |
| FTE Staffing by Service Area – Graph | 33 |
| Fund Statement - All Funds | 34 |
| Revenue Estimates - All Funds | 35 |
| Expenditure Estimates - All Funds | 36 |
| All County Funds - Revenues - Reconciliation Information | 37 |
| County Revenues by Source - Graph | 38 |
| Revenue Sources | 39 |
| All County Funds - Expenditure - Reconciliation Information | 40 |
| All County Expenditures by Fund - Graph | 41 |
| Appropriations by Service Area - Graph | 42 |
| Service Area Descriptions | 43 |
| Appropriation Summary by Service Area | 44 |
| Appropriations by Service Area - Operating Budget Only - Graph | 45 |
| Combined Statement of Revenues, Expenditures And Changes in Fund Balance | 46 |

| | |
|---|----|
| Appropriation Summary By Programs Within Department | 50 |
| Taxable Valuations vs. 100% Assessments- Graph..... | 55 |
| Assessed and Taxable Values of Taxable Property | 56 |
| Taxable Valuation By Class of Property - Graph | 58 |
| Taxable Property Valuation Comparison..... | 59 |
| Property Tax Levy Comparison..... | 60 |
| Ten Year Levy Rate Comparison - Graph | 61 |
| Tax Levies and Levy Rates - 10 Year Historical Comparison | 62 |

MAJOR GOVERNMENTAL FUNDS

| | |
|--|----|
| General Fund Narrative..... | 63 |
| General Fund Statement..... | 67 |
| General Fund Unreserved Ending Fund Balance - Graph | 68 |
| Proposed One-Time Uses of Unreserved General Fund Balance..... | 69 |
| General Fund Revenue Sources | 70 |
| General Fund Revenues by Type - Graph..... | 71 |
| General Fund Expenditures by Service Area..... | 72 |
| General Fund Expenditures by Service Area - Graph | 73 |
| MH-DD Fund Narrative..... | 74 |
| MH-DD Fund Statement..... | 75 |
| MH-DD Revenue Sources | 76 |
| MH-DD Expenditure Detail..... | 77 |
| Debt Services Fund Narrative..... | 78 |
| Debt Expenditures Ten Year Comparison - Graph..... | 79 |
| Debt Services Fund Statement | 80 |
| Remaining Outstanding Debt - Graph | 81 |
| Capital Projects Fund Narrative..... | 82 |
| Capital Projects Fund Statement..... | 83 |
| General Capital Projects Fund Statement | 84 |
| Electronic Equipment Fund Statement | 85 |
| Vehicle Replacement Fund Statement..... | 86 |

| | |
|--|----|
| Conservation Equipment Reserve Fund Statement..... | 87 |
| Conservation CIP Reserve Fund Statement..... | 88 |
| Capital Projects Plan Development Process | 89 |
| Five Year Capital Project Plan..... | 94 |

NONMAJOR GOVERNMENTAL FUNDS

| | |
|---|-----|
| Nonmajor Governmental Summary Fund Statement..... | 105 |
| Rural Services Basic Fund Narrative..... | 106 |
| Rural Services Basic Fund Statement..... | 107 |
| Secondary Roads Fund Narrative | 108 |
| Road Use Tax Revenues - Graph..... | 109 |
| Secondary Roads Fund Statement | 110 |
| Recorder’s Record Management Fund Narrative | 111 |
| Recorder's Record Management Fund Statement..... | 112 |

BUSINESS-TYPE ACTIVITIES FUNDS

| | |
|--|-----|
| Golf Course Enterprise Fund Narrative..... | 113 |
| Golf Course Enterprise Fund Statement | 114 |
| Ten Year Comparison of Golf Course Rounds – Graph..... | 115 |

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 | 128 |
| Health * | 134 |
| Juvenile Court Services..... | 136 |
| Non-Departmental *..... | 138 |
| Sheriff * | 140 |

Authorized Agency

| | |
|--|-----|
| Buffalo Ambulance..... | 150 |
| Center for Alcohol/Drug Services * | 152 |

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

Authorized Agency (Con't)

Durant Ambulance154
Emergency Management156
Medic E.M.S.158

Physical Health and Social Services Service Area

Department

Community Services *162
Health *168
Human Services *176

Authorized Agency

Center for Active Seniors, Inc.178
Center for Alcohol/Drug Services *188
Community Health Care *192

Mental Health, Mental Retardation and Developmental Disabilities Service Area

Department

Community Services *198
Human Services *202

Authorized Agency

Handicapped Development Center204
Vera French Community Mental Health Center210

County Environment & Education Service Area

Department

Conservation232
Planning and Development240

Authorized Agency

Bi-State Planning Commission244
Humane Society246
Library.....248

County Environment & Education Service Area (Con't)

Authorized Agency (Con't)

Quad City Convention/Visitors Bureau250
Quad City Development Group252

Roads and Transportation Service Area

Department

Secondary Roads.....256

Government Services to Residents Service Area

Department

Auditor *266
Recorder270
Treasurer *276

Administration (Inter-Program Services) Service Area

Department

Administration282
Auditor *284
Facility and Support Services288
Human Resources296
Information Technology298
Non-Departmental *302
Supervisors, Board of.....304
Treasurer *306

SUPPLEMENTAL INFORMATION.....313

Basis of Accounting.....314
Budget Calendar316
Budget Preparation Process317
Miscellaneous Statistics About Scott County321
Budget Glossary.....323
Departments/Authorized Agencies Budget Total Summaries328
Financial Management Policies363
Pay Plan391

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 2006-07 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 FY05 status, the budget and projected FY06 status, and the requested and adopted FY07 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 FY07, 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.

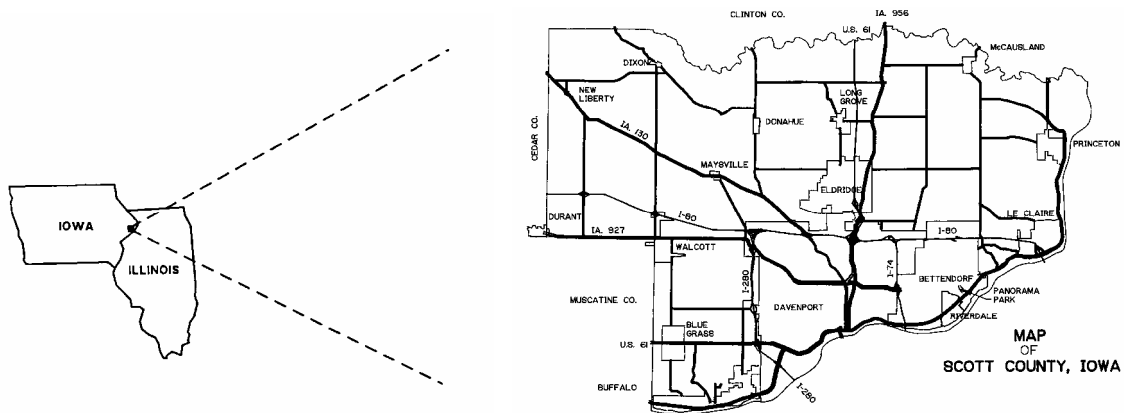
Past to the Present



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 historic Mississippi River, the area's claim to fame, midway between Minneapolis-St. Paul to the north and St. Louis to the south; and between Chicago to the east and Des Moines to the west. It is the 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 159,414 people of Scott County to greater prosperity and growth.

BOARD OF SUPERVISORS

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Chairman
GREGORY P. ADAMSON
Vice Chairman
CHRIS GALLIN
JIM HANCOCK
TOM SUNDERBRUCH

March 7, 2006

TO: The Citizens of Scott County

RE: 2006-07 Budget Message

The budget for Fiscal Year 2006-07 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, 2005. 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 Construction and Service Model Transition

Action Plan:

1. Evaluate implementation of Increasing Compliance Alternative Team recommendations with CJAAC and Board.
2. Implementation of Increasing Compliance Alternative Team recommendations.

3. Implementation of Increasing Compliance Alternative Team benchmarks and effectiveness measures.
4. Complete Jail renovation and expansion construction design through construction documents for the Mail Jail.
5. Assemble transition team for Jail renovation and expansion.
6. Bids for Main Jail construction/renovation.
7. Approval of award of bids for execution of contracts for Mail Jail construction/renovation - Phase One.
8. Construction work for Mail Jail construction/renovation - Phase One.
9. Construction work for Mail Jail construction/renovation - Phase Two.
10. Complete design through construction documents for Tremont Facility.
11. Approval and award of bids for Tremont Facility renovations.
12. Approval and award of bids for execution of contracts.
13. Construction work for Tremont Facility renovations.
14. Prepare transition plan and documents.

GIS Implementation

Action Plan:

1. Establish GIS Program Governance.
2. Recruit GIS Coordinator.
3. Procure survey control and digital orthophotography services.
4. Acquire initial hardware
5. Test and validate existing base map data
6. Re-engineer parcel management business process
7. Develop/acquire web-based browser for public data.
8. Develop GIS Business Plan.
9. Develop data quality standards.
10. Establish data custodianship.
11. Establish GIS Information Policy.
12. Develop Countywide master address database.
13. Implement map creation and plotting application.
14. Develop street centerline layer with address changes.
15. Procure parcel map conversion services.
16. Integrate GIS with tax and assessment systems.
17. Integrate GIS with Emergency Dispatching System.
18. Acquire GPS technology and integrate with GIS.
19. Develop and implement secondary and supplemental GIS layers and custom applications.

MH-DD Redesign

Action Plan:

1. Monitor Legislation.
2. Lobby legislature to provide appropriate funding for MH-DD Redesign.
3. Encourage community members to lobby legislature.
4. Participate in MH-DD Redesign work groups.

Courthouse Remodeling

Action Plan:

1. Complete design for Phase IV Renovations - County Attorney and Juvenile Court.
2. Award bids and execute contract for Phase IV Renovations - County Attorney and Juvenile Court.
3. Project manage construction for Phase IV Renovations - County Attorney and Juvenile Court.
4. Complete design for Phase IV Renovations - Associate Court Area.
5. Award bids and execute contract for Phase IV Renovations - Associate Court Area.
6. Project manage construction for Phase IV Renovations - Associate Court Area.
7. Complete design for Phase IV Renovations - Clerk of Court Area.
8. Complete design for Phase IV Renovations - Magistrate and District Courts.
9. Complete design for Phase IV Renovations - District Courts and Juvenile Court Services.

Federal and State Lobbying: BRAC; I-74 Bridge/State Project Tax Reform

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.
5. Monitor state property tax proposals.
6. Lobby on state property tax reform legislation.

Disaster Recovery/Business Continuity Plan

Action Plan:

1. Request for qualifications for consultant.
2. Request for proposals for consultant.
3. Award of contract for consultant.
4. Perform study and develop plan
5. Presentation of plan.
6. Decision on future direction of plan DR/BC Committee.
7. Implementation of plan.

IT Systems and Security Implementation and Enhancements

Action Plan:

1. Update Technology Use Policies.
2. Define and implement VPN Access Policy.
3. Storage area network and backup RFP and implementation
4. WAN/LAN virtual network security implementation (VLAN).
5. WAN upgrade.
6. Internet upgrade.
7. Community Services MH/DD application implementation.
8. Human Resources application RFP and implementation.
9. Active directory and exchange upgrade.
10. External security audit and intrusion test.
11. Telephone switch relocation and upgrade.

12. PC/server health and security implementation.
13. Citrix thin client evaluation.

County-Wide Consolidation Dispatch Study and Decision

Action Plan:

1. Interview and selection of consulting firm.
2. Perform study.
3. Decision on consolidation.

Fifth Street Property Disposition

Action Plan:

1. Study options and determine strategy recommendation.
2. Approve strategy recommendation.
3. Implement strategy.

Security Threat Awareness Planning

Action Plan:

1. Coordinate appropriate Security Threat Assessment Activities for Scott County.
2. Develop A Quarantine and Isolation Ordinance applicable to Scott County.
3. Participate in the Region 6 Multi-County Functional Exercise.
4. Conduct a National Incident Management Systems (NIMS) Awareness Training for elected officials and department heads.

Continued Intergovernmental Cooperation

Action Plan:

1. Participation in Blue Ribbon Committee.
2. Participation in Quad-City Chief Elected Official meetings.
3. Participation in City/County/School meetings.
4. Participation in Quad City Development Group.
5. Participation in Bi-State Regional Commission.
6. Participation in meetings with legislators.
7. Participation in annual Quad City Development Group Washington D.C. trip.

Controlling Continually Rising Health Care Costs

Action Plan:

1. Establish an employee health care team.
2. Review and revise current health care plan.
3. Create a request for proposal, send to health care market.
4. Review bids, select a health care provider.
5. Promote healthy lifestyles using a variety of methods.

Financial Initiatives Program

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 FY07 budget review discussions.

Management and Key Staff Succession Planning

Action Plan:

1. Convene a succession planning meeting with Elected Officials & Department Heads.
2. Identify appropriate strategy recommendations
3. Implement recommendations.

Golf Course Profitability

Action Plan:

1. Develop golf course strategic plan.
2. Present plan to joint Boards.
3. Decision on strategic plan.

Mental Health Strategic Plan

Action Plan:

1. Develop and recommendation of 3-year MH/DD Strategic Plan.
2. Present and adopt 3-year MH/DD Strategic Plan.
3. Implement provisions of 3-year MH/DD Strategic Plan.

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 plans 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 FY07 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 FY07 budget process were:

1. Cost impact of increased jail population and jail construction project.
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. GIS system development and implementation.
6. Impact of potential legislation

The FY07 Budget Initiatives that addressed or impacted these areas are described below:

1. Cost impact of increased jail population and jail construction project

- \$1,700,000 included in FY07 Budget to house inmates in out of County facilities including transportation costs (\$700,000 will be supported from General Fund balance)
- Impact of implementing CJAAC jail programming/staffing and alternative recommendations: 500 bed facility (1998 failed referendum) *reduced* to a 380 bed facility (2004 successful referendum)
- \$2.2 million annual debt payment to Public Safety Authority included for jail expansion/renovation project

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 FY07 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. The FY07 budget includes bond amortization for implementation and development of the GIS Plan (\$336,000 annual debt cost)
- FY07 CIP Plan begins phone switch system replacement/upgrade

3. Space utilization plan implementation

- The Scott County Administrative Center renovation project and the lower level of the Courthouse and security elevator were completed in the FY05 fiscal year. The proposed Capital Project Plan includes continued renovation of the Courthouse beginning with the County Attorney's Office and Court Administration Offices. This project continues to use gaming revenues and CIP funds to fund the project on a pay-as-you-go basis.

- General Fund tax levy transfer to Capital Fund for FY07 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 implementation of Employee Retention Task Force recommendations including the new appraisal/bonus system

5. GIS System Development and Implementation

- FY07 CIP Plan includes funding for continued development and implementation of county-wide GIS strategic plan
- GIS Coordinator hired in FY06 and located on the first floor of the Administrative Center for future convenient citizen access
- GIS Steering Committee and GIS Technical Committee formed and playing major role in GIS implementation project

6. Impact of potential legislation (MH-DD Redesign impact; Property Tax Reform; and mandated reorganization of local governments)

- Monitoring any proposed legislation regarding property tax reform and MH-DD Redesign efforts and mandated reorganization of local governments
- Scott County supports the Iowa State Association of Counties (ISAC) and the League of Municipalities proposed Property Tax Reform legislation
- Scott County supports the Governor's proposed 25% increase in the Mental Health Allowable Growth amount
- Scott County affirms the principals of County Home Rule approved by Iowa voters in 1978 giving counties home rule power and authority to determine their local affairs and governmental structures. Local government reorganizations should not be mandated by the State.

Additionally, the FY07 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 FY07, total net property taxes represent 50% of total County revenues. This is a higher percentage from ten years ago in FY98 when it was 44%. There are many reasons for the increase such as historically low interest rates during this period and rising health care costs. However, the largest area of cost increase has been Public Safety and the jail capacity problem. Both the FY06 and FY07 levies show a marked increase due to the voter approved jail expansion and renovation project.

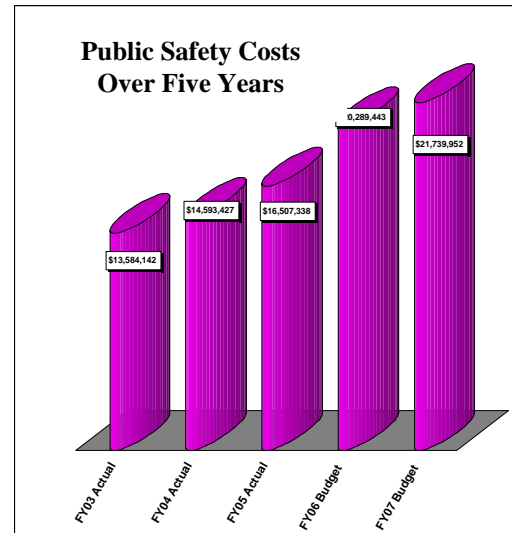
Interest income remains 34% lower from its peak in FY01 due to historically low interest rates as set by the Federal Reserve Board which directly impacted this ten year property tax percentage increase. A positive impact continues to be the local option tax as approved by the County voters in the Fall of 1988 with the first collections received during FY90. While projected to be flat for FY07, this elastic revenue continues to diversify the County's revenue base. Also, State property tax relief to Iowa counties for mental health-

developmental disabilities services (MH-DD) has resulted in more 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. However, sufficient State funding of future MH-DD costs continues to be a concern.

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 positive impact on reducing the County's even greater 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, Recorder Fees, etc.)

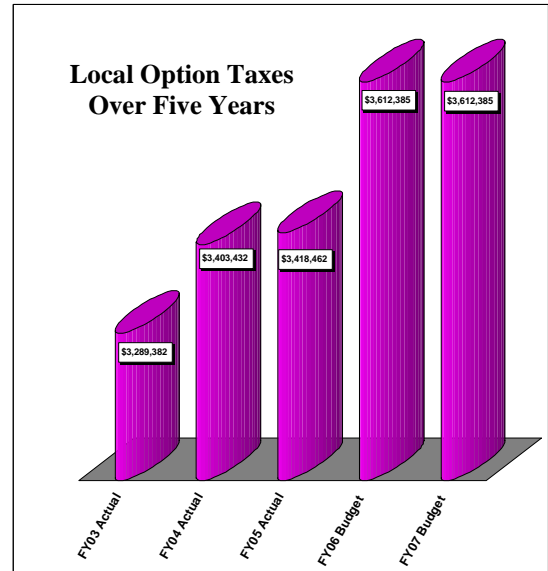
Scott County has experienced additional public safety costs for housing inmates out of county due to the current jail being at capacity, and for the addition of several new alternatives to incarceration programs, as well as increases in employee health care premiums and property/casualty/liability insurance 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 6% of total County revenues for FY07 and have increased 10% over the past five years (see graph). 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 FY07 have decreased from \$5.57 to \$5.51, or -1.0% for property located in incorporated areas (cities) and decreased from \$8.60 to \$8.53, or -0.9% for property located in unincorporated areas (townships). This decrease was realized due to increases in the tax base and increased interest income. Last year's substantial increase was due to the voter approved jail expansion/renovation project and increased jail programming costs. The remaining reasons for last year's increase were lower Recorder Fees received for real estate transactions due to recent increases in the interest rate and new debt amortization for GIS implementation discussed further under the Capital Projects section.



Over the past ten years the urban rate has increased an average of approximately 2.7% a year with the rural rate at approximately a 1.0% increase, as indicated below:

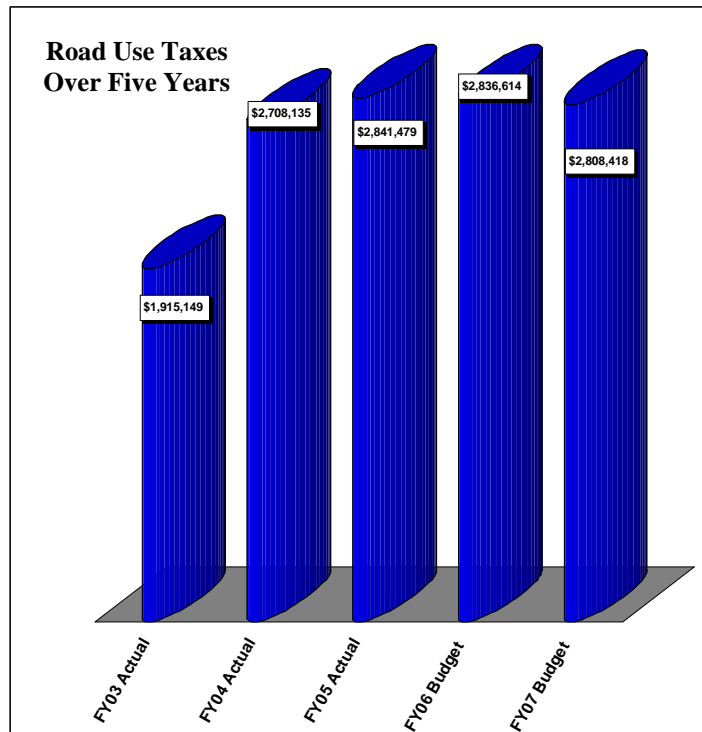
| Fiscal Year | Corporate Rate | % Change | Rural Rate | % Change |
|-------------|----------------|----------|------------|----------|
| 1997-98 | 4.19239 | -3.1 | 7.74642 | -.4 |
| 1998-99 | 3.91472 | -6.6 | 7.23492 | -6.6 |
| 1999-00 | 4.05869 | 3.6 | 7.29139 | 0.8 |
| 2000-01 | 4.15929 | 2.5 | 7.13428 | -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 |
| 2005-06 | 5.56513 | 17.0 | 8.60445 | 9.7 |
| 2006-07 | 5.51106 | -1.0 | 8.52602 | -0.9 |

Scott County's corporate rate and property tax amount per capita rank *lowest* among the eight largest urban counties in Iowa even though we rank 3rd in population. The rural rate is second lowest. **It is even more revealing that Scott County has the third lowest property tax amount per capita of all 99 Iowa counties (even with the recent annual debt amortization amounts added for the jail expansion/renovation project and the GIS project)!**

The County's tax base has increased at an average rate of 4.3% 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 46% of fair market value. This State rollback percentage resulted in a 4.1% *decrease* in individual residential properties' taxable assessments from the previous year. The current county wide taxable valuation base amount of \$5.9 billion dollars reflects a 3.0% increase from last year. Even with the State residential rollback, new construction and market valuation growth resulted in a 2.0% overall increase in total residential tax values. The residential class of property represents approximately 52% 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. The graph at the right shows recent increases since FY03 in road use taxes due to changes in the needs study previously performed by the State every four years. The 2005 State Legislature approved a new funding allocation method developed by the Iowa counties which will result in a more stable funding level in the future. The result of the legislation did result in a slight decrease for FY07.



State aid for next year represents 27.1% of the total revenue sources for FY07. The total amount of \$17,276,760 is made up of \$9,249,326 in grants and reimbursements, \$2,875,471 in state shared revenues such as motor fuel and franchise taxes, \$948,280 in state property tax replacement credits against levied taxes, and \$4,203,683 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. The past several sessions have included discussions about MH-DD Redesign (mental health-developmental disabilities) and increased State funding or allowing more flexibility in local funding, however, no bills were enacted at the time this budget was adopted. Reductions in services to clients may be necessary as early as FY07 should the State Legislature fail to act.

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.

OTHER REVENUES

Fees and charges total \$4,914,640 and represent 7.7% of the total sources for FY07. 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 FY07 and the percentage of increases and decreases in relation to prior year budget amounts:

| REVENUE SOURCE | FY07 AMOUNT | PERCENT OF TOTAL | INCR -DECR FROM FY06 | % INCR -DECR FROM FY06 |
|--------------------------------|------------------------|-----------------------------|---|---|
| Net property taxes | \$31,963,999 | 51.0% | \$581,677 | 1.9% |
| Other taxes, penalties & costs | 2,418,729 | 3.9% | 185,060 | 8.3% |
| Local option taxes | 3,612,385 | 5.8% | 0 | 0.0% |
| Intergovernmental | 17,686,963 | 28.2% | 675,064 | 4.0% |
| Licenses and permits | 475,340 | 0.8% | 10,500 | 2.3% |
| Charges for services | 4,439,300 | 7.1% | 168,273 | 3.9% |
| Use of money & property | 1,604,067 | 2.5% | 683,219 | 74.2% |
| Other | 413,465 | 0.7% | 139,755 | 51.1% |
| | | | | |
| Total | \$62,614,248 | 100.0% | \$2,443,548 | 4.1% |

Net property taxes are only increasing slightly for FY07 by 1.9%. This small increase follows a 20.9% increase in FY06 which was due primarily to the voter approved jail expansion/renovation project. This major capital project was approved by the voters in the fall of 2004. FY06 was the first year of a 20 year debt amortization schedule to pay for bond principal and interest. The property tax increase also offsets the substantial reduction of Recorder’s Office real estate recording fees due to the upturn in interest rates reducing home refinancings and home sales. In addition, the increase helped fund new jail/staff programs to reduce recidivism and out of county inmate housing costs. Finally, the increase included debt financing toward the development and implementation of a county-wide GIS system discussed further under the capital projects section of this Budget Message. 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 in addition to an increase in delinquent taxes collected in FY05 and continuing this trend into the next year. Local option taxes (1% sales tax) are projected to remain flat compared to the prior year. While the new 53rd Street – I-74 interchange retail corridor has helped to maintain this elastic revenue in recent years during the current economic climate it has tapered off. 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 increased by 4.0%. This amount may fluctuate year to year based on the availability of various grants. The FY07 increase reflects increased grant funding in the bioterrorism area

in addition to anticipated and needed increased MH-DD State funding. There is continued cause for concern since the bulk of intergovernmental revenues come from the State and State officials are projecting modest revenue increases 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 2.3% due primarily to increasing fees received for food service inspections in the Health Department. Charges for services are increasing 3.9% primarily due to projected real estate transaction filing fee revenues collected by the Recorder's Office. 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 due to political pressures.

The uses of money and property revenues are projected to increase substantially above prior year budgeted levels due to increases in interest rate levels. This projected increase in interest income helped to keep the net property tax increase at a modest level for FY07. Finally, other revenues are increasing due to the anticipated one time sale of some old equipment in the Secondary Roads Department.

FUND BALANCES

The undesignated fund balance of the general fund is projected to decrease by \$700,000 in FY07. This planned reduction is for increasing costs in housing inmates in out of county facilities. This planned reduction will be eliminated once the voter approved jail expansion/renovation project is completed in 2008. The Board has \$1,508,314 reserved for the loan advance to the golf course enterprise fund, \$170,507 reserved for Conservation Board's sewage treatment plant, \$100,000 reserved for a note receivable from Greater Davenport Redevelopment Corporation, and \$886,689 reserved for claim liabilities as a part of the County's risk management program. The remaining \$4,585,329 provides the County with a fund balance that meets cash flow needs prior to the collection of property taxes and significantly reduces the likelihood of the County entering the short term debt market to pay for current operating expenditures.

The amount of undesignated/unreserved fund balance of the general fund does bring the County below the minimum amount designated by the County's Financial Management policies (11.2% vs. 15% minimum). As the economy improves, future budgets will include increases to the General Fund balance to bring it back in compliance with policy guidelines. (It is pointed out that with the aforementioned reserve for advance to the golf course enterprise fund and the designated balance for claim liabilities, the General Fund balance would be at 17.1%. The Board understands that the golf course enterprise fund loan will begin to be paid back in five years and the risk management claim liabilities may be bonded for under Iowa law.) 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 \$540,508 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 to allow local governments enhanced funding flexibility for these services.

The Capital Projects Fund is decreasing \$2,751,991 overall as a result of planned expenditures toward completion of the Courthouse remodeling and GIS Bond proceeds for the GIS system project 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 \$592,807 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 sunseting of the property tax limitation, Scott County actually *lowered* its property tax levy.

As previously discussed, the 2001, 2002, 2003, 2004, and 2005 legislatures discussed permanent property tax limitation bills which did not ultimately become law. At the time of writing this Budget message the 2006 legislature is still in session and may pass some type of property tax reform. 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, 2003, and 2005. 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 \$3,234,630 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 \$1,291,365.

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. The next Financial Initiatives Program will occur in calendar year 2007.

As a service organization, the County is primarily people intensive. Over the last ten (10) years the County has increased its work force by 39.9 FTE's, or 9.7%, to its current level of 448.8FTE's. During this period the County made substantial staff increases to the Sheriff's Office (30 FTE's) primarily due to increased jail programming and courthouse security needs and the new minimum security jail facility and added 8 FTE's to the Public Health Department for jail health nursing and other grant related health programs. The County has four union groups to negotiate salary and benefit agreements with following Iowa Code Chapter 20 guidelines. In recent years the County and union groups have been successful in approving multi-year agreements up to six years in length. These long range contract periods help to maintain a positive labor/management relationship which also resulted in one union group (Juvenile Detention staff) decertifying this past year. The overall negotiated average salary increase for both labor groups and non-union personnel was 3.25%.

Overall expenditures for all County operations including capital projects (net of transfers and non-budgeted funds) are \$68,754,793 which is an increase of 8.2% above fiscal year FY06. The operating budget is up 5.6%. Total revenues (net of transfers and non-budgeted funds) for the County are \$63,790,507, which is an increase of 0.2% above last fiscal year. The overall expenditure increase of -8.2% is the result of several service areas increasing with one decreasing. Capital projects are discussed further below and are increasing 37.4%. Public Safety and Legal Services is increasing 7.1% due primarily to increased costs for jail operations, primarily due to the total managed inmate population being greater than the current jail capacity resulting in an increase in next year's budget appropriations for housing inmates in out-of-county facilities. The completion of the voter approved jail expansion/renovation project will eliminate these out of county inmate housing costs.

Physical Health and Social Services is only slightly increasing 0.9% due to a reduction in General Relief programs due to turnover in director's position. Mental Health, Mental Retardation and Developmental Disabilities (MH/MR/DD) is increasing 5.2% due to continued increasing of non-Federal Medicaid match funding for various community home-based waiver programs and adult intermediate care facilities for the mentally retarded. County Environment and Education is increasing 3.7% due to inflationary increases. Roads and Transportation service area is increasing 6.2% primarily due to an increase in new equipment costs. The purchase of motor grader replacements not be net of trade in amount due to a one time buy back feature from the previous vendor. This will result in higher expenditures and higher revenues.

Government Services to Residents is decreasing by -0.4% due to lower appropriations for county-wide election costs next year since it is not a presidential year. Administration (interprogram) costs are increasing 7.8% primarily due to substantially higher fuel and energy costs. And finally, Debt Service is only increasing slightly by 0.6% to allow for interest and principal payments on the Solid Waste general obligation bond issue and River Renaissance general obligation bonds in addition to the new bond debt

amortization for the development of a county-wide GIS system discussed further under the Capital Project section of this Budget Message.

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 three general bond issues. These outstanding bond issues are described further under the major governmental funds section of this document. An additional debt of \$29.7 million was issued by the Scott County Public Safety Authority in FY06 due to the jail renovation/expansion question being approved at the fall 2004 general election. This approved jail project is discussed in further detail below in this section. The \$2.5 million GIS bond debt will be issued in FY06 to pay for the development of a county-wide GIS system.

The capital improvement budget totals \$7,536,700 for fiscal year FY07, with 69% or \$5,206,250 for general projects, 21% or \$1,550,000 for Secondary Roads projects, and 10% or \$780,450 for Conservation parks and recreation projects. There are several significant non-routine capital projects in the FY07 Capital Plan. There will also be in FY08 and beyond as the County continues with its remodeling of the minimum security Tremont Jail Annex and Courthouse floors 1, 2, and 3 in future years. The development of countywide GIS system is a non-routine capital project. It is noted that the voter approved jail facilities renovation/expansion will be constructed by the Scott County Public Safety Authority and leased back to Scott County over a twenty year period. The annual rental payment will be equal to the debt amortization amount required to service the revenue bond debt issued by the Authority in FY07 and paid for from the County's operating general supplemental levy as allowed by law using Public Safety and Legal Services appropriations. These projects are discussed further below in this section.

The general capital improvements budget of \$5,206,250 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 \$600,000 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 moved 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. Finally, \$2.5 million in GIS bonds proceeds

will be received to develop a county-wide GIS system over the next several years. This has been a high priority of the Board and follows the completion of a GIS Strategic Plan developed in 2003.

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 is 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 in prior years, this funding advance was not possible. Accordingly, the proposed capital plan for FY05 did not include any spending authority toward this project as described further under the "Other Funds" tab of this budget document. The remaining portions of this project (remodeling the 1st, 2nd, and 3rd floors of the courthouse building) will resume in FY06 after gaming revenues have accumulated to continue to fund this renovation project on a pay-as-you-go basis. The Courthouse project may take another respite in FY08 and FY09 while any needed renovations are made to the minimum security jail annex on Tremont in northern Davenport.

The other major projects under the general capital improvements area include a skywalk between the renovated jail and new law enforcement center for the City of Davenport, furniture and fixtures in the new jail, chiller/ACCU replacement at Pine Knoll Mental health Facility, 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 implementation of the 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. The cost of the GIS system development will be supported through the issuance of \$2.5 million essential service general obligation bonds by the Board in FY06.

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 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 had two tracks. Track 1 was completed during 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 was brought to the voters in the fall of 2004. This CJAAC proposal was 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.

In order to foster intergovernmental cooperation the Scott County Public Safety Authority was created by joint action of the Davenport City Council and the Scott County Board of Supervisors in June 2004. This Authority was created pursuant to Iowa Code Chapter 346.27 in recognition of the joint efforts being made by both the City and County in exploring joint services and space areas in the County's jail project and the City's Law Enforcement Center project. The areas of potential joint services include centralized booking, communications, property and evidence storage, building connection, forensic lab, warrants, records, and fingerprinting services.

The Public Safety Authority consists of a three member commission appointed by the City and County. The Authority called for the election on CJAAC's jail proposal. The Authority issued the \$29.7 million in revenue bonds to fund the project and will lease the facility back to the County during the 20 year term of the bond amortization. The County will pay annual lease payments to the Authority in the amount of the annual debt service requirement. As allowed by Iowa Code, the annual lease payment will be made from the County's General Fund and is in addition to any existing levy limit.

The Community Jail and Alternatives Advisory Committee will continue to meet to monitor the alternatives to incarceration programs and long term community-based solutions which have been implemented or will be implemented to reduce the recidivism rate for county inmates. 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 \$2.7 in FY07. In addition, the annual rental payment to service the Authority debt for the project is approximately \$2.5 million.

The Secondary Roads capital program totals \$1,550,000. This amount is for various road resurfacing projects: F-55/210th St. - .Z16 to Y68 – 3.5 miles HMA paving(\$1,140,000); 180th Ave: F55 to F45 – 3 miles stabilized base (\$250,000); 162nd Ave: Long Grove Corp. to F33 – 2 miles HMA paving (\$100,000); and 190th Ave: 270th St. to S – 1.3 miles – HMA paving (\$60,000). There also is

\$1,290,000 in State farm-to-market funds and federal-state pass through assistance for additional road construction that will be realized in FY07. 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 \$780,450. The single largest project (\$350,000) is for pool and aquatic center renovations at Scott County Park. Other projects include campground renovations and road repairs at Scott County Park and other road repairs maintenance shop improvements at West Lake 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 FY07 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 FY07 operating budget and keeping the County's reliance on property tax revenues to minimal increases net of voter approved debt and capital projects.

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 and mental health-mental retardation and developmental disabilities. 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.

Budget Message
March 7, 2006

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,



Larry E. Minard, Chairman
Scott County Board of Supervisors

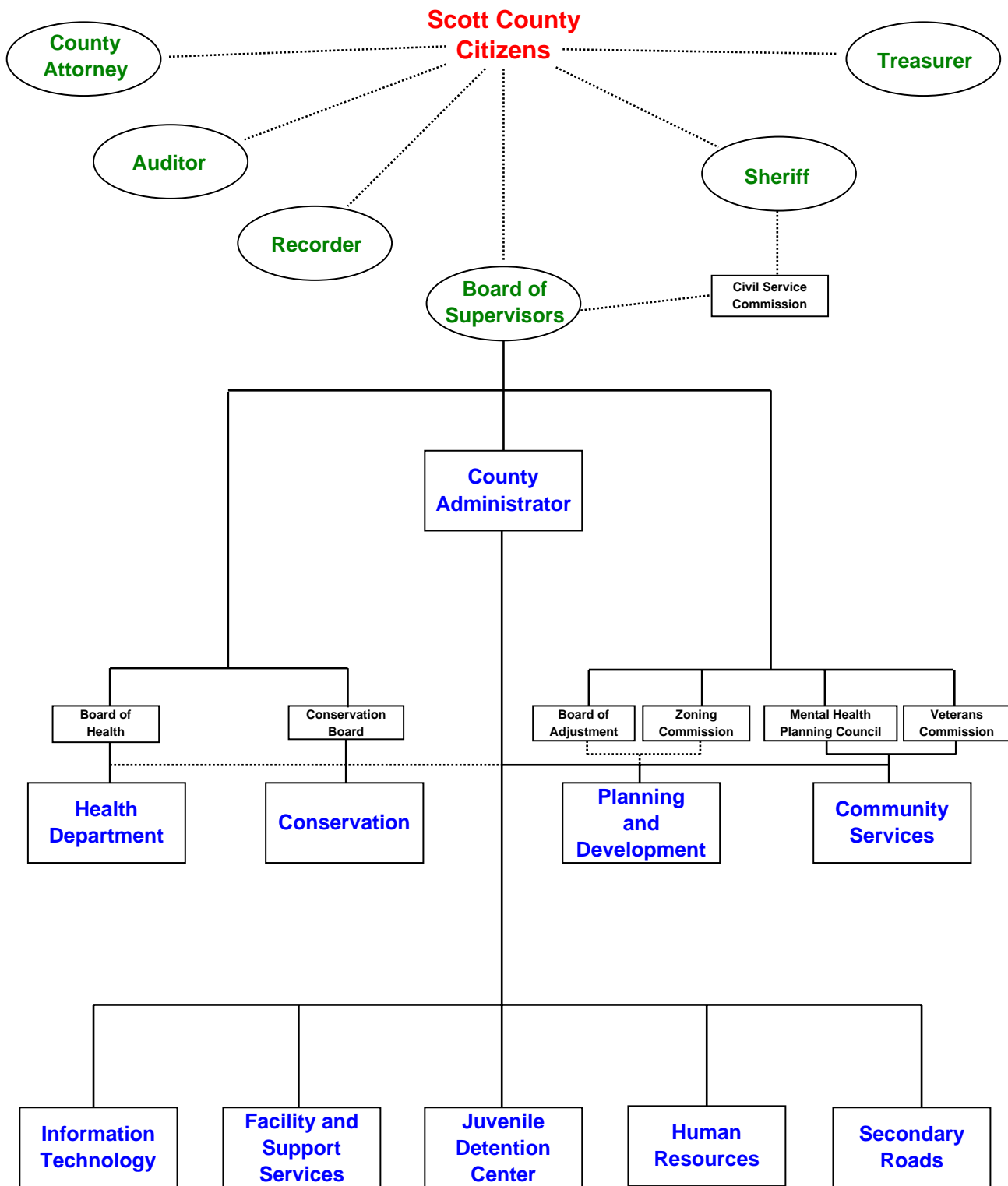


C. Ray Wierson
County Administrator

SCOTT COUNTY OFFICIALS

| <u>Official Title</u> | <u>Official</u> | <u>Term Expiration Date of Elected Officials</u> |
|-------------------------------|----------------------|--|
| Elected Officials | | |
| Supervisor, Chairperson | Larry E. Minard | 2006 |
| Supervisor | Gregory P. Adamson | 2006 |
| Supervisor | Chris Gallin | 2006 |
| Supervisor | Jim Hancock | 2008 |
| Supervisor | Tom Sunderbruch | 2008 |
| Attorney | William E. Davis | 2006 |
| Auditor | Karen L. Fitzsimmons | 2008 |
| Recorder | Rita Vargas | 2006 |
| Sheriff | Dennis Conard | 2008 |
| Treasurer | Bill Fennelly | 2006 |
| Administration | | |
| County Administrator | C. Ray Wierson | |
| Department Heads | | |
| Community Services | Lori Elam | |
| 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 | Jon Burgstrum | |

Scott County Government Organizational Chart



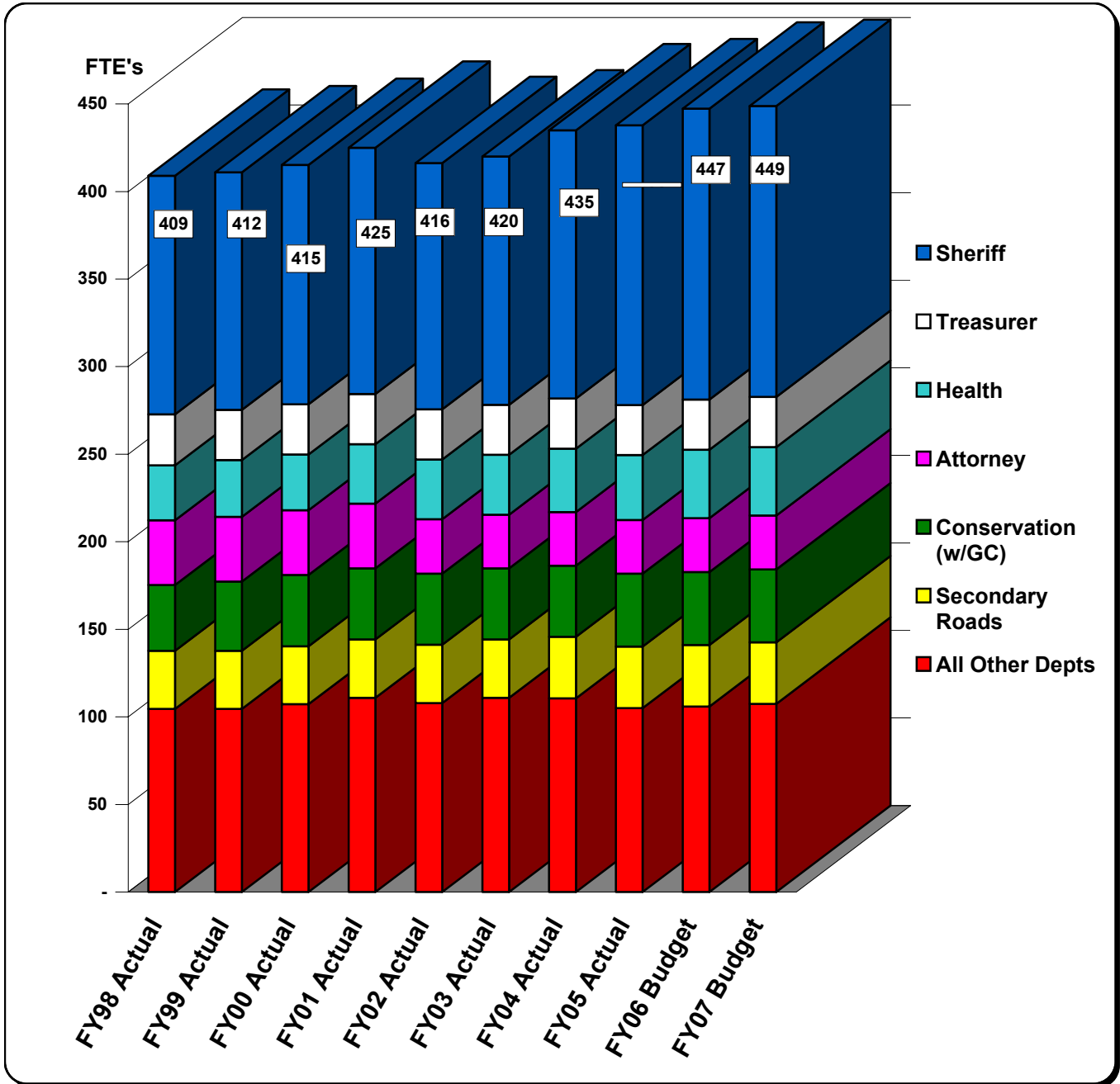
— Direct supervision
 Advisory relationship

EMPLOYEE AUTHORIZATION HISTORY FULL TIME EQUIVALENTS (FTE) TRENDS

| <u>Department</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>Actual</u> | <u>FY05</u> <u>Actual</u> | <u>FY06</u> <u>Budget</u> | <u>FY07</u> <u>Budget</u> |
|-------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Administration | 2.70 | 2.70 | 2.70 | 2.70 | 3.70 | 3.70 | 3.70 | 3.10 | 3.10 | 3.10 |
| Attorney | 37.00 | 37.00 | 37.00 | 37.00 | 31.00 | 30.63 | 30.63 | 30.63 | 30.75 | 30.75 |
| Auditor | 15.40 | 15.40 | 15.40 | 15.40 | 15.40 | 15.40 | 15.40 | 15.40 | 15.40 | 15.90 |
| Community Services | 13.25 | 13.25 | 13.25 | 12.75 | 12.75 | 13.00 | 13.00 | 12.50 | 12.50 | 12.50 |
| Conservation (net of golf cou | 18.25 | 20.25 | 21.25 | 21.25 | 21.25 | 21.25 | 21.25 | 22.25 | 22.25 | 22.25 |
| Facility and Support Services | 16.89 | 17.79 | 17.79 | 19.24 | 24.74 | 23.74 | 23.74 | 24.19 | 24.19 | 25.69 |
| Health | 31.39 | 32.39 | 31.90 | 33.90 | 34.15 | 34.15 | 36.15 | 37.15 | 39.15 | 39.15 |
| Human Resources | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 | 4.50 | 4.50 | 4.50 |
| Information Technology | 15.50 | 14.50 | 15.50 | 17.50 | 9.00 | 10.00 | 10.00 | 10.00 | 11.00 | 11.00 |
| Juvenile Court Services | 11.00 | 11.00 | 11.80 | 12.40 | 12.40 | 15.20 | 15.20 | 14.20 | 14.20 | 14.20 |
| Planning & Development | 4.33 | 4.33 | 4.33 | 4.33 | 4.33 | 4.33 | 4.08 | 4.08 | 4.08 | 4.08 |
| Recorder | 13.00 | 14.00 | 14.00 | 14.00 | 13.00 | 13.00 | 13.00 | 12.00 | 12.00 | 11.50 |
| Secondary Roads | 33.10 | 33.10 | 33.40 | 33.40 | 33.40 | 33.40 | 35.15 | 35.15 | 35.15 | 35.15 |
| Sheriff | 136.20 | 135.70 | 136.70 | 140.70 | 140.70 | 141.70 | 153.15 | 159.65 | 166.10 | 166.10 |
| Supervisors | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Treasurer | <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> | <u>28.60</u> | <u>28.60</u> |
| SUBTOTAL | 389.61 | 392.51 | 396.12 | 405.67 | 396.92 | 400.60 | 415.55 | 418.40 | 427.97 | 429.47 |
| 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>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>437.75</u> | <u>447.32</u> | <u>448.82</u> |

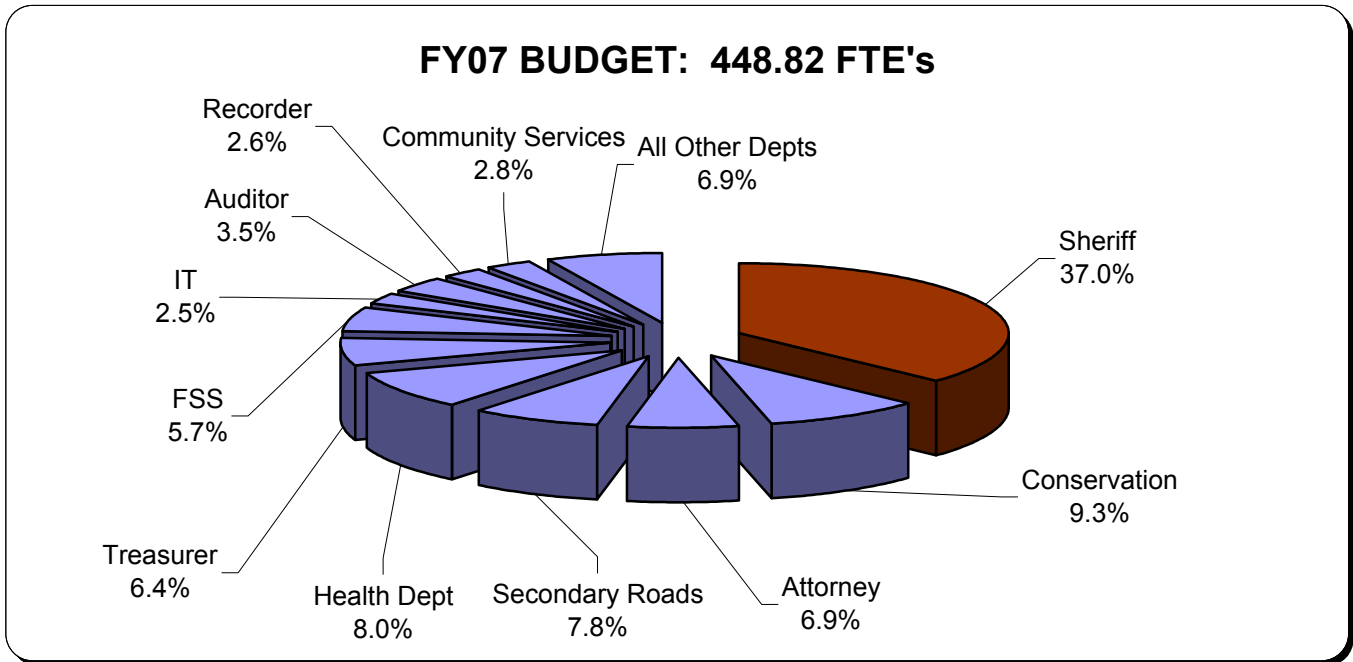
NOTE: Supplemental information may be found in the Pay Plan as included under the "Supplemental Information" blue tab.

FTE (Full Time Equivalents) STAFFING TRENDS TEN YEAR COMPARISON

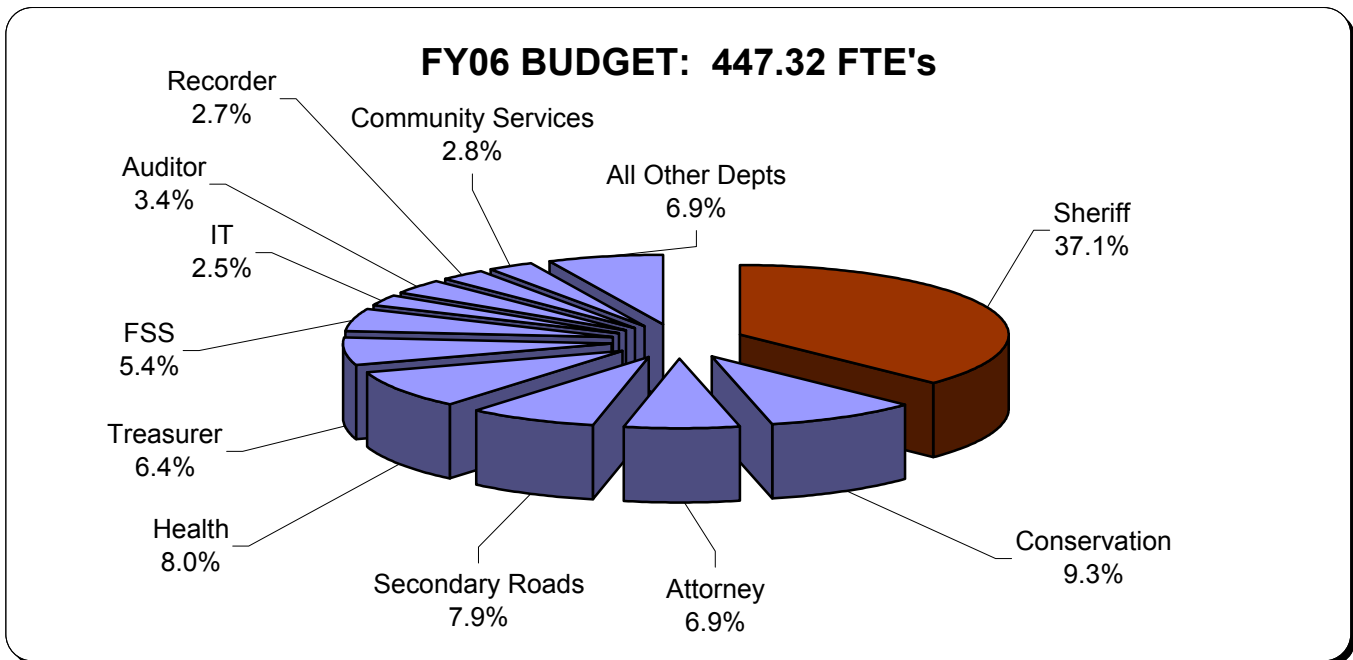


Total FTE's have increased by 40 positions over the last ten years averaging 1% growth per year. Most of the new positions (30) have been in the Sheriff's Office due to increasing demands on the jail division with the increasing inmate population. Eight positions have been added to the Health Department primarily grant funded positions or for the jail inmate health program.

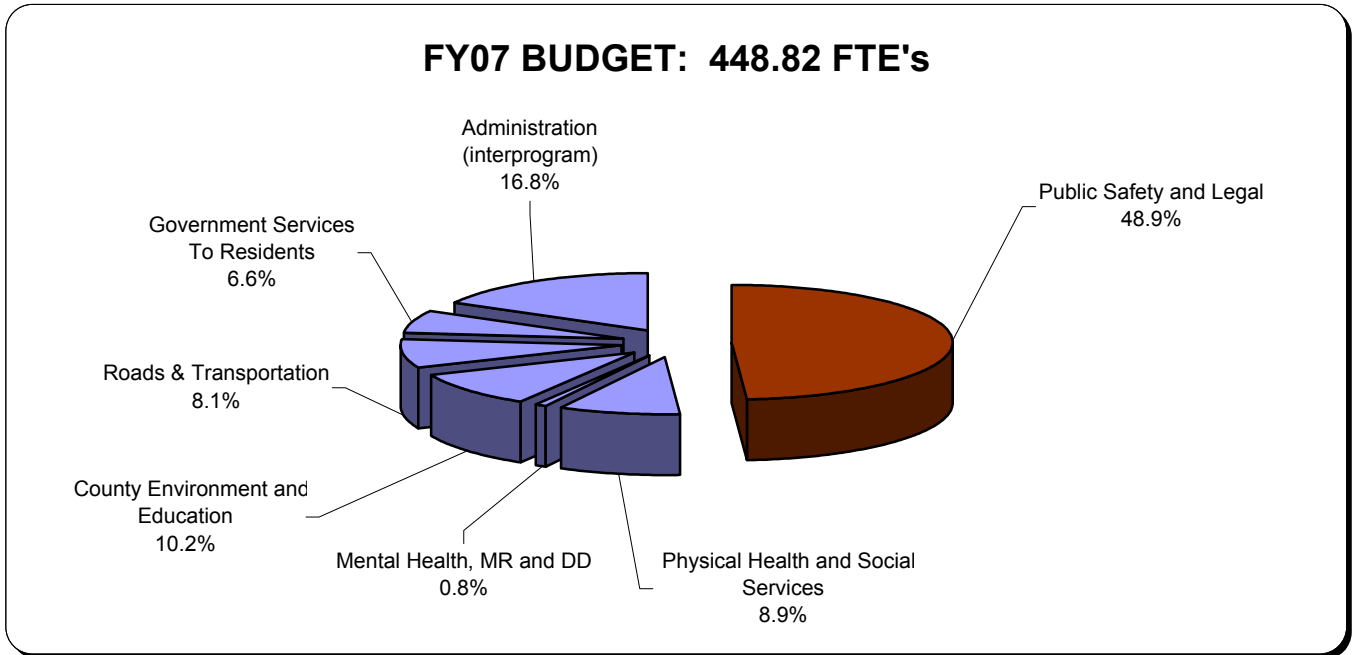
FTE (Full Time Equivalents) Staffing By Department



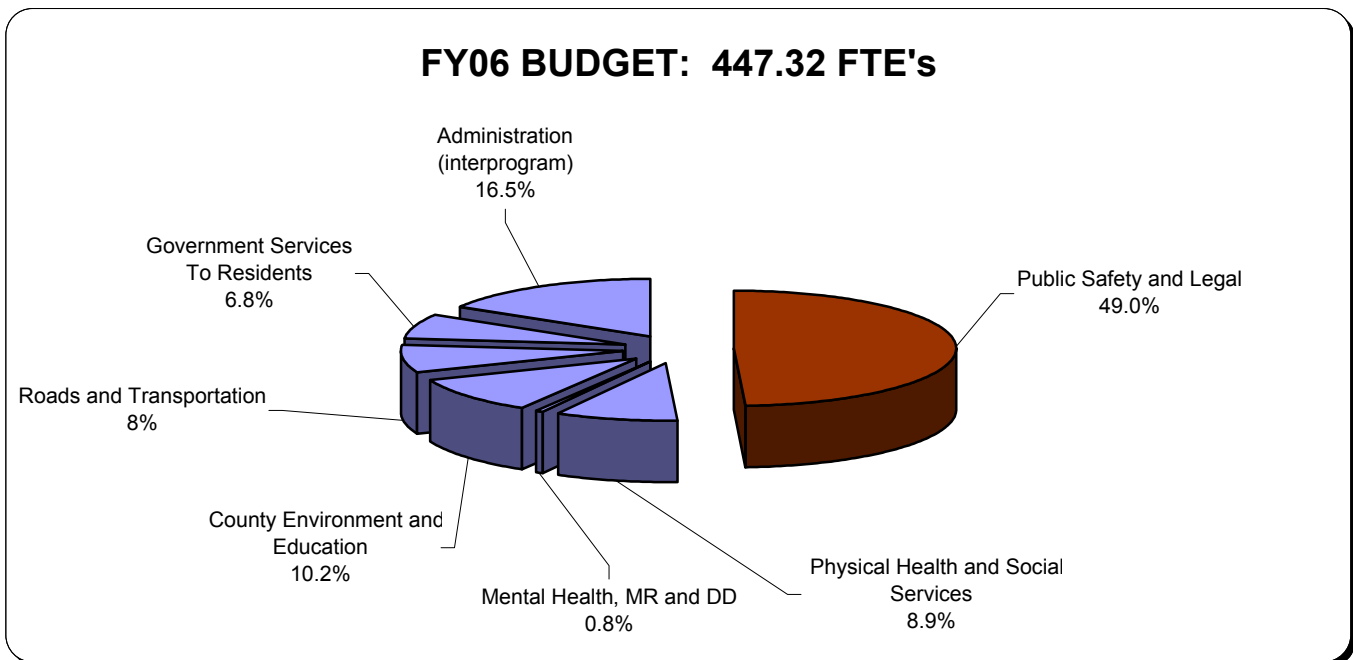
Over one third of the County's total FTE's (full time equivalents) are found in the Sheriff's Department.



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 07/01/06</u> | <u>Revenues</u> | <u>Expenditures</u> | <u>Estimated Balance 06/30/07</u> |
|--------------------------------------|---|----------------------|----------------------|---|
| Major Governmental Funds | | | | |
| General Fund | \$ 7,950,839 | \$ 45,724,900 | \$ 46,424,900 | \$ 7,250,839 |
| Mental Health, MR & DD | 694,232 | 13,695,773 | 14,236,281 | 153,724 |
| Debt Service | 4,115,299 | 1,012,059 | 1,391,039 | 3,736,319 |
| Capital Improvements | | | | |
| General | 3,966,374 | 3,405,802 | 5,986,700 | 1,385,476 |
| Electronic Equipment | 137,097 | 577,784 | 710,000 | 4,881 |
| Vehicle | 481,568 | 268,123 | 307,000 | 442,691 |
| Conservation Equip Reserve | 33,144 | 27,000 | 27,000 | 33,144 |
| Conservation CIP Reserve | 663 | - | - | 663 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| Total Capital Improvements | 4,618,846 | 4,278,709 | 7,030,700 | 1,866,855 |
| Total Major Governmental Funds | 17,379,216 | 64,711,441 | 69,082,920 | 13,007,737 |
| Nonmajor Governmental Funds | | | | |
| Rural Services | 118,713 | 2,118,545 | 2,109,052 | 128,206 |
| Recorder's Record Mgt | 137,916 | 50,500 | 30,000 | 158,416 |
| Secondary Roads | 1,242,937 | 5,312,700 | 5,935,500 | 620,137 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| Total Nonmajor Governmental Funds | 1,499,566 | 7,481,745 | 8,074,552 | 906,759 |
| Business-Type Activities Fund | | | | |
| Golf Course Enterprise | (1,362,352) | 1,373,682 | 1,182,024 | (1,170,694) |
| Total* | <u>\$ 17,516,430</u> | <u>\$ 73,566,868</u> | <u>\$ 78,339,496</u> | <u>\$ 12,743,802</u> |

*Includes interfund transfers and non-budgeted fund activity

**SCOTT COUNTY REVENUE ESTIMATES
ALL FUNDS**

| <u>Fund</u> | <u>Actual 2004-05</u> | <u>Budget 2005-06</u> | <u>Revised Estimate 2005-06</u> | <u>Budget 2006-07</u> | <u>% Change From Prior Budget</u> |
|--------------------------------------|---------------------------|---------------------------|---|---------------------------|---|
| Major Governmental Funds | | | | | |
| General Fund | \$ 36,114,969 | \$ 43,437,536 | \$ 44,161,845 | \$ 45,724,900 | 5.3% |
| Mental Health, MR & DD | 12,924,092 | 13,089,420 | 13,168,993 | 13,695,773 | 4.6% |
| Debt Service | 705,038 | 1,022,609 | 1,011,704 | 1,012,059 | -1.0% |
| Capital Improvements | | | | | |
| General | 4,520,525 | 6,345,859 | 6,606,133 | 3,405,802 | -46.3% |
| Electronic Equipment | 510,997 | 590,531 | 586,491 | 577,784 | -2.2% |
| Vehicle | 184,266 | 262,421 | 268,849 | 268,123 | 2.2% |
| Conservation Equip Reserve | 20,000 | 26,000 | 26,000 | 27,000 | 3.8% |
| Conservation CIP Reserve | 1,975 | - | - | - | |
| Total Capital Improvements | 5,237,763 | 7,224,811 | 7,487,473 | 4,278,709 | -40.8% |
| Total Major Governmental Funds | 54,981,862 | 64,774,376 | 65,830,015 | 64,711,441 | -0.1% |
| Nonmajor Governmental Funds | | | | | |
| Rural Services | 2,077,917 | 2,076,241 | 2,080,771 | 2,118,545 | 2.0% |
| Recorder's Record Mgt | 46,670 | 50,280 | 50,280 | 50,500 | 0.4% |
| Secondary Roads | 5,395,669 | 5,249,270 | 5,249,270 | 5,312,700 | 1.2% |
| Total Nonmajor Governmental Funds | 7,520,256 | 7,375,791 | 7,380,321 | 7,481,745 | 1.4% |
| Business-Type Activities Fund | | | | | |
| Golf Course Enterprise | 1,087,334 | 1,397,925 | 1,180,883 | 1,373,682 | -1.7% |
| Total* | <u>\$ 63,589,452</u> | <u>\$ 73,548,092</u> | <u>\$ 74,391,219</u> | <u>\$ 73,566,868</u> | 0.0% |

*Includes interfund transfers and non-budgeted fund activity

**SCOTT COUNTY EXPENDITURE ESTIMATES
ALL FUNDS**

| <u>Fund</u> | <u>Actual 2004-05</u> | <u>Budget 2005-06</u> | <u>Revised Estimate 2005-06</u> | <u>Budget 2006-07</u> | <u>% Change From Prior Budget</u> |
|--------------------------------------|---------------------------|---------------------------|---|---------------------------|---|
| Major Governmental Funds | | | | | |
| General Fund | \$ 36,709,327 | \$ 44,484,723 | \$ 43,679,277 | \$ 46,424,900 | 4.4% |
| Mental Health, MR & DD | 12,673,353 | 13,535,864 | 13,726,012 | 14,236,281 | 5.2% |
| Debt Service | 1,046,925 | 1,382,609 | 1,382,609 | 1,391,039 | 0.6% |
| Capital Improvements | | | | | |
| General | 3,681,256 | 4,055,530 | 4,980,851 | 5,986,700 | 47.6% |
| Electronic Equipment | 572,167 | 601,835 | 898,326 | 710,000 | 18.0% |
| Vehicle | 124,405 | 283,000 | 267,011 | 307,000 | 8.5% |
| Conservation Equip Reserve | 67,231 | 26,000 | 26,000 | 27,000 | |
| Conservation CIP Reserve | 60,000 | - | - | - | |
| Total Capital Improvements | 4,505,059 | 4,966,365 | 6,172,188 | 7,030,700 | 41.6% |
| Total Major Governmental Funds | 54,934,664 | 64,369,561 | 64,960,086 | 69,082,920 | 7.3% |
| Nonmajor Governmental Funds | | | | | |
| Rural Services | 2,081,214 | 2,076,241 | 2,076,241 | 2,109,052 | 1.6% |
| Recorder's Record Mgt | 261,497 | 25,000 | 30,000 | 30,000 | 20.0% |
| Secondary Roads | 5,817,525 | 5,559,000 | 5,559,000 | 5,935,500 | 6.8% |
| Total Nonmajor Governmental Funds | 8,160,236 | 7,660,241 | 7,665,241 | 8,074,552 | 5.4% |
| Business-Type Activities Fund | | | | | |
| Golf Course Enterprise | 1,150,220 | 1,167,512 | 1,160,768 | 1,182,024 | 1.2% |
| Total* | <u>\$ 64,245,120</u> | <u>\$ 73,197,314</u> | <u>\$ 73,786,095</u> | <u>\$ 78,339,496</u> | 7.0% |

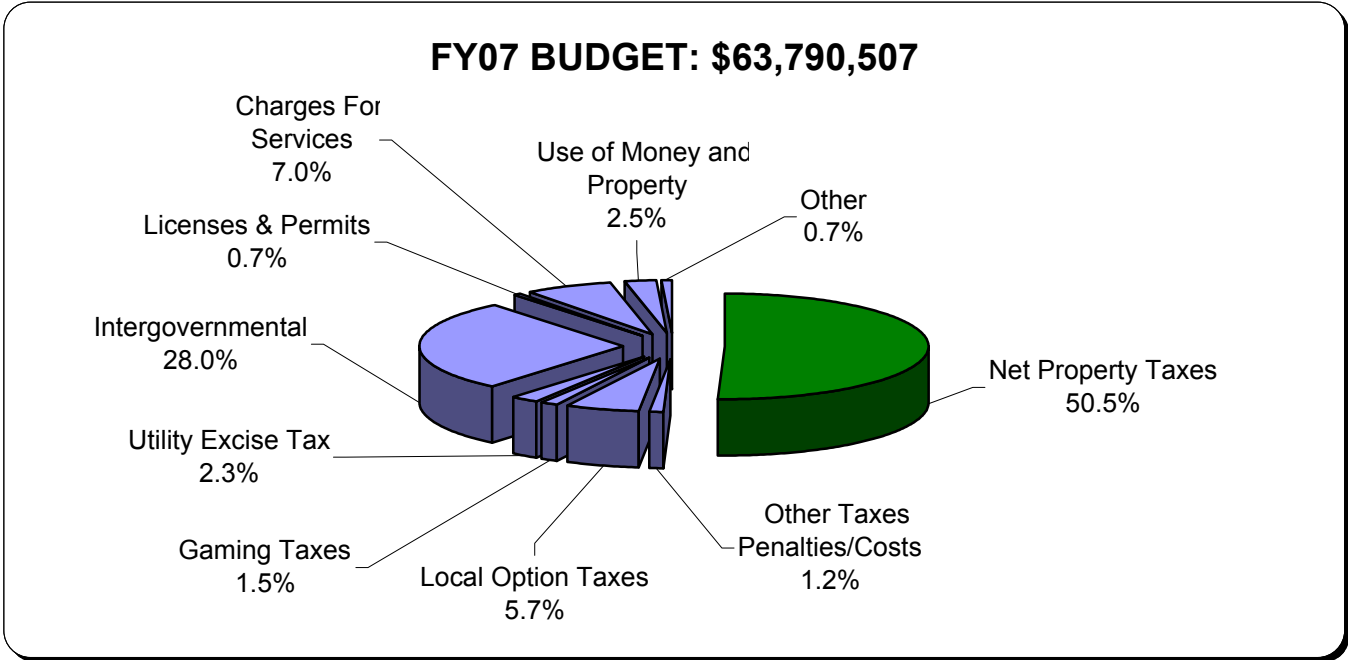
*Includes interfund transfers and non-budgeted fund activity

**ALL COUNTY FUNDS - REVENUES
RECONCILIATION INFORMATION**

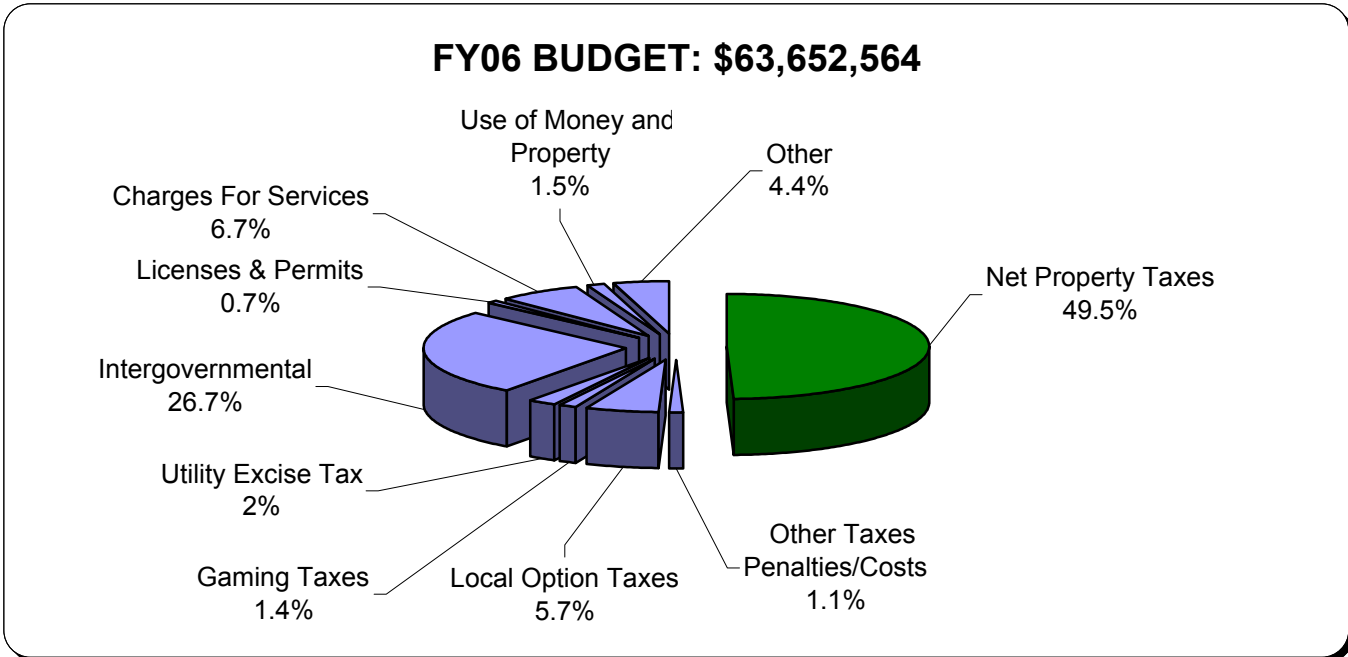
| | <u>Actual</u> <u>2004-05</u> | <u>Budget</u> <u>2005-06</u> | <u>Revised</u> <u>Estimate</u> <u>2005-06</u> | <u>Budget</u> <u>2006-07</u> | <u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u> |
|---------------------------------------|---------------------------------|---------------------------------|---|---------------------------------|---|
| Revenues per summary statement | \$ 63,589,452 | \$ 73,548,092 | \$ 74,391,219 | \$ 73,566,868 | 0.0% |
| Less transfers in: | | | | | |
| GENERAL BASIC | | | | | |
| Conservation Equipment Replc | 67,231 | 26,000 | 26,000 | 27,000 | |
| GENERAL SUPPLEMENTAL | | | | | |
| General Basic | - | 2,500,000 | 2,500,000 | 3,000,000 | |
| SECONDARY ROADS | | | | | |
| General Basic | 588,127 | 588,127 | 588,127 | 599,889 | 2.0% |
| Rural Services Basic | 1,640,529 | 1,640,529 | 1,640,529 | 1,673,340 | 2.0% |
| CAPITAL IMPROVEMENT | | | | | |
| General Basic | 1,849,373 | 2,008,112 | 995,612 | 1,230,450 | -38.7% |
| Electronic Equipment | 572,167 | 601,835 | 898,326 | 710,000 | 18.0% |
| Vehicle Replacement | 124,405 | 283,000 | 267,011 | 307,000 | 8.5% |
| Recorder's Record Mgt | 261,497 | 25,000 | 30,000 | 30,000 | 20.0% |
| Conservation CIP Reserve | 60,000 | - | - | - | |
| CONSERVATION CIP | | | | | |
| General Basic | - | - | - | - | |
| ELECTRONIC EQUIPMENT | | | | | |
| General Basic | 500,000 | 575,000 | 575,000 | 575,000 | 0.0% |
| VEHICLE REPLACEMENT | | | | | |
| General Basic | <u>171,820</u> | <u>250,000</u> | <u>250,000</u> | <u>250,000</u> | 0.0% |
| Total Transfers In | 5,835,149 | 8,497,603 | 7,770,605 | 8,402,679 | -1.1% |
| Less Non-Budgeted Funds | | | | | |
| GOLF COURSE ENTERPRISE | <u>1,087,334</u> | <u>1,397,925</u> | <u>1,180,883</u> | <u>1,373,682</u> | -1.7% |
| Net Budgeted Revenues | <u>\$ 56,666,969</u> | <u>\$ 63,652,564</u> | <u>\$ 65,439,731</u> | <u>\$ 63,790,507</u> | 0.2% |

COUNTY REVENUES BY SOURCE

Budgeted Funds



Net property taxes represent approximately half of all revenues collected by the County. Last year's "Other" category included \$2.5 million in GIS bond proceeds toward implementation and development of a County-wide GIS system.



REVENUE SOURCES
(excluding transfers and non-budgeted funds)

| <u>Fund</u> | <u>Actual 2004-05</u> | <u>Budget 2005-06</u> | <u>Revised Estimate 2005-06</u> | <u>Budget 2006-07</u> | <u>% Change From Prior Budget</u> |
|---|---------------------------|---------------------------|---|---------------------------|---|
| Taxes Levied on Property | \$ 26,843,437 | \$ 32,435,612 | \$ 32,556,105 | \$ 33,137,782 | 2.2% |
| Less: Uncollected Delinq Taxes-Levy Yr | 225,502 | 98,684 | 225,503 | 225,503 | 128.5% |
| Less: Credits To Taxpayers | <u>948,372</u> | <u>954,606</u> | <u>948,280</u> | <u>948,280</u> | -0.7% |
| Net Current Property Taxes | 25,669,563 | 31,382,322 | 31,382,322 | 31,963,999 | 1.9% |
| Add: Delinquent Property Tax Revenue | <u>225,502</u> | <u>98,684</u> | <u>225,503</u> | <u>225,503</u> | 128.5% |
| Total Net Property Taxes | 25,895,065 | 31,481,006 | 31,607,825 | 32,189,502 | 2.3% |
| Penalties, Interest & Costs On Taxes | 837,554 | 603,000 | 595,000 | 735,000 | 21.9% |
| Other County Taxes | <u>59,143</u> | <u>119,180</u> | <u>59,142</u> | <u>58,963</u> | -50.5% |
| Total Other Taxes, Penalties & Costs | 896,697 | 722,180 | 654,142 | 793,963 | 9.9% |
| Local Option Taxes | 3,418,462 | 3,612,385 | 3,426,967 | 3,612,385 | 0.0% |
| Gaming Taxes | 904,896 | 900,000 | 905,000 | 950,000 | 5.6% |
| Utility Tax Replacement Excise Tax | 1,228,633 | 1,412,805 | 1,228,633 | 1,399,263 | -1.0% |
| Intergovernmental : | | | | | |
| State Shared Revenues | 2,909,524 | 2,906,614 | 2,906,614 | 2,875,471 | -1.1% |
| State Grants & Reimbursements | 6,989,820 | 6,729,292 | 6,921,243 | 7,437,925 | 10.5% |
| State /Federal Pass Through Grants | 2,019,924 | 1,582,174 | 2,705,750 | 1,811,401 | 14.5% |
| State Credits Against Levied Taxes | 948,372 | 954,606 | 948,280 | 948,280 | -0.7% |
| Other State Credits | 4,204,389 | 4,202,958 | 4,203,683 | 4,203,683 | 0.0% |
| Federal Grants & Entitlements | 6,160 | 4,000 | 4,000 | 4,000 | |
| Contr & Reimb From Other Govts | 817,339 | 639,135 | 899,174 | 564,743 | -11.6% |
| Payments in Lieu of Taxes | <u>3,988</u> | <u>5,000</u> | <u>4,000</u> | <u>4,000</u> | -20.0% |
| Subtotal Intergovernmental | 17,899,516 | 17,023,779 | 18,592,744 | 17,849,503 | 4.9% |
| Licenses & Permits | 529,000 | 464,840 | 493,840 | 475,340 | 2.3% |
| Charges For Services | 4,336,406 | 4,271,027 | 4,329,963 | 4,439,300 | 3.9% |
| Use of Money & Property | 862,917 | 948,800 | 1,327,000 | 1,624,974 | 71.3% |
| Other: | | | | | |
| Miscellaneous | 645,796 | 281,742 | 336,617 | 407,277 | 44.6% |
| General Long Term Debt Proceeds | - | 2,500,000 | 2,500,000 | - | |
| Proceeds of Fixed Asset Sales | <u>49,581</u> | <u>34,000</u> | <u>37,000</u> | <u>49,000</u> | 44.1% |
| Total Other | 695,377 | 2,815,742 | 2,873,617 | 456,277 | -83.8% |
| Total Revenues & Other Sources | <u>\$ 56,666,969</u> | <u>\$ 63,652,564</u> | <u>\$ 65,439,731</u> | <u>\$ 63,790,507</u> | 0.2% |

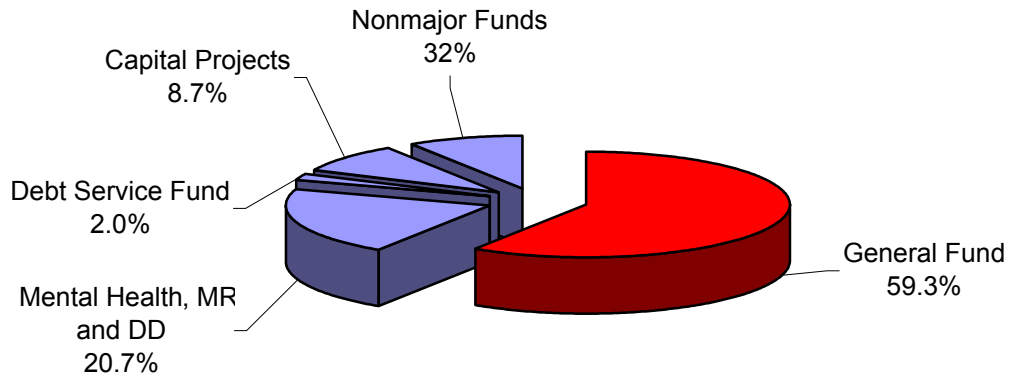
**ALL COUNTY FUNDS - EXPENDITURES
RECONCILIATION INFORMATION**

| | <u>Actual 2004-05</u> | <u>Budget 2005-06</u> | <u>Revised Estimate 2005-06</u> | <u>Budget 2006-07</u> | % Change From Prior Budget |
|---|---------------------------|---------------------------|---|---------------------------|---|
| Expenditures per summary statement | 64,245,120 | 73,197,314 | 73,786,095 | 78,339,496 | 7.0% |
| Less transfers out: | | | | | |
| GENERAL BASIC | | | | | |
| General Supplemental | - | 2,500,000 | 2,500,000 | 3,000,000 | |
| Secondary Roads | 588,127 | 588,127 | 588,127 | 599,889 | 2.0% |
| Capital Improvements | 1,849,373 | 2,008,112 | 995,612 | 1,230,450 | -38.7% |
| Electronic Equipment | 500,000 | 575,000 | 575,000 | 575,000 | 0.0% |
| Vehicle Replacement | 171,820 | 250,000 | 250,000 | 250,000 | 0.0% |
| Conservation Equipment Reserve | - | - | - | - | |
| Conservation CIP Reserve | - | - | - | - | |
| RURAL SERVICES BASIC | | | | | |
| Secondary Roads | 1,640,529 | 1,640,529 | 1,640,529 | 1,673,340 | 2.0% |
| Capital Improvements | - | - | - | - | |
| ELECTRONIC EQUIPMENT | | | | | |
| Capital Improvements | 572,167 | 601,835 | 898,326 | 710,000 | 18.0% |
| VEHICLE REPLACEMENT | | | | | |
| Capital Improvements | 124,405 | 283,000 | 267,011 | 307,000 | 8.5% |
| CONSERVATION CIP RESERVE | | | | | |
| Capital Improvements | 60,000 | - | - | - | |
| RECORDER'S RECORD MGT | | | | | |
| Capital Improvements | 261,497 | 25,000 | 30,000 | 30,000 | 20.0% |
| CONSERVATION EQUIPMENT | | | | | |
| General Basic | 67,231 | 26,000 | 26,000 | 27,000 | |
| Total Transfers Out | 5,835,149 | 8,497,603 | 7,770,605 | 8,402,679 | -1.1% |
| Less Non-Budgeted Funds | | | | | |
| GOLF COURSE ENTERPRISE | 1,150,220 | 1,167,512 | 1,160,768 | 1,182,024 | 1.2% |
| Net Budgeted Expenditures | <u>\$ 57,259,751</u> | <u>\$ 63,532,199</u> | <u>\$ 64,854,722</u> | <u>\$ 68,754,793</u> | 8.2% |

ALL COUNTY EXPENDITURES BY FUND

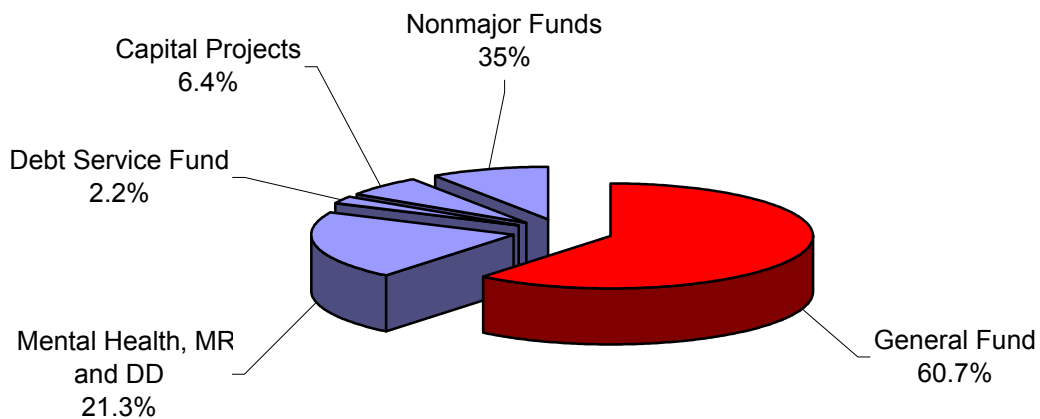
Budgeted Funds

FY07 BUDGET: \$68,754,793



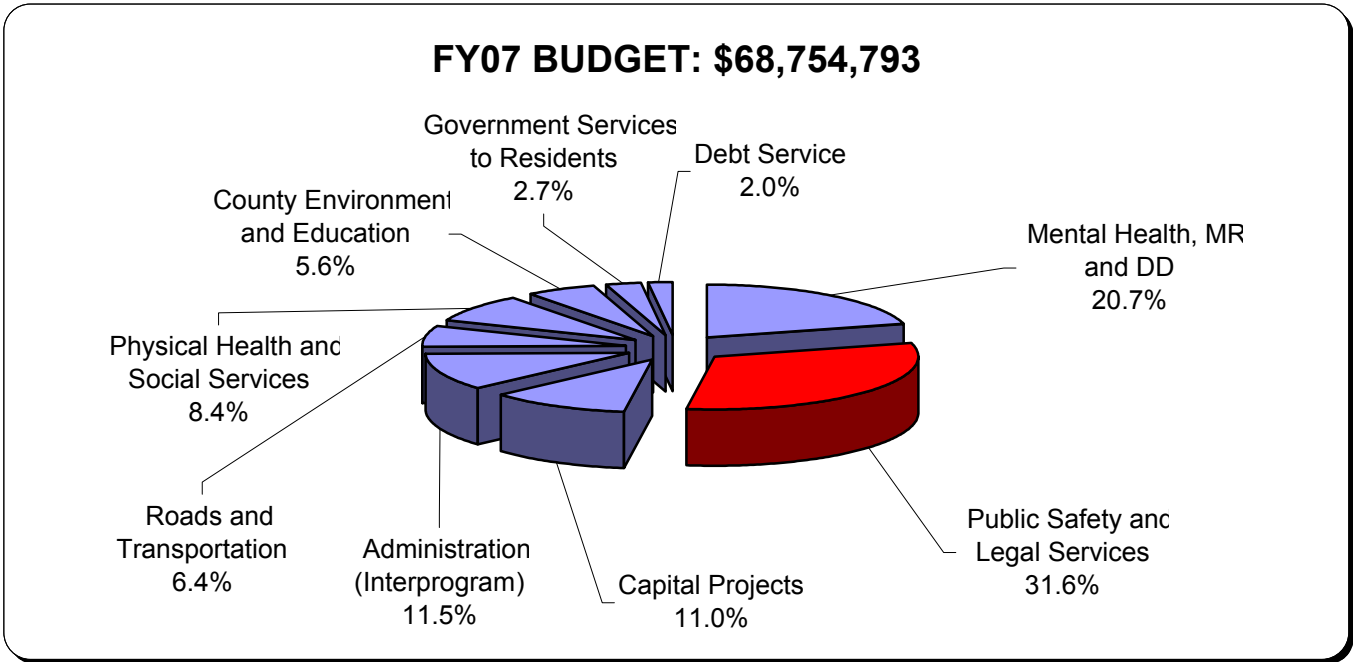
This graph, which excludes transfers and non-budgeted funds, shows that the majority of County expenditures come from the General Fund.

FY06 BUDGET: \$63,532,199

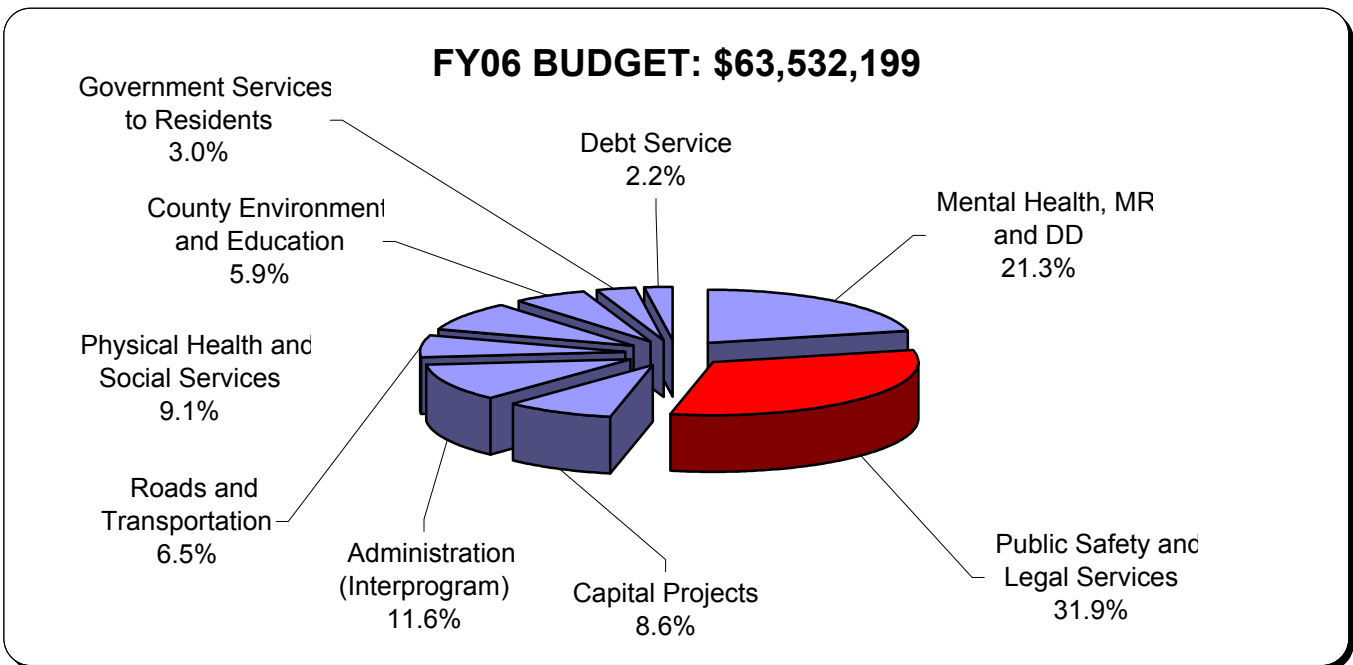


APPROPRIATIONS BY SERVICE AREA

Budgeted Funds Only



Public Safety and Legal Services is the largest single expenditure area of the County followed by the State mandated Mental Health service area. The Public Safety service area has grown in recent years as the community supports the jail capacity and jail staffing solutions following the positive fall 2004 jail referendum.



SERVICE AREA DESCRIPTIONS

PUBLIC SAFETY AND LEGAL SERVICES

Includes Sheriff programs - Patrol & Investigations, Jail and Jail Health Services; debt (lease) payment to the Public Safety Authority for the expansion/renovation of the existing jail sites; 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 Emergency 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, the River Renaissance Vision Iowa project bond issue, and the GIS Development/Implementation Bond Issue.

CAPITAL IMPROVEMENTS

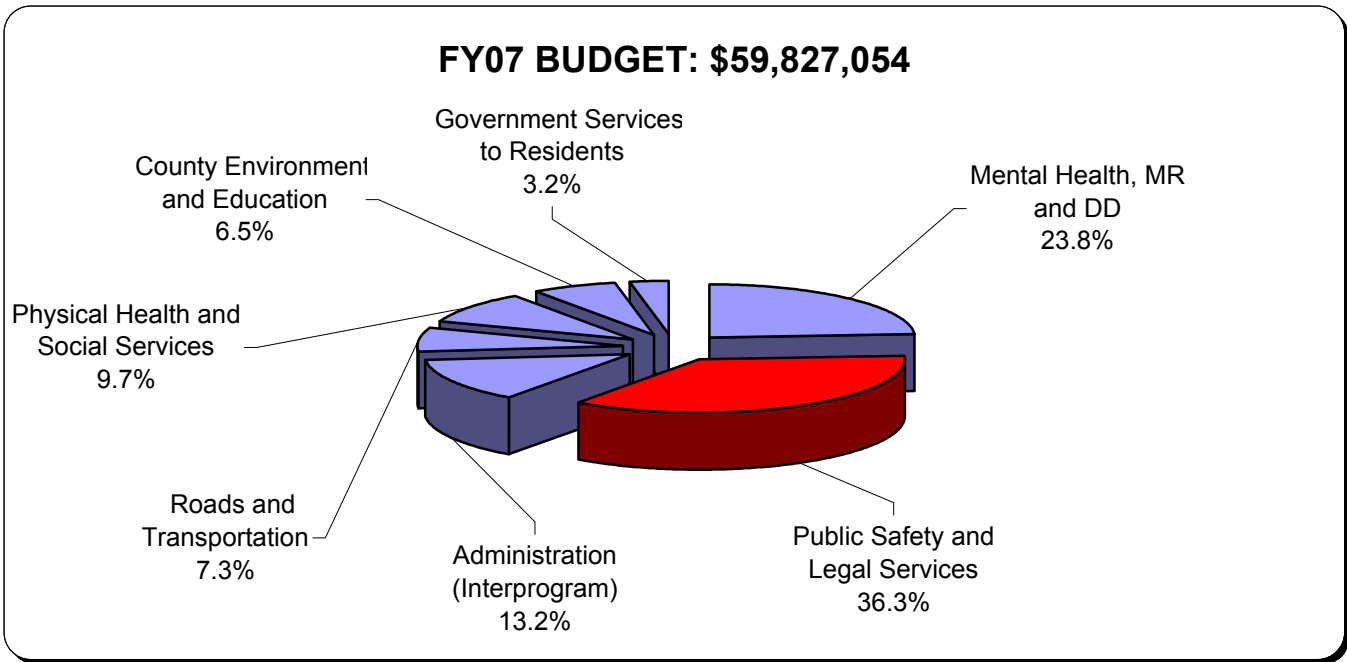
Includes Secondary Roads projects; Conservation projects; and general projects.

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

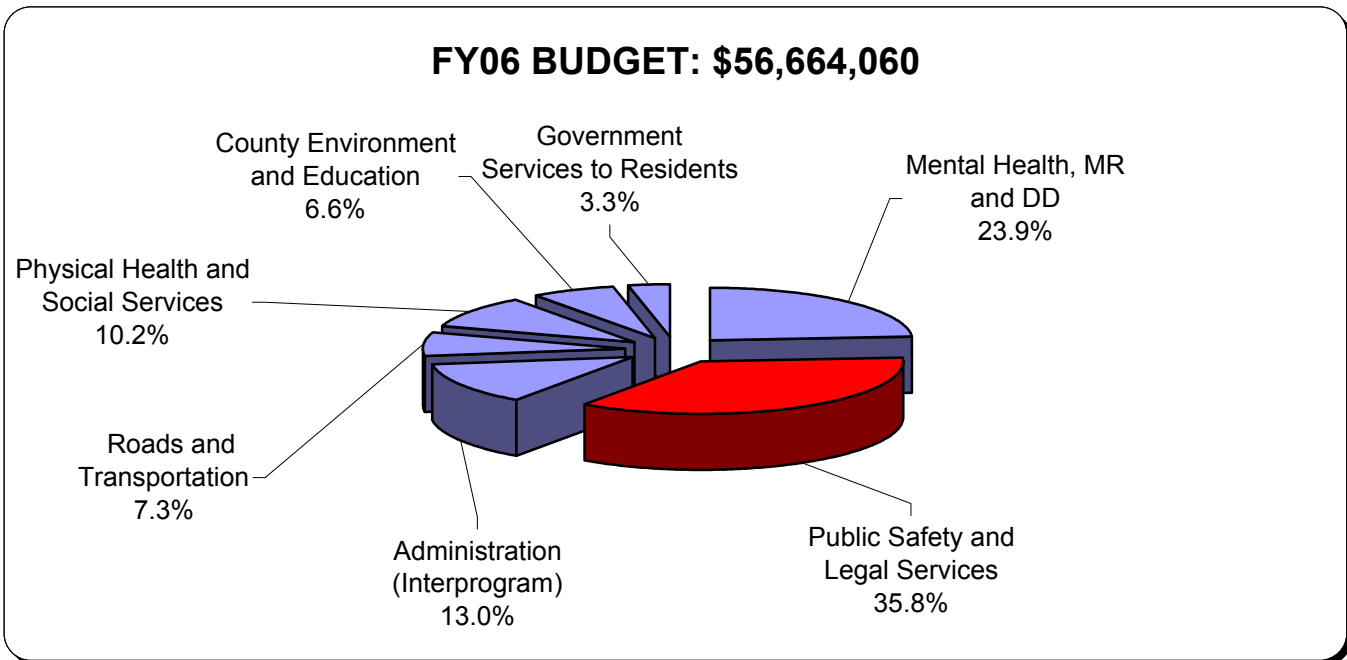
| SERVICE AREA | <u>Actual 2004-05</u> | <u>Budget 2005-06</u> | <u>Revised Estimate 2005-06</u> | <u>Budget 2006-07</u> | <u>% Change From Prior Budget</u> |
|-----------------------------------|----------------------------------|----------------------------------|--|----------------------------------|--|
| Public Safety & Legal Services | 16,507,338 | 20,289,443 | 20,751,948 | 21,739,952 | 7.1% |
| Physical Health & Social Services | 5,398,110 | 5,752,400 | 5,557,784 | 5,806,716 | 0.9% |
| Mental Health, MR & DD | 12,673,353 | 13,535,864 | 13,726,012 | 14,236,281 | 5.2% |
| County Environment & Education | 3,554,450 | 3,721,731 | 3,639,646 | 3,860,822 | 3.7% |
| Roads & Transportation | 3,915,398 | 4,129,000 | 4,129,000 | 4,385,500 | 6.2% |
| Government Services to Residents | 1,765,623 | 1,892,398 | 1,849,908 | 1,885,195 | -0.4% |
| Administration (interprogram) | <u>6,815,171</u> | <u>7,343,224</u> | <u>7,406,964</u> | <u>7,912,588</u> | 7.8% |
| SUBTOTAL OPERATING BUDGET | 50,629,443 | 56,664,060 | 57,061,262 | 59,827,054 | 5.6% |
| Debt Service | 1,046,925 | 1,382,609 | 1,382,609 | 1,391,039 | 0.6% |
| Capital Projects | <u>5,583,383</u> | <u>5,485,530</u> | <u>6,410,851</u> | <u>7,536,700</u> | 37.4% |
| TOTAL COUNTY BUDGET | <u><u>\$ 57,259,751</u></u> | <u><u>\$ 63,532,199</u></u> | <u><u>\$ 64,854,722</u></u> | <u><u>\$ 68,754,793</u></u> | 8.2% |

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. The voter approved jail expansion project will alleviate future dramatic increases.



**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>2004-05</u> | <u>PROJECTED</u> <u>2005-06</u> | <u>BUDGET</u> <u>2006-07</u> | <u>ACTUAL</u> <u>2004-05</u> | <u>PROJECTED</u> <u>2005-06</u> | <u>BUDGET</u> <u>2006-07</u> |
| REVENUES & OTHER FINANCING SOURCES | | | | | | |
| Taxes Levied on Property | \$ 21,278,291 | \$ 26,624,063 | \$ 27,165,266 | \$ 3,136,540 | \$ 3,176,478 | \$ 3,171,875 |
| Less: Uncollected Delinquent Taxes-Levy Yr | 181,892 | 181,893 | 181,893 | 26,821 | 26,821 | 26,821 |
| Less: Credits To Taxpayers | <u>732,277</u> | <u>732,277</u> | <u>732,277</u> | <u>107,032</u> | <u>107,032</u> | <u>107,032</u> |
| Net Current Property Taxes | 20,364,122 | 25,709,893 | 26,251,096 | 3,002,687 | 3,042,625 | 3,038,022 |
| Delinquent Property Tax Revenue | 181,892 | 181,893 | 181,893 | 26,821 | 26,821 | 26,821 |
| Penalties, Interest & Costs On Taxes | 837,554 | 595,000 | 735,000 | - | - | - |
| Other County Taxes | 4,460,441 | 4,468,944 | 4,823,866 | 152,297 | 152,297 | 141,472 |
| Intergovernmental | 4,179,944 | 4,332,347 | 4,008,373 | 9,686,773 | 9,908,250 | 10,450,458 |
| Licenses & Permits | 527,405 | 492,840 | 474,340 | - | - | - |
| Charges For Services | 4,246,486 | 4,255,083 | 4,364,300 | 40,441 | 23,000 | 23,000 |
| Use of Money & Property | 836,768 | 1,293,260 | 1,600,567 | - | - | - |
| Miscellaneous | <u>395,759</u> | <u>295,585</u> | <u>236,465</u> | <u>15,073</u> | <u>16,000</u> | <u>16,000</u> |
| Subtotal Revenues | 36,030,371 | 41,624,845 | 42,675,900 | 12,924,092 | 13,168,993 | 13,695,773 |
| Other Financing Sources: | | | | | | |
| Operating Transfers In | 67,231 | 2,526,000 | 3,027,000 | - | - | - |
| Proceeds of Fixed Asset Sales | <u>17,367</u> | <u>11,000</u> | <u>22,000</u> | - | - | - |
| Total Revenues & Other Sources | 36,114,969 | 44,161,845 | 45,724,900 | 12,924,092 | 13,168,993 | 13,695,773 |
| EXPENDITURES & OTHER FINANCING USES | | | | | | |
| Operating: | | | | | | |
| Public Safety & Legal Services | 16,507,338 | 20,751,948 | 21,739,952 | - | - | - |
| Physical Health & Social Services | 5,398,110 | 5,557,784 | 5,806,716 | - | - | - |
| Mental Health, MR & DD | - | - | - | 12,673,353 | 13,726,012 | 14,236,281 |
| County Environment & Education | 3,113,765 | 3,203,934 | 3,425,110 | - | - | - |
| Roads & Transportation | - | - | - | - | - | - |
| Government Services to Residents | 1,765,623 | 1,849,908 | 1,885,195 | - | - | - |
| Administration (interprogram) | 6,815,170 | 7,406,964 | 7,912,588 | - | - | - |
| Capital Projects | - | - | - | - | - | - |
| Subtotal Expenditures | <u>33,600,006</u> | <u>38,770,538</u> | <u>40,769,561</u> | <u>12,673,353</u> | <u>13,726,012</u> | <u>14,236,281</u> |
| Other Financing Uses: | | | | | | |
| Operating Transfers Out | <u>3,109,320</u> | <u>4,908,739</u> | <u>5,655,339</u> | - | - | - |
| Total Expenditures & Other Uses | 36,709,326 | 43,679,277 | 46,424,900 | 12,673,353 | 13,726,012 | 14,236,281 |
| Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses | (594,357) | 482,568 | (700,000) | 250,739 | (557,019) | (540,508) |
| Beginning Fund Balance - July 1, | \$ 8,062,628 | \$ 7,468,271 | \$ 7,950,839 | \$ 1,000,512 | \$ 1,251,251 | \$ 694,232 |
| Ending Fund Balance - June 30, | \$ 7,468,271 | \$ 7,950,839 | \$ 7,250,839 | \$ 1,251,251 | \$ 694,232 | \$ 153,724 |

**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>2004-05</u> | <u>PROJECTED</u> <u>2005-06</u> | <u>BUDGET</u> <u>2006-07</u> | <u>ACTUAL</u> <u>2004-05</u> | <u>PROJECTED</u> <u>2005-06</u> | <u>BUDGET</u> <u>2006-07</u> |
| REVENUES & OTHER FINANCING SOURCES | | | | | | |
| Taxes Levied on Property | \$ 426,133 | \$ 750,236 | \$ 757,290 | \$ - | \$ - | \$ - |
| Less: Uncollected Delinquent Taxes-Levy Yr | 3,673 | 3,673 | 3,673 | - | - | - |
| Less: Credits To Taxpayers | <u>14,445</u> | <u>14,445</u> | <u>14,445</u> | - | - | - |
| Net Current Property Taxes | 408,015 | 732,118 | 739,172 | - | - | - |
| Delinquent Property Tax Revenue | 3,673 | 3,673 | 3,673 | - | - | - |
| Other County Taxes | 19,863 | 19,863 | 31,884 | 904,896 | 905,000 | 950,000 |
| Intergovernmental | 273,487 | 256,050 | 237,330 | 650,911 | 994,152 | 162,540 |
| Use of Money & Property | - | - | - | 21,313 | 30,340 | 20,907 |
| Miscellaneous | <u>-</u> | <u>-</u> | <u>-</u> | <u>99,250</u> | <u>16,032</u> | <u>15,812</u> |
| Subtotal Revenues | 705,038 | 1,011,704 | 1,012,059 | 1,676,370 | 1,945,524 | 1,149,259 |
| Other Financing Sources: | | | | | | |
| General Long Term Debt Proceeds | - | - | - | - | 2,500,000 | - |
| Operating Transfers In | - | - | - | 3,539,262 | 3,015,949 | 3,102,450 |
| Proceeds of Fixed Asset Sales | <u>-</u> | <u>-</u> | <u>-</u> | <u>22,130</u> | <u>26,000</u> | <u>27,000</u> |
| Total Revenues & Other Sources | 705,038 | 1,011,704 | 1,012,059 | 5,237,762 | 7,487,473 | 4,278,709 |
| EXPENDITURES & OTHER FINANCING USES | | | | | | |
| Operating: | | | | | | |
| Debt Service | 1,046,925 | 1,382,609 | 1,391,039 | - | - | - |
| Capital Projects | <u>-</u> | <u>-</u> | <u>-</u> | <u>3,681,256</u> | <u>4,980,851</u> | <u>5,986,700</u> |
| Subtotal Expenditures | 1,046,925 | 1,382,609 | 1,391,039 | 3,681,256 | 4,980,851 | 5,986,700 |
| Other Financing Uses: | | | | | | |
| Operating Transfers Out | <u>-</u> | <u>-</u> | <u>-</u> | <u>823,803</u> | <u>1,191,337</u> | <u>1,044,000</u> |
| Total Expenditures & Other Uses | 1,046,925 | 1,382,609 | 1,391,039 | 4,505,059 | 6,172,188 | 7,030,700 |
| Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses | (341,887) | (370,905) | (378,980) | 732,703 | 1,315,285 | (2,751,991) |
| Beginning Fund Balance - July 1, | \$ 4,828,091 | \$ 4,486,204 | \$ 4,115,299 | \$ 2,570,858 | \$ 3,303,561 | \$ 4,618,846 |
| Ending Fund Balance - June 30, | \$ 4,486,204 | \$ 4,115,299 | \$ 3,736,319 | \$ 3,303,561 | \$ 4,618,846 | \$ 1,866,855 |

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

| | ----- NONMAJOR FUNDS ----- | | | ----- ALL GOVERNMENTAL FUNDS ----- | | |
|---|---------------------------------|------------------------------------|---------------------------------|------------------------------------|------------------------------------|---------------------------------|
| | <u>ACTUAL</u> <u>2004-05</u> | <u>PROJECTED</u> <u>2005-06</u> | <u>BUDGET</u> <u>2006-07</u> | <u>ACTUAL</u> <u>2004-05</u> | <u>PROJECTED</u> <u>2005-06</u> | <u>BUDGET</u> <u>2006-07</u> |
| REVENUES & OTHER FINANCING SOURCES | | | | | | |
| Taxes Levied on Property | \$ 2,002,473 | \$ 2,005,328 | \$ 2,043,351 | \$ 26,843,437 | \$ 32,556,105 | \$ 33,137,782 |
| Less: Uncollected Delinquent Taxes-Levy Yr | 13,116 | 13,116 | 13,116 | 225,502 | 225,503 | 225,503 |
| Less: Credits To Taxpayers | 94,618 | 94,526 | 94,526 | 948,372 | 948,280 | 948,280 |
| Net Current Property Taxes | 1,894,739 | 1,897,686 | 1,935,709 | 25,669,563 | 31,382,322 | 31,963,999 |
| Delinquent Property Tax Revenue | 13,116 | 13,116 | 13,116 | 225,502 | 225,503 | 225,503 |
| Penalties, Interest & Costs On Taxes | - | - | - | 837,554 | 595,000 | 735,000 |
| Other County Taxes | 73,638 | 73,638 | 73,389 | 5,611,135 | 5,619,742 | 6,020,611 |
| Intergovernmental | 3,108,402 | 3,101,945 | 2,990,802 | 17,899,516 | 18,592,744 | 17,849,503 |
| Licenses & Permits | 1,595 | 1,000 | 1,000 | 529,000 | 493,840 | 475,340 |
| Charges For Services | 49,480 | 51,880 | 52,000 | 4,336,406 | 4,329,963 | 4,439,300 |
| Use of Money & Property | 4,836 | 3,400 | 3,500 | 862,917 | 1,327,000 | 1,624,974 |
| Miscellaneous | 135,714 | 9,000 | 139,000 | 645,796 | 336,617 | 407,277 |
| Subtotal Revenues | 5,281,520 | 5,151,665 | 5,208,516 | 56,617,389 | 62,902,731 | 63,741,507 |
| Other Financing Sources: | | | | | | |
| General Long Term Debt Proceeds | - | - | - | - | 2,500,000 | - |
| Operating Transfers In | 2,228,656 | 2,228,656 | 2,273,229 | 5,835,149 | 7,770,605 | 8,402,679 |
| Proceeds of Fixed Asset Sales | 10,081 | - | - | 49,579 | 37,000 | 49,000 |
| Total Revenues & Other Sources | 7,520,257 | 7,380,321 | 7,481,745 | 62,502,117 | 73,210,336 | 72,193,186 |
| EXPENDITURES & OTHER FINANCING USES | | | | | | |
| Operating: | | | | | | |
| Public Safety & Legal Services | - | - | - | 16,507,338 | 20,751,948 | 21,739,952 |
| Physical Health & Social Services | - | - | - | 5,398,110 | 5,557,784 | 5,806,716 |
| Mental Health, MR & DD | - | - | - | 12,673,353 | 13,726,012 | 14,236,281 |
| County Environment & Education | 440,685 | 435,712 | 435,712 | 3,554,450 | 3,639,646 | 3,860,822 |
| Roads & Transportation | 3,915,398 | 4,129,000 | 4,385,500 | 3,915,398 | 4,129,000 | 4,385,500 |
| Government Services to Residents | - | - | - | 1,765,623 | 1,849,908 | 1,885,195 |
| Administration (interprogram) | - | - | - | 6,815,170 | 7,406,964 | 7,912,588 |
| Debt Service | - | - | - | 1,046,925 | 1,382,609 | 1,391,039 |
| Capital Projects | 1,902,127 | 1,430,000 | 1,550,000 | 5,583,383 | 6,410,851 | 7,536,700 |
| Subtotal Expenditures | 6,258,210 | 5,994,712 | 6,371,212 | 57,259,750 | 64,854,722 | 68,754,793 |
| Other Financing Uses: | | | | | | |
| Operating Transfers Out | 1,902,026 | 1,670,529 | 1,703,340 | 5,835,149 | 7,770,605 | 8,402,679 |
| Total Expenditures & Other Uses | 8,160,236 | 7,665,241 | 8,074,552 | 63,094,899 | 72,625,327 | 77,157,472 |
| Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses | (639,979) | (284,920) | (592,807) | (592,782) | 585,009 | (4,964,286) |
| Beginning Fund Balance - July 1, | \$ 2,424,465 | \$ 1,784,486 | \$ 1,499,566 | \$ 18,886,555 | \$ 18,293,773 | \$ 18,878,782 |
| Ending Fund Balance - June 30, | \$ 1,784,486 | \$ 1,499,566 | \$ 906,759 | \$ 18,293,773 | \$ 18,878,782 | \$ 13,914,496 |



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

| | <u>Actual 2004-05</u> | <u>Budget 2005-06</u> | <u>Revised Estimate 2005-06</u> | <u>Budget 2006-07</u> | <u>% Change From Prior Budget</u> |
|--|---------------------------|---------------------------|---|---------------------------|---|
| ADMINISTRATION | \$ 328,689 | \$ 349,514 | \$ 341,908 | \$ 358,363 | 2.5% |
| General Administration | 317,148 | 333,514 | 333,707 | 349,514 | 4.8% |
| ATTORNEY | \$ 2,154,266 | \$ 2,185,163 | \$ 2,122,025 | \$ 2,233,783 | 2.2% |
| County Attorney Administration | 252,887 | 258,862 | 253,506 | 269,589 | 4.1% |
| Criminal Prosecution | 1,621,447 | 1,635,775 | 1,582,316 | 1,665,546 | 1.8% |
| Corporation Counsel/Civil | 279,932 | 290,526 | 286,203 | 298,648 | 2.8% |
| AUDITOR | \$ 1,150,580 | \$ 1,265,162 | \$ 1,243,104 | \$ 1,213,972 | -4.0% |
| Auditor Administration | 155,968 | 163,928 | 164,037 | 170,779 | 4.2% |
| Elections | 414,711 | 495,931 | 482,358 | 424,067 | -14.5% |
| Business Finance | 316,732 | 326,811 | 325,904 | 334,451 | 2.3% |
| Taxation | 263,169 | 278,492 | 270,805 | 284,675 | 2.2% |
| CAPITAL IMPROVEMENTS | \$ 2,916,651 | \$ 3,539,918 | \$ 4,535,239 | \$ 5,206,250 | 47.1% |
| General Capital Improvements | 2,916,651 | 3,539,918 | 4,535,239 | 5,206,250 | 47.1% |
| COMMUNITY SERVICES | \$ 7,362,438 | \$ 7,776,506 | \$ 7,961,601 | \$ 8,274,515 | 6.4% |
| Community Services Administration | 129,012 | 109,139 | 92,269 | 102,409 | -6.2% |
| General Relief | 633,933 | 728,403 | 685,570 | 702,057 | -3.6% |
| Veteran Services | 91,295 | 116,023 | 122,165 | 124,704 | 7.5% |
| Chemical Dep & Other Services | 226,979 | 217,300 | 218,800 | 226,290 | 4.1% |
| MH-DD Services | 6,281,219 | 6,605,641 | 6,842,797 | 7,119,055 | 7.8% |
| CONSERVATION (net of golf course) | \$ 3,325,763 | \$ 3,208,378 | \$ 3,072,087 | \$ 3,604,045 | 12.3% |
| Conservation Administration | 351,611 | 371,641 | 369,722 | 402,112 | 8.2% |
| Parks & Recreation | 1,983,348 | 2,084,629 | 2,035,349 | 2,174,566 | 4.3% |
| Conservation Capital Projects | 764,606 | 515,612 | 445,612 | 780,450 | 51.4% |
| Wapsi River Environmental Center | 226,198 | 236,496 | 221,404 | 246,917 | 4.4% |
| DEBT SERVICES | \$ 1,046,926 | \$ 1,382,609 | \$ 1,382,609 | \$ 1,391,039 | 0.6% |
| Solid Waste Bonds | 598,703 | 601,278 | 601,278 | 602,558 | 0.2% |
| River Renaissance Bonds | 448,223 | 445,798 | 445,798 | 452,548 | 1.5% |
| GIS Bonds | - | 335,533 | 335,533 | 335,933 | |
| FACILITY & SUPPORT SERVICES | \$ 2,275,662 | \$ 2,271,291 | \$ 2,409,995 | \$ 2,587,619 | 13.9% |
| FSS Administration | 184,150 | 190,368 | 188,996 | 194,593 | 2.2% |
| Maint of Buildings & Grounds | 1,068,640 | 1,022,217 | 1,111,552 | 1,187,564 | 16.2% |
| Custodial Services | 378,078 | 427,058 | 431,827 | 436,543 | 2.2% |
| Support Services | 644,794 | 631,648 | 677,620 | 768,919 | 2.2% |

| | <u>Actual 2004-05</u> | <u>Budget 2005-06</u> | <u>Revised Estimate 2005-06</u> | <u>Budget 2006-07</u> | <u>% Change From Prior Budget</u> |
|--------------------------------|---------------------------|---------------------------|---|---------------------------|---|
| HEALTH DEPARTMENT | <u>\$ 3,965,233</u> | <u>\$ 4,863,256</u> | <u>\$ 4,640,688</u> | <u>\$ 5,108,037</u> | 5.0% |
| Administration | 426,574 | 519,982 | 479,334 | 507,127 | -2.5% |
| Medical Examiner | 251,161 | 299,285 | 299,147 | 302,062 | 0.9% |
| Jail Inmate Health | 541,279 | 626,685 | 575,830 | 845,572 | 34.9% |
| Emergency Medical Services | 185,727 | 181,825 | 164,004 | 166,091 | -8.7% |
| Clinical Services | 631,933 | 778,911 | 741,839 | 822,057 | 5.5% |
| Community Relations & Planning | 1,080,610 | 1,751,610 | 1,720,402 | 1,737,007 | -0.8% |
| Environmental Health | 556,954 | 704,958 | 660,132 | 728,121 | 3.3% |
| Monitor Health Status | 37,676 | - | - | - | |
| Diagnose/Investigate | 77,203 | - | - | - | |
| Evaluate | 15,968 | - | - | - | |
| Develop Policies | 10,783 | - | - | - | |
| Enforce Laws/Regulations | 60,029 | - | - | - | |
| Research | 1,127 | - | - | - | |
| Link People to Services | 26,558 | - | - | - | |
| Assure Workforce | 18,438 | - | - | - | |
| Inform/Educate/Empower | 11,160 | - | - | - | |
| Mobilize Community | 32,053 | - | - | - | |
| HUMAN SERVICES | <u>\$ 200,532</u> | <u>\$ 210,418</u> | <u>\$ 227,988</u> | <u>\$ 237,583</u> | 12.9% |
| Administrative Support | 58,215 | 69,163 | 68,898 | 74,690 | 8.0% |
| Case Management | 142,317 | 141,255 | 159,090 | 162,893 | 15.3% |
| INFORMATION TECHNOLOGY | <u>\$ 967,260</u> | <u>\$ 1,079,749</u> | <u>\$ 1,039,449</u> | <u>\$ 1,232,807</u> | 14.2% |
| Administration | 105,103 | 110,844 | 109,315 | 115,784 | 4.5% |
| Information Processing | 862,157 | 968,905 | 930,134 | 1,117,023 | 15.3% |
| JUVENILE COURT SERVICES | <u>\$ 774,085</u> | <u>\$ 876,553</u> | <u>\$ 801,184</u> | <u>\$ 857,524</u> | -2.2% |
| Juvenile Detention Center | 774,085 | 876,553 | 801,184 | 857,524 | -2.2% |
| NON-DEPARTMENTAL | <u>\$ 2,085,960</u> | <u>\$ 4,911,011</u> | <u>\$ 5,156,451</u> | <u>\$ 4,749,239</u> | -3.3% |
| Non-Departmental | 529,090 | 681,578 | 612,277 | 704,418 | 3.4% |
| Court Support Costs | 151,233 | 149,882 | 150,388 | 154,640 | 3.2% |
| Other Law Enforcement Costs | 330,704 | 2,848,423 | 3,179,509 | 2,656,638 | -6.7% |
| Flood Emergency Costs | - | - | - | - | |
| Risk Management Program | 914,996 | 1,139,628 | 1,139,777 | 1,156,743 | 1.5% |
| Hotel/Motel Unit | 53,665 | 20,000 | 3,000 | 3,000 | -85.0% |
| JTPA Quality Jobs Program | 40,047 | - | - | - | |
| MH-DD Contingency | - | - | - | - | |
| Jail Alternatives | 66,225 | 71,500 | 71,500 | 73,800 | 3.2% |
| HUMAN RESOURCES | <u>\$ 351,536</u> | <u>\$ 354,875</u> | <u>\$ 368,747</u> | <u>\$ 378,040</u> | 6.5% |
| Human Resource Management | 351,536 | 354,875 | 368,747 | 378,040 | 6.5% |

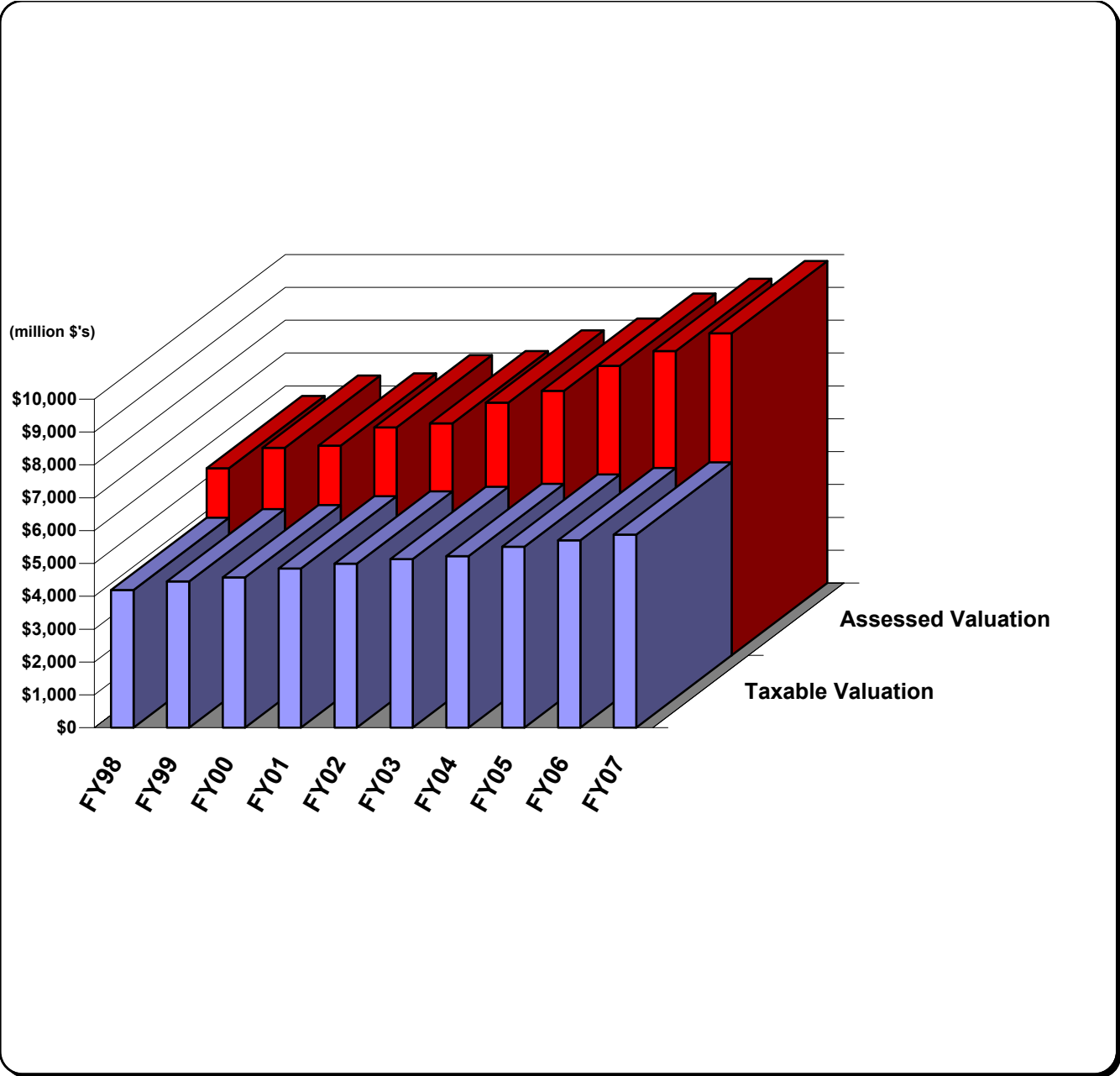
| | <u>Actual 2004-05</u> | <u>Budget 2005-06</u> | <u>Revised Estimate 2005-06</u> | <u>Budget 2006-07</u> | <u>% Change From Prior Budget</u> |
|-----------------------------------|---------------------------|---------------------------|---|---------------------------|---|
| PLANNING & DEVELOPMENT | \$ 261,116 | \$ 342,439 | \$ 326,645 | \$ 348,733 | 1.8% |
| P & D Administration | 92,811 | 146,482 | 140,545 | 131,669 | -10.1% |
| Code Enforcement | 155,106 | 177,957 | 167,100 | 198,364 | 11.5% |
| Tax Deed Properties | 13,199 | 18,000 | 19,000 | 18,700 | 3.9% |
| RECORDER | \$ 622,842 | \$ 648,748 | \$ 632,727 | \$ 687,103 | 5.9% |
| Recorder Administration | 120,748 | 126,499 | 125,427 | 129,561 | 2.4% |
| Public Records | 372,436 | 395,338 | 382,386 | 410,736 | 3.9% |
| Vital Records | 129,658 | 126,911 | 124,914 | 146,806 | 15.7% |
| SECONDARY ROADS | \$ 5,817,525 | \$ 5,559,000 | \$ 5,559,000 | \$ 5,935,500 | 6.8% |
| Administration | 164,050 | 188,000 | 188,000 | 190,000 | 1.1% |
| Engineering | 382,564 | 413,000 | 413,000 | 417,500 | 1.1% |
| Bridges & Culverts | 144,570 | 142,000 | 142,000 | 152,000 | 7.0% |
| Roads | 1,301,158 | 1,435,000 | 1,435,000 | 1,458,000 | 1.6% |
| Snow & Ice Control | 154,965 | 272,000 | 272,000 | 272,000 | 0.0% |
| Traffic Controls | 184,496 | 171,000 | 171,000 | 183,000 | 7.0% |
| Road Clearing | 167,728 | 135,000 | 135,000 | 150,000 | 11.1% |
| New Equipment | 656,588 | 490,000 | 490,000 | 620,000 | 26.5% |
| Equipment Operations | 694,261 | 762,000 | 762,000 | 820,000 | 7.6% |
| Tools, Materials & Supplies | 30,313 | 66,000 | 66,000 | 68,000 | 3.0% |
| Real Estate & Buildings | 34,705 | 55,000 | 55,000 | 55,000 | 0.0% |
| Roadway Construction | 1,902,127 | 1,430,000 | 1,430,000 | 1,550,000 | 8.4% |
| SHERIFF | \$ 11,634,109 | \$ 12,521,482 | \$ 12,998,854 | \$ 13,866,705 | 10.7% |
| Sheriff Administration | 242,556 | 257,804 | 249,543 | 267,221 | 3.7% |
| Patrol | 2,140,453 | 2,186,886 | 2,179,398 | 2,278,411 | 4.2% |
| Jail/Prisoner Transportation | 6,260,128 | 6,898,700 | 7,350,291 | 7,942,417 | 15.1% |
| Civil Deputies | 371,475 | 402,336 | 371,154 | 414,546 | 3.0% |
| Communications/Records | 1,219,690 | 1,219,836 | 1,224,353 | 1,290,626 | 5.8% |
| Investigations | 616,016 | 744,325 | 791,381 | 795,910 | 6.9% |
| Bailiffs/Courthouse Security | 517,860 | 522,571 | 545,958 | 577,767 | 10.6% |
| Civil-Clerical | 265,931 | 289,024 | 286,776 | 299,807 | 3.7% |
| SUPERVISORS | \$ 248,646 | \$ 271,661 | \$ 253,205 | \$ 264,536 | -2.6% |
| Supervisors, Board of | 248,646 | 271,661 | 253,205 | 264,536 | -2.6% |
| TREASURER | \$ 1,549,383 | \$ 1,621,446 | \$ 1,589,883 | \$ 1,672,202 | 3.1% |
| Treasurer Administration | 152,436 | 159,812 | 154,076 | 161,978 | 1.4% |
| Tax Administration | 403,930 | 420,862 | 415,025 | 433,486 | 3.0% |
| Motor Vehicle Registration-CH | 413,526 | 423,677 | 413,858 | 439,584 | 3.8% |
| County General Store | 309,179 | 318,042 | 315,110 | 328,586 | 3.3% |
| Accounting/Finance | 270,312 | 299,053 | 291,814 | 308,568 | 3.2% |

| | <u>Actual 2004-05</u> | <u>Budget 2005-06</u> | <u>Revised Estimate 2005-06</u> | <u>Budget 2006-07</u> | <u>% Change From Prior Budget</u> |
|--|---------------------------|---------------------------|---|---------------------------|---|
| AUTHORIZED AGENCIES: | | | | | |
| BI-STATE REGIONAL COMMISSION | \$ 63,154 | \$ 64,101 | \$ 64,101 | \$ 65,063 | 1.5% |
| Regional Planning/Technical Assistance | 63,154 | 64,101 | 64,101 | 65,063 | 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 | \$ 291,111 | \$ 301,219 | \$ 301,219 | \$ 309,056 | 2.6% |
| Outpatient Services | 37,500 | 40,000 | 40,000 | 40,000 | 0.0% |
| Residential Services | 253,611 | 261,219 | 261,219 | 269,056 | 3.0% |
| CENTER FOR ACTIVE SENIORS | \$ 207,461 | \$ 214,711 | \$ 212,706 | \$ 216,902 | 1.0% |
| Outreach to Older Persons | 100,229 | 105,240 | 103,235 | 106,330 | 1.0% |
| Transportation for Older Persons | 39,136 | 40,310 | 40,310 | 40,314 | 0.0% |
| Day Care for Older Persons | 14,286 | 14,286 | 14,286 | 14,286 | 0.0% |
| Volunteer Services for Older Person | 35,513 | 36,578 | 36,578 | 37,675 | 3.0% |
| Leisure Services for Older Persons | 18,297 | 18,297 | 18,297 | 18,297 | 0.0% |
| Other Programs | - | - | - | - | |
| COMMUNITY HEALTH CARE | \$ 302,925 | \$ 315,424 | \$ 315,424 | \$ 324,887 | 3.0% |
| Health Services-Comm Services | 249,979 | 262,478 | 262,478 | 271,941 | 3.6% |
| Health Services-Other | 52,946 | 52,946 | 52,946 | 52,946 | 0.0% |
| EMERGENCY MANAGEMENT AGENC | \$ 25,357 | \$ 25,357 | \$ 25,357 | \$ 35,357 | 39.4% |
| Emergency Preparedness | 25,357 | 25,357 | 25,357 | 35,357 | 39.4% |
| 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 | \$ 551,837 | \$ - | \$ - | \$ - | |
| Public Health Nursing | 203,968 | - | - | - | |
| Home Support Services | 347,869 | - | - | - | |
| Other Programs | - | - | - | - | |
| HANDICAPPED DEVELOPMENT CTR | \$ 1,921,151 | \$ 2,166,095 | \$ 2,149,653 | \$ 2,218,174 | 2.4% |
| Residential Program | 1,308,656 | 1,291,287 | 1,325,605 | 1,447,088 | 12.1% |
| Vocational Services | 558,092 | 630,083 | 639,323 | 606,246 | -3.8% |
| Developmental Services | 54,403 | 244,725 | 184,725 | 164,840 | -32.6% |
| HUMANE SOCIETY | \$ 27,650 | \$ 28,756 | \$ 28,756 | \$ 29,762 | 3.5% |
| Animal Shelter | 27,650 | 28,756 | 28,756 | 29,762 | 3.5% |

| | <u>Actual 2004-05</u> | <u>Budget 2005-06</u> | <u>Revised Estimate 2005-06</u> | <u>Budget 2006-07</u> | <u>% Change From Prior Budget</u> |
|--------------------------------------|---------------------------|---------------------------|---|---------------------------|---|
| COUNTY LIBRARY | \$ 440,685 | \$ 435,712 | \$ 435,712 | \$ 435,712 | 0.0% |
| Library Resources & Services | 440,685 | 435,712 | 435,712 | 435,712 | 0.0% |
| MEDIC E.M.S. | \$ - | \$ 48,508 | \$ - | \$ 100,000 | 106.2% |
| Emergency Medical Services | - | 48,508 | - | 100,000 | 106.2% |
| QC CONVENTION/VISITORS BUREAU | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | 0.0% |
| Regional Tourism Development | 70,000 | 70,000 | 70,000 | 70,000 | 0.0% |
| QC DEVELOPMENT GROUP | \$ 37,957 | \$ 37,957 | \$ 37,957 | \$ 37,957 | 0.0% |
| Regional Economic Development | 37,957 | 37,957 | 37,957 | 37,957 | 0.0% |
| VERA FRENCH CMHC | \$ 4,228,611 | \$ 4,532,530 | \$ 4,497,798 | \$ 4,651,678 | 2.6% |
| Outpatient Services | 1,257,340 | 1,336,210 | 1,336,210 | 1,375,422 | 2.9% |
| Community Support Services | 373,956 | 428,565 | 428,565 | 441,422 | 3.0% |
| Community Services | 59,398 | 62,829 | 62,829 | 64,666 | 2.9% |
| Case Management | 619,596 | 776,999 | 742,267 | 785,895 | 1.1% |
| Inpatient Services | 71,985 | 74,051 | 74,051 | 76,273 | 3.0% |
| Residential | 1,234,008 | 1,203,975 | 1,203,975 | 1,240,094 | 3.0% |
| Day Treatment Services | 283,001 | 305,241 | 305,241 | 313,986 | 2.9% |
| Case Monitoring | 144,051 | 150,022 | 150,022 | 154,473 | 3.0% |
| Employment Services | 71,038 | 77,076 | 77,076 | 78,358 | 1.7% |
| Jail Case Management | 114,238 | 117,562 | 117,562 | 121,089 | 3.0% |
| TOTAL ALL DEPTS/AGENCIES | <u>\$ 57,259,751</u> | <u>\$ 63,532,199</u> | <u>\$ 64,854,722</u> | <u>\$ 68,754,793</u> | 8.2% |

TAXABLE VALUATIONS vs 100% ASSESSMENTS

TEN YEAR COMPARISON (in million \$'s)



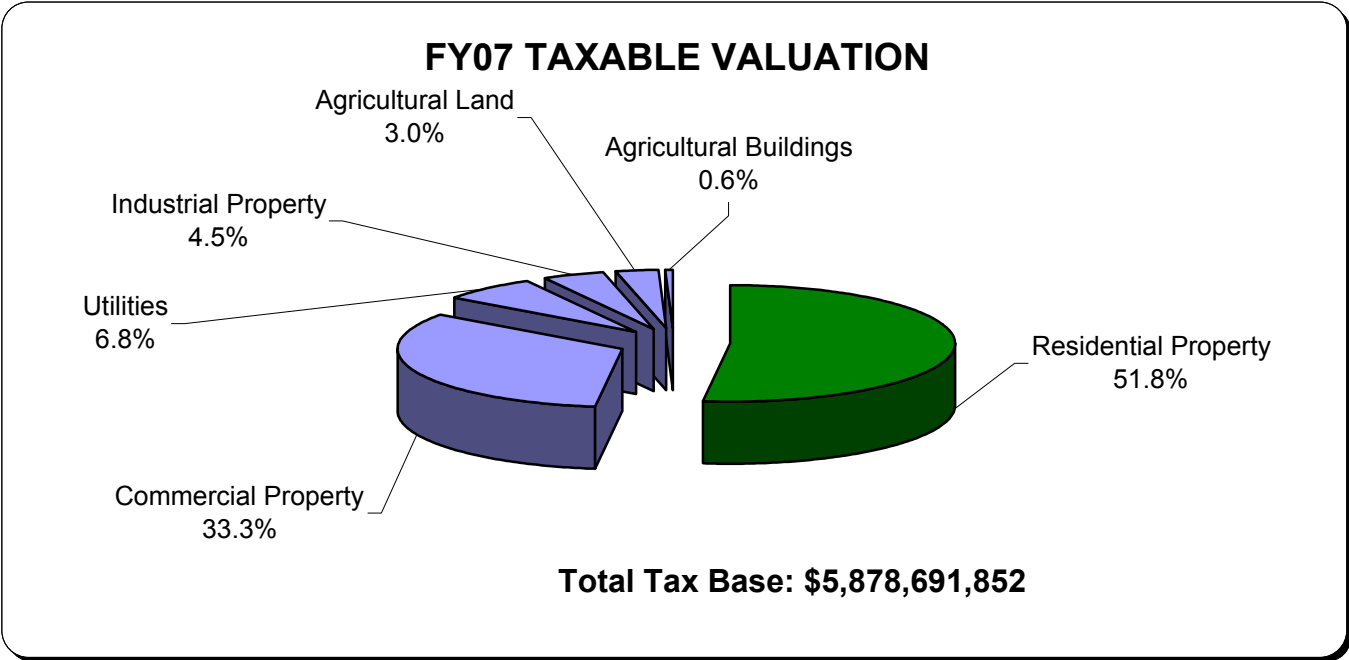
Currently due to a State applied rollback to residential property, taxable values are only 45.996% of the County's fully assessed residential property values.

ASSESSED AND TAXABLE VALUES OF TAXABLE PROPERTY TEN FISCAL YEAR COMPARISON

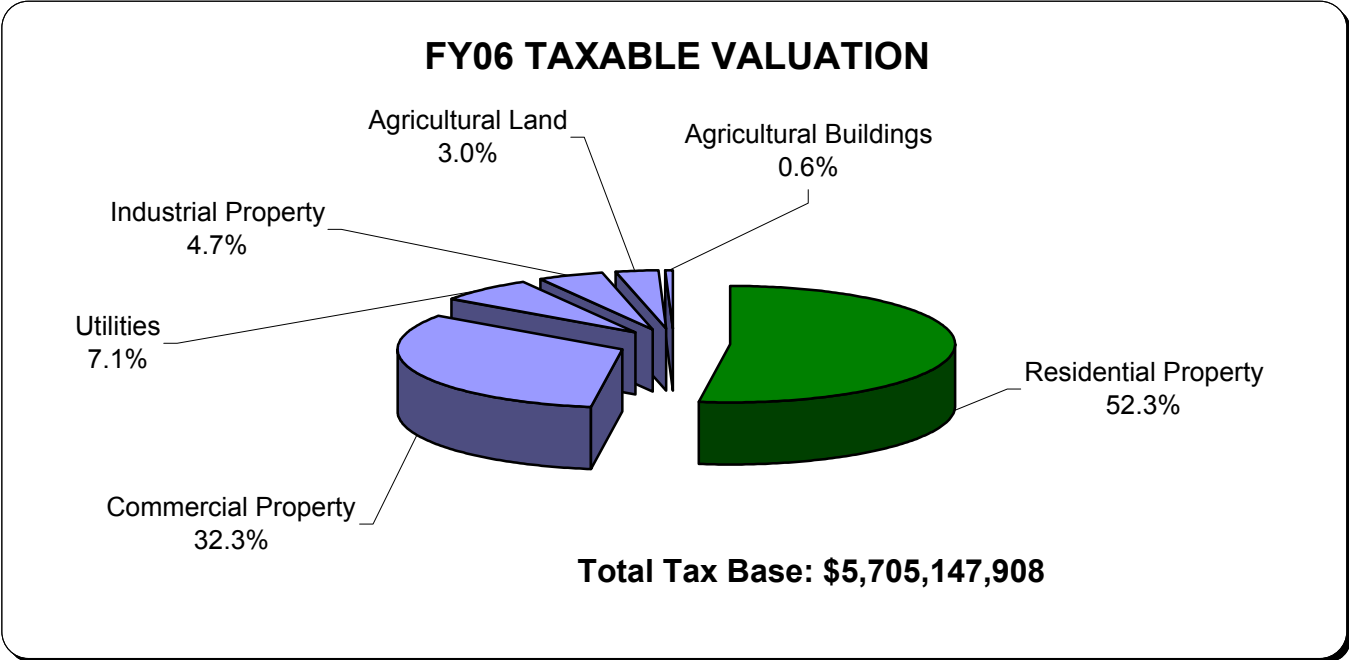
| Fiscal Year | ----- Real Property ----- | | ----- Personal Property ----- | |
|------------------------|----------------------------------|----------------------------------|--------------------------------------|----------------------------------|
| | <u>Taxable Value</u> | <u>Assessed Value</u> | <u>Taxable Value</u> | <u>Assessed Value</u> |
| 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 | - | - |
| 2005-06 | 5,299,824,281 | 8,858,213,729 | - | - |
| 2006-07 | 5,479,723,470 | 9,401,603,691 | - | - |

| ----- Utilities ----- | | ----- Total ----- | | Ratio Taxable to Assessed Value | Tax Increment Financing District Values |
|--------------------------|---------------------------|--------------------------|---------------------------|---|---|
| <u>Taxable Value</u> | <u>Assessed Value</u> | <u>Taxable Value</u> | <u>Assessed Value</u> | | |
| 332,821,148 | 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 |
| 405,323,627 | 405,323,627 | 5,705,147,908 | 9,263,537,356 | 61.6% | 235,146,048 |
| 398,968,382 | 398,999,188 | 5,878,691,852 | 9,800,602,879 | 60.0% | 235,262,665 |

TAXABLE VALUATION BY CLASS OF PROPERTY



Residential property valuations represent over half of the County's tax base. Residential valuations would represent 69.0%, however, the State mandated rollback percentage shifts the tax burden to other classes.



TAXABLE PROPERTY VALUATION COMPARISON

| | January 1,2004 For FY06 | % of Total | January 1,2005 For FY07 | % of Total | Amount Change | % Change |
|------------------------------------|------------------------------------|-----------------------|------------------------------------|-----------------------|---------------------------|---------------------|
| <u>COUNTY-WIDE</u> | | | | | | |
| Residential Property | 2,986,607,759 | 52.3% | 3,046,560,682 | 51.8% | 59,952,923 | 2.0% |
| Commercial Property | 1,841,684,948 | 32.3% | 1,957,869,016 | 33.3% | 116,184,068 | 6.3% |
| Utilities | 405,323,627 | 7.1% | 398,968,382 | 6.8% | (6,355,245) | -1.6% |
| Industrial Property | 266,972,377 | 4.7% | 266,596,166 | 4.5% | (376,211) | -0.1% |
| Agricultural Land | 172,444,896 | 3.0% | 175,743,929 | 3.0% | 3,299,033 | 1.9% |
| Agricultural Buildings | 32,114,301 | 0.6% | 32,953,677 | 0.6% | 839,376 | 2.6% |
| Total | <u>5,705,147,908</u> | <u>100.0%</u> | <u>5,878,691,852</u> | <u>100.0%</u> | <u>173,543,944</u> | <u>3.0%</u> |
| <u>UNINCORPORATED AREAS</u> | | | | | | |
| Residential Property | 359,413,722 | 52.8% | 372,375,890 | 53.2% | 12,962,168 | 3.6% |
| Commercial Property | 50,688,125 | 7.5% | 50,396,488 | 7.2% | (291,637) | -0.6% |
| Utilities | 93,147,324 | 13.7% | 96,301,965 | 13.8% | 3,154,641 | 3.4% |
| Industrial Property | 1,185,050 | 0.2% | 1,185,050 | 0.2% | 0 | 0.0% |
| Agricultural Land | 146,280,879 | 21.5% | 148,982,045 | 21.3% | 2,701,166 | 1.8% |
| Agricultural Buildings | 29,578,032 | 4.3% | 30,259,687 | 4.3% | 681,655 | 2.3% |
| Total | <u>680,293,132</u> | <u>100.0%</u> | <u>699,501,125</u> | <u>100.0%</u> | <u>19,207,993</u> | <u>2.8%</u> |
| Property in Cities | 5,024,854,776 | 88.1% | 5,179,190,727 | 88.1% | 154,335,951 | 3.1% |
| Property in Rural Areas | <u>680,293,132</u> | <u>11.9%</u> | <u>699,501,125</u> | <u>11.9%</u> | <u>19,207,993</u> | <u>2.8%</u> |
| Total | <u>5,705,147,908</u> | <u>100.0%</u> | <u>5,878,691,852</u> | <u>100.0%</u> | <u>173,543,944</u> | <u>3.0%</u> |

| EXCLUDED VALUES FROM COUNTY'S OVERALL TAX BASE: | January 1,2004 For FY06 | January 1,2005 For FY07 | Amount Change | % Change |
|--|------------------------------------|------------------------------------|---------------------------|---------------------|
| Tax Increment Financing District Values | 235,146,048 | 235,262,665 | 116,617 | 0.0% |
| Military Exemptions | 18,982,998 | 18,861,585 | (121,413) | -0.6% |
| Utilities/Railroads Rollback Amount | 0 | 30,806 | 30,806 | |
| Ag Land/Buildings Rollback Amount | 0 | 0 | 0 | |
| Commercial Rollback Amount | 0 | 18,110,797 | 18,110,797 | |
| Residential Rollback Amount | 3,304,260,402 | 3,649,645,174 | 345,384,772 | 10.5% |
| Total Rollback Loss | <u>3,304,260,402</u> | <u>3,667,786,777</u> | <u>363,526,375</u> | <u>11.0%</u> |
| Total Excluded Values | <u>3,558,389,448</u> | <u>3,921,911,027</u> | <u>363,521,579</u> | <u>10.2%</u> |
| Percent of Tax Base Excluded | <u>38.4%</u> | <u>40.0%</u> | | |

**PROPERTY TAX LEVY COMPARISON
ALL FUNDS**

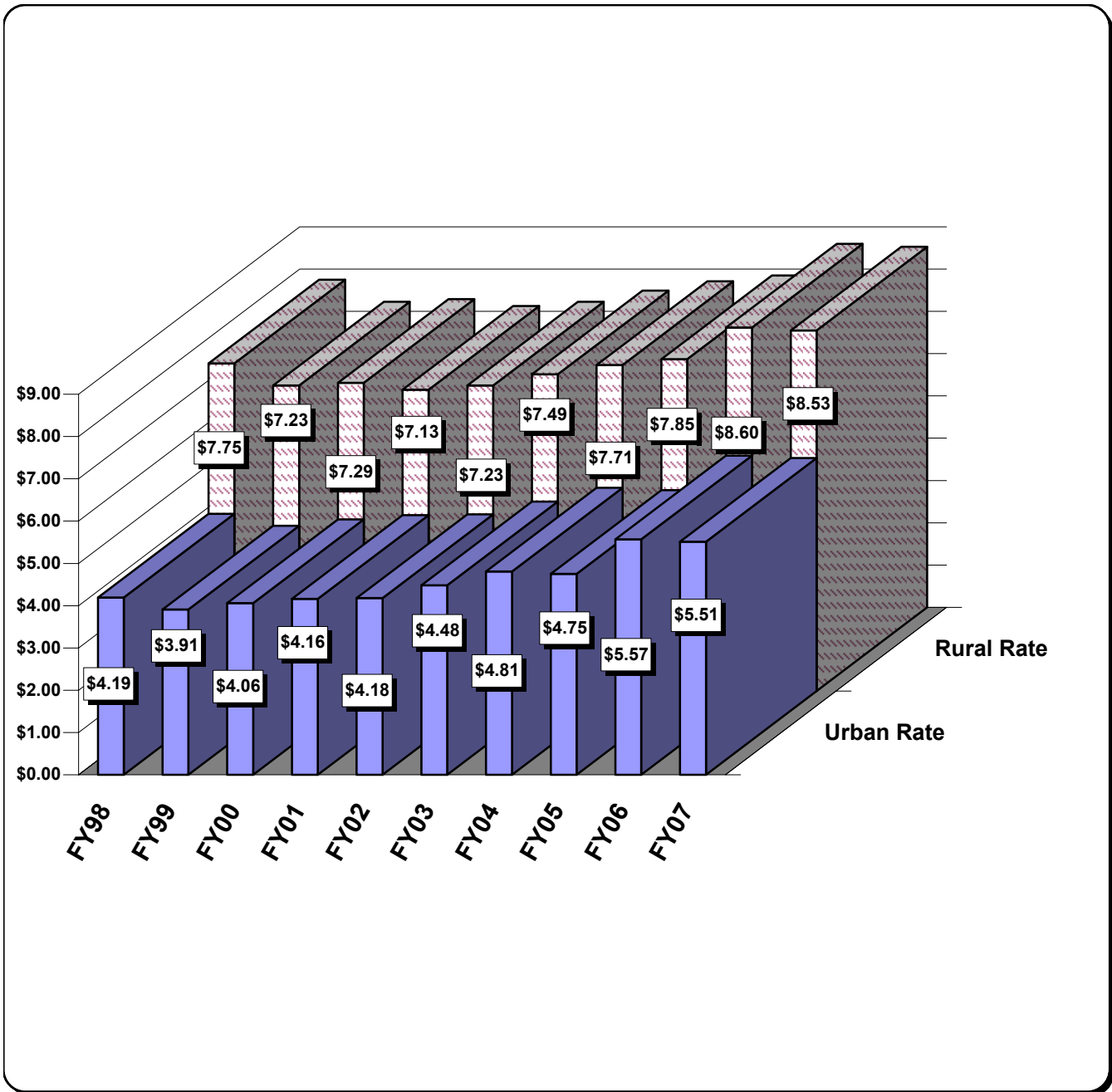
| | ----- 2005-06 Budget ----- | | ----- 2006-07 Budget ----- | | |
|--|----------------------------|--|----------------------------|--|---|
| | <u>Levy Amount</u> | <u>Levy Rate Per \$1,000 Taxable Valuation</u> | <u>Levy Amount</u> | <u>Levy Rate Per \$1,000 Taxable Valuation</u> | <u>Levy Amount % Incr -Decr</u> |
| General Fund | \$ 26,517,495 | \$ 4.85397 | \$ 27,165,266 | \$ 4.81937 | 2.4% |
| Special Revenue Fund | | | | | |
| MH-DD | 3,167,642 | 0.57983 | 3,171,875 | 0.56272 | 0.1% |
| Debt Service Fund | <u>748,332</u> | <u>0.13133</u> | <u>757,290</u> | <u>0.12897</u> | |
| Total County-Wide Levy | \$ 30,433,469 | \$ 5.56513 ⁽¹⁾ | \$ 31,094,431 | \$ 5.51106 ⁽¹⁾ | 2.2% |
| Special Revenue Fund (rural only) | | | | | |
| Rural Services Basic | <u>2,002,143</u> | <u>3.03932</u> ⁽²⁾ | <u>2,043,351</u> | <u>3.01496</u> ⁽²⁾ | 2.1% |
| Total Gross Levy | \$ 32,435,612 | \$ 8.60445 | \$ 33,137,782 | \$ 8.52602 | 2.2% |
| Less State Replacement Credits Against Levied Taxes | <u>954,606</u> | | <u>948,280</u> | | -0.7% |
| Total Net Levy | <u>\$ 31,481,006</u> | <u>\$ 8.60445</u> ⁽³⁾ | <u>\$ 32,189,502</u> | <u>\$ 8.52602</u> ⁽³⁾ | 2.3% |

⁽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 about a 2.7% a year. The rural rate has increased on an average about 1% per year. While both rates show a marked increase for FY06 due to the voter approved jail expansion/renovation bonds, both rates are decreasing for FY07.

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⁾ |
|------------------------|--|---|---|
| 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 |
| 2005-06 | 32,435,612 | 5.56513 | 8.60445 |
| 2006-07 | 33,137,782 | 5.51106 | 8.52602 |

⁽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)