

# Scott County, Iowa 2022-2023 Budget Plan

This document includes  
bookmarks and links for  
Table of Contents and  
various titles.



Adopted March 17, 2022

**SCOTT COUNTY, IOWA**

**BUDGET PLAN  
JULY 1, 2022 – JUNE 30, 2023**

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[www.scottcountyiowa.gov](http://www.scottcountyiowa.gov)

# SCOTT COUNTY, IOWA

We Serve our Citizens with P.R.I.D.E.

**P**rofessionalism

Doing it Right

**R**esponsiveness

Doing it Now

**I**nvolvement

Doing it Together

**D**edication

Doing it with Commitment

**E**xcellence

Doing it Well



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Scott County, Iowa for its annual budget for the fiscal year beginning July 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



#### **Fun fact.**

#### **Scott County is a 2020 Triple Crown Winner**

GFOA's Triple Crown recognizes governments who have received GFOA's Certificate of Achievement for Excellence in Financial Reporting, Popular Annual Financial Reporting Award, and the Distinguished Budget Presentation Award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Scott County  
Iowa**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director



# Budget

## Top 10 Questions

### 1. What is the County's 2023 Budget?

The Operating budget is \$84.5 million and total budget with capital and debt is \$119.4 million for FY 2023. (Page 99)

### 2. What are the Goals of the 2023 Budget?

The County has **four** overarching Goals which come from the October 2021 Strategic Plan.(Page 22)

*Financially Responsible County Government*  
*High Performing Organization = Exceptional County Services*  
*Local and Regional Economic Growth*  
*Great Place to Live*

### 3. What does the 2023 Budget provide me?

The County has 16 operational departments, 2 shared departments and a number of authorized agencies (pages 48 & 49) that support eight functional areas (page 98). Departmental goals and outcomes can be found on pages 50 & 192.

### 4. What are the *major sources of revenues* to the County?

The County is funded with 53.8% net property taxes, 29.1% intergovernmental revenues, 5.3% Local Option Sales Taxes, and 6.5% charges for services. (Page 90 & 91)

### 5. What is the County's urban and rural tax rate for fiscal year 2022?

The County's urban and rural tax rate was reduced to \$5.85 and \$8.82 per 1,000 of valuation. *Urban* residential property owner's property taxes will decrease 5.5% or (\$28.13) for a \$150,000 home compared to fiscal year 2022 due to the state mandated change in taxable values of property and rate change. *Rural* residential property owner's property taxes will decrease 5.3% or (\$40.39) for a \$150,000 home compared to fiscal year 2022 due to the state mandated change in taxable values of property and rate change.

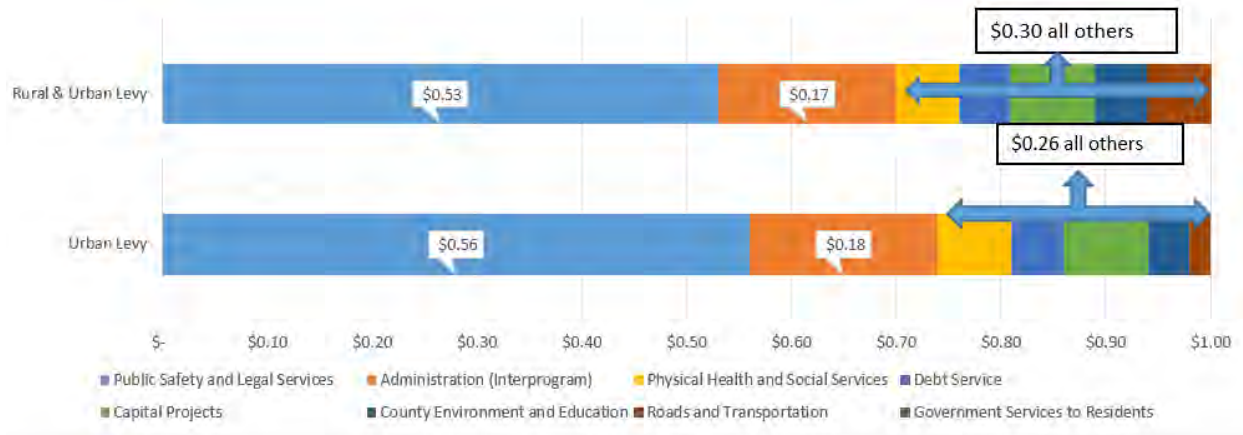


### 6. I pay the county my property tax bill. Where does my property tax go?

Property taxes collected by the County are allocated to the overlapping tax district government of the underlying property. On average, Scott County government represents 17.5% of the property tax bill, schools are 41.4%, cities are 40.1% and miscellaneous districts are 1.0%.

## 7. Where does my property tax go *within* the County government?

The County has measured that \$0.53 to \$0.56 per every dollar levied (rural areas and urban areas, respectively) of the county go towards Public Safety and Legal Services, \$0.17- \$0.18 towards Administration (Interprogram) and \$0.30 to \$0.26 toward all other services.



## 8. How many employees does Scott County have?

The county has a Full Time Equivalent (FTE) of **531.96** budgeted for FY 2023. (Page 82)



## 9. How much debt does the county have?

As of June 30, 2021 the County had \$23,975,000 general obligation debt.  
As of June 30, 2023 the County is budgeted to have \$15,685,000 general obligation debt. (Page 151)

## 10. How do I learn more about Scott County services?

To learn more about county resources and how to access services please visit us:



Website: [www.scottcountyiowa.gov](http://www.scottcountyiowa.gov)

E-mail: [admin@scottcountyiowa.gov](mailto:admin@scottcountyiowa.gov)

Phone: (563) 326-8611

Find us on social media!







# **INTRODUCTORY SECTION**

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## THE BUDGET GUIDE

The purpose of this section is to provide the reader with a general explanation of the format and content of the fiscal year 2022-23 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, Non-major 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 budgeting for outcomes for each department. The budgeting for outcomes section includes outputs, outcomes and effectiveness measures for each service the department provides. The service is labeled as a core service, semi-core service, or service enhancement (see glossary). Each service is tied to the Board of Supervisors goals, to ensure that each county service aligns with the goals of the Board. Also included is budget detail by sub-object revenue and expenditure totals, and staffing data. For comparative purposes, all program budget information indicates the actual FY21 status, the budget and projected FY22 status, and the requested and adopted FY23 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, and the County's pay plan for FY23. The County's basis of accounting, various financial management policies and miscellaneous statistics about Scott County are also located in the Supplemental Information Section.

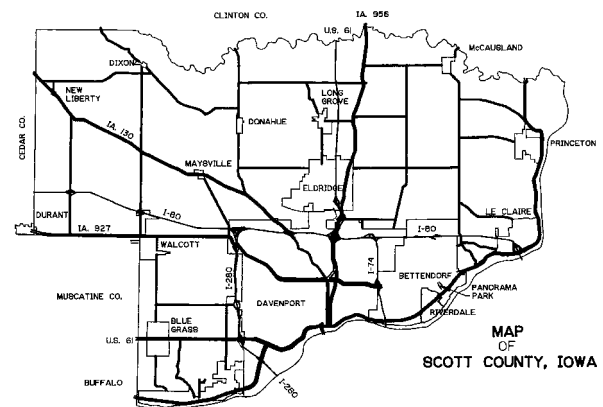
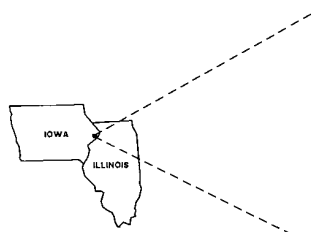


## Past to the Present

Scott County is a part of the "Quad-Cities": a three county metropolitan area. The counties of Scott (Iowa), Rock Island, Mercer, and Henry (Illinois), make up the Davenport – Rock Island-Moline Metropolitan Statistical Area, DRIM-MSA, with a population of approximately 381,568. The July 1, 2021 estimated population of Scott County is 174,170.

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 largest border metropolitan area between 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.



In 1979 an administrator form of government was adopted by ordinance, and the Board of Supervisors hired a county administrator. 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 people of Scott County to greater prosperity and growth.

***Second Courthouse from 1886 to 1955, and current Courthouse.***





# STATISTICS ABOUT SCOTT COUNTY

DATE OF INCORPORATION: December 31, 1837

Form of Government: County Board/County Administrator



**Population** √174,669

**Areas in Square Miles** - 468.2

**Median Age of Population** - 38.4

**Miles of Roads and Streets\*** County  
Grave Roads - 324  
County Paved Roads - 225

**Farming Acres+** - 219,935

**Number of Farms+** - 684

**Average Size of Farm (Acres)+** - 322

**Scott County Employees\***  
Board Members - 5  
Elected Officials - 5  
Full Time Equivalents 519.61

**Number of School Districts\*** - 7

**Number of Cities\*** - 17

**Recreations: Parks\***  
County Recreation Areas - 8  
Number of Acres - 2,509

**Golf Courses\***

Number of Private - 2  
Number of Public - 4  
Municipal - 5

**Snowmobile Trails (Total Miles)\*** - 86

**Acres if Industrial Lands\*** Unincorporated -  
13.3

**Building Permits\***

**(non-Davenport/Bettendorf)**

Issued between (7/2021-5/2022) - 1,163  
Value of Issued Permits -\$24,515,218.00

**Last General Election 11/13/20\*** Registered

Voters -132,790  
Votes Cast - 9 3,053  
Percent - 70.08%

**Last City/School Board Election\***  
**11/02/21**

Registered Voters - 129,619  
Votes Cast - 18,068  
Percent - 13.94%

**Licensed Businesses allowed to sell and  
serve alcohol\***

Unincorporated - 20

Information provided by:

√[www.census.gov](http://www.census.gov)

+[www.agcensus.usda.gov](http://www.agcensus.usda.gov)

\*County Staff/Offices/Website  
Updated 5/25/2022

## STATISTICS ABOUT SCOTT COUNTY

POPULATION	Scott, IA	Scott, IA 2016*	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Population 2021 estimated	174,170	172,747	130,368	228,939	496,844	154,748	142,909
Population 2010	165,224	166,224	131,090	211,226	430,640	130,882	147,546

RACE	Scott, IA	Scott, IA 2016*	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
White	85.5%	86.4%	84.5%	88.1%	84.9%	83.0%	82.6%
African American	8.0%	7.6%	9.7%	6.1%	7.2%	7.5%	11.1%
Native American	0.4%	0.4%	0.4%	0.3%	0.4%	0.4%	0.6%
Asian	2.9%	2.7%	2.5%	2.6%	5.0%	6.5%	2.7%
Hispanic	7.0%	6.4%	4.5%	3.4%	8.7%	5.8%	13.2%
Native Hawaiian	0.1%	0.1%	0.6%	0.2%	0.1%	0.1%	0.0%
Two or More Races	3.1%	2.9%	2.5%	2.7%	2.5%	2.5%	3.0%

HOUSING	Scott, IA	Scott, IA 2016*	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Housing Units	74,929	195,144	58,457	98,821	207,878	66,257	66,171
Owner Occupied	70.1%	68.1%	65.6%	74.3%	67.1%	58.6%	67.9%
Median Value/Owner-Occupied	167,900	148,200	150,200	161,600	190,400	238,600	123,100
Median Gross Rent	\$812	\$715	\$818	\$778	\$938	\$984	\$753

EDUCATION	Scott, IA	Scott, IA 2016*	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
High School Graduate or Higher	93.5%	92.6%	91.8%	94.6%	92.1%	95.7%	88.9%
Bachelor's Degree or Higher	32.6%	32.1%	29.2%	34.1%	37.6%	54.3%	23.8%

TRANSPORTATION	Scott, IA	Scott, IA 2016*	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Travel Time to Work in Minutes	19.1	18.7	16.6	19.0	19.6	19.4	19.8

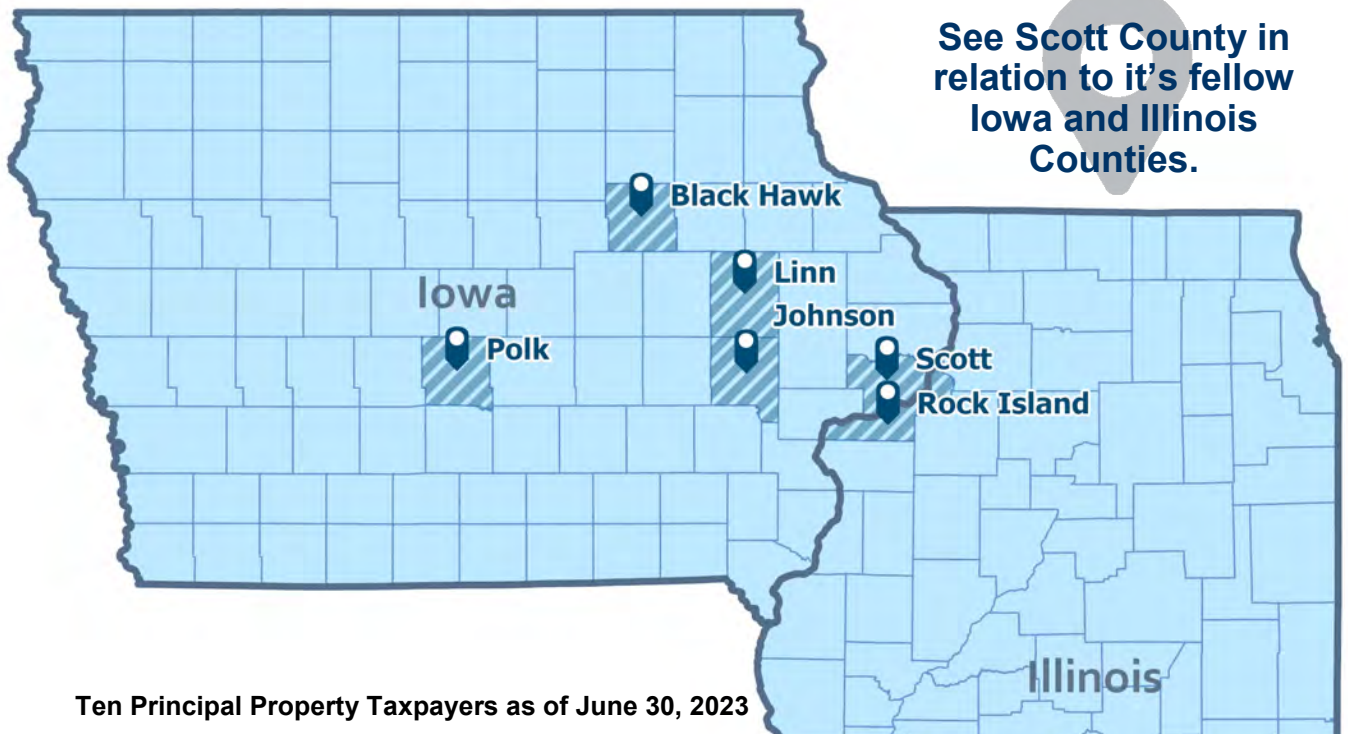
BUSINESSES	Scott, IA	Scott, IA 2016*	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Total Employment	84,229	81,166	63,661	120,891	276,067	66,359	61,613
Total Annual Payroll (\$1,000)	\$3,786,004	\$3,159,958	\$2,853,280	\$6,434,534	\$15,118,774	\$2,981,615	\$3,409,215

Date accessed 4/1/2022.

\*2016 data for Scott County included for 5-year comparison, accessed May 2018.

Source: <https://www.census.gov/quickfacts/table>

See Scott County in relation to it's fellow Iowa and Illinois Counties.



Ten Principal Property Taxpayers as of June 30, 2023

Organization	Taxable Value	% of Total Taxable Value \$9,626,734,207
Mid American Energy	248,275,810	2.6%
Iowa American Water Company	62,873,920	0.7%
GLP Capital Lp	60,326,424	0.6%
Sterlite Corporation	57,721,581	0.6%
Rhythm City Casino LLC	57,200,787	0.6%
Kraft Heinz Foods Company	43,545,339	0.5%
Arconic Davenport LLC	39,556,136	0.4%
Macerich North Park Mall LLC	38,388,888	0.4%
THF Davenport North Development	34,701,872	0.4%
John Deere Construction & Forestry Co	29,074,750	0.3%
Total	\$671,665,507	7%

Ten Principal Employers as of June 30, 2021

Employer	Rank	% of Total County Employment
Davenport Community Schools	1	3.0%
John Deere Davenport Works	2	2.4%
Arconic	3	2.4%
Genesis Medical Ctr (all Scott Co Locations)	4	1.9%
Tri City Engineering & Integration	5	1.4%
Elite Casino Resorts LLC	6	1.2%
Cobham Mission Equipment	7	1.1%
City of Davenport	8	1.0%
Directv / ATT	9	0.7%
Bettendorf Event Center	10	0.7%

Taxpayer Source: County tax rolls. 2021 Assessment Year Total Valuation without gas and electric utilities \$9,626,734,207

Employer Source: InfoGroup, Reference USA Gov and Individual Employers (October 2021)

**BOARD OF SUPERVISORS**  
600 West Fourth Street  
Davenport, Iowa 52801-1003

Ph: (563) 326-8749  
www.scottcountyiowa.gov



**KEN BECK, Chair**  
**JOHN MAXWELL, Vice-Chair**  
**KEN CROKEN**  
**BRINSON KINZER**  
**TONY KNOBBE**

June 17, 2022

TO: The Citizens of Scott County

RE: 2022-23 Budget Message

The budget for Fiscal Year 2022-23 is hereby presented as reviewed and adopted by the Board of Supervisors on March 17, 2022, after appropriate board work sessions with public input and public hearings. The budget reflects the best estimates of revenue and continuing operations to address the COVID-19 pandemic at a local level. The county qualifies for \$33,592,150 for American Rescue Plan Act (ARPA) grant funding. This funding was considered in the 2022 budget amendment and the fiscal year 2023 recommended budget. Plans for the American Rescue Plan Act – Coronavirus State and Local Fiscal Recovery Funds were developed concurrently to the fiscal year 2023 budget process beginning in the fall of 2021 and finalized as part of the new budget. Many of the identified uses of the ARPA funding match well with the County’s strategic plan already in place.



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, 2021. 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 this year.

For over three decades, the Scott County Board of Supervisors has participated in a formalized goal setting process using an outside facilitator. A strategic plan is established with multi-year objectives that have quarterly updates to the Board.



# Scott County Strategic Plan

During the strategic planning sessions the County renews its commitment to service by updating the vision, mission and culture statements for the County. The following vision, mission and PRIDE statements and objectives further informed the staff on the development of programs for the FY22-23 budget, developed from the FY22 strategic plan and updates. The County began a new strategic plan in the fall of 2019 for fiscal years 2021 – 2022. The Board reviewed the plan in October 2021, after further impacts of the pandemic were known and did not make significant changes to it.

## Scott County Vision 2032 Statement

Scott County 2032 is a GREAT PLACE TO LIVE and a GREAT PLACE FOR BUSINESS.

Scott County 2032 is a SAFE COMMUNITY, a HEALTHY COMMUNITY and a LIVEABLE COMMUNITY FOR ALL.

## Scott County Mission Statement

Scott County is dedicated to protecting, strengthening and enriching our community by delivering quality services and providing leadership with PRIDE.

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

### We Serve our Citizens with

Professionalism	Doing it Right
Responsiveness	Doing it Now
Involvement	Doing it Together
Dedication	Doing it with Commitment
Excellence	Doing it Well

The major themes in the current strategic plan were created with respect to the County’s vision statement, mission statement, and PRIDE Statement.

The major goals of the strategic plan were organized into goals, top priorities, and strategic initiatives for the fiscal years 2022 - 23:

- Financially Responsible County Government
- Local and Regional Economic Growth
- High Performing Organization = Exceptional County Services
- Great Place to Live

Goals and objectives were organized by department. The strategic outcomes by department are presented in the Departmental / Authorized Agency Detail. The significant goals and agendas were placed into two categories of the County: Policy and Management.

## SCOTT COUNTY GOALS AND OBJECTIVES

### Policy Agenda



#### Top Priority

Juvenile Detention / Jail Capacity – Short and Long-term capacity remedies including program review (Most effective and efficient response to crime)

Park View, unincorporated residential area; Service / Infrastructure needs versus resources to address  
Long term County facilities (campus) / space utilization  
Develop long term Road / Bridge improvement plan



### Management Agenda

#### Top Priority

Cyber Security  
Long Term Financing – Capital Improvement versus Operating Costs Analysis and Strategy  
Medic 28E Agreement and Implementation  
Business Continuity of Operation Plan / Continuity of Government (COOP / COG)  
Campus Security Plan

### **Top Priority (continued)**

County Economic Development Policy, Role, Incentives, TIF

Commercial Backfill / Equality Strategy and Plan

Industrial Park Development

Lead Abatement

Park View Rental Ordinance (Rural Residential Building Ordinance / Guidelines)

SECC Radio System Implementation

West Lake Park Lake Restoration



## **Departmental Goals**

Defined by department, activity / service, business type, and major Board goals

## **Budget Development**

Following the process of identifying objectives and assigning responsibilities, strategic initiatives are developed to address all of the objectives. Specific departments are identified in the action plans which are responsible for carrying out each action step. The status on these action plans are reviewed with the Board by the County Administrator quarterly.

At these 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 direction in the identified areas and set objectives as to how they can be achieved in both the long and short term. The process of developing comprehensive policy agenda for the County is a continual process as the needs of the community change.

The process of incorporating the strategic plan priorities into the annual budget process is enhanced each year by having a pre-budget meeting with the Board of Supervisors, the County Administrator and the Director of Budget and Administrative Services, at which time the Board reemphasizes the objectives to be accomplished and any additional specific areas to be reviewed during the upcoming budget process. At that meeting, the County Administrator leads the Board in a review of the ending fund balances of the previous year and other financial and legislative information that may shape the Board's priorities.

The budgetary goals are distributed to department heads and authorized agency directors prior to their start on developing their budget requests, which includes a listing of all strategic plan objectives, 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 are directed to keep these strategic plan priorities and specific areas of budget review in mind when they are preparing and reviewing their FY23 budget submissions. They will highlight the priorities in their budgeting for outcomes measures and analysis, how their requests for support will enhance 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 FY23 budget process were:

1. FY 22 – 23 Strategic Plan initiatives.
2. 2023 Goals, Vision, Mission Statement and Scott County P.R.I.D.E. philosophy.
3. Organizational requests for staffing, benefits and position requests.
4. Adjust budgets to adopt Board of Supervisor Strategic departmental elements.
5. Require authorized agencies at 0% growth for county contributions. Review new agency requests for new funding sources.
6. Capital Programs – Property tax transfers to reflect 5 year capital plan (General, Vehicle, and Electronic Equipment) and include general fund transfer, if possible, from FY 21 to be transferred in FY 22.

These issues represent the short or near term issues to address within the budget development process. The FY23 Budget Initiatives that addressed or impacted these areas are described below:

#### **Fiscal Year 22 - 23 Strategic Plan Initiatives**

- The County began implementing the new strategic plan in the fall of 2019. The plan was adopted in December 2019 and is incorporated into the FY 2023 countywide budget and departmental budgeting for outcomes. Many of these projects are funded in fiscal year 2022 as continuing projects, outcomes and goals. Projects and goals may include agenda policy items, departmental activities or goals, or county-wide efforts and capital planning. Additionally, departmental business types and Board goals were incorporated into each department’s budgeting for outcomes. Each department has included a summary highlight with the departmental details section of the budget document.

#### **2023 Goals, Vision, Mission Statement and Scott County P.R.I.D.E. philosophy**

- The County looks to incorporate the strategic plan into the overarching mission, vision 2032 into the budgeting for outcomes of the County through the 8 service areas, 18 operating departments, and 12 authorized agencies.



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

### 8 Service Areas

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

Vision 2032 - Scott County is a GREAT PLACE TO LIVE and a GREAT Place for BUSINESS; Scott County 2032 is a SAFE COMMUNITY, a HEALTHY COMMUNITY, and a LIVEABLE COMMUNITY FOR ALL

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

#### Financially Responsible

- County Wide
- Dept.

#### Economic Growth

- County Wide
- Dept.

#### Performing Organization

- County Wide
- Dept.

#### Great Place to Live

- County Wide
- Dept.

### Organizational requests for staffing, benefits and position requests.

- The County compensation level for pension benefits will be estimated using the maximum IPERS employer pension increase, ranging from 8.76% to 9.44%. The fiscal year 2023 budget applies the County's fourth year under a new salary and benefit study. The budget is prepared with cost of living adjustments of 2.5% to 3.0% depending on bargaining unit, while securing funding for salary step increases and position placement. The budgeted health cost will be at 8.0% for a prospective January 2023 increase, designed to maintain the Health / Dental Insurance fund balance. Position organizational request will be received, evaluated for a Board recommendation within the budget approval process.

### Adjust budgets to adopt Board of Supervisor Strategic departmental elements

- To maintain limited property tax growth, departments are tasked with submitting budgets for supplies, materials, and other purchased services to meet the Board of Supervisor departmental goals for the strategic plan. Line item detail changes are permissible and recommended. Historically the County uses 93-98% of budgeted line item expenditures. Additional capacity may be budgeted to achieve the goals outlined by the strategic plan. These resources may be accessed through the request of dollars based on outcome based objectives.

**Require Authorized Agencies at 0% county contribution growth. Review new agency requests for new funding sources.**

- Review authorized agencies for new funding sources to complement or reduce county funding. To begin the analysis of the County core competency program, a new program evaluation tool was developed in 2018 for new requests for funding to identify and assess the impacts of third party programs and how they may overlay with county strategic planning goals and objectives, as well as current services.

**Capital Programs**

- The County is moving into a phase of Buildings and Grounds facility planning including a new Youth Justice Rehabilitative Center, Information Technology infrastructure support and Conservation major projects including completion uses of ARPA grant funding. Funding for all capital projects is secured on a pay as you go basis with no external borrowing for internal projects, supported by the County capital budgeting master plan. The County has incorporated into the plan the use of one-time ARPA dollars to address many upcoming capital projects. The County did issue debt in support of **the Scott Emergency Communication Center radio and infrastructure project** in fiscal year 2020. Proceeds will be expended over FY 20-22, but may fall into fiscal year 2023.



**Additionally, the County Engineer has identified \$17 million road and bridge infrastructure projects over FY 22 – 27.**

The FY22 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. Short term goals are incorporated into each department’s budgeting for outcomes to reflect departmental outcomes that will be achieved over one fiscal year basis.

**American Rescue Plan Act (ARPA) – Coronavirus State and Local Fiscal Recovery Funds**

The American Recue Plan Act – Coronavirus State and Local Fiscal Recovery Funds is a once in a lifetime funding opportunity to fight the pandemic, through public health or addressing negative economic impacts; maintain vital public services, even amid declines in revenue; and build a strong, resilient and equitable recovery by making investments that support long-term growth and opportunity. Funding must be obligated by December 31, 2024 and expended by December 31, 2026. The County developed project ideas in the summer of 2021 and the Board of Supervisors learned and developed a funding plan for projects in the fall of 2021. The US Treasury provided final guidance and increased clarifications on the potential uses of the funding in January 2022. Many of the projects were able to be developed into the County’s 2023 budget and 2022 budget amendment.

The County realized as one time funding they wanted to manage future operational costs into the current and future budget and therefore matched program funding to one time funding projects to address the pandemic needs or future capital expenditures. Additionally, the County selected the one time lost revenue provision to claim up to \$10 million dollars for general government services, which provides future flexibility in expending the grant money as needed.

Following are the initial budget amounts and brief project descriptions:

### **Public Health**

- Prevention in Congregate Settings (Jails); Physical modifications within the County jail to provide for COVID-19 - \$1,000,000
- Prevention in Congregate Settings (Public Facilities); To update the aging air supply units for the County Administration Center - \$3,000,000

### **Negative Economic Impacts**

- Aid to Tourism Travel or Hospitality within Scott County - \$500,000
- Strong Healthy Communities: Neighborhood Features that Promote Health and Safety; Trail improvements within the Scott County Park System to make the parks more accessible to the public and reduce the likelihood of individuals walking on roadway - \$2,000,000
- Long-term Housing Security – Services for Unhoused persons; A rapid re-housing approach for shelter, support service and administrative service through the Salvation Army - \$3,000,000
- Long-term Housing Security – Affordable Housing; A targeted housing approach for individuals or families experiencing homelessness, barriers to employment, or mental illness or other disabling conditions through Humility Homes and Services, Inc. The program includes support services and acquisition of housing within specified areas of the County - \$3,140,000

### **Infrastructure**

- Clean Water: Centralized wastewater collection and conveyance; A joint project with the City of Davenport, Iowa for centralized wastewater collection and conveyance located on the west part of Davenport near unincorporated Scott County - \$1,700,000
- Clean Water: Storm water; To address storm water collection and distribution within unincorporated Scott County in a residential section commonly referred to as Park View - \$5,000,000
- Clean Water: Storm water; To address storm water collection and distribution within unincorporated Scott County in an industrial section commonly referred to as Mt. Joy - \$5,000,000

## **Revenue Replacement**

- Provision of Government Services; To develop a continuity of operations and continuity of government dedicated space within the physical resources of Scott County - \$2,750,000
- Provision of Government Services: To develop a new Youth Justice Rehabilitative Center within Scott County - \$7,250,000

Many of the projects are in the development stage and will be adjusted as further details are known.

## **MEDIUM AND LONG RANGE PLANNING**

### **STRATEGIC PLAN**

The County's medium and long range planning is developed through the multi-year strategic plan as approved by the Board. Funding decisions as to the best allocation of financial resources were made with regard to the County's multi-year goals, mission statement, and current year goals and objectives. By articulating a vision for the future, and identifying long term goals and short term priorities, the County Board defines the County's core businesses and outcomes.

The Board continued the process by updating a new strategic planning in FY 2019, with an eye toward 2022 and 2032. In October 2021, the Board remained committed to the goals previously established within the current plan. The Board's goals focus around:

- **Local and Regional Economic Growth**
- **High Performing Organization = Exceptional County Services**
- **Financially Responsible County Government**
- **Great Place to Live**

The County's strategic plan seeks multiple objectives while addressing short-term challenges and opportunities. Individual policy agendas, management agendas, management in progress and major projects were charted in 2019 as objectives and then individual initiatives. The following is further detail into the objectives of each of the goals.

#### **Financially Responsible County Government**

- Deliver County services in the most efficient, cost effective manner
- Have adequate resources for defined County services and programs
- Serve as responsible steward of County finances, fund balances and resources
- Invest in maintenance and future expansion of County buildings, facilities and roads
- Have affordable, responsible compensation and benefits for County employees

## Local and Regional Economic Growth

- Expand the County tax base and revenues through economic growth and business investment
- Partner with / support schools and college in preparing a workforce for 21<sup>st</sup> century jobs
- Partner with / support municipalities in local economic development projects and investments
- Expand agricultural related businesses in Scott County
- Support the retention and growth of current Scott County businesses
- Attract new major businesses to Scott County – headquarters, regional offices, major production plants
- Have industrial / commercial land available for business investment with adequate infrastructure

## High Performing Organization – Exceptional County Services

- Have effective management and employee succession planning and program
- Increase residents understanding of Scott County Government – policies, plans, services, finances, programs, and value to daily life
- Value creative thinking and innovative decision making throughout the County organization
- Have County government working as a team that effectively uses the available resources
- Have easy access to County information and services
- Collaborate with other governments in the Quad Cities in service delivery

## Great Place to Live

- Connect County trails to County parks and some municipal parks – Bridging gap between established trails and parks
- Preservation / enhance the natural resources and environment of Scott County
- Partner to provide a timely, appropriate response for an emergency call or natural disaster
- Maintain quality roads that facilitates mobility throughout the County and the region through secondary roads
- Have top quality County parks
- Maintain a safe community for all – “Safest Large County in Iowa”
- Have County land and master plans used in guiding and managing growth in Scott County



*Conservation “Selfie Station”*

By identifying the objectives, departmental goals and board goals were developed to meet the medium and long-range planning.

Additionally, consideration of current economic conditions, as well as past results, guided how resources are allocated by service area. The County's budget process estimates stabilized operating costs using a consumer price index over multiple years. Compensation was adjusted for inflation through a 3.0% cost of living adjustment for most work employee groups.

In the 2013 State Legislative session, a new property tax law was passed that has had a multiple year impact on all local governments' finances by reducing taxable valuation for commercial and residential property, and limiting future residential assessment growth. By addressing these changes through incorporation of strategic flexibility the County government can provide operation flexibility to address current and future service needs. Through the multiyear planning, an offsetting tax increase nor service level cuts were required to adapt to the change. In 2021 the legislature created a sunset on backfill property tax support from the 2013 legislation. The commercial and industrial replacement support will reduce to \$0 by 2029. Currently \$1.4 million of support is budgeted in fiscal year 2023. Future tax base support will be required to offset this lost income. The same legislation that sunset the commercial and industrial backfill dollars also eliminated the mental health and disability services tax levy. These services were transferred to state funding away from local county funding.

The County participates in IPERS, the Iowa Public employee's Retirement System (IPERS) to provide dependable and economical retirement plan for Iowa Public Employees. IPERS is a defined benefit plan with a qualified status under the Internal Revenue Code section 401(a). Membership for permanent full time employees is automatic and county staff participates in one of three membership groups: Regular membership, Sheriffs/ Deputy Sheriffs and Protection Occupation. Each group has a required employee share (6.29% - 8.7% FY 2023) and employer share (8.76% - 9.44% FY 2023) contribution to the multiple employer pension plan. The County and staff is required to contribute the contribution rates to provide for the benefits of the plan and rates are set annually by the IPERS governing board following an actuarial valuation. Contribution rates for Regular and Protection membership are split 40% of the total rate and the employer paying the other 60%, while Sheriffs / Deputy Sheriffs are split 50%. Further details are available at [www.ipers.org](http://www.ipers.org). As of June 30, 2021, the County's unfunded pension liability is \$21,676,262 and the plan was 82.90% funded. The County actually has Net Pension Assets for the two subgroups of Sheriffs and Deputies and Protection Occupation. Please see the County's Annual Comprehensive Financial Report for further details of the plan. The County is aware of the fiscal 2023 employer required contributions rates while developing the 2023 budget and have considered the required contributions in the 2023 budget plan. The benefit qualifies for funding under the uncapped general supplemental tax levy of the county for general fund employees. The impacts of the benefit plan are not significant to the Secondary Roads, or Golf Funds of the County and are estimated with the compensation within the respective fund.

The county also sponsors another post-employment benefit (OPEB) plan for health insurance after employees retire from the county. As of June 30, 2021, there were 10 inactive members currently receiving benefits. As of June 30, 2021, the OPEB of the county was \$1,967,121. The liability is measured by an actuary every other year and liability is impacted by the service cost, interest and benefit payments of the membership group. The County estimates the cost of health insurance for Fiscal Year 2023 with the help of an outside actuary to recommend premiums. The benefit qualifies for funding under the uncapped general supplemental tax levy of the county for general

fund employees. The impacts of the benefit plan are not significant to the Secondary Roads, or Golf Funds of the County and are estimated with the compensation within the respective fund.

Projected Change in Fund Balance by Fiscal Year				
Funds	Budget 2022-2023	Projected 2023-2024	Projected 2024-2025	Projected 2025-2026
General	(\$1,467,556)	(\$2,147,687)	(\$2,505,501)	(\$2,731,489)
ARPA Grant	\$-	\$-	\$-	\$-
Secondary Roads	(\$1,815,352)	(\$139,051)	(\$259,201)	\$149,625
Debt Service	(\$311,559)	(\$410,000)	(\$425,000)	(\$435,000)
Capital Projects	(\$6,235,400)	(\$1,157,900)	\$1,630,500	\$2,555,500
Non-Major	(\$13,993)	\$2,696	\$40,494	\$23,964

The long-range forecast of the county projects continued decline of fund balances through expenditures and transfers out exceeding revenues and transfers in. Realistically, each fund is able to maintain or take advantage of the desired fund balance through the strategic use of the prior year equity. The budgetary savings and positive revenue variances continue to fund the County’s primary capital projects without the use of debt financing. The County also continues to have flexibility within the general basic tax levy, capped at \$3.50 per \$1,000 taxable valuation, which can provide for unexpected changes that occur through the projected spending levels.

The General Fund is projected to fluctuate decreasing general fund balance over the next four years, while maintaining programs and service levels. This is through an assumption of \$1,800,000 positive revenue and expenditure variances in fiscal year 2023 transferred to the capital fund in 2024 and then repeating in \$1,800,000 increments in fiscal years 2023 and 2024 being transferred in the following years. Key assumptions include 4.4% property tax revenue trend increase. The trend considers the valuation growth of taxable property while maintaining the tax rate with minimal changes. Other revenue streams are projected to remain relatively flat within a (0.8%) – 4.8% variance. Salary expenditures continue to grow at 4.3% per year step and cost of living adjustment, net benefits at 6.1%, while the County’s policy for other expenditure types is to maintain a 0% allowable growth except for adjustments related to the strategic plan of the County. As purchased services and supplies continue to rise over time, line item or program adjustments will be considered at that time, as well as limited growth for operating departments based on identified outcomes of new money of adjustments to match strategic plan objectives. The 2023 projected deficit is directly related to expending fund balance for the strategic plan items that are funded with FY 21 savings and assigned fund balance for capital expenditures. The projected change in fund balance in future years will be allocated to program goals or property tax adjustments to maintain a balanced budget, and then subsequent positive variances transferred to the capital fund.



The Mental Health Fund is being eliminated and services will be provided through the Eastern Iowa Mental Health and Disability Services Region. In June 2021, the state passed an omnibus bill, Senate File 619, which reduced the local property tax rate from \$30.78 per capita within the county to \$21.14 for fiscal year 2022. Additionally, the state would pay \$15.86 per capita to the mental health region to increase the overall service level funding in the region. The resulting change was to decrease county property tax funding by \$1.6 million dollars. In fiscal year 2023 the property tax levy will go to \$0.00 per capita and the entire region will be funded by the state at a level of \$38.00 per capita. By June 30, 2022 the county mental health fund will be eliminated and all services will be at the region level.

After the FY16 budget was developed for the Secondary Roads Fund, the State of Iowa increased the gas tax by \$0.10 per gallon. While the projected revenue growth has been flat, due to consumer management of fuel purchases such as fuel efficient vehicles, local governments have begun to plan for increased capital investment. The County's five year capital plan includes identified road projects, which will be reorganized due to the increased funding from the gas tax. Secondary Road capital projects are expected to increase after preliminary engineering and determination of actual revenues available. Additionally, the department has planned for storm water management using ARPA grant funds to pay for infrastructure. The fund is projecting county sponsored capital projects of \$13,567,150, \$5,965,000, \$650,000, and \$5,300,000 over the fiscal years 2024 - 2027 for a number of water infrastructure, bridges and paving projects.

The Debt Service Fund's general obligation debt is supported by property tax dollars, net of direct funding sources of contributed revenue for third party debt. The decrease for FY 2023 is attributable to the restricted revenue contributions for the SECC Equipment Bonds G.O. debt and payment by the Scott Waste Commission for interest debt service on the 2015 debt issuance. The reduction in future year's equity is related to expenditures paid from the loan repayment by the Scott Waste Commission. The County is projecting the end of the 2006 (refinanced 2012 /2013) General Obligation Bonds related to the Scott County Jail. This debt and related tax obligation will end in FY 2025. The budgeted use of net funding sources, such as the waste commission contribution for debt issued on their behalf and the use of E-911 Fees to offset the debt for SECC equipment, has allowed the County to maintain a low urban property tax rate. The Debt levy will reduce even further in FY 2025 after the 2012 / 2013 jail bonds are fully repaid.

The fund balance fluctuations for the Capital Projects fund are outlined in the five-year capital plan. All major projects of the County are funded with current projected revenue streams and require no additional general obligation debt funding at this time. Currently, there are no plans to issue debt in the near future within the capital plan, however the county is able to issue debt of \$1.2 million if needed to fund current projects. A material amount of funding is provided through the ARPA grant dollars to fund a variety of public health and general service projects of the County.

The consolidated non-major funds are projected to remain flat in fund balance between fiscal year 2023 and 2026.



### CONSOLIDATED DISPATCH (SECC) IMPACT

Scott County, along with the cities of Davenport and Bettendorf and Medic Ambulance consolidated four dispatch centers and implemented an integrated center with an interoperable radio organization independent from the County, however, state law requires the EMA service to be part of the County levy. Because it is reported in the County levy, the budget information reflects the impact of the service on the County levy over time. FY23 is the thirteenth year the Scott County tax levy will provide primary funding for the agency through its consolidated tax levy. Likewise, the cities of Davenport and Bettendorf continue to receive the financial benefits in their respective tax levies.

This year is the lowest property tax rate levied for the Center over the past 10 years. The increase in levy dollars is directly tied to the Center’s levy request to fund ongoing operations while capital investment is funded through fund balance & operation revenue and additional EMA dollars for emergency support. These fund balances were generated by conservative approach to personnel funding.



Fiscal Year	SECC / EMA Rate	% Change	Levy Dollars	% Change
2013-14	\$1.00341	-2.9	\$7,329,290	0.0
2014-15	\$0.94952	-5.4	\$6,964,449	-5.0
2015-16	\$0.89283	-5.9	\$6,613,099	-5.0
2016-17	\$0.89404	0.1	\$6,871,688	3.9
2017-18	\$0.92385	3.3	\$7,333,473	6.7
2018-19	\$0.95619	3.5	\$8,031,560	9.5
2019-20	\$0.93030	-2.7	\$8,193,616	2.0
2020-21	\$0.89756	-3.5	\$8,418,000	2.7
2021-22	\$0.90735	-3.5	\$8,750,000	3.9
2022-23	\$0.88453	-2.5	\$8,875,000	1.4

The consolidation allows for improved services with the reliability and interoperability of the most advanced dispatching operation. Over the long term, the service will be delivered at a lower cost than the four entities could provide separately in their own jurisdictions.

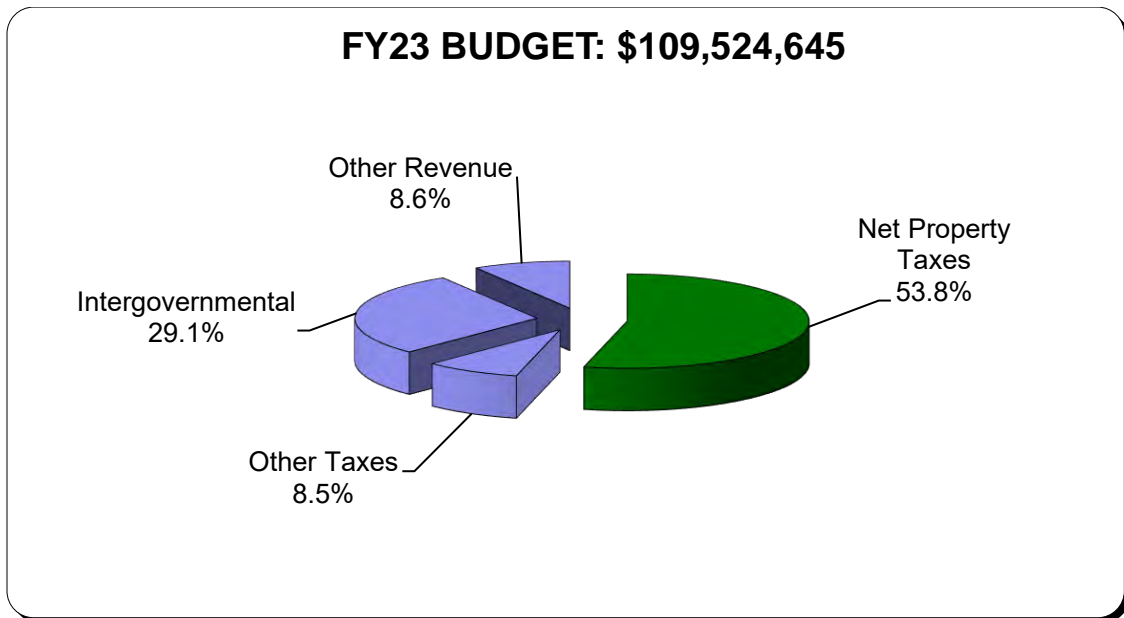
The Board of Supervisors approved an Emergency Equipment Bond Issue in 2009 to fund the equipment for the new center. This issue was funded through the debt service levy and revenue

from a wireless phone line tax. The state law changed in 2014 to require all wire-in lines in Scott County to pay the \$1.00 tax per line. The 2009 issue was refunded in the 2020 fiscal year and reissued as 2019 bonds. The FY23 budget funds the debt service with phone line taxes and property taxes. Approximately \$1,200,000 is generated by these fees.

The Center contracted with a vendor and a consulting and project management service for the procurement of a two-county (Scott County, Iowa and Rock Island County, Illinois) P25 Radio System. The project scope is replacing a leased 800 MHz EDACs system now in use as identified in a needs assessment plan for hardware nearing the end of life. Increased utilization and interoperability are key features to be considered in the design of the new system. The Scott County contribution to the two county project is approximately \$6.4 million for infrastructure and management of the project. Additionally, the County financed the procurement of radios for all underlying communities within Scott County in the amount of \$5.4 million. The debt issuance occurred in August of 2019 and currently refinanced the 2009 debt series, while saving \$1.1 million in future cash flow. The infrastructure improvements will be financed through a debt levy and abated through the use of E911 surcharge funds. The radio procurement is financed through a county-wide debt levy. After the project is complete, the dispatch center estimates to incur lower maintenance costs of the combined contract and associated radio costs. The savings in maintenance will be redirected to a capital sinking fund to finance future capital purchases for the long term asset. The project is budgeted to be completed in fiscal year 2022; however it may now complete in fiscal year 2023 and may require a budget amendment to finalize the project.

### TAX LEVY AND REVENUE OUTLOOK

Property tax continues to be the major revenue source for Scott County. In FY23, total net property taxes represent 54% of total County revenues. This percentage is down from prior years due to the influx of ARPA Grant funding to the County which is recognized as revenue in the year of expenditure. The County continues to rely heavily on property taxes to fund programs as other revenue sources have decreased or have limited growth in recent years. Intergovernmental revenues share of total revenues are expected to increase by 15.0%, due to changes in ARPA grant funding.



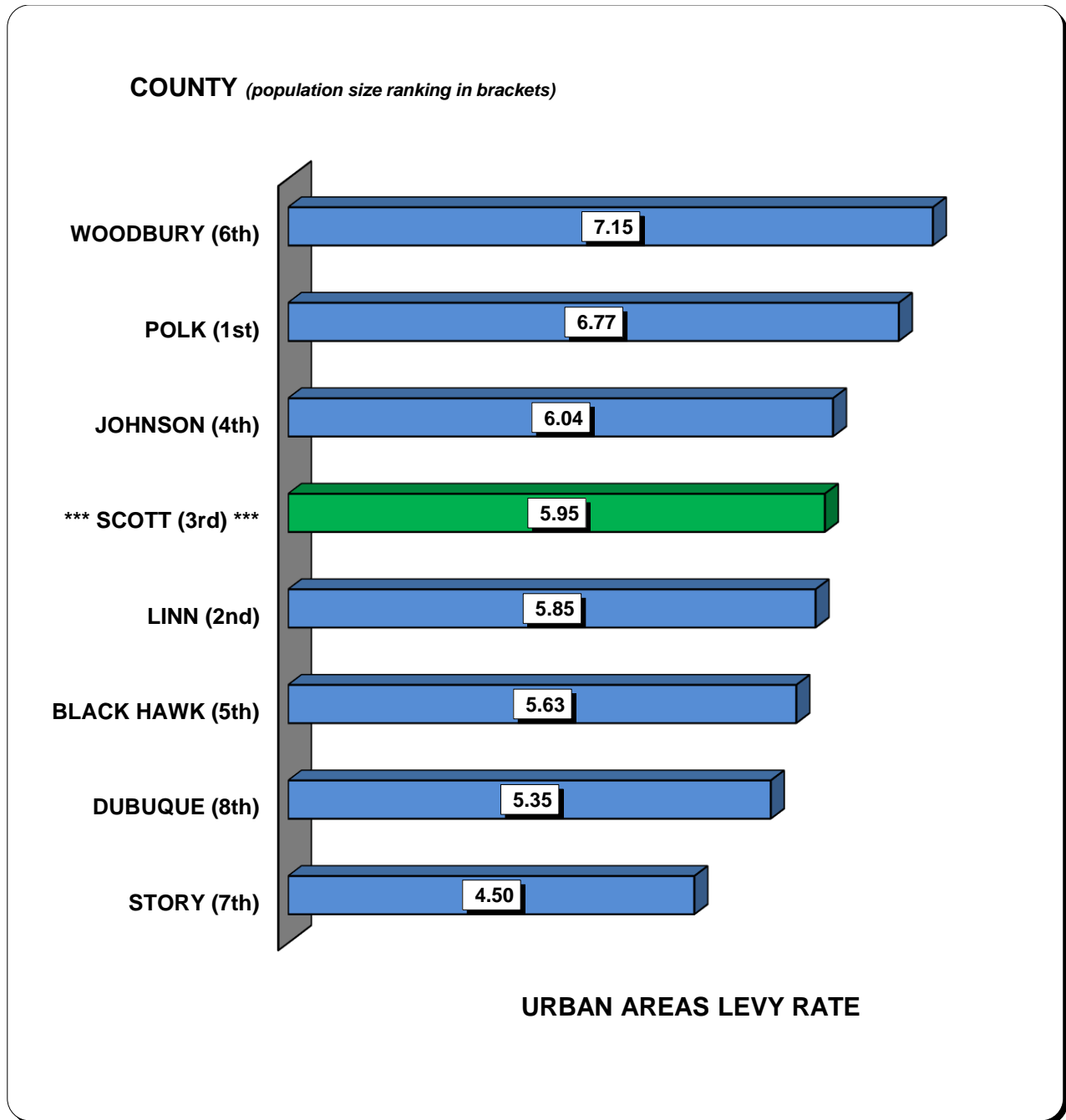


Other revenue sources in the FY23 budget are charges for services and local option sales tax. Charges for services are expected to rebound since the FY 2022 budget and COVID-19 but remain consistent with prior years. No significant rate changes are projected. The local option tax serves as property tax relief and is relatively stable in the long term. Changes nationally based on consumer spending habits or internet sales are expected to affect the collection of this revenue source. The County is budgeting an increase of \$650,000 based on 2021 results and 2022 projections. **The budgetary impact of COVID-19 or recent inflation to the local option sales tax is unknown.**

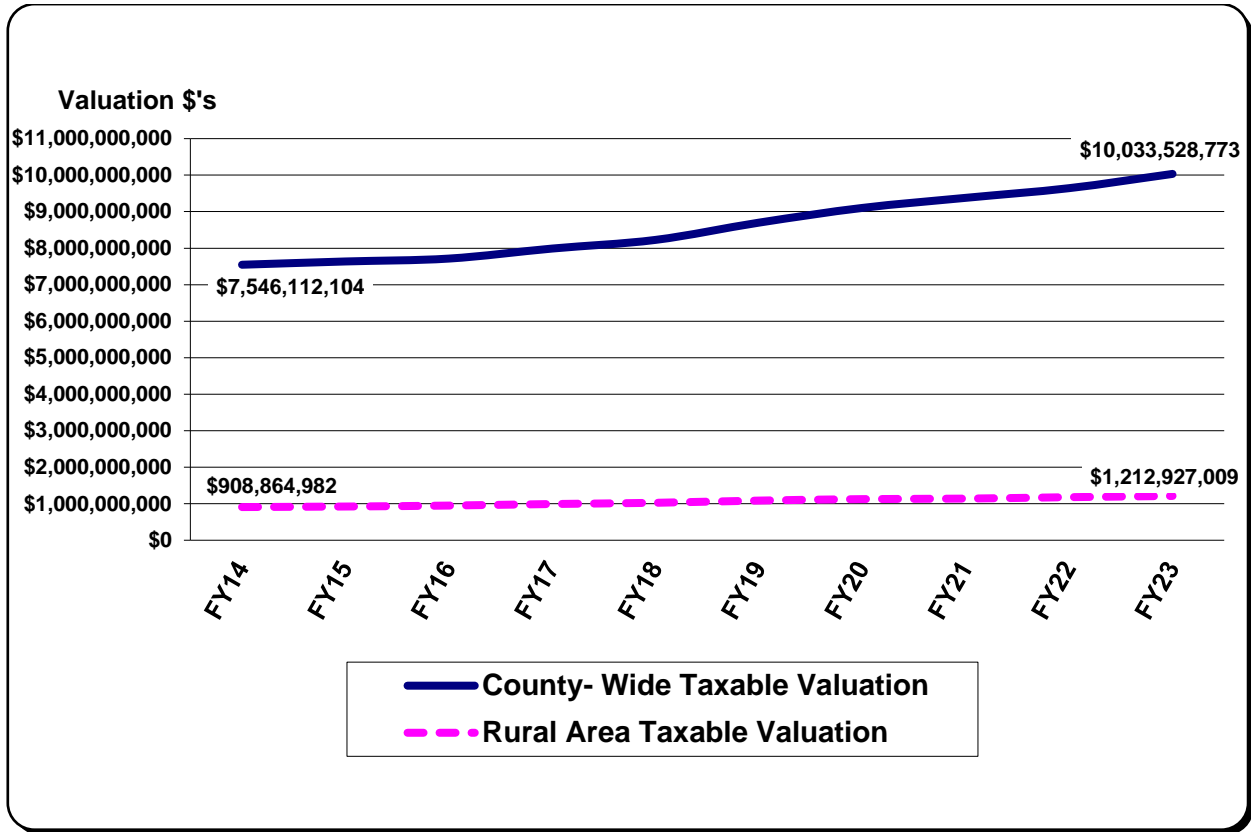
The tax rate per \$1,000 of taxable valuation for FY23 decreased from \$6.04197 to \$5.95000 for property located in incorporated areas (cities). The rate has decreased from \$8.94102 to \$8.82004 for property located in unincorporated areas (townships). The lower tax rate at \$5.95 is attributable to 4.2% urban valuation growth decreased by the elimination of the mental health and disability services levy. The General Fund levy was increased to balance the budget for proposed staffing requests and compensation adjustments, while the Debt Service levy was decreased to reflect similar tax asking against a larger tax base. The Mental Health levy decreased \$0.38 due to the state adoption of SF 619 which eliminated the levy for fiscal year 2023. Due to the tax rate change and rollback (taxable value increasing), all residential property owners with the same property valuation will see a net decrease of County taxes for FY 23 of about 5.50%.

Historical Tax Rates and \$ Change from Previous Year				
Fiscal Year	Urban Rate	% Change	Rural Rate	% Change
2013-14	6.23534	-1.1	9.28021	-1.4
2014-15	6.13204	-1.7	9.17153	-1.2
2015-16	6.00377	-2.1	9.01072	-1.8
2016-17	5.82228	-3.0	8.78518	-2.5
2017-18	5.82167	-0.0	8.76857	-0.2
2018-19	5.82167	0.0	8.74885	-0.2
2019-20	5.99401	2.9	8.90566	1.8
2020-21	6.21304	3.7	9.11441	2.3
2021-22	6.04197	-2.7	8.94102	-1.9
2022-23	5.95000	-1.5	8.82004	-1.4

For FY23, Scott County's urban property tax rate ranks the 5<sup>th</sup> lowest respectively among the eight largest urban counties in Iowa. Scott County has the 2<sup>nd</sup> lowest rural property tax rate among the eight largest urban counties.



The County's tax base has increased at an average rate of 3.30% annually over the past ten years, while the five-year average is 4.39% annually, and the one year growth was 4.0%. The increase in the taxable value has allowed Scott County to maintain or lower the tax levy rate for eight out of ten years.



Residential taxable valuations also reflect a State imposed rollback computation, currently at 54.1302% of fair market value. The agriculture land / structure rollback computation was 89.0412% for assessment year 2021. The State of Iowa implemented a Commercial, Industrial and Railroad rollback in FY17 of 10% creating a 90% assessment limitation. However, the value lost in this rollback is currently backfilled by state funding through 2029. A new class of Multi-Residential was applied in FY 17. In FY 16 these properties were valued with a 10% rollback as a

Commercial property, however in FY 23 the new class is valued at 63.7500% and will continue to decline by 3.75% each year until it equals the residential class. The loss in rollback value for the multi-residential class, from the 100% level, is no longer backfilled by the state. The loss on the multi-residential property is approximately \$260,000 from the previous 100% valuation. The current county wide taxable valuation base amount of \$10.033 billion dollars reflects a 4.0% increase from last year. For FY23, with the rollbacks, the residential property, commercial, multi-residential and utilities taxable property assessed values increased, while industrial and

agricultural land / structures property assessed values decreased. The residential class of property represents approximately 63.2% of the County's total tax base.

Projecting future rollbacks, it becomes clear that the residential class will continue to fund a larger portion of the County budget each year.

### **STATE AND FEDERAL FUNDING**

State and Federal aid for next year represents 29.1% of the total revenue sources for FY23, which is up 15.0% compared to the previous year. This estimate is due to the recognition of ARPA grant revenue as it is expended for qualified projects. The County is projecting to recognize \$16,550,000 in one time revenues in fiscal 2023 related to the ARPA grant funding. In total Scott County was allocated \$33.6 million in ARPA grant Funding.

Other intergovernmental revenues remain generally flat, except for the every other year collection of local intergovernmental revenues from local elections, which is estimated to be a decrease of \$234,000 in FY 2023. The County decreased budget estimates related to state replacement credits, \$135,000. The County increased the estimate to the commercial and industrial replacement back fill by \$255,000, as this became a defined fulfillment schedule based on past history and current Iowa code. The County continues to qualify for health and preparedness grants that support a \$606,000 increase in grants from the state. The total amount of \$31,829,566 intergovernmental revenue is made up of \$23,700,563 in general ARPA grants, public safety grants, reimbursements and health department grant funds, \$4,342,000 in state shared revenues such as motor fuel and franchise taxes, \$2,387,138 in state property tax replacement credits against levied taxes such as homestead replacement, and \$1,399,865 in other State credits including state payments, commercial and industrial property replacement tax credit and military tax credits.

### **OTHER REVENUES**

Fees and charges total \$7,878,680 for FY22, an increase of 3.5% of total revenue as compared to \$7,611,447 for FY22. The increase is related to the recognition shared charges to others for secondary road improvements. Fees and charges revenues consist of various licenses and permits and departmental charges for services. Many of the fees are established and set by state law. Additional licenses, permits and charges for services within the Sheriff Department are based on recent trend experience. The County has performed several fee study reports over the years to evaluate where fee levels, which are within the County's control, 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 effect of large fee increases in any given fiscal year. Also, County officials work with the State in this area for fees set by State law. The county continues to see increased permitting fees due to this change and the recent construction market. 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 rates and income and recording fees. The use of money and property is expected to decrease 18%, or \$72,250, due to the change in interest rates on short term investments. Interest earned on monies held during county-wide property tax collection are retained by the County.

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 disabled from receiving County services.

## REVENUE SUMMARY

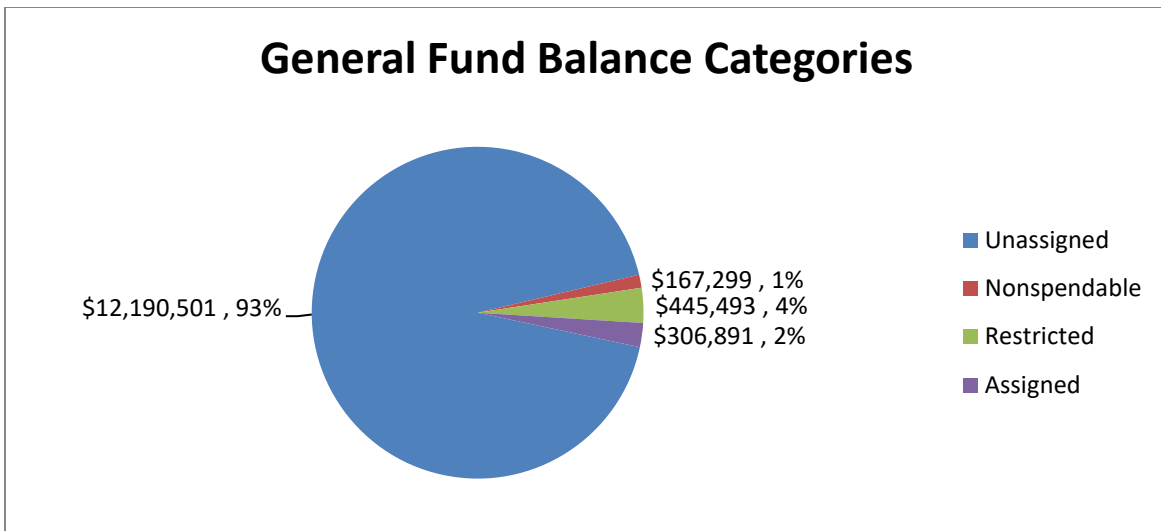
The following presents a summary of major and non-major fund reserves (excluding capital funds) for the FY23 budget year and the percentage of increases and decreases in relation to the prior year budget amounts.

- **Net property tax revenue is increasing from FY 22 by 2.4%.** The net increase was the result of an increased valuation county wide, decreasing the Mental Health levy rate and compensating for local option sales tax and intergovernmental revenues.
- **Interest rates were projected to remain low, due to COVID-19.** Market rates at the time of the budget had not moved much relative to the prior year.
- **Local option sales** taxes are only used for property tax reduction and are expected to increase due to higher collection rates realized from the Wayfair act.
- **License and permit fees are projected to decrease from the previous year budget.** Locations within Scott County are experiencing residential building growth. However, County services for weapon permits have proved to be cyclical and are projected in a downturn.
- **Charges for services are increasing 5.5% from FY22.** This increase is due to the net budgeting related to the pass through transactional activity related to secondary roads improvements.
- **Local, State and Federal Aid is increasing 157% compared to the FY22.** The increase is directly related to the ARPA Grant funding.

## FUND BALANCES

The fund balance of the General Fund is projected to be \$13,410,184, which is a decrease of \$1,467,556 from the re-estimated FY22 balance. The decrease in fund balance is directly related to the use of assigned fund balance for strategic planning elements to be accomplished in the 2023 budget year and the use of fund balance within the capital fund. Important to the Board, is the maintenance of fund balance as we continue to face uncertainty in non-real estate tax revenues during these changing economic times. The Board developed a strong financial position going into fiscal year 2021 before the initial onset of COVID-19 and potential lost revenues or increased expenditures, and uncertain federal support. The Board has been able to maintain the strong budget position due to unexpected federal funding. The June 30, 2021 fund balance was \$21,199,045.

The Board has estimated non-spendable fund balances prepaid items of \$167,299. The amounts restricted for the other statutory programs is \$445,493. The amount assigned for IBNR claims liabilities of fund balance is \$306,891. Additionally, \$300,000 of the fund balance is expected to be assigned for future capital projects transferred in a future fiscal year. The remaining \$12,190,501 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 County has a financial policy of a minimum fund balance of 15% as of June 30 of each fiscal year.



The amount of General Fund unassigned fund balance, 17.0% of FY 23 expenditures is in line with the minimum amount designated by the County's Financial Management policies, and exceeds recent history to weather the storm of COVID-19. The fund is likely to be higher due to underspending of approved budget.

The ARPA Grant Fund is not projected to have a fund balance due to the recognition of revenues equal to expenditures. The fund cannot go negative and will be restricted to approved projects.

The Secondary Roads Fund is decreasing by \$1,815,352 to a fund balance of \$2,294,448 due to planned capital projects and road maintenance. The County has implemented a capital maintenance and improvement schedule to reflect the 2015 gasoline tax increase of \$0.10 per gallon, however the County has now maximized the capital projects using the new funding and is dependent on inflationary increases for new projects.

The County's Debt Service Fund is decreasing by \$311,559 to a fund balance of \$6,299,797 due to the continued debt services on the Waste Commission Bonds, Public Safety Lease and SECC radio, infrastructure and refunding bonds. A portion of the SECC bonds debt payment is funded by 911 service tax on phone bills. The reduction of fund balance is tied to the Waste Commission providing funding for debt service through a note receivable.

The Capital Projects fund balance will decrease 64% to \$3,479,547 from a projected \$9,714,947 at the end of FY 22. The County is investing in a new youth justice and rehabilitation center and continuity of government / continuity of operations resource, technology upgrades, ARPA infrastructure projects and continuing improvements within the park system. The conservation projects include West Lake Park lodge design and construction as well as water infrastructure and trail infrastructure using ARPA Grant dollars. Additionally, there are information technology projects that invest in the infrastructure life of the system that will be incurred in FY22 and FY23. These projects are the reason for this decrease and are discussed further under the Capital Improvements section below.



Funds	FY 22 Projected Fund Balance	Change in Fund Balance - Budget 2022-2023	FY 23 Fund Balance
General	\$14,877,740	(\$1,467,556)	\$13,410,184
ARPA Grant	\$0	\$0	\$0
Secondary Roads	\$4,109,800	(\$1,815,352)	\$2,294,448
Debt Service	\$6,611,356	(\$311,559)	\$6,299,797
Capital Projects	\$9,714,947	(\$6,235,400)	\$3,479,547
Non-Major	\$179,521	(\$13,993)	\$165,528

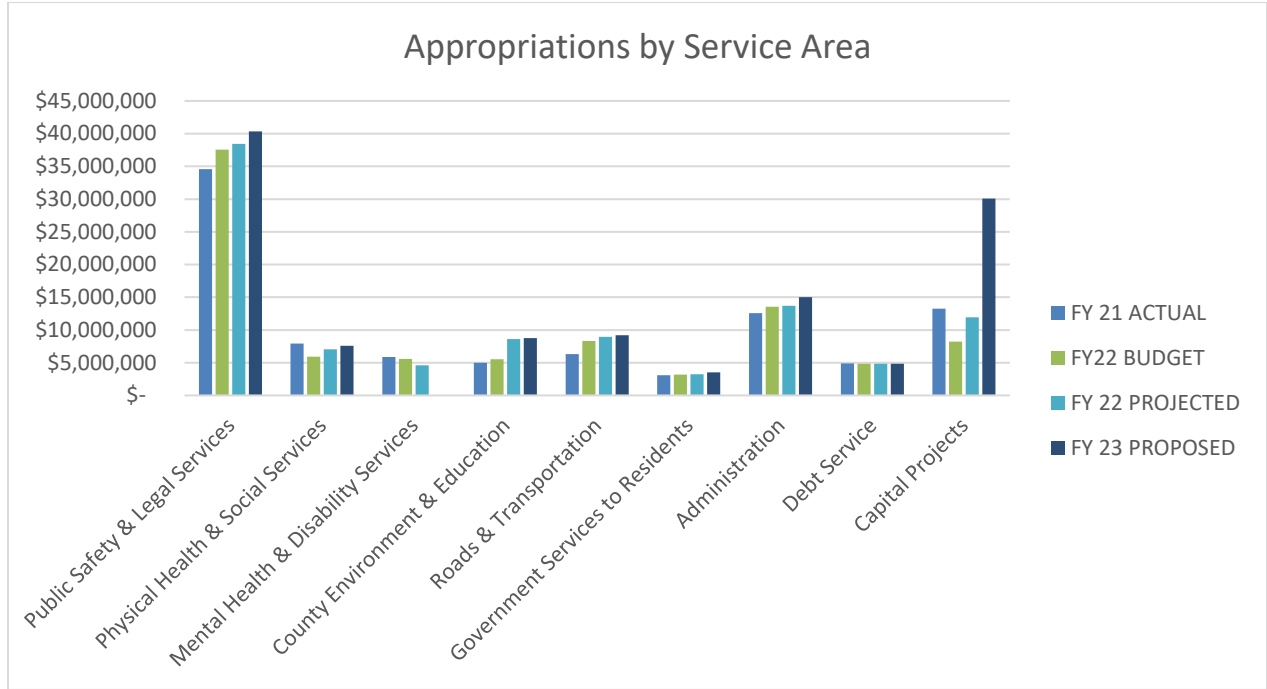
### PROGRAMS AND SERVICES

As a service organization, the County is people intensive. Over the last ten (10) years the County has increased its work force by 57.91 FTE's, or 12.2%, to its current level of 531.96 FTE's. During this ten year period, the increase is mostly related to Health (7.14 FTE) and Sheriff (27.0 FTE) public safety to support grant funded outreach programs, jail, patrol and special programming. Additionally, the Attorney's office has increased 8.5 positions over ten years as the department requested more attorneys and support staff based on case load. The Juvenile Detention Center has increased 2.7 FTE positions due to the increase in new social diversion programming and required staffing ratios. For FY23, a net 13.35 positions was added to the County. Administration added a paid internship of 0.25 FTE. The Health Department added 1.10 FTE to address internal support staff and grant funded positions. Human Resources is authorized for an additional 1.0 FTE for a new human resources generalist. The Sheriff Department is adding 5.0 deputies, 1.0 lieutenant, 4.0 correctional sergeants, and 1.0 classification specialist. The Treasurer's office is adding 1.0 multi-service clerk. 1.0 Golf maintenance technician was removed from the table as of July 1, 2022.

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. The overall negotiated average salary increase for both labor groups and non-union personnel was 3.0%, except the Deputy Sheriff Association at 2.5%. All of the union contracts, except the Deputy Sheriff Association expires at the end of FY 2022, but were extended at 3.0% cost of living adjustment for one year. Fiscal year 2023 is the fourth year of new salary scales as recommended by the County's consultant based on the staffing study. The study was implemented for all union groups and non-represented staff. After including the negotiated cost of living adjustments, the General Fund increase is about \$2,269,838 or 7.4% of FY 22 budgeted salaries. This includes the FY 2023 organizational changes of 14.35 new general fund positions. Additionally, 4.0 FTE were reclassified from the Mental Health and Disability Services Fund to the General Fund. The four positions are reimbursable from the Eastern Iowa Mental Health and Disability Services Region.

Overall expenditures for all County operations including capital projects (net of transfers and non-budgeted funds) are \$119,368,505 which is an increase of \$25,685,075 or 27.4% from the FY22

budget. The operating budget is up by 4.8% or \$3,840,211, primarily due to support for the public safety and legal services (organizational changes), ARPA Grant funding for housing support, strategic planning elements, and continuing salary and benefits under the new scales. Total revenues (net of other financing sources and non-budgeted funds) for the County are \$109,357,645 which is an increase of 24.9% above last fiscal year due to the ARPA Grant funding.



The overall expenditure increases 27.4% is the result of several service areas increasing with one decreasing. Capital projects are discussed further below and are increasing 265.6%. Public Safety & Legal Services are increasing 7.4% primarily due to salary and benefit compensation, juvenile care, and staffing adjustments for the Sheriff and Attorney departments. Physical Health and Social Services are increasing 9.6% as due to Health Department grants and staffing, while increases related to salary and benefit adjustments are also occurring. County Environment & Education is increasing 58.9% as many programs related to West Lake Park and Buffalo Shores are budgeted to start back up while park renovations are completed. More significantly, the County’s efforts to address unhoused and homeless individuals through the ARPA Grant is funded within this function. Government Services to Residents is increasing 11.8% due to election costs, a new position within the Treasurer office, and staffing ongoing operations. Administration (interprogram) is increasing 10.8% due to salary and benefits allocations, utility and building operating costs, reimbursable community services, and planned spending for strategic planning elements such as lead abatement and professional services.

Mental Health and Developmental Disabilities Services is decreasing by 100% due to state mental health redesign and the funding of services at the new regional level. Roads & Transportation is increasing 10.4% due to the allocation of maintenance and engineering future capital projects is prioritized by the department. Debt Service is increasing by 0.1%. Debt Service includes interest and principal payments on the Solid Waste general obligation bond issued in FY 2016, but paid by the commission, the County issued Emergency Equipment and Refunding Bonds issued in 2019, and Public



Safety Authority capital lease. Additionally, the leasing body, Scott County Public Safety Authority, crossover refunded the debt for future years in 2013. FY 23 is the eighth year of reduced debt service payments by about \$175,000 per year. The expected decrease in debt service requirements from tax levy dollars in FY 23 and future years will allow for continued strategic flexibility in the County's tax rate. The reduced need of tax dollars, with increased tax base, will allow a lower percentage of tax levy dollars to be allocated to debt service. In Fiscal Year 2019, the County issued General Obligation Bonds for 911 radio infrastructure, radios, and refunding the 2009 issue.

The issuance was a current refunding of the 2009 bonds, which saved future cash flow of \$1.1 million between FY 20 and FY 29. Debt Service is decreasing due to the planned reductions of debt service. Scott County was rated AA1 by Moody's Investment Services for the 2019 issue.

### **CAPITAL IMPROVEMENTS AND DEBT SERVICE**

Beginning in our FY13 capital improvement plan, the County focused on its un-programmed needs and capital projects in future years. We not only have planned for the future from a needs perspective, but we have translated those needs being met from a funding perspective. The County planned to increase its contributions to the capital projects and electronic equipment fund to provide for major improvements, such as the projects in the space utilization plan and technology improvements. FY 17 projects concluded both of these studies. Beginning in FY 18 and beyond the County turned to capital maintenance for buildings, technology and conservation. The FY 23 through FY 27 capital plan utilizes the ARPA Grant funds as one time project money to address storm water infrastructure, trails, ventilation and contributions to a new youth justice rehabilitative center / continuity of government / continuance of operations center.

The operating budget again will be supplemented with an aggressive five year Capital Improvements Program. In most years, it is the Board's intention to include, in the operating budget, transfers to the Capital Improvement Fund for capital improvement projects. The program is largely supported by property tax dollars. Other supporting revenues of the CIP plan include transfers from the general fund based on prior year budgetary savings, positive revenue variances or grant dollars.

Beginning in fiscal year 2014, the County could include the lease payment payable to the Public Safety Authority in the Debt Service Fund. This reallocation of debt service allows a greater access to the entire county taxable valuation and reduces the overall tax rate payable by the taxpayers. Additionally in Fiscal Year 2013, the County Public Safety Authority (PSA) entered into a cross-over

refunding arrangement to reduce future debt service by \$2.095 million dollars through FY 2025. This resulted in an amended lease contract between the County and the PSA. The County completed the cross over refunding in FY15. Additionally, the County issued \$8.215 million of Solid Waste Disposal Bonds in FY 2016 to fund the single stream recycling center for the **Scott County Waste Commission**. These bonds are funded by the proceeds from the Waste Commission. In fiscal year 2019, the County issued General Obligation Radio and Communication Bonds which also refunded the 2009 debt. The proceeds of \$11.8 million were placed in a capital sub-fund restricted to the purchase of radio tower infrastructure and end point radios throughout the county. The SECC board is planning on creating a capital sinking fund to finance future capital improvements and replacements related to the 911 radio system and infrastructure. The budgetary model will reduce outsourced maintenance costs while retaining ownership of the system.



The Board of Supervisors has authorized a transfer from the General Fund to the Capital Fund to support computer software and hardware purchases, as well as general technology projects. The FY 23 budget features continued consultation for electronic content management, network access, network review study, website upgrade, and a new technology assessment.

The County is currently using only 2.33% of its allowable legal debt margin consisting of two general bond issues and the lease obligations to the Public Safety Authority. These outstanding bond issues are described further under the major governmental funds section of this document. Debt of \$29.7 million was issued by the Scott County Public Safety Authority in FY06 due to the jail renovation/expansion being approved at the fall 2004 general election. This was refunded in the form of \$17.675 million in refunding bonds in 2012 and 2013. In FY10, the County issued \$10.5 million of Emergency Equipment Bonds to finance the acquisition of 911 and radio equipment, towers, computer equipment, software and hardware for the new Scott Emergency Communication Center (SECC). In FY 16, the County issued \$8.215 million in Solid Waste Disposal Bonds to finance the single stream recycling center and equipment. In FY 19, the County issued the \$12.7 million General Obligation Communications and Refunding Bonds. The County has maintained a very low percentage of debt within the legal debt limit.

The capital improvement budget totals \$30,066,500 for fiscal year FY23, with 83% or \$24,937,500 for general projects, 7% or \$1,675,000 for Secondary Roads projects, 2% or \$550,000 for vehicle acquisition, and 10% or \$2,904,000 for Conservation parks and recreation projects. The larger, non-routine projects for FY 23 include: Jail COVID-19 modifications, \$1,000,000; Youth Justice Rehabilitation Center, \$13,500,000; Youth Justice Rehabilitation Center – Assessment Center \$1,700,000; and Continuity of Government (COG) / Continuity of Operations (COOP) center, \$3,500,000. Non-routine technology projects include: sheriff vehicle auxiliary equipment, \$300,000; auditor – digitize transfer books, \$100,000; Sheriff / Conservation mobile data computers, \$350,000; video storage, \$600,000; cybersecurity, \$150,000; website upgrade, \$150,000; and Community Development planning software, \$150,000.

The general capital improvements budget of \$24,934,500 is supported by fund balances from various funds. 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 addition of the ARPA grant fund this year allows for the most significant contribution to the capital fund. The ARPA grant is helping to pay for the Youth Justice Rehabilitation Center (YJRC), COOP / COG add –on to the YJRC, and jail modifications. The capital improvement fund also is supported by gaming boat revenues. Gaming revenues have seen a decline of approximately 40% over the past ten years because of the economy, but have recently began an upwards trend directly related to both riverboat gaming rooms moving to new casinos on land and sports book betting.



The local Secondary Roads capital program totals \$1,675,000, reflects the county budgeted only and not an additional \$2.6 million for contributed capital improvements from the State of Iowa. The County Secondary Roads Department has been planning new and larger projects based upon the use of the \$0.10 gas tax increase in the spring of 2015. Major projects include resurfacing F58 (200<sup>th</sup> St), Utah Avenue, 130<sup>th</sup> St. (Chapel Hill Rd), 145<sup>th</sup> Street, 115<sup>th</sup> Ave (Peter Pan Road).

The Conservation Department capital plan for FY23 totals \$2,904,000. Conservation capital projects include **West Lake Park** lodge design and construction, playground, and campground site paving (\$1,150,000). \$800,000 ARPA funds for trail design and construction and waste water collection and conveyance. Conservation also has designated a portion, \$282,000, for small equipment and vehicles.

The fleet manager has completed an annual review of the countywide vehicle fleet, excluding the Conservation Department. The FY23 capital plan has designated \$550,000 for general vehicle replacements including nine patrol vehicles, two transport vans, and one facilities snow truck.

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 FY23 budget has been an opportunity to fund important public safety, community impact projects through the ARPA Grant and continued operations while meeting the strategic plan. The Board is very pleased to have met its goals in both balancing the FY23 operating budget and stabilizing the County's reliance on property tax revenues. The diversification of revenue resources, yet reliance on stable property tax funding, has helped as the county prepares to move into fiscal year 2023 with the unmeasured impacts of the COVID-19 pandemic.

The Board and County Administrator expresses its appreciation to the staff of all departments who assisted and contributed to its preparation. Special thanks goes to the Director of Budget and Administrative Services, ERP / ECM Analyst, Administrative Assistant, 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), Office Manager and Accounting and Tax Manager (Auditor's Office), County Attorney (Office Manager), Planning and Development Director, and the Operation's Manager (Recorder's Office).

These are challenging times which require the Board, elected and appointed department heads, and County staff to develop new methods and ideas in providing services to the community and to continue to improve its public facilities and infrastructure. The continued change of the state/federal/local funding partnerships 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. The future property tax limitations approved by the State Legislature will affect economic growth opportunities and may force service reductions. Nonetheless, county officials will continue to work with State senators and representatives to forge partnerships to make Iowa a better place for all its citizens to live.

With strong leadership and a commitment to improve the quality of life in the County, the Board of Supervisors and Administration 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,

Ken Beck, Chair  
Scott County Board of Supervisors

Mahesh Sharma  
County Administrator

## SCOTT COUNTY OFFICIALS

<u>Official Title</u>	<u>Official</u>	<u>Term Expiration Date of Elected Officials</u>
<b>Elected Officials</b>		
Supervisor, Chairperson	Ken Beck	2024
Supervisor, Vice Chair	John Maxwell	2022
Supervisor	Ken Croken	2022
Supervisor	Brinson Kinzer	2022
Supervisor	Tony Knobbe	2024
Attorney	Michael J. Walton	2022
Auditor	Kerrie Tompkins	2022 Partial Term
Recorder	Rita Vargas	2022
Sheriff	Tim Lane	2024
Treasurer	Mike Fennelly	2022
<b>Administration</b>		
County Administrator	Mahesh Sharma	
<b>Department Heads</b>		
Budget and Administrative Services	David Farmer	
Community Services	Lori Elam	
Conservation	Roger Kean	
Facility and Support Services	Tammy Speidel	
Health	Amy Thoreson	
Human Resources	Mary Thee	
Information Technology	Matt Hirst	
Juvenile Detention Center	Jeremy Kaiser	
Planning & Development	Chris Mathias	
Secondary Roads	Angie Kersten	

# Non-elected Departments within Scott County

## Administration:

The Administration Department serves as the principal advisor to the Board of Supervisors and acts as a liaison between the Board and other County departments. They also represent the Board in dealings with other governmental agencies.

## Budget & Administrative Services:

Part of Scott County Administration, the function is to analyze, report, assess and recommend the financial budget, reporting and services for Scott County. The department prepares the annual budget, the comprehensive and popular annual financial reports, quarterly reporting, grant monitoring, indirect costs reports, Enterprise Resource Planning and policy review.

## Community Services:

This office provides a variety of services and programs including Protective Payee Service, Tax Suspension, General Assistance Programs and provides a resource for veterans and their families with Veterans Affairs Commission, Veteran Assistance and Services. Scott County is part of the Eastern Iowa MH/DS Region providing Mental Health and Developmental Disability Services.

## Conservation:

Provides recreational activities for the citizens of Scott County and the general public by acquiring, developing, operating, and preserving the historical, educational, environmental, recreational and natural resources of the County.

## Facility and Support Services:

FSS's role is to support those "front-line" agencies and departments that provide direct service and interaction with their ultimate customers, the citizens of Scott County. Services provided: Facilities Management, Print & Mail Services, Building Maintenance, Custodial Services, Records Management, and Vehicle Pool Services.



## Health:

The Scott County Health Department promotes, protects, and preserves health through leadership, service, education and partner ships. They provide Clinical Services, Environmental Health Services, Public Safety Services & Programs, and Community Relations Information & Planning.



## Human Resources:

This office is responsible for overall development and administration of the County policies and programs, recruitment, EEO, wage and salary administration, labor relations, employee development, benefits and organizational development, among other things.

## Information Technology:

I.T. is a technical resource for the County and has primary functions of applications, technical infrastructure, geographic information systems and web. I.T. supports a collaborative work environment and provides dependable and efficient data and voice services for the County and various related agencies.

## Juvenile Detention Center:



JDC is a 16 bed co-ed facility, but the structure provides more than short-term confinement. The philosophy is to challenge youth to take responsibility for the thinking/behavioral patterns that brought about their placement, and to explore areas of growth and change needed to assure that they will not be detained again.

## Planning & Development:

P&D is responsible for the current and future land uses in all unincorporated areas of Scott County.

## Secondary Roads:

This department is responsible for the construction and maintenance of all 564 roads & 120 bridges under the County's jurisdiction.





# Elected Departments within Scott County

## Attorney’s Office:

The Scott County Attorney’s Office serves in civil matters as legal counsel for the Scott County Board of Supervisors and all county officers and agencies. The County Attorney’s Office also serves in criminal matters as chief prosecutor for the State of Iowa in Scott County.

## Auditor’s Office:

As clerk to the Board of Supervisors, the Auditor’s Office prepares and maintains all official records meeting minutes, Board voting records, resolutions, contracts, and correspondence. The Auditor acts as County Commissioner of Elections and administers all federal state, and local elections that take place within the County. This office also processes authorized payments for the Board of Supervisors and prepares payroll for 570 part time and full time employees, 120 seasonal employees, and 320 poll workers during general elections.

## Recorder’s Office:

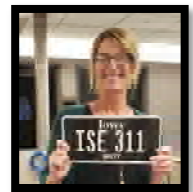
The Recorder’s Office is responsible for recording and maintaining official records effecting title to real estate. The Recorder issues marriage licenses, registers births and deaths, issues certificates on vital records and processes passport applications. This office also issues hunting and fishing licenses and titles recreational vehicles.

## Sheriff’s Office:

The Scott County Sheriff’s Office is comprised of four divisions focused on progressive public safety to fulfill the diverse needs of citizens through the expertise of our professional staff utilization of all available resources: Patrol Division, Civil Division, Corrections Division, and Criminal Investigation Division.

## Treasurer’s Office:

The State of Iowa Department of Transportation mandates the Scott County Treasurer as their agent to collect motor vehicle fees according to the Iowa Code. These fees include, but are not limited to: transfer of ownership (title transfer), registration fees, (license plate/validation fees), duplicate titles, and notation and cancellation of security interests. Additionally, the Treasurer collects property taxes on behalf of all jurisdictions in Scott County—cities, school districts, and other taxing bodies, and each jurisdiction.



Iowa Black Out Plates

# Authorized Agencies

## Bi-State Regional Commission

To service as a forum for intergovernmental cooperation and delivery of regional programs and to assist member local governments in planning and project development.

## Center for Active Seniors, Inc./CASI

To provide services that promote independence and enrich the lives of older adults through socialization, health, wellness and supportive services.

## Center for Alcohol/Drug/CADS

To provide quality substance abuse education, prevention, assessment, treatment & referral services.

## Community Health Care

Quality health care for all people in need.

## Durant Ambulance

Emergency medical treatment and transport.

## Emergency Management

Provides county-wide preparedness, mitigation, response, recovery, detection, protection, and prevention of natural or man-made disasters.

## SECC

To provide superior Public Safety Dispatch services in an efficient and accurate manner.

## Library

A mission to make available library materials and information in a variety of formats to people of all ages.

## Medic Ambulance

Improve the health, safety, and security of our community by providing high quality emergency medical services and healthcare transportation.

## Visit Quad Cities

To enhance the quality of life and economic development for residents and visitors by marketing the Quad Cities region as an outstanding Midwest convention and tourism destination.

## Quad Cities First

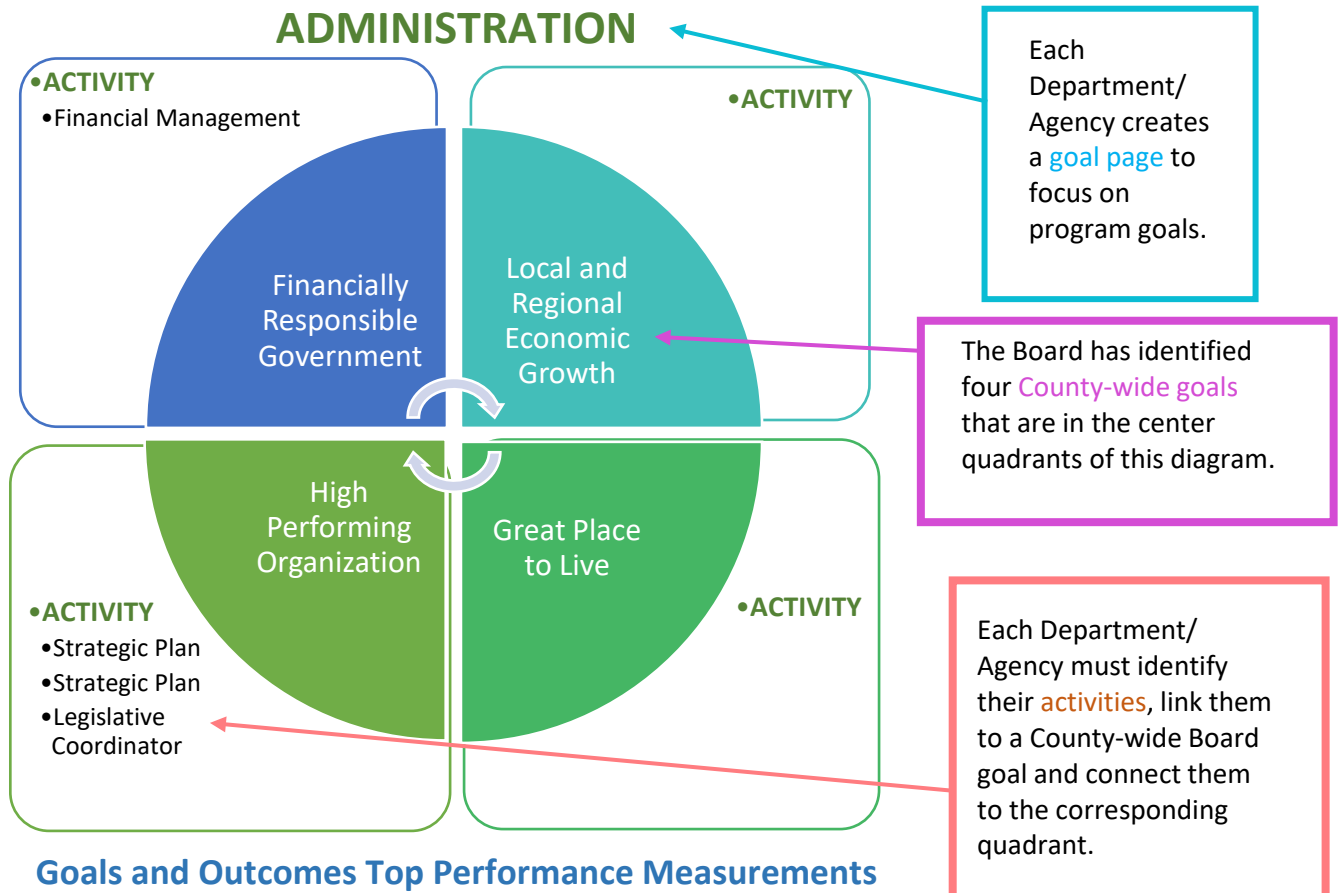
Marketing the Quad Cities region to companies looking to relocate or expand in our market.

## GDRC Greater Davenport Redevelopment Corporation

Provides arms-length real estate transactions with privacy and confidentiality.

**An Authorized Agency:**  
a recognized  
non-profit agency receiving  
County funding and  
following the County’s required  
BFO budgeting requirements

# A Guide to Scott County Department Goals and Outcomes



## Goals and Outcomes Top Performance Measurements

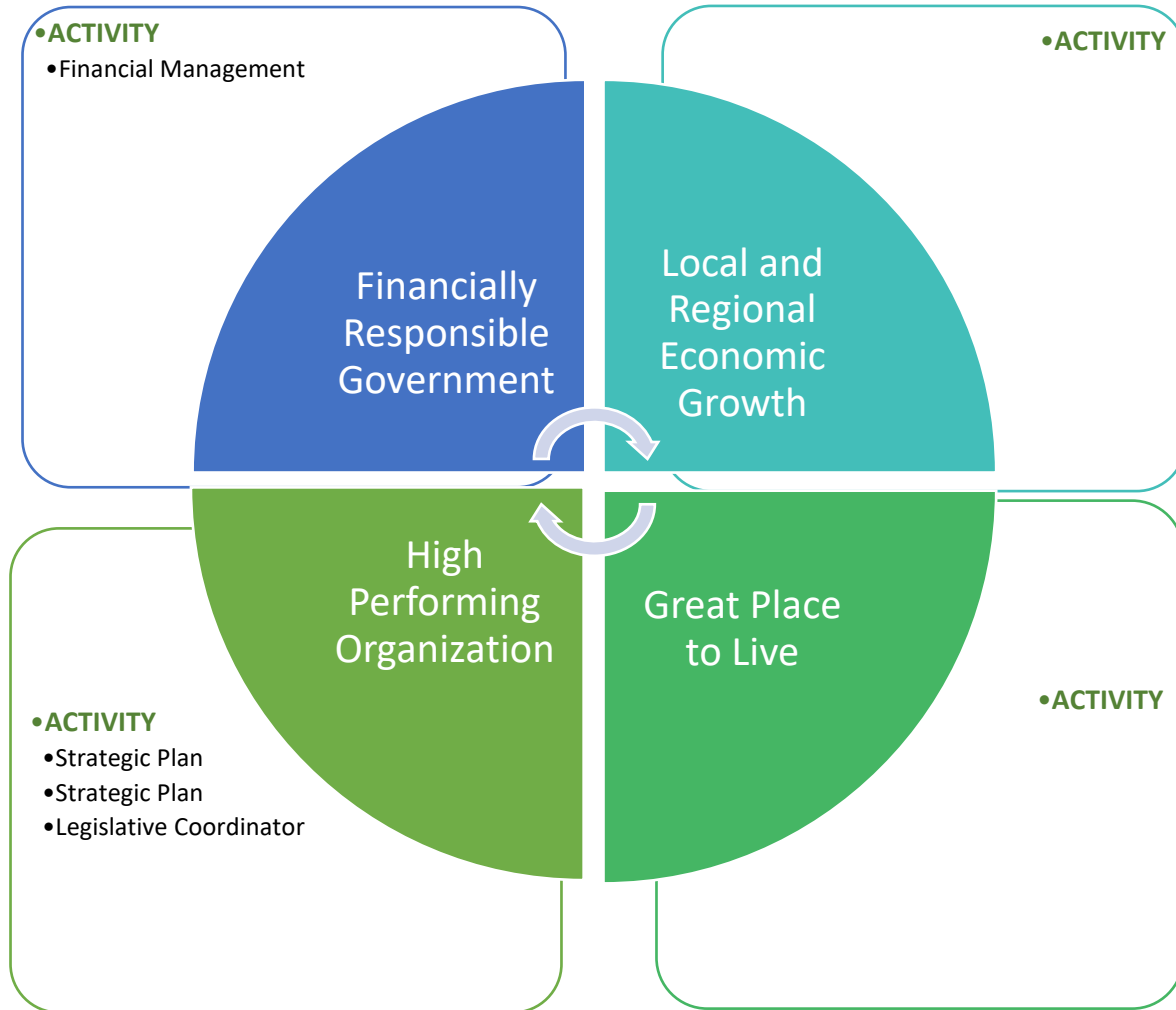
**Performance Outcome (Target)**

**Analysis of Effectiveness (How well are we doing?)**

<b>Board:</b> Organize, review and update the Board of Supervisors 2021 and 2022 Strategic Plan	The County's new strategic plan went into effect in December 2019. County Administration will work with departments to achieve strategic initiatives.
<b>Management:</b> Develop Financial Policy and analysis in reviewing capital improvements versus investment in ongoing operating activities.	The analysis will review current and future capital requests to determine the relative costs benefit analysis of the capital requests and future ongoing operational investment versus the current operating costs, such as contracted services.
<b>Board:</b> Review Medic 28E (Joint Agreement) for change in type of services from Not-For-Profit organization to joint governmental entity.	The governing board of the Medic EMS is considering a change in organizational structure to a governmental organization. The County participates in the current structure and would participate in the future organizational structure as well. If a change is successful, MEDIC EMS would be able to access new state and federal reimbursements set aside for governmental entities and access new efficiencies.

Each Department/ Agency must identify a **measurement** based on a County-wide Board Strategic Goal or Management Goal.

# ADMINISTRATION



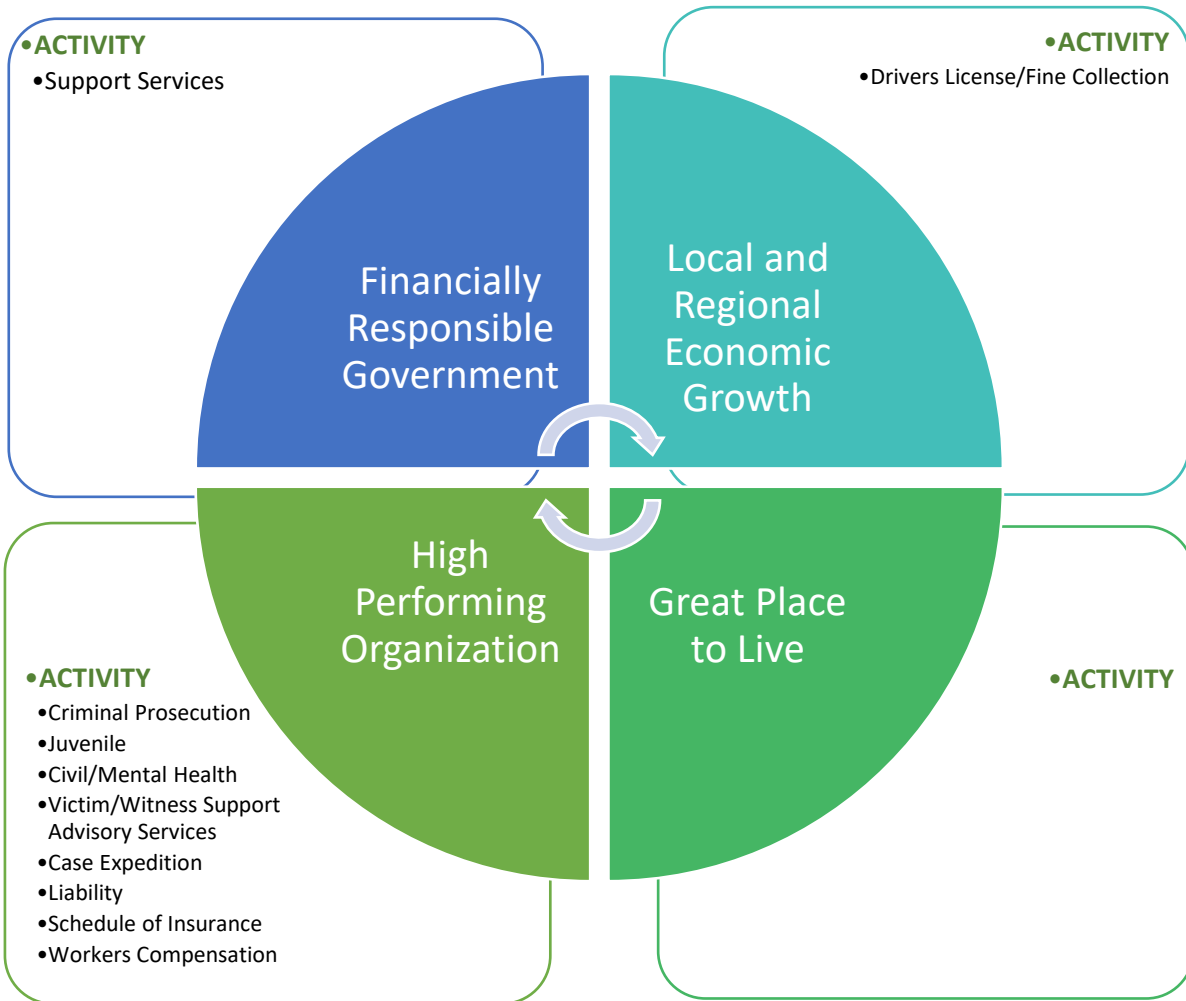
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Organize, review and update the Board of Supervisors 2022 and 2023 Strategic Plan</p>	<p>The County's new strategic plan went into effect in October 2021. County Administration will work with departments to achieve strategic initiatives.</p>
<p><b>Management:</b> Develop ARPA spending plan; that adheres to Board of Supervisors Objectives, grant compliance and spending deadlines.</p>	<p>Expend grant dollars that meets federal guidelines for American Rescue Plan.</p>
<p><b>Board:</b> Review Medic 28E (Joint Agreement) for change in type of services from Not-For-Profit organization to joint governmental entity.</p>	<p>The governing board of the Medic EMS is considering a change in organizational structure to a governmental organization. The County participates in the current structure and would participate in the future organizational structure as well. If a change is successful, MEDIC EMS would be able to access new state and federal reimbursements set aside for governmental entities and access new efficiencies.</p>

# ATTORNEY



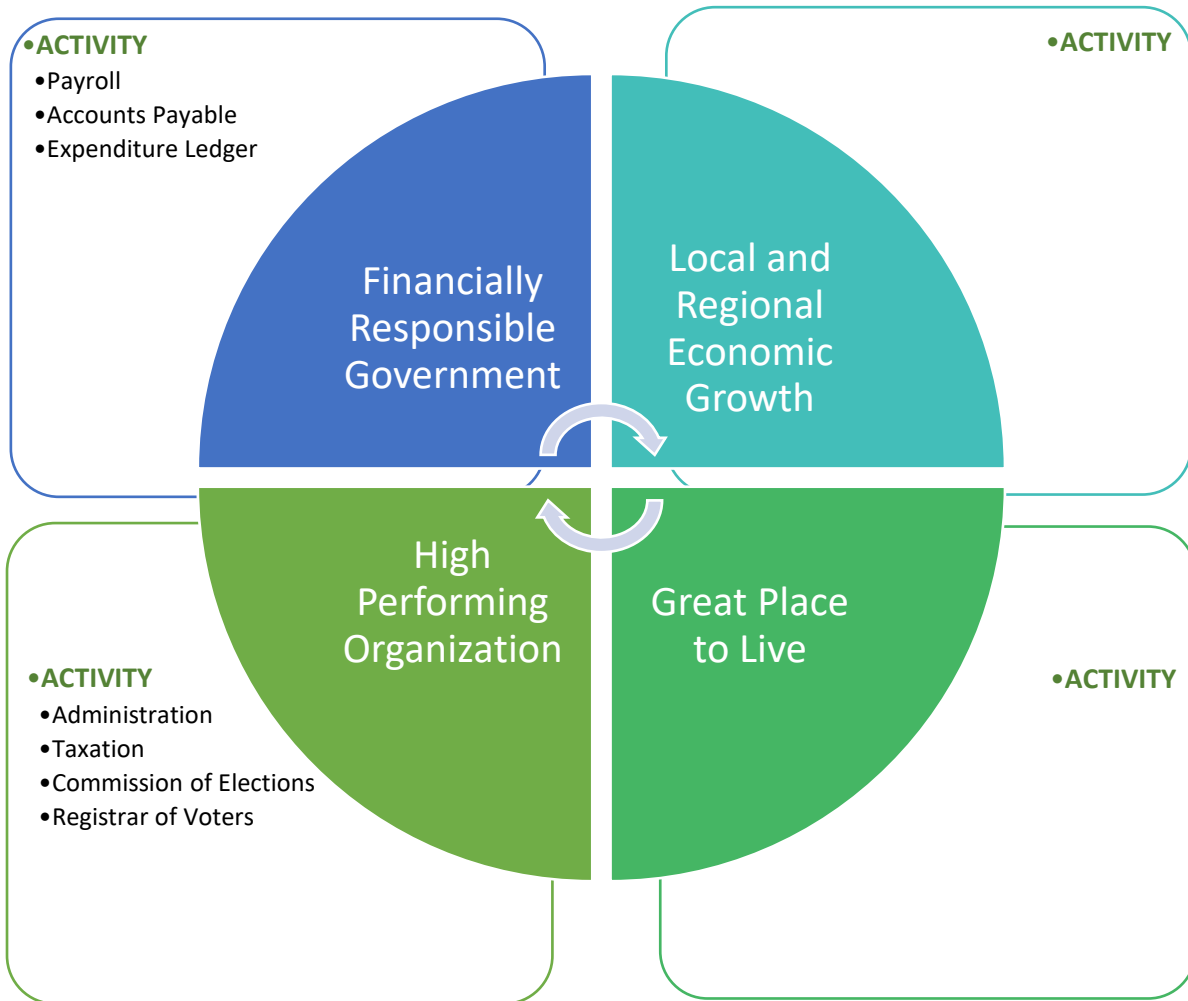
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Management:</b> Risk Management</p>	<p>Risk Management is responsible for investigation and review of all claims and losses, ensure employees receive appropriate care for workplace injuries and assisting departments in meeting internal and external requirements related to safety. Risk Management will continue to provide fair and efficient claim management and safety practices for the county.</p>
<p><b>Management:</b> Criminal Prosecution</p>	<p>The Attorney's Office is responsible for the enforcement of all state laws charged in Scott County. The office will continue to prosecute approximately 5,000 indictable cases annually and represent the state in juvenile court. The office will continue to train and consult with local law enforcement.</p>
<p><b>Management:</b> Representing the County</p>	<p>The Attorney's Office provides legal advice and representation to elected officials, department heads and the board of supervisors. The office will strive to provide timely and accurate legal advise to county officials.</p>

# AUDITOR



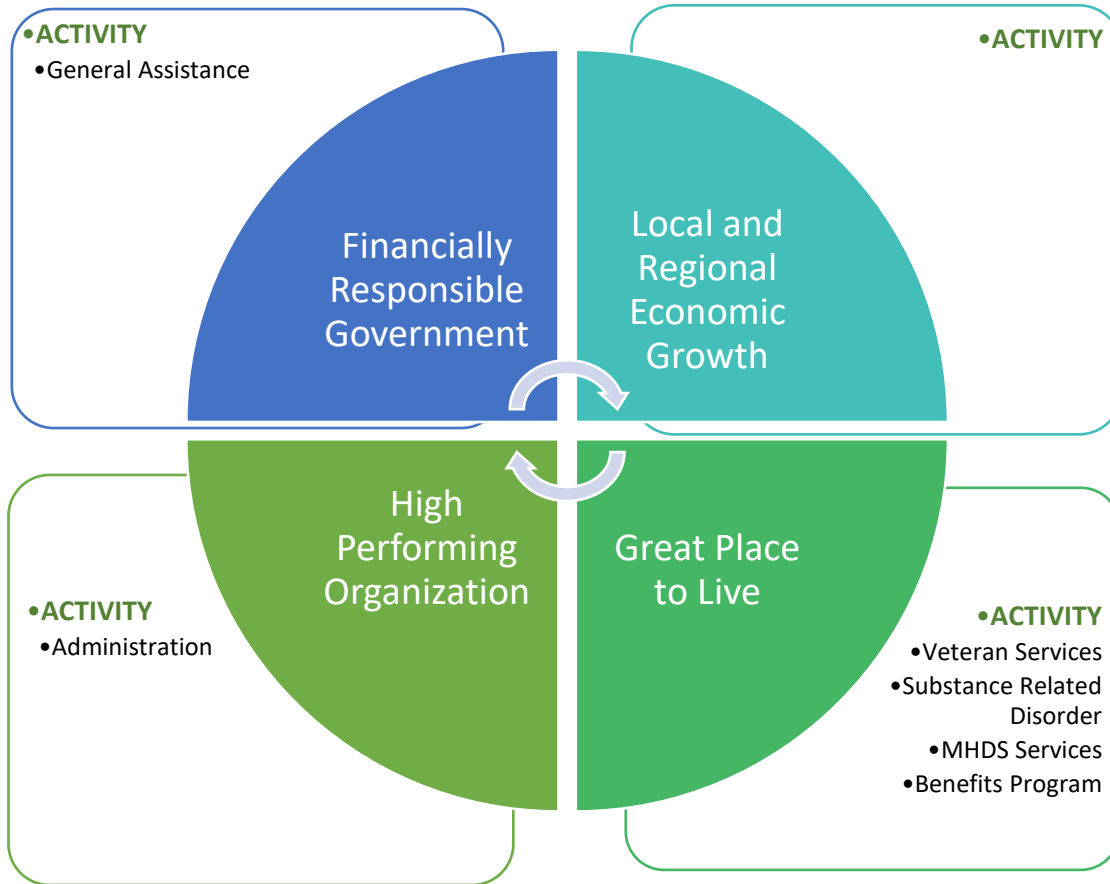
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> High Performing Organization</p>	<p>The Auditor's Office provides timely, accurate, efficient and cost effective services to the taxpayers, voters and real estate customers of Scott County, and to all County Departments, County Agencies and County Employees. Our office maintains the county property tax system, pays the county's bills and employees, conducts all elections in the county and maintains the county's voter registration file.</p>
<p><b>Management:</b> High Performing Organization</p>	<p>Our office prepares and supervises ballot printing and voting machine programming; orders election supplies; employs and conducts schools of instructions for precinct election officials; prepares and monitors the processing of absentee ballots; receives nomination papers and public measure petitions to be placed on the ballot; acts as Clerk to Board of Election Canvassers and Special Voter Precinct Board.</p>
<p><b>Management:</b> High Performing Organization</p>	<p>Our staff works with the statewide I-VOTERS system to maintain voter registration records; verify new applicants are legally eligible to vote; cancels records of those no longer legally eligible to vote; prepares lists of qualified voters for each election to insure only those qualified to vote actually do vote; reviews election day registrants to insure their qualifications to vote.</p>

# COMMUNITY SERVICES



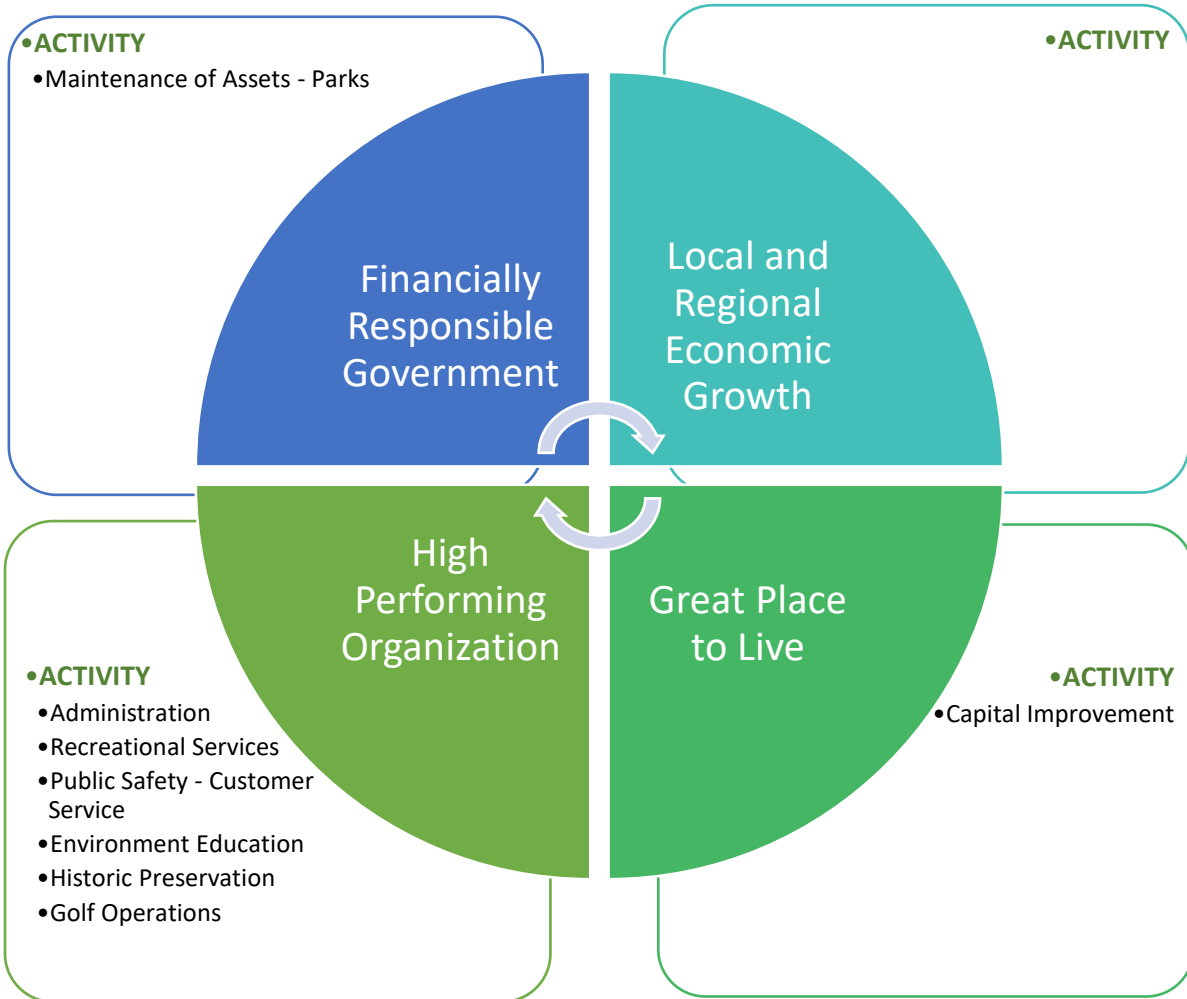
## Goals and Outcomes Top Performance Measurements

### Performance Outcome(Target):

### Analysis of Effectiveness: (How well are we doing?)

<p><b>Board:</b> Monitor the work of the Iowa Legislature in terms of specific mental health and disability services as the State of Iowa bought out the "county/region" property tax system in the spring of FY21.</p>	<p>The counties/regions no longer have a mental health levy and the State will be funding the entire MH system. The amount of funding is higher than the previous levy amount, so the region is able to start several new services. There are concerns that "Other Services" will be eliminated and more children's services will be added over the next year or two. The "other services" are the safety net type of services that Medicaid does not pay for and they help prevent usage of more expensive services.</p>
<p><b>Management:</b> Work with MHDS region service providers and Care Coordinators to assist individuals when in crisis.</p>	<p>The crisis services, mobile response, hotline, crisis respite beds, drop in centers and crisis beds, along with all the care coordinators, have assisted hundreds of people and have prevented suicide attempts as well as deflect from hospital admissions and jail. The services help the individuals in crisis in a timely manner.</p>
<p><b>Management:</b> Work with the Department of Human Services (DHS) to develop a performance based contract for the region.</p>	<p>DHS is requiring a "Performance Based Contract" with each region per Senate File 619. The first contract will be 18 months in length and will focus on standardize definitions, data elements, access standards, Evidence Based Practices (EBPs), and processes for data collection. State funding received each quarter will be tied to the the region's compliance to the contract.</p>
<p><b>Management:</b> Revise the General Assistance and Veteran Assistance programs/guidelines to increase the rent amount paid.</p>	<p>Affordable housing is a significant issue in Scott County. The General Assistance and Veteran Assistance programs can provide rent assistance one time in a 12 month period for an eligible individual. The current amount paid for rental assistance is \$500. There has not been an increase in the amount of assistance since 2014. A survey was done within Scott County to assess what the current rental amounts are for a one and two bedroom apartment. The rent amounts vary from \$635 to \$900. It is recommended to increase the rental amount paid to \$700 under the General Assistance and Veteran Assistance program for FY23.</p>

# CONSERVATION



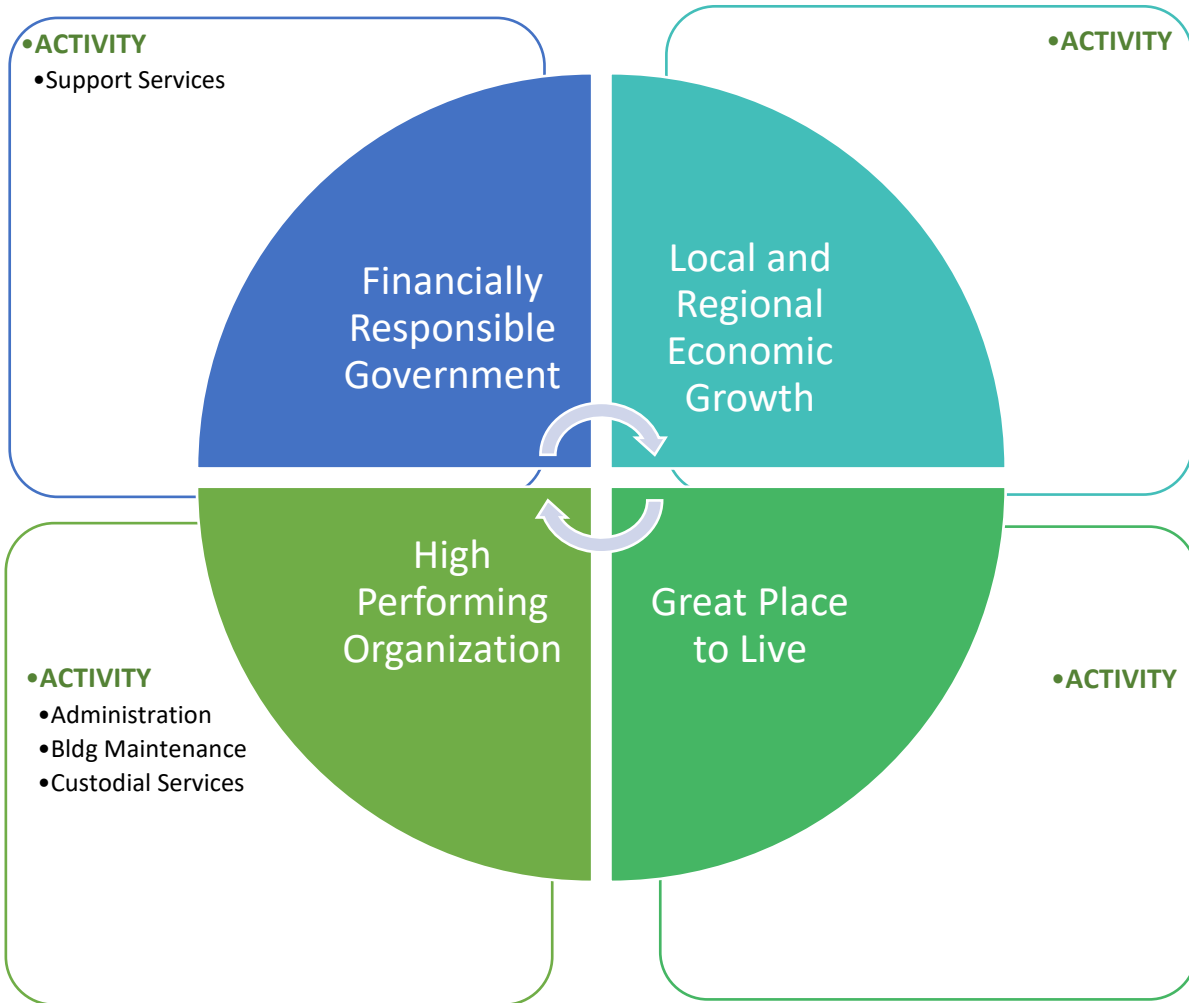
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Financially Responsible Government</p>	<p>In FY-22 the Conservation Board completed construction of the new Woodside Campground in Scott County Park, which will generate additional revenue, promote tourism, and encourage economic development by promoting Quality of Life amenities in our parks and natural areas.</p>
<p><b>Management:</b> High Performing Organization</p>	<p>During the FY-21 &amp; FY-22 COVID Pandemic, the Conservation staff met the challenges of this health emergency by continuing to offer much-needed outdoor experiences and recreational opportunities, while working diligently to follow the necessary mandates and guidelines imposed to protect public health.</p>
<p><b>Management:</b> Maintenance of Assets</p>	<p>In FY-22 we completed the multi-year \$4-million Lake Restoration Project at West Lake Park. This cooperative project with the DNR will result in improved water quality and fishing opportunities, and ensuring continued protection and enhancement of this valuable lake recreation resource for our community.</p>

# FACILITY AND SUPPORT SERVICES



## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> JDC and Jail Space Study Implementation</p>	<p>Work with JDC staff and committees to determine next steps to move towards construction.</p>
<p><b>Board</b> SECC Radio Project</p>	<p>All SECC radio tower locations have been secured. Foundation work has begun on two SC tower locations. SECC tower has been updated. Goal for this time period will be to participate in ongoing meetings as it relates to build out. It is anticipated that all tower sites would be up and operational by Fall of 2022.</p>
<p><b>Management</b> Perform Key Inventory/Audit</p>	<p>New policy (card access and key control) implemented fall 2020. Key inventory will take place on even years starting with 2020.</p>



# HEALTH



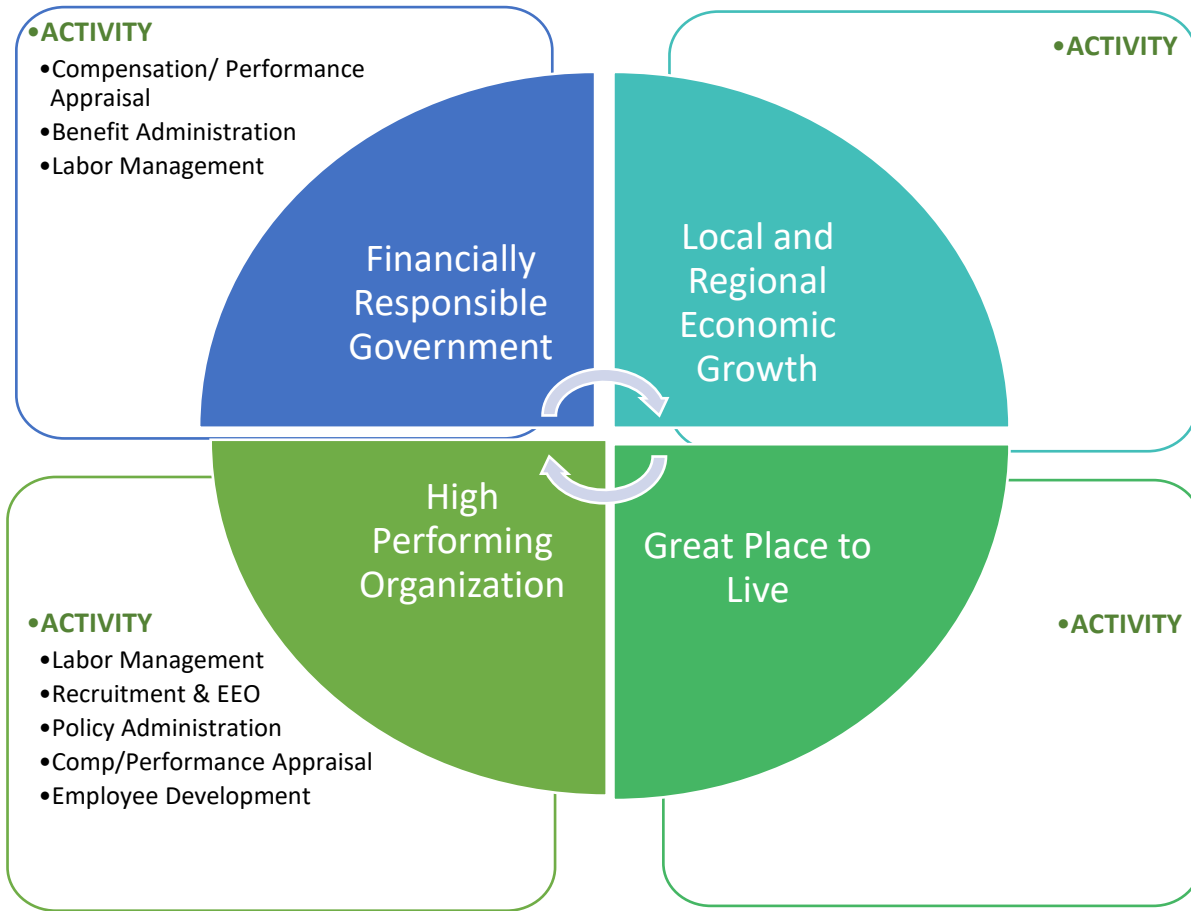
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Complete Community Health Improvement Plan (CHIP).</p>	<p>The Community Health Improvement Plan (CHIP) steering committee will complete and issue a new CHIP based upon the results of the Community Health Needs Assessment (CHNA) completed in FY22.</p>
<p><b>Board:</b> Continued Lead Abatement efforts.</p>	<p>The department will continue to provide lead testing, case management, environmental follow-up, and education as required by the Childhood Lead Poisoning Prevention Contract with the IDPH. The department will be an active participant in community efforts to address lead through Live Lead Free Quad Cities.</p>
<p><b>Management:</b> Maintain Health Department Accreditation.</p>	<p>Health Department will monitor ongoing requirements of Public Health Accreditation Board (PHAB) to assure they are met. PHAB annual report will be submitted according to deadlines.</p>

# HUMAN RESOURCES



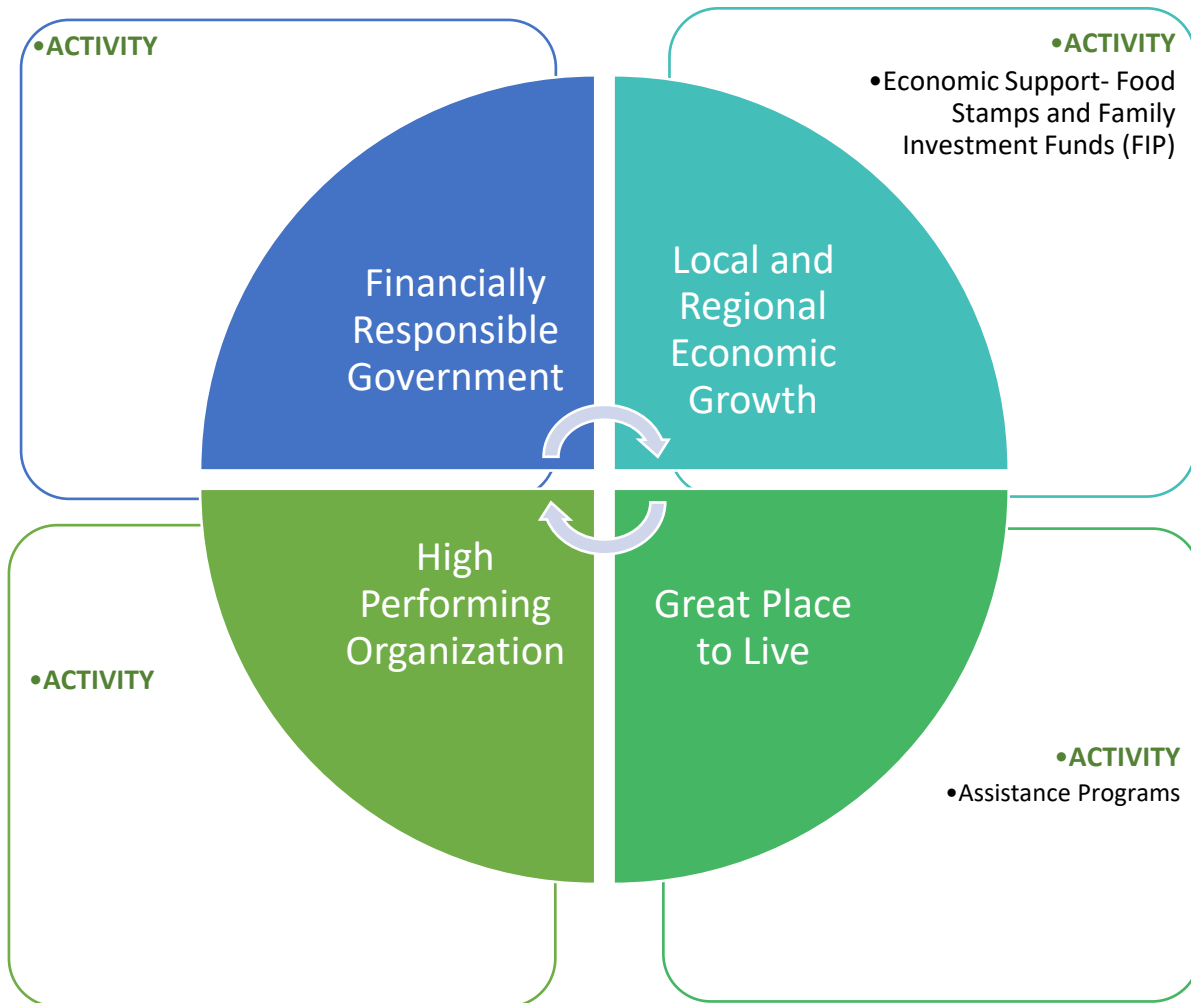
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Job Description finalization of Classification and Compensation Study</p>	<p>Classification &amp; Compensation study was implemented July 1, 2019. HR will conclude finalization of the job description updates in FY20 which officially concludes the project. In FY23 we'll work with Occupational Health to update their records. Project delayed by Covid-19.</p>
<p><b>Management:</b> ECM Phase III</p>	<p>Phases I &amp; II are completed. Phase III to begin in FY22: working with IT on retention and access to files. Phase IV (FY23) onboarding through ECM.</p>

# DEPARTMENT OF HUMAN SERVICES (DHS)



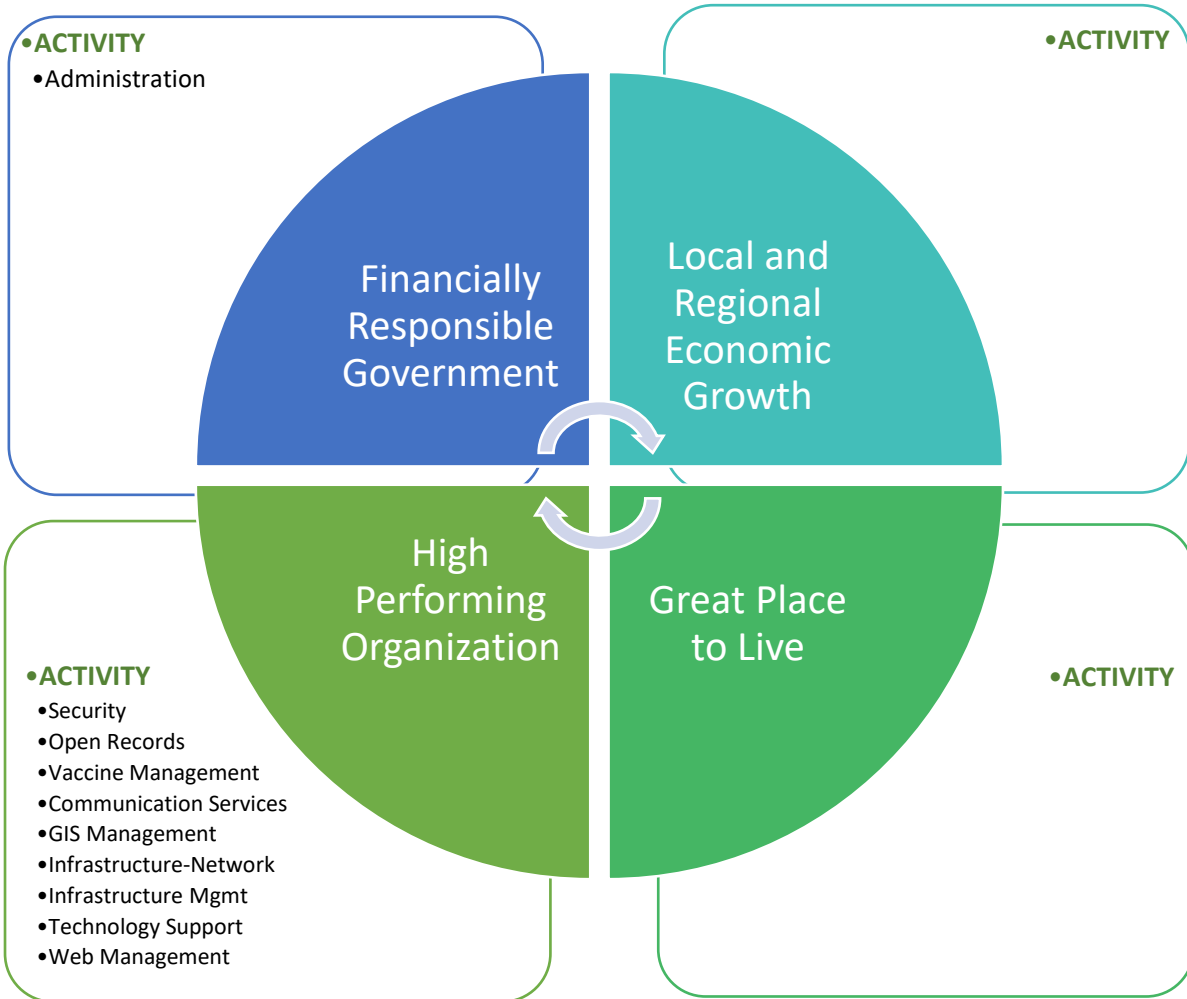
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Management:</b> Financially Responsible Government</p>	<p>During this fiscal period, Scott County DHS will efficiently manage operations to continue providing a broad range of essential services to the community and some of Iowa’s most vulnerable citizens, in line with the DHS mission: “To help Iowans achieve healthy, safe, stable, and self-sufficient lives through the programs and services we provide.”</p>
<p><b>Management:</b> Financially Responsible Government</p>	<p>Scott County DHS will ensure internal checks and balances, by way of: accuracy provided through internal accounting methods and oversight, careful monitoring, and transparency. Scott County DHS will continuously evaluate the history of the Scott County budget, compare, and predicted budget to actual expenditures on a monthly basis.</p>

# INFORMATION TECHNOLOGY



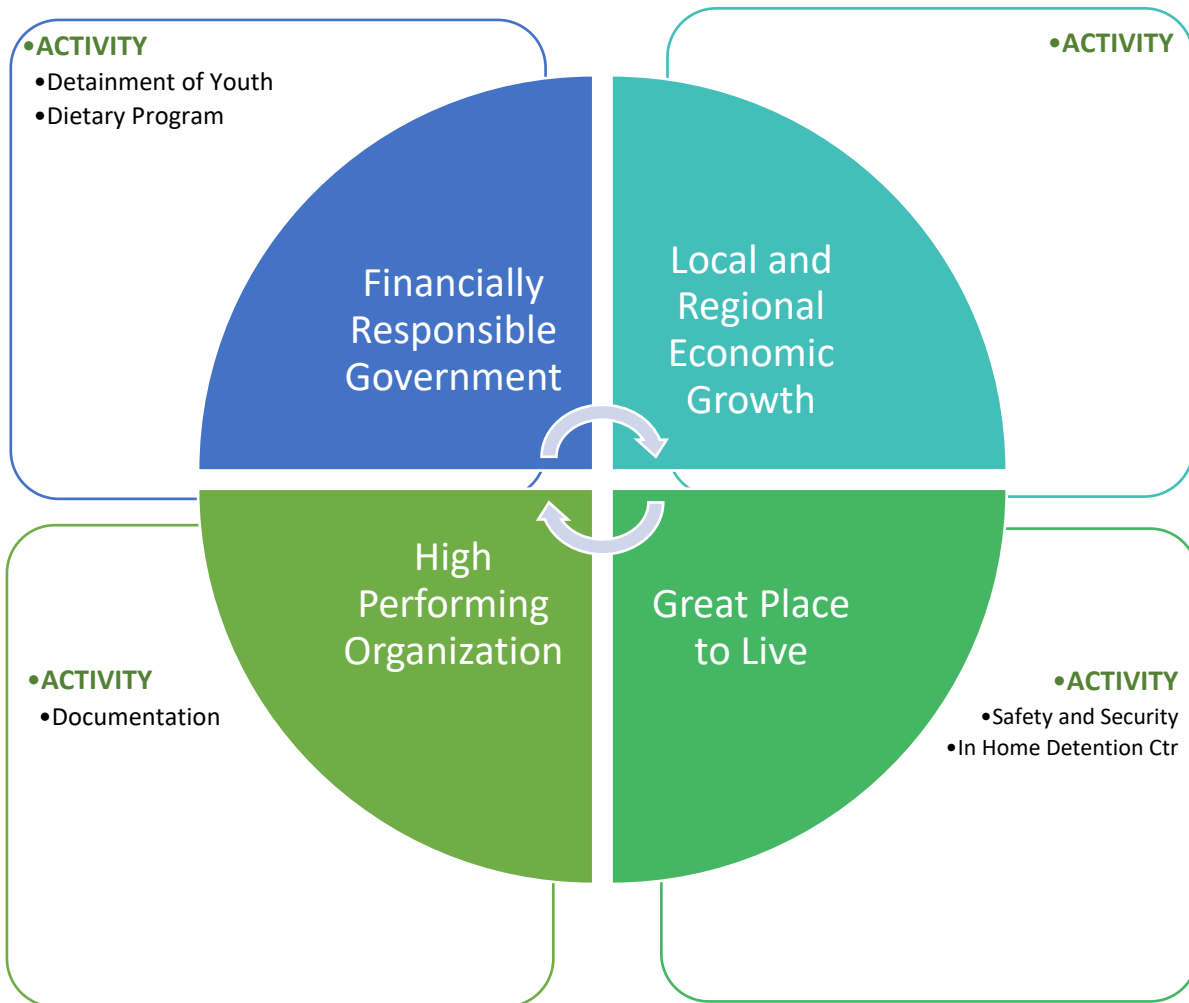
## Goals and Outcomes Top Performance Measurements

### Performance Outcome(Target):

### Analysis of Effectiveness: (How well are we doing?)

<p><b>Board:</b> To continue as a high performing organization, the County will focus on Cybersecurity and related issues</p>	<p>IT will develop and present an information security assessment and strategic plan to Administration and the Board. The assessment and plan will focus on cyber security issues, develop training, identify weaknesses and develop tasks and initiatives to address identified issues.</p>
<p><b>Management:</b> Develop Technology Assessment plan</p>	<p>The County will seek a vendor to advise and develop a technology review and action plan, designed to survey current technology assets and needs, and direction. The assessment plan will then be utilized by management to develop technology investment decisions over the next 5 year CIP.</p>
<p><b>Management:</b> Continue upgrade cycle of Information Technology Assets</p>	<p>FY 2020-22 will focus on a number of technology upgrades including network, storage, and Web content management solution. The County will seek to complete these upgrades on time with minimal impact to internal and external users.</p>

# JUVENILE DETENTION CENTER



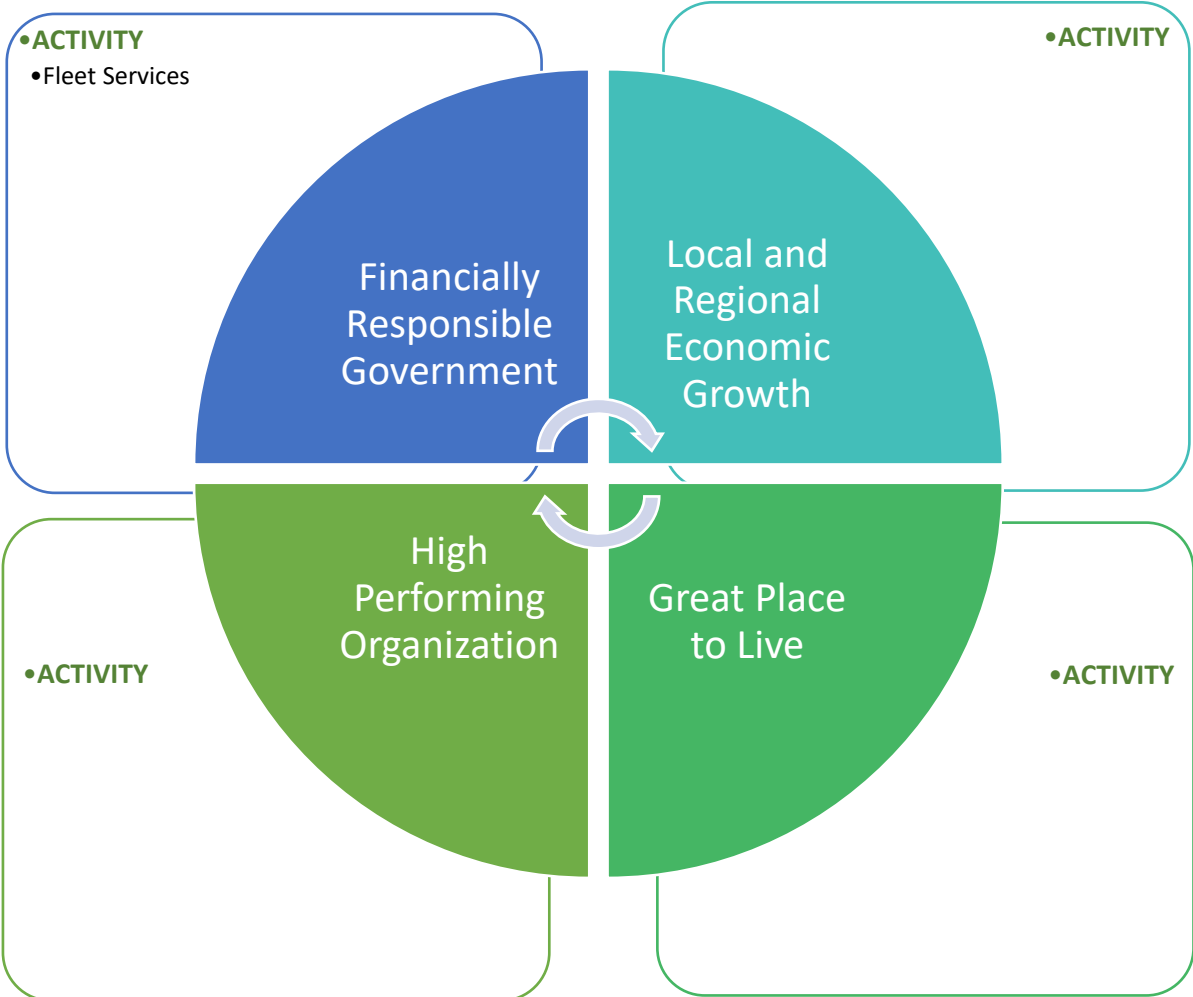
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Management</b> Address short term detention bed space needs as well as begin addressing long term bed space needs.</p>	<p>Working with JDC Residents Population Manager to develop plan to house 10 or more residents in other detention centers across Iowa. Communicating with the community and media about the need for long term bed space. Working with Administration to identify property/land for new detention center and bid building design.</p>
<p><b>Management:</b> Meet or exceed all performance measures regarding recidivism with Auto-theft accountability program.</p>	<p>Will measure every referral and to track and report out recidivism rates, 6 months and 12 months past discharge from program.</p>
<p><b>Management:</b> All Community-based diversion programs will operate in a fiscally responsible manner.</p>	<p>All Community-based diversion programs: (In-home Detention, GPS Monitoring, Youth Transition Decision-Making Program, and Auto Theft Accountability Program) will post revenues which meet or exceed expenses for the year.</p>

# NON-DEPARTMENTAL FLEET



## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Financially Responsible</p>	<p>Fleet Services works with each Sheriff Deputy to coordinate vehicle maintenance with minimal downtime and inconvenience. Fleet Services provides pick-up and delivery of vehicles, on-time service, and/or access to the county I.T. network for deputies that are waiting. In addition, a fueling station is available at Fleet Services. All of these services minimize downtime for deputies allowing them to perform their job while working in a properly maintained vehicle.</p>
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## PLANNING AND DEVELOPMENT



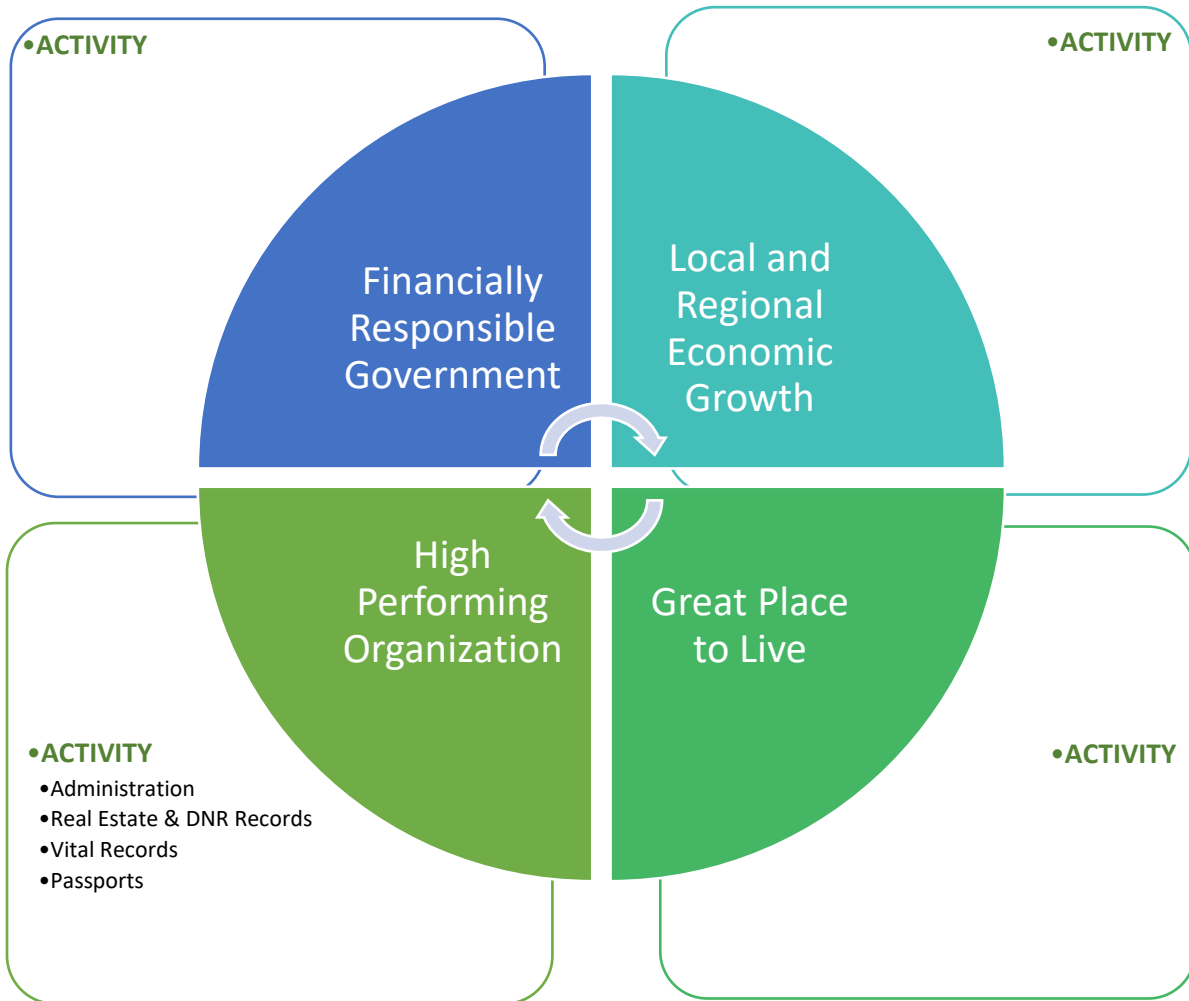
### Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Local and Regional Economic Growth</p>	<p>Planning staff serves on various Quad Cities local and regional Boards and committees. Visit Quad Cities, GDRC, Scott County Housing Council, Vera French Housing all strive to have a positive impact on the regional economy. Tourism, industrial development and quality housing are important components for economic growth. Planning Staff represents and advocated Scott County's interests and adopted Board goals to these various regional organizations.</p>
<p><b>Management:</b> High Performing Organization</p>	<p>Planning staff strives to answer all questions regarding land use, zoning and building codes as accurately as possible. Department staff also review and process all applications in a timely fashion. Building inspections are scheduled and conducted in a professional manner.</p>
<p><b>Management:</b> Great Place to live</p>	<p>Administering and applying Scott County's strict Ag Preservation land use policies is a challenging but rewarding duty. Preserving prime farm ground and protecting ag operations maintains Scott County's rural character. However, Scott County still encourages growth &amp; development to occur inside city limits which does at time occur on prime farmland. Planning staff strives to balance these sometimes conflicting goals with our recommendations and presentations on future land use.</p>

# RECORDER



## Goals and Outcomes Top Performance Measurements

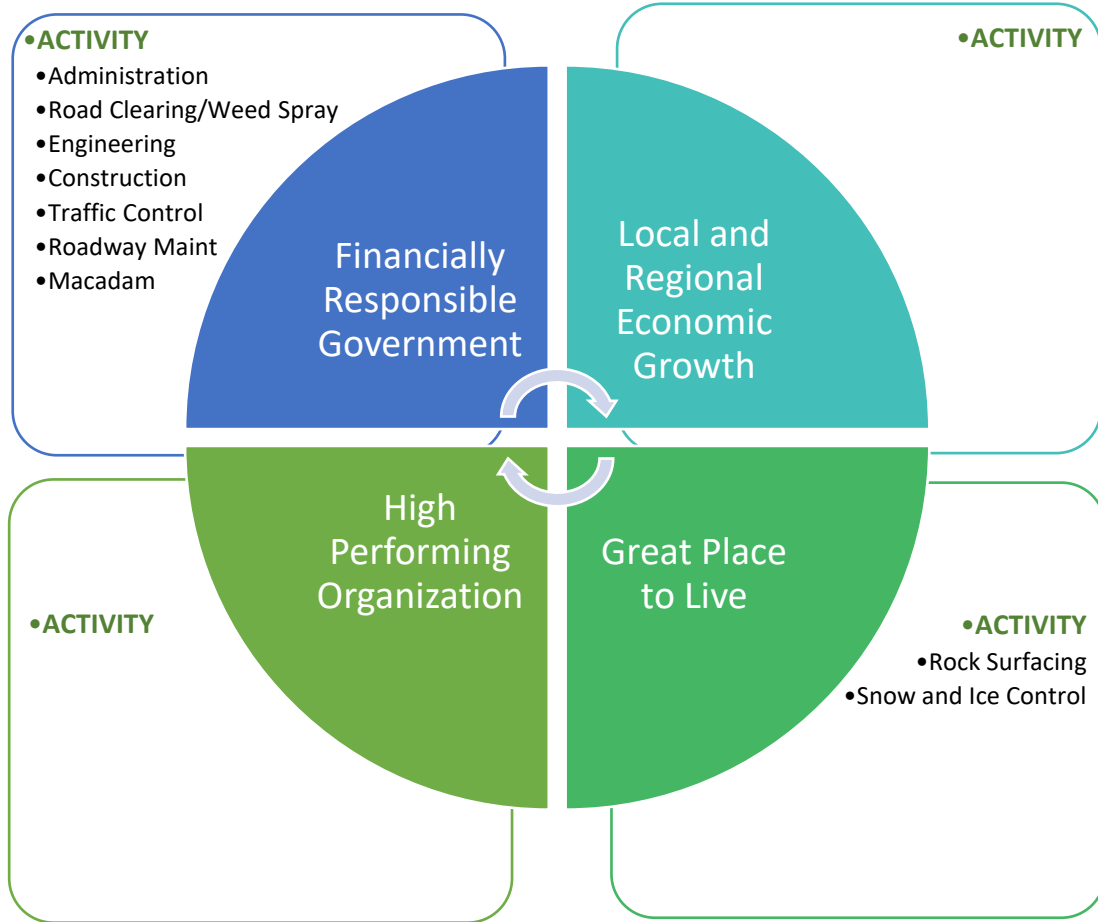
**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Management:</b> Digitize real estate documents recorded between 1971-1988.</p>	<p>Allow the public easier access to the real estate documents by digitizing them. These documents are currently on microfilm, aperture cards and books which requires those seeking this information to come to the office. We have contracted with a vendor to scan and index these documents. The estimated completion of this project is FY23.</p>
<p><b>Management:</b> Ensure timely processing of real estate recordings, vital records requests and DNR licensing</p>	<p>Cross train multi-service clerks to rotate in and out of each department seamlessly to provide timely customer service. Keep departments adequately staffed to provide all services offered by the Recorder's office.</p>
<p><b>Management:</b> Digitize birth records from 1947-1988</p>	<p>Digitize birth records to allow staff to access birth records electronically, rather than rely on old microfilm rolls that are starting to show wear/damage. Estimated completion of this is FY23.</p>



# SECONDARY ROADS



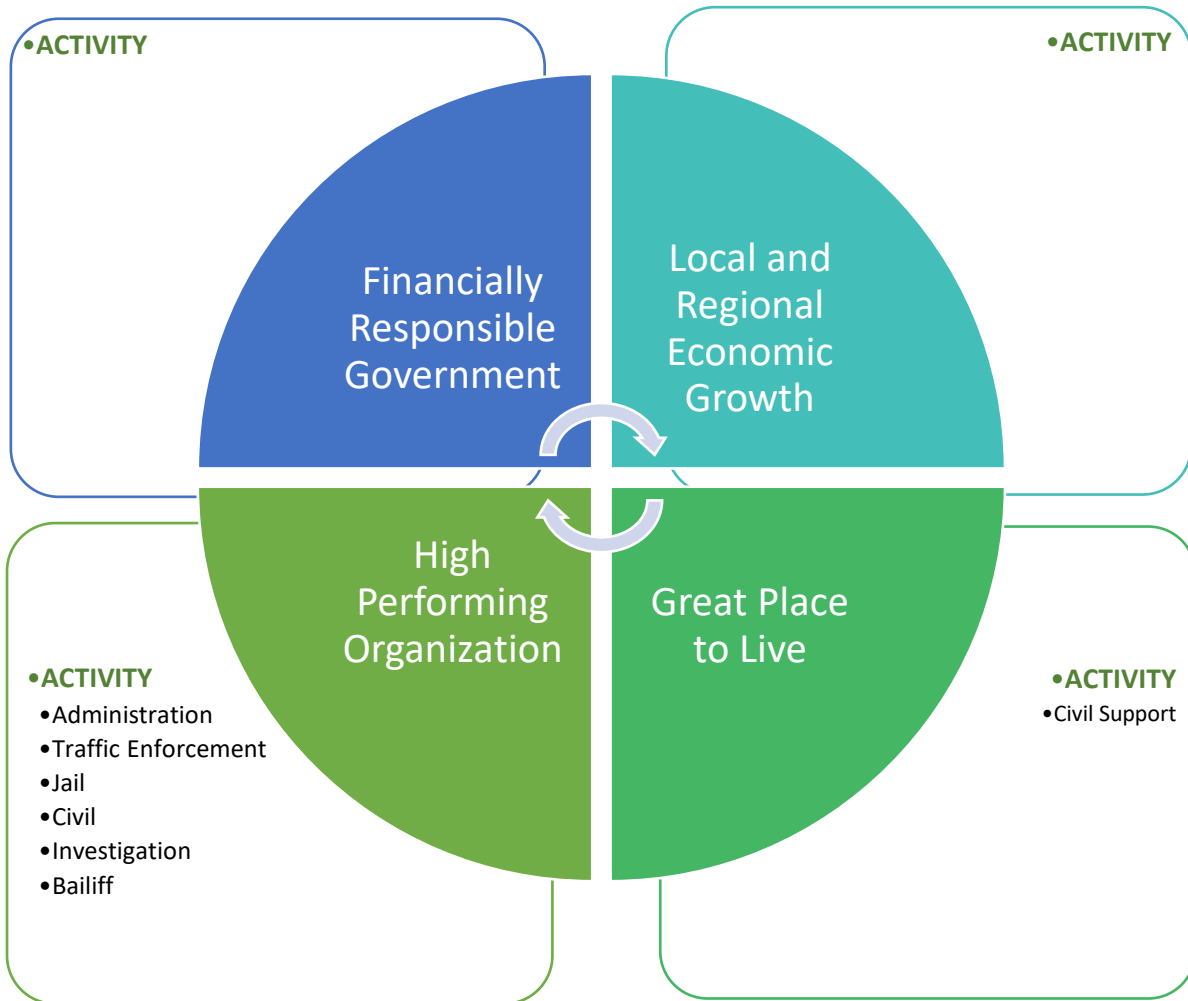
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Financially Responsible Government</p>	<p>By actively pursuing alternative funding sources, our department and the Muscatine County Secondary Roads Department worked together to secure state-aid funding for resurfacing F58 (200th Street) from Durant to Walcott. Our agencies share maintenance responsibilities of this severely deteriorated county line road that averages 3,060 vehicles per day. Scott County will receive a total of \$2,600,000 state-aid funding and Muscatine County will receive a total of \$2,100,000 of state-aid funding combined with \$500,000 of Farm-to-Market funding toward the estimated project cost of \$5,100,000.</p>
<p><b>Management:</b> Great Place to Live</p>	<p>A winter weather roads operations for emergency response plan was created to coordinate support services for emergency situations during winter weather emergencies in Scott County. When the National Weather Service advises the possibility of an extreme winter storm, our department, Emergency Management, Law Enforcement, Volunteer Fire Departments and Medic work together to inform each other of our planned operations, how we can assist each other, and how we will communicate during the event. This is to provide a quick and efficient response to emergencies.</p>
<p><b>Management:</b> Financially Responsible Government</p>	<p>With the help of an engaged and passionate group of Scott County citizens, our department created an Adopt-A-Prairie Program to re-establish native vegetation in the roadsides. The program was established in 2016 and has grown over the past 5 years. Our department works each year, including FY23, to acquire native grass seed from the State of Iowa Transportation Alternatives Program at no cost to Scott County. Our Roadside Specialist has been promoting the program to Scott County residents and has seen an increase in requests. The program requires residents to take some ownership of the plantings and help with maintenance. This reduces our overall maintenance costs while benefiting the environment.</p>

# SHERIFF



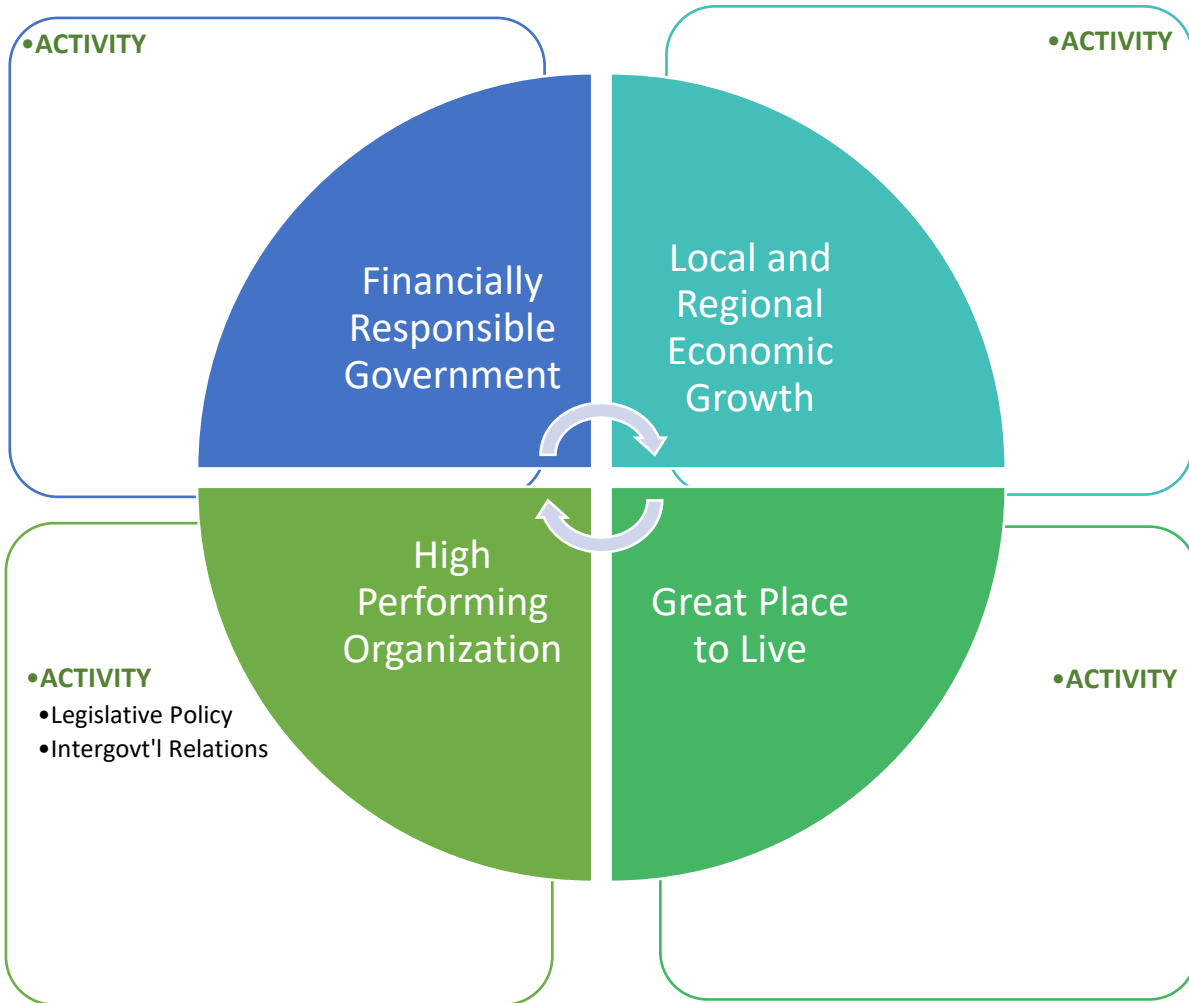
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> High Performing Organization</p>	<p>Adhering to the BOS' personnel study for the SO will increase the number of deputies in Patrol by 5 &amp; increase the number of lieutenants in CID from zero to one. This will increase our coverage/visibility in the County, decrease response times to incidents and increase our probability of solving crimes. We can do more, with more.</p>
<p><b>Management:</b> A Great Place to Live</p>	<p>We will continue to attend and participate in bi-weekly meetings with local community groups to focus on reducing racial disparities in all contacts between Scott County law enforcement and minorities. We are providing the community with a direct and on-going voice with local law enforcement agencies.</p>
<p><b>Management:</b> Financially Responsible Government</p>	<p>Upgrading our jail facility for inmate safety and additional housing will decrease our out of County costs to house inmates, decrease our transportation costs between our facility and out of County facilities and the upgrade cost is expected to pay for itself in 5 to 7 years.</p>

# BOARD OF SUPERVISORS



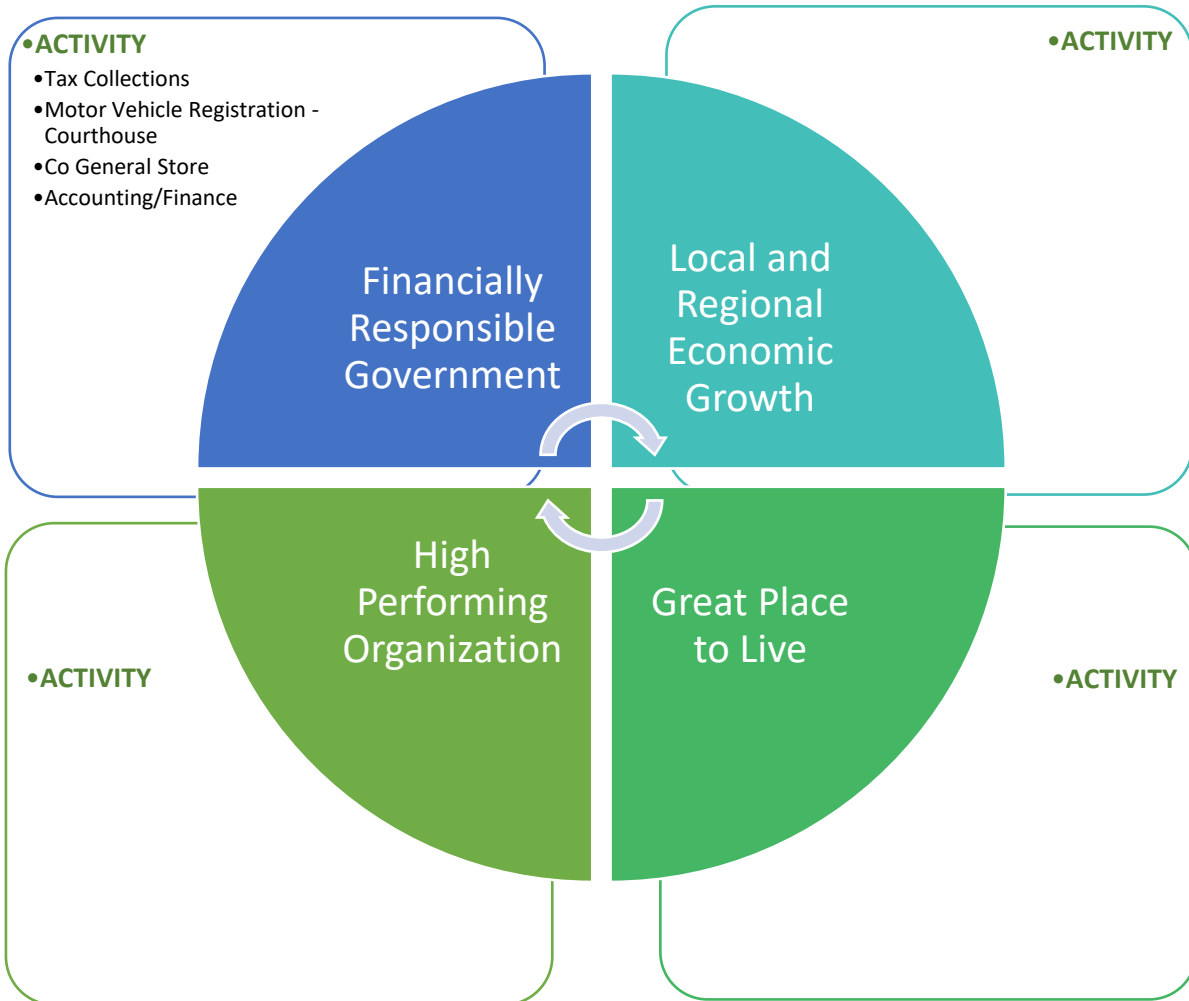
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Develop plan of Juvenile Detention and Jail capacity shortages.</p>	<p>Work with County officials to develop and fund a plan that addresses short and long term capacity remedies. The program review will include reviewing effective and efficient responses to crime.</p>
<p><b>Board:</b> Develop and assess service plan review for residents of Park View (unincorporated Scott County)</p>	<p>Develop plan for services and infrastructure needs for residents of Park View and identify the resources to address the needs of the residential area.</p>
<p><b>Board:</b> Develop plan for long term capital plan for campus facilities, space utilization and road / bridge improvement plan.</p>	<p>Continue developing budgeting for services and address internal capital resources and space utilization and servicing the unincorporated road and bridge improvement plan.</p>

# TREASURER



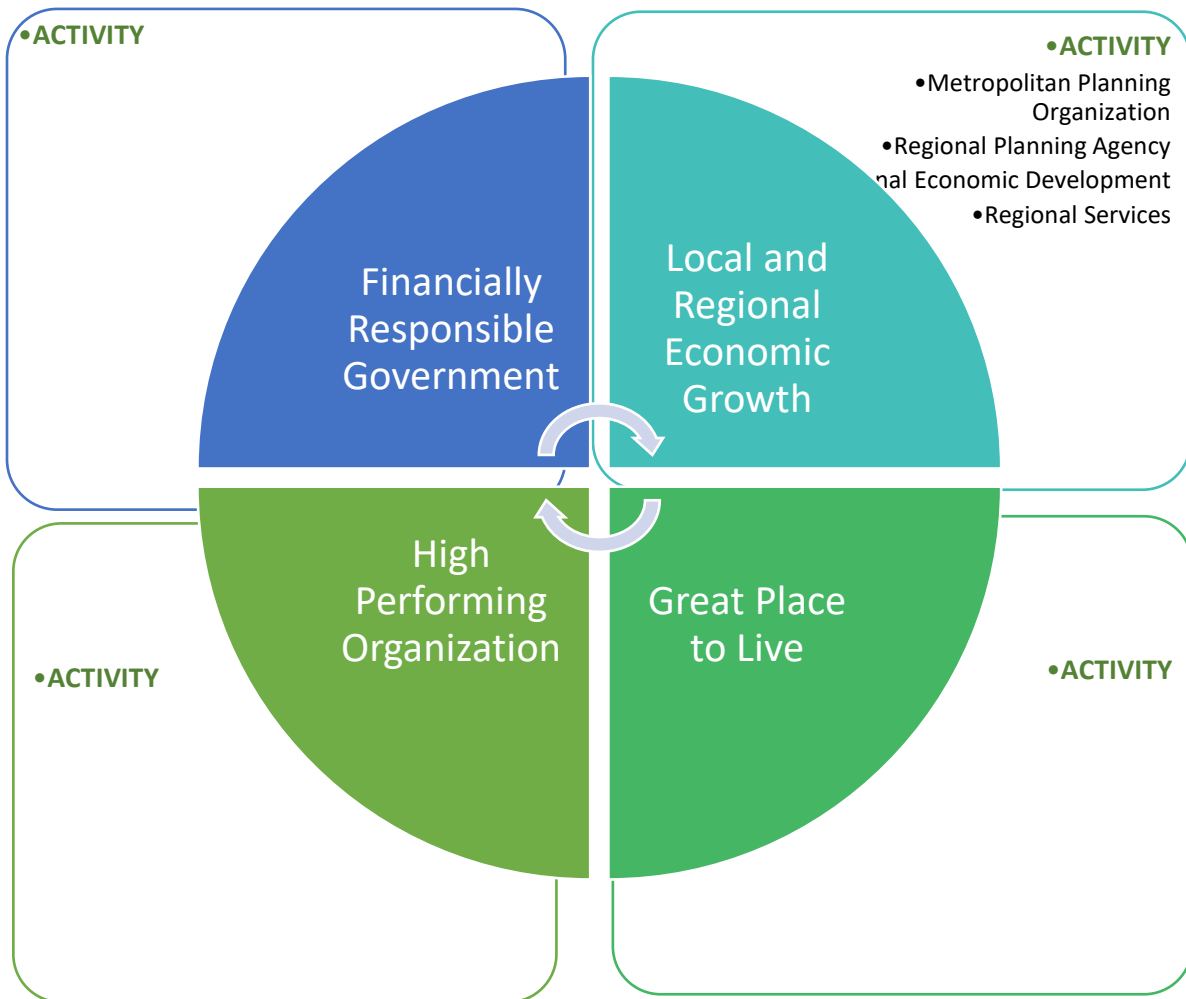
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Financially Responsible Government</p>	<p>Investment earnings at least 10 basis points above the Federal Funds Rate. This target connects to the Financially Responsible board goal to show that the County is investing all idle funds safely, with proper liquidity, and at a competitive rate.</p>
<p><b>Management:</b> High Performing Organization</p>	<p>90% of results from customer surveys in regards to the service received is positive. This outcome could connect to the High Performing Organization board goal to show how responsive and courteous the County is to the needs of the residents.</p>
<p><b>Management:</b> High Performing Organization</p>	<p>Evaluate and provide secure and convenient pay apps for County citizens. This outcome could connect to the High Performing Organization board goal to show how responsive the County is to the needs of the residents and the changing technology environment.</p>

# BI-STATE REGIONAL COMMISION



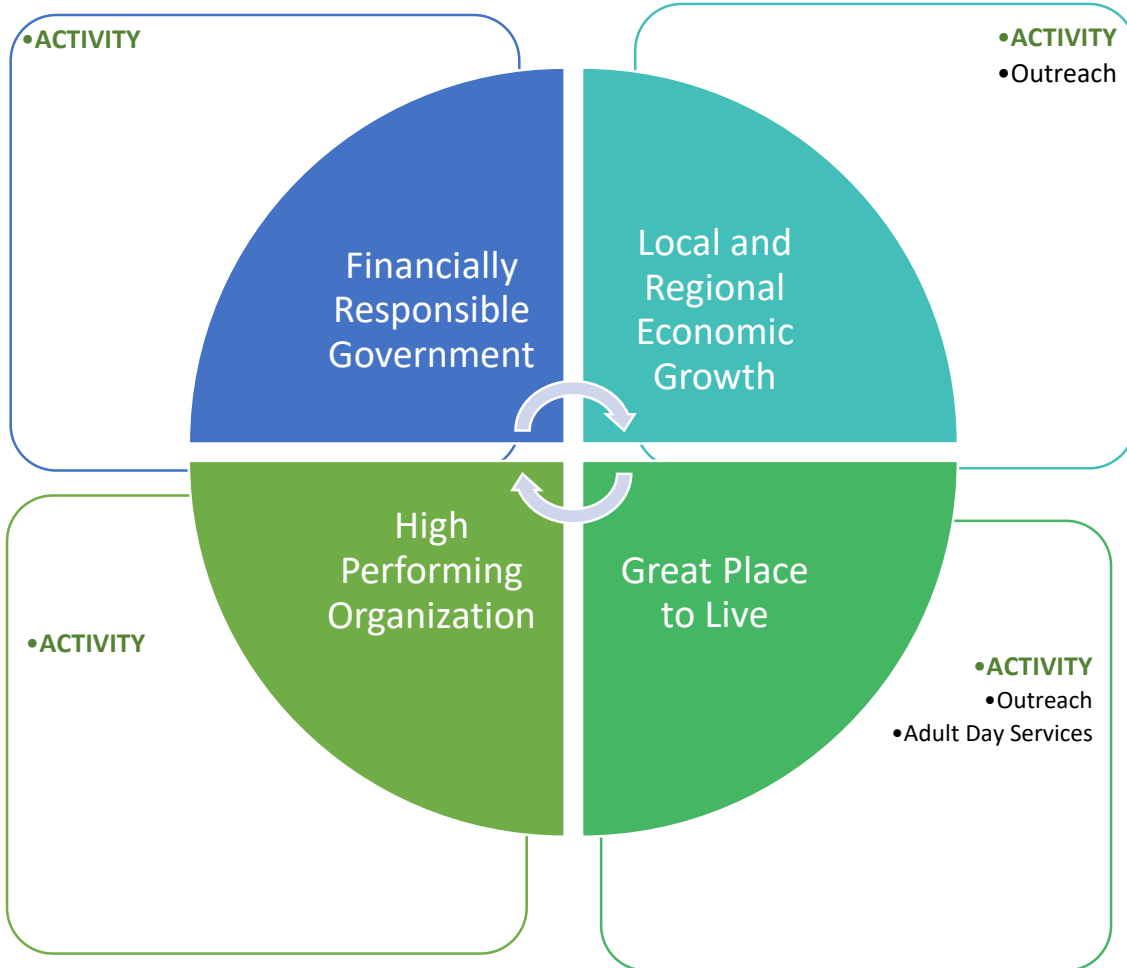
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Management:</b> MPO Long Range Plan complete</p>	<p>Success will be measured when the plan writtten under new guidelines is approved by Federal Highway Administration and Illinois &amp; Iowa Departments of Transportation and is inclusive of all modes.</p>
<p><b>Management:</b> CEDS Update complete</p>	<p>Success will be measured when the Comprehensive Economic Development Strategy Update is approved by Economic Development Administration and is inclusive of overarching economic goals of the five-county region which will be used to support economic development partners.</p>
<p><b>Management:</b> Implement Mississippi River Ports of Eastern Iowa and Western Illinois / Grant Writing</p>	<p>Success will be measured with interaction of project partners and beginning to prepare web based port/terminal map. Success will be measured by the amount of grants written for projects that improve quality of life.</p>

# CENTER FOR ACTIVE SENIORS, INC (CASI)



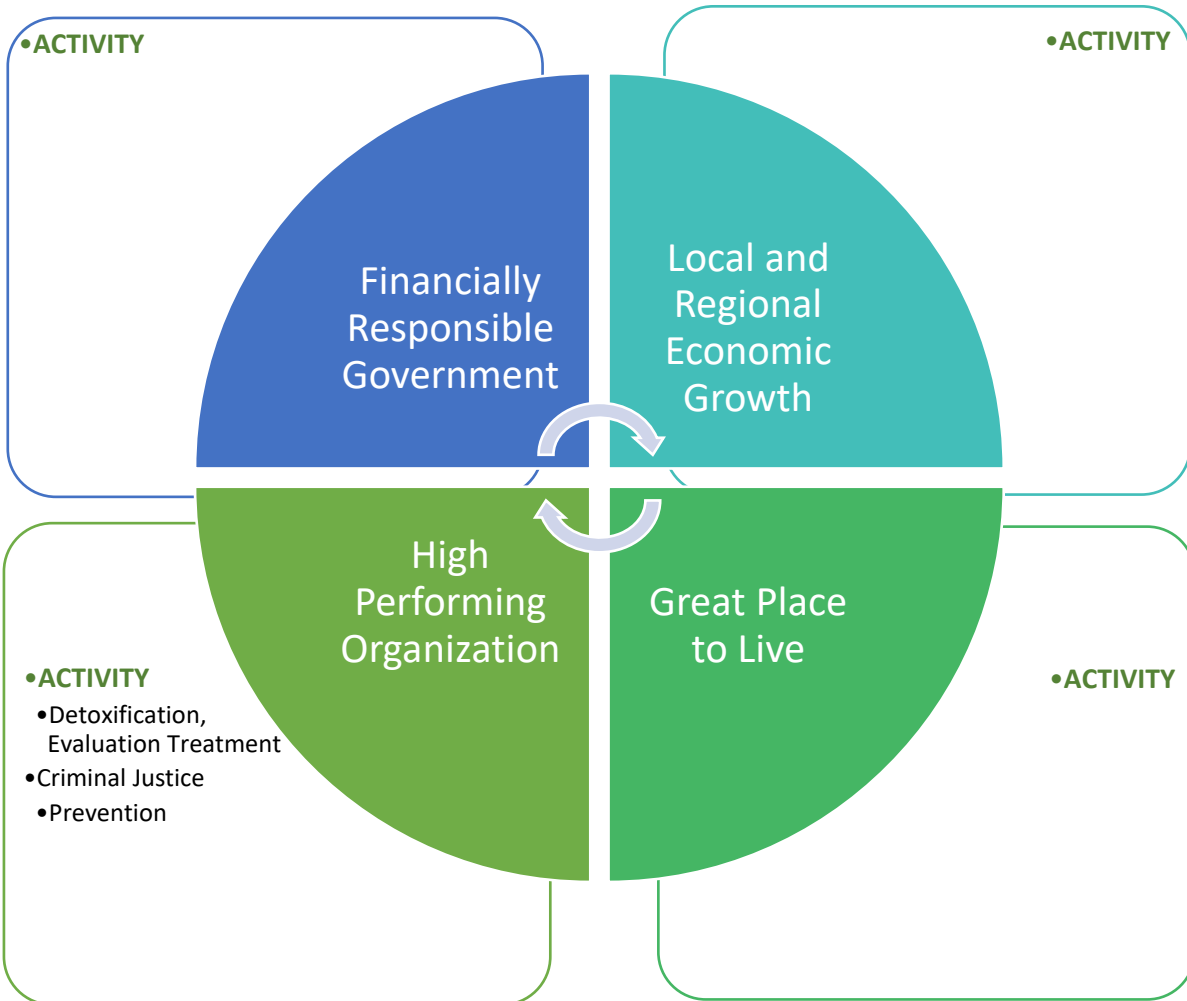
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Management:</b> CASI enriches the quality of life of older adults by providing seniors with the community connections and supportive services they need to maintain independence and age with dignity and grace, making Scott County a great place to live.</p>	<p>CASI's effectiveness is measured with a variety of assessments, surveys, one-on-one conversations and applications with the goal of connecting and supporting participants at a time when cognitive and physical health services may fall out of reach. These measurements show the impact that CASI's supportive services are having on Scott County seniors, their family members, and caregivers.</p>
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# CENTER FOR ALCOHOL & DRUG SERVICES (CADS)



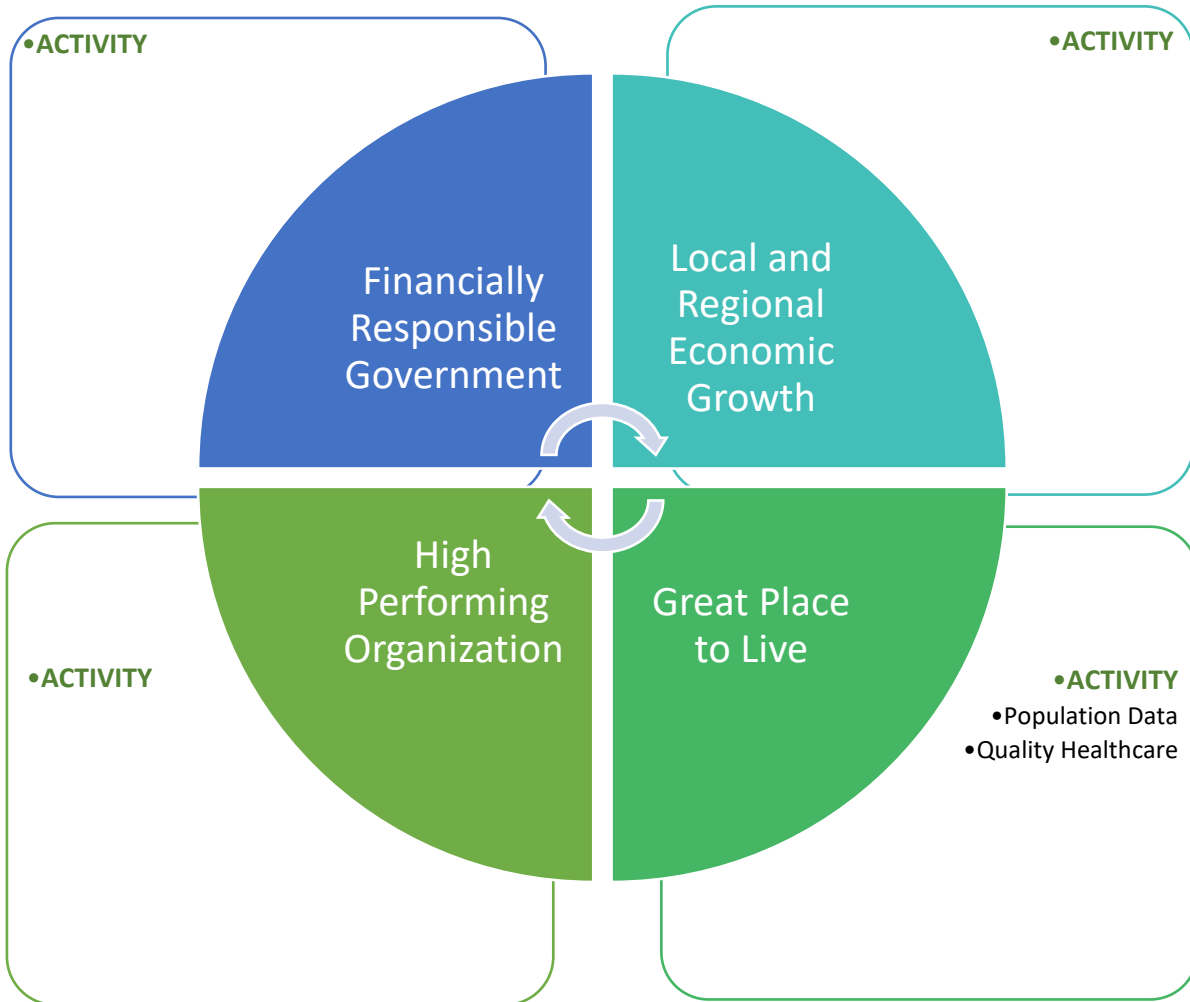
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Management:</b> Clients will successfully complete detoxification.</p>	<p>Clients who enter detoxification will successfully complete that process and not discharge against advice and will transition to a lower level of care.</p>
<p><b>Management:</b> Individuals receiving prevention services will gain skills and education on substance issues.</p>	<p>Scott County residents receiving programming will report an increase of substance knowledge or life skills in dealing with substance use issues.</p>

# COMMUNITY HEALTH CARE (CHC)



## Goals and Outcomes Top Performance Measurements

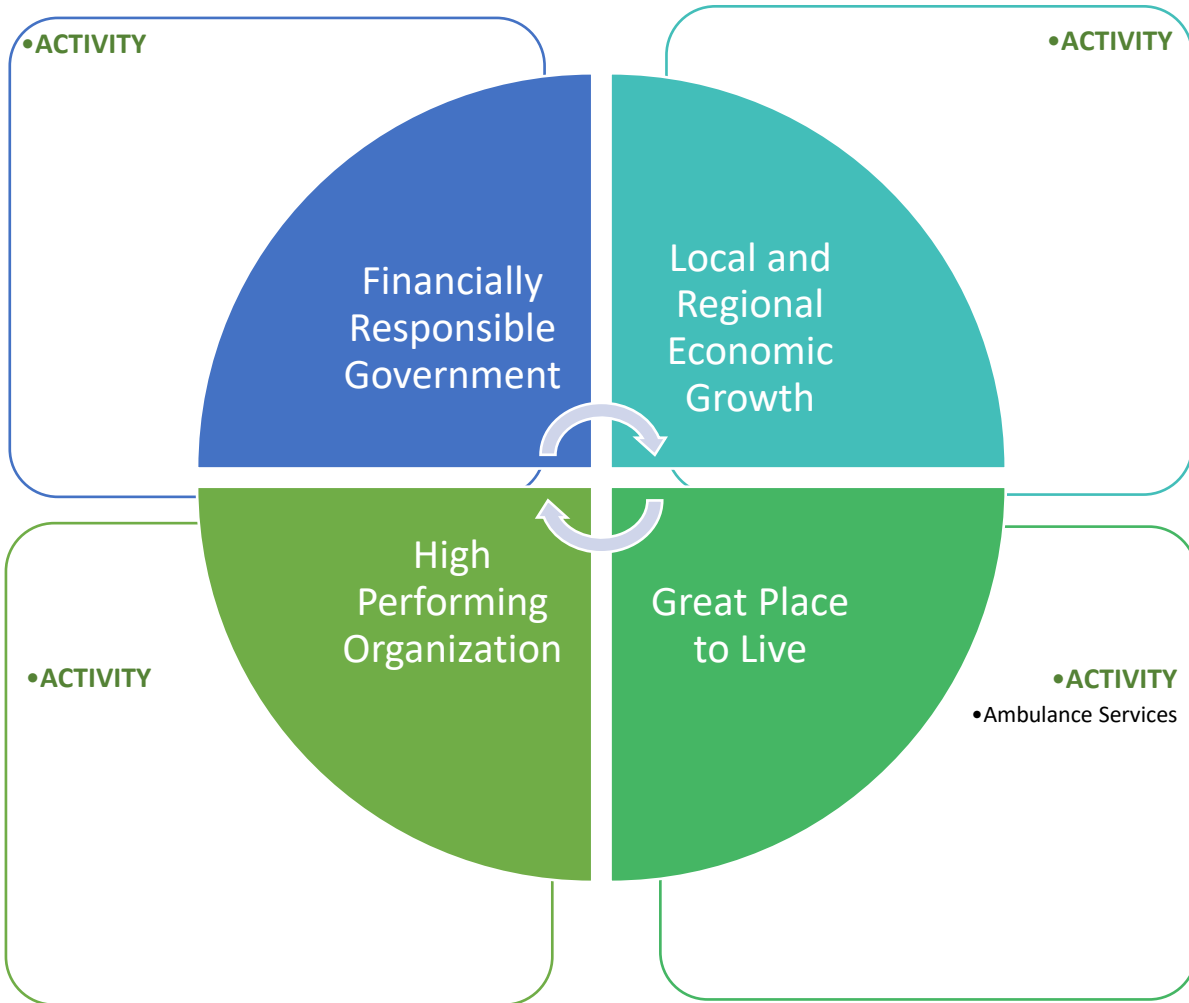
**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Management:</b> CHC will provide quality healthcare for all making Scott County a great place to live.</p>	<p>Increase CHC's patients served in Scott County from 13,307 to 14,000 in FY23.</p>
<p><b>Management:</b> CHC will provide quality healthcare for all making Scott County a great place to live.</p>	<p>Increase enrollment to 50 patients in CHC's Serious Mental Illness(SMI) and Substance Use Disorder(SUD) care management program.</p>
<p><b>Management:</b> CHC will provide quality healthcare for all making Scott County a great place to live.</p>	<p>Increase the number of Scott County patients utilizing the medical sliding fee program from \$3,488 to \$3,525 and the pharmacy sliding fee program from \$2,017 to \$2,075.</p>



# DURANT AMBULANCE



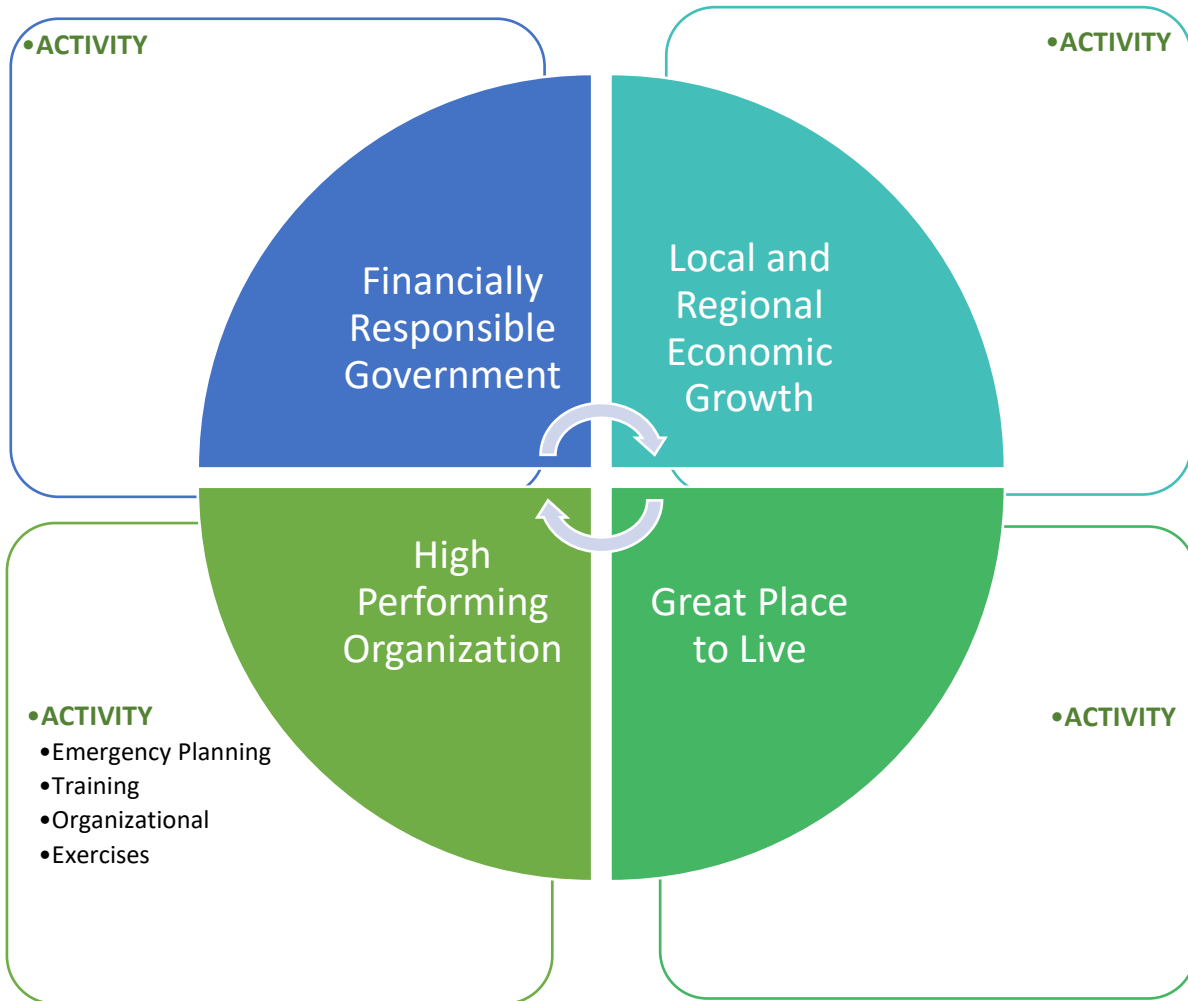
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Great Place to Live - Emergency medical treatment and transport</p>	<p>To respond to 911 call within 20 minutes 90% of the time.</p>
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# EMERGENCY MANAGEMENT AGENCY (EMA)



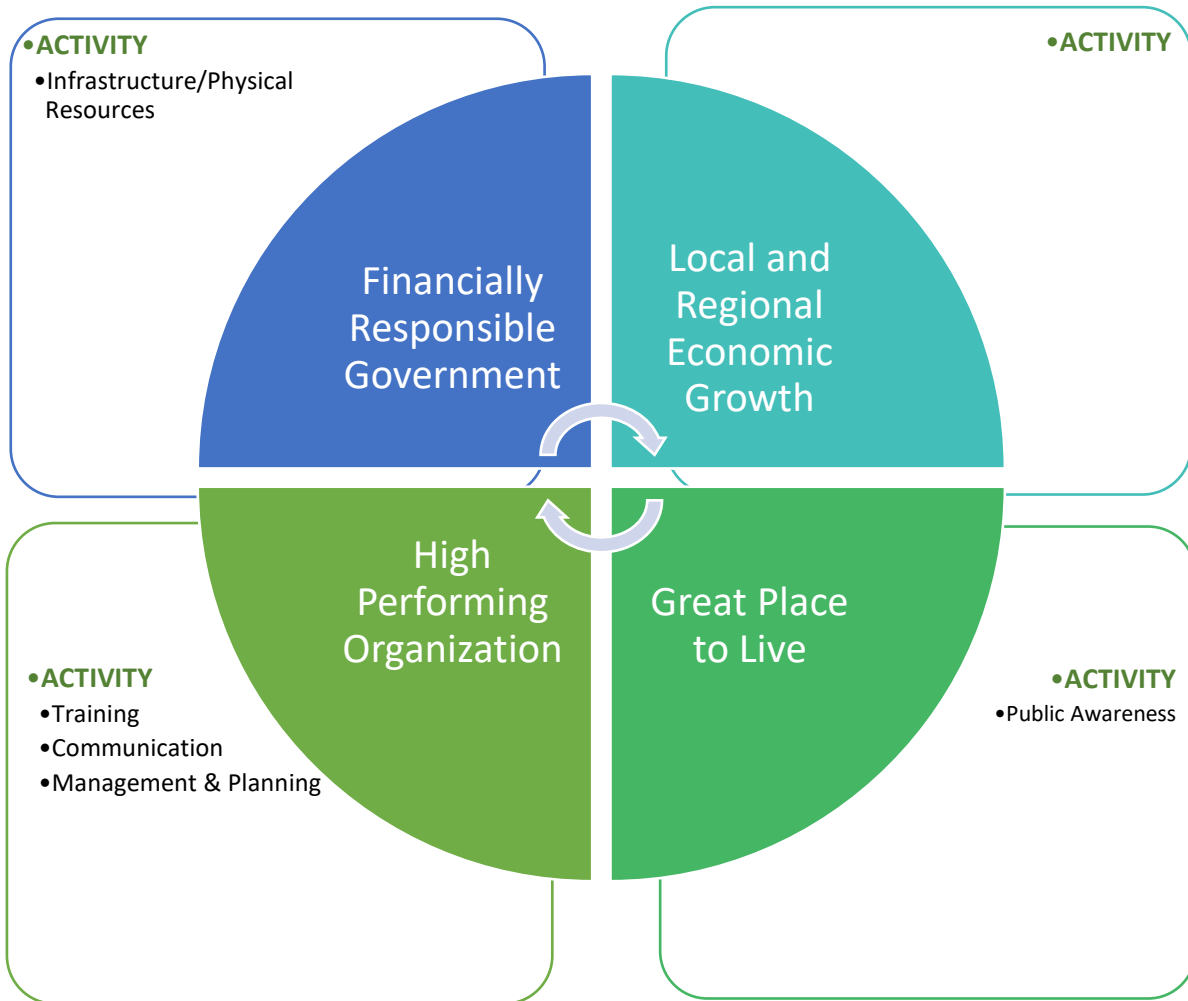
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Manage multiple FEMA Public Assistance projects through the process; provide consultation to other units of government</p>	<p>Above 90% rate of reimbursement; no subsequent findings; closeout</p>
<p><b>Management:</b> Conduct after action reviews for "real world" events of the past 12 months; identify gaps and opportunities for improvement</p>	<p>Completed improvement plans, revisions to response plans and testing of revisions</p>
<p><b>Management:</b> Close out current response activities and stand down emergency operations center</p>	<p>Complete remaining response activities, activate recovery objectives and return to non-response modes of operation.</p>

# SCOTT EMERGENCY COMMUNICATION CENTER(SECC)



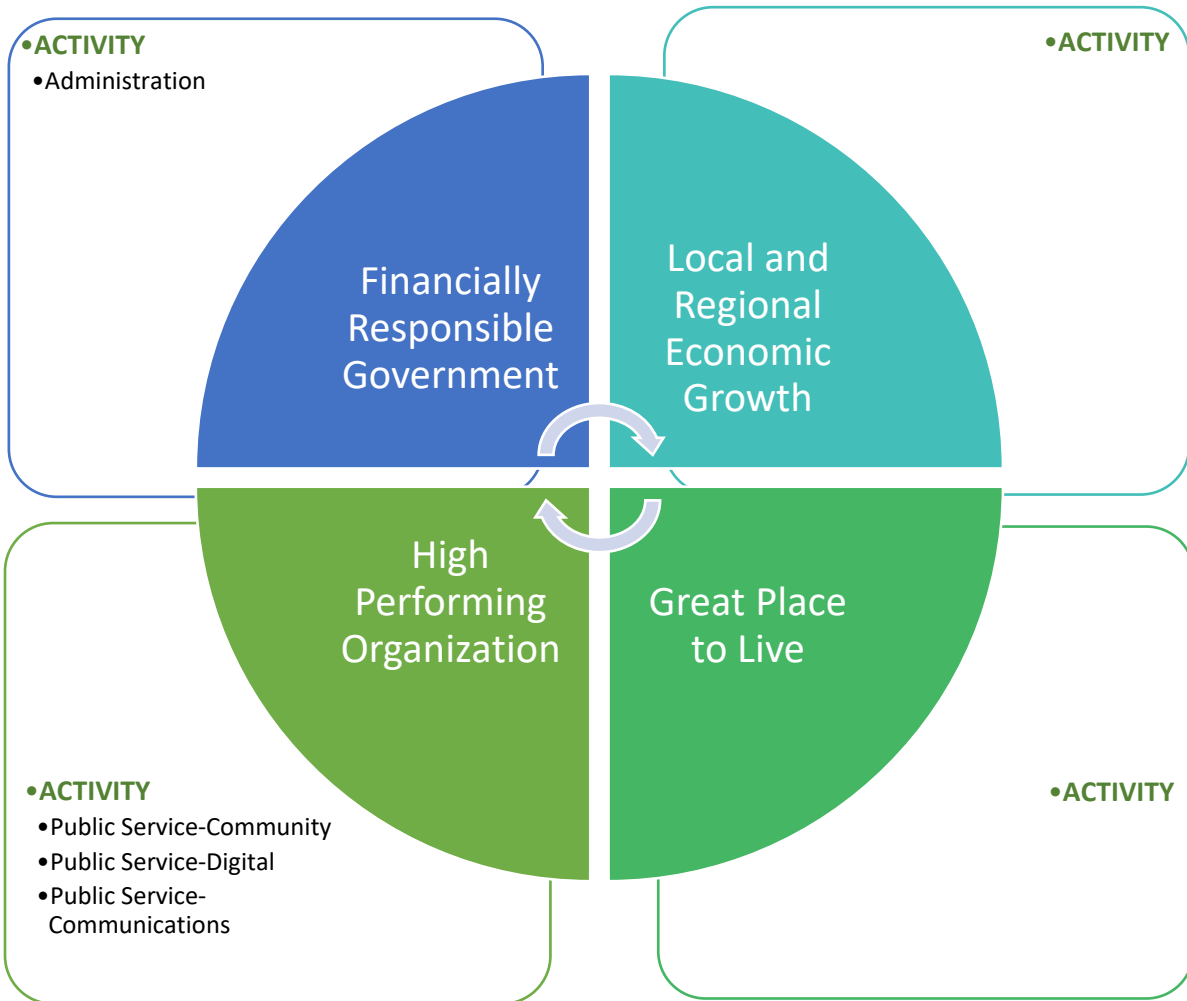
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Develop goals, objectives and procedures for agency quality assurance and training programs</p>	<p>Engage stakeholders and promulgate goals and objectives. Implement policies and procedures.</p>
<p><b>Management:</b> QC P-25 Radio Project</p>	<p>Successful substantial completion of radio project; deployment of end user devices in progress or planned; all interoperability issues identified and solutions in process.</p>
<p><b>Management:</b> Strategic Planning and Teambuilding</p>	<p>Develop and implement a process to lead the organization through a strategic planning and teambuilding effort; engage at all levels of the organization; develop goals and objectives and begin implementation;</p>

# COUNTY LIBRARY



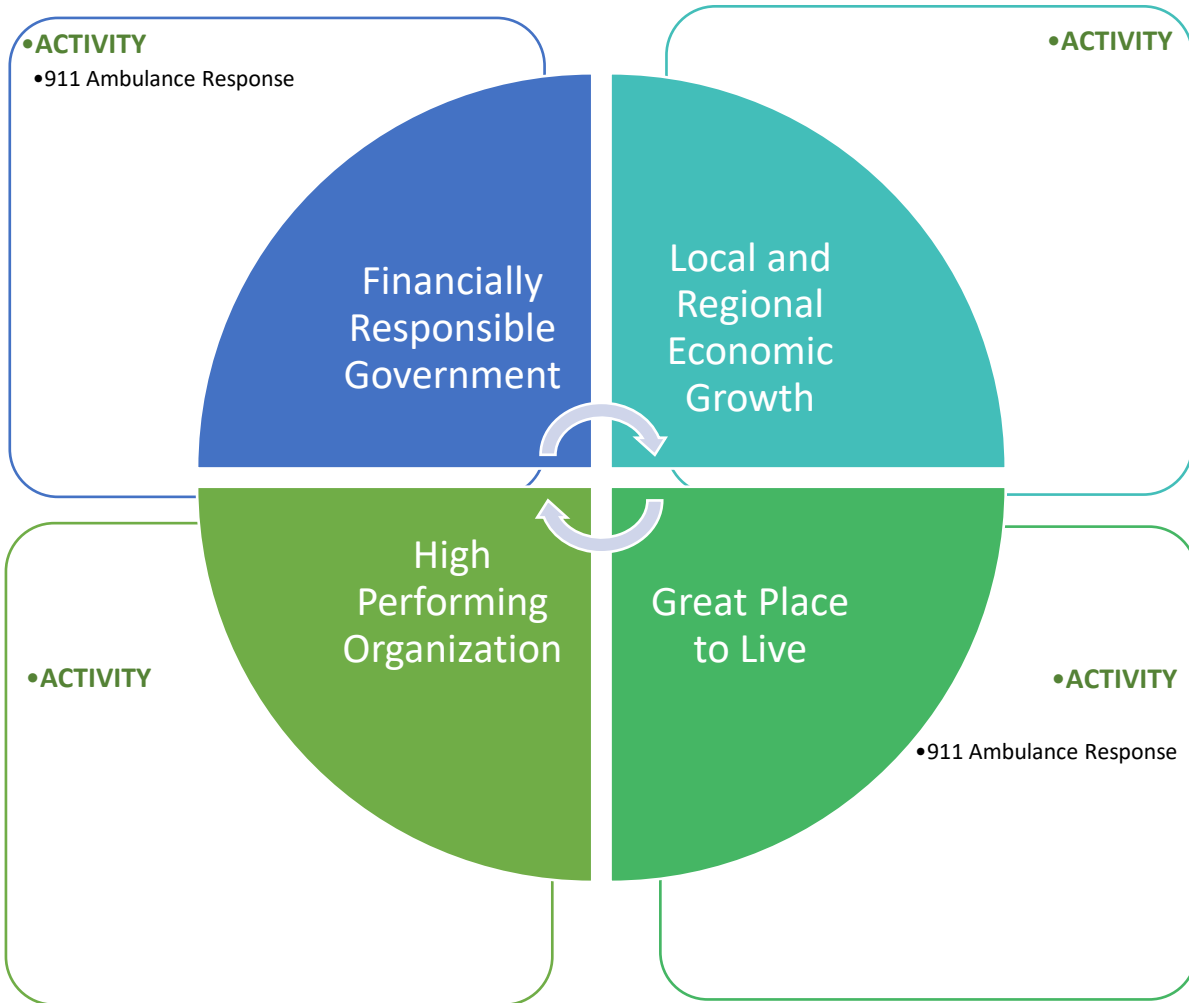
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Management:</b> Increase Community Engagement</p>	<p>The Library will offer a variety of programming services to increase our community engagement.</p>
<p><b>Management:</b> Expand Library Access</p>	<p>The Library will expand access through in -person, virtual and special events. The Library will increase its online presence, community partnerships and increase marketing strategies to expand usage and participation in the library system.</p>

# MEDIC AMBULANCE SERVICE



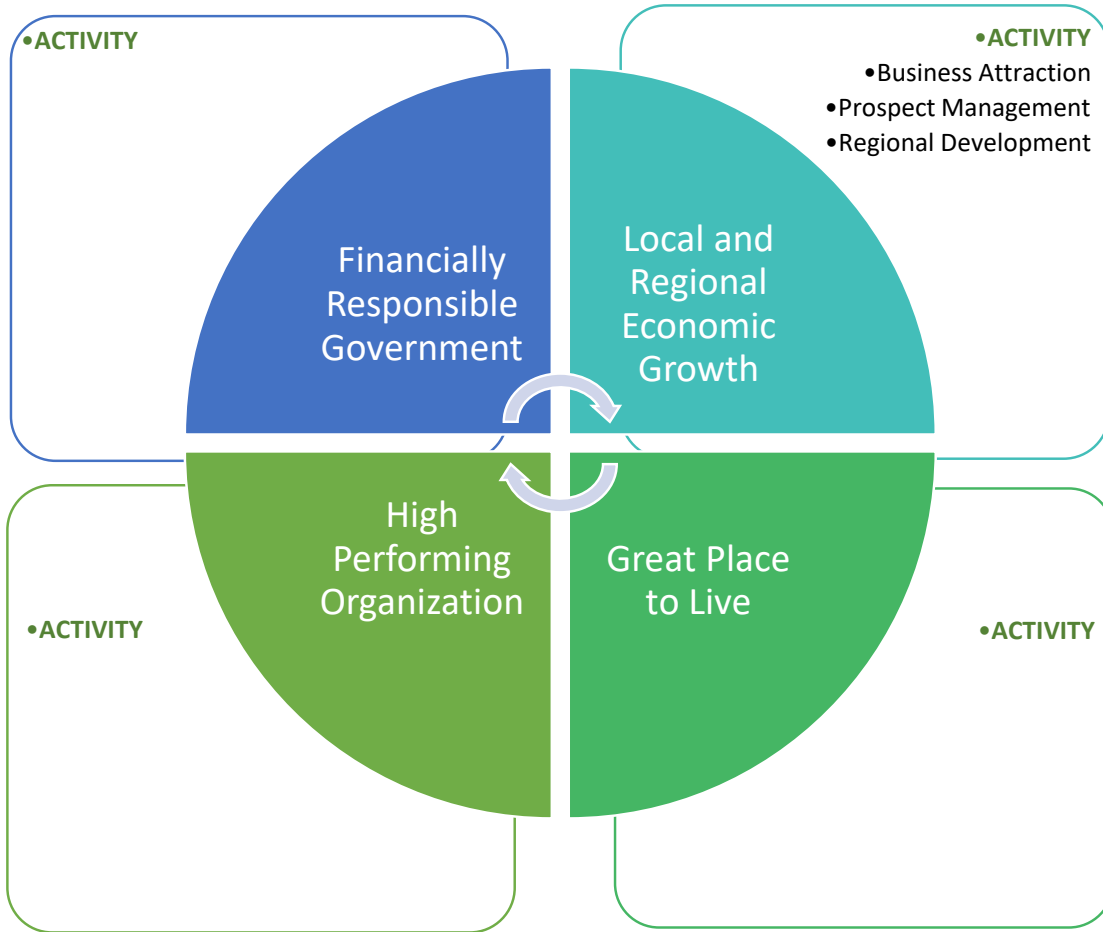
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Evaluate/determine an optimal, sustainable organizational structure of MEDIC EMS</p>	<p>Collaborative Legal and Financial evaluation by Scott County and the cities of Davenport and Bettendorf to determine the revenue and expense associated with the transition from a 501c3 to a 28E organization.</p>
<p><b>Management:</b> Ensure that ambulance response times are maintained in a safe and acceptable range.</p>	<p>Monitor metro and rural ambulance response times to achieve goals at 90% reliability.</p>

# QUAD CITIES CHAMBER



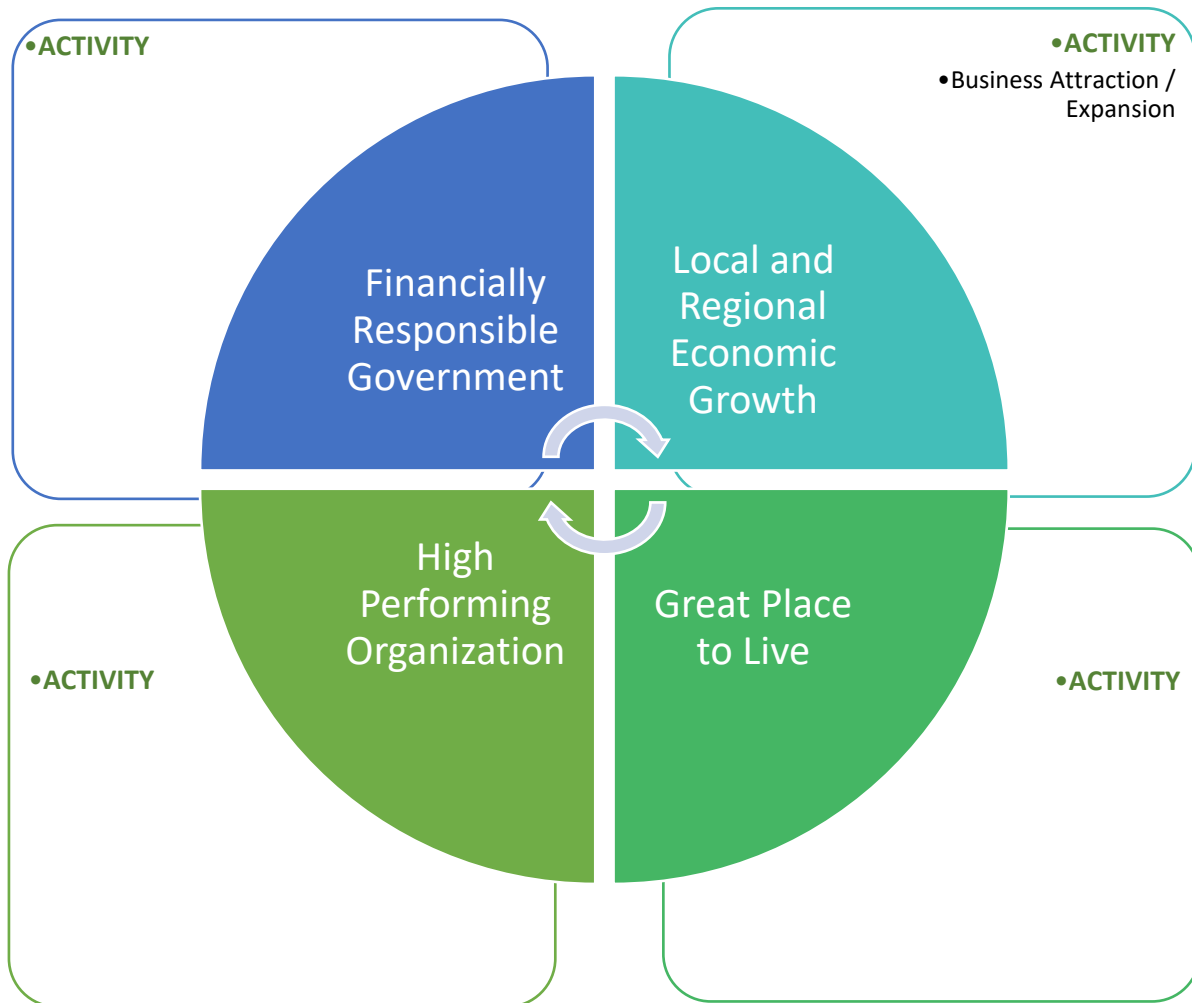
## Goals and Outcomes Top Performance Measurements

**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<b>Board:</b> Regional Economic Growth	Total resource assists to support business growth, target >500 per year.
<b>Management:</b> Regional Economic Growth	Total new attraction and/or expansion projects identified, target of 50/year.
<b>Management:</b> Regional Economic Growth	Quad Cities Chamber First involvement produced successful economic development projects, reporting actual numbers annually for: that resulted in \$100 million in capital investment and \$50 million in new payroll. <ul style="list-style-type: none"> <li>• Businesses locating in the region                         <ul style="list-style-type: none"> <li>o By industry</li> </ul> </li> <li>• Businesses retained and/or expanded                         <ul style="list-style-type: none"> <li>o By industry</li> </ul> </li> <li>• Capital Investment Announced</li> <li>• Direct Jobs Announced (new and retained)</li> <li>• New Direct Payroll</li> <li>• Average Salary</li> <li>• Economic Impact Calculated</li> </ul>

# GREATER DAVENPORT REDEVELOPMENT CORPORATE (GDRC)



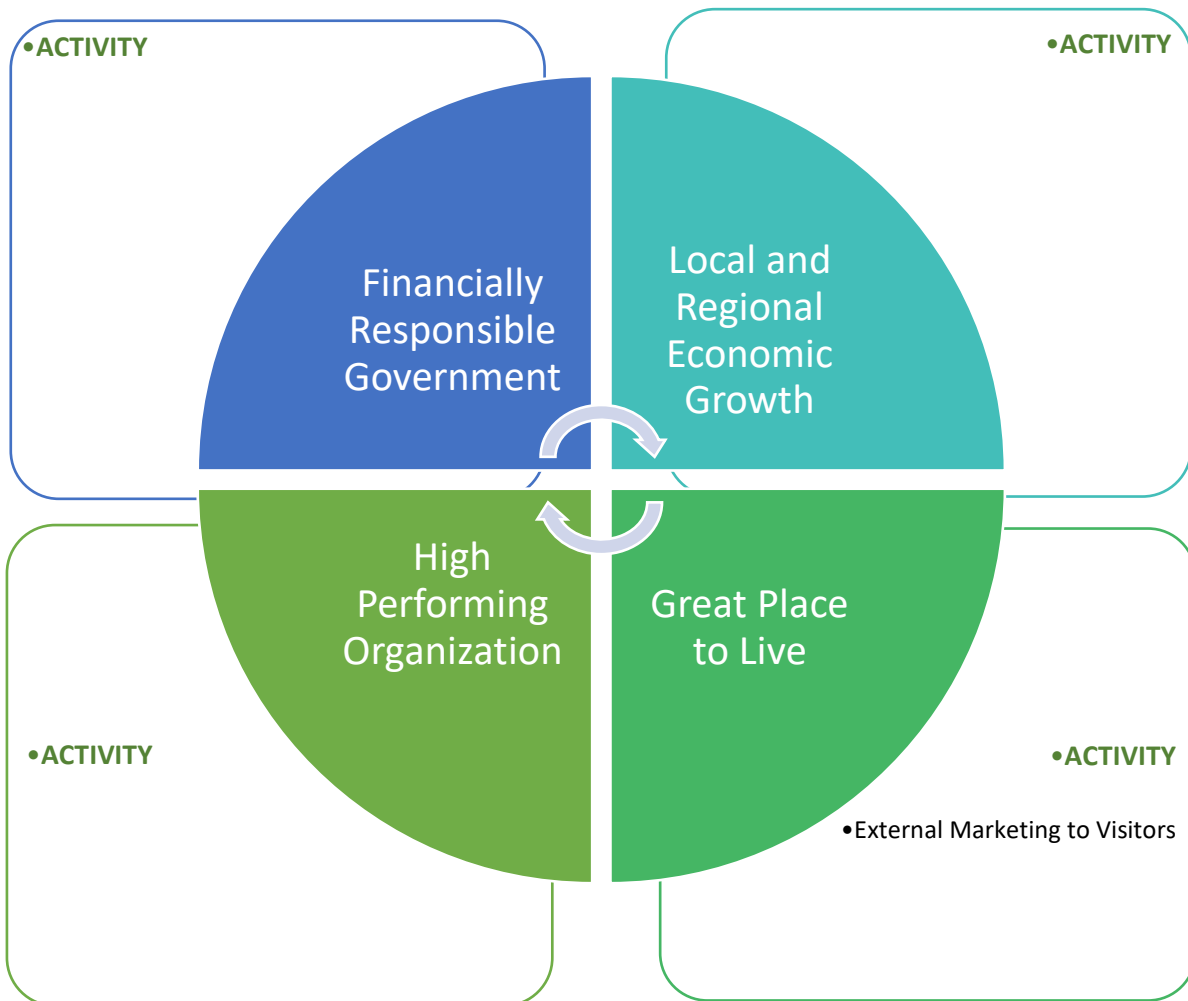
## Goals and Outcomes Top Performance Measurements

### Performance Outcome(Target):

### Analysis of Effectiveness: (How well are we doing?)

<p><b>Board:</b> GDRC purpose is to directly support business attraction and development for the City of Davenport, Iowa, through the acquisition, development and sale of industrial property in the EIIC.</p>	<p>The effectiveness of GDRC relative to Economic Growth can be measured through land sales, increased assessed valuation and creation of jobs. According to the Chamber, the EIIC generates a total economic impact of \$781M, \$50.6M in annual payroll, and created 1266 new jobs in the 4 million square feet of buildings developed within the center. Mid American Energy is under construction on their 188K sq. ft facility, I80 AIP LLC has broken ground on a 100K sq. ft. building, and Amazon is under construction on the 158-acre site that GDRC sold them in June. Additionally, two more parcels are set to close before year end, and there is a LOI on a third.</p>
<p><b>Management:</b> The GDRC Board is the management function of GDRC, utilizing an Executive Director to perform the daily tasks needed to accomplish the Outcome.</p>	<p>In addition to negotiating the sale of property, the Executive Director is responsible for managing the maintenance and operating expenses of the EIIC as well as liaison between GDRC and the owners. Sales and operating expenses are regularly tracked. GDRC purchased and the sold to Amazon 158 acres, and recertified the EIIC under the State of Iowa Certified Site program.</p>

# VISIT QUAD CITIES



## Goals and Outcomes Top Performance Measurements

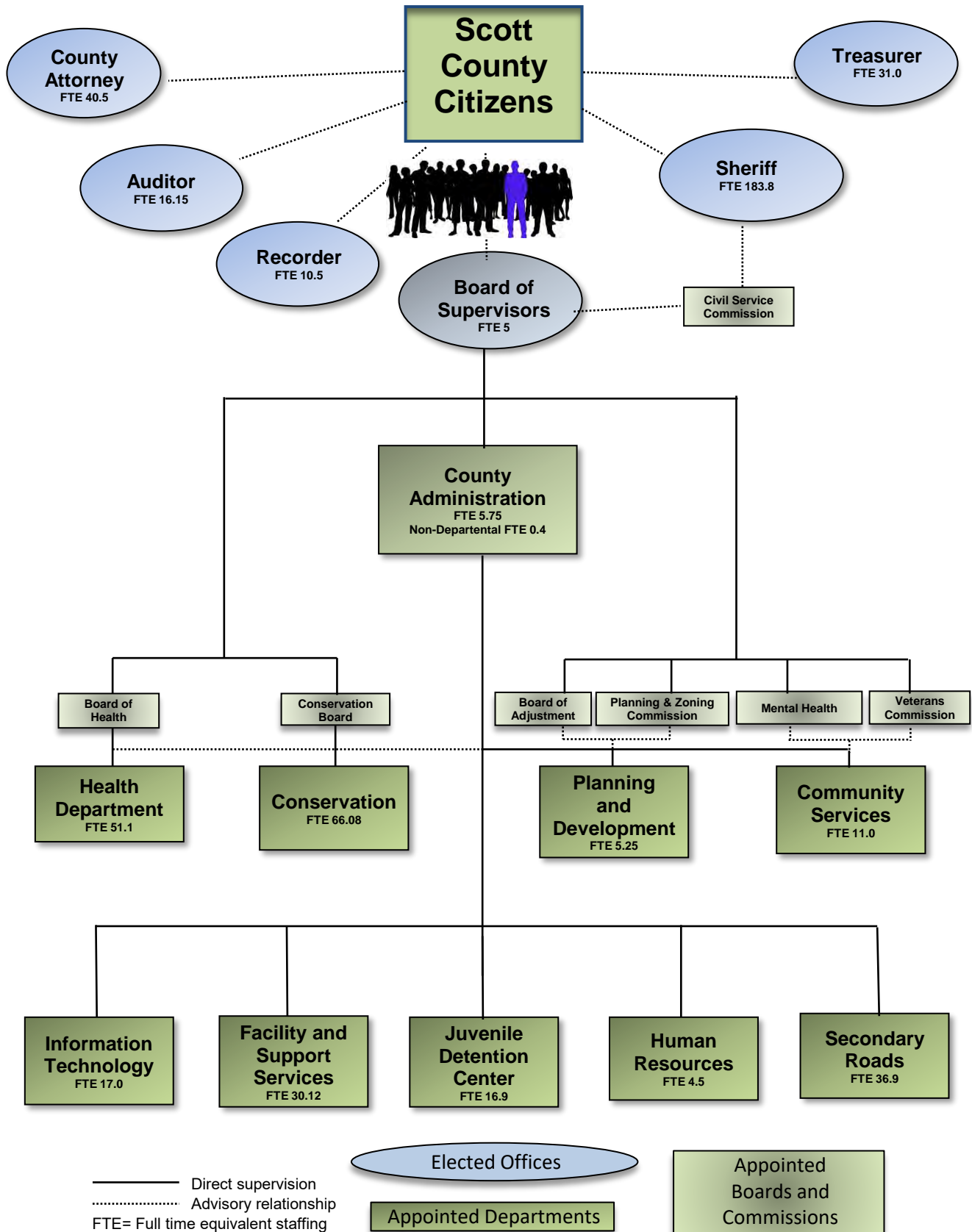
**Performance Outcome(Target):**

**Analysis of Effectiveness: (How well are we doing?)**

<p><b>Board:</b> Increase hotel/motel taxes over \$5,700,000 in region</p>	<p>The hotel/motel taxes are reported from each municipality. The increase correlates to new money that is spent in the Quad Cities region.</p>
<p><b>Management:</b> Exceed 125,875 visitors thru group bookings</p>	<p>Once an event/meeting is booked thru Visit Quad Cities, we track the visitors that are associated with the booking. These visitors will spend new money in the Quad Cities.</p>
<p><b>Management:</b> Exceed 264 qualified group leads</p>	<p>Qualified leads are more likely to book an event/meeting in the Quad Cities.</p>



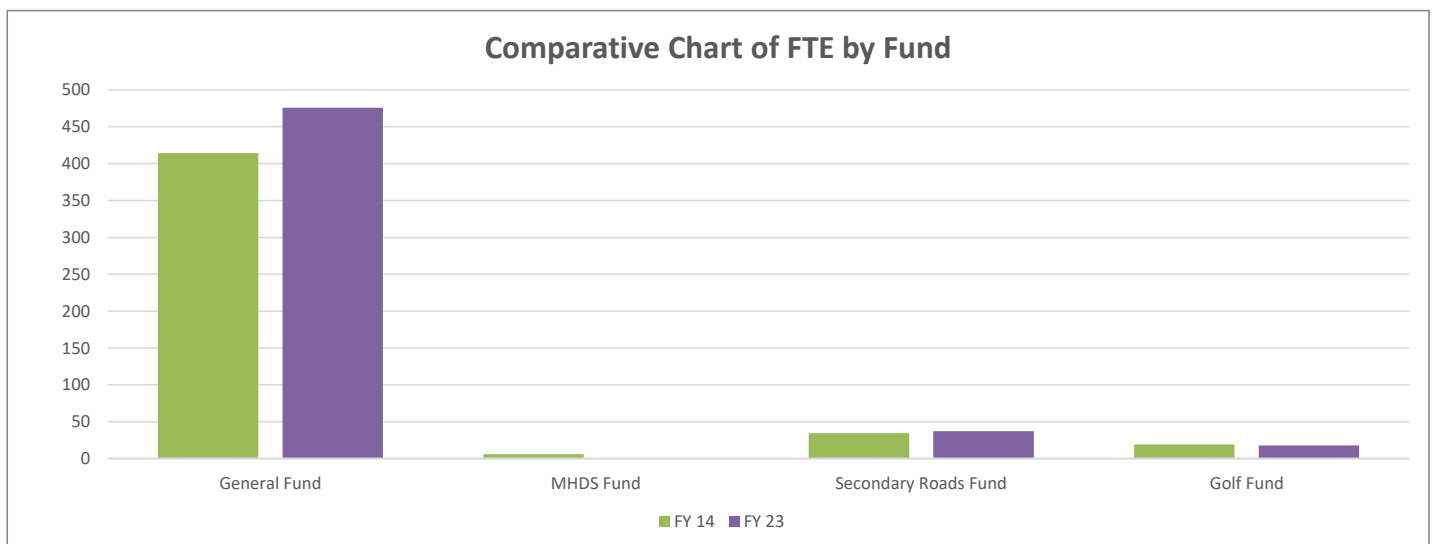
# Scott County Government Organizational Chart



## EMPLOYEE AUTHORIZATION HISTORY - 10 YEAR FTE LISTING

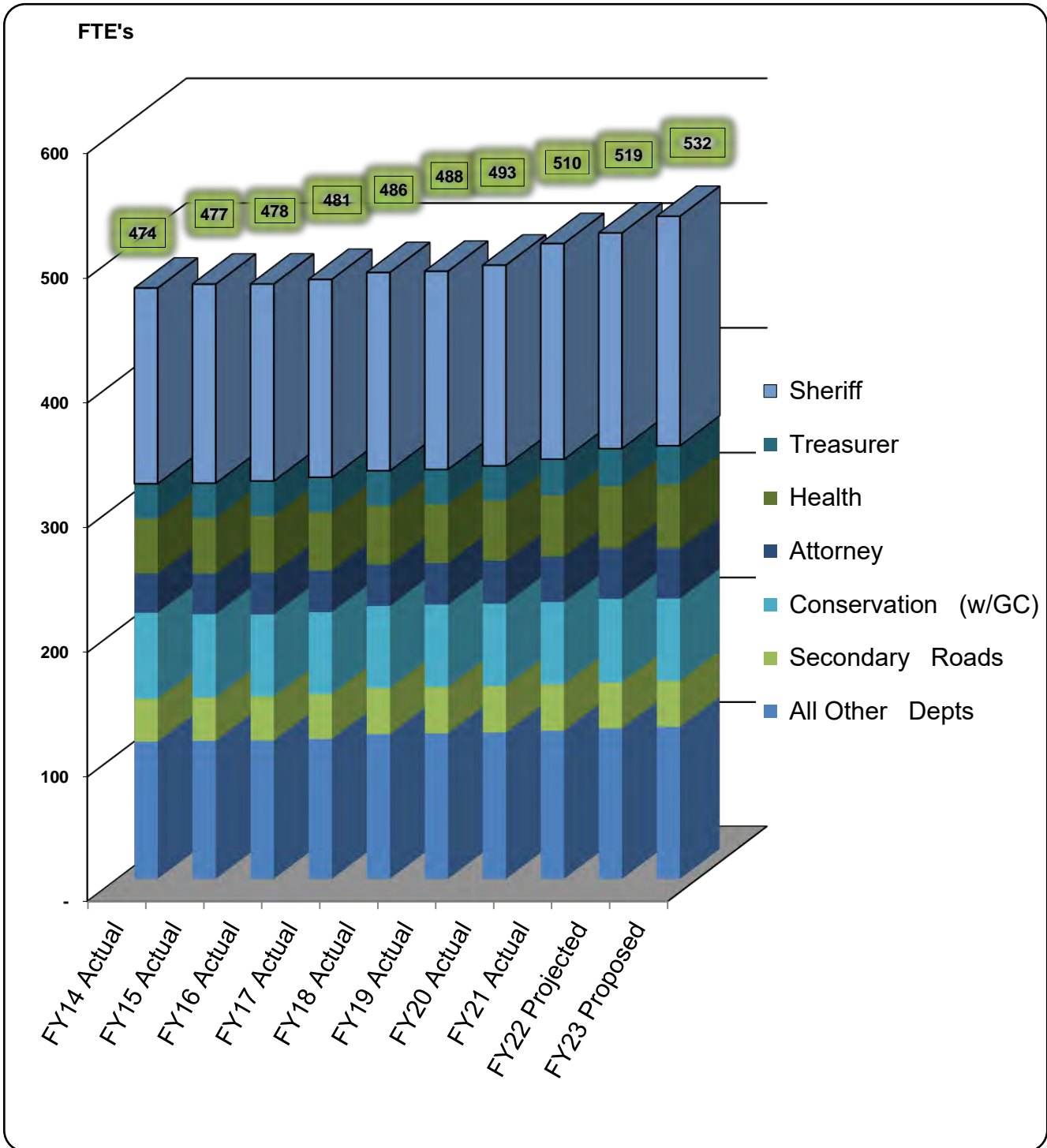
<u>Department</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22*</u>	<u>FY23</u>	<u>FY 21-22 Change</u>
Administration	3.50	3.50	4.90	5.90	5.90	5.50	5.50	5.50	5.50	5.75	0.25
Attorney	31.50	32.50	33.50	33.50	33.50	33.50	34.50	36.50	40.50	40.50	-
Auditor	14.05	14.05	14.05	14.05	14.05	14.05	14.50	14.50	16.15	16.15	-
Community Services	10.00	10.00	10.00	10.00	10.50	11.00	11.00	11.00	11.00	11.00	-
Conservation (net of golf course)	49.70	48.85	48.85	48.85	49.10	49.10	49.10	49.10	49.10	49.10	-
Facility and Support Services	29.60	30.50	28.50	28.70	29.87	29.87	30.12	30.12	30.12	30.12	-
Health	43.97	44.52	45.52	46.52	46.92	46.92	48.07	49.01	50.01	51.11	1.10
Human Resources	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	4.50	1.00
Information Technology	15.40	15.40	15.40	15.00	16.00	16.00	16.00	17.00	17.00	17.00	-
Juvenile Detention Services	14.20	14.20	15.00	15.40	16.40	16.90	16.90	16.90	16.90	16.90	-
Non-Departmental								-	0.40	0.40	
Planning & Development	4.08	3.83	4.33	4.33	4.58	4.58	5.00	5.00	5.25	5.25	-
Recorder	11.00	11.00	10.50	10.50	10.50	10.50	10.50	10.50	10.50	10.50	-
Secondary Roads	34.40	34.85	35.45	36.15	36.90	37.30	37.30	37.30	36.90	36.90	-
Sheriff	156.80	159.50	157.80	158.60	158.80	158.80	160.80	172.80	172.80	183.80	11.00
Supervisors	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	-
Treasurer	28.00	28.00	28.00	28.00	28.00	28.00	28.00	29.00	30.00	31.00	1.00
<b>SUBTOTAL</b>	<b>454.70</b>	<b>459.20</b>	<b>460.30</b>	<b>464.00</b>	<b>469.52</b>	<b>470.52</b>	<b>475.79</b>	<b>492.73</b>	<b>500.63</b>	<b>514.98</b>	<b>14.35</b>
Golf Course Enterprise	19.35	17.98	17.98	16.98	16.98	16.98	16.98	16.98	17.98	16.98	(1.00)
<b>TOTAL</b>	<b>474.05</b>	<b>477.18</b>	<b>478.28</b>	<b>480.98</b>	<b>486.50</b>	<b>487.50</b>	<b>492.77</b>	<b>509.71</b>	<b>518.61</b>	<b>531.96</b>	<b>13.35</b>

\*FY 22 is projected



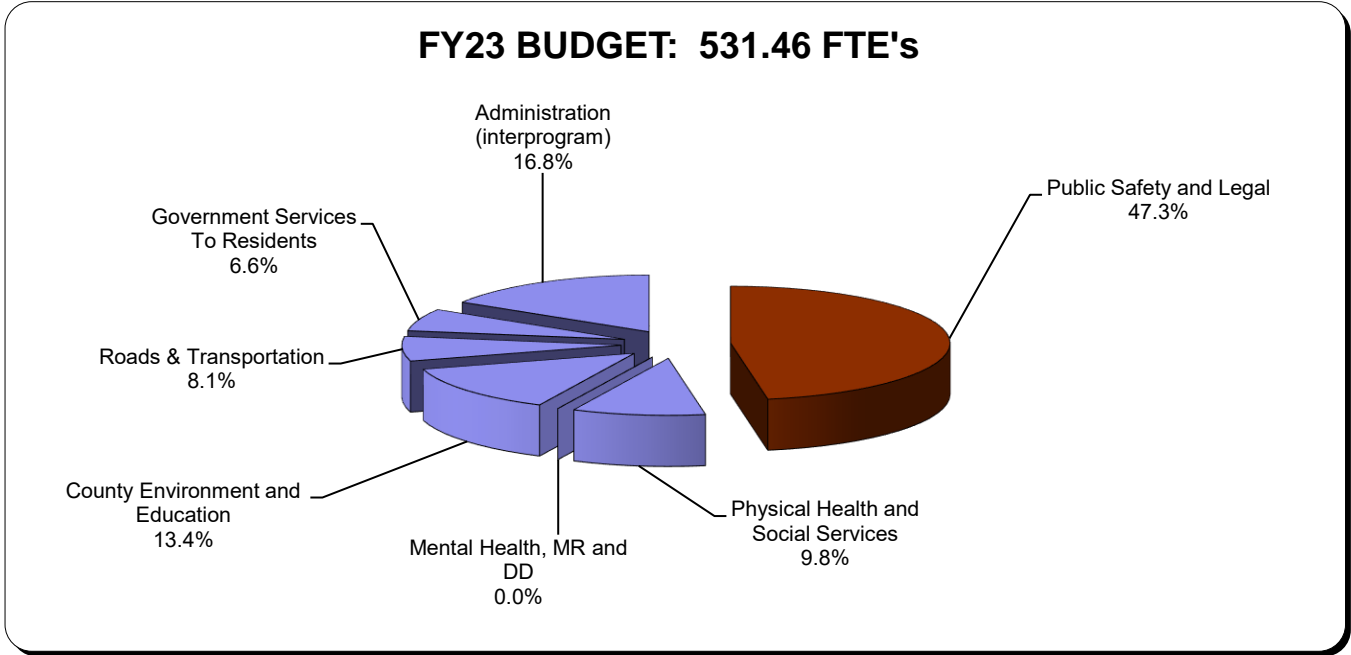
# FTE (Full Time Equivalents) STAFFING TRENDS

## TEN YEAR COMPARISON

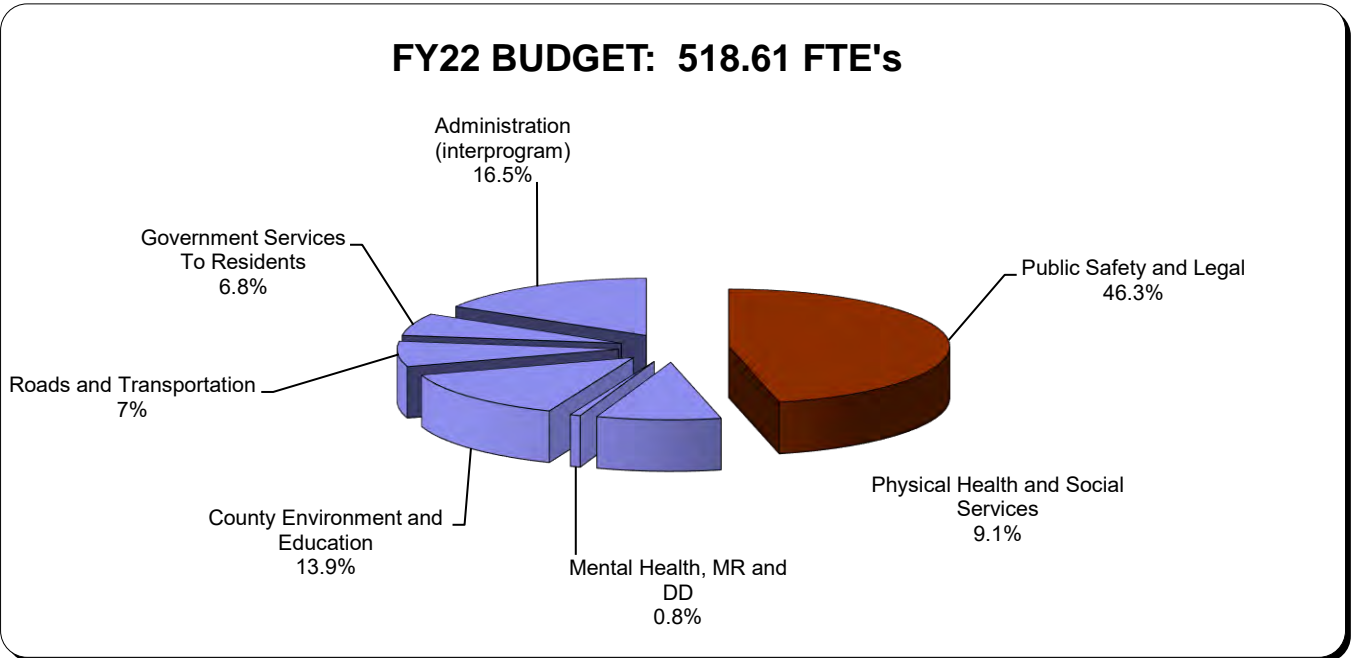


Total FTE's have increased 57.91 positions or 12.2 over the past 10 years. 7.14 positions have been added to the Health Department, primarily grant funded positions or for the Jail Inmate Health program. 9.0 positions have been added to the Attorney's office to support criminal and risk management. Sheriff department has increased 27.0 positions for Jail & Patrol Safety.

## FTE (Full Time Equivalents) Staffing FY22 vs FY23 - By Service Area

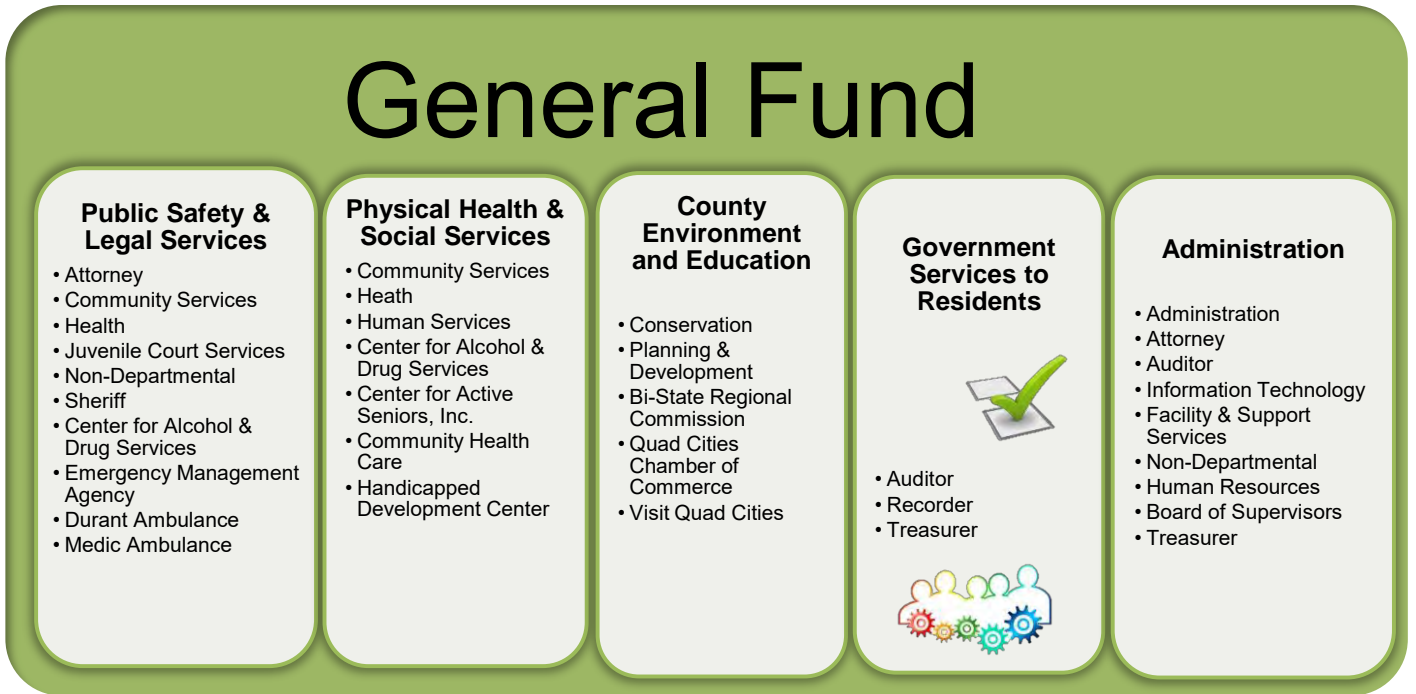


**Almost half of the County's workforce is a part of the Public Safety & Legal Services area (Attorney, Jail Health, Sheriff, Juvenile Detention).**



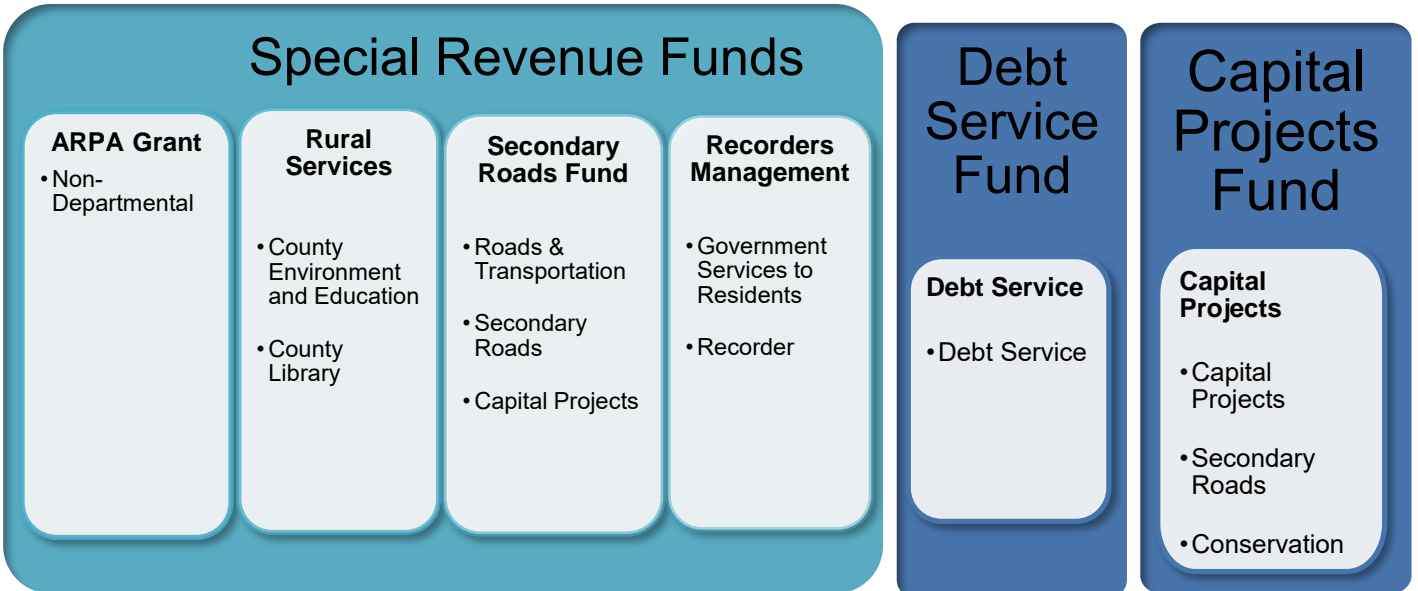
# GOVERNMENTAL FUNDS, STATE SERVICE AREAS AND RELATED DEPARTMENTS

## General Fund



Major Revenue Sources of the **General Fund** are Property Taxes (68%), Other County Taxes (10%), Intergovernmental (10%) and Charges for Services (8%).

## Special Revenue Funds



Major Revenues of **ARPA Grant** are Intergovernmental (100%).

Major Revenues of **Rural Services Fund** are Property Taxes (93%)

Major Revenues of **Secondary Roads Fund** are Intergovernmental Road Use Tax (44%) and required transfers from the Rural Services and General Funds (45%)

Major Revenue Sources of the **Recorders Management Fund** are Charges for Services (99%)

Major Revenues of the **Debt Service Fund** are Property Taxes (63%) and Intergovernmental revenues and credits (34%).

Major Revenues of the **Capital Projects Fund** are transfers from the General Fund (26%) and ARPA Grant Fund (59%)

The above charts describe the relationship of the governmental fund types, individual funds, state service areas and servicing departments or authorized agencies. Major revenues are subsequently described below.



# SCOTT COUNTY FUND STATEMENT

## ALL FUNDS

<u>Fund</u>	<u>Estimated Balance 06/30/22</u>	<u>Revenues*</u>	<u>Expenditures*</u>	<u>Estimated Balance 06/30/23</u>
<b>Major Governmental Funds</b>				
General Fund	\$ 14,877,740	\$ 80,813,978	\$ 82,281,534	\$ 13,410,184
ARPA Grant	-	16,550,000	16,550,000	-
Secondary Roads	4,109,800	9,062,148	10,877,500	2,294,448
Debt Service	6,611,356	4,539,241	4,850,800	6,299,797
Capital Improvements				
General	7,972,949	22,292,600	27,841,500	2,424,049
Bond Issuance	-	-	-	-
Vehicle	92,518	577,000	550,000	119,518
Conservation Equip Reserve	658,341	63,500	-	721,841
Conservation CIP Reserve	991,139	27,000	804,000	214,139
Total Capital Improvements	9,714,947	22,960,100	29,195,500	3,479,547
Total Major Governmental Funds	35,313,843	133,925,467	143,755,334	25,483,976
<b>Nonmajor Governmental Funds</b>				
Rural Services	119,258	3,505,048	3,506,241	118,065
Recorder's Record Mgt	60,263	32,200	45,000	47,463
Total Nonmajor Governmental Funds	179,521	3,537,248	3,551,241	165,528
<b>Business-Type Activities Fund</b>				
Golf Course Enterprise	2,268,990	1,097,700	1,351,776	2,014,914
<b>Total*</b>	<b>\$ 37,762,354</b>	<b>\$ 138,560,415</b>	<b>\$ 148,658,351</b>	<b>\$ 27,664,418</b>

\*Includes interfund transfers and non-budgeted fund activity. All funds are budgeted funds with the exception of the Golf Course Enterprise Fund as further discussed under the blue tabbed Supplemental Information section (basis of accounting) of this budget document.

## SCOTT COUNTY REVENUE ESTIMATES\*

### ALL FUNDS

<u>Fund</u>	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
<b>Major Governmental Funds</b>					
General	\$ 82,394,220	\$ 76,604,642	\$ 79,334,990	\$ 80,813,978	5.5%
Mental Health & Disability Services	5,755,573	3,953,844	3,950,844	-	-100.0%
ARPA Grant	-	-	3,000,000	16,550,000	N/A
Secondary Roads	8,857,308	8,342,148	8,968,118	9,062,148	8.6%
Debt Service	4,607,739	4,497,982	4,517,686	4,539,241	0.9%
Capital Improvements					
General	5,992,219	4,747,800	12,620,173	22,292,600	369.5%
Bond Issuance	19,915	15,000	5,000	-	-100.0%
Vehicle	431,914	352,000	352,000	577,000	63.9%
Conservation Equip Reserve	216,872	58,000	68,500	63,500	9.5%
Conservation CIP Reserve	<u>200,203</u>	<u>854,000</u>	<u>427,000</u>	<u>27,000</u>	-96.8%
Total Capital Improvements	6,861,123	6,026,800	13,472,673	22,960,100	281.0%
Total Major Governmental Funds	108,475,963	99,425,416	113,244,311	133,925,467	34.7%
<b>Nonmajor Governmental Funds</b>					
Rural Services	3,354,970	3,438,213	3,436,963	3,505,048	1.9%
Recorder's Record Mgt	<u>39,838</u>	<u>32,200</u>	<u>32,200</u>	<u>32,200</u>	0.0%
Total Nonmajor Governmental Funds	3,394,808	3,470,413	3,469,163	3,537,248	1.9%
<b>Business-Type Activities Fund</b>					
Golf Course Enterprise	<u>1,165,520</u>	<u>1,073,200</u>	<u>1,097,700</u>	<u>1,097,700</u>	2.3%
<b>Total*</b>	<u>\$ 113,036,291</u>	<u>\$ 103,969,029</u>	<u>\$ 117,811,174</u>	<u>\$ 138,560,415</u>	33.3%

\*Includes interfund transfers and non-budgeted fund activity

Note: The General Fund revenue has increased to fund compensation, positional requests and capital transfers through increased property taxes.

Note: The Mental Health Tax levy was legislatively reduced as part of a system wide buy-out of local service.

Note: Capital Improvements (General) increase reflects the transfer from outside sources including the ARPA grant fund.

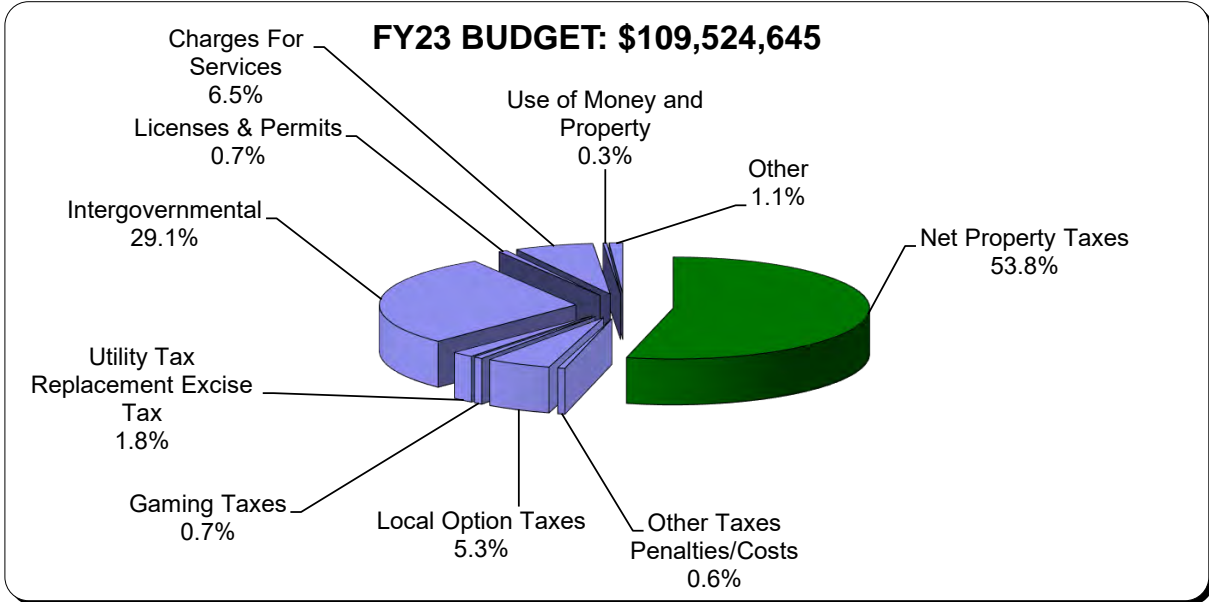


## ALL COUNTY FUNDS - REVENUES RECONCILIATION INFORMATION

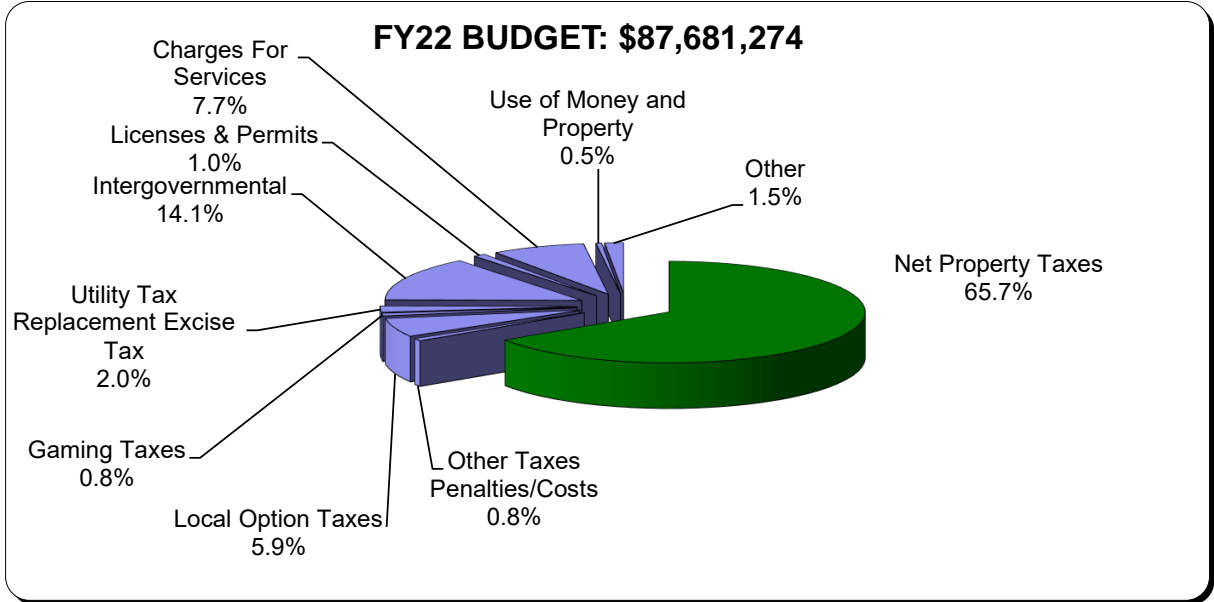
	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
<b>Revenues per summary statement</b>	\$ 113,036,291	\$ 103,969,029	\$ 117,811,174	\$ 138,560,415	33.3%
<b>Less transfers in:</b>					
GENERAL BASIC					
Recorder's Record Mgt	20,000	20,000	20,000	20,000	0.0%
GENERAL SUPPLEMENTAL					
General Basic	7,069,263	6,517,755	6,517,755	3,532,470	-45.8%
SECONDARY ROADS					
General Basic	970,000	997,000	997,000	1,040,000	4.3%
Rural Services Basic	2,755,000	2,848,000	2,848,000	2,930,000	2.9%
CAPITAL IMPROVEMENT					
General Basic	4,898,998	3,095,000	10,409,973	5,486,600	77.3%
Recorder's Record Mgt	25,000	25,000	25,000	25,000	N/A
ARPA Grant	-	-	-	13,550,000	N/A
Conservation CIP Reserve	141,112	887,800	579,351	804,000	-9.4%
VEHICLE REPLACEMENT					
General Basic	400,000	325,000	325,000	550,000	69.2%
CONSERVATION EQUIPMENT					
General Capital Improvements	82,372	-	-	-	N/A
CONSERVATION CAPITAL IMPROVEMENT					
General Basic	167,949	-	-	-	N/A
Conservation Equipment Reserve	-	499,000	400,000	-	N/A
<b>Total Transfers In</b>	16,529,694	15,214,555	22,122,079	27,938,070	83.6%
Less: Proceeds of fixed assets	187,213	160,000	276,300	167,000	4.4%
<b>Less Non-Budgeted Funds</b>					
GOLF COURSE ENTERPRISE REVENUES	1,165,520	1,073,200	1,097,700	1,097,700	2.3%
<b>Total Non-Budgeted Funds</b>	1,165,520	1,073,200	1,097,700	1,097,700	2.3%
<b>Net Budgeted Revenues</b>	<u>\$ 95,153,864</u>	<u>\$ 87,521,274</u>	<u>\$ 94,315,095</u>	<u>\$ 109,357,645</u>	24.9%

# COUNTY REVENUES BY SOURCE

Budgeted Funds



Net property taxes represent over half of all revenues collected by the County.



## REVENUE SOURCES

(excluding transfers, sale of capital assets and non-budgeted funds)

<u>Revenues</u>	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
Taxes Levied on Property	\$ 60,231,911	\$ 60,116,285	\$ 60,116,285	\$ 61,347,324	2.0%
Less: Uncollected Delinq Taxes-Levy Yr	872,536	19,716	19,716	18,716	-5.1%
Less: Credits To Taxpayers	<u>2,612,960</u>	<u>2,522,030</u>	<u>2,522,030</u>	<u>2,387,138</u>	-5.3%
Net Current Property Taxes	56,746,415	57,574,539	57,574,539	58,941,470	2.4%
Add: Delinquent Property Tax Revenue	<u>872,536</u>	<u>19,716</u>	<u>19,716</u>	<u>18,716</u>	-5.1%
Total Net Property Taxes	57,618,951	57,594,255	57,594,255	58,960,186	2.4%
Penalties, Interest & Costs On Taxes	1,123,229	590,000	590,000	590,000	0.0%
Other County Taxes	<u>72,895</u>	<u>93,211</u>	<u>93,211</u>	<u>68,260</u>	-26.8%
Total Other Taxes, Penalties & Costs	1,196,124	683,211	683,211	658,260	-3.7%
Local Option Taxes	5,462,760	5,200,000	6,000,000	5,850,000	12.5%
Gaming Taxes	900,192	720,000	800,000	800,000	11.1%
Utility Tax Replacement Excise Tax	1,886,385	1,728,032	1,728,032	1,989,775	15.1%
Intergovernmental:					
State Shared Revenues	4,885,043	4,227,283	4,344,743	4,342,000	2.7%
State Grants & Reimbursements	3,446,170	3,247,735	3,641,667	3,854,561	18.7%
State / Federal Pass Through Rev	2,612,960	466,823	576,525	593,695	27.2%
State Credits Against Levied Taxes	3,472,957	2,522,030	2,522,030	2,387,138	-5.3%
Other State Credits	1,657,790	1,146,119	1,419,501	1,399,865	22.1%
Federal Grants & Entitlements	830,421	7,500	4,066,803	16,565,000	220766.7%
Contr & Reimb From Other Govts	662,537	761,044	786,044	2,679,257	252.1%
Payments in Lieu of Taxes	<u>8,136</u>	<u>8,050</u>	<u>-</u>	<u>8,050</u>	0.0%
Subtotal Intergovernmental	17,576,014	12,386,584	17,357,313	31,829,566	157.0%
Licenses & Permits	1,068,705	864,795	843,055	758,595	-12.3%
Charges For Services	7,343,674	6,746,652	7,515,687	7,120,085	5.5%
Use of Money & Property	316,219	406,705	321,455	334,455	-17.8%
Miscellaneous	<u>1,784,840</u>	<u>1,191,040</u>	<u>1,472,087</u>	<u>1,056,723</u>	-11.3%
<b>Total Revenues</b>	<u>\$ 95,153,864</u>	<u>\$ 87,521,274</u>	<u>\$ 94,315,095</u>	<u>\$ 109,357,645</u>	24.9%
<b>Other Financing Sources</b>	<u>\$ 187,213</u>	<u>\$ 160,000</u>	<u>\$ 276,300</u>	<u>\$ 167,000</u>	4.4%
<b>Total Revenues</b>	<u>\$ 95,341,077</u>	<u>\$ 87,681,274</u>	<u>\$ 94,591,395</u>	<u>\$ 109,524,645</u>	24.9%

## TEN YEAR REVENUE SOURCES SUMMARY

### Budgeted Funds

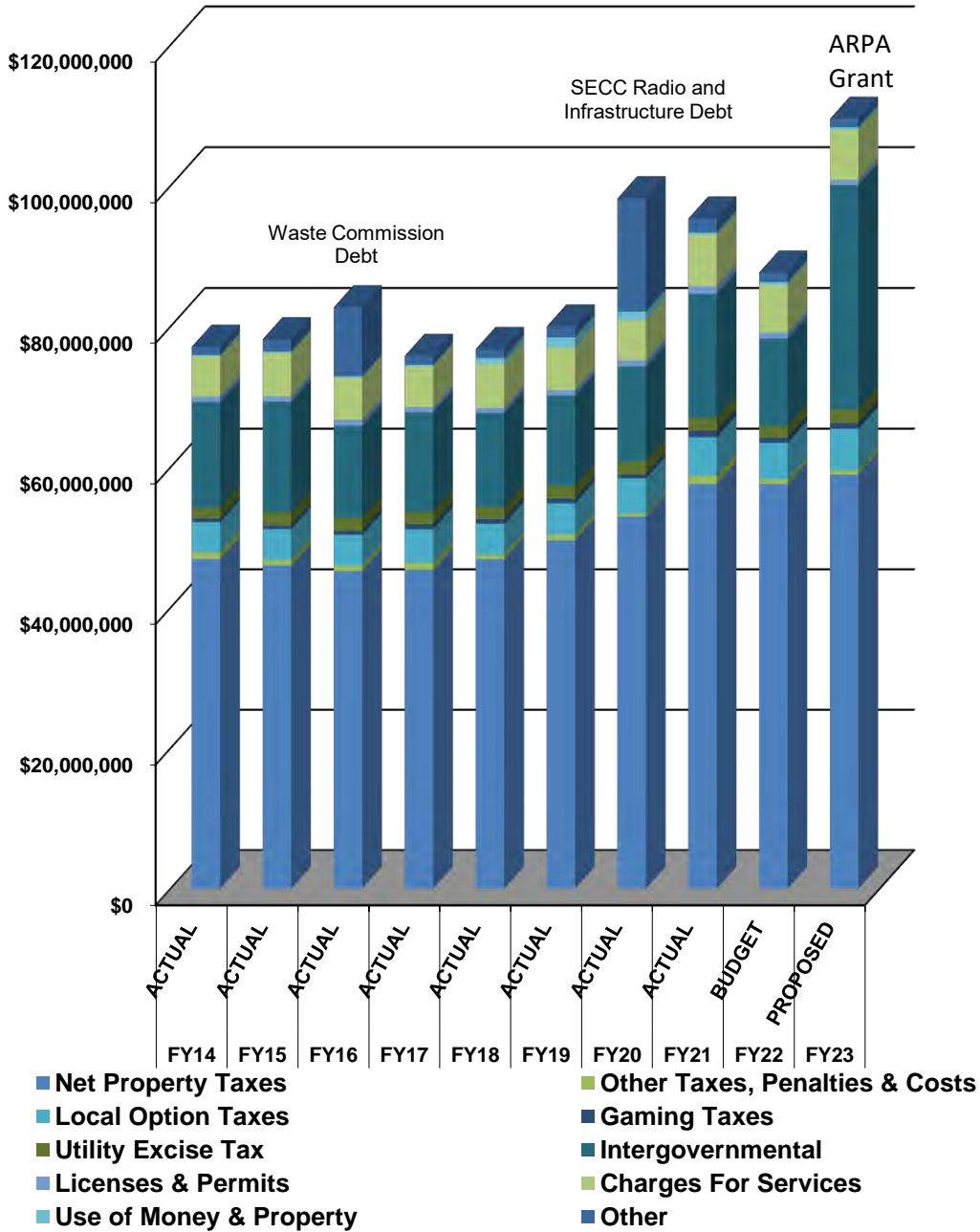
	<u>FY 14</u> <u>ACTUAL</u>	<u>FY 15</u> <u>ACTUAL</u>	<u>FY 16</u> <u>ACTUAL</u>	<u>FY 17</u> <u>ACTUAL</u>	<u>FY 18</u> <u>ACTUAL</u>
<b>REVENUES</b>					
Taxes Levied on Property	\$ 48,348,396	\$ 47,749,333	\$ 47,361,125	\$ 47,703,825	\$ 49,231,124
Less: Uncollected Delinquent Taxes	19,214	27,703	34,165	15,642	12,619
Less: Credits To Taxpayers	<u>1,427,445</u>	<u>1,725,323</u>	<u>2,150,371</u>	<u>2,289,759</u>	<u>2,321,649</u>
Net Current Property Taxes	46,901,737	45,996,307	45,176,589	45,398,424	46,896,856
Add: Delinquent Property Tax Rev	<u>19,214</u>	<u>27,703</u>	<u>34,165</u>	<u>15,642</u>	<u>12,619</u>
Total Net Property Taxes	46,920,951	46,024,010	45,210,754	45,414,066	46,909,475
Penalties, Interest & Costs on Taxes	930,986	715,763	725,336	611,959	577,759
Other County Taxes	<u>66,301</u>	<u>71,502</u>	<u>68,618</u>	<u>67,762</u>	<u>67,390</u>
Total Other Taxes, Penalties & Costs	997,287	787,265	793,954	679,721	645,149
Local Option Taxes	4,268,291	4,403,167	4,390,604	4,786,393	4,404,685
Gaming Taxes	527,014	528,381	569,059	693,456	678,633
Utility Tax Replacement Excise Tax	1,558,330	1,891,294	1,887,779	1,793,616	1,764,931
Intergovernmental :					
State Shared Revenues	3,200,405	3,438,603	4,085,495	4,267,366	4,110,946
State Grants & Reimbursements	4,338,463	3,808,093	3,037,277	3,165,602	3,256,912
State Credits Against Levied Taxes	1,427,445	1,725,323	2,150,371	2,299,759	2,321,650
State/Federal Pass-Through Grants	620,479	527,873	1,186,366	1,170,841	1,018,178
Other State Credits	4,615,650	5,563,033	1,780,811	1,636,379	1,519,163
Federal Grants & Entitlements	153,228	147,697	4,532	28,446	21,187
Contr & Reimb From Other Govts	656,078	484,867	800,532	1,564,274	1,077,827
Payments in Lieu of Taxes	<u>7,306</u>	<u>7,058</u>	<u>7,980</u>	<u>7,273</u>	<u>7,784</u>
Subtotal Intergovernmental	15,019,054	15,702,547	13,053,364	14,139,940	13,333,647
Licenses & Permits	781,072	752,254	833,144	729,106	720,306
Charges For Services	5,710,597	6,164,147	5,994,703	5,770,914	6,255,443
Use of Money & Property	175,564	179,457	204,636	247,886	825,224
Other:					
Miscellaneous	1,070,437	1,676,695	1,198,310	1,191,821	1,178,133
General Long Term Debt Proceeds	-	-	8,314,457	-	-
Proceeds of Fixed Asset Sales	<u>104,183</u>	<u>96,048</u>	<u>282,565</u>	<u>85,370</u>	<u>94,150</u>
Total Other	1,174,620	1,772,743	9,795,332	1,277,191	1,272,283
Total Revenues & Other Sources	<u>\$ 77,132,780</u>	<u>\$ 78,205,265</u>	<u>\$ 82,733,329</u>	<u>\$ 75,532,289</u>	<u>\$ 76,809,776</u>

## TEN YEAR REVENUE SOURCES SUMMARY

### Budgeted Funds

	<u>FY 19 ACTUAL</u>	<u>FY 20 ACTUAL</u>	<u>FY 21 ACTUAL</u>	<u>FY22 BUDGET</u>	<u>FY23 PROPOSED</u>
<b>REVENUES</b>					
Taxes Levied on Property	\$ 52,054,452	\$ 55,546,597	\$ 60,231,911	\$ 60,116,285	\$ 61,347,324
Less: Uncollected Delinquent Taxes	50,731	12,033	872,536	19,716	18,716
Less: Credits To Taxpayers	<u>2,386,829</u>	<u>2,533,561</u>	<u>2,612,960</u>	<u>2,522,030</u>	<u>2,387,138</u>
Net Current Property Taxes	49,616,892	53,001,003	56,746,415	57,574,539	58,941,470
Add: Delinquent Property Tax Rev	<u>50,731</u>	<u>12,033</u>	<u>872,536</u>	<u>19,716</u>	<u>18,716</u>
Total Net Property Taxes	49,667,623	53,013,036	57,618,951	57,594,255	58,960,186
Penalties, Interest & Costs on Taxes	690,085	314,158	1,123,229	590,000	590,000
Other County Taxes	<u>69,001</u>	<u>93,202</u>	<u>72,895</u>	<u>93,211</u>	<u>68,260</u>
Total Other Taxes, Penalties & Costs	759,086	407,360	1,196,124	683,211	658,260
Local Option Taxes	4,455,941	5,006,394	5,462,760	5,200,000	5,850,000
Gaming Taxes	683,200	577,668	900,192	720,000	800,000
Utility Tax Replacement Excise Tax	1,796,259	1,857,243	1,886,385	1,728,032	1,989,775
Intergovernmental :					
State Shared Revenues	4,336,309	4,497,873	4,885,043	4,227,283	4,342,000
State Grants & Reimbursements	3,273,867	3,367,609	3,446,170	3,247,735	3,854,561
State Credits Against Levied Taxes	2,386,829	2,533,561	2,612,960	2,522,030	2,387,138
State/Federal Pass-Through Grants	642,155	593,970	3,472,957	466,823	593,695
Other State Credits	1,538,689	1,604,065	1,657,790	1,146,119	1,399,865
Federal Grants & Entitlements	14,933	116,884	830,421	7,500	16,565,000
Contr & Reimb From Other Govts	623,846	760,599	662,537	761,044	2,679,257
Payments in Lieu of Taxes	<u>7,923</u>	<u>8,040</u>	<u>8,136</u>	<u>8,050</u>	<u>8,050</u>
Subtotal Intergovernmental	12,824,551	13,482,601	17,576,014	12,386,584	31,829,566
Licenses & Permits	756,807	873,792	1,068,705	864,795	758,595
Charges For Services	6,043,099	5,720,394	7,343,674	6,746,652	7,120,085
Use of Money & Property	1,476,671	1,168,606	316,219	406,705	334,455
Other:					
Miscellaneous	1,269,828	1,437,870	1,784,840	1,191,040	1,056,723
General Long Term Debt Proceeds	-	14,562,592	-	-	-
Proceeds of Fixed Asset Sales	<u>277,084</u>	<u>121,385</u>	<u>187,213</u>	<u>160,000</u>	<u>167,000</u>
Total Other	1,546,912	16,121,847	1,972,053	1,351,040	1,223,723
Total Revenues & Other Sources	<u>\$ 80,010,149</u>	<u>\$ 98,228,941</u>	<u>\$ 95,341,077</u>	<u>\$ 87,681,274</u>	<u>\$ 109,524,645</u>

# TEN YEAR REVENUE SUMMARY COMPARISON



Net property taxes as a percentage of total County revenues for FY23 will be 54%. That percentage is lower than ten years ago in FY14 when it was 61%. The reasons for the decrease include the receipt of ARPA grant funding and increasing wages, benefits and staffing compared to reimbursable revenues. The increase in actual expenditures is offset by the increase in property tax reliance.

## SCOTT COUNTY EXPENDITURE ESTIMATES\*

### ALL FUNDS

<u>Fund</u>	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
<b>Major Governmental Funds</b>					
General	\$ 76,133,550	\$ 77,043,562	\$ 85,656,295	\$ 82,281,534	6.8%
Mental Health & Disability Services	5,853,788	5,566,422	4,623,184	-	-100.0%
ARPA Grant	-	-	3,000,000	16,550,000	N/A
Secondary Roads	7,685,977	9,134,600	10,998,000	10,877,500	19.1%
Debt Service	4,871,446	4,848,149	4,853,249	4,850,800	0.1%
Capital Improvements					
General	4,424,644	5,438,200	11,925,501	27,841,500	412.0%
Bond Issuance	7,040,519	1,636,087	2,248,426	-	-100.0%
Vehicle	488,125	350,000	350,000	550,000	57.1%
Conservation Equip Reserve	-	499,000	400,000	-	-100.0%
Conservation CIP Reserve	141,112	887,800	579,351	804,000	-9.4%
Total Capital Improvements	12,094,400	8,811,087	15,503,278	29,195,500	231.3%
Total Major Governmental Funds	106,639,161	105,403,820	124,634,006	143,755,334	36.4%
<b>Nonmajor Governmental Funds</b>					
Rural Services	3,350,213	3,449,165	3,449,165	3,506,241	1.7%
Recorder's Record Mgt	45,000	45,000	45,000	45,000	0.0%
Total Nonmajor Governmental Funds	3,395,213	3,494,165	3,494,165	3,551,241	1.6%
<b>Business-Type Activities Fund</b>					
Golf Course Enterprise	1,316,819	1,351,522	1,273,749	1,351,776	0.0%
<b>Total*</b>	<u>\$ 111,351,193</u>	<u>\$ 110,249,507</u>	<u>\$ 129,401,920</u>	<u>\$ 148,658,351</u>	34.8%

\*Includes interfund transfers and non-budgeted fund activity

Note: General Fund FY23 budget reflects the required transfers to itself for use of the basic tax levy for benefit services, transfers to capital projects, and general salary and wage increases, and positional staffing requests.

Note: Secondary Roads FY23 budgeted expenditure activity represents the completion of projects due to incorporation of gasoline tax increase.

Note: The Mental Health & Disability Service Fund is closed due to transfer of services to state regional government.

Note: General Capital Improvements represents the change in long term capital projects, including the SECC Communications System, and one time projects using ARPA Grant funds.

## ALL COUNTY FUNDS - EXPENDITURES RECONCILIATION INFORMATION

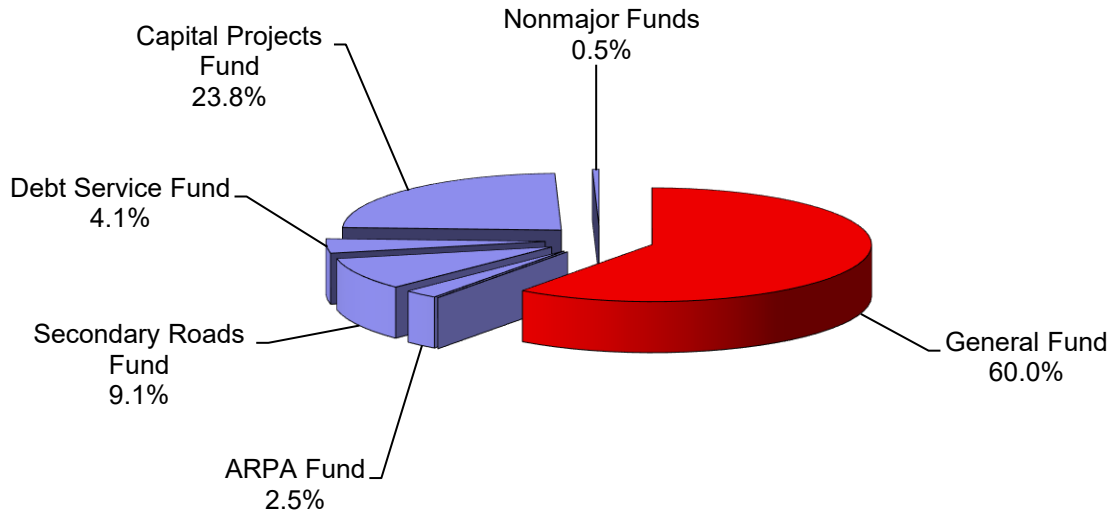
	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
<b>Expenditures per summary statement</b>	\$ 111,351,193	\$ 110,249,507	\$ 129,401,920	\$ 148,658,351	34.8%
<b>Less transfers out:</b>					
GENERAL BASIC					
General Supplemental	7,069,263	6,517,755	6,517,755	3,532,470	-45.8%
Secondary Roads	970,000	997,000	997,000	1,040,000	4.3%
Capital Improvements	4,898,998	3,095,000	10,409,973	5,486,600	77.3%
Vehicle Replacement	400,000	325,000	325,000	550,000	69.2%
Conservation CIP	167,949	-	-	-	0.0%
ARPA GRANT					
Capital Improvements	-	-	-	13,550,000	N/A
RURAL SERVICES BASIC					
Secondary Roads	2,755,000	2,848,000	2,848,000	2,930,000	2.9%
CAPITAL IMPROVEMENT					
Conservation CIP	82,372	-	-	-	0.0%
CONSERVATION EQUIPMENT					
Conservation CIP	-	499,000	400,000	-	N/A
CONSERVATION CIP					
Capital Improvements	141,112	887,800	579,351	804,000	-9.4%
RECORDER'S RECORD MGT					
General Basic	20,000	20,000	20,000	20,000	0.0%
Capital Improvements	25,000	25,000	25,000	25,000	N/A
<b>Total Transfers Out - Budgeted Funds</b>	16,529,694	15,214,555	22,122,079	27,938,070	83.6%
<b>Less Non-Budgeted Funds</b>					
GOLF COURSE ENTERPRISE EXPENSES	1,316,819	1,351,522	1,273,749	1,351,776	0.0%
<b>Total Non-Budgeted Funds</b>	1,316,819	1,351,522	1,273,749	1,351,776	0.0%
<b>Net Budgeted Expenditures</b>	<u>\$ 93,504,680</u>	<u>\$ 93,683,430</u>	<u>\$ 106,006,092</u>	<u>\$ 119,368,505</u>	27.4%



# ALL COUNTY EXPENDITURES BY FUND

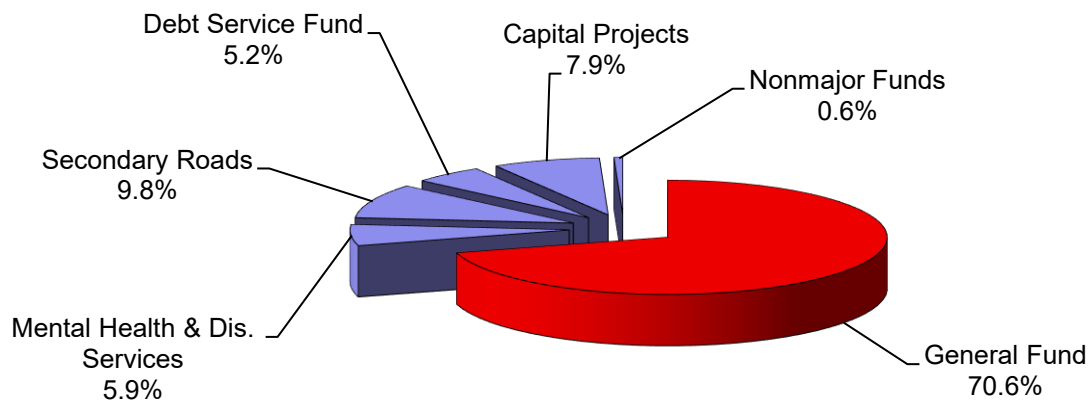
Budgeted Funds

## FY23 BUDGET: \$119,368,505



This graph, which excludes transfers and non-budgeted funds, shows that the majority of County expenditures come from the General Fund. There is an increase in the amount of expenditures for the Capital Projects Fund for the use of ARPA one time projects.

## FY22 BUDGET: \$93,683,430



## SERVICE AREA DESCRIPTIONS

### **PUBLIC SAFETY AND LEGAL SERVICES**

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

### **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. Benefits program – Community Services

### **MENTAL HEALTH, ID AND DS SERVICES**

Includes - State Institutions; Community Services programs - Mental Health, and Commitment/ Advocacy; Human Services program - Case Management; Residential, Vocational and Day Services; Community Mental Health programs - Outpatient, Community Support Services, Case Management, Residential, Peer Support and Day Treatment. Function ended as of June 30, 2022.

### **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; SECC General Obligation Communication and Refunding Bond Issue; debt (lease) payment to the Public Safety Authority for the expansion/renovation of the existing jail sites

### **CAPITAL IMPROVEMENTS**

Includes General County Capital Project and use of ARPA capital funds; Secondary Roads projects; Conservation projects; transfer to SECC for General Communications (Radio Infrastructure) and general projects.

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

SERVICE AREA	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
Public Safety & Legal Services	\$ 34,599,951	\$ 37,547,515	\$ 38,456,488	\$ 40,329,088	7.4%
Physical Health & Social Services	7,925,140	6,926,476	7,065,476	7,588,116	9.6%
Mental Health & Disability Services	5,854,059	5,566,422	4,623,184	-	-100.0%
County Environment & Education	5,006,359	5,521,404	8,592,441	8,775,109	58.9%
Roads & Transportation	6,295,749	8,334,600	8,968,000	9,202,500	10.4%
Government Services to Residents	3,108,837	3,165,502	3,212,914	3,537,755	11.8%
Administration	<u>12,581,995</u>	<u>13,549,075</u>	<u>13,680,413</u>	<u>15,018,637</u>	10.8%
<b>SUBTOTAL OPERATING BUDGET</b>	<b>\$ 75,372,090</b>	<b>\$ 80,610,994</b>	<b>\$ 84,598,916</b>	<b>\$ 84,451,205</b>	<b>4.8%</b>
Debt Service	4,871,446	4,848,149	4,853,249	4,850,800	0.1%
Capital Projects	<u>13,261,144</u>	<u>8,224,287</u>	<u>16,553,927</u>	<u>30,066,500</u>	265.6%
<b>TOTAL COUNTY BUDGET</b>	<b><u>\$ 93,504,680</u></b>	<b><u>\$ 93,683,430</u></b>	<b><u>\$ 106,006,092</u></b>	<b><u>\$ 119,368,505</u></b>	<b>27.4%</b>

Note: Public Safety and Legal Services is increasing due to organizational shifts within the Sheriff and Attorney's office over a multiple year period.

Note: Roads & Transportation is increasing due to general road maintenance (non-capital) and engineering for future work.

Note: Capital Projects increase is due to use of one time ARPA funds for qualifying capital projects and Scott Emergency Communications Radio Tower Project.

Note: The Mental Health & Disability Services was transferred to the Eastern Iowa Mental Health and Disability Services Region as of July 1, 2022.

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

<b>SERVICE AREA</b>	<b>FY 14 ACTUAL</b>	<b>FY 15 ACTUAL</b>	<b>FY 16 ACTUAL</b>	<b>FY 17 ACTUAL</b>	<b>FY 18 ACTUAL</b>
Public Safety & Legal Services	\$27,937,707	\$28,462,489	\$ 28,386,015	\$ 29,079,965	\$30,356,380
Physical Health & Social Services	5,381,859	5,461,000	5,922,900	6,252,971	5,971,999
Mental Health & Disability Services	7,030,251	6,037,145	8,424,830	3,923,626	4,188,284
County Environment & Education	4,601,466	4,761,946	5,058,933	4,622,710	4,871,037
Roads & Transportation	4,528,797	5,439,459	7,065,394	5,084,780	5,527,111
Government Services to Residents	2,202,471	2,141,186	2,334,861	2,429,984	2,471,843
Administration	<u>9,619,161</u>	<u>10,051,868</u>	<u>10,001,283</u>	<u>10,342,307</u>	<u>10,821,868</u>
<b>SUBTOTAL OPERATING BUDGET</b>	<b>\$61,301,712</b>	<b>\$62,355,093</b>	<b>\$ 67,194,216</b>	<b>\$ 61,736,343</b>	<b>\$64,208,522</b>
Debt Service	4,385,802	4,083,170	3,720,336	3,862,879	3,391,122
Capital Projects	<u>3,717,114</u>	<u>5,088,549</u>	<u>8,493,417</u>	<u>11,335,952</u>	<u>5,881,753</u>
<b>TOTAL COUNTY BUDGET</b>	<b><u>\$69,404,628</u></b>	<b><u>\$71,526,812</u></b>	<b><u>\$ 79,407,969</u></b>	<b><u>\$ 76,935,174</u></b>	<b><u>\$73,481,397</u></b>

Note: FY 20 is the first year of a county wide salary and benefit compensation study.

Note: FY 21 is the first year of newly issued Debt Service for the Radio Communication Bonds.

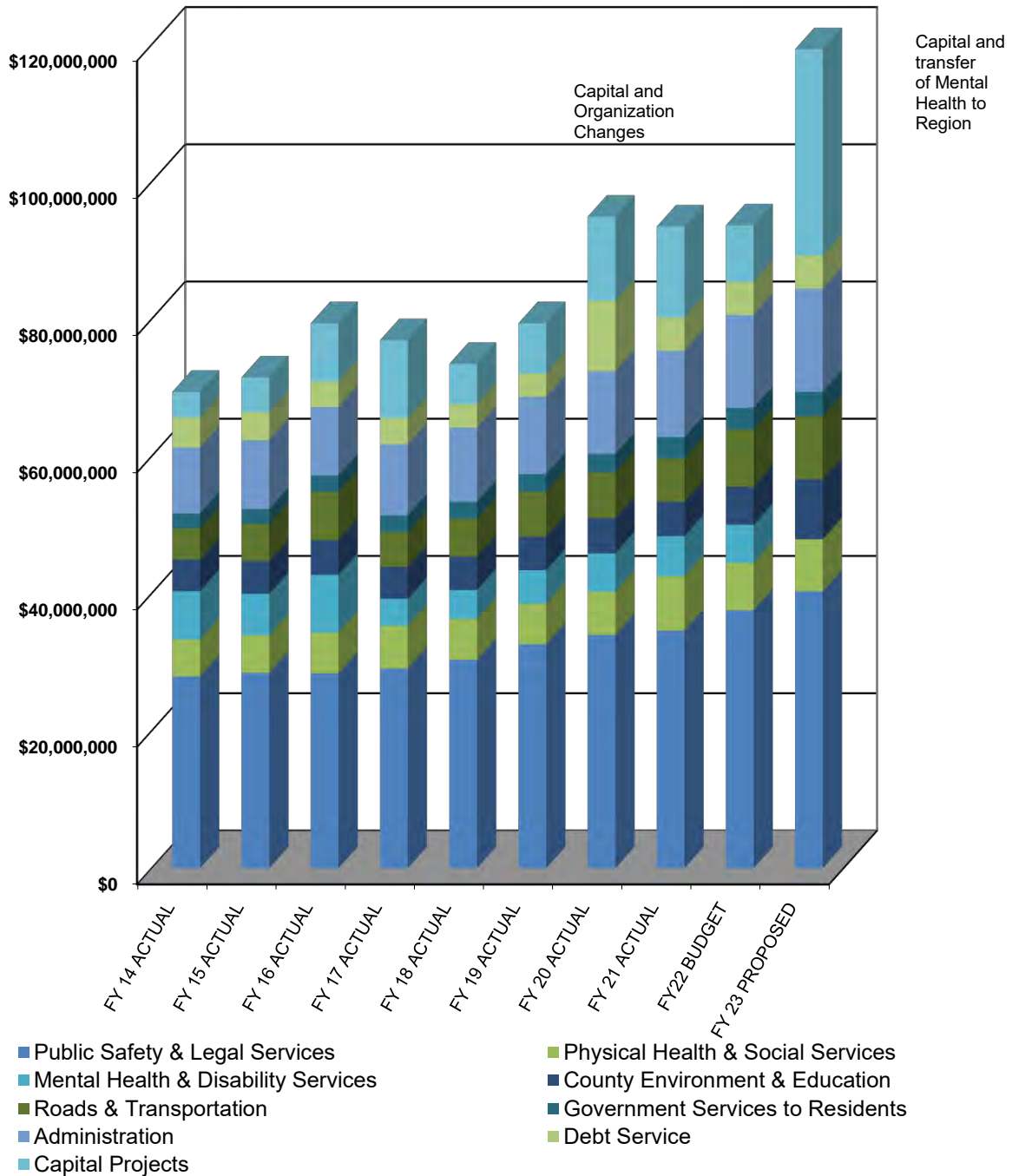
Note: FY 23 is the first year of the ARPA Coronavirus State and Local Fiscal Recovery Funds budgeted and the transfer of MHDS services to the Eastern Iowa Mental Health and Disability Services Region.

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

<b>SERVICE AREA</b>	<u>FY 19 ACTUAL</u>	<u>FY 20 ACTUAL</u>	<u>FY 21 ACTUAL</u>	<u>FY22 BUDGET</u>	<u>FY23 BUDGET</u>
Public Safety & Legal Services	\$32,614,613	\$33,980,781	\$34,599,951	\$37,547,515	\$ 40,329,088
Physical Health & Social Services	5,928,272	6,298,298	7,925,140	6,926,476	7,588,116
Mental Health & Disability Services	4,860,116	5,584,029	5,854,059	5,566,422	-
County Environment & Education	4,949,600	5,156,195	5,006,359	5,521,404	8,775,109
Roads & Transportation	6,495,668	6,653,196	6,295,749	8,334,600	9,202,500
Government Services to Residents	2,555,119	2,687,635	3,108,837	3,165,502	3,537,755
Administration	<u>11,295,242</u>	<u>12,044,238</u>	<u>12,581,995</u>	<u>13,549,075</u>	<u>15,018,637</u>
<b>SUBTOTAL OPERATING BUDGET</b>	<b>\$68,698,630</b>	<b>\$72,404,372</b>	<b>\$75,372,090</b>	<b>\$80,610,994</b>	<b>\$ 84,451,205</b>
Debt Service	3,382,890	10,284,666	4,871,446	4,848,149	4,850,800
Capital Projects	<u>7,332,952</u>	<u>12,249,983</u>	<u>13,261,144</u>	<u>8,224,287</u>	<u>30,066,500</u>
<b>TOTAL COUNTY BUDGET</b>	<b><u>\$79,414,472</u></b>	<b><u>\$94,939,021</u></b>	<b><u>\$93,504,680</u></b>	<b><u>\$93,683,430</u></b>	<b><u>\$119,368,505</u></b>



# TEN YEAR APPROPRIATION SUMMARY COMPARISON



Public Safety continues to be the largest portion of the budget. Shifts have naturally occurred due to compensation and benefit levels. Additionally capital services have increased over the FY 15, 16, 17, 19, 20 and 21 due to courthouse renovations and patrol facility acquisition (FY 15 and 16), the West Lake Restoration (FY 19 through FY 21) and Secondary Road improvements in FY 20 and FY 21, and the SECC radio tower and infrastructure project. The FY 2023 budget includes the spending of ARPA dollars for a variety of one time capital projects. The County began to include funding for organizational changes in FY 20 through FY 23.

## SCHEDULE OF INTERFUND TRANSFERS

	June 30, 2020 <u>Actual</u>	June 30, 2021 <u>Actual</u>	June 30, 2022 <u>Projected</u>	June 30, 2023 <u>Recommended</u>
<b>BUDGETED FUNDS</b>				
<b>General Fund</b>				
General Basic - Supplemental tax levy	\$ 7,861,667	\$ 7,069,263	\$ 6,517,755	\$ 3,532,470
Recorders Record Management - Recorders Fees	20,000	20,000	20,000	20,000
General Supplemental - Supplemental tax levy	(7,861,667)	(7,069,263)	(6,517,755)	(3,532,470)
Secondary Roads - Tax Support	(941,000)	(970,000)	(997,000)	(1,040,000)
Capital Improvements - Tax Support	(2,752,830)	(2,970,000)	(2,970,000)	(4,096,600)
Capital Improvements - Assigned / Special	(157,440)	(1,928,998)	(7,439,973)	(1,390,000)
Vehicle Replacement - Tax Support	(100,000)	(400,000)	(325,000)	(550,000)
Conservation CIP - Charges for Services	-	(167,949)	-	-
Health Insurance Fund - Budgetary Savings	(100,000)	-	-	-
Total General Fund	<u>(4,031,270)</u>	<u>(6,416,947)</u>	<u>(11,711,973)</u>	<u>(7,056,600)</u>
<b>Special Revenue Funds</b>				
ARPA Grant Fund				
Capital Improvements - Project	-	-	-	(13,550,000)
Rural Services Fund				
Secondary Roads - Tax Support	<u>(2,709,000)</u>	<u>(2,755,000)</u>	<u>(2,848,000)</u>	<u>(2,930,000)</u>
Recorder's Record Management				
General Fund - Recorders Fees	(20,000)	(20,000)	(20,000)	(20,000)
Capital Improvements - Recorders Management	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>
Total Recorders Management	(45,000)	(45,000)	(45,000)	(45,000)
Secondary Roads				
General Fund - Tax Support	941,000	970,000	997,000	1,040,000
Rural Services Fund - Tax Support	<u>2,709,000</u>	<u>2,755,000</u>	<u>2,848,000</u>	<u>2,930,000</u>
Total Secondary Roads	3,650,000	3,725,000	3,845,000	3,970,000

Continued



## SCHEDULE OF INTERFUND TRANSFERS

	June 30, 2020 <u>Actual</u>	June 30, 2021 <u>Actual</u>	June 30, 2022 <u>Projected</u>	June 30, 2023 <u>Recommended</u>
<b>Capital Improvements</b>				
Capital Improvements				
General - Tax Levy	2,752,830	2,970,000	2,970,000	4,096,600
General - Transfer of Assigned Fund Balance	157,440	1,928,998	7,439,973	1,390,000
ARPA Grant Fund- Projects	-	-	-	13,550,000
Recorders Record Management - Project	25,000	25,000	25,000	25,000
Conservation Equipment Reserve- Transfer of Reserve	52,525	-	-	-
Conservation CIP Reserve - Project Support	724,382	141,112	579,351	804,000
Conservation Equipment Reserve - Reassignment of Project Budget	-	(82,372)	-	-
Vehicle Replacement				
General - Tax Levy	100,000	400,000	325,000	550,000
Conservation Equipment Reserve				
Capital Improvement - Reassignment of Project Budget	-	82,372	-	-
Capital Improvement - Transfer of Reserve	(52,525)	-	-	-
Conservation CIP Reserves - Transfer of Reserve	-	-	(400,000)	-
Conservation CIP Reserve				
Conservation Charges for Services	-	167,949	-	-
Conservation Equipment Reserve- Transfer of Reserve	-	-	400,000	-
Conservation Improvements - Project Support	(724,382)	(141,112)	(579,351)	(804,000)
Total Capital Improvements	3,035,270	5,491,947	10,759,973	19,611,600
<b>Non Budgeted Fund</b>				
Health Insurance Fund				
Budgetary Savings	100,000	-	-	-
Total Transfers In	15,443,844	16,529,694	22,122,079	27,938,070
Total Transfers Out	(15,443,844)	(16,529,694)	(22,122,079)	(27,938,070)
<b>Net Transfers</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



## FUND BALANCE REVIEW

	June 30, 2020 <u>Actual</u>	June 30, 2021 <u>Actual</u>	June 30, 2022 <u>Projected</u>	June 30, 2023 <u>Projected</u>	% Change From Prior <u>Projected</u>
<b>BUDGETED FUNDS</b>					
<b>General Fund</b>					
Nonspendable Prepaid Expenses	\$ 92,204	\$ 167,299	\$ 167,299	\$ 167,299	0.0%
Restricted for Other Statutory Programs	625,764	445,493	445,493	445,493	0.0%
Assigned for Health Claim liability	-	-	-	-	N/A
Assigned for Capital Projects	1,826,035	7,439,973	1,390,000	300,000	N/A
Assigned for Claim Liabilities	348,036	306,891	306,891	306,891	0.0%
Assigned for Strategic Planning Initiatives	130,000	313,920	377,556	-	-100.0%
Unassigned	<u>11,916,336</u>	<u>12,525,469</u>	<u>12,190,501</u>	<u>12,190,501</u>	<u>0.0%</u>
Total General Fund	14,938,375	21,199,045	14,877,740	13,410,184	-9.9%
<b>Special Revenue Funds</b>					
ARPA GrantFund	-	-	-	-	N/A
MH-DD Fund	770,555	672,340	-	-	N/A
Rural Services Fund	126,703	131,460	119,258	118,065	-1.0%
Recorder's Record Management	78,225	73,063	60,263	47,463	-21.2%
Secondary Roads	<u>4,968,351</u>	<u>6,139,682</u>	<u>4,109,800</u>	<u>2,294,448</u>	<u>-44.2%</u>
Total Special Revenue Funds	5,943,834	7,016,545	4,289,321	2,459,976	-42.6%
<b>Debt Service</b>					
Scott Solid Waste Commission Revenue Bond	6,830,000	6,460,000	6,080,000	5,685,000	-6.5%
Debt Service Remaining Fund Balance	<u>380,626</u>	<u>486,919</u>	<u>531,356</u>	<u>614,797</u>	<u>15.7%</u>
Total Debt Service Fund	7,210,626	6,946,919	6,611,356	6,299,797	-4.7%
Capital Improvements-General	5,710,702	7,278,277	7,972,949	2,424,049	-69.6%
Bond Issuance	9,264,030	2,243,426	-	-	N/A
Vehicle Replacement	146,729	90,518	92,518	119,518	29.2%
Conservation Equipment Reserve	772,969	989,841	658,341	721,841	9.6%
Conservation CIP Reserve	<u>1,084,399</u>	<u>1,143,490</u>	<u>991,139</u>	<u>214,139</u>	<u>-78.4%</u>
Total Capital Improvements	16,978,829	11,745,552	9,714,947	3,479,547	-64.2%
Total Budgeted Funds	45,071,664	46,908,061	35,493,364	25,649,504	-27.7%
<b>Non-Budgeted Funds (Net Assets)</b>					
Golf Course Enterprise	<u>2,596,338</u>	<u>2,445,039</u>	<u>2,268,990</u>	<u>2,014,914</u>	<u>-11.2%</u>
Grand Total All County Funds	<u>\$ 47,668,002</u>	<u>\$ 49,353,100</u>	<u>\$ 37,762,354</u>	<u>\$ 27,664,418</u>	<u>-26.7%</u>
General Fund Expenditures	35,420,500	37,469,070	41,043,257	43,465,015	5.9%
General Supplemental Expenditures	24,161,298	25,158,272	26,363,310	28,199,450	7.0%
	<u>59,581,798</u>	<u>62,627,342</u>	<u>67,406,567</u>	<u>71,664,465</u>	<u>6.3%</u>
Unassigned Fund Balance	<u>11,916,336</u>	<u>12,525,469</u>	<u>12,190,501</u>	<u>12,190,501</u>	<u>0.0%</u>
	<b>20.0%</b>	<b>20.0%</b>	<b>18.1%</b>	<b>17.0%</b>	<b>-5.9%</b>

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

	----- MAJOR GOVERNMENTAL FUNDS -----					
	----- GENERAL FUND -----			-- MENTAL HEALTH & DIS. SERVICES FUND --		
	<u>ACTUAL</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>BUDGET</u> <u>2022-23</u>	<u>ACTUAL</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>BUDGET</u> <u>2022-23</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>						
Taxes Levied on Property	\$ 48,755,962	\$ 50,247,806	\$ 54,943,299	\$ 5,201,058	\$ 3,552,431	\$ -
Less: Uncollected Delinquent Taxes-Levy Yr	711,793	18,000	18,000	75,933	1,000	-
Less: Credits To Taxpayers	<u>2,116,833</u>	<u>2,071,934</u>	<u>2,116,833</u>	<u>225,821</u>	<u>232,132</u>	-
Net Current Property Taxes	45,927,336	48,157,872	52,808,466	4,899,304	3,319,299	-
Delinquent Property Tax Revenue	711,793	18,000	18,000	75,933	1,000	-
Penalties, Interest & Costs On Taxes	1,123,229	590,000	590,000	-	-	-
Other County Taxes	7,076,367	7,548,569	7,727,401	170,245	107,792	-
Intergovernmental	10,499,680	7,557,021	7,576,881	376,118	313,293	-
Licenses & Permits	1,034,580	813,055	728,595	-	-	-
Charges For Services	7,205,251	6,861,212	6,501,037	-	2,200	-
Use of Money & Property	251,567	267,505	287,505	4,623	2,000	-
Miscellaneous	<u>1,475,154</u>	<u>974,001</u>	<u>1,013,623</u>	<u>229,350</u>	<u>205,260</u>	-
Subtotal Revenues	75,304,957	72,787,235	77,251,508	5,755,573	3,950,844	-
Other Financing Sources:						
Bond Proceeds	-	-	-	-	-	-
Operating Transfers In	7,089,263	6,537,755	3,552,470	-	-	-
Proceeds of Fixed Asset Sales	<u>-</u>	<u>10,000</u>	<u>10,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues & Other Sources	82,394,220	79,334,990	80,813,978	5,755,573	3,950,844	-
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>						
Operating:						
Public Safety & Legal Services	34,599,951	38,456,488	40,329,088	-	-	-
Physical Health & Social Services	7,925,140	7,065,476	7,588,116	-	-	-
Mental Health & Disability Services	271	-	-	5,853,788	4,623,184	-
County Environment & Education	4,411,146	4,991,276	5,198,868	-	-	-
Roads & Transportation	-	-	-	-	-	-
Government Services to Residents	3,108,837	3,212,914	3,537,755	-	-	-
Administration (interprogram)	12,581,995	13,680,413	15,018,637	-	-	-
Debt Service	-	-	-	-	-	-
Capital Projects	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Subtotal Expenditures	62,627,340	67,406,567	71,672,464	5,853,788	4,623,184	-
Other Financing Uses:						
Operating Transfers Out	<u>13,506,210</u>	<u>18,249,728</u>	<u>10,609,070</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures & Other Uses	76,133,550	85,656,295	82,281,534	5,853,788	4,623,184	-
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>6,260,670</u>	<u>(6,321,305)</u>	<u>(1,467,556)</u>	<u>(98,215)</u>	<u>(672,340)</u>	<u>-</u>
<b>Beginning Fund Balance - July 1,</b>	<b>\$ 14,938,375</b>	<b>\$ 21,199,045</b>	<b>\$ 14,877,740</b>	<b>\$ 770,555</b>	<b>\$ 672,340</b>	<b>\$ -</b>
<b>Ending Fund Balance - June 30,</b>	<b>\$ 21,199,045</b>	<b>\$ 14,877,740</b>	<b>\$ 13,410,184</b>	<b>\$ 672,340</b>	<b>\$ -</b>	<b>\$ -</b>

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

	----- MAJOR GOVERNMENTAL FUNDS -----					
	----- ARPA -----			----- SECONDARY ROADS -----		
	<u>ACTUAL</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>BUDGET</u> <u>2022-23</u>	<u>ACTUAL</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>BUDGET</u> <u>2022-23</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>						
Taxes Levied on Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Uncollected Delinquent Taxes-Levy Yr	-	-	-	-	-	-
Less: Credits To Taxpayers	-	-	-	-	-	-
Net Current Property Taxes	-	-	-	-	-	-
Delinquent Property Tax Revenue	-	-	-	-	-	-
Penalties, Interest & Costs On Taxes	-	-	-	-	-	-
Other County Taxes	-	-	-	-	-	-
Intergovernmental	-	3,000,000	16,550,000	4,914,311	4,374,243	4,371,500
Licenses & Permits	-	-	-	34,125	30,000	30,000
Charges For Services	-	-	-	98,845	622,275	589,048
Use of Money & Property	-	-	-	12,456	12,500	12,500
Miscellaneous	-	-	-	48,982	14,100	19,100
Subtotal Revenues	-	3,000,000	16,550,000	5,108,719	5,053,118	5,022,148
Other Financing Sources:						
Bond Proceeds	-	-	-	-	-	-
Operating Transfers In	-	-	-	3,725,000	3,845,000	3,970,000
Proceeds of Fixed Asset Sales	-	-	-	23,589	70,000	70,000
Total Revenues & Other Sources	-	3,000,000	16,550,000	8,857,308	8,968,118	9,062,148
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>						
Operating:						
Public Safety & Legal Services	-	-	-	-	-	-
Physical Health & Social Services	-	-	-	-	-	-
Mental Health & Disability Services	-	-	-	-	-	-
County Environment & Education	-	3,000,000	3,000,000	-	-	-
Roads & Transportation	-	-	-	6,295,749	8,968,000	9,202,500
Government Services to Residents	-	-	-	-	-	-
Administration (interprogram)	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Capital Projects	-	-	-	1,390,228	2,030,000	1,675,000
Subtotal Expenditures	-	3,000,000	3,000,000	7,685,977	10,998,000	10,877,500
Other Financing Uses:						
Operating Transfers Out	-	-	13,550,000	-	-	-
Total Expenditures & Other Uses	-	3,000,000	16,550,000	7,685,977	10,998,000	10,877,500
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	-	-	-	1,171,331	(2,029,882)	(1,815,352)
<b>Beginning Fund Balance - July 1,</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,968,351</u>	<u>\$ 6,139,682</u>	<u>\$ 4,109,800</u>
<b>Ending Fund Balance - June 30,</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,139,682</u>	<u>\$ 4,109,800</u>	<u>\$ 2,294,448</u>

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

	----- MAJOR GOVERNMENTAL FUNDS -----					
	----- DEBT SERVICE FUND -----			----- CAPITAL PROJECTS FUND -----		
	ACTUAL <u>2020-21</u>	PROJECTED <u>2021-22</u>	BUDGET <u>2022-23</u>	ACTUAL <u>2020-21</u>	PROJECTED <u>2021-22</u>	BUDGET <u>2022-23</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>						
Taxes Levied on Property	\$ 3,017,007	\$ 2,974,310	\$ 3,002,098	\$ -	\$ -	\$ -
Less: Uncollected Delinquent Taxes-Levy Yr	47,296	399	399	-	-	-
Less: Credits To Taxpayers	129,469	84,429	129,469	-	-	-
Net Current Property Taxes	2,840,242	2,889,482	2,872,230	-	-	-
Delinquent Property Tax Revenue	47,296	399	399	-	-	-
Other County Taxes	93,847	83,541	96,593	900,192	800,000	800,000
Intergovernmental	1,618,830	1,539,264	1,565,019	11,722	426,823	1,607,000
Charges For Services	-	-	-	-	-	-
Use of Money & Property	7,524	5,000	5,000	38,800	31,500	26,500
Miscellaneous	-	-	-	31,354	278,726	24,000
Subtotal Revenues	4,607,739	4,517,686	4,539,241	982,068	1,537,049	2,457,500
Other Financing Sources:						
Bond Proceeds	-	-	-	-	-	-
Bond Premium	-	-	-	-	-	-
Operating Transfers In	-	-	-	5,715,431	11,739,324	20,415,600
Proceeds of Fixed Asset Sales	-	-	-	163,624	196,300	87,000
Total Revenues & Other Sources	4,607,739	4,517,686	4,539,241	6,861,123	13,472,673	22,960,100
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>						
Operating:						
Administration	-	-	-	-	-	-
Debt Service	4,871,446	4,853,249	4,850,800	-	-	-
Capital Projects	-	-	-	11,870,916	14,523,927	28,391,500
Subtotal Expenditures	4,871,446	4,853,249	4,850,800	11,870,916	14,523,927	28,391,500
Other Financing Uses:						
Operating Transfers Out	-	-	-	223,484	979,351	804,000
Total Expenditures & Other Uses	4,871,446	4,853,249	4,850,800	12,094,400	15,503,278	29,195,500
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(263,707)	(335,563)	(311,559)	(5,233,277)	(2,030,605)	(6,235,400)
<b>Beginning Fund Balance - July 1,</b>	<b>\$ 7,210,626</b>	<b>\$ 6,946,919</b>	<b>\$ 6,611,356</b>	<b>\$ 16,978,829</b>	<b>\$ 11,745,552</b>	<b>\$ 9,714,947</b>
<b>Ending Fund Balance - June 30,</b>	<b>\$ 6,946,919</b>	<b>\$ 6,611,356</b>	<b>\$ 6,299,797</b>	<b>\$ 11,745,552</b>	<b>\$ 9,714,947</b>	<b>\$ 3,479,547</b>

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

	----- NONMAJOR FUNDS -----			----- ALL GOVERNMENTAL FUNDS -----		
	ACTUAL 2020-21	PROJECTED 2021-22	BUDGET 2022-23	ACTUAL 2020-21	PROJECTED 2021-22	BUDGET 2022-23
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>						
Taxes Levied on Property	\$ 3,257,884	\$ 3,341,738	\$ 3,401,927	\$ 60,231,911	\$ 60,116,285	\$ 61,347,324
Less: Uncollected Delinquent Taxes-Levy Yr	37,514	317	317	872,536	19,716	18,716
Less: Credits To Taxpayers	140,837	133,535	140,836	2,612,960	2,522,030	2,387,138
Net Current Property Taxes	3,079,533	3,207,886	3,260,774	56,746,415	57,574,539	58,941,470
Delinquent Property Tax Revenue	37,514	317	317	872,536	19,716	18,716
Penalties, Interest & Costs On Taxes	-	-	-	1,123,229	590,000	590,000
Other County Taxes	81,581	81,341	84,041	8,322,232	8,621,243	8,708,035
Intergovernmental	155,353	146,669	159,166	17,576,014	17,357,313	31,829,566
Licenses & Permits	-	-	-	1,068,705	843,055	758,595
Charges For Services	39,578	30,000	30,000	7,343,674	7,515,687	7,120,085
Use of Money & Property	1,249	2,950	2,950	316,219	321,455	334,455
Miscellaneous	-	-	-	1,784,840	1,472,087	1,056,723
Subtotal Revenues	3,394,808	3,469,163	3,537,248	95,153,864	94,315,095	109,357,645
Other Financing Sources:						
Bond Proceeds	-	-	-	-	-	-
Bond Premium	-	-	-	-	-	-
Operating Transfers In	-	-	-	16,529,694	22,122,079	27,938,070
Proceeds of Fixed Asset Sales	-	-	-	187,213	276,300	167,000
Total Revenues & Other Sources	3,394,808	3,469,163	3,537,248	111,870,771	116,713,474	137,462,715
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>						
Operating:						
Public Safety & Legal Services	-	-	-	34,599,951	38,456,488	40,329,088
Physical Health & Social Services	-	-	-	7,925,140	7,065,476	7,588,116
Mental Health & Disability Services	-	-	-	5,854,059	4,623,184	-
County Environment & Education	595,213	601,165	576,241	5,006,359	8,592,441	8,775,109
Roads & Transportation	-	-	-	6,295,749	8,968,000	9,202,500
Government Services to Residents	-	-	-	3,108,837	3,212,914	3,537,755
Administration (interprogram)	-	-	-	12,581,995	13,680,413	15,018,637
Debt Service	-	-	-	4,871,446	4,853,249	4,850,800
Capital Projects	-	-	-	13,261,144	16,553,927	30,066,500
Subtotal Expenditures	595,213	601,165	576,241	93,504,680	106,006,092	119,368,505
Other Financing Uses:						
Operating Transfers Out	2,800,000	2,893,000	2,975,000	16,529,694	22,122,079	27,938,070
Total Expenditures & Other Uses	3,395,213	3,494,165	3,551,241	110,034,374	128,128,171	147,306,575
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(405)	(25,002)	(13,993)	1,836,397	(11,414,697)	(9,843,860)
<b>Beginning Fund Balance - July 1,</b>	<b>\$ 204,928</b>	<b>\$ 204,523</b>	<b>\$ 179,521</b>	<b>\$ 45,071,664</b>	<b>\$ 46,908,061</b>	<b>\$ 35,493,364</b>
<b>Ending Fund Balance - June 30,</b>	<b>\$ 204,523</b>	<b>\$ 179,521</b>	<b>\$ 165,528</b>	<b>\$ 46,908,061</b>	<b>\$ 35,493,364</b>	<b>\$ 25,649,504</b>

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

	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
<b>ADMINISTRATION</b>	\$ 818,704	\$ 869,448	\$ 868,648	\$ 899,304	3.4%
General Administration	818,704	869,448	868,648	899,304	3.4%
<b>ATTORNEY</b>	\$ 5,029,982	\$ 5,485,957	\$ 5,358,450	\$ 5,920,480	7.9%
County Attorney Administration	356,291	369,632	369,632	479,267	29.7%
Prosecution / Legal	3,315,475	3,879,644	3,879,644	4,161,327	7.3%
Risk Management	1,358,216	1,236,681	1,109,174	1,279,886	3.5%
<b>AUDITOR</b>	\$ 2,199,901	\$ 2,046,441	\$ 2,050,841	\$ 2,157,943	5.4%
Auditor Administration	240,089	257,885	257,885	281,713	9.2%
Elections	1,144,450	901,095	906,095	1,095,337	21.6%
Business Finance	510,772	562,319	561,719	475,463	-15.4%
Taxation	304,590	325,142	325,142	305,430	-6.1%
<b>CAPITAL IMPROVEMENTS</b>	\$ 11,870,917	\$ 7,424,287	\$ 14,523,927	\$ 28,391,500	282.4%
General Capital Improvements	10,076,402	5,536,487	12,145,326	25,487,500	360.4%
Conservation Capital Projects	1,794,515	1,887,800	2,378,601	2,904,000	53.8%
<b>COMMUNITY SERVICES</b>	\$ 6,746,211	\$ 6,664,816	\$ 5,665,316	\$ 1,549,028	-76.8%
Community Services Administration	168,722	185,239	185,239	23,015	-87.6%
General Relief	427,710	545,104	514,704	521,523	-4.3%
Veteran Services	128,905	169,827	157,947	168,805	-0.6%
Chemical Dep & Other Services	27,636	57,300	42,350	43,850	-23.5%
MH / D Services	5,703,661	5,403,412	4,460,174	-	-100.0%
Benefits Program	289,577	303,934	304,902	241,920	-20.4%
County Mental Health Workforce	-	-	-	549,915	N/A
<b>CONSERVATION (net of golf course)</b>	\$ 3,609,529	\$ 4,105,417	\$ 4,137,549	\$ 4,350,405	6.0%
Conservation Administration	583,855	609,304	606,990	633,716	4.0%
Parks & Recreation	2,661,920	3,092,348	3,126,794	3,294,850	6.5%
Wapsi River Environmental Center	363,754	403,765	403,765	421,839	4.5%
<b>DEBT SERVICES</b>	\$ 4,871,446	\$ 4,848,149	\$ 4,853,249	\$ 4,850,800	0.1%
Solid Waste Bonds	565,181	561,031	564,131	564,632	0.6%
SECC Equipment Bonds	2,330,550	2,339,500	2,339,500	2,332,750	-0.3%
PSA Lease	1,975,715	1,947,618	1,949,618	1,953,418	0.3%
<b>FACILITY &amp; SUPPORT SERVICES</b>	\$ 3,829,292	\$ 4,291,231	\$ 4,463,856	\$ 4,836,335	12.7%
FSS Administration	157,519	169,831	169,331	178,889	5.3%
Maint of Buildings & Grounds	2,165,711	2,498,805	2,717,630	3,009,913	20.5%
Custodial Services	851,921	900,469	900,469	944,518	4.9%
Support Services	654,141	722,126	676,426	703,015	-2.6%



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

	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
<b>HEALTH DEPARTMENT</b>	\$ 6,434,532	\$ 7,030,074	\$ 7,395,836	\$ 7,758,557	10.4%
Administration	812,225	891,272	891,924	831,990	-6.7%
Public Health Safety	2,010,837	2,301,892	2,651,892	2,448,702	6.4%
Clinical Services	1,474,966	1,438,586	1,448,647	1,637,347	13.8%
Community Relations & Planning	1,306,077	1,478,371	1,474,120	1,933,056	30.8%
Environmental Health	830,427	919,953	929,253	907,462	-1.4%
<b>HUMAN SERVICES</b>	\$ 85,532	\$ 86,452	\$ 86,452	\$ 86,452	0.0%
Administrative Support	85,532	86,452	86,452	86,452	0.0%
<b>INFORMATION TECHNOLOGY</b>	\$ 3,008,597	\$ 3,309,332	\$ 3,309,652	\$ 3,418,092	3.3%
Administration	172,761	181,899	181,899	187,867	3.3%
Information Processing	2,835,836	3,127,433	3,127,753	3,230,225	3.3%
<b>JUVENILE DETENTION CENTER</b>	\$ 1,780,863	\$ 1,880,208	\$ 1,965,308	\$ 2,335,186	24.2%
Juvenile Detention Center	1,570,767	1,654,639	1,728,839	2,022,683	22.2%
Emergency Youth Shelter	34,381	50,000	50,000	50,000	0.0%
In-Home Care	16,035	48,346	47,846	12,561	-74.0%
GPS Monitoring	67,714	55,344	57,044	52,572	-5.0%
Youth Transition Decision Making	5,898	24,022	22,522	17,992	-25.1%
Restorative Justice	86,068	47,857	59,057	179,378	274.8%
<b>NON-DEPARTMENTAL</b>	\$ 2,158,582	\$ 818,998	\$ 4,189,718	\$ 4,234,163	417.0%
Non-Departmental	1,945,571	581,998	3,933,998	3,938,950	576.8%
Court Support Costs	56,906	65,500	66,500	66,500	1.5%
Other Law Enforcement Costs	56,543	70,000	73,720	70,000	0.0%
Centralized Fleet Maintenance	99,562	101,500	115,500	158,713	56.4%
<b>HUMAN RESOURCES</b>	\$ 434,720	\$ 482,569	\$ 482,569	\$ 539,014	11.7%
Human Resource Management	434,720	482,569	482,569	539,014	11.7%
<b>PLANNING &amp; DEVELOPMENT</b>	\$ 550,624	\$ 541,419	\$ 540,324	\$ 535,108	-1.2%
P & D Administration	222,332	196,138	195,258	187,858	-4.2%
Code Enforcement	317,884	330,081	331,466	332,050	0.6%
Tax Deed Properties	10,408	15,200	13,600	15,200	0.0%
<b>RECORDER</b>	\$ 783,058	\$ 884,452	\$ 882,189	\$ 939,619	6.2%
Recorder Administration	184,685	193,972	193,972	203,023	4.7%
Public Records	429,302	501,751	499,988	536,724	7.0%
Vital Records	169,071	188,729	188,229	199,872	5.9%

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

	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
<b>SECONDARY ROADS</b>	\$ 7,685,980	\$ 9,134,600	\$ 10,998,000	\$ 10,877,500	19.1%
Administration	287,523	341,000	341,000	366,000	7.3%
Engineering	664,454	682,500	864,000	799,500	17.1%
Bridges & Culverts	201,707	395,000	395,000	285,000	-27.8%
Roads	2,246,362	3,243,000	3,593,000	3,515,500	8.4%
Snow & Ice Control	531,022	550,000	550,000	605,000	10.0%
Traffic Controls	279,539	359,000	359,000	381,000	6.1%
Road Clearing	305,345	346,000	346,000	376,000	8.7%
New Equipment	672,824	750,000	850,000	850,000	13.3%
Equipment Operations	991,379	1,399,000	1,399,000	1,473,500	5.3%
Tools, Materials & Supplies	31,371	119,100	121,000	126,000	5.8%
Real Estate & Buildings	84,226	150,000	150,000	425,000	183.3%
Roadway Construction	1,390,228	800,000	2,030,000	1,675,000	109.4%
<b>SHERIFF</b>	\$ 18,145,301	\$ 19,532,439	\$ 19,952,414	\$ 21,115,653	8.1%
Sheriff Administration	606,445	685,391	685,391	748,521	9.2%
Patrol	4,156,140	4,971,885	4,990,390	5,595,184	12.5%
Jail/Prisoner Transportation	10,316,734	11,063,477	11,464,322	11,630,757	5.1%
Civil Deputies	331,925	366,466	366,466	408,659	11.5%
Investigations	1,170,192	938,217	938,842	1,214,692	29.5%
Bailiffs/Courthouse Security	1,124,851	1,062,496	1,062,496	1,062,888	0.0%
Civil-Clerical	439,014	444,507	444,507	454,952	2.3%
<b>SUPERVISORS</b>	\$ 345,928	\$ 387,853	\$ 386,853	\$ 403,982	4.2%
Supervisors, Board of	345,928	387,853	386,853	403,982	4.2%
<b>TREASURER</b>	\$ 2,651,219	\$ 2,845,220	\$ 2,910,695	\$ 3,055,240	7.4%
Treasurer Administration	206,373	219,452	219,452	228,865	4.3%
Tax Administration	556,142	593,788	595,988	628,776	5.9%
Motor Vehicle Registration-CH	589,081	637,595	638,895	809,031	26.9%
County General Store	497,559	607,860	612,235	519,268	-14.6%
Accounting/Finance	802,064	786,525	844,125	869,300	10.5%

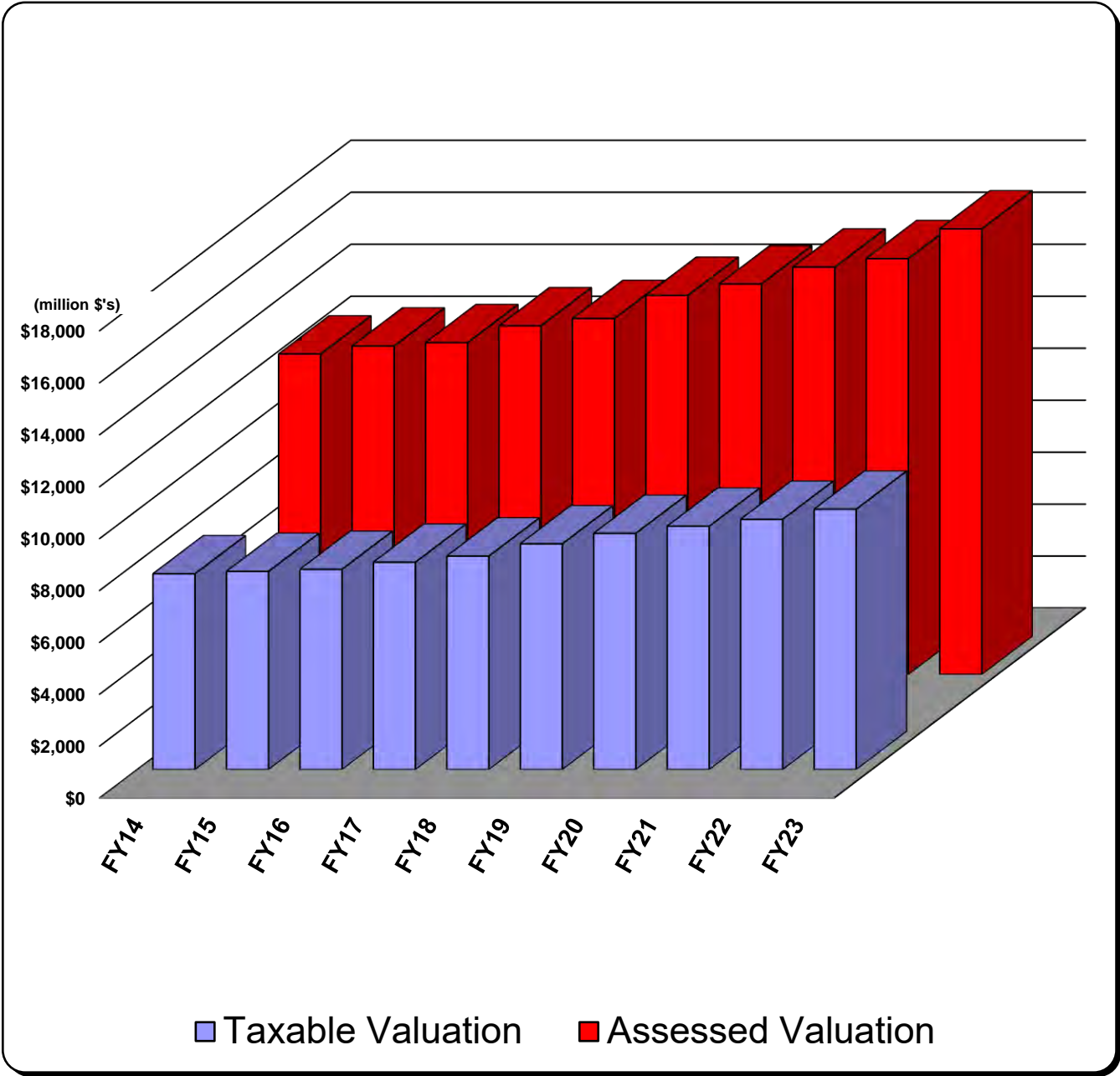
**APPROPRIATION SUMMARY BY PROGRAMS WITHIN DEPARTMENT**  
(excluding transfers and non-budgeted funds)

	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
<b>AUTHORIZED AGENCIES:</b>					
<b>BI-STATE REGIONAL COMMISSION</b>	\$ 94,755	\$ 94,755	\$ 94,755	\$ 94,755	0.0%
Regional Planning/Technical Assistance	77,355	77,355	77,355	77,355	0.0%
Legislative Contract	17,400	17,400	17,400	17,400	0.0%
<b>CENTER FOR ALCOHOL/DRUG SERVICES</b>	\$ 675,600	\$ 688,331	\$ 688,331	\$ 688,331	0.0%
Outpatient Services	27,269	40,000	40,000	40,000	0.0%
Residential Services	295,432	295,432	295,432	295,432	0.0%
Jail Based Assessment & Treatment	154,899	154,899	154,899	154,899	0.0%
Inmate Substance Abuse Treatment	100,000	100,000	100,000	100,000	0.0%
Criminal Justice Client Case Mgmt	98,000	98,000	98,000	98,000	0.0%
<b>CENTER FOR ACTIVE SENIORS, INC.</b>	\$ 213,750	\$ 213,750	\$ 213,750	\$ 213,750	0.0%
Outreach to Older Persons	165,614	165,614	165,614	165,614	0.0%
Day Care for Older Persons	48,136	48,136	48,136	48,136	0.0%
<b>COMMUNITY HEALTH CARE</b>	\$ 302,067	\$ 302,067	\$ 302,067	\$ 302,067	0.0%
Health Services-Comm Services	302,067	302,067	302,067	302,067	0.0%
<b>EMERGENCY MANAGEMENT AGENCY</b>	\$ 8,418,000	\$ 8,750,000	\$ 8,750,000	\$ 8,875,000	1.4%
Emergency Preparedness	218,000	250,000	250,000	310,000	24.0%
Emergency Communications (SECC)	8,200,000	8,500,000	8,500,000	8,565,000	0.8%
<b>DURANT AMBULANCE</b>	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
Durant-Emergency Care & Transfer	20,000	20,000	20,000	20,000	0.0%
<b>COUNTY LIBRARY</b>	\$ 595,213	\$ 601,165	\$ 601,165	\$ 576,241	-4.1%
Library Resources & Services	595,213	601,165	601,165	576,241	-4.1%
<b>MEDIC AMBULANCE</b>	\$ -	\$ 200,000	\$ 170,178	\$ 200,000	0.0%
Medic Ambulance Service	-	200,000	170,178	200,000	0.0%
<b>Visit Quad Cities</b>	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	0.0%
Regional Tourism Development	70,000	70,000	70,000	70,000	0.0%
<b>QC DEVELOPMENT GROUP</b>	\$ 74,377	\$ 74,000	\$ 74,000	\$ 74,000	0.0%
Quad Cities First	44,377	44,000	44,000	44,000	0.0%
GDRC	30,000	30,000	30,000	30,000	0.0%
<b>TOTAL ALL DEPTS/AGENCIES</b>	<u>\$ 93,504,680</u>	<u>\$ 93,683,430</u>	<u>\$ 106,006,092</u>	<u>\$ 119,368,505</u>	27.4%



# TAXABLE VALUATIONS vs 100% ASSESSMENTS

TEN YEAR COMPARISON (in million \$'s)



Currently due to a State applied rollback to residential, commercial, industrial & ag property, taxable values are only at 58.5% of the County's fully assessed property values, which is 1.7% lower than the previous year.

**ASSESSED AND TAXABLE VALUES OF TAXABLE PROPERTY  
TEN FISCAL YEAR COMPARISON**

<b>Fiscal Year</b>	<b>----- Real Property -----</b>		<b>----- Utilities -----</b>	
	<b><u>Taxable Value</u></b>	<b><u>Assessed Value</u></b>	<b><u>Taxable Value</u></b>	<b><u>Assessed Value</u></b>
2013-14	\$ 6,996,529,321	\$ 11,793,603,661	\$ 549,582,783	\$ 549,582,783
2014-15	7,240,638,632	12,109,481,489	394,987,689	538,804,065
2015-16	7,319,187,974	12,162,390,696	395,641,402	615,595,708
2016-17	7,597,944,724	12,779,295,631	391,113,465	649,309,189
2017-18	7,852,430,879	13,094,122,976	374,014,313	612,028,444
2018-19	8,310,742,928	13,887,123,403	388,373,917	712,185,371
2019-20	8,716,555,374	14,284,438,067	385,887,791	752,734,311
2020-21	9,005,278,205	14,902,311,117	373,497,069	783,621,853
2021-22	9,284,059,246	15,208,688,370	359,446,370	802,601,606
2022-23	9,626,734,207	16,248,152,911	406,794,566	907,408,532

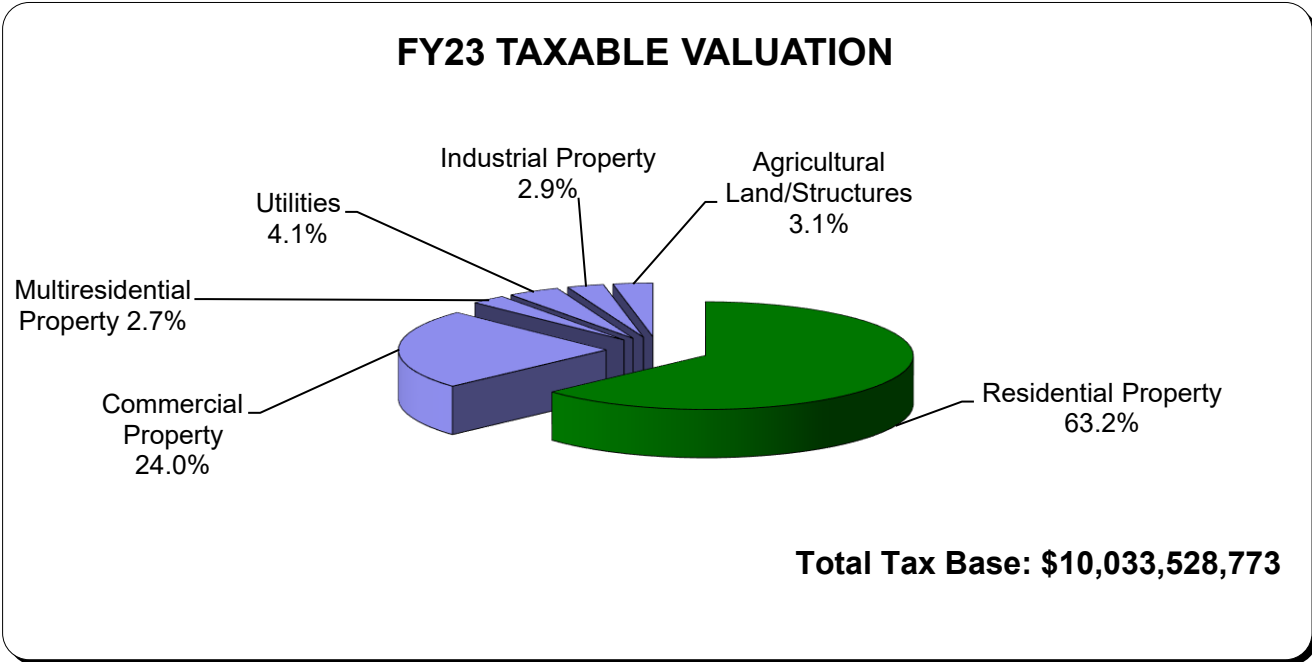
Note: Taxes are not assessed on Personal Property.

**ASSESSED AND TAXABLE VALUES OF TAXABLE PROPERTY  
TEN FISCAL YEAR COMPARISON (Continued)**

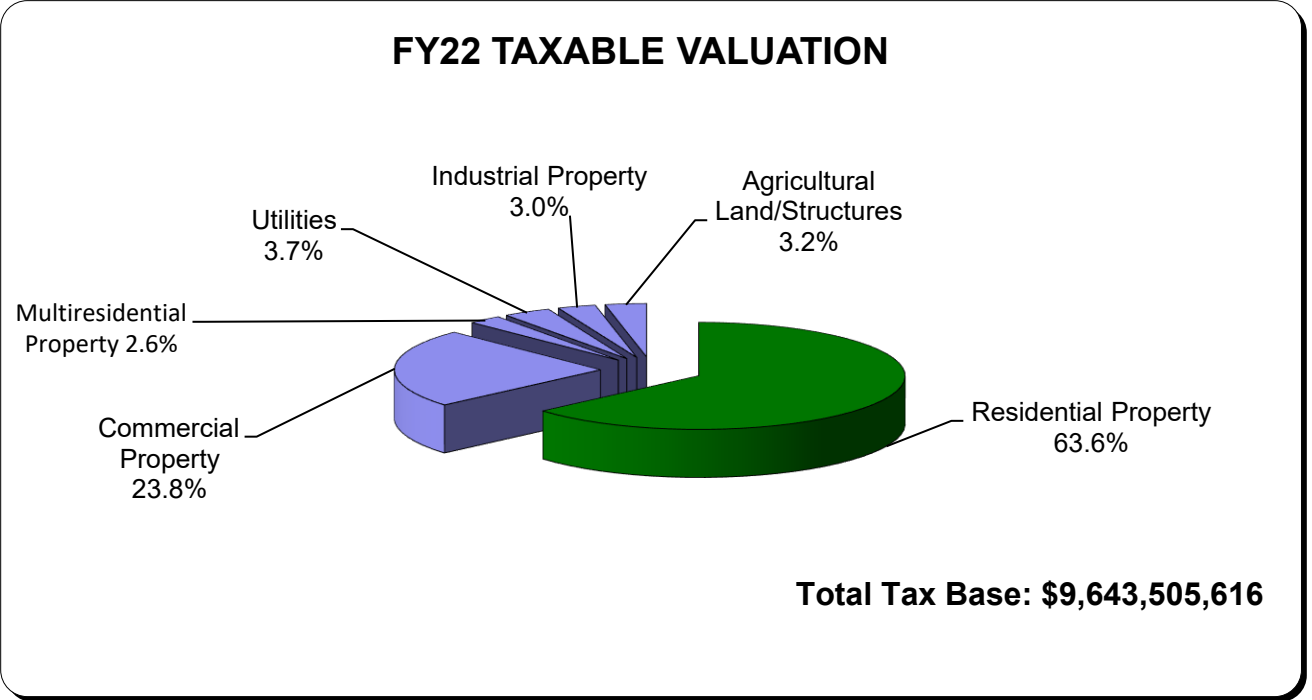
<u>Fiscal Year</u>	----- Total -----		<b>Ratio Taxable to Assessed Value</b>	<b>Tax Increment Financing District Values</b>
	<u>Taxable Value</u>	<u>Assessed Value</u>		
2013-14	\$ 7,546,112,104	\$ 12,343,186,444	61.14%	\$ 395,699,656
2014-15	7,635,626,321	12,648,285,554	60.37%	406,555,742
2015-16	7,714,829,376	12,777,986,404	60.38%	425,111,551
2016-17	7,989,058,189	13,428,604,820	59.49%	413,836,841
2017-18	8,226,445,192	13,706,151,420	60.02%	449,518,457
2018-19	8,699,116,845	14,599,308,774	59.59%	439,662,541
2019-20	9,102,443,165	15,037,172,378	60.53%	436,750,524
2020-21	9,378,775,274	15,685,932,970	59.79%	469,701,411
2021-22	9,643,505,616	16,011,289,976	60.23%	532,941,840
2022-23	10,033,528,773	17,155,561,443	58.49%	534,009,105

Note: Taxes are not assessed on Personal Property.

# TAXABLE VALUATION BY CLASS OF PROPERTY



Residential property valuations represent over half of the County's tax base. Residential valuations would represent 70.2%, however, the State mandated rollback percentage shifts the tax burden to other classes. The growth in tax base between years was 4.0%





## TAXABLE PROPERTY VALUATION COMPARISON

	January 1,2020 For FY22	% of Total	January 1,2021 For FY23	% of Total	Amount Change	% Change
<b>COUNTY-WIDE</b>						
Residential Property	6,135,181,293	63.6%	6,342,678,065	63.2%	207,496,772	3.4%
Commercial Property	2,294,740,006	23.8%	2,411,349,998	24.0%	116,609,992	5.1%
Multiresidential	253,947,530	2.6%	274,960,679	2.7%	21,013,149	8.3%
Utilities	359,446,370	3.7%	406,794,566	4.1%	47,348,196	13.2%
Industrial Property	288,205,848	3.0%	287,265,565	2.9%	(940,283)	-0.3%
Agricultural Land/Structures	311,984,569	3.2%	310,479,900	3.1%	(1,504,669)	-0.5%
All Classes	<u>9,643,505,616</u>	<u>100.0%</u>	<u>10,033,528,773</u>	<u>100.0%</u>	<u>390,023,157</u>	<u>4.0%</u>
<b>UNINCORPORATED AREAS</b>						
Residential Property	773,002,726	65.6%	805,010,731	66.4%	32,008,005	4.1%
Commercial Property	49,030,493	4.2%	51,249,751	4.2%	2,219,258	4.5%
Multiresidential	9,043,985	0.8%	8,966,592	0.1%	(77,393)	-0.9%
Utilities	75,757,668	6.4%	77,452,100	6.4%	1,694,432	2.2%
Industrial Property	1,639,782	0.1%	1,716,129	0.1%	76,347	4.7%
Agricultural Land/Structures	270,739,437	23.0%	268,531,706	22.1%	(2,207,731)	-0.8%
Total	<u>1,179,214,091</u>	<u>100.0%</u>	<u>1,212,927,009</u>	<u>100.0%</u>	<u>33,712,918</u>	<u>2.9%</u>
Property in Cities	8,464,291,525	87.8%	8,820,601,764	87.9%	356,310,239	4.2%
Property in Rural Areas	1,179,214,091	12.2%	1,212,927,009	12.1%	33,712,918	2.9%
Total	<u>9,643,505,616</u>	<u>100.0%</u>	<u>10,033,528,773</u>	<u>100.0%</u>	<u>390,023,157</u>	<u>4.0%</u>

EXCLUDED VALUES FROM COUNTY'S OVERALL TAX BASE:	January 1,2020 For FY22	January 1,2021 For FY23	Amount Change	% Change
Tax Increment Financing District Values	532,941,840	534,009,105	1,067,265	0.2%
Military Exemptions	13,832,507	13,219,576	(612,931)	-4.4%
Utilities/Railroads Rollback Amount	443,155,236	500,613,966	57,458,730	13.0%
Ag Land/Structures Rollback Amount	59,290,771	38,212,500	(21,078,271)	-35.6%
Commercial Rollback Amount	287,831,020	299,087,374	11,256,354	3.9%
Industrial	41,245,162	41,139,594	(105,568)	-0.3%
Multiresidential	128,253,994	165,207,795	36,953,801	28.8%
Residential Rollback Amount	4,861,233,830	5,530,542,760	669,308,930	13.8%
Total Rollback Loss	<u>5,821,010,013</u>	<u>6,574,803,989</u>	<u>753,793,976</u>	<u>12.9%</u>
Total Excluded Values	<u>6,367,784,360</u>	<u>7,122,032,670</u>	<u>754,248,310</u>	<u>11.8%</u>
Percent of Tax Base Excluded	<u>39.8%</u>	<u>41.5%</u>		
100% Valuation	<u>16,011,289,976</u>	<u>17,155,561,443</u>	<u>1,144,271,467</u>	<u>7.1%</u>

## PROPERTY TAX LEVY COMPARISON ALL FUNDS

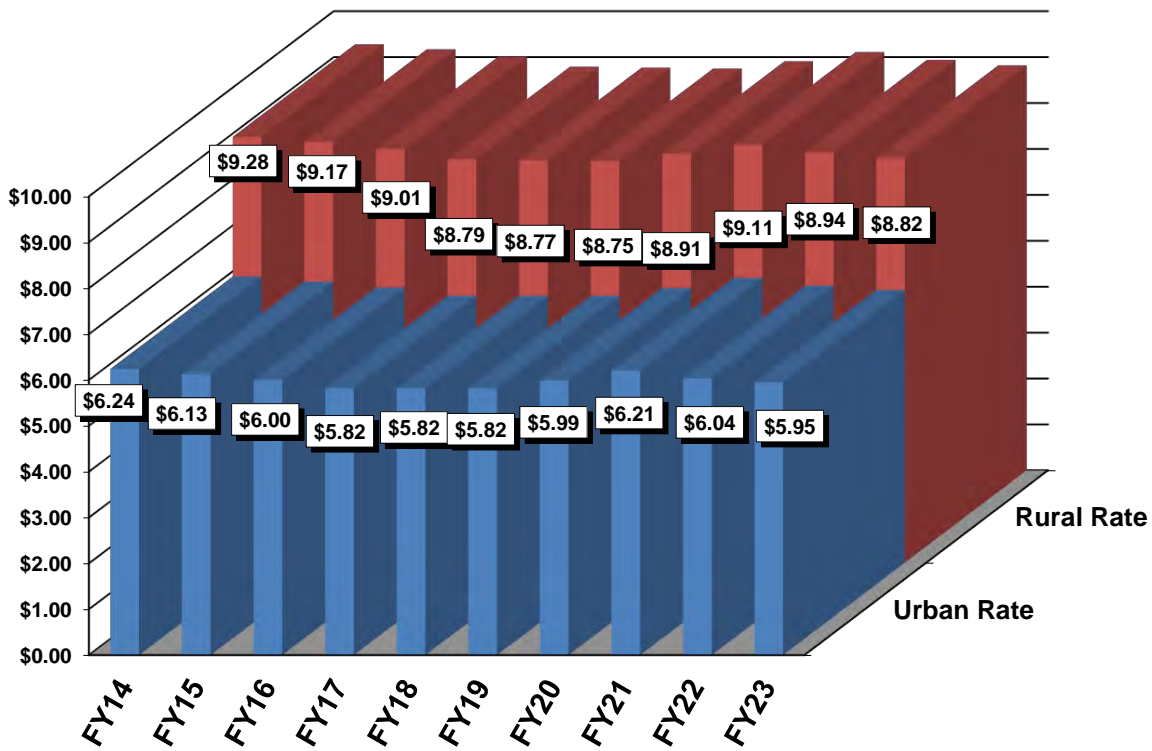
	----- 2021-22 Budget -----		----- 2022-23 Budget -----		Levy Dollars Amount % Incr -Decr	Levy Rate Amount % Incr -Decr
	<u>Levy Amount</u>	<u>Levy Rate Per \$1,000 Taxable Valuation</u>	<u>Levy Amount</u>	<u>Levy Rate Per \$1,000 Taxable Valuation</u>		
<b>General Fund</b>	\$ 51,713,337	\$ 5.36251	\$ 56,759,787	\$ 5.65701	9.8%	5.5%
<b>Special Revenue Fund</b>						
MH-DD	\$ 3,656,015	\$ 0.37912	\$ -	\$ -	-100.0%	-100.0%
<b>Debt Service Fund</b>	\$ 3,056,368	\$ 0.30034	\$ 3,096,168	\$ 0.29299	1.3%	-2.4%
<b>Total County-Wide Levy</b>	\$ 58,425,720	\$ 6.04197 <sup>(1)</sup>	\$ 59,855,955	\$ 5.95000	2.4%	-1.5%
<b>Special Revenue Fund (rural only)</b>						
Rural Services Basic	\$ 3,418,597	\$ 2.89905 <sup>(2)</sup>	\$ 3,481,144	\$ 2.87004	1.8%	-1.0%
<b>Total Gross Levy</b>	\$ 61,844,317	\$ 8.94102	\$ 63,337,099	\$ 8.82004	2.4%	-1.4%
Less State Replacement Credits Against Levied Taxes	\$ 2,522,030		\$ 2,387,138		-5.3%	
<b>Total Net Levy</b>	\$ 59,322,287	\$ 8.94102 <sup>(3)</sup>	\$ 60,949,961	\$ 8.82004	2.7%	-1.4%

<sup>(1)</sup> Corporate rate levied against property in incorporated areas (cities)

<sup>(2)</sup> Levied in the unincorporated areas only for Secondary Roads and for participation in the County Library System

<sup>(3)</sup> Rural rate levied against property in unincorporated areas (townships)

## TEN YEAR LEVY RATE COMPARISON



The FY21 rate increased to fund requested organizational changes and debt service for the 2019 bond issuance. The state mandated a reduction of mental health property taxes after the budget was adopted in 2022. The above rate reflects the change in levies. The County was able to reduce the levy rates in 2023 in part due to the elimination of the Mental Health and Disability Services Levy reduced to \$0.

## TAX LEVIES AND LEVY RATES TEN YEAR HISTORICAL COMPARISON

<u>Fiscal Year</u>	<u>Gross Tax Levy</u> <sup>(1)</sup>	<u>Percent Change In Levy</u> <sup>(1)</sup>	<u>Urban Levy Rate</u> <sup>(2)</sup>	<u>Rural Levy Rate</u> <sup>(3)</sup>
2013-14	\$ 48,415,997	1.9%	\$ 6.23534	\$ 9.28021
2014-15	\$ 49,773,216	2.8%	\$ 6.13204	\$ 9.17530
2015-16	\$ 49,314,403	-0.9%	\$ 6.00377	\$ 9.01072
2016-17	\$ 49,572,552	0.5%	\$ 5.82228	\$ 8.78518
2017-18	\$ 51,015,046	2.9%	\$ 5.82167	\$ 8.76857
2018-19	\$ 53,917,024	5.7%	\$ 5.82167	\$ 8.74885
2019-20	\$ 57,927,714	7.4%	\$ 5.99401	\$ 8.90566
2020-21	\$ 61,726,472	6.6%	\$ 6.21303	\$ 9.11440
2021-22	\$ 61,844,318	0.2%	\$ 6.04197	\$ 8.94102
2022-23	\$ 63,337,099	2.4%	\$ 5.95000	\$ 5.82004

<sup>(1)</sup> Includes State replacement credits against levies taxes and utility replacement dollars.

<sup>(2)</sup> Urban levy rate per \$1,000 taxable valuation levied against property in incorporated areas (cities)

<sup>(3)</sup> Rural levy rate per \$1,000 taxable valuation levied against property in unincorporated areas (townships)

**COMBINED STATEMENT OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCE - LONG RANGE PLAN  
GENERAL FUND**

	<u>ACTUAL</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>BUDGET</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>	<u>PROJECTED</u> <u>2025-26</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>						
Taxes Levied on Property	\$ 47,762,358	\$ 48,765,872	\$ 53,416,466	\$ 55,553,125	\$ 57,775,250	\$ 60,086,260
Other County Taxes/TIF Revenue	7,076,367	7,548,569	7,727,401	7,804,675	7,882,722	7,961,549
Intergovernmental	10,499,680	7,557,021	7,576,881	7,842,072	8,116,544	8,400,623
Licenses & Permits	1,034,580	813,055	728,595	757,739	788,048	819,570
Charges For Services	7,205,251	6,861,212	6,501,037	6,553,045	6,605,470	6,658,313
Use of Money & Property	251,567	267,505	287,505	287,505	287,505	287,505
Fees, Forfeitures and Miscellaneous	<u>1,475,155</u>	<u>974,001</u>	<u>1,013,623</u>	<u>1,034,909</u>	<u>1,056,642</u>	<u>1,078,832</u>
Subtotal Revenues	75,304,958	72,787,235	77,251,508	79,833,070	82,512,181	85,292,652
Other Financing Sources:						
Operating Transfers In and assets sold	<u>709,263</u>	<u>6,457,755</u>	<u>3,562,470</u>	<u>3,626,652</u>	<u>3,702,812</u>	<u>3,858,330</u>
Total Revenues & Other Sources	76,014,221	79,244,990	80,813,978	83,459,722	86,214,992	89,150,982
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>						
Operating:						
Salaries	28,607,775	30,719,058	32,762,560	34,153,986	35,604,506	37,116,629
Benefits	11,434,188	12,644,163	13,816,384	14,659,183	15,553,394	16,502,151
Capital Outlay	161,578	167,645	196,853	196,853	196,853	196,853
Purchases Services & Expenses	20,493,405	21,665,650	22,780,390	23,445,003	24,517,146	25,639,141
Supplies & Materials	<u>1,930,394</u>	<u>2,210,051</u>	<u>2,116,277</u>	<u>2,190,347</u>	<u>2,267,009</u>	<u>2,346,354</u>
Subtotal Expenditures	62,627,340	67,406,567	71,672,464	74,645,372	78,138,908	81,801,128
Other Financing Uses:						
Transfers out	<u>13,506,210</u>	<u>18,249,728</u>	<u>10,609,070</u>	<u>10,962,036</u>	<u>10,581,586</u>	<u>10,081,343</u>
Total Expenditures & Other Uses	76,133,550	85,656,295	82,281,534	85,607,408	88,720,494	91,882,471
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$ (119,329)</u>	<u>\$ (6,411,305)</u>	<u>\$ (1,467,556)</u>	<u>\$ (2,147,687)</u>	<u>\$ (2,505,501)</u>	<u>\$ (2,731,489)</u>

Revenue / Use	Trend
Taxes Levied on Property	4.4% 5 year trend, 10 year 3.3% valuation growth, stable tax rate
Other County Taxes/TIF Revenue	4.9% Trend rate 2018 - 2022, Combination Local Option Sales Tax and other taxable valuation.
Intergovernmental	3.5% Trend based on net flat state intergovernmental and unknown federal intergov. revenue, less commercial and industrial rollback backfill dollars through sunset.
Licenses & Permits	1.4% Trend rate 2018 - 2023
Charges For Services	0.8% Trend rate 2018 - 2023
Use of Money & Property	Flat due to unknown Federal Reserve Rates
Fees, Forfeitures and Miscellaneous	2.1% Trend rate 2018 - 2023
Salaries	4.3% Net cost of living and step wage increases per year, less turnover, plus unknown inflationary costs of 1.0%
Benefits	6.1% Net Cost of insurance / wage related benefits per year.
Capital Outlay	0% Allowable growth budget guideline / strategic planning.
Purchases Services & Expenses	0% Allowable growth budget guideline / strategic planning, plus departmental selected adjustments of 4.9% inflationary trend.
Supplies & Materials	0% Allowable growth budget guideline / strategic planning, 3.5% trend adjusted by departments offset by purchase services and expenses.
Conclusion	Future revenue growth will provide for current operating expenditures as long as taxes levied on property continues to grow based on the 10 year average growth rate. Flexibility in programming is available. The County generally spends between 92% and 98% of expenditures. The excess of expenditures and transfers out is tied to excess budgetary savings transferred to the capital fund by approximately \$1,800,000 in FY 2024, in FY 2025 and FY 2025.

# COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE ARPA GRANT FUND

	<u>ACTUAL</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>BUDGET</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>	<u>PROJECTED</u> <u>2025-26</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>						
Taxes Levied on Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other County Taxes/TIF Revenue	-	-	-	-	-	-
Intergovernmental	-	3,000,000	16,550,000	14,042,150	-	-
Licenses & Permits	-	-	-	-	-	-
Charges For Services	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-
Fees, Forfeitures and Miscellaneous	-	-	-	-	-	-
Subtotal Revenues	-	3,000,000	16,550,000	14,042,150	-	-
Other Financing Sources:						
Operating Transfers In and assets sold	-	-	-	-	-	-
Total Revenues & Other Sources	-	3,000,000	16,550,000	14,042,150	-	-
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>						
Operating:						
Salaries	-	-	-	-	-	-
Benefits	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Purchases Services & Expenses	-	3,000,000	3,000,000	500,000	-	-
Supplies & Materials	-	-	-	-	-	-
Subtotal Expenditures	-	3,000,000	3,000,000	500,000	-	-
Other Financing Uses:						
Transfers out	-	-	13,550,000	13,542,150	-	-
Total Expenditures & Other Uses	-	3,000,000	16,550,000	14,042,150	-	-
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	Trend
Taxes Levied on Property	N/A
Other County Taxes/TIF Revenue	N/A
Intergovernmental	Grant amount is limited to \$33,592,150.
Licenses & Permits	N/A
Charges For Services	N/A
Use of Money & Property	Interest income will be estimated in future years.
Fees, Forfeitures and Miscellaneous	N/A
Salaries	N/A
Benefits	N/A
Capital Outlay	N/A
Purchases Services & Expenses	Contractual amounts for housing and tourism
Supplies & Materials	N/A
Conclusion	The fund will fully utilize all resources by June 30, 2024. If amounts are under expended expenditures will occur in FY 2025 or FY 2026 for obligated projects.

# COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - LONG RANGE PLAN SECONDARY ROADS

	<u>ACTUAL 2020</u> <u>21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>BUDGET</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>	<u>PROJECTED</u> <u>2025-26</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>						
Taxes Levied on Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other County Taxes/TIF Revenue	-	-	-	-	-	-
Intergovernmental	4,914,311	4,374,243	4,371,500	14,415,215	4,559,367	4,604,961
Licenses & Permits	34,125	30,000	30,000	30,000	30,300	30,603
Charges For Services	98,845	622,275	589,048	5,000	5,050	5,101
Use of Money & Property	12,456	12,500	12,500	40,000	40,000	40,000
Fees, Forfeitures and Miscellaneous	48,982	14,100	19,100	19,100	19,100	19,100
Subtotal Revenues	5,108,719	5,053,118	5,022,148	14,509,315	4,653,817	4,699,764
Other Financing Sources:						
Operating Transfers In and assets sold	3,748,589	3,915,000	4,040,000	4,101,860	4,238,107	4,378,886
Total Revenues & Other Sources	8,857,308	8,968,118	9,062,148	18,611,175	8,891,924	9,078,650
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>						
Operating:						
Secondary Roads	7,685,978	10,998,000	10,877,500	18,750,226	9,151,125	8,929,025
Subtotal Expenditures	7,685,978	10,998,000	10,877,500	18,750,226	9,151,125	8,929,025
Other Financing Uses:						
Transfers out	-	-	-	-	-	-
Total Expenditures & Other Uses	7,685,978	10,998,000	10,877,500	18,750,226	9,151,125	8,929,025
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$ 1,171,330</u>	<u>\$ (2,029,882)</u>	<u>\$ (1,815,352)</u>	<u>\$ (139,051)</u>	<u>\$ (259,201)</u>	<u>\$ 149,625</u>

	Trend
Intergovernmental	Estimated 1% growth; FY 2024 includes ARPA funds for construction.
Licenses & Permits	0% Net growth of rate vs volume.
Charges For Services	0% Net growth of rate vs volume.
Use of Money & Property	0% Growth
Fees, Forfeitures and Miscellaneous	0% Growth
Secondary Roads	4.3% Salary growth; 4.1 % benefit growth; 1% contractor growth; capital project projections
Conclusion	Funding provides for current operating and long term capital investment. Drawdowns are tied to funding for capital projects and prior year savings.

# COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - LONG RANGE PLAN DEBT SERVICE FUND

	<u>ACTUAL</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>BUDGET</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>	<u>PROJECTED</u> <u>2025-26</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>						
Taxes Levied on Property	\$ 2,887,538	\$ 2,889,881	\$ 2,872,629	\$ 2,834,619	\$ 2,888,246	\$ 90,328
Other County Taxes/TIF Revenue	93,847	83,541	96,593	98,718	100,692	51,353
Intergovernmental	1,618,830	1,539,264	1,565,019	1,519,562	1,509,430	1,285,500
Use of Money & Property	<u>7,524</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
Subtotal Revenues	4,607,739	4,517,686	4,539,241	4,457,899	4,503,369	1,432,181
Other Financing Sources:						
Operating Transfers In and assets sold	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues & Other Sources	4,607,739	4,517,686	4,539,241	4,457,899	4,503,369	1,432,181
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>						
Operating:						
Debt Service and fees	<u>4,871,446</u>	<u>4,853,249</u>	<u>4,850,800</u>	<u>4,867,899</u>	<u>4,928,369</u>	<u>1,867,181</u>
Subtotal Expenditures	4,871,446	4,853,249	4,850,800	4,867,899	4,928,369	1,867,181
Other Financing Uses:						
Transfers out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures & Other Uses	4,871,446	4,853,249	4,850,800	4,867,899	4,928,369	1,867,181
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$ (263,707)</u>	<u>\$ (335,563)</u>	<u>\$ (311,559)</u>	<u>\$ (410,000)</u>	<u>\$ (425,000)</u>	<u>\$ (435,000)</u>

	Trend
Taxes Levied on Property	Net property tax requirement for outstanding debt service
Other County Taxes/TIF Revenue	2.2% Trend, based on stable tax rate extended across increasing taxable property values
Intergovernmental	Net property tax requirement for outstanding debt service, plus intergovernmental contribution for loan receivable interest
Licenses & Permits	N/A
Charges For Services	N/A
Use of Money & Property	N/A
Debt Service	Obtained from approved debt service schedules and fee estimates
Conclusion	Fund balance is decreasing due to Waste Commission debt service paid by loan receivable, but are expended with the proceeds. In FY 26, the County's debt funded with property taxes reduces with the completion of the 2012 and 2013 Jail refunding debt.



# COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - LONG RANGE PLAN CAPITAL PROJECTS FUND

	<u>ACTUAL</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>BUDGET 2022-</u> <u>23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>	<u>PROJECTED</u> <u>2025-26</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>						
Taxes Levied on Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other County Taxes/TIF Revenue	900,192	800,000	800,000	800,000	800,000	800,000
Intergovernmental	11,722	426,823	1,607,000	5,000	5,000	5,000
Licenses & Permits	-	-	-	-	-	-
Charges For Services	-	-	-	350,000	350,000	350,000
Use of Money & Property	38,801	31,500	26,500	24,000	24,000	24,000
Fees, Forfeitures and Miscellaneous	231,355	278,726	24,000	24,000	24,000	24,000
Subtotal Revenues	1,182,070	1,537,049	2,457,500	1,203,000	1,203,000	1,203,000
Other Financing Sources:						
Operating Transfers In and assets sold	5,879,054	11,935,624	20,502,600	12,271,600	7,420,000	5,195,000
Total Revenues & Other Sources	7,061,124	13,472,673	22,960,100	13,474,600	8,623,000	6,398,000
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>						
Operating:						
Salaries	-	-	-	-	-	-
Benefits	-	-	-	-	-	-
Capital Outlay	11,870,917	14,523,927	28,391,500	14,632,500	6,992,500	3,842,500
Purchases Services & Expenses	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Subtotal Expenditures	11,870,917	14,523,927	28,391,500	14,632,500	6,992,500	3,842,500
Other Financing Uses:						
Transfers out	223,484	979,351	804,000	-	-	-
Total Expenditures & Other Uses	12,094,401	15,503,278	29,195,500	14,632,500	6,992,500	3,842,500
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$(5,033,277)</u>	<u>\$( 2,030,605)</u>	<u>\$( 6,235,400)</u>	<u>\$( 1,157,900)</u>	<u>\$ 1,630,500</u>	<u>\$ 2,555,500</u>

	Trend
Taxes Levied on Property	N/A
Other County Taxes/TIF Revenue	0% Growth
Intergovernmental	N/A
Licenses & Permits	N/A
Charges For Services	N/A
Use of Money & Property	N/A
Fees, Forfeitures and Miscellaneous	0% Growth
Capital Outlay	See 5 year capital plan for project detail
Conclusion	The long term capital fund balance remains relatively stable.

# COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - LONG RANGE PLAN NON MAJOR FUNDS

	<u>ACTUAL</u> <u>2020-21</u>	<u>PROJECTED</u> <u>2021-22</u>	<u>BUDGET</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>	<u>PROJECTED</u> <u>2025-26</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>						
Taxes Levied on Property	\$ 3,117,047	\$ 3,208,203	\$ 3,261,091	\$ 3,375,229	\$ 3,493,362	\$ 3,575,456
Other County Taxes/TIF Revenue	81,581	81,341	84,041	86,562	89,159	91,834
Intergovernmental	155,353	146,669	159,166	164,578	170,173	175,959
Licenses & Permits	-	-	-	-	-	-
Charges For Services	39,578	30,000	30,000	30,000	30,300	30,603
Use of Money & Property	1,249	2,950	2,950	2,950	2,950	2,950
Fees, Forfeitures and Miscellaneous	-	-	-	-	-	-
Subtotal Revenues	<u>3,394,808</u>	<u>3,469,163</u>	<u>3,537,248</u>	<u>3,659,319</u>	<u>3,785,945</u>	<u>3,876,802</u>
Other Financing Sources:						
Operating Transfers In and assets sold	-	-	-	-	-	-
Total Revenues & Other Sources	<u>3,394,808</u>	<u>3,469,163</u>	<u>3,537,248</u>	<u>3,659,319</u>	<u>3,785,945</u>	<u>3,876,802</u>
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>						
Operating:						
Library	<u>595,213</u>	<u>601,165</u>	<u>576,241</u>	<u>582,003</u>	<u>587,823</u>	<u>593,702</u>
Subtotal Expenditures	595,213	601,165	576,241	582,003	587,823	593,702
Other Financing Uses:						
Transfers out	<u>2,800,000</u>	<u>2,893,000</u>	<u>2,975,000</u>	<u>3,074,620</u>	<u>3,157,627</u>	<u>3,259,136</u>
Total Expenditures & Other Uses	3,395,213	3,494,165	3,551,241	3,656,623	3,745,451	3,852,838
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$ (405)</u>	<u>\$ (25,002)</u>	<u>\$ (13,993)</u>	<u>\$ 2,696</u>	<u>\$ 40,494</u>	<u>\$ 23,964</u>

	Trend
Taxes Levied on Property	3.4% 10 year average growth valuation rural area, stable tax rate
Other County Taxes/TIF Revenue	1.3% Trend Rate 2018 - 2023
Intergovernmental	Estimated 3.4% growth related to property credits and valuation
Charges For Services	0% Net growth of rate vs volume.
Fees, Forfeitures and Miscellaneous	0% Growth
Library	1.0% Growth estimate; Library contribution is reallocated every 10 years with census
Conclusion	The non-major funds remain relatively stable. The pass through property taxes may have to be adjusted based on operational growth of the library.

## **MAJOR GOVERNMENTAL FUNDS**

## GENERAL FUND

The General Fund for the County of Scott accounts for all transactions of the County which pertain to the general administration and services traditionally provided to its citizens except those specifically accounted for elsewhere. Services within the General Fund include law enforcement services, legal services, emergency services, juvenile court justice services, physical health services, services to the poor, services to military veterans, services to the elderly, environmental quality services, conservation and recreation services, animal control services, county development services, representation (election) services, state administrative services and various interprogram services such as policy and administration, central services and risk management services.

The General Fund is also the primary source of appropriations to fund costs of providing these services. Consequently, considerable importance is placed upon the fund's financial condition. The Board of Supervisors and staff's objective is to maintain an acceptable level of service for the County's citizens within the limitations of revenue sources that are available to support these activities.

An objective of maintaining the General Fund as a self-funding entity, revenues and/or available balances must be provided to support expense levels during the entire fiscal year. Consequently, the fund balance or working balance is estimated or projected at a level sufficient to fund the first three months of a new fiscal year prior to the receipt of property tax revenues in October. (In Iowa property taxes are paid in two installments due September 30<sup>th</sup> and March 31<sup>st</sup>.) The revenue sources over the past several years have been directed toward this goal in order to avoid interim financing. The following is a ten-year history of the changes in the unassigned General Fund balance:

Fiscal Year	June 30 Fund Balance
2013-14	<b>\$9,832,639</b>
2014-15	<b>10,098,835</b>
2015-16	<b>10,212,287</b>
2016-17	<b>10,474,822</b>
2017-18	<b>10,821,990</b>
2018-19	<b>11,354,228</b>
2019-20	<b>11,916,336</b>
2020-21	<b>12,525,469</b>
2021-22 (Projected)	<b>12,190,501</b>
2022-23 (Projected)	<b>12,190,501</b>

The Scott County Board of Supervisors has adopted a set of financial management policies. As a part of these financial management policies a *minimum* year-end unassigned fund balance for the General Fund was identified as 15% of annual operating expenses. The General Fund projected June 30, 2023 balance is projected to be 17.0%, which is

above the minimum fund balance guidelines. The actual percentage is expected to be higher, due to under spending of the authorized budget.

In order to fund capital projects, the Board of Supervisors makes a property tax transfer from the General Fund to the Capital Projects fund. The transfer amount is necessary to fund routine capital projects within the County. An additional transfer was budgeted this year to fund the long term capital project of a Youth Justice and Rehabilitation Center.

The local option sales tax revenue represents approximately 7.6% of total revenues to the General Fund in FY23. The County is projecting increasing activity within local option sales taxes as natural growth is occurring, supplemented by an increase in internet sales. The local option sales tax continues to grow, most likely due to the higher collectability of internet sales transactions. All estimated local option tax revenues are used to reduce the General Fund property tax requirement for the ensuing fiscal year.

The FY2023 budget reflects the compensation and benefits of the County after implementing the salary and benefit study implemented in FY 20. The study was the first comprehensive compensation study by the county in over 30 years and reflects an effort to bring wages and benefits in line with a market analysis. The study, sponsored by the Board of Supervisors, through a consultant recommended moving away from the Hay Guide Chart-Profile method to a market based job review and classification system. The study found 38% of positions were more than 5% behind market, 56% at market, and 6% more than 5% ahead of market. All employees' positions were reclassified as of July 1, 2019. Employee compensation was then placed on the new scales based on most equivalent wage, without moving down in the scale. The scale was then adjusted based on market adjustments through cost of living adjustments. Unions would continue to negotiate the costs of living adjustments each year. All employees are now eligible for a step each year of 2.5% per year, as well as a cost of living adjustment of the compensation scale. The Sheriff unions for Deputies and Corrections Officers reflect a 4% step per year as well as a cost of living annual adjustment. The County expects annual salary adjustments to become linear in their compensation adjustments for fiscal year 2021 and thereafter. Additionally, some staff will reach the top of the scales and only receive cost of living adjustments. The General Fund FTE is recommended to increase by 14.35 positions for a cost of \$1,223,283. The staffing changes include 11 positions for increased public safety through deputies, correction sergeants, a lieutenant and classification specialist.



The remainder of the positions are within the Health Department, Human Resources, Treasurer, and Administration. The combined cost of the new positions, step recommendations, and cost of living adjustments is \$3,439,770 or 7.9% of FY22 budgeted salaries and benefits.

The Public Safety and Legal Services service area is increasing by 7.4%. This increase is due to the Sheriff department adding 11.0 positions in 2023. The Board budgeted for the addition of 5.0 deputies, 4.0 corrections

sergeants, 1.0 classification specialist, and 1.0 lieutenant to the Sheriff Office. The impact for the 2023 positions is \$1,044,245. The adult corrections division represents 34% of the Public Safety and Legal Services of the County, while uniform patrol services represent 14.5% of the service area. Other salary and benefits within this service area are expected to increase by 2.8% due to steps and cost of living adjustments.

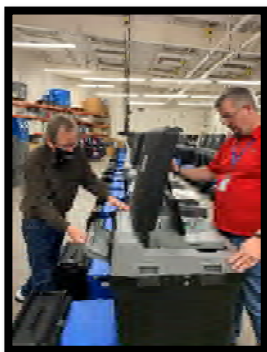


Additionally, the property tax funding of **Emergency Management Agency** and Scott Emergency Communications Center (SECC) requested an increased flow through contribution of about \$65,000, a 0.8% increase from the prior year, from the County. SECC was formed by a 28E (intergovernmental agreement) to consolidate all the Police and Fire dispatch services for Scott County. This funding will pay all operational costs as well as the department service for the equipment and building.



The County also funds the **Scott County Emergency Management Agency (EMA)** through the supplemental tax levy of the County. The EMA increased its budgeted expenditures this year by \$60,000 to include additional programming. Over the past four fiscal years Scott County has qualified for three FEMA disasters that required additional county wide support.

Physical Health and Social Services is increasing by 9.6% primarily due to contractual estimates within the Health Department related to future COVID-19 response and a new community contract of \$140,000 for youth assessment services. The County has budgeted an additional \$200,000 for reimbursable grant allotments and sub recipient contributions. Additionally the **County budgeted \$100,000 for lead abatement efforts.** This is being funded through prior year budgetary savings. County Environment and Education is increasing 5.7% due to increased seasonal costs associated with increased services at West Lake Park after the long term lake-restoration project and wage and benefit increases.



Government Services to Residents is increasing by 11.8% due to projected election costs which vary from year to year depending on the number of special elections and departmental salary and benefit increases. FY 2023 is a general election year which increases the volume of elections staff and decreases the amount of reimbursable costs received by the County. The Administration (interprogram) service area expenditures nets to a 10.8% increase primarily for the additional utility costs and the reclassification of community services staff to from a mental health function to an

administrative function. The new administrative function will be funded by state dollars reimbursed to the County.

The General Fund is comprised of two levying funds - the General Basic Fund and the General Supplemental Fund. The General Basic Fund has a \$3.50 rate per \$1,000 taxable valuation limitation. The General Supplemental Fund is for specific services and expenditures as outlined in Section 331.424 of the Code of Iowa and include such services as elections, court services, employee benefit costs, emergency management services, and risk management service (see Financial Management Policies in the Supplemental Information section of this budget document for a complete listing). Current law requires counties to levy the General Basic Fund maximum levy prior to utilizing the General Supplemental Fund levy. The FY23 General Basic levy rate is at the \$3.50 limit with the General Supplemental Fund at a \$2.15701 levy rate amount.

Estimated Balance	Revenues	Expenditures
202,765	64,200,948	64,200,948
686,176	5,016,878	4,908,000
2,598,713	3,934,644	3,888,000
5,983,949	2,977,830	7,988,000
23,776	810,000	810,000
381,287	329,200	
407,804		



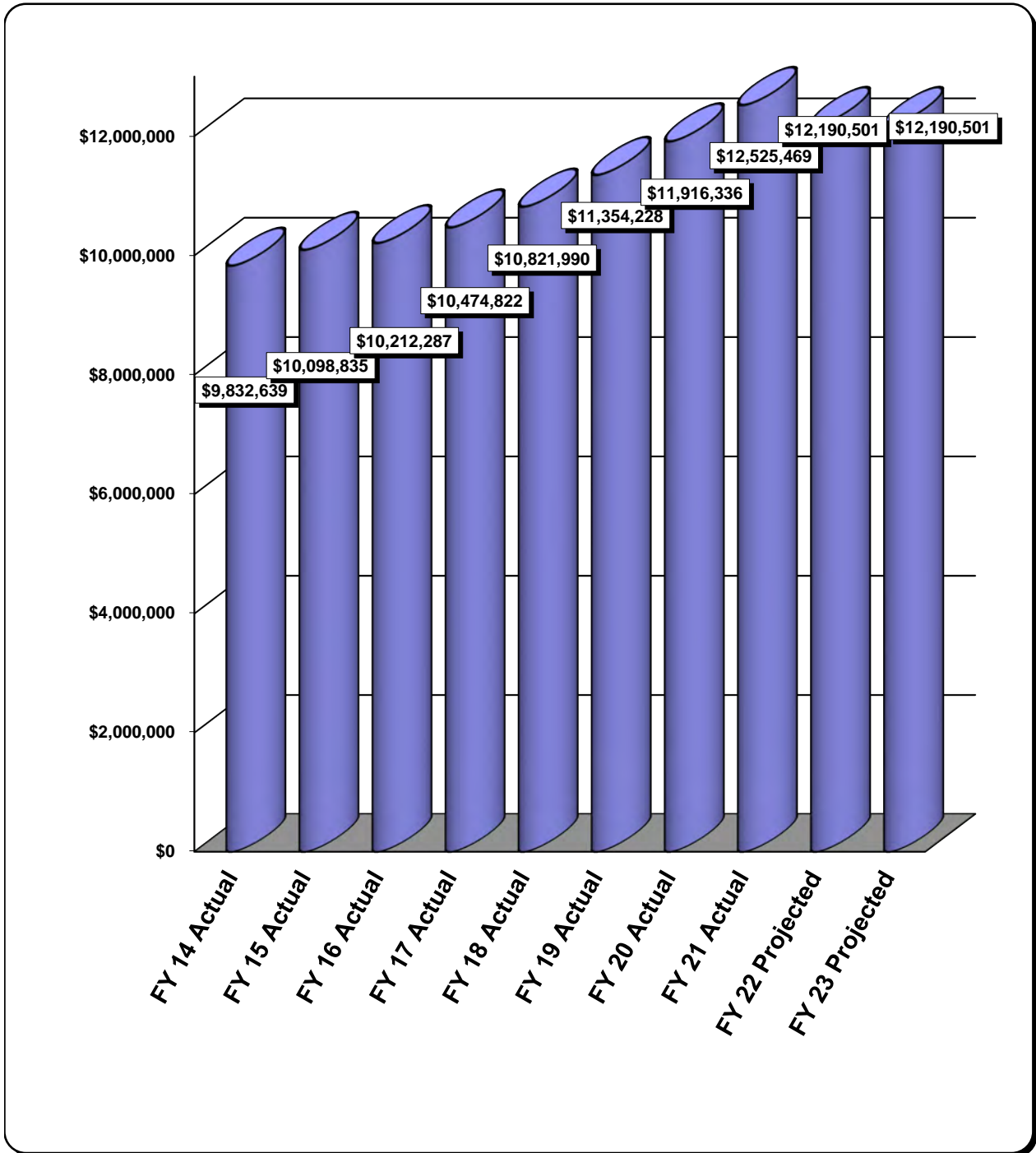
## GENERAL FUND TOTAL FUND STATEMENT

	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<b>% Change From Prior Budget</b>
Beginning balance, July 1	\$ 14,938,375	\$ 15,589,648	\$ 21,199,045	\$ 14,877,740	-4.6%
Revenues	75,304,957	70,066,887	72,797,235	77,261,508	10.3%
Transfers In	<u>7,089,263</u>	<u>6,537,755</u>	<u>6,537,755</u>	<u>3,552,470</u>	-45.7%
Revenues and transfers in	<u>82,394,220</u>	<u>76,604,642</u>	<u>79,334,990</u>	<u>80,813,978</u>	5.5%
Funds available	97,332,595	92,194,290	100,534,035	95,691,718	3.8%
Expenditures	62,627,340	66,108,807	67,406,567	71,672,464	8.4%
Transfers Out	<u>13,506,210</u>	<u>10,934,755</u>	<u>18,249,728</u>	<u>10,609,070</u>	-3.0%
Expenditures and transfers out	<u>76,133,550</u>	<u>77,043,562</u>	<u>85,656,295</u>	<u>82,281,534</u>	6.8%
Ending Balance, June 30	<u>\$ 21,199,045</u>	<u>\$ 15,150,728</u>	<u>\$ 14,877,740</u>	<u>\$ 13,410,184</u>	-11.5%
 Less: Estimated nonspendable, restrictions, or assignments					
Amount nonspendable for prepaid items			167,299	167,299	
Amount restricted for other statutory programs			445,493	445,493	
Amount for capital projects			1,390,000	300,000	
Amount assigned for strategic planning initiatives			377,556	-	
Amount assigned for IBNR claims liabilities			<u>306,891</u>	<u>306,891</u>	
Unassigned Fund Balance			<u>\$ 12,190,501</u>	<u>\$ 12,190,501</u>	



# GENERAL FUND UNASSIGNED ENDING FUND BALANCE

## TEN YEAR COMPARISON

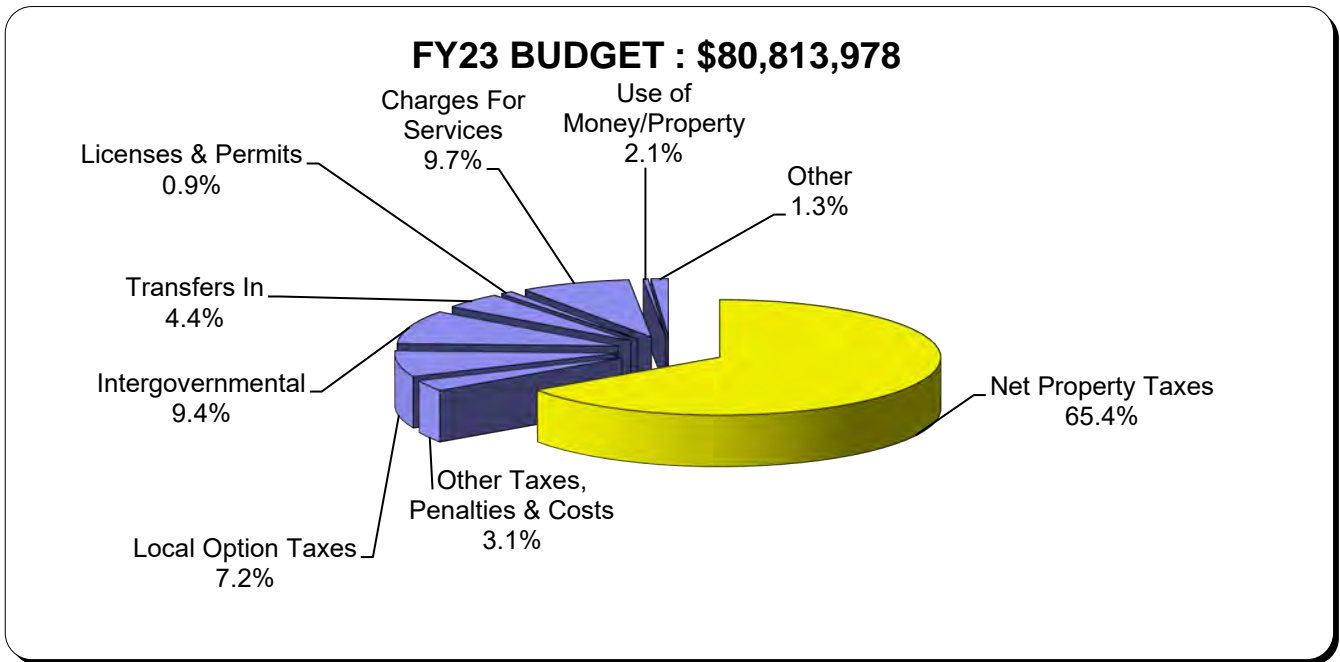


The recommended FY23 General Fund unassigned ending fund balance is expected to be at \$12,190,501 which represents 17.0% of general fund expenditures. The Board's Financial Management Policy requires a 15% minimum General Fund balance.

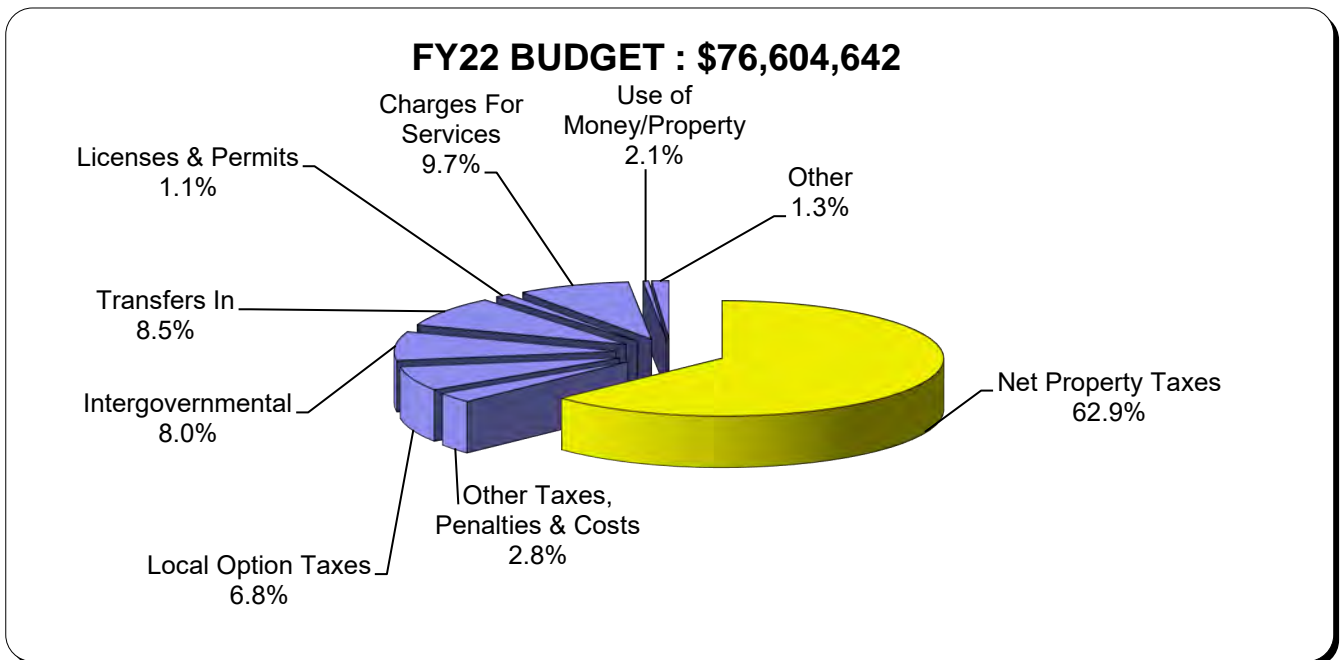
## GENERAL FUND TOTAL REVENUE SOURCES

	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
Taxes Levied on Property	\$ 48,755,962	\$ 50,247,806	\$ 50,247,806	\$ 54,943,299	9.3%
Less: Uncollected Delinquent Taxes-Levy Year	711,793	18,000	18,000	18,000	0.0%
Less: Credits To Taxpayers	2,116,833	2,071,934	2,071,934	2,116,833	2.2%
Net Current Property Taxes	45,927,336	48,157,872	48,157,872	52,808,466	9.7%
Add: Delinquent Property Tax Revenue	711,793	18,000	18,000	18,000	0.0%
<b>Total Net Property Taxes</b>	<b>46,639,129</b>	<b>48,175,872</b>	<b>48,175,872</b>	<b>52,826,466</b>	<b>9.7%</b>
Penalties, Interest & Costs On Taxes	1,123,229	590,000	590,000	590,000	0.0%
Other County Taxes	60,926	83,038	83,038	60,913	-26.6%
<b>Total Other Taxes, Penalties &amp; Costs</b>	<b>1,184,155</b>	<b>673,038</b>	<b>673,038</b>	<b>650,913</b>	<b>-3.3%</b>
Local Option Taxes	5,462,760	5,200,000	6,000,000	5,850,000	12.5%
Utility Tax Replacement Excise Tax	1,552,681	1,465,531	1,465,531	1,816,488	23.9%
<b>Intergovernmental :</b>					
State Grants & Reimbursements	2,216,114	2,026,735	2,265,791	2,636,561	30.1%
State Credits Against Levied Taxes	2,116,833	2,071,934	2,071,934	2,116,833	2.2%
State/ Federal Pass Thru	3,471,609	466,823	574,025	593,695	27.2%
Other State Credits	1,408,875	997,724	1,241,402	1,305,617	30.9%
Federal Grants & Entitlements	830,192	7,500	832,356	15,000	100.0%
Contr & Reimb From Other Govts	447,921	571,513	571,513	901,125	57.7%
Payments in Lieu of Taxes	8,136	8,050	-	8,050	0.0%
<b>Subtotal Intergovernmental</b>	<b>10,499,680</b>	<b>6,150,279</b>	<b>7,557,021</b>	<b>7,576,881</b>	<b>23.2%</b>
Licenses & Permits	1,034,580	834,795	813,055	728,595	-12.7%
Charges For Services	7,205,251	6,292,187	6,861,212	6,501,037	3.3%
Use of Money & Property	251,567	317,505	267,505	287,505	-9.4%
<b>Other:</b>					
Fines, Forfeitures & Defaults	1,081,419	921,680	954,651	987,973	7.2%
Miscellaneous	393,735	26,000	19,350	25,650	-1.3%
<b>Total Other</b>	<b>1,475,154</b>	<b>947,680</b>	<b>974,001</b>	<b>1,013,623</b>	<b>7.0%</b>
<b>Total Revenues before Other Financing Sources</b>	<b>75,304,957</b>	<b>70,056,887</b>	<b>72,787,235</b>	<b>77,251,508</b>	<b>10.3%</b>
Proceeds of Fixed Asset Sales	-	10,000	10,000	10,000	0.0%
<b>Transfers in from:</b>					
General Basic	7,069,263	6,517,755	6,517,755	3,532,470	-45.8%
Recorders Management	20,000	20,000	20,000	20,000	0.0%
<b>Total transfers in</b>	<b>7,089,263</b>	<b>6,537,755</b>	<b>6,537,755</b>	<b>3,552,470</b>	<b>-45.7%</b>
<b>GRAND TOTAL REVENUES</b>	<b>\$ 82,394,220</b>	<b>\$ 76,604,642</b>	<b>\$ 79,334,990</b>	<b>\$ 80,813,978</b>	<b>5.5%</b>

## GENERAL FUND REVENUES BY TYPE



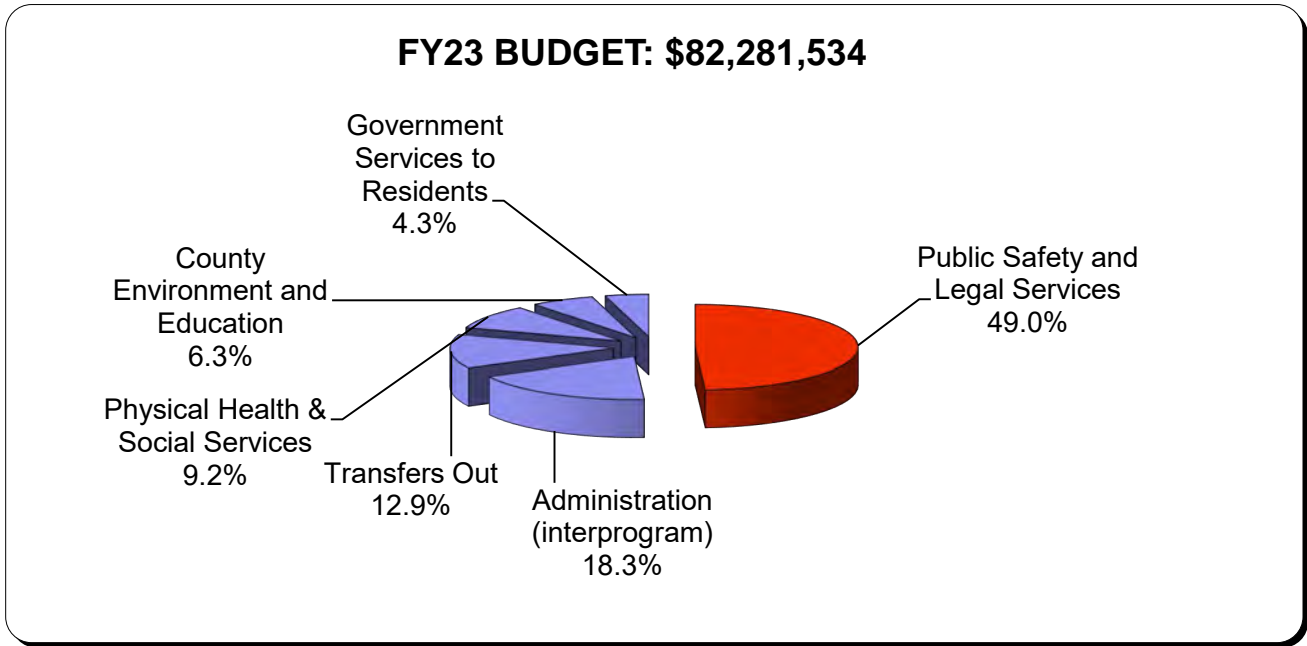
The percentage of revenues received from net property taxes has increased from 62.9% to 65.4% from FY22 to FY23. This increase is because the County increased the general fund levy to pay for salaries, benefits and public safety costs. Additionally internal transfers and intergovernmental revenues in dollars have flattened or declined in relation to the overall budgeted dollar change.



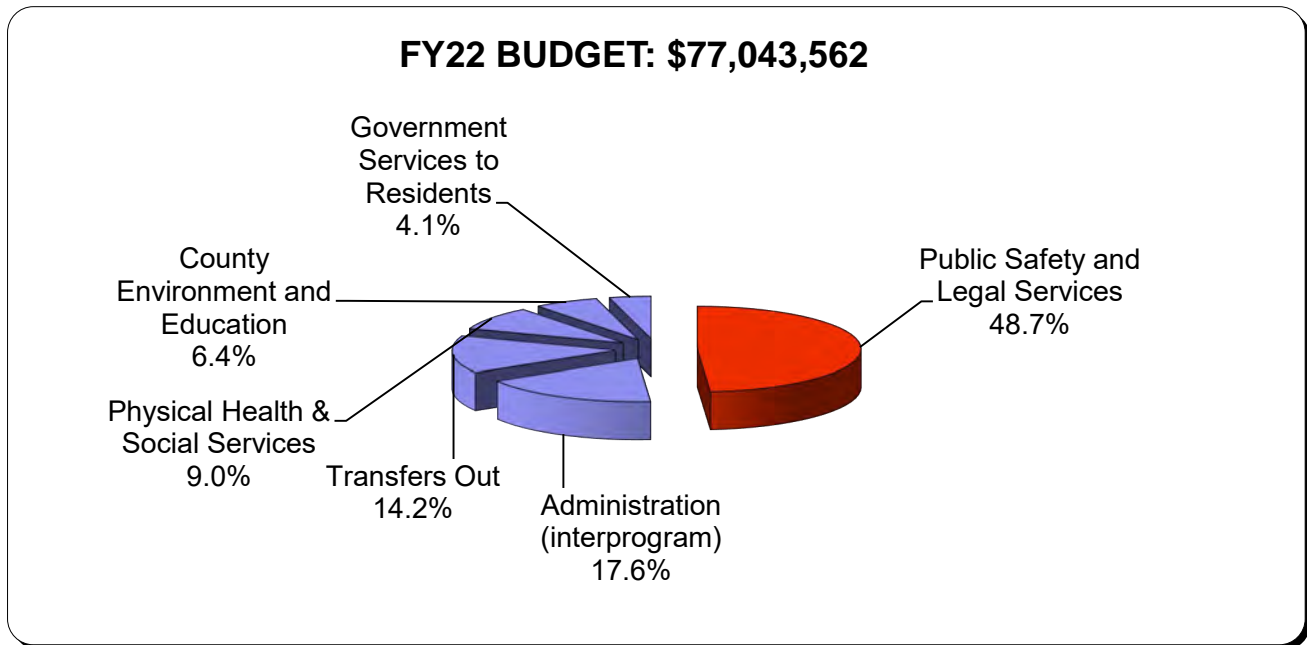
## GENERAL FUND EXPENDITURES BY SERVICE AREA

SERVICE AREA	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
Public Safety & Legal Services	\$ 34,599,951	\$ 37,547,515	\$ 38,456,488	\$ 40,329,088	7.4%
Physical Health & Social Services	7,925,140	6,926,476	7,065,476	7,588,116	9.6%
Mental Health and Disability Services	271	-	-	-	N/A
County Environment & Education	4,411,146	4,920,239	4,991,276	5,198,868	5.7%
Government Services to Residents	3,108,837	3,165,502	3,212,914	3,537,755	11.8%
Administration (interprogram)	<u>12,581,995</u>	<u>13,549,075</u>	<u>13,680,413</u>	<u>15,018,637</u>	10.8%
<b>SUBTOTAL BEFORE TRANSFERS</b>	<u>62,627,340</u>	<u>66,108,807</u>	<u>67,406,567</u>	<u>71,672,464</u>	8.4%
<b>Transfers out to:</b>					
General Supplemental	7,069,263	6,517,755	6,517,755	3,532,470	-45.8%
Secondary Roads	970,000	997,000	997,000	1,040,000	4.3%
Capital Improvements	4,898,998	3,095,000	10,409,973	5,486,600	77.3%
Conservation CIP Reserve	167,949	-	-	-	N/A
Vehicle Replacement	400,000	325,000	325,000	550,000	69.2%
Internal Service - Health	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
<b>Total transfers</b>	<u>13,506,210</u>	<u>10,934,755</u>	<u>18,249,728</u>	<u>10,609,070</u>	-3.0%
<b>GRAND TOTAL EXPENDITURES AND TRANSFERS OUT</b>	<u>\$ 76,133,550</u>	<u>\$ 77,043,562</u>	<u>\$ 85,656,295</u>	<u>\$ 82,281,534</u>	6.8%

# GENERAL FUND EXPENDITURES BY SERVICE AREA



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



## ARPA GRANT FUND



The American Rescue Plan Act of 2021 (ARPA) is a once a generation funding opportunity. A key component of the American Rescue Plan is the Coronavirus State & Local Fiscal Recovery Funds (SLFRF). The US Treasury’s final rule of the SLFRF became effective April 1, 2022. The program ensures governments have the resources needed to:

- Fight the pandemic and support families and businesses struggling with its public health and economic impacts
- Maintain vital public services, even amid declines in revenues
- Build a strong, resilient and equitable recovery by making investments that support long-term growth and opportunity.

The County took the time to study the original act through the interim rule issuance in the spring of 2021 and developed an initial plan in the fall of 2021, while awaiting the final rule issuance. The initial plan of response was developed through a series of public meetings that considered a variety of projects and how they tied into the County’s strategic plan already in place. The Board of Supervisors committed to the projects and incorporated the plan into the fiscal year 2022 budget amendment and the fiscal year 2023 budget plan. Scott County is to receive \$33,592,150 over two installments in 2021 and 2022. The following table details the county’s current budgetary plan for the use of the funds.

Project	SLFRF Project Category	Strategic Plan Category	Budgeted Amount	Fiscal Years
Jail Modifications	1.4 Prevention in Congregate Settings -Public Health Emergency	Financially Responsible Government	\$1,000,000	2023
Administration HVAC	1.4 Prevention in Congregate Settings - Public Health Emergency	Financially Responsible Government	\$3,000,000	2023-2024
Conservation Trails	2.22 Strong Health Communities: Neighborhood features that Promote Health and Safety	Great Place to Live	\$2,000,000	2023-2025
Tourism	2.35 Aid to Tourism – Negative Economic Impacts	Great Place to Live	\$500,000	2024

Project (continued)	SLFRF Project Category	Strategic Plan Category	Budgeted Amount	Fiscal Years
HHSI, Inc.	2.15 Long-term Housing Security: Affordable Housing	Great Place to Live	\$3,000,000	2022-2023
Salvation Army	2.16 Long-term Housing Security: Services for Unhoused Persons	Great Place to Live	\$3,000,000	2022-2023
Davenport West Locust Sewer Connectivity	5.2 Clean Water: Centralized Wastewater and Collection and Conveyance	Financially Responsible Government	\$1,600,000	2023
Conservation Sewer	5.2 Clean Water: Centralized Wastewater and Collection and Conveyance	Financially Responsible Government	\$2,000,000	2023-2025
Mt. Joy	5.6 Clean Water: Storm water	Financially Responsible Government	\$5,000,000	2024
Park View	5.6 Clean Water: Storm water	Financially Responsible Government	\$5,102,150	2024
YJRC	6.1 Provision of Government Services	Financially Responsible Government	\$7,250,000	2023
COOP / COG	6.1 Provision of Government Services	Financially Responsible Government	\$2,750,000	2023
	Total		\$36,202,150	

The project plan includes budgetary dollars of \$36.2 million and two projects will be scoped to provide flexibility based upon available funding as the grant term nears completion. The Mt. Joy and Park View storm water projects will be designed to utilize any remaining funding as we near fiscal year 2024. Projects must be obligated by December 31, 2024 and expended by December 31, 2026.

The projects chosen by the Board of Supervisors maximizes the dollars available as one time spending dollars and does not create additional burden on the taxpayers of the County for unexpected future operating costs. The projects related to infrastructure: Water / Sewer and revenue replacement help fund projects that may have required a bond referendum or additional property tax levies for future development. Please see additional project descriptions within the capital plan.

Revenues of the fund will be recognized as the expenditures are incurred. All of the capital expenditures will occur out of the County’s capital fund and will be transferred from the special revenue fund.

## ARPA GRANT FUND FUND STATEMENT

	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Intergovernmental	\$ -	\$ -	\$ 3,000,000	\$ 16,550,000	N/A
Use of Property and Money	-	-	-	-	N/A
Total Revenues & Other Sources	-	-	3,000,000	16,550,000	N/A
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating:					
County Environment and Education	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	N/A
Subtotal Expenditures	-	-	3,000,000	3,000,000	N/A
Other Financing Uses:					
Operating Transfers In					
Capital Improvements	-	-	-	13,550,000	N/A
Total Expenditures & Other Uses	-	-	3,000,000	16,550,000	N/A
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	-	-	-	-	N/A
<b>Beginning Fund Balance - July 1,</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>Ending Fund Balance - June 30,</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>





## SECONDARY ROAD FUND

The Secondary Road Fund is established pursuant to Section 331.429 of the Code of Iowa (see Financial Management Policies in the Supplemental Information section of the budget document). This fund is used to account for all Secondary Road services expenditures and sources of revenue. The primary sources of revenue include proceeds from the State Road Use Tax (RUT) and transfers of levied property taxes from both the General Basic Fund and the Rural Services Basic Fund.

The maximum levy amount, in any one year, from the General Basic Fund cannot exceed the equivalent of a tax of sixteen and seven-eighths cent (\$0.16875) per thousand dollars of assessed value of all taxable property in the County. The maximum levy amount, in any one year, from the Rural Services Basic Fund cannot exceed the equivalent of a tax of three dollars and three-eighths cents (\$3.00375) per thousand dollars of assessed value on all taxable property not located within the corporate limits of a city (i.e. Townships).

Current Iowa Code allocates Road Use Tax (RUT) Funding based formula guidelines. The formula provides steady funding for all construction and maintenance projects and helps keep the rural services property tax levy stable. RUT had a dip in FY 11, decreased and leveled off in FY12-14, then the State increased the gasoline tax in March of 2015, which will flow through to local governments funding in future years. The state and county are projecting a decline in 2022 due to less travel related to COVID-19; however, revenues appear to hold close to the original budget. Road Use Taxes are based upon gallons sold and not current market prices. The following information provides a ten-year history of State Road Use Tax revenues:



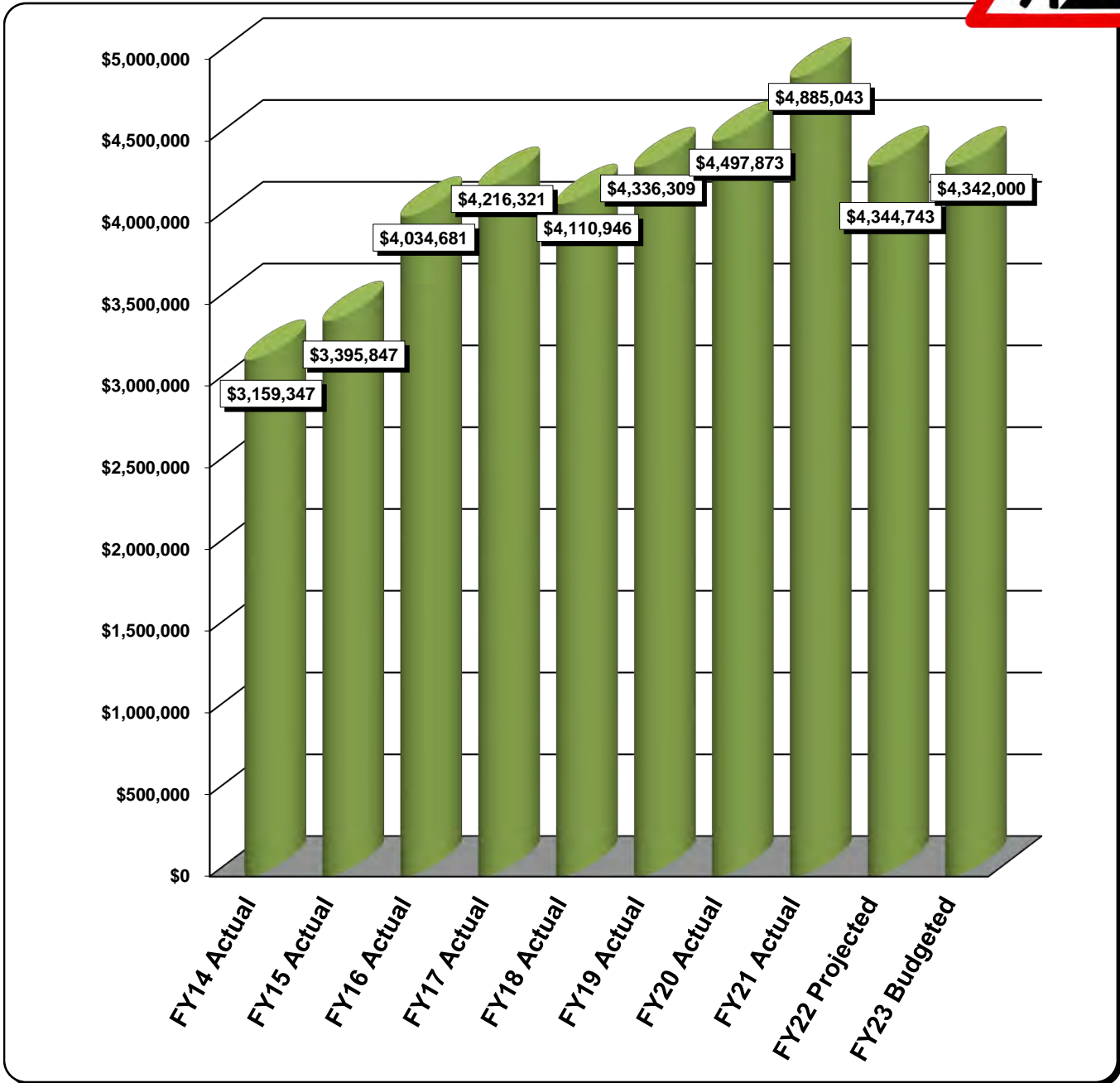
Fiscal Year	Road Use Tax Revenues
2013-14	<b>\$3,159,347</b>
2014-15	<b>3,395,847</b>
2015-16	<b>4,034,681</b>
2016-17	<b>4,216,321</b>
2017-18	<b>4,110,946</b>
2018-19	<b>4,336,309</b>
2019-20	<b>4,497,873</b>
2020-21	<b>4,885,043</b>
2021-22 Projected	<b>4,344,743</b>
2021-22 Budgeted	<b>4,342,000</b>

Finally, for fiscal year 2023 the urban levy rate used to compute the transfer amount from the General Basic Fund is \$0.10365 or 61% of the maximum \$0.16875 levy rate. The rural levy rate is used to compute the transfer amount from the Rural Basic Fund is \$2.41564 or 80% of the maximum \$3.00375 levy rate.

After a number of years of capital construction projects due to the increase in Road Use Tax revenues, the County is projecting flattening construction projects and have sought special state and federal grant projects for bridges to continue the capital investment in the secondary roads system.

# ROAD USE TAX REVENUES

## TEN YEAR COMPARISON



This graph shows the amount of growth after the application of state formula guidelines. Current growth is tied to the road use tax collected, general economy, and county characteristics, including lane miles and bridges. There was an increase in FY 16 due to an increase in the road fuel tax. The tax is expected to stabilize or reduce due to flattening of miles and reduction of gasoline costs. While reductions are expected due to COVID related travel reductions, the revenues remains flat.

# SECONDARY ROADS FUND

## FUND STATEMENT

	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Intergovernmental	\$ 4,914,311	\$ 4,256,783	\$ 4,374,243	\$ 4,371,500	2.7%
Licenses & Permits	34,125	30,000	30,000	30,000	0.0%
Charges For Services	98,845	96,265	622,275	589,048	511.9%
Use of Property and Money	12,456	30,000	12,500	12,500	-58.3%
Miscellaneous	48,982	14,100	14,100	19,100	35.5%
Subtotal Revenues	5,108,719	4,427,148	5,053,118	5,022,148	13.4%
Other Financing Sources:					
Operating Transfers In	3,725,000	3,845,000	3,845,000	3,970,000	3.3%
Proceeds of Fixed Assets Sales	23,589	70,000	70,000	70,000	0.0%
Total Revenues & Other Sources	8,857,308	8,342,148	8,968,118	9,062,148	8.6%
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating:					
Roads & Transportation					
Administration	\$ 287,520	\$ 341,000	\$ 341,000	\$ 366,000	7.3%
Engineering	664,454	682,500	864,000	799,500	17.1%
Bridges & Culverts	201,707	395,000	395,000	285,000	-27.8%
Roads	2,246,362	3,243,000	3,593,000	3,515,500	8.4%
Snow & Ice Control	531,022	550,000	550,000	605,000	10.0%
Traffic Controls	279,539	359,000	359,000	381,000	6.1%
Road Clearing	305,345	346,000	346,000	376,000	8.7%
New Equipment	672,824	750,000	850,000	850,000	13.3%
Equipment Operation	991,379	1,399,000	1,399,000	1,473,500	5.3%
Tools, Materials, Supplies	31,371	119,100	121,000	126,000	5.8%
Real Estate & Buildings	84,226	150,000	150,000	425,000	183.3%
Capital Projects	1,390,228	800,000	2,030,000	1,675,000	109.4%
Subtotal Expenditures	7,685,977	9,134,600	10,998,000	10,877,500	19.1%
Other Financing Uses:	-	-	-	-	N/A
Total Expenditures & Other Uses	7,685,977	9,134,600	10,998,000	10,877,500	19.1%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	1,171,331	(792,452)	(2,029,882)	(1,815,352)	129.1%
<b>Beginning Fund Balance - July 1,</b>	<b>\$ 4,968,351</b>	<b>\$ 2,147,788</b>	<b>\$ 6,139,682</b>	<b>\$ 4,109,800</b>	<b>91.4%</b>
<b>Ending Fund Balance - June 30,</b>	<b>\$ 6,139,682</b>	<b>\$ 1,355,336</b>	<b>\$ 4,109,800</b>	<b>\$ 2,294,448</b>	<b>69.3%</b>



## DEBT SERVICE FUND

The Debt Service Fund accounts for general obligation bonds that are backed by the full faith and credit of Scott County. As of July 1, 2022, there are two current general obligation bonds are outstanding that amount to \$14,285,000 and one capital lease of \$5,665,000. The first issuance is the 2015A General Obligation County Solid Waste Disposal Bonds. The proceeds of the debt were loaned to the Scott County Waste Commission to finance the renovation and equipment purchase of the multi-use recycling center within the county. The new equipment and renovation enables the center to provide single-stream recycling at a higher volume of business. This issue will be repaid by the Commission. The second issuance is the 2019 General Obligation Communications and Refunding Bonds. This issue refunded the 2009 General Obligation bonds for initial capital acquisition at the Scott Emergency Communication Center, and issued \$11.8 million in principal and premium to fund new infrastructure and radios from the communication center. The Board committed to purchasing radios for the updated 911-communication system for the entire county, thereby equalizing all property taxpayers contribution to the system. The capital lease is for the County Jail via the Public Safety Authority. Beginning in FY 14, the County could levy for the debt service cost of the Public Safety Capital Lease. Previously this lease was paid out of the General Fund. The movement of the debt allows the County to access a greater percentage of taxable valuation, thus reducing the overall tax rate of the County. The existing debt levels of the County are sufficient for the County’s current needs and are not impacting the operational levels of any service areas.

The continuing reduction of debt service as well as the increase in taxable base valuation through the debt service levy, has enabled the County to fund current operations at a reduced debt service tax rate, until the most recent issuance. The additional debt service levy capacity has allowed the general fund to continue to pay for operations including salary and benefit adjustments without an increase in the overall tax levy.

Fiscal Year	Tax Base	Debt Services Fund Levy *	Debt Services Fund Levy
2013-14	\$7,941,811,760	\$3,341,400	\$0.42074
2014-15	8,042,182,063	2,882,665	0.35844
2015-16	8,139,940,927	2,709,363	0.33285
2016-17	8,402,965,030	2,410,868	0.26691
2017-18	8,765,963,649	1,941,318	0.22376
2018-19	9,138,779,386	1,948,018	0.21316
2019-20	9,539,193,699	1,945,618	0.20396
2020-21	9,848,476,685	3,087,422	0.31349
2021-22	10,176,447,456	3,056,368	0.30034
2022-23	10,567,517,506	3,096,168	0.29299

\* The Debt Services Fund Levy includes the asking for utility replacement taxes, net of other revenue contributions including E-911 Wired and Wireless surcharge fees, and loan repayments from the Waste Commission.

FY 2014 was the first year the PSA Jail lease could be applied to the debt service tax base. As such \$2,127,505 or \$0.281933 was removed from the general levy while \$0.26788 was added to the debt service levy. This was an immediate savings of \$0.01405 per \$1000 of taxable value. The increase in rates between fiscal year 2020 and 2021 is related to the 2019 issuance of debt with property taxes to be the source of funding for radios on the new system. The levy rate has dropped in relation to the increase in tax base over the past three fiscal years.

**The following is a summary of the general obligation bonds outstanding as of July 1, 2022 for the General Obligation Solid Waste Disposal issue:**

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2022-23	\$ 495,000	\$ 168,632	\$ 563,632	4.00%
2023-24	410,000	152,931	562,831	4.00%
2024-25	425,000	136,431	561,431	2.00%
2025-26	435,000	127,931	562,931	2.00%
2026-27	445,000	119,231	564,231	2.00%
2027-28 & After	<u>3,970,000</u>	<u>532,264</u>	<u>4,502,264</u>	2.00%-3.00%
	\$ 6,080,000	\$ 1,237,320	\$ 7,317,320	

The debt service of the Solid Waste Disposal issue is paid by the Waste Commission to the County and then reemitted to the bondholders.

**The following is a summary of the general obligation bonds outstanding as of July 1, 2022 for the General Obligation Communications and Refunding issue:**

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2022-23	\$ 1,920,000	\$ 410,250	\$ 2,330,250	5.00%
2023-24	2,020,000	314,250	2,334,250	5.00%
2024-25	2,180,000	213,250	2,393,250	5.00%
2025-26	1,185,000	104,250	1,620,000	5.00%
2026-27	845,000	45,000	1,290,000	5.00%
2027-28	<u>55,000</u>	<u>2,750</u>	<u>510,000</u>	5.00%
	\$ 8,205,000	\$ 1,089,750	\$ 9,294,750	

A portion of the General Obligation Communication and Refunding issue is paid by E 911 Fees of approximately \$1.2 million in debt service per year.

**The following is a summary of the Capital Lease outstanding as of July 1, 2022 for the Lease with the Public Safety Authority:**

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2022-23	\$ 1,850,000	\$ 95,418	\$ 1,945,418	1.60%
2023-24	1,890,000	65,818	1,955,818	1.70%
2024-25	<u>1,925,000</u>	<u>33,688</u>	<u>1,958,688</u>	1.75%
	\$ 5,665,000	\$ 194,924	\$ 5,859,924	

Scott County has a very small amount of outstanding debt when compared to the legal allowable debt limit. The computation of the County's legal debt margin as of July 1, 2022 is as follows:

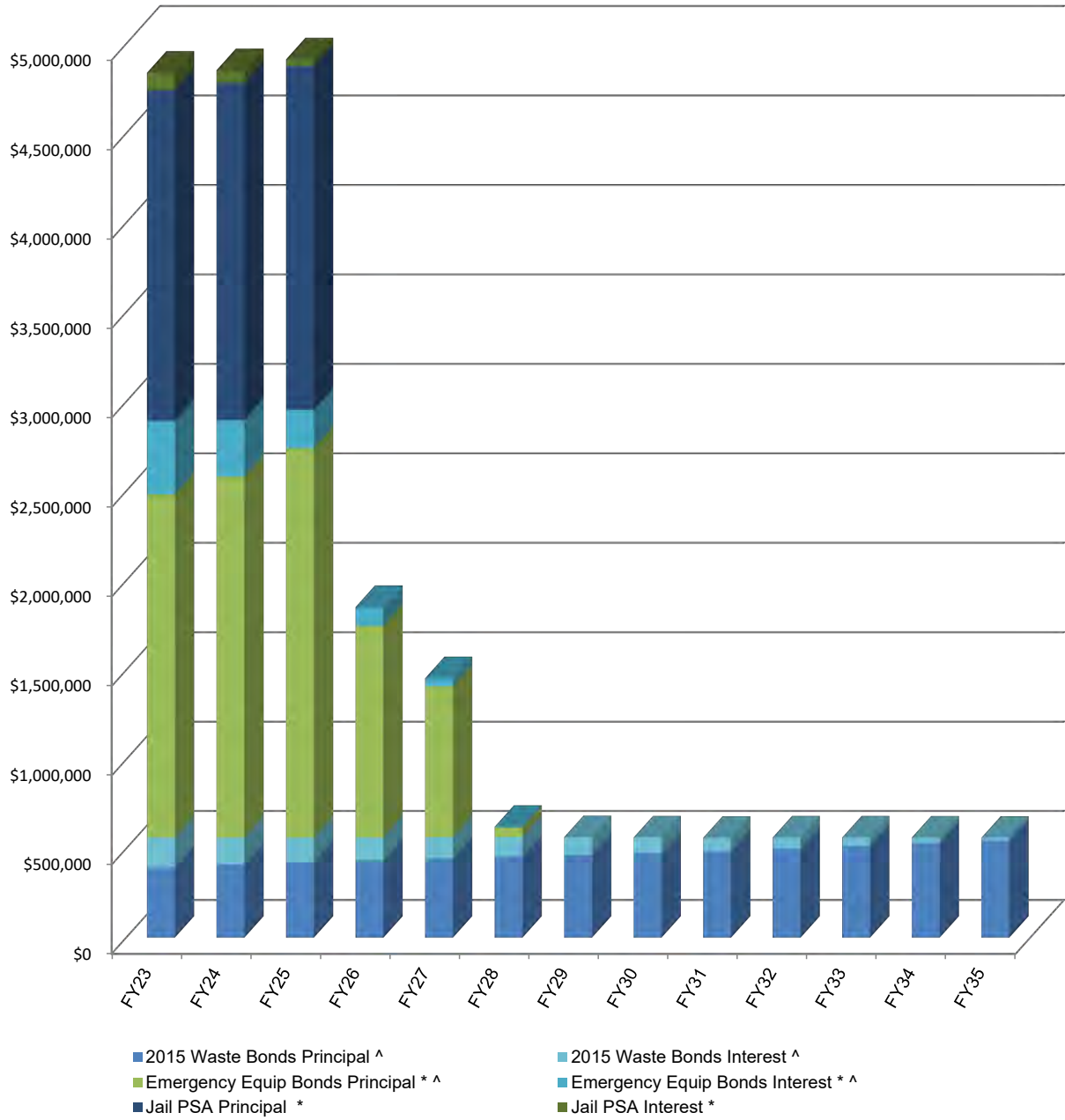
Assessed Value (100%) January 2021	<u>\$ 17,155,561,443</u>
Debt Limit 5% of Assessed Valuation (Iowa Statutory Limitation)	\$ 857,778,072
Capital Leases	5,665,000
Bonds Outstanding Debt Margin	<u>14,285,000</u>
Debt Applicable to Margin	19,950,000
Legal Debt Margin	<u>\$ 837,828,072</u>
Percent of Debt Limit Used	<u>2.33%</u>

**DEBT SERVICE FUND  
FUND STATEMENT**

	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Taxes Levied on Property	\$ 3,017,007	\$ 2,974,310	\$ 2,974,310	\$ 3,002,098	0.9%
Less: Uncollected Delinquent Taxes-Levy Year	47,296	399	399	399	0.0%
Less: Credits To Taxpayers	129,469	84,429	84,429	129,469	53.3%
Net Current Property Taxes	2,840,242	2,889,482	2,889,482	2,872,230	-0.6%
Delinquent Property Tax Revenue	47,296	399	399	399	0.0%
Other County Taxes	93,847	83,541	83,541	96,593	15.6%
Intergovernmental	1,618,830	1,519,560	1,539,264	1,565,019	3.0%
Use of Property and Money	7,524	5,000	5,000	5,000	0.0%
Subtotal Revenues	<u>4,607,739</u>	<u>4,497,982</u>	<u>4,517,686</u>	<u>4,539,241</u>	0.9%
Total Revenues & Other Sources	4,607,739	4,497,982	4,517,686	4,539,241	0.9%
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Debt Service					
Principal Payments	\$ 3,910,000	\$ 4,025,000	\$ 4,025,000	\$ 4,165,000	3.5%
Interest and Fee Payments	961,446	823,149	828,249	685,800	-16.7%
Subtotal Expenditures	4,871,446	4,848,149	4,853,249	4,850,800	0.1%
Other Financing Uses:					
Total Expenditures & Other Uses	4,871,446	4,848,149	4,853,249	4,850,800	0.1%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>(263,707)</u>	<u>(350,167)</u>	<u>(335,563)</u>	<u>(311,559)</u>	-11.0%
<b>Beginning Fund Balance - July 1,</b>	<u>\$ 7,210,626</u>	<u>\$ 6,926,698</u>	<u>\$ 6,946,919</u>	<u>\$ 6,611,356</u>	-4.6%
<b>Ending Fund Balance - June 30,</b>	<u>\$ 6,946,919</u>	<u>\$ 6,576,531</u>	<u>\$ 6,611,356</u>	<u>\$ 6,299,797</u>	-4.2%



## REMAINING OUTSTANDING DEBT THROUGH MATURITY



The remaining debt outstanding shown in the above graph is for the Public Safety Lease which matures in FY 25, the Emergency Equipment which will not be fully amortized until FY27, and Solid Waste Bonds will mature in FY 35.

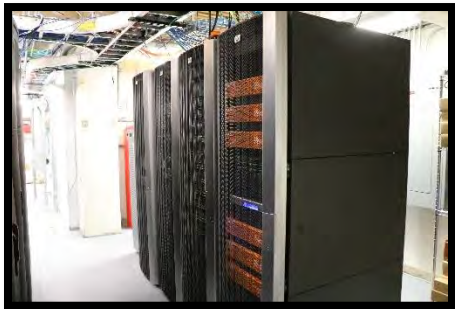
## Capital Projects Fund

Scott County has implemented an aggressive pay-as-you-go philosophy in various expenditure areas to alleviate as much as possible added interest costs associated with long term financing, such as general obligation bonds. This has been accomplished through implementing a capital improvement levy in the General Basic Fund and annually transferring this amount to the Capital Improvements Fund, in addition to devoting the entire amount of riverboat gaming tax proceeds to capital projects funding. New this year, the County will be utilizing proceeds from the American Rescue Plan Act and the Coronavirus State and Local Fiscal Recovery Funds to finance long term projects. Various reserve funds have been created so future levy rates will not fluctuate greatly when replacement needs arise. The creation of sub-funds; Vehicle Replacement Reserve Fund, the Conservation Equipment Replacement Reserve Fund, and the Conservation CIP Reserve Fund has proven very beneficial in meeting this objective. The County did issue debt to fund the SECC 911 Radio Infrastructure towers and end point radios in 2019. The proceeds were deposited into a sub-fund of the Capital Projects Fund and the project is expected to be finalized in Fiscal Year 2022.

The County has a true five-year capital program, with projects scheduled through FY27. A portion of these projects are planned as a result of our FY10 Information Technology Strategic Plan and FY13 Master Space Utilization Plan. FY19 moved into a care and keep of the County's assets and investment into the Conservation Department parks and recreation facilities. FY23 represents the increased investment in information technology projects, the investment in a new Youth Justice and Rehabilitation Center, ARPA SLFRF funded projects and ongoing Secondary Roads projects.

### Capital Budget Development Process

Scott County's Five-Year Capital Project Plan for consideration is developed each year as a part of the County's operating budget process. County departments submit their requests



using worksheets provided by the Office of Administration by November of the preceding year. This allows budget analysts to review and evaluate the project description, need, other alternatives, as well as other projects already approved or under way within the requesting department. In addition, the impact on the department's operating budget in both personnel and non-salary costs is also itemized on this worksheet.

The Director of Budget and Administrative Services coordinates the requests concerning remodeling and construction of new or existing County facilities, and as well as, any vehicle or fleet requests. The Director of IT coordinates the requests for software, hardware, and other IT equipment requests. Once these requests are gathered and analyzed, an administrative committee reviews and makes a recommendation to the County Administrator for inclusion into the recommended budget.

The operating budget will again be supplemented with an aggressive five-year Capital Improvements Program. In most years, it is the Board's intention to include, in the operating budget, transfers to the Capital Improvement Fund for capital improvement

projects. The Board of Supervisors will make a transfer from the General Fund to the Capital Fund to support computer software and hardware purchases as a result of the adopted Scott County IT Strategic Master Plan. This plan was adopted by the Board of Supervisors in the spring of 2010 and includes numerous projects that will require the purchase of new software and hardware. A new plan is budgeted for Fiscal Year 2023.

**Capital Definition and Plan**

The Capital Plan is a plan to expend one-time monies or dedicated resources towards long-lasting physical improvements over a multi-year period. As projects are completed, new projects are added into the plan, generally three to five years in the future and are planned



for future capital improvement. Examples of capital expenditures include buildings, technology including computers and infrastructure, vehicles, or equipment. The Secondary Roads fund pays for secondary roads improvements. One-time agency funding and special consultant studies that may lead to a long-term asset are also included within the capital fund.

Capitalized assets are assets that exceed \$10,000 and have a useful life greater than one year.

**Ways to Pay for Capital Improvements**

The County utilizes two major funds for capital improvements, the Capital Projects Fund and Secondary Roads Fund. The Capital Projects Fund is used to account and report for resources restricted, committed, or assigned for the acquisition of property and equipment or construction of major capital projects not being financed by proprietary funds. Additionally, by the Code of Iowa, the Secondary Roads Fund is used to pay for secondary road improvements and maintenance through the use of restricted revenues.

The County uses the following ways to pay for capital improvements for FY 2023:

<u>Fund</u>	<u>Description</u>	<u>2023 Budgeted Dollars</u>	<u>Impacts</u>
Capital	Gaming Taxes on gross revenues	\$800,000	Dedicated revenue resource to fund capital projects; dependent on gross volume of tax receipts.
Capital	Intergovernmental	\$1,607,000	Grant for specific project. FY 23 amount is for Youth Justice Assessment Center and state reimbursement grant
Capital	Use of Money & Property	\$26,500	Estimated revenue based on interest earnings; interest earnings are based on cash available for investment and market rates.
Capital	Miscellaneous	\$24,000	Miscellaneous donations and reimbursements
Capital	Operating Transfer in – Recorder	\$25,000	Transfer to fund Electronic Content Management for Recorder’s activities

<u>Fund</u>	<u>Description</u>	<u>2023 Budgeted Dollars</u>	<u>Impacts</u>
Capital	Operating Transfer in – General Basic	\$4,646,600	Transfers from General fund to support capital development. Money is transferred as available in a “pay as you go” funding model. Available resources from the general fund are budgeted for transfer. Any decline in general property tax revenue or levy may decrease contribution. -\$1,000,000 General conservation improvements -\$1,970,000 General capital improvements – technology and buildings -\$1,126,600 2023 projects funded by current levy -\$550,000 General vehicle acquisition
Capital	Operating Transfer in – General Basic Budget Savings / Special	\$1,390,000	Transfer is made in current budget year based upon General Fund surplus fund balance as of previous fiscal year end close or restricted fund balance. -\$1,090,000 estimate of FY 2022 savings -\$300,000 allocation of FY 2022 revenues for conservation purposes
Capital	Operating Transfer in – ARPA Grant Fund	\$13,550,000	Transfer is made in current budget year based upon planned capital projects funded with restricted revenues. -\$7,250,000 YJRC -\$2,750,000 COOP / COG -\$1,000,000 Jail -\$150,000 Admin / HVAC -\$400,000 Conservation Trails -\$400,000 Conservation Sewer -\$1,600,000 Davenport West Locust Sewer Connectivity
Capital	Operating Transfer in – Conservation Equipment	\$0	Use of sub-fund equity; available based on sub-fund account balance.
Capital	Operating Transfer in – Conservation CIP Reserve	\$804,000	Use of sub-fund equity; available based on sub-fund account balance.
Capital	Sale of Capital Assets	\$87,000	Reinvestment of capital dollars through the timely disposition of assets that have reached the intended useful life. Dependent on market value of assets disposed.
Secondary Roads	General operating revenues – Road Use Tax; County property tax transfer	\$2,525,000	Equal to intended capital plan; Planned projects are dependent on operating revenue and equity of Secondary Roads Fund. -\$850,000 Equipment -\$1,675,000 Construction Projects

Additionally, the County could issue long term debt on the acquisition of capital assets, as it did in Fiscal Year 2020. The County's ability to issue debt is governed by the Code of Iowa and most projects require a voter referendum. The County may issue limited debt under the essential purpose bonds of the County which does not require voter referendum.

The County is currently using only 2.33% of its allowable legal debt margin consisting of three general bond issues as of July 1, 2022. These outstanding bond issues are described further under the major governmental funds section of this document. Debt of \$29.7 million was issued by the Scott County Public Safety Authority in FY06 due to the jail renovation/ expansion being approved at the fall 2004 general election. This was refunded in the form of \$17.675 million in refunding bonds in 2012 and 2013. In FY16, the County issued \$8.215 million in Solid Waste Disposal Bonds to finance single stream recycling center and equipment. The jail renovation / expansion assets of the County. In FY 20, the County issued General Obligation Communication and Refunding Bonds of \$11.780 million to current refund the 2009 issue and provide new capital for radio tower infrastructure and endpoint radios. The Emergency Equipment Bonds created assets for the Scott Emergency Communication Center, a blended component unit of the County.

### Upcoming Capital Projects

The capital improvement budget totals \$30,066,500 for FY23, with 83% or \$24,934,500 for general projects, 6% or \$1,675,000 for Secondary Roads projects, 2% or \$550,000 for vehicle acquisition, and 10% or \$2,904,000 for Conservation parks and recreation projects. The Capital Plan is moving into stages of long-term capital improvements for buildings and technology and the utilization of ARPA funding for trails, water and sewer.

The County has taken on a significant building capital project after many years. The current juvenile detention center is in need of retirement due to age, design, space constraints and programming changes. The current

detention center was retrofitted into a former automobile dealership in the 1980's. The new facility will address additional beds to enable a safer environment for juveniles remanded to the County's care. As the building is being designed as a new facility, the project will address both physical space needs

and programming design for a more holistic approach. At the Budget development stage, the project is budgeted for \$20,000,000. An additional \$1,700,000 is budgeted for a public safety crisis center co-located at the same facility. While the project is in development, the County is

evaluating the site location to provide a secondary location for Continuity of Operations and Continuity of Government at the second floor of the new center. The budgeted cost is \$3,500,000 at the time of budget preparation.



Other building projects include jail modifications as a response to the COVID-19 health emergency - \$1,000,000, Administration Center air handling unit replacement as a response to the health emergency and converting the current juvenile detention center to new useable space \$800,000.



FY23 will dedicate \$2,330,000 of \$24,937,500 toward technology and equipment acquisition. Non-routine technology and equipment projects include:

digitize auditor transfer books; laptops / tablets; storage for video; GIS aerial photos; cybersecurity; website upgrade to Drupal 8; and community development software.

The general capital improvements budget of \$24,937,500 is supported by fund balances from the general fund general savings, ARPA restricted revenues and current property tax transfers. 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



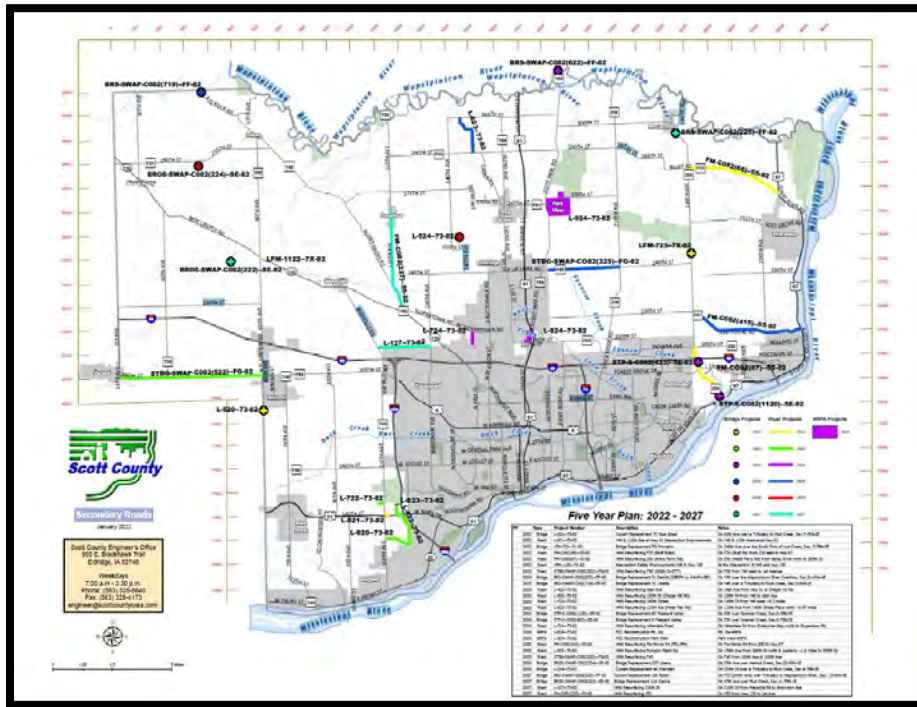
Financial Management Policies. The Capital Improvement Fund is supported by gaming

revenues. Gaming revenues have been difficult to predict based on COVID-19 impacts, changes in land based casinos and new gaming opportunities include sportsbook gaming. Gaming taxes have increased slightly due to these factors, and the county has estimated as an additional \$80,000 for 2023.

Additionally, the County has budgeted \$1,600,000 of ARPA funds to contribute to the City of Davenport's clean water program and the elimination of a sewage lagoon within the City's limits on the west side of town. This project will enable other development to connect within the sewer system which include potential development in unincorporated Scott County.

The local Secondary Roads capital program totals \$1,675,000 for construction projects, an increase from fiscal year 2022 but takes advantage of matching grants from the state of Iowa. The County Engineer is developing projects based upon the increased revenue structure from \$0.10 gasoline tax that was enacted in March 2015, and future state and federal aid financing. Now that more consistent revenue funding and volume has been identified, major projects for FY 23 include the resurfacing of F58 (200<sup>th</sup> St.); hot mix asphalt resurfacing on Utah Avenue, 130<sup>th</sup> Street, 145<sup>th</sup> Street, and 115<sup>th</sup> Avenue.





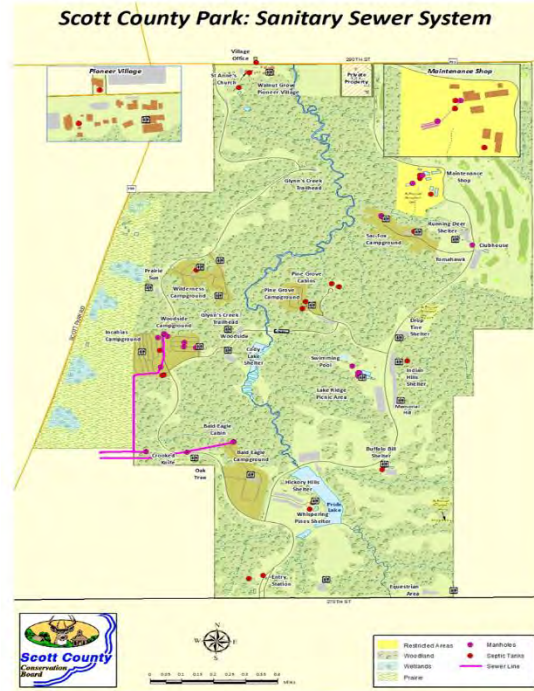
The five-year capital plan includes county projects and projects that will be managed by the state and contributed to the county. Above is a map of the five-year Secondary Roads capital plan.

The Conservation Department capital plan for FY23 totals \$2,904,000. The Conservation Department continues to complete one of the largest projects in the County over the next couple of years, the West Lake restoration. This restoration plan, with the help of the Iowa Department of Natural Resources, was funded in part with the Iowa Lake Restoration and Watershed improvements which includes lake dredging and armoring to improve water quality and fisheries. The reconstruction phase has been completed, and the lake system is awaiting natural rains to refill the system. Fiscal 2023 projects include site paving, campgrounds and a lodge design and construction which totals \$1,150,000.

Conservation capital projects include pool maintenance; trails, roads, parking lot resurfacing; and parking lot paving at Pioneer Village within Scott County Park (\$600,000). Additionally, the County has dedicated \$400,000 each for conservations sewer and trails development within the park system using the ARPA funding. This funding is part of each projects \$2,000,000 preliminary budget. Conservation also has designated a portion, \$282,000, for small equipment and vehicles.



Preliminary improvements plans:



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 un-programmed needs to allow identification of needed capital projects in the future when funding becomes available.



## Operating Impacts

The upcoming projects in the capital budget that will impact the County on future operational costs. See below for a table of items and their operating cost impacts:

BLDG / Category	PROJECT	Fiscal Year	Revenues	Salary / Benefits	Operational Contracts / Maintenance	Utilities / Supplies	Net Operating Costs
A.1 – Courthouse	Bi-Directional Amplifier	2022-2023	-	-	\$5,000	-	\$5,000
A.2 – Jail	Bi-Directional Amplifier	2022-2023	-	-	\$5,000	-	\$5,000
A.2 – Jail	Replacement & Sytinel Controls	2024	-	-	\$5,000	-	\$5,000
A.4 – Juvenile / YJRC;	Facility Expansion	2023 – 2024	-	-	\$40,000	\$60,000	\$100,000
A.5 – Admin Center	Bi-Directional Amplifier	2022-2023	-	-	\$5,000	-	\$5,000
A.8 – Other Bldg	Relocate Warehouse	2022-2023	\$100,000	\$30,000	\$40,000	\$60,000	\$30,000
C – Technology and equipment	Community Development Software	2024	-	-	\$30,000	-	\$30,000
F – Conservation	WLP – Lodge	2023	\$25,000	-	\$500	\$5,000	\$19,500
	Totals		\$125,000	\$30,000	\$94,500	\$125,000	\$124,500

Two of the projects are expected to be revenue generators for the county, the rental income from a lease at a new warehouse, and facility use income for a new lodge. These facilities will generate facility / unit rentals that exceed or approximate the costs of maintenance or general staffing. The technology projects will add to operational costs through new maintenance agreement contracts. The facility projects of a new warehouse and YJRC / COOP COG center will increase operations costs for utilities and staff maintenance.

The Scott County Emergency Communication and Radio Project is projected to decrease maintenance and access fees for the entire region, SECC and the county. Radio System Access Fees and third-party maintenance will be replaced by owned radio, dispatch and system maintenance and future capital investment sinking fund. It is currently estimated to be a reduction of \$50,000 per year; however, the actual result will depend on the final financial maintenance model developed by the commission to recover future maintenance costs. This will impact the operational transfer (expense) from the general fund to the Scott Emergency Communication Center.

Many of the projects will have minimal impacts to operations as most projects are not adding square footage, software / hardware swaps or are not significant changes. The projects listed in the detailed plan are for major repairs, renovations or replacements. By proactively planning for these projects, we can avoid the cost of deferred maintenance and take advantage of efficiency gains from new equipment and technologies. The Board of Supervisors encourages County departments to self-identify potential projects as capital requests during the budget process. Careful planning and decision making should help to minimize those operational impacts going forward.

The pages that follow lists the individual capital projects planned for the next five years in addition to last year's actual projects and the current year's revised projects. Some projects originally planned for FY22 were moved to FY23 and beyond due to timing and budget constraints or longer planning procedures required.

**CAPITAL PROJECTS FUND SUMMARY**  
**FUND STATEMENT**

	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Other County Taxes	\$ 900,192	\$ 720,000	\$ 800,000	\$ 800,000	11.1%
Intergovernmental	11,722	-	426,823	1,607,000	N/A
Transfer of Charges for Services- General	-	326,000	-	-	0.0%
Use of Money & Property	38,800	45,000	31,500	26,500	-41.1%
Miscellaneous	31,354	24,000	278,726	24,000	0.0%
Subtotal Revenues	982,068	1,115,000	1,537,049	2,457,500	120.4%
Other Financing Sources:					
Operating Transfers In					
General Basic	5,466,947	3,420,000	10,734,973	6,036,600	76.5%
Recorder's Record Mgt	25,000	25,000	25,000	25,000	0.0%
ARPA Grant	-	-	-	13,550,000	N/A
Capital Improvement (General)	82,372	-	-	-	N/A
Conservation Equipment	-	499,000	400,000	-	-100.0%
Conservation CIP Reserve	141,112	887,800	579,351	804,000	-9.4%
Electronic Equipment	-	-	-	-	0.0%
Total Transfers In	5,715,431	4,831,800	11,739,324	20,415,600	322.5%
Proceeds of Fixed Asset Sales	163,624	80,000	196,300	87,000	8.8%
Total Revenues & Other Sources	6,861,123	6,026,800	13,472,673	22,960,100	281.0%
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating:					
Capital Projects	\$ 11,870,916	\$ 7,424,287	\$ 14,523,927	\$ 28,391,500	282.4%
Subtotal Expenditures	11,870,916	7,424,287	14,523,927	28,391,500	282.4%
Other Financing Uses:					
Operating Transfers Out					
Conservation Equipment Fund	-	499,000	400,000	-	-100.0%
Conservation CIP Reserve	82,372	-	-	-	N/A
Capital Improvements	141,112	887,800	579,351	804,000	-9.4%
Total Transfers Out	223,484	1,386,800	979,351	804,000	-42.0%
Total Expenditures & Other Uses	12,094,400	8,811,087	15,503,278	29,195,500	231.3%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(5,233,277)	(2,784,287)	(2,030,605)	(6,235,400)	123.9%
<b>Beginning Fund Balance - July 1,</b>	<u>\$ 16,978,829</u>	<u>\$ 7,341,502</u>	<u>\$ 11,745,552</u>	<u>\$ 9,714,947</u>	32.3%
<b>Ending Fund Balance - June 30,</b>	<u>\$ 11,745,552</u>	<u>\$ 4,557,215</u>	<u>\$ 9,714,947</u>	<u>\$ 3,479,547</u>	-23.6%

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

	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Other County Taxes	\$ 900,192	\$ 720,000	\$ 800,000	\$ 800,000	11.1%
Intergovernmental	11,722	-	426,823	1,607,000	N/A
Use of Money & Property	11,295	20,000	20,000	20,000	0.0%
Miscellaneous	3,900	-	254,726	-	N/A
Subtotal Revenues	927,109	740,000	1,501,549	2,427,000	228.0%
Other Financing Sources:					
Operating Transfers In					
General Basic	4,898,998	3,095,000	10,409,973	5,486,600	77.3%
Recorder's Record Mgt	25,000	25,000	25,000	25,000	0.0%
ARPA Grant Fund	-	-	-	13,550,000	N/A
Conservation Equipment	-	-	-	-	N/A
Conservation CIP Reserve	141,112	887,800	579,351	804,000	-9.4%
Total Transfers In	5,065,110	4,007,800	11,014,324	19,865,600	395.7%
Proceeds of fixed asset sales	-	-	104,300	-	N/A
Total Revenues & Other Sources	5,992,219	4,747,800	12,620,173	22,292,600	369.5%
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating:					
Capital Projects	\$ 4,342,272	\$ 5,438,200	\$ 11,925,501	\$ 27,841,500	412.0%
Subtotal Expenditures	4,342,272	5,438,200	11,925,501	27,841,500	412.0%
Other Financing Uses:					
CIP - Conservation CIP Reserve	82,372	-	-	-	N/A
Total Expenditures & Other Uses	4,424,644	5,438,200	11,925,501	27,841,500	412.0%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	1,567,575	(690,400)	694,672	(5,548,900)	703.7%
<b>Beginning Fund Balance - July 1,</b>	<u>\$ 5,710,702</u>	<u>\$ 5,126,842</u>	<u>\$ 7,278,277</u>	<u>\$ 7,972,949</u>	55.5%
<b>Ending Fund Balance - June 30,</b>	<u>\$ 7,278,277</u>	<u>\$ 4,436,442</u>	<u>\$ 7,972,949</u>	<u>\$ 2,424,049</u>	-45.4%

**BOND ISSUANCE FUND  
FUND STATEMENT**

	<b>Actual 2020-21</b>	<b>Budget 2021-22</b>	<b>Revised Estimate 2021-22</b>	<b>Budget 2022-23</b>	<b>% Change From Prior Budget</b>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Use of Money & Property	\$ 19,915	\$ 15,000	\$ 5,000	\$ -	-100.0%
Subtotal Revenues	19,915	15,000	5,000	-	
Other Financing Sources:					
Bond Sale Proceeds	-	-	-	-	N/A
Bond Premium	-	-	-	-	N/A
Operating Transfers In					
General Basic	-	-	-	-	N/A
Total Transfers In	-	-	-	-	N/A
 Total Revenue & Other Sources	 19,915	 15,000	 5,000	 -	 N/A
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating:	\$ -	\$ -	\$ -	\$ -	N/A
Other Financing Uses:					
Operating Transfers Out					
Capital Improvements	7,040,519	1,636,087	2,248,426	-	-100.0%
Total Transfers Out	7,040,519	1,636,087	2,248,426	-	-100.0%
 Total Expenditures & Other Uses	 7,040,519	 1,636,087	 2,248,426	 -	 -100.0%
 Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	 (7,020,604)	 (1,621,087)	 (2,243,426)	 -	 -100.0%
 <b>Beginning Fund Balance - July 1,</b>	 \$ 9,264,030	 \$ 1,621,087	 \$ 2,243,426	 \$ -	 -100.0%
<b>Ending Fund Balance - June 30,</b>	<b>\$ 2,243,426</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

**VEHICLE REPLACEMENT FUND**  
**FUND STATEMENT**

	<b>Actual <u>2020-21</u></b>	<b>Budget <u>2021-22</u></b>	<b>Revised Estimate <u>2021-22</u></b>	<b>Budget <u>2022-23</u></b>	<b>% Change From Prior Budget</b>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Other County Taxes	\$ -	\$ -	\$ -	\$ -	N/A
Use of Money & Property	<u>(62)</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	0.0%
Subtotal Revenues	(62)	2,000	2,000	2,000	0.0%
Other Financing Sources:					
Transfer - From General Basic	400,000	325,000	325,000	550,000	69.2%
Proceeds of Fixed Asset Sales	<u>31,976</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	0.0%
 Total Revenues & Other Sources	 431,914	 352,000	 352,000	 577,000	 63.9%
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating - Vehicles:	\$ 488,125	\$ 350,000	\$ 350,000	\$ 550,000	57.1%
 Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	 (56,211)	 2,000	 2,000	 27,000	 1250.0%
 <b>Beginning Fund Balance - July 1,</b>	 <u>\$ 146,729</u>	 <u>\$ 110,340</u>	 <u>\$ 90,518</u>	 <u>\$ 92,518</u>	 -16.2%
<b>Ending Fund Balance - June 30,</b>	<u>\$ 90,518</u>	<u>\$ 112,340</u>	<u>\$ 92,518</u>	<u>\$ 119,518</u>	6.4%

**CONSERVATION EQUIPMENT RESERVE FUND  
FUND STATEMENT**

	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Revised Estimate 2021-22</u>	<u>Budget 2022-23</u>	<u>% Change From Prior Budget</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Use of Property and Money	\$ 2,120	\$ 3,000	\$ 1,500	\$ 1,500	-50.0%
Miscellaneous	732	-	-	-	N/A
Subtotal Revenues	2,852	3,000	1,500	1,500	-50.0%
Other Financing Sources:					
Operating Transfers In					
General CIP	82,372	-	-	-	N/A
Proceeds of Fixed Asset Sales	131,648	55,000	67,000	62,000	12.7%
Total Revenues & Other Sources	216,872	58,000	68,500	63,500	9.5%
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating:					
Other Financing Uses:					
Operating Transfers Out					
General Basic	\$ -	\$ -	\$ -	\$ -	N/A
Conservation - CIP	-	499,000	400,000	-	N/A
General CIP	-	-	-	-	N/A
Total Transfers Out	-	499,000	400,000	-	-100.0%
Total Expenditures & Other Uses	-	499,000	400,000	-	-100.0%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	216,872	(441,000)	(331,500)	63,500	-114.4%
<b>Beginning Fund Balance - July 1,</b>	<u>\$ 772,969</u>	<u>\$ 441,369</u>	<u>\$ 989,841</u>	<u>\$ 658,341</u>	49.2%
<b>Ending Fund Balance - June 30,</b>	<u>\$ 989,841</u>	<u>\$ 369</u>	<u>\$ 658,341</u>	<u>\$ 721,841</u>	195520.9%

**CONSERVATION CIP RESERVE FUND**  
**FUND STATEMENT**

	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Use of Property and Money	\$ 5,532	\$ 5,000	\$ 3,000	\$ 3,000	-40.0%
Transfer of Charges for Services - General	-	326,000	-	-	N/A
Miscellaneous	<u>26,722</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>	0.0%
Subtotal Revenues	32,254	355,000	27,000	27,000	-92.4%
Other Financing Sources:					
Operating Transfers In					
General - Basic	167,949	-	-	-	N/A
Conservation - Equipment Reserve	-	499,000	400,000	-	N/A
General CIP	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Transfers In	167,949	499,000	400,000	-	N/A
 Total Revenues & Other Sources	 200,203	 854,000	 427,000	 27,000	 -96.8%
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating:	\$ -	\$ -	\$ -	\$ -	N/A
Other Financing Uses - Transfer to General CIP					
	<u>141,112</u>	<u>887,800</u>	<u>579,351</u>	<u>804,000</u>	-9.4%
Total Expenditures & Other Uses	141,112	887,800	579,351	804,000	-9.4%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	59,091	(33,800)	(152,351)	(777,000)	2198.8%
 <b>Beginning Fund Balance - July 1,</b>	 <u>\$ 1,084,399</u>	 <u>\$ 41,864</u>	 <u>\$ 1,143,490</u>	 <u>\$ 991,139</u>	 2267.5%
<b>Ending Fund Balance - June 30,</b>	<u>\$ 1,143,490</u>	<u>\$ 8,064</u>	<u>\$ 991,139</u>	<u>\$ 214,139</u>	2555.5%

**SCOTT COUNTY  
FIVE YEAR CAPITAL PROJECT PLAN  
FY23 BUDGET**

	<b>FY21 ACTUAL</b>	<b>FY22 BUDGET</b>	<b>FY22 YTD</b>	<b>FY22 ESTIMATE</b>	<b>FY23 PLAN</b>	<b>FY24 PLAN</b>	<b>FY25 PLAN</b>	<b>FY26 PLAN</b>	<b>FY27 PLAN</b>	<b>UNPROG NEEDS</b>
<b>APPROPRIATION SUMMARY</b>										
Building & Grounds	\$ 1,369,695	\$ 1,751,400	\$ 875,271	\$ 7,182,900	\$ 20,957,500	\$ 9,542,500	\$ 1,242,500	\$ 537,500	\$ 653,500	\$ 64,519,614
Space Plan Utilization Project	337,078	-	5,117	-	-	-	-	-	-	36,800,000
Technology & Equipment Acquisition	780,985	1,749,000	543,101	2,314,000	2,330,000	1,650,000	2,035,000	1,065,000	3,065,000	11,874,500
Other Projects	60,000	50,000	-	50,000	1,650,000	50,000	50,000	50,000	50,000	-
<b>SUBTOTAL GENERAL CIP</b>	<b>2,547,758</b>	<b>3,550,400</b>	<b>1,423,488</b>	<b>9,546,900</b>	<b>24,937,500</b>	<b>11,242,500</b>	<b>3,327,500</b>	<b>1,652,500</b>	<b>3,768,500</b>	<b>113,194,114</b>
Conservation CIP Projects	1,794,516	1,887,800	540,896	2,378,601	2,904,000	3,040,000	3,315,000	1,840,000	500,000	7,050,000
<b>Subtotal Projects Paid from General CIP Fund</b>	<b>4,342,274</b>	<b>5,438,200</b>	<b>1,964,384</b>	<b>11,925,501</b>	<b>27,841,500</b>	<b>14,282,500</b>	<b>6,642,500</b>	<b>3,492,500</b>	<b>4,268,500</b>	<b>120,244,114</b>
Vehicle Acquisition Sub Fund	488,125	350,000	-	350,000	550,000	350,000	350,000	350,000	350,000	-
Bond Issuance Sub Fund	7,040,519	1,636,087	2,829,970	2,248,426	-	-	-	-	-	-
Secondary Roads Fund Equipment (operations function)	668,890	750,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	-
Secondary Roads Fund Construction Projects	1,390,228	800,000	-	2,971,874	1,675,000	10,452,150	665,000	250,000	1,100,000	-
<b>Total All Capital Projects</b>	<b>\$ 13,930,036</b>	<b>\$ 8,974,287</b>	<b>\$ 5,644,354</b>	<b>\$ 18,345,801</b>	<b>\$ 30,916,500</b>	<b>\$ 25,934,650</b>	<b>\$ 8,507,500</b>	<b>\$ 4,942,500</b>	<b>\$ 6,568,500</b>	<b>\$ 120,244,114</b>
<b>REVENUE SUMMARY</b>										
Gaming Taxes-Davenport	\$ 550,672	\$ 390,000	\$ 166,919	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ -
Gaming Taxes-Bettendorf	349,519	330,000	139,213	350,000	350,000	350,000	350,000	350,000	350,000	-
Interest Income	18,950	28,000	(37,668)	20,000	20,000	20,000	20,000	20,000	20,000	-
State Grants & Reimbursements	8,749	-	40,260	401,823	7,000	5,000	5,000	5,000	5,000	-
Contributions From Local Entities	2,000	-	-	59,726	-	-	-	-	-	-
Sale of Assets	132,380	55,000	-	104,300	-	-	-	-	-	-
DNR Reimbursement - Lost Grove Lake	2,973	24,000	12,000	-	-	-	-	-	-	-
Charges for Services- Transfer from General	-	326,000	-	-	-	-	-	-	-	-
Community Contribution - Assessment Center	-	-	-	-	1,600,000	-	-	-	-	-
Miscellaneous (donations, refunds)	28,622	-	500	220,000	-	-	-	-	-	-
Transfers										
From General Basic Fund - Cons	1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-
From General Basic Fund - Budget										
Savings / Special	1,928,998	125,000	-	7,139,973	1,090,000	1,500,000	1,500,000	1,500,000	1,500,000	-
From General Basic Fund - Budget										
Savings / Conservation	-	-	1,928,998	300,000	300,000	300,000	300,000	300,000	300,000	-
From General Basic Fund - Tax Levy	1,970,000	1,970,000	-	1,970,000	1,970,000	1,970,000	1,970,000	1,970,000	1,970,000	-
From General Basic Fund - Tax Levy	-	-	-	-	1,126,600	1,126,600	625,000	-	-	-
From General Basic Fund - Fund Balance	-	-	-	-	-	1,500,000	-	-	-	-
From General Basic Fund - Dept Capital	-	-	-	-	-	-	-	-	-	-
From ARPA Grant Fund - YJRC	-	-	-	-	7,250,000	-	-	-	-	-
From ARPA Grant Fund - COOP / COG	-	-	-	-	2,750,000	-	-	-	-	-
From ARPA Grant Fund - Jail	-	-	-	-	1,000,000	-	-	-	-	-
From ARPA Grant Fund - Admin HVAC	-	-	-	-	150,000	2,850,000	-	-	-	-
From ARPA Grant Fund - Davenport West	-	-	-	-	-	-	-	-	-	-
Locust Sewer Connectivity	-	-	-	-	1,600,000	-	-	-	-	-
From ARPA Grant Fund - Conservation	-	-	-	-	-	-	-	-	-	-
Trails	-	-	-	-	400,000	800,000	800,000	-	-	-
From ARPA Grant Fund - Conservation	-	-	-	-	-	-	-	-	-	-
Sewer	-	-	-	-	400,000	800,000	800,000	-	-	-
From Recorder's Record Mgmt. Fund	25,000	25,000	-	25,000	25,000	25,000	25,000	25,000	25,000	-
From Conservation Reserves	141,112	887,800	-	579,351	804,000	140,000	165,000	290,000	(300,000)	-
<b>Total Revenues</b>	<b>\$ 6,158,975</b>	<b>\$ 5,160,800</b>	<b>\$ 2,250,222</b>	<b>\$ 12,620,173</b>	<b>\$ 22,292,600</b>	<b>\$ 12,836,600</b>	<b>\$ 8,010,000</b>	<b>\$ 5,910,000</b>	<b>\$ 5,320,000</b>	<b>\$ -</b>



**SCOTT COUNTY  
FIVE YEAR CAPITAL PROJECT PLAN  
FY23 BUDGET**

	<b>FY21 ACTUAL</b>	<b>FY22 BUDGET</b>	<b>FY22 YTD</b>	<b>FY22 ESTIMATE</b>	<b>FY23 PLAN</b>	<b>FY24 PLAN</b>	<b>FY25 PLAN</b>	<b>FY26 PLAN</b>	<b>FY27 PLAN</b>	<b>UNPROG NEEDS</b>
<b>APPROPRIATION SUMMARY</b>										
<i>CIP Fund revenues over (under) expend</i>	1,816,701	(277,400)	285,838	694,672	(5,548,900)	(1,445,900)	1,367,500	2,417,500	1,051,500	
<b>Vehicle Replacement Sub Fund REVENUE SUMMARY</b>										
Interest Income	(61)	2,000	-	2,000	2,000	4,000	4,000	4,000	4,000	-
Sale of Assets	31,976	25,000	15,261	25,000	25,000	25,000	25,000	25,000	25,000	-
Transfers										
From General Basic Fund - Tax Levy	400,000	325,000	91,968	325,000	550,000	375,000	375,000	375,000	375,000	-
<b>Total Revenues</b>	<b>431,915</b>	<b>352,000</b>	<b>107,229</b>	<b>352,000</b>	<b>577,000</b>	<b>404,000</b>	<b>404,000</b>	<b>404,000</b>	<b>404,000</b>	<b>-</b>
<b>Expenditures</b>	<b>488,125</b>	<b>350,000</b>	<b>221,800</b>	<b>350,000</b>	<b>550,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>-</b>
<i>Vehicle Replacement revenues over expenditures</i>	(56,211)	2,000	(114,571)	2,000	27,000	54,000	54,000	54,000	54,000	-
<b>Bond Issuance Sub Fund Revenue Summary</b>										
Proceeds on Bonds issued	-	-	-	-	-	-	-	-	-	-
Interest Income	19,915	15,000	-	5,000	-	-	-	-	-	-
<b>Total Revenues</b>	<b>19,915</b>	<b>15,000</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures - Capital Contributions SECC</b>	<b>7,040,519</b>	<b>1,636,087</b>	<b>2,829,970</b>	<b>2,248,426</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Bond Issuance Fund revenues over expen	(7,020,604)	(1,621,087)	(2,829,970)	(2,243,426)	-	-	-	-	-	-
<b>CIP FUND BALANCE RECAP</b>										
Beginning Fund Balance	\$ 5,710,702	\$ 5,126,842	\$ 7,278,277	\$ 7,278,277	\$ 7,972,949	\$ 2,424,049	\$ 978,149	\$ 2,345,649	\$ 4,763,149	\$ -
Net Transfers of Revenues to Subfund:	(249,126)	(413,000)	-	-	-	-	-	-	-	-
Increase (decrease)	1,816,701	(277,400)	285,838	694,672	(5,548,900)	(1,445,900)	1,367,500	2,417,500	1,051,500	-
<b>Ending Net CIP Fund Balance</b>	<b>7,278,277</b>	<b>4,436,442</b>	<b>7,564,115</b>	<b>7,972,949</b>	<b>2,424,049</b>	<b>978,149</b>	<b>2,345,649</b>	<b>4,763,149</b>	<b>5,814,649</b>	<b>-</b>
Vehicle Replacement Fund Balance	90,518	112,340	(24,053)	92,518	119,518	173,518	227,518	281,518	335,518	-
Bond Issuance Fund	2,243,426	-	(586,544)	-	-	-	-	-	-	-
Conservation CIP Fund Balance	1,143,490	8,064	1,143,490	991,139	214,139	151,139	263,139	495,139	692,139	-
Conservation Equipment Fund Balance	989,841	369	989,841	658,341	721,841	741,841	561,841	136,841	36,841	-
<b>Ending Gross CIP Fund Balance</b>	<b>\$ 11,745,552</b>	<b>\$ 4,557,215</b>	<b>\$ 9,086,849</b>	<b>\$ 9,714,947</b>	<b>\$ 3,479,547</b>	<b>\$ 2,044,647</b>	<b>\$ 3,398,147</b>	<b>\$ 5,676,647</b>	<b>\$ 6,879,147</b>	<b>\$ -</b>

APPROPRIATION DETAIL INFORMATION

**A. Bldg and Grounds**

**A.1 Courthouse**

CH General Remodeling / Replacement	\$ 21,367	\$ 40,000	\$ 35	\$ 40,000	\$ 47,500	\$ 47,500	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
CH Retrocommissioning / Energy Projects	-	-	-	-	-	-	-	-	-	-
CH HVAC Recommissioning/Controls	-	-	-	-	-	-	-	-	-	500,000
CH Switch over from boiler to forced air	-	-	-	-	-	-	-	-	-	750,000
CH Bi-Directional Amplifier	-	-	-	25,000	20,000	-	-	-	-	-
CH Cooling Tower Ground and Roof	-	-	-	-	-	-	-	-	-	1,000,000
CH Attorney Office Expansion	116,895	700,000	485,077	700,000	-	-	-	-	-	-
CH Storage Space Conversion to IT Office	-	-	-	-	-	-	-	-	-	580,000
CH Water Heater Replacement	-	-	-	-	-	-	-	-	40,000	-
CH UPS Replacement	-	-	-	-	-	35,000	-	-	-	-
CH Public Safety Dispatch Backup HVAC	-	-	-	-	-	-	-	-	-	70,000
CH Stairwell Retreads	37,519	-	11,581	-	-	-	-	-	-	-
<b>TOTAL COURTHOUSE</b>	<b>175,781</b>	<b>740,000</b>	<b>496,693</b>	<b>765,000</b>	<b>67,500</b>	<b>82,500</b>	<b>50,000</b>	<b>50,000</b>	<b>90,000</b>	<b>2,900,000</b>

**SCOTT COUNTY  
FIVE YEAR CAPITAL PROJECT PLAN  
FY23 BUDGET**

APPROPRIATION SUMMARY

	<b>FY21 ACTUAL</b>	<b>FY22 BUDGET</b>	<b>FY22 YTD</b>	<b>FY22 ESTIMATE</b>	<b>FY23 PLAN</b>	<b>FY24 PLAN</b>	<b>FY25 PLAN</b>	<b>FY26 PLAN</b>	<b>FY27 PLAN</b>	<b>UNPROG NEEDS</b>
<b>A.2 Jail</b>										
JL General Remodeling/Replacement	66,816	45,000	-	47,500	47,500	47,500	47,500	47,500	47,500	-
JL Carpet	19,424	38,000	-	38,000	-	-	-	-	-	-
JL Security System Replacement	1,085	25,000	-	25,000	30,000	25,000	25,000	25,000	25,000	2,500,000
JL UPS Replacement	-	-	-	-	120,000	-	-	-	-	-
JL Bi-Directional Amplifier	-	-	-	30,000	30,000	-	-	-	-	-
JL HVAC Replacement & Controls	5,681	415,000	168,525	415,000	-	-	-	-	-	500,000
JL Support Elevators	-	-	-	-	-	-	-	-	-	500,000
JL Sec. System Repl.-Intercom	-	-	-	-	-	-	-	-	-	-
JL Jail Expansion / Renovation Long Term	-	-	-	-	-	-	-	-	-	41,825,255
JL Jail Expansion / Renovation Short Term	-	-	-	-	1,000,000	-	-	-	-	8,011,359
JL PLC Replacement & Syntinel Control System	-	21,400	6,963	21,400	-	115,000	-	-	-	-
<b>TOTAL JAIL</b>	<b>93,006</b>	<b>544,400</b>	<b>175,488</b>	<b>576,900</b>	<b>1,227,500</b>	<b>187,500</b>	<b>72,500</b>	<b>72,500</b>	<b>72,500</b>	<b>53,336,614</b>
<b>A.3 Tremont Bldg</b>										
TR General Remodeling/Replacement	-	15,000	-	15,000	-	-	-	-	-	-
TR ADA Improvements	-	-	-	-	-	-	-	-	-	-
SP General Remodeling	-	-	1,835	-	-	-	-	-	-	-
<b>TOTAL TREMONT BUILDING</b>	<b>-</b>	<b>15,000</b>	<b>1,835</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A.4 Juvenile / YJRC</b>										
JDC General Remodeling/Replacement	9,903	20,000	491	20,000	20,000	20,000	20,000	20,000	20,000	-
JDC PLC Replacement & Syntinel Control System (Commander)	-	16,000	-	-	18,000	-	-	-	-	-
JDC Security Systems Replacement	-	25,000	-	25,000	25,000	25,000	25,000	25,000	25,000	-
JDC Roof Replacement	-	-	-	-	-	-	-	-	-	175,000
JDC Public Safety Radios	15,237	-	-	-	-	-	-	-	-	-
JDC Fire Panel System Replacement	-	15,000	-	15,000	-	-	-	-	-	-
JDC Bi-Directional Amplifier	-	40,000	-	-	-	-	-	-	-	-
JDC Assessment Center	-	-	-	-	1,700,000	-	-	-	-	-
JDC Facility Expansion	-	-	139,376	500,000	13,500,000	6,000,000	-	-	-	-
JDC Boiler Replacement	-	-	-	-	-	-	20,000	-	-	-
<b>TOTAL Juvenile Detention Center</b>	<b>25,140</b>	<b>116,000</b>	<b>139,867</b>	<b>560,000</b>	<b>15,263,000</b>	<b>6,045,000</b>	<b>65,000</b>	<b>45,000</b>	<b>45,000</b>	<b>175,000</b>
<b>A.5 Admin Center</b>										
AC Remodeling/Redecorating	45,463	40,000	20,180	40,000	47,500	47,500	50,000	50,000	50,000	-
AC ADA Improvements	-	-	-	-	-	-	-	-	86,000	-
AC HVAC Controls	-	-	-	-	-	-	-	-	-	200,000
AC AHU Replacement	-	-	-	-	120,000	2,850,000	-	-	-	1,750,000
AC Bi-Directional Amplifier	-	-	-	80,000	40,000	-	-	-	-	-
AC Carpet Replacement	-	-	-	-	-	-	50,000	140,000	130,000	-
AC Window Replacement and Recladding	979,408	-	2,138	-	-	-	-	-	-	-
AC Admin., HR, FSS Renovation	-	-	-	70,000	65,000	-	-	-	-	-
AC 3rd & 4th Floor Breakrooms	4,339	-	-	-	-	-	-	-	-	-
AC Auditor Recorder Plat Room/ Vault Room	-	-	-	-	155,000	155,000	-	-	-	-
AC Treasurer Station Remodel	11,270	-	-	35,000	40,000	-	-	-	-	-
AC Dock and Stairs Repair	-	18,000	-	18,000	-	-	-	-	-	-
AC Security Enhancements	14,211	68,000	37,535	68,000	32,000	25,000	-	-	-	1,045,000
AC Tuckpoint Repair	-	-	-	-	-	-	-	-	-	200,000
<b>TOTAL ADMINISTRATIVE CENTER</b>	<b>1,054,691</b>	<b>126,000</b>	<b>59,853</b>	<b>311,000</b>	<b>499,500</b>	<b>3,077,500</b>	<b>100,000</b>	<b>190,000</b>	<b>266,000</b>	<b>3,195,000</b>

**SCOTT COUNTY  
FIVE YEAR CAPITAL PROJECT PLAN  
FY23 BUDGET**

	<b>FY21 ACTUAL</b>	<b>FY22 BUDGET</b>	<b>FY22 YTD</b>	<b>FY22 ESTIMATE</b>	<b>FY23 PLAN</b>	<b>FY24 PLAN</b>	<b>FY25 PLAN</b>	<b>FY26 PLAN</b>	<b>FY27 PLAN</b>	<b>UNPROG NEEDS</b>
<b>APPROPRIATION SUMMARY</b>										
<b>A.6 Downtown Storage Bldg</b>										
DSB General Remodeling/Replacement	-	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000	-
<b>TOTAL DOWNTOWN STORAGE BUILDING</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>
<b>A.7 Sheriff Patrol</b>										
SP General Remodeling/ Replacement	-	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000	-
SP Shooting Range	-	-	-	-	250,000	-	-	-	-	-
SP Training Room	-	-	-	-	-	-	-	-	-	1,000,000
<b>TOTAL SHERIFF PATROL BUILDING</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>	<b>265,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>1,000,000</b>
<b>A.8 Other Bldg/Grounds</b>										
OB Miscellaneous Landscaping	7,709	15,000	383	15,000	25,000	25,000	30,000	30,000	30,000	-
OB Regulatory Compliance Cost	5,351	15,000	1,152	15,000	15,000	15,000	15,000	15,000	15,000	-
OB Parking Lot Repair/Maintenance	8,017	15,000	-	15,000	20,000	20,000	20,000	20,000	20,000	-
OB Sidewalk Repair/Maintenance	-	-	-	20,000	20,000	20,000	20,000	20,000	20,000	-
OB Parking	-	-	-	-	-	-	-	-	-	3,400,000
EE FSS - Energy Incentive Program	-	20,000	-	20,000	20,000	20,000	20,000	20,000	20,000	-
OB UPS Replacement	-	20,000	-	20,000	20,000	20,000	20,000	20,000	20,000	-
OB Downtwn Streetscape (trees, lighting, plantings)	-	-	-	-	-	-	-	-	-	513,000
OB Garage Storage	-	20,000	-	20,000	-	-	-	25,000	25,000	-
OB Wapsi - Tower	-	75,000	-	100,000	-	-	-	-	-	-
OB COOP - COG Development	-	-	-	-	3,500,000	-	-	-	-	-
OB Convert JDC	-	-	-	-	-	-	800,000	-	-	-
OB Relocate Warehouse	-	-	-	4,700,000	-	-	-	-	-	-
<b>TOTAL OTHER B &amp; G</b>	<b>21,077</b>	<b>180,000</b>	<b>1,535</b>	<b>4,925,000</b>	<b>3,620,000</b>	<b>120,000</b>	<b>925,000</b>	<b>150,000</b>	<b>150,000</b>	<b>3,913,000</b>
<b>TOTAL BUILDING &amp; GROUNDS</b>	<b>1,369,695</b>	<b>1,751,400</b>	<b>875,271</b>	<b>7,182,900</b>	<b>20,957,500</b>	<b>9,542,500</b>	<b>1,242,500</b>	<b>537,500</b>	<b>653,500</b>	<b>64,519,614</b>
<b>B. Space Utilization Master Plan</b>										
Land Acquisition	337,078	-	5,117	-	-	-	-	-	-	-
Courthouse Long Range	-	-	-	-	-	-	-	-	-	36,800,000
<b>TOTAL SPACE UTILIZATION MASTER PLAN</b>	<b>337,078</b>	<b>-</b>	<b>5,117</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,800,000</b>
<b>C.1 Technology &amp; Equipment Annual</b>										
EE IT-Remote Sites WANS	4,027	200,000	1,500	200,000	20,000	20,000	20,000	20,000	20,000	200,000
EE IT-Edge Devices - Network Access Layer	-	240,000	-	240,000	20,000	20,000	20,000	20,000	20,000	250,000
EE IT-Premise Wiring	-	25,000	-	25,000	15,000	15,000	15,000	15,000	15,000	-
EE IT-Web Site Development	-	25,000	-	25,000	25,000	25,000	25,000	25,000	25,000	-
EE IT-CCTV Camera Equipment	28,697	17,500	13,504	17,500	17,500	17,500	17,500	17,500	17,500	500,000
EE IT-MFP Replacements	26,969	52,500	2,765	52,500	52,500	52,500	52,500	52,500	52,500	-
EE IT-PC's/Printers - Component Support	67,973	75,000	3,350	75,000	75,000	75,000	75,000	75,000	75,000	-
EE IT-Replace Monitors	4,888	10,000	2,659	10,000	10,000	10,000	10,000	10,000	10,000	-
EE IT-Software Licenses(windows software)	25,171	45,000	-	45,000	45,000	45,000	45,000	45,000	45,000	-
EE IT-Tape Backup Equipment	-	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000	-
EE Sher-Vehicle Auxiliary Equipment	170,891	180,000	101,328	180,000	300,000	145,000	145,000	145,000	145,000	-
EE IT-Phone System Upgrade/Repl	6,976	10,000	644	10,000	10,000	10,000	10,000	10,000	10,000	500,000
EE IT-GIS Equipment	25,415	25,000	3,000	25,000	25,000	25,000	25,000	25,000	25,000	-
EE IT-Enterprise Notification Solution (Crisis Communications)	-	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000	-
EE Rec-ECM Recorder's office	102,646	190,000	-	190,000	50,000	25,000	25,000	25,000	25,000	-
EE IT-Electronic Content Mgt.	16,377	75,000	-	75,000	75,000	75,000	75,000	75,000	75,000	-
<b>TOTAL TECHNOLOGY &amp; EQUIP ANNUAL</b>	<b>480,030</b>	<b>1,200,000</b>	<b>128,749</b>	<b>1,200,000</b>	<b>770,000</b>	<b>590,000</b>	<b>590,000</b>	<b>590,000</b>	<b>590,000</b>	<b>1,450,000</b>

**SCOTT COUNTY  
FIVE YEAR CAPITAL PROJECT PLAN  
FY23 BUDGET**

	<b>FY21 ACTUAL</b>	<b>FY22 BUDGET</b>	<b>FY22 YTD</b>	<b>FY22 ESTIMATE</b>	<b>FY23 PLAN</b>	<b>FY24 PLAN</b>	<b>FY25 PLAN</b>	<b>FY26 PLAN</b>	<b>FY27 PLAN</b>	<b>UNPROG NEEDS</b>
<b>APPROPRIATION SUMMARY</b>										
<b>C.2 Technology &amp; Equipment Acquisition Non Routine</b>										
EE Attorney's Office Case / Data Management	-	-	-	-	-	-	-	-	2,000,000	-
EE Administration - ERP / Finance	-	-	-	-	-	-	-	-	-	3,000,000
EE Administration -Time clocks	-	-	-	-	-	-	-	-	-	750,000
EE Auditor-Election Equip	-	-	-	75,000	-	-	-	-	-	1,000,000
EE Auditor-Election Equip / Transport and Storage	-	-	-	-	-	-	-	-	-	140,000
EE Auditor-Poll Book Replacement - Laser Printers	-	-	-	-	-	-	-	-	-	150,000
EE Auditor-Digitize Transfer Books	-	-	-	-	100,000	100,000	-	-	-	-
EE FSS- Grounds Equipment	39,912	22,000	-	25,000	-	-	-	-	-	-
EE IT-Laptops / Tablets	-	-	-	-	350,000	-	-	-	-	300,000
EE Sher / Conservation-Mobile Data Computers (MDC)	-	-	-	-	-	400,000	-	-	-	500,000
EE Sher / Conservation-Mobile Router	-	-	-	-	-	-	220,000	-	-	320,000
EE IT-Servers	-	-	-	-	-	-	400,000	-	-	400,000
EE IT-Storage - Video	-	-	-	-	600,000	-	-	-	-	-
EE IT-Storage - Enterprise	-	-	-	-	-	-	750,000	-	-	750,000
EE IT-GIS (Aerial Photos)	-	-	-	-	60,000	60,000	-	-	-	150,000
EE TR-Omatic printer / floor	40,138	7,000	-	7,000	-	-	-	-	-	-
EE Sher-Jail Equipment	-	40,000	35,785	40,000	-	-	-	-	-	-
EE Sher-Full Body Security Screening	624	-	-	-	-	-	-	-	-	-
EE Sher / Conservation-Body Camera Project	-	-	-	150,000	-	-	-	400,000	-	400,000
EE Sher-Guns/Masks/Helmet Shields Riot	-	-	-	-	-	-	-	-	-	17,000
EE Sher-Rifles	-	-	-	-	-	-	-	-	-	107,500
EE Sher - Jail Inmate Visit Recording System	133,085	130,000	-	-	-	-	-	-	-	-
EE Adm-Board Room Recording	64,761	-	9,374	15,000	-	-	-	-	-	-
EE Adm-Meeting Management	-	-	-	-	-	-	-	-	-	100,000
EE Hth-Immunization Refrig. / Freezer	13,516	-	-	7,000	-	-	-	-	-	-
EE IT-Desktop Replacements	-	-	-	-	-	-	-	-	400,000	400,000
EE IT-Cybersecurity	-	150,000	-	75,000	150,000	150,000	75,000	75,000	75,000	-
EE IT-Technology Assessment	-	100,000	-	100,000	-	-	-	-	-	-
EE IT-Network Core / Distribution - reimbursable	-	-	-	220,000	-	-	-	-	-	-
EE IT-Network Core / Distribution	-	-	329,055	400,000	-	-	-	-	-	1,000,000
EE IT-Website Upgrade to Drupal 8/ Accessibility	5,127	100,000	-	-	150,000	50,000	-	-	-	-
EE IT-Back-up and Restore System Upgrade	-	-	-	-	-	-	-	-	-	400,000
EE PD-Community Development Software	-	-	-	-	150,000	300,000	-	-	-	-
EE Sher-PDA for Jail	-	-	-	-	-	-	-	-	-	40,000
EE Sher-Jail Management	-	-	-	-	-	-	-	-	-	500,000
EE Sher-Softcode Civil Service Civil Process System	3,792	-	-	-	-	-	-	-	-	-
<b>TOTAL TECHNOLOGY &amp; EQUIP NON-ROUTINE</b>	<b>300,955</b>	<b>549,000</b>	<b>414,352</b>	<b>1,114,000</b>	<b>1,560,000</b>	<b>1,060,000</b>	<b>1,445,000</b>	<b>475,000</b>	<b>2,475,000</b>	<b>10,424,500</b>
<b>TOTAL TECHNOLOGY</b>	<b>780,985</b>	<b>1,749,000</b>	<b>543,101</b>	<b>2,314,000</b>	<b>2,330,000</b>	<b>1,650,000</b>	<b>2,035,000</b>	<b>1,065,000</b>	<b>3,065,000</b>	<b>11,874,500</b>
<b>D. Other Projects</b>										
OP Capital Contribution General	-	-	-	-	-	-	-	-	-	-
OP NW Dav Industrial Park Rail Spur	60,000	-	-	-	-	-	-	-	-	-
OP Davenport West Locust Sewer Connectivity	-	-	-	-	1,600,000	-	-	-	-	-
OP Nahant Marsh / CAT Funding	-	30,000	-	30,000	30,000	40,000	-	-	-	-
OP Bike Trail/CAT Funding	-	20,000	-	20,000	20,000	10,000	50,000	50,000	50,000	-
<b>Total Other Projects</b>	<b>60,000</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>1,650,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>
<b>Grand Total</b>	<b>\$ 2,547,758</b>	<b>\$ 3,550,400</b>	<b>\$ 1,423,488</b>	<b>\$ 9,546,900</b>	<b>\$ 24,937,500</b>	<b>\$ 11,242,500</b>	<b>\$ 3,327,500</b>	<b>\$ 1,652,500</b>	<b>\$ 3,768,500</b>	<b>\$ 113,194,114</b>

**SCOTT COUNTY  
FIVE YEAR CAPITAL PROJECT PLAN  
FY23 BUDGET**

	<b>FY21 ACTUAL</b>	<b>FY22 BUDGET</b>	<b>FY22 YTD</b>	<b>FY22 ESTIMATE</b>	<b>FY23 PLAN</b>	<b>FY24 PLAN</b>	<b>FY25 PLAN</b>	<b>FY26 PLAN</b>	<b>FY27 PLAN</b>	<b>UNPROG NEEDS</b>
<b>F. Conservation Projects</b>										
<b>Scott County Park</b>										
SCP-Cabin Construction		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SCP-Campground Design & Construction	218,891	-	(21,620)	-	-	-	-	-	-	-
SCP-Entry Station	-	-	-	-	-	500,000	-	-	-	-
SCP-Lodge / 4 Season Shelter	-	-	-	-	-	-	750,000	750,000	-	-
SCP-Pool and Aquatic Ctr Renov	5,741	35,000	841	35,000	40,000	40,000	40,000	50,000	50,000	50,000
SCP-Car Wash Bay	-	-	-	-	-	-	-	-	-	-
SCP-Trails, Roads & Parking Lot Resurfacing	-	-	-	-	360,000	-	-	-	-	1,200,000
SCP-Storage Barn	-	-	-	-	-	125,000	-	-	-	-
SCP-Pioneer Village Renov	7,647	-	2,270	-	200,000	-	-	-	-	-
SCP-Cody Lake Shelter Replacement	-	-	-	-	-	-	-	-	-	150,000
SCP-Cody Lake Renovation	-	-	-	-	-	-	-	-	-	100,000
SCP-Wilderness Rest Room Replacement	-	-	-	-	-	-	-	300,000	-	-
SCP-Outhouse Replacement	-	-	-	-	-	-	-	-	-	-
SCP-Playground	-	-	-	-	-	100,000	100,000	-	-	100,000
SCP-Watershed Protection	-	-	-	-	-	-	-	100,000	100,000	-
<b>Scott County Park Sub-total</b>	<b>232,279</b>	<b>35,000</b>	<b>(18,509)</b>	<b>35,000</b>	<b>600,000</b>	<b>765,000</b>	<b>890,000</b>	<b>1,200,000</b>	<b>150,000</b>	<b>1,600,000</b>
<b>Westlake Park</b>										
WLP-Lodge Design & Construction	-	800,000	-	200,000	800,000	-	-	-	-	-
WLP-Shelters	-	-	-	-	-	-	-	250,000	-	-
WLP-Playgrounds	-	-	-	-	100,000	100,000	-	-	-	-
WLP-Lake Restoration	-	-	100,771	492,000	-	-	-	-	-	-
WLP-Lake Canyon Dam Restoration	609,245	-	-	32,000	-	-	-	-	-	-
WLP-ADA Fishing Piers	74,229	125,000	-	125,000	-	-	-	-	-	-
WLP-Beach Improvements	-	100,000	-	100,000	-	-	-	-	-	300,000
WLP-Trails, Roads & Parking Lot Resurfacing	-	350,000	-	350,000	-	-	-	-	-	900,000
WLP-Campground Site Paving	-	200,000	-	-	250,000	-	-	-	-	500,000
WLP-Maintenance Area Bldg's	-	-	-	-	-	125,000	-	-	-	-
WLP-Outhouse Replacement	-	-	-	-	-	-	-	40,000	-	-
<b>Westlake Park Sub-total</b>	<b>683,474</b>	<b>1,575,000</b>	<b>100,771</b>	<b>1,299,000</b>	<b>1,150,000</b>	<b>225,000</b>	<b>-</b>	<b>290,000</b>	<b>-</b>	<b>1,700,000</b>
<b>Wapsi Center</b>										
Wapsi	1,333	-	-	-	-	-	-	-	-	-
REAP	1,000	-	153,733	-	-	-	-	-	-	-
REAP - Wapsi Office Replacement	-	-	-	-	-	-	-	-	-	-
REAP - WAPSI Feasibility Assessment	-	-	-	-	-	-	-	-	-	-
Wapsi Ed Center Development - Lorenzen Funding	553,360	-	180,264	328,864	-	-	-	-	-	1,000,000
Wapsi Renovations	-	-	-	-	-	-	-	-	-	-
Wapsi Improvements	-	-	-	-	-	-	-	-	-	-
Well & Water System Replacement	-	-	-	-	-	-	-	-	-	-
Wapsi Road	-	-	-	-	-	-	-	-	-	-
<b>Wapsi Center Sub-total</b>	<b>555,693</b>	<b>-</b>	<b>333,997</b>	<b>328,864</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>

**SCOTT COUNTY  
FIVE YEAR CAPITAL PROJECT PLAN  
FY23 BUDGET**

	<b>FY21 ACTUAL</b>	<b>FY22 BUDGET</b>	<b>FY22 YTD</b>	<b>FY22 ESTIMATE</b>	<b>FY23 PLAN</b>	<b>FY24 PLAN</b>	<b>FY25 PLAN</b>	<b>FY26 PLAN</b>	<b>FY27 PLAN</b>	<b>UNPROG NEEDS</b>
<b>Buffalo Shores</b>										
BSP-Trails, Roads & Parking Lot Resurfacing	-	-	-	-	-	-	400,000	-	-	-
Buffalo Shores Res - HVAC & Roof	-	-	-	-	-	-	-	-	-	-
Buffalo Shores - Restoration - Flood	33,152	-	23,152	300,000	-	-	-	-	-	-
Buffalo Shores - Pit Toilet Replacement	-	-	-	-	-	-	-	-	-	-
Buffalo Shores - Residence	-	-	7,974	-	-	-	-	-	-	-
Buffalo Shores Dock Replacement	-	-	-	-	-	-	75,000	-	-	-
<b>Buffalo Shores Sub-total</b>	<b>33,152</b>	<b>-</b>	<b>31,126</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>475,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Locations</b>										
Land Acquisition / Park Expansion	-	-	-	-	-	-	-	-	-	2,000,000
Renewable Energy Projects	-	-	-	-	-	-	-	-	-	700,000
ADA Improv - all parks	-	-	-	-	-	25,000	-	-	-	-
ARPA Projects - Conservation Trails	-	-	-	-	400,000	800,000	800,000	-	-	-
ARPA Projects - Conservation Water	-	-	-	-	400,000	800,000	800,000	-	-	-
Vehicles and Small Equipment	256,628	237,800	78,134	363,000	282,000	300,000	300,000	300,000	300,000	-
Tech & Equip - Other Equip	15,377	-	15,377	12,737	22,000	-	-	-	-	-
Software	-	-	-	-	-	-	-	-	-	-
Park Maintenance - General All Park	-	40,000	-	10,000	50,000	50,000	50,000	50,000	50,000	50,000
Park Maintenance - Park Major	-	-	-	-	-	75,000	-	-	-	-
Park Building Maintenance	17,913	-	-	30,000	-	-	-	-	-	-
<b>Other Locations Sub-total</b>	<b>289,918</b>	<b>277,800</b>	<b>93,511</b>	<b>415,737</b>	<b>1,154,000</b>	<b>2,050,000</b>	<b>1,950,000</b>	<b>350,000</b>	<b>350,000</b>	<b>2,750,000</b>
<b>F. Conservation Projects Total</b>	<b>\$ 1,794,516</b>	<b>\$ 1,887,800</b>	<b>\$ 540,896</b>	<b>\$ 2,378,601</b>	<b>\$ 2,904,000</b>	<b>\$ 3,040,000</b>	<b>\$ 3,315,000</b>	<b>\$ 1,840,000</b>	<b>\$ 500,000</b>	<b>\$ 7,050,000</b>
County Levy Contribution	1,000,000	1,000,000	598,646	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-
Prior Year General Fund balance assignment estimate	-	-	-	300,000	300,000	300,000	300,000	300,000	300,000	-
ARPA Funding	-	-	-	-	800,000	1,600,000	1,600,000	-	-	-
Borrow from County Capital	-	-	-	-	-	-	250,000	250,000	(500,000)	-
West Lake Restoration Contribution (12.5%)	300,500	-	-	-	-	-	-	-	-	-
County CIP Fund Balance Contribution	187,416	-	-	-	-	-	-	-	-	-
County CIP Contribution	<u>1,487,916</u>	<u>1,000,000</u>	<u>598,646</u>	<u>1,300,000</u>	<u>2,100,000</u>	<u>2,900,000</u>	<u>3,150,000</u>	<u>1,550,000</u>	<u>800,000</u>	<u>-</u>
Conservation CIP Fund Balance Contribution	141,112	887,800	-	579,351	804,000	140,000	165,000	290,000	(300,000)	-
Conservation Equipment Fund Balance	-	-	-	-	-	-	-	-	-	-
Capital Fund Outside Funding (Grants / Sale of Assets)	2,000	-	62,913	223,000	-	-	-	-	-	-
General Fund Restriction (REAP / Donations / Grants)	163,488	-	-	276,250	-	-	-	-	-	-
Conservation Equity Contributions	<u>306,600</u>	<u>887,800</u>	<u>62,913</u>	<u>1,078,601</u>	<u>804,000</u>	<u>140,000</u>	<u>165,000</u>	<u>290,000</u>	<u>(300,000)</u>	<u>-</u>
<b>Total Funding</b>	<b>\$ 1,794,516</b>	<b>\$ 1,887,800</b>	<b>\$ 661,559</b>	<b>\$ 2,378,601</b>	<b>\$ 2,904,000</b>	<b>\$ 3,040,000</b>	<b>\$ 3,315,000</b>	<b>\$ 1,840,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>

**SCOTT COUNTY  
FIVE YEAR CAPITAL PROJECT PLAN  
FY23 BUDGET**

Roads Project #	Description	FY21 ACTUAL	FY22 PLAN	FY22 ESTIMATE	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	FY27 PLAN	Unmet Needs
<b>G. Secondary Roads Projects</b>										
L-519	Bridge Replacement 4E Sheridan (140th Ave)	-	-	-	-	-	-	-	-	-
L-320	Bridge Replacement 27H LeClaire	398,998	-	-	-	-	-	-	-	-
L-319	Bridge Replacement 7 Princeton	-	-	-	-	-	-	-	-	-
L-420	Bridge Replacement 17C Sheridan	-	-	-	-	-	-	-	-	-
L-418	Bridge Replacement 33H Liberty	373,281	-	101,070	-	-	-	-	-	-
L-1020	Edge Drain F58 (200th St)	432,158	-	-	-	-	-	-	-	-
L-223	Bridge Replacement 8A Butler	-	-	-	-	-	-	-	-	-
L-120	Various Large Culvert Replacements	-	-	-	-	-	-	-	-	-
L-520	Culvert Replacement 7C Blue Grass	-	-	400,000	-	-	-	-	-	-
L-620	HMA Resurfacing Slopertown Rd	-	-	-	-	-	-	-	-	-
L-720	HMA Resurfacing Cadda Rd	-	-	-	-	-	-	-	-	-
L-220	~ HMA Resurfacing F45 (Princeton Rd-FM)	280,816	-	941,874	-	-	-	-	-	-
L-821	Y48 & 112th Ave at Hwy 61 Intersection Improvements	-	-	615,000	-	-	-	-	-	-
L-921	Hwy 61 at 115th Ave & 118th St PCC Resurfacing & Signa	-	-	150,000	-	-	-	-	-	-
L-221	Bridge Repair 9 Winfield	21,901	-	65,000	-	-	-	-	-	-
L-421	HMA Resurfacing 290 St	537,171	-	-	-	-	-	-	-	-
L-323	^ Bridge Replacement 7F Princeton	440,331	-	10,821	-	-	-	-	-	-
L-321	^ Bridge Replacement 9 Cleona (BRS)	470,053	-	166,753	-	-	-	-	-	-
L-322	^ Culvert Replacement 6 Blue Grass	-	-	572,467	-	-	-	-	-	-
L-723	Bridge Replacement 7G Princeton	-	800,000	800,000	-	-	-	-	-	-
L-922	~ HMA Resurfacing F33 (Bluff Road)	-	2,250,000	2,250,000	-	-	-	-	-	-
L-1022	~ HMA Resurfacing Z30 (Wells Ferry Rd)	-	1,500,000	1,500,000	-	-	-	-	-	-
L-1122	~ Intersection Safety Improvements-Y40 & Hwy 130	-	76,000	76,000	-	-	-	-	-	-
L-522	~ A Resurfacing F58 (200th St-STP)	-	-	-	2,600,000	-	-	-	-	-
L-622	~ Bridge Replacement 31 DeWitt (SBRFM or SWAP-HBP)	-	-	-	-	1,375,000	-	-	-	-
L-719	~ Bridge Replacement 3C Liberty	-	-	-	-	-	400,000	-	-	-
L-422	HMA Resurfacing Utah Ave	-	-	-	770,000	-	-	-	-	-
L-820	HMA Resurfacing 130th St (Chapel Hill Rd)	-	-	-	605,000	-	-	-	-	-
L-722	HMA Resurfacing 145th Street	-	-	-	125,000	-	-	-	-	-
L-823	HMA Resurfacing 115th Ave (Peter Pan Rd)	-	-	-	175,000	-	-	-	-	-

**SCOTT COUNTY  
FIVE YEAR CAPITAL PROJECT PLAN  
FY23 BUDGET**

<b>Roads Project #</b>	<b>Description</b>	<b>FY21 ACTUAL</b>	<b>FY22 PLAN</b>	<b>FY22 ESTIMATE</b>	<b>FY23 PLAN</b>	<b>FY24 PLAN</b>	<b>FY25 PLAN</b>	<b>FY26 PLAN</b>	<b>FY27 PLAN</b>	<b>Unmet Needs</b>
L-1120	* Bridge Replacement 8C Pleasant Valley (STP)	-	-	-	-	870,000	-	-	-	-
L-423	* Bridge Replacement 6 Pleasant Valley	-	-	-	-	870,000	-	-	-	-
	HMA Resurfacing Hillandale Road	-	-	-	-	350,000	-	-	-	-
	PCC Reconstruction Mt. Joy	-	-	-	-	5,000,000	-	-	-	-
	PCC Reconstruction Park View	-	-	-	-	5,102,150	-	-	-	-
L-415	~ HMA Resurfacing Territorial Rd (F51-FM)	-	-	-	-	-	3,100,000	-	-	-
L-623	HMA Resurfacing Pumpkin Patch Rd	-	-	-	-	-	665,000	-	-	-
	~ HMA Resurfacing F45 (180th Ave to 210th Ave)	-	-	-	-	-	1,800,000	-	-	-
L-224	~ Bridge Replacement 22F Liberty	-	-	-	-	-	-	400,000	-	-
L-524	Culvert Replacement 4A Sheridan	-	-	-	-	-	-	250,000	-	-
L-225	~ Culvert Replacement 13K Butler	-	-	-	-	-	-	-	600,000	-
L-222	~ Bridge Replacement 11A Cleona	-	-	-	-	-	-	-	900,000	-
	HMA Resurfacing 210th St	-	-	-	-	-	-	-	1,100,000	-
	~ HMA Resurfacing Y52	-	-	-	-	-	-	-	2,700,000	-
	Bridge Replacement 28K Princeton	-	-	-	-	-	-	-	-	535,000
L-523	HMA Resurfacing 278th Avenue	-	-	-	-	-	-	-	-	400,000
L-721	Culvert Replacement 2A Hickory Grove	-	-	-	-	-	-	-	-	350,000
L-309	HMA Resurfacing Cody Rd	-	-	-	-	-	-	-	-	250,000
L-324	HMA Resurfacing 275th Street	-	-	-	-	-	-	-	-	1,312,500
L-424	HMA Resurfacing Y4E (Dixon to 320th St)	-	-	-	-	-	-	-	-	1,650,000
	HMA Resurfacing Z30 (205th St to 260th St)	-	-	-	-	-	-	-	-	3,025,000
	HMA Resurfacing F45 (210th Ave to 240th Ave)	-	-	-	-	-	-	-	-	1,650,000
	HMA Resurfacing F45 (115th Ave to 155th Ave)	-	-	-	-	-	-	-	-	2,200,000
	HMA Resurfacing Y52 (1st Ave to Wapsi River)	-	-	-	-	-	-	-	-	2,310,000
	HMA Resurfacing Y64 (Eldridge to 267th St)	-	-	-	-	-	-	-	-	1,265,000
	HMA Resurfacing Y30 (200th St to Hwy 130)	-	-	-	-	-	-	-	-	3,850,000
	HMA Resurfacing Y40 (200th St to Big Rock Rd)	-	-	-	-	-	-	-	-	5,500,000
	Grade and Pave Allens Grove Rd (275th St to 115th St)	-	-	-	-	-	-	-	-	4,000,000
	210th St (E 90th St) from 1st Ave to Hwy 61	-	-	-	-	-	-	-	-	675,000
<b>G. Secondary Roads Total</b>		<b><u>2,954,709</u></b>	<b><u>4,626,000</u></b>	<b><u>7,648,985</u></b>	<b><u>4,275,000</u></b>	<b><u>13,567,150</u></b>	<b><u>5,965,000</u></b>	<b><u>650,000</u></b>	<b><u>5,300,000</u></b>	<b><u>28,972,500</u></b>



**SCOTT COUNTY  
FIVE YEAR CAPITAL PROJECT PLAN  
FY23 BUDGET**

Roads Project #	Description	<u>FY21 ACTUAL</u>	<u>FY22 PLAN</u>	<u>FY22 ESTIMATE</u>	<u>FY23 PLAN</u>	<u>FY24 PLAN</u>	<u>FY25 PLAN</u>	<u>FY26 PLAN</u>	<u>FY27 PLAN</u>	Unmet Needs
<b>Funding</b>										
	^ CHBP Grant Contributed Capital	1,283,665	-	851,111	-	-	-	-	-	-
	* 70% STGB Grant/30% Contributed Capital	-	-	-	-	1,740,000	-	-	-	-
	~ Contributed Capital	280,816	3,826,000	3,826,000	2,600,000	1,375,000	5,300,000	400,000	4,200,000	-
	Secondary Roads General	<u>1,390,228</u>	<u>800,000</u>	<u>2,971,874</u>	<u>1,675,000</u>	<u>10,452,150</u>	<u>665,000</u>	<u>250,000</u>	<u>1,100,000</u>	-
		<u>2,954,709</u>	<u>4,626,000</u>	<u>7,648,985</u>	<u>4,275,000</u>	<u>13,567,150</u>	<u>5,965,000</u>	<u>650,000</u>	<u>5,300,000</u>	-
	New Equipment	<u>\$668,890</u>	<u>\$750,000</u>	<u>\$850,000</u>	<u>\$850,000</u>	<u>\$850,000</u>	<u>\$850,000</u>	<u>\$850,000</u>	<u>\$850,000</u>	<u>\$0</u>



## **NONMAJOR GOVERNMENTAL FUNDS**

**SUMMARY FUND STATEMENT**  
**NONMAJOR GOVERNMENTAL FUNDS**

<u>Fund</u>	<u>Estimated Balance 07/01/22</u>	<u>Revenues and transfers</u>	<u>Expenditures and transfers</u>	<u>Estimated Balance 06/30/23</u>
<b>NONMAJOR GOVERNMENTAL FUNDS:</b>				
Rural Services Fund	\$ 119,258	\$ 3,505,048	\$ 3,506,241	\$ 118,065
Recorder's Record Management Fund	<u>60,263</u>	<u>32,200</u>	<u>45,000</u>	<u>47,463</u>
<b>Total Other Funds*</b>	<u>\$ 179,521</u>	<u>\$ 3,537,248</u>	<u>\$ 3,551,241</u>	<u>\$ 165,528</u>

\*Includes interfund transfers and non-budgeted fund activity

## RURAL SERVICES BASIC FUND

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

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

The levy for the aforementioned two purposes is applied only against property located in the unincorporated areas (townships). Since the taxable valuation of agricultural land/structures is computed on a five year productivity average as opposed to fair market value, the rural tax base and calculated rural services fund tax levy rate have fluctuated over the past ten (10) years as shows below:

Fiscal Year	Rural Tax Base	Rural Services Fund Levy *	Rural Services Fund Levy
2013-14	\$908,864,982	\$2,704,207	\$3.04487
2014-15	923,012,002	2,805,489	3.03949
2015-16	949,429,559	2,854,891	3.00695
2016-17	992,010,615	2,939,229	2.96290
2017-18	1,025,764,483	3,022,829	2.94690
2018-19	1,086,344,571	3,179,921	2.92718
2019-20	1,125,980,428	3,278,460	2.91165
2020-21	1,140,293,513	3,308,416	2.90137
2021-22	1,179,214,091	3,418,597	2.89905
2022-23	1,212,927,009	3,481,144	2.87004

The breakdown between the Secondary Roads Fund transfer amount and the amount appropriated for the County Library are as follows:

Fiscal Year	Sec Rds Transfer*	Levy Rate	Library Appropriation*	Levy Rate
2013-14	\$2,226,719	\$2.44036	\$551,588	\$0.60451
2014-15	2,261,000	2.43465	561,697	0.60484
2015-16	2,310,000	2.41880	561,697	0.58815
2016-17	2,408,000	2.39819	567,021	0.56471
2017-18	2,470,000	2.39063	574,740	0.55627
2018-19	2,618,000	2.39627	580,036	0.53091
2019-20	2,709,000	2.39268	587,575	0.51897
2020-21	2,755,000	2.38590	595,213	0.51547
2021-22	2,848,000	2.39377	601,165	0.50528
2022-23	2,930,000	2.39836	576,241	0.47168

\* Includes tax levy and other county taxes and State tax replacement credits not against levied taxes

The County's required contribution to the Library system declined due to a reallocation of the overall budget to member entities based on per capita levels. The reallocation occurs after the decennial census.

**RURAL SERVICES BASIC FUND**  
**FUND STATEMENT**

	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Taxes Levied on Property	\$ 3,257,884	\$ 3,341,738	\$ 3,341,738	\$ 3,401,927	1.8%
Less: Uncollected Delinq Taxes-Levy Yr	37,514	317	317	317	0.0%
Less: Credits To Taxpayers	<u>140,837</u>	<u>133,535</u>	<u>133,535</u>	<u>140,836</u>	5.5%
Net Current Property Taxes	3,079,533	3,207,886	3,207,886	3,260,774	1.6%
Delinquent Property Tax Revenue	37,514	317	317	317	0.0%
Other County Taxes	81,581	81,341	81,341	84,041	3.3%
Intergovernmental	155,353	146,669	146,669	159,166	8.5%
Use of Property and Money	<u>989</u>	<u>2,000</u>	<u>750</u>	<u>750</u>	-62.5%
Subtotal Revenues	3,354,970	3,438,213	3,436,963	3,505,048	1.9%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	3,354,970	3,438,213	3,436,963	3,505,048	1.9%
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating:					
County Environment & Education	<u>595,213</u>	<u>601,165</u>	<u>601,165</u>	<u>576,241</u>	-4.1%
Subtotal Expenditures	595,213	601,165	601,165	576,241	-4.1%
Other Financing Uses:					
Operating Transfers Out	<u>2,755,000</u>	<u>2,848,000</u>	<u>2,848,000</u>	<u>2,930,000</u>	2.9%
Total Expenditures & Other Uses	3,350,213	3,449,165	3,449,165	3,506,241	1.7%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>4,757</u>	<u>(10,952)</u>	<u>(12,202)</u>	<u>(1,193)</u>	N/A
<b>Beginning Fund Balance - July 1,</b>	<u>\$ 126,703</u>	<u>\$ 107,334</u>	<u>\$ 131,460</u>	<u>\$ 119,258</u>	11.1%
<b>Ending Fund Balance - June 30,</b>	<u><u>\$ 131,460</u></u>	<u><u>\$ 96,382</u></u>	<u><u>\$ 119,258</u></u>	<u><u>\$ 118,065</u></u>	22.5%

## RECORDER'S RECORD MANAGEMENT FUND

The 1993 Iowa Legislature created a County Recorder's Record Management Fund to be used exclusively for the preservation of maintenance of public records. The legislation required that a \$1.00 fee per each recorded instrument be deposited into this fund and that the Recorder use the fees collected (and interest earned) to produce and maintain public records that meet archival standards and to enhance the technological storage, and transmission capabilities related to archival quality records. In past years the County Recorder has authorized the purchase of optical imaging equipment to enhance the operations of this office. The Recorder also hired an outside firm to digitize the office's microfilmed records back to 1989, the year the computerized index system was implemented. Most recently, the Recorder's Office used these funds to purchase a new third party computer application to replace the previously in-house developed real estate document system. Based on current transaction levels this fund will receive approximately \$30,000 each year.



Did you know?

Not only can you get a hunting and fishing license at the Recorder's Office, you can also get a marriage license.



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

	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<b>% Change From Prior Budget</b>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Charges For Services	\$ 39,578	\$ 30,000	\$ 30,000	\$ 30,000	0.0%
Use of Money & Property	<u>260</u>	<u>2,200</u>	<u>2,200</u>	<u>2,200</u>	0.0%
Subtotal Revenues	39,838	32,200	32,200	32,200	0.0%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	39,838	32,200	32,200	32,200	0.0%
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating:					
Other Financing Uses:					
Operating Transfers Out - General Fund	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
Operating Transfers Out - Capital CIP Fund	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	N/A
Total Expenditures & Other Uses	45,000	45,000	45,000	45,000	0.0%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>(5,162)</u>	<u>(12,800)</u>	<u>(12,800)</u>	<u>(12,800)</u>	0.0%
<b>Beginning Fund Balance - July 1,</b>	<u>\$ 78,225</u>	<u>\$ 63,725</u>	<u>\$ 73,063</u>	<u>\$ 60,263</u>	-5.4%
<b>Ending Fund Balance - June 30,</b>	<u>\$ 73,063</u>	<u>\$ 50,925</u>	<u>\$ 60,263</u>	<u>\$ 47,463</u>	-6.8%



## **BUSINESS-TYPE ACTIVITIES FUND**

## GOLF COURSE ENTERPRISE FUND



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

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

The County could at any time during this agreement, pay the total prepayment price at which time the land lease is canceled. The County paid the lease in its entirety at the conclusion of FY12.

The course and clubhouse, called Glynns Creek, opened July 1, 1992 at Scott County Park. Glynns Creek has received rave reviews since its opening. While the number of rounds played initially increased steadily since the first year of operation, rounds have decreased in recent years. In order to increase revenues, the Conservation Board is selling season passes to the golf course. These passes are flexible for weekend or weekday play and are available in junior/single/family memberships. The season passes also offer players discounts on food, pro-shop merchandise, & range activities. Also, the payment schedules for the passes are offered on a monthly schedule. The golf course website <http://www.scottcountyiowa.gov/glynns creek/> allows players to reserve tee times online.

At the conclusion of the lease commitment, the County forgave the interfund advance and interfund loan interest balance between the General Fund and the Golf Course Enterprise Fund.

The County's Capital Fund loaned money to the Golf Course fund to finance a fiscal year 2022 golf mowers. There is no interest charged on the interfund loan.

This County run operation is accounted for in the Golf Course Enterprise Fund.



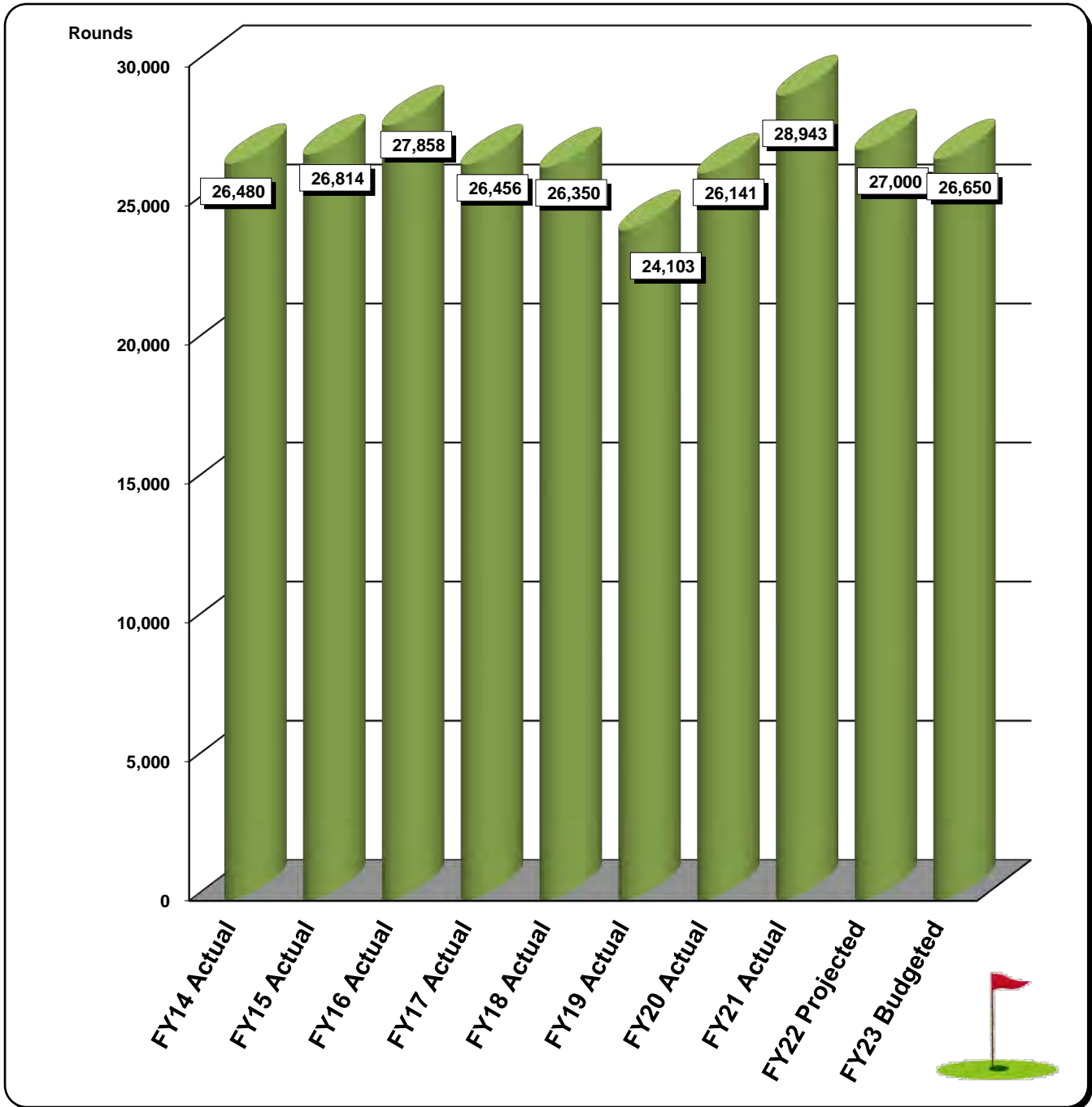
Glynns Creek can be enjoyed by beginners as well as avid golfers.

**GOLF COURSE ENTERPRISE FUND**  
**FUND STATEMENT**

	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Revised</u> <u>Estimate</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
<b>REVENUES &amp; OTHER FINANCING SOURCES</b>					
Charges For Services	\$ 1,161,367	\$ 1,070,200	\$ 1,095,700	\$ 1,095,700	2.4%
Intergovernmental	1,892	-	-	-	N/A
Use of Money & Property	1,238	2,000	1,000	1,000	-50.0%
Miscellaneous	1,023	1,000	1,000	1,000	0.0%
Subtotal Revenues	1,165,520	1,073,200	1,097,700	1,097,700	2.3%
Other Financing Sources:					
Transfer - General Fund	-	-	-	-	
Total Revenues & Other Sources	1,165,520	1,073,200	1,097,700	1,097,700	2.3%
<b>EXPENDITURES &amp; OTHER FINANCING USES</b>					
Operating:					
County Environment & Education	\$ 1,316,819	\$ 1,351,522	\$ 1,273,749	\$ 1,351,776	0.0%
Subtotal Expenditures	1,316,819	1,351,522	1,273,749	1,351,776	0.0%
Other Financing Uses:					
Loss on asset disposed	-	-	-	-	N/A
Interest expense	-	-	-	-	N/A
Total Expenditures & Other Uses	1,316,819	1,351,522	1,273,749	1,351,776	0.0%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(151,299)	(278,322)	(176,049)	(254,076)	-8.7%
<b>Beginning Fund Equity - July 1,</b>	<u>\$ 2,596,338</u>	<u>\$ 2,333,089</u>	<u>\$ 2,445,039</u>	<u>\$ 2,268,990</u>	-2.7%
<b>Ending Fund Equity - June 30,</b>	<u>\$ 2,445,039</u>	<u>\$ 2,054,767</u>	<u>\$ 2,268,990</u>	<u>\$ 2,014,914</u>	-1.9%

# GLYNNS CREEK GOLF COURSE ROUNDS

## TEN YEAR COMPARISON



This graph shows that golf rounds have struggled for consistency. Golf rounds nationwide and in the Midwest have flattened in rounds played. The FY 23 budgeted projection is based upon conservative estimates of consistent and historical usage and before any long-term implications of COVID-19.

**DEPARTMENTAL/ AUTHORIZED AGENCY DETAIL**



**SCOTT COUNTY  
FY23 BUDGETING FOR OUTCOMES DETAIL INDEX BY  
DEPARTMENT/AUTHORIZED AGENCY**

<b><u>Department</u></b>	<b><u>Analyst</u></b>	<b><u>Page</u></b>
Administration	Walsh	194
Attorney	Mathias	199
Auditor	Petersen	212
Community Services	Skelton	222
Conservation	Berge / Orr	235
Facility & Support Services	Brown	247
Health	Sullivan	255
Human Resources	Petersen	296
Human Services	Elam	303
Information Technology	Petersen	305
Juvenile Detention Center	Walsh	318
Non-Departmental	Petersen	330
Planning & Development	Berge / Orr	335
Recorder	Sullivan	345
Secondary Roads	Caldwell / Rostenbach	352
Sheriff	Caldwell / Rostenbach	366
Supervisors, Board of	Skelton	378
Treasurer	Skelton	381

<b><u>Authorized Agency</u></b>	<b><u>Analyst</u></b>	<b><u>Page</u></b>
Bi-State Regional Commission	Mathias	390
Center for Active Seniors, Inc.	Elam	395
CADS Center for Alcohol/Drug	Thoreson	399
Community Health Care	Elam	406
Durant Ambulance	Thoreson	408
Emergency Management	Brown	410
SECC	Brown	414
Library	Mathias	421
Medic Ambulance	Thoreson	426
Quad Cities First	Mathias	428
GDRC	Mathias	429
Visit Quad Cities	Mathias	431

# A Guide to Scott County Budgeting for Outcomes

**Activity/Service:** The service or activity is department providing

**Board Goals:** The goal that is being met

**Fund:** The fund that supports this program

**County Department:** The department in which the program operates

**Budget Dollars:** The budget specific to this activity/service

<b>ACTIVITY/SERVICE:</b>	Correctional Health	<b>DEPARTMENT:</b>		Health/Public Safety/2006	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED-</b>		All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$1,643,693
OUTPUTS		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of inmates in the jail greater than 14 days.		1,220	937	1,320	1,320
Number of inmates in the jail greater than 14 days with a current health appraisal.		1,202	657	1,307	1,307
Number of inmate health contacts.		17,778	29,885	35,000	35,000
Number of inmate health contacts provided in the jail.		17,593	29,712	34,650	34,650
Number of medical requests received.		6,732	5,397	8,500	8,500
Number of medical requests responded to within 48 hours.		6,725	5,395	8,500	8,500

**PROGRAM DESCRIPTION:**  
Provide needed medical care for all Scott County inmates 24 hours a day. Includes passing of medication, sick call, nursing assessments, health screenings and limited emergency care.

**Program Description:**  
A short overview and explanation of the services provided

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Inmates are screened for medical conditions that could impact jail operations.	Inmates who stay in the facility greater than 14 days will have a current health appraisal (within 1st 14 days or within 90 days of current incarceration date).	99%	70%	99%	99%
Medical care is provided in a cost-effective, secure environment.	Maintain inmate health contacts within the jail facility.	99%	99%	99%	99%
Assure timely response to inmate medical requests.	Medical requests are reviewed and responded to within 48 hours.	100%	100%	100%	100%

**Performance Measurement:** A two year history. Current projections and budgeted projections are presented.



# A Guide to Scott County Budget Analysis

**Program:**  
Program within the Department

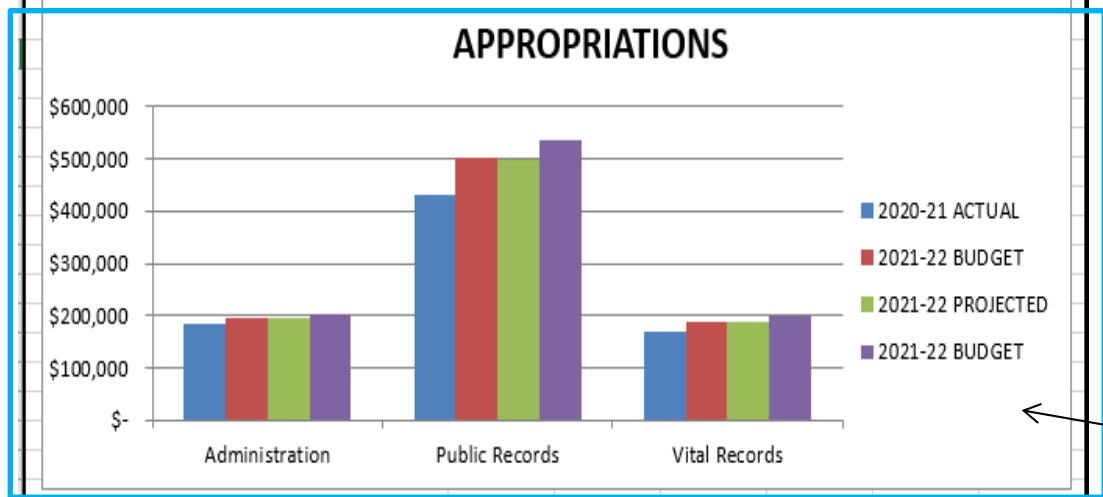
**Comparative Information:**  
Two year actual, current budget, projected budget, departmental request, and adopted value

**Full Time Equivalent:**  
By actual position

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Recorder Administration (26.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
X Recorder	1.00	1.00	1.00	1.00	1.00	1.00
33-N Office Administrator	0.50	0.50	0.50	0.50	0.50	0.50
	-	-				
<b>TOTAL POSITIONS</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	-	-	-	-	-	-
Miscellaneous	-	274	150	150	150	150
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 274</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 123,241	\$ 125,781	\$ 131,594	\$ 131,594	\$ 137,470	\$ 137,470
Benefits	53,228	54,697	57,653	57,653	60,828	60,828
Purchase Services & Expenses	877	640	1,725	1,725	1,725	1,725
Supplies & Materials	2,185	3,567	3,000	3,000	3,000	3,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 179,531</b>	<b>\$ 184,685</b>	<b>\$ 193,972</b>	<b>\$ 193,972</b>	<b>\$ 203,023</b>	<b>\$ 203,023</b>

**Program or Authorized Agency REVENUES**

**Program or Authorized Agency EXPENDITURES**



**Summary Chart of all Department Appropriations**

ANALYSIS	
No FTE changes	<p><b>Analysis:</b> Analysis of the information listed, changes and notes listed</p>
No changes in Revenue	
No changes to non-salary expenses	

## Administration

Mahesh Sharma, County Administrator



**MISSION STATEMENT: The County Administrator will work to create a sustainable, enjoyable and prosperous community for all Scott County residents**

<b>ACTIVITY/SERVICE:</b>	Policy and Facilitation	<b>DEPT/PROG:</b>		Administration	
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>		All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$412,000
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of agenda items		306	300	300	300
Number of agenda items postponed		1	2	0	0
Number of agenda items placed on agenda after distribution		0	1	0	0

**PROGRAM DESCRIPTION:**

Organize and coordinate the legislative and policy functions of the Board of Supervisors. Recommend ordinances, resolutions, motions and provide administrative guidance.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Prepare reports, studies, legislative actions for Board consideration in a prompt, efficient manner.	Percentage number of agenda items placed on the agenda 5 days in advance of the meeting.	100%	100%	100%	100%
Board members are informed and prepared to take action on all items on the agenda.	Percentage number of agenda items that are postponed at Board meeting.	0.04%	0.00%	0.00%	0.00%



<b>ACTIVITY/SERVICE:</b>	Financial Management	<b>DEPT/PROG:</b>	Administration	
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$315,000
	<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
	Number of Grants Managed	47	48	47
	Number of Budget Amendments	3	2	2
	Number of Purchase Orders Issued	560	563	560

**PROGRAM DESCRIPTION:**

Recommend balanced budget and capital plan annually. Forecast revenues and expenditures and analyze trends. Prepare reports and monitor and recommend changes to budget plan. Monitor and audit purchasing card program. Administer grants and prepare reports. Coordinate the annual audit and institute recommendations. Prepare special reports.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Maintain minimum fund balance requirements for the County's general fund - according to the Financial Management Policy, and within legal budget	Maintain a 15% general fund balance, and each state service area to be 100% expended or below	21.4% / 100%	29.7% / 100%	20.0% / 100%	20.0% / 100%
Ensure that all Federal Grants receive a perfect score with no audit findings for County's annual Single Audit	Zero audit findings for federal grants related to the Single Audit	0	0	0	0
Submit Budget / CAFR / PAFR to GFOA obtains Award Certificate	Recognition of Achievements in Reporting	3	3	3	3
Develop Training program for ERP / Financial users to increase comfort and report utilization / accounting	Training events outside of annual budget training	2	2	2	1
Develop ARPA spending plan; that adheres to Board of Supervisors Objectives, grant compliance and spending deadlines.	Expend grant dollars that meets federal guidelines for American Rescue Plan.	NA	N/A	Develop high priority spending projects, Report to Board on quarterly basis	Develop high priority spending projects, Report to Board on quarterly basis

<b>ACTIVITY/SERVICE:</b>	Legislative Coordinator	<b>DEPT/PROG:</b>	Administration	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$61,304
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of committee of the whole meetings		44	34	44
Number of meetings posted to web 5 days in advance		100%	100%	100%
Percent of Board Mtg handouts posted to web within 24 hours		100%	100%	100%

**PROGRAM DESCRIPTION:**

Coordination of intergovernmental relations: scheduling meetings with city councils, authorized agencies and boards and commissions; appointments to boards and commissions, 28E Agreements, etc. Coordination of agenda preparation and meeting notices and custodian of official files for Board of Supervisors and Public Safety Authority.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Agenda materials are available to the public.	Agenda posted to the website 5 days in advance of the meeting.	100%	100%	100%	100%
Handouts are available to the public timely.	Handouts are posted to the website within 24 hours after the meeting.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Strategic Plan	<b>DEPT/PROG:</b>	Administration	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$103,000
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of Strategic Plan goals		56	57	57
Number of Strategic Plan goals on-schedule		56	44	57
Number of Strategic Plan goals completed		0	12	57
				15/52

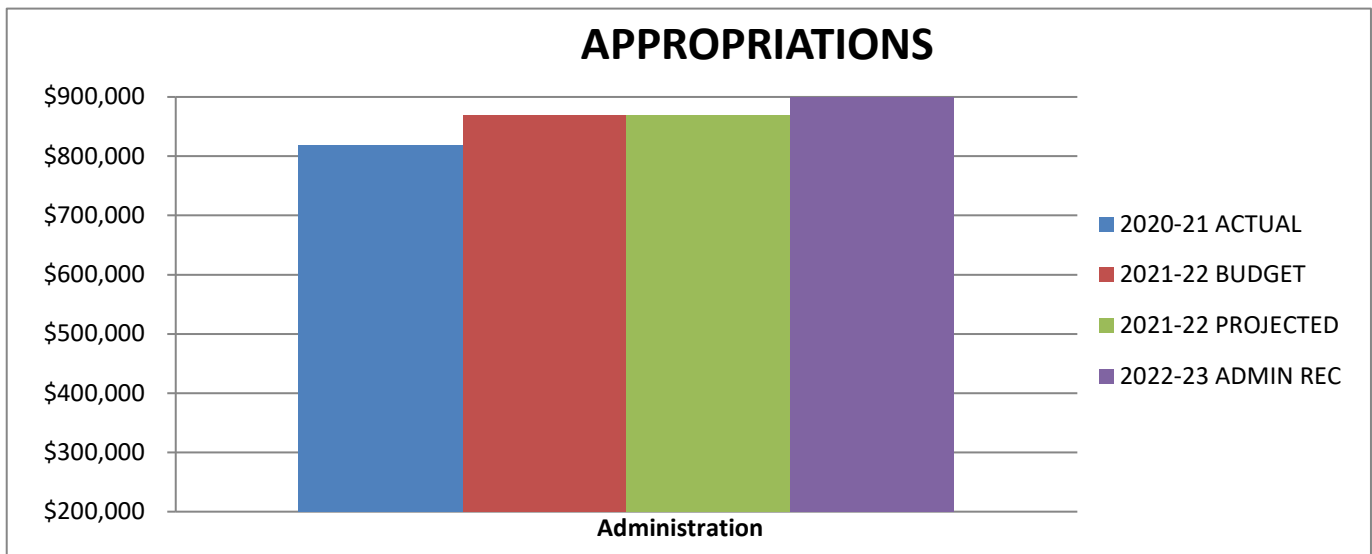
**PROGRAM DESCRIPTION:**

Facilitate through collaboration the achievement of the Board of Supervisors goals and report the outcomes quarterly. Supervise appointed Department Heads.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Strategic Plan goals are on-schedule and reported quarterly	Percentage of Strategic Plan goals on-schedule	100%	78%	100%	100%
Strategic Plan goals are completed*	Percentage of Strategic Plan goals completed	0%	21%	100%	29%

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: General Administration (11.1000)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
County Administrator	1.00	1.00	1.00	1.00	1.00	1.00
41-N Asst. Co. Administrator/HR Director	0.50	0.50	0.50	0.50	0.50	0.50
37-N Budget and Administrative Services Director	1.00	1.00	1.00	1.00	1.00	1.00
27-N ERP and Budget Analyst	1.00	1.00	1.00	1.00	1.00	1.00
25-N Purchasing Specialist	1.00	1.00	1.00	1.00	1.00	1.00
25-N Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Z Intern					0.25	0.25
<b>TOTAL POSITIONS</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.75</b>	<b>5.75</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 587,543	\$ 609,752	\$ 636,570	\$ 636,570	\$ 657,009	\$ 657,009
Benefits	196,605	203,943	213,803	213,003	223,120	223,120
Purchase Services & Expenses	7,166	4,203	16,875	16,875	17,375	17,375
Supplies & Materials	1,740	805	2,200	2,200	1,800	1,800
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 793,054</b>	<b>\$ 818,703</b>	<b>\$ 869,448</b>	<b>\$ 868,648</b>	<b>\$ 899,304</b>	<b>\$ 899,304</b>



**ANALYSIS**

The FY23 Cost of Services for Administration is due to increase related to salary and benefits for staff. Compensation is determined by years of service steps and cost of living adjustments. There is an increase of an intern to the staffing organizational table. The departmental goals coincide with the strategic plan of the County.

## Attorney's Office

Mike Walton, County Attorney



**MISSION STATEMENT:** The County Attorney's Office is dedicated to providing the citizens of Scott County with a safe community by providing well-trained, career prosecutors and support staff to pursue justice through the resolution of legal issues, prosecute criminal offenses occurring within Scott County, cooperate with law enforcement agencies for the protection of citizens, and provide legal representation for the County, its elected officials and departments.

<b>ACTIVITY/SERVICE:</b>	Criminal Prosecution	<b>DEPARTMENT:</b>	Attorney		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$3,320,306	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
New Indictable Misdemeanor Cases		3,259	2,597	3,000	2,600
New Felony Cases		1,208	1,173	1,000	1,000
New Non-Indictable Cases		1,699	1,080	1,500	1,000
Conducting Law Enforcement Training (hrs)		17	4	10	10

**PROGRAM DESCRIPTION:**

The County Attorney Office is responsible for the enforcement of all state laws and county ordinances charged in Scott County. The duties of a prosecutor include advising law enforcement in the investigation of crimes, evaluating evidence, preparing all legal documents filed with the court, and participating in all court proceedings including jury and non-jury trials.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Attorney's Office will represent the State in all criminal proceedings.	98% of all criminal cases will be prosecuted by the SCAO.	98%	98%	98%	98%
Attorney's Office will have qualified, well-trained attorneys to represent County.	100% of Attorneys will receive a minimum of 15 hrs of CLE (continuing education) annually.	100%	100%	100%	100%
Attorney's Office will diligently work toward achieving justice in all criminal cases.	Justice is accomplished in 100% of criminal cases.	100%	100%	100%	100%



<b>ACTIVITY/SERVICE:</b>	Juvenile	<b>DEPARTMENT:</b>	Attorney	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$601,756
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
New Juvenile Cases - Delinquencies, CINA, Terms, Rejected		644	430	700
Uncontested Juvenile Hearings		1,339	1,307	1,300
Evidentiary Juvenile Hearings		316	296	300

**PROGRAM DESCRIPTION:**

The Juvenile Division of the County Attorney's Office represents the State in all Juvenile Court proceedings, works with police departments and Juvenile Court Services in resolving juvenile delinquency cases, and works with the Department of Human Services and other agencies in Children in Need of Assistance actions.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Attorney's Office represents the State in juvenile delinquency proceedings.	98% of all juvenile delinquency cases will be prosecuted by the SCAO.	98%	98%	98%	98%
Attorney's Office represents the Department of Human Services in CINA cases.	98% of all juvenile CINA cases will be pursued by the SCAO.	98%	98%	98%	98%



<b>ACTIVITY/SERVICE:</b>	Civil / Mental Health	<b>DEPARTMENT:</b>	Attorney		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$264,058	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Non Litigation Services Intake		133	197	80	200
Litigation Services Intake		502	637	300	600
Non Litigation Services Cases Closed		103	136	100	100
Litigation Services Cases Closed		438	516	200	500
# of Mental Health Hearings		317	443	300	400

**PROGRAM DESCRIPTION:**

Provide legal advice and representation to Scott County Board of Supervisors, elected officials, departments, agencies, school and township officers. Represent the State in Mental Health Commitments.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Attorney's Office will provide representation and service as required.	Attorney's Office will defend 90% of County cases in-house. (rather than contracting other attorneys)	90%	90%	90%	90%
Attorney's Office will provide representation at Mental Health Commitment Hearings.	100% representation	100%	100%	100%	100%
Attorney's Office will have qualified, well-trained attorneys to represent County.	100% of Attorneys will receive a minimum of 15 hrs of CLE (continuing education) annually.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Driver License / Fine Collection	<b>DEPARTMENT:</b>	Attorney		
<b>BUSINESS TYPE:</b>	Community Add On	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Economic Growth	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$180,831	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
total cases entered to be collected on		3,817	2,770	3,500	2,700
total cases flagged as default		175	156	100	150
\$ amount collected for county		\$421,806	\$431,929	\$420,000	\$420,000
\$ amount collected for state		\$1,007,815	\$1,028,510	\$800,000	\$800,000
\$ amount collected for DOT		\$5,048	\$917	\$6,000	\$2,000

**PROGRAM DESCRIPTION:**

The Driver License Reinstatement Program gives drivers the opportunity to get their driver's licenses back after suspension for non-payment of fines. The Delinquent Fine Collection program's purpose is to assist in collecting delinquent amounts due and to facilitate the DL program. The County Attorney's Office is proactive in seeking out candidates, which is a new revenue source for both the County and the State.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Attorney's Office will work to assist Scott County residents in obtaining driver licenses after suspension.	Attorney's Office will assist applicants with suspensions 100% of the time.	100%	100%	100%	100%
Attorney's Office will work to assist Scott County residents in paying delinquent fines.	Attorney's Office will grow the program approximately 10% each quarter as compared to the previous fiscal years grand total.	22%	29.0%	15%	10%

<b>ACTIVITY/SERVICE:</b>	Victim/Witness Support Service	<b>DEPARTMENT:</b>	Attorney		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$88,019	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# victim packets sent		1,912	1,658	1,900	1,600
# victim packets returned		680	533	650	500

**PROGRAM DESCRIPTION:**

The Victim/Witness Program of Scott County provides services to victims of crime and focuses attention on the rights of crime victims. The Victim/Witness Coordinator notifies victims of all proceedings, and provides service referrals and information to victims and witnesses.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Attorney's Office will actively communicate with crime victims.	100% of registered crime victims will be sent victim registration information.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Advisory Services	<b>DEPARTMENT:</b>	Attorney	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$139,218
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of walk-in complaints received		250	248	100

**PROGRAM DESCRIPTION:**

The County Attorney's Office is available daily from 8:30 am to 11:30 am to assist citizens who wish to consult an assistant county attorney to determine whether criminal charges or other action is appropriate in a given situation. In addition, an attorney is available 24/7 to assist law enforcement officers.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Attorney's Office will respond to citizen's requests for information during complaint desk hours.	100% of requests will be addressed.	100%	100%	100%	100%
Attorney's Office will assist law enforcement officers in answering legal questions.	An attorney is on call 24/7, 365 days a year.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Case Expedition	<b>DEPARTMENT:</b>	Attorney		
<b>BUSINESS TYPE:</b>	Community Add On	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$46,406
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of entries into jail		7,569	3,877	7,500	3,800

**PROGRAM DESCRIPTION:**

The purpose of Case Expeditor is to facilitate inmates' progress through the judicial system.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
The Case Expeditor will review the cases of all inmates in the Scott County Jail to reduce the number of days spent in the jail before movement.	100% of inmate cases are reviewed.	100%	100%	100%	100%

## Attorney - Risk Management



Rhonda Oostenryk, Risk Manager

**MISSION STATEMENT:** Investigation and review of all claims and losses, implementing policies or procedures to adjust, settle, resist or avoid future losses; relating liability and worker's compensation issues.

<b>ACTIVITY/SERVICE:</b>	Liability	<b>DEPARTMENT:</b>	Risk Mgmt		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	02 Supplemental	<b>BUDGET:</b>	\$627,143
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
\$40,000 of Claims GL		\$2,299	\$1,590	\$40,000	\$40,000
\$50,000 of Claims PL		\$23,696	\$18,471	\$30,000	\$30,000
\$85,000 of Claims AL		\$127,880	\$74,378	\$80,000	\$100,000
\$20,000 of Claims PR		\$35,799	\$52,345	\$40,000	\$50,000

**PROGRAM DESCRIPTION:**

Tort Liability: A "tort" is an injury to another person or to property, which is compensable under the law. Categories of torts include negligence, gross negligence, and intentional wrongdoing.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Prompt investigation of liability accidents/incidents	To investigate incidents/accidents within 5 days	90%	90%	90%	90%



<b>ACTIVITY/SERVICE:</b>	Schedule of Insurance	<b>DEPARTMENT:</b>	Risk Mgmt	12.1202
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	02 Supplemental	<b>BUDGET:</b> \$460,758
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of County maintained policies - 15		10	14	11

**PROGRAM DESCRIPTION:**

Schedule of Insurance

Maintaining a list of items individually covered by a policy, e.g., a list of workers compensation, general liability, auto liability, professional liability, property and excess umbrella liability.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Market and Educate underwriters to ensure accurate premiums	Audit Insurance Job Classification codes	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Workers Compensation	<b>DEPARTMENT:</b>	Risk Mgmt		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$191,982
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Claims Opened (new)		103	64	75	100
Claims Reported		46	84	100	125
\$250,000 of Workers Compensation Claims		\$302,660	\$127,819	\$150,000	\$200,000

**PROGRAM DESCRIPTION:**

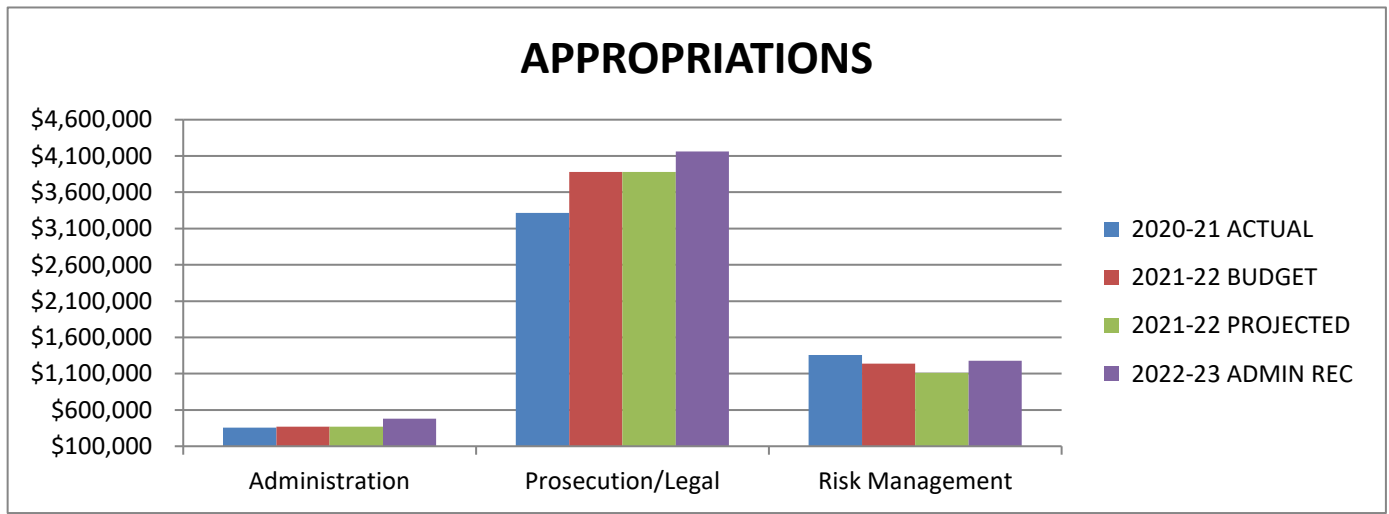
To ensure that employees who are injured on the job are provided proper medical attention for work related injuries and to determine preventive practices for injuries.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To investigate workers comp claims within 5 days	To investigate 100% of accidents within 5 days	100%	100%	100%	100%



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Attorney Administration (12.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
X County Attorney	0.50	0.50	0.50	0.50	0.50	0.50
Y First Assistant Attorney	0.40	0.40	0.40	0.40	0.40	0.40
30-N Office Administrator	1.00	1.00	1.00	1.00	1.00	1.00
26-N Paralegal/Executive Secretary	0.50	0.50	0.50	0.50	0.50	0.50
<b>TOTAL POSITIONS</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>

<b>REVENUE SUMMARY:</b>						
Fines & Forfeitures	1,393	100	-	-	-	-
Miscellaneous						
<b>TOTAL REVENUES</b>	<b>\$ 1,393</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 255,151	\$ 256,421	\$ 262,194	\$ 262,194	\$ 332,376	\$ 332,376
Benefits	89,028	91,065	94,938	94,938	134,391	134,391
Purchase Services & Expenses	2,172	7,224	7,500	7,500	7,500	7,500
Supplies & Materials	3,159	1,581	5,000	5,000	5,000	5,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 349,510</b>	<b>\$ 356,291</b>	<b>\$ 369,632</b>	<b>\$ 369,632</b>	<b>\$ 479,267</b>	<b>\$ 479,267</b>



**ANALYSIS**

For FY23, non-salary costs for this program are recommended to remain unchanged from previous year. Salary and benefits will increase with the non-represented step, cost of living adjustments, and benefit cost increases.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Criminal Prosecution (1201&amp;1203)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
X County Attorney	0.50	0.50	0.50	0.50	0.50	0.50
Y First Assistant Attorney	0.60	0.60	0.60	0.60	0.60	0.60
36-N Senior Assistant Attorney	7.00	7.00	7.00	8.00	8.00	8.00
32-N Assistant Attorney	7.00	9.00	9.00	8.00	8.00	8.00
28-N Investigator	1.00	1.00	1.00	1.00	1.00	1.00
27-N Case Expeditor	1.00	1.00	1.00	1.00	1.00	1.00
27-N Digital Evidence Specialist	-	-	-	1.00	1.00	1.00
27-N Paralegal Audio/Visual Production Specialist	1.00	1.00	1.00	-	-	-
26-N Paralegal	1.00	1.00	2.00	3.00	3.00	3.00
26-N Paralegal/Executive Secretary	0.50	0.50	0.50	0.50	0.50	0.50
20-AFSCME Senior Victim and Witness Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
22-AFSCME Intake Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
21-AFSCME Fine Collections Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
21-AFSCME Administrative Assistant	1.00	-	-	-	-	-
21-AFSCME Legal Secretary	2.00	3.00	4.00	4.00	4.00	4.00
20-AFSCME- Victim and Witness Specialist	1.00	1.00	1.00	1.00	1.00	1.00
18-AFSCME Senior Office Assistant	2.00	2.00	3.00	3.00	3.00	3.00
18-AFSCME Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Z Summer Law Clerk	0.50	0.50	0.50	0.50	0.50	0.50
<b>TOTAL POSITIONS</b>	<b>31.10</b>	<b>33.10</b>	<b>36.10</b>	<b>37.10</b>	<b>37.10</b>	<b>37.10</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Charges for Services	-	205	-	-	-	-
Fines & Forfeitures	487,848	424,891	445,000	425,000	425,000	445,000
<b>TOTAL REVENUES</b>	<b>\$ 489,048</b>	<b>\$ 426,296</b>	<b>\$ 446,200</b>	<b>\$ 426,200</b>	<b>\$ 426,200</b>	<b>\$ 446,200</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 2,254,998	\$ 2,337,412	\$ 2,656,988	\$ 2,656,988	\$ 2,860,375	\$ 2,860,375
Benefits	866,507	903,957	1,086,706	1,086,706	1,165,002	1,165,002
Purchase Services & Expenses	96,722	50,633	107,950	107,950	107,950	107,950
Supplies & Materials	21,606	23,474	28,000	28,000	28,000	28,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 3,239,833</b>	<b>\$ 3,315,476</b>	<b>\$ 3,879,644</b>	<b>\$ 3,879,644</b>	<b>\$ 4,161,327</b>	<b>\$ 4,161,327</b>

**ANALYSIS**

For FY23, non-salary costs for this program are recommended to remain unchanged from previous year. Salary and benefits will increase with the non-represented step, cost of living adjustments, and benefit cost increases.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Risk Management (1202)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
32-N Risk Manager	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ -	\$ 7,418	\$ 25	\$ 32,873	\$ 25	\$ 25
Miscellaneous	27,066	5,463	10,000	4,000	10,000	10,000
<b>TOTAL REVENUE</b>	<b>\$ 27,066</b>	<b>\$ 12,881</b>	<b>\$ 10,025</b>	<b>\$ 36,873</b>	<b>\$ 10,025</b>	<b>\$ 10,025</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 97,011	\$ 99,243	\$ 101,477	\$ 101,477	\$ 104,521	\$ 104,522
Benefits	25,859	25,490	27,492	27,492	28,971	28,972
Purchase Services & Expenses	1,026,530	1,232,973	1,106,212	979,055	1,144,891	1,144,892
Supplies & Materials	442	511	1,500	1,150	1,500	1,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,149,842</b>	<b>\$ 1,358,217</b>	<b>\$ 1,236,681</b>	<b>\$ 1,109,174</b>	<b>\$ 1,279,883</b>	<b>\$ 1,279,886</b>

**ANALYSIS**

For FY23, non-salary costs for this program are recommended to remain unchanged from previous year. Salary and benefits will increase with the non-represented step, cost of living adjustments, and benefit cost increases.

# Auditor's Office

Kerri Tompkins, County Auditor



**MISSION STATEMENT: To provide timely, accurate, efficient and cost effective services to the taxpayers, voters and real estate customers of Scott County, and to all County Departments, County Agencies and County Employees.**

<b>ACTIVITY/SERVICE:</b>	Administration	<b>DEPARTMENT:</b>	Auditor		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$212,612
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Maintain administration costs at or below 15% of budget		10.8%	8.7%	15.0%	15.0%

**PROGRAM DESCRIPTION:**

This program provides overall management of the statutory responsibilities of the Auditor's Office, including prior listed programs and not listed duties, such as clerk to the Board of Supervisors, etc. These responsibilities include establishing policy and setting goals for each individual program. Ensure new voters have an opportunity to vote.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Ensure all statutory and other responsibilities are met.	Conduct at least 12 meetings with managers to review progress and assess need for new internal policies or procedures.	12	12	12	12
Assign staff to effectively and efficiently deliver services to Scott County.	Conduct at least 4 meetings with staff to review progress on goals and assess staff needs to meet our legal responsibilities.	4	4	4	4



<b>ACTIVITY/SERVICE:</b>	Taxation	<b>DEPARTMENT:</b>	Auditor		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$348,727
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Property Transfers Processed		6,713	7,894	7,500	7,500
Local Government Budgets Certified		49	49	49	49

**PROGRAM DESCRIPTION:**

This program provides: certifies taxes and budgets for all Scott County taxing districts; maintains property tax system regarding transfers, credits, splits, property history, and assists public with property tax changes; maintains correct property valuations for all taxing districts including rollbacks, valuation credits, and TIF district valuation and reconciliation; maintains property plat books and county GIS system.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Certify taxes and budgets.	Meet statutory & regulatory deadlines for certification with 100% accuracy	100%	100%	100%	100%
Process all property transfers.	Process all real estate transfers without errors within 48 hours of receipt of correct transfer documents	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Payroll	<b>DEPARTMENT:</b> Auditor- Business & Finance			
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Employees	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$300,525	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of Employees		704	600	770	700
Time Cards Processed		22,568	21,189	23,000	22,000

**PROGRAM DESCRIPTION:**

This program provides payroll services for all County Departments, County Assessor, County Library and SECC. Services include processing payroll; calculation and payment of payroll liabilities including payroll taxes, retirement funds, and other withholdings; ensure all Federal and State payroll laws are followed; present payroll to the Board for approval pursuant to the Code of Iowa.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Pay all employees correctly and timely.	All employees are paid correctly and on time.	100%	100%	100%	100%
Pay all payroll liabilities on time and correctly. This includes taxes, and other withholdings.	Occur no penalties for late payments.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Accounts Payable	<b>DEPARTMENT:</b> Auditor- Business & Finance			
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>			All Departments
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$200,350
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Invoices Processed		25,401	19,163	25,000	22,500

**PROGRAM DESCRIPTION:**

This program provides accounts payable services for all County Departments, County Assessor, County Library and SECC; audits all claims submitted for payment; verifies claims for conformance to County policy and applicable laws; processes warrants and accounts for all expenditures in the general ledger; claims are presented for Board approval according to the Code of Iowa.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To process all claims correctly and according to policies and procedures.	Have all claims correctly processed and paid.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Commissioner of Elections	<b>DEPARTMENT:</b> Auditor-Elections		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		130,000
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$892,692
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Conduct 3 county-wide elections		2	2	2
				1

**PROGRAM DESCRIPTION:**

This program prepares and supervises ballot printing and voting machine programming; orders all election supplies; employs and conducts schools of instructions for precinct election officials; prepares and monitors the processing of absentee ballots; receives nomination papers and public measure petitions to be placed on the ballot; acts as Clerk to Board of Election Canvassers and Special Voter Precinct Board.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Contract for and arrange facilities for election day and early voting polling places.	Ensure 100% of polling places meet legal accessibility requirements or receive waivers from the Secretary of State.	100%	100%	100%	100%
Receive and process all absentee ballot requests for all elections.	Process and mail ballots to 100% of voters who submit correct absentee ballot requests in accordance with State law.	100%	100%	100%	100%
Ensure precinct election officials are prepared to administer election laws for any given election.	Conduct election official training before major elections.	2	1	2	1



<b>ACTIVITY/SERVICE:</b>	Registrar of Voters	<b>DEPARTMENT:</b> Auditor -Elections		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$202,645
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Maintain approximately 130,000 voter registration files		128,253	129,642	133,000

**PROGRAM DESCRIPTION:**

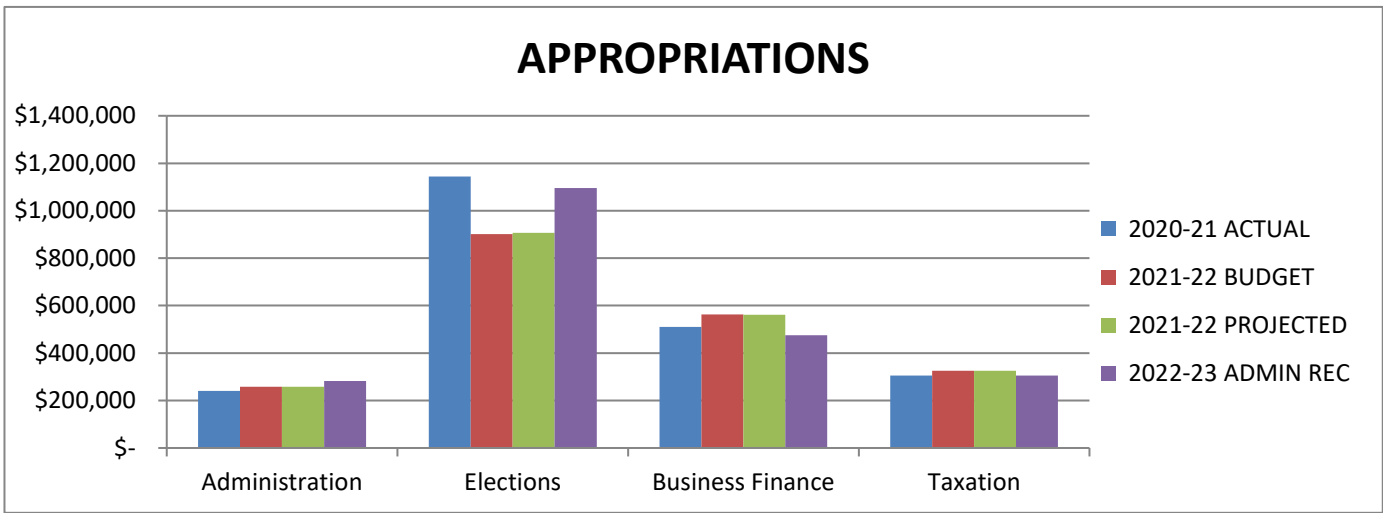
This program works with the statewide I-VOTERS system; maintains current records of residents desiring to vote; verifies new applicants are legally eligible to vote; purges records of residents no longer legally eligible to vote; prepares lists of qualified voters for each election to insure only those qualified to vote actually do vote; reviews election day registrants to insure their qualifications to vote.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Ensure new voters have opportunity to vote.	All new registrations are verified, processed and voters sent confirmation by legal deadlines.	100%	100%	100%	100%
Update voter registration file to ensure accurate and up-to-date information regarding voters.	Process all information on voter status received from all agencies to maintain current registration file.	100%	100%	100%	100%
Ensure all statutory responsibilities are met.	Conduct quarterly review of state and federal voter registration laws and procedures to ensure compliance.	100%	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Auditor Administration (13.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
X Auditor	1.00	1.00	1.00	1.00	1.00	1.00
33-N Operations Manager-Auditor	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

<b>REVENUE SUMMARY:</b>								
Fines, Forfeitures & Miscellaneous	\$	574	\$	-	\$	-	\$	-
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>574</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>

<b>APPROPRIATION SUMMARY:</b>												
Salaries	\$	193,003	\$	188,165	\$	199,324	\$	199,324	\$	202,389	\$	202,389
Benefits		51,002		49,354		53,511		53,511		74,273		74,274
Purchase Services & Expenses		2,072		30		4,300		4,300		4,300		4,300
Supplies & Materials		1,651		2,539		750		750		750		750
<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>247,728</b>	<b>\$</b>	<b>240,088</b>	<b>\$</b>	<b>257,885</b>	<b>\$</b>	<b>257,885</b>	<b>\$</b>	<b>281,712</b>	<b>\$</b>	<b>281,713</b>



**ANALYSIS**

Salaries are projected to decrease as the position of Operations Manager will be eliminated after the incumbent retires sometime in FY23.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Elections (1301)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
34-N Elections Manager	-	-	-	1.00	1.00	1.00
26-AFSCME Elections Supervisor	1.00	1.00	1.00	-	-	-
26-AFSCME Elections Specialist	-	-	-	1.00	1.00	1.00
19-AFSCME Senior Elections Clerk	2.00	2.00	2.00	3.00	3.00	3.00
16-AFSCME Elections Clerk	0.65	1.00	1.00	-	-	-
16-AFSCME Elections Clerk PT	-	-	-	1.15	1.15	1.15
<b>TOTAL POSITIONS</b>	<b>3.65</b>	<b>4.00</b>	<b>4.00</b>	<b>6.15</b>	<b>6.15</b>	<b>6.15</b>
<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 212,064	\$ 97,987	\$ 223,878	\$ 223,878	\$ -	\$ -
Charges for Services	-	110	300	300	300	300
Fines, Forfeitures & Miscellaneous	256	359,256	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 212,320</b>	<b>\$ 457,353</b>	<b>\$ 224,178</b>	<b>\$ 224,178</b>	<b>\$ 300</b>	<b>\$ 300</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 383,631	\$ 556,566	\$ 433,238	\$ 433,238	\$ 573,635	\$ 573,635
Benefits	98,593	108,348	122,332	122,332	199,977	199,977
Purchase Services & Expenses	256,026	280,131	282,525	282,525	253,225	253,225
Supplies & Materials	61,810	199,404	63,000	68,000	68,500	68,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 800,060</b>	<b>\$ 1,144,449</b>	<b>\$ 901,095</b>	<b>\$ 906,095</b>	<b>\$ 1,095,337</b>	<b>\$ 1,095,337</b>
<b>ANALYSIS</b>						
<p>In FY22 the current Elections Supervisor will become the Elections Manager with increased responsibility and increased salary costs</p> <p>In addition, a new Election's Specialist position will be added with a hiring goal of early 2022. This position is expected to be a higher position than the Senior Elections Clerk and under the Elections Manager.</p> <p>The Elections Specialist will have identified tasks and will also serve as a back-up for the department to assist where needed during high volume periods. The current Elections Clerk position will be eliminated and will become an additional Senior Elections Clerk.</p> <p>Five Permanent part-time Election Clerks are added and these position will have increased training and be available during busy election peaks. The goal is to increase stability and minimize full-time staff responsibilities during high volume periods so full-time staff can focus on higher level tasks. These positions are currently in the budget as temporary staff. The vision is to fill these positions early summer of 2022 to assist with the primary and then the general election.</p>						

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Business/Finance (1302)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
36-N Accounting & Business Manager	0.70	0.70	0.70	0.70	0.70	0.70
23-N Payroll Specialist	2.00	2.00	2.00	1.00	1.00	1.00
25-N Finance Generalist	-	-	-	1.00	1.00	1.00
21-AFSCME Accounts Payable Specialist	1.50	1.50	1.50	1.00	1.00	1.00
19-N Official Records Clerk	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>

<b>REVENUE SUMMARY:</b>						
Miscellaneous	\$ -	\$ 253	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 253</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 331,039	\$ 347,020	\$ 377,698	\$ 377,698	\$ 315,009	\$ 315,009
Benefits	152,652	159,822	172,546	172,546	148,364	148,364
Purchase Services & Expenses	-	3,930	3,475	3,475	3,490	3,490
Supplies & Materials	5,544	-	8,600	8,000	8,600	8,600
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 489,235</b>	<b>\$ 510,772</b>	<b>\$ 562,319</b>	<b>\$ 561,719</b>	<b>\$ 475,463</b>	<b>\$ 475,463</b>

#### **ANALYSIS**

The current Accounting & Tax Manager position is changed to the Accounting & Business Manager. This position will acquire the current business roles of the Operations Manager, as well as newly identified office tasks, in addition to being the identified back-up for tax responsibilities and the Auditor.

Under the new Accounting & Business Manager for FY22, there will be one AP Specialist, a Payroll Specialist, a Financial Generalist and the Official Records Clerk. A current part-time AP Specialist is expected to retire early 2022 and the position will be eliminated. One current Payroll Specialist will change to the Financial Generalist and serve as a back-up to each position within the department, while assisting with larger projects as well. The proposed timing of the financial staff changes will occur once the part-time incumbent retires.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Taxation (1303)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
Y Deputy Auditor-Tax	1.00	1.00	1.00	-	-	-
36-N Accounting & Business Manager	0.30	0.30	0.30	0.30	0.30	0.30
34-N Tax Manager	-	-	-	1.00	1.00	1.00
24-N GIS/Elections Systems Technician	1.00	1.00	1.00	1.00	1.00	1.00
19-AFSCME Platroom Specialist	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>3.30</b>	<b>3.30</b>	<b>3.30</b>	<b>3.30</b>	<b>3.30</b>	<b>3.30</b>
<b>REVENUE SUMMARY:</b>						
Licenses and Permits	\$ 4,573	\$ 2,210	\$ 5,475	\$ 5,475	\$ 5,475	\$ 5,475
Charges for Services	35,205	40,735	36,775	36,775	36,575	36,575
<b>TOTAL REVENUES</b>	<b>\$ 39,778</b>	<b>\$ 42,945</b>	<b>\$ 42,250</b>	<b>\$ 42,250</b>	<b>\$ 42,050</b>	<b>\$ 42,050</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 218,509	\$ 226,335	\$ 234,643	\$ 234,643	\$ 205,402	\$ 205,402
Benefits	74,652	77,994	82,114	82,114	91,643	91,643
Purchase Services & Expenses	486	30	7,385	7,385	7,385	7,385
Supplies & Materials	42	232	1,000	1,000	1,000	1,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 293,689</b>	<b>\$ 304,591</b>	<b>\$ 325,142</b>	<b>\$ 325,142</b>	<b>\$ 305,430</b>	<b>\$ 305,430</b>
<b>ANALYSIS</b>						
<p>The current Deputy-Tax position is changed to a Tax Manager with the Platroom Specialist and GIS Parcel Tech reporting to this position. In addition, the Tax Manager will have all tax related duties that were previously performed by the Accounting &amp; Tax Manager.</p>						

# Community Services



Lori Elam, Community Services Director

**MISSION STATEMENT: The Community Services Department provides funding for a variety of social services, including MH/DS services, Benefits (Protective Payee) services, Veteran services, General Assistance and Substance Related services, for individuals and their families.**

<b>ACTIVITY/SERVICE:</b>	Community Services Administration	<b>DEPARTMENT:</b>	CSD 17.1000		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVE</b>	172,126		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$23,015
OUTPUTS		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of staff in the department/ total number of applications for assistance/funding		11 Staff and 2751 Applications	11 Staff and 2877 Applications	11 Staff and 2850 Applications	11 Staff and 2800 Applications
Provide access to all core services (Iowa Code 331.397)		N/A	N/A	100%	100%
Number of services met access standards for children		N/A	N/A	11/11	11/11
Number of services met access standards for adults		N/A	N/A	16/17	17/17

**PROGRAM DESCRIPTION:**

To provide administration of the Community Services Department as well as the Eastern Iowa MH/DS region. The Community Services Director/Regional CEO provides oversight of several programs within the Department such as the Benefits program, the Veteran Services, General Assistance, Substance Related Disorders, Mental Health and Disability Services and other social services and institutions. The Region is responsible for ensuring service access standards are met for both children and adults.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
The Community Services Department will be adequately staffed in order to address community needs.	The Director will monitor staffing needs and the various program budgets (GA, VA, SA and MH) to ensure they stay within 100% of the budgeted amounts.	100%	100%	100%	100%
The MHDS region is responsible for submitting the DHS Quarterly reports accurately.	The region/CEO will submit the DHS quarterly reports with at least 85% accuracy each quarter.	N/A	N/A	N/A	85%
The MHDS region is responsible for maintaining compliance with the terms of the DHS Performance Based contract.	The region/CEO will attend at least 85% of the Data Analytics meetings, EBP meetings and CEO meetings for discussions/trainings regarding standardized definitions, data elements and processes for data collection.	N/A	N/A	N/A	85%



<b>ACTIVITY/SERVICE:</b>	General Assistance Program	<b>DEPARTMENT:</b>	CSD 17.1701	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVE</b>	172,126	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$521,523
	<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
		<b>PROJECTED</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of applications requesting financial assistance		735	1006	800
# of applications approved		286	249	260
# of approved clients pending Social Security approval		5	4	5
# of individuals approved for rental assistance (unduplicated)		118	99	130
# of burials/cremations approved		90	100	110
# of guardianship claims paid for minors		N/A	48	50
# of cases denied to being over income guidelines		43	68	70
# of cases denied/incomplete app and/or process		243	425	325

**PROGRAM DESCRIPTION:**

To provide financial assistance to meet the needs of persons who are poor as defined in Iowa Code Chapter 252.25 and 252.27 (have no property, unable to earn a living due to a physical or mental disability) and who are not currently eligible for federal or state public assistance.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To provide financial assistance (rent, utilities, burial, direct assist) to 400 individuals (applicants) as defined by Iowa Code Chapter 252.25 during the year.	To grant assistance averaging no more than \$1,000.00 per applicant approved.	\$817.57	\$653.85	\$800.00	\$1,000.00
To provide financial assistance to individuals as defined by Iowa Code Chapter 252.25.	To provide at least 850 referrals on a yearly basis to individuals who don't qualify for county assistance.	863	883	850	850
To maintain the Community Services budget in order to serve as many Scott County citizens as possible.	Review quarterly General Assistance expenditures verses budgeted amounts (1701).	\$404,976 or 82% of budget	\$348,931 or 71% of budget	\$457,550	\$512,000

<b>ACTIVITY/SERVICE:</b>	Veteran Services	<b>DEPARTMENT:</b>	CSD 17.1702		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVE</b>	172,126		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$168,805
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of requests for veteran services (federal/state)		895	778	880	780
# of applications for county assistance		29	32	50	35
# of applications for county assistance approved		19	7	25	20
# of burials/cremations approved		4	5	10	10
Ages of Veterans seeking assistance:					
Age 18-25		15	18	20	20
Age 26-35		60	54	50	50
Age 36-45		77	90	70	70
Age 46-55		120	117	140	120
Age 56-65		108	96	200	100
Age 66 +		515	403	400	420
Gender of Veterans: Male : Female		700:195	596:182	680:200	580:200

**PROGRAM DESCRIPTION:**

To provide outreach and financial assistance to Scott County veterans and their families, in addition to providing technical assistance in applying for federal veteran benefits.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To provide technical assistance to veterans/families when applying for federal benefits.	Will have at least 20 claims approved bringing in a total of \$22,000 of new federal tax free money into the county each quarter.	N/A	N/A	N/A	80 claims approved in the fiscal year and \$85,000 of federal money brought into the county
To provide financial assistance (rent, burial, utilities, direct assist) to veterans as defined in Iowa Code Chapter 35B.	To grant assistance averaging no more than \$1,100 per applicant, while remaining within 100% of the budget.	\$651.17	\$1,055.28	\$1,100.00	\$1,100.00



<b>ACTIVITY/SERVICE:</b>	Substance Related Disorder Services	<b>DEPARTMENT:</b>	CSD 17.1703		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVE</b>	172,126		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	02 Supplemental	<b>BUDGET:</b> \$43,850	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of involuntary substance abuse commitments filed		140	142	150	145
# of SA adult commitments		107	120	125	120
# of SA children commitments		22	15	30	30
# of substance abuse commitment filings denied		9	21	5	20
# of hearings on people with no insurance		22	15	30	30

**PROGRAM DESCRIPTION:**

To provide funding for emergency hospitalizations, commitment evaluations for substance related disorders according to Iowa Code Chapter 125 for Scott County residents.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To provide mandated court ordered SA evaluations in the most cost effective manner possible.	The cost per evaluation will be no greater than \$350.00	\$264.46	\$197.97	\$350.00	\$350.00
To maintain the Community Services budget in order to serve as many Scott County citizens with substance related disorders as possible.	Review quarterly substance related commitment expenditures verses budgeted amounts.	\$34,115 or 58% of the budget	\$26,726 or 47% of the budget	\$45,000	\$43,850

<b>ACTIVITY/SERVICE:</b>	MH/DD Services	<b>DEPARTMENT:</b> CSD 17.1704, 1710, 1711 & 1712			
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVE</b> 172,126			
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b> 10 MHDD	<b>BUDGET:</b>	\$0	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of involuntary mental health commitments filed		440	419	350	400
# of adult MH commitments		107	331	300	325
# of juvenile MH commitments		22	66	50	55
# of mental health commitment filings denied		9	28	20	20
# of hearings on people with no insurance		22	33	30	35
# of Crisis situations requiring funding/care coordination		80	132	100	100
# of funding requests/apps processed- ID/DD and MI		1530	1,402	1,400	1,250

**PROGRAM DESCRIPTION:**

To provide services as identified in the Eastern Iowa MH/DS Regional Management Plan to persons, with residency in Scott County, and a diagnosis of mental illness, intellectual disability, brain injury and other developmental disabilities. The County/Region is mandated to pay for certain services, such as mental health commitments, evaluations, medications and treatment. The Region is also responsible for providing access to core services for treatment, crisis situations, and support for community living and employment. The County/Region has a Mental Health Advocate as well as Coordinators of Disability Services who help individuals and families gain access to services needed so they can gain stability and independence.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To provide mandated court ordered MH evaluations in most cost effective manner possible.	The cost per evaluation will be no greater than \$1,600.00.	\$1,501.71	\$1,061.55	\$1,600.00	\$1,600.00
To keep the costs of mental health commitment orders at a minimum level to ensure other services such as residential, vocational and community supports are fully funded.	Review quarterly mental health commitment expenditures verses budgeted amounts.	\$510,913	\$421,434	\$550,000	\$450,000

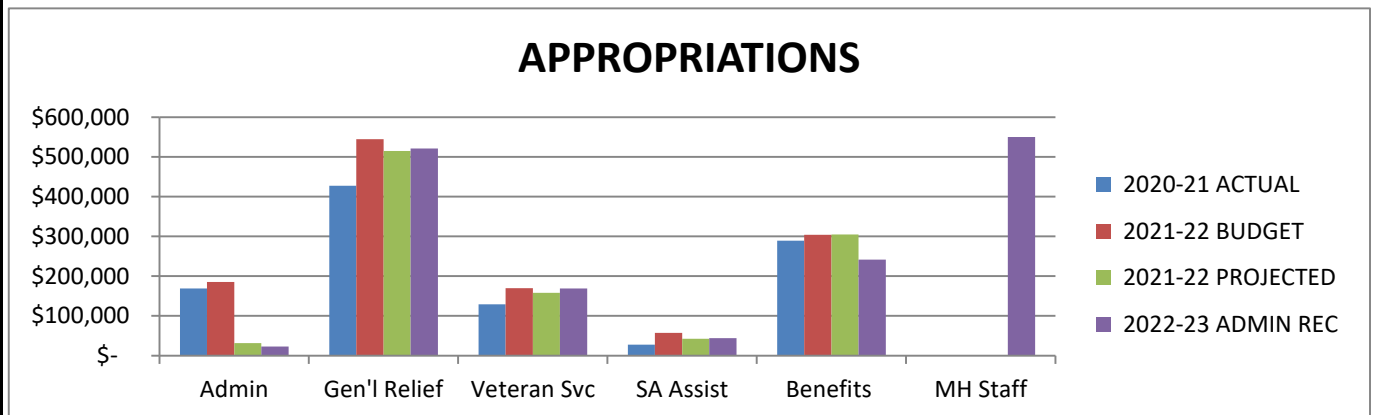
<b>ACTIVITY/SERVICE:</b>	Benefit Program	<b>DEPARTMENT:</b>	CSD 17.1705	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVE</b>	172,126	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$241,920
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of Benefit Program Cases		N/A	422	465
# of New Benefit Cases		N/A	29	30
# of Benefit Program Cases Closed		N/A	55	20
# of Benefit Program Clients Seen in Offices/Phone (Contacts)		N/A	7,523	6,000
# of Social Security Applications Completed		N/A	50	15
# of SSI Disability Reviews Completed		N/A	77	30
# of Rent Rebate Applications Completed		N/A	86	75
# of Medicaid Applications (including reviews) Completed		N/A	32	40
# of Energy Assistance Applications Completed		N/A	27	20
# of Food Assistance Applications Completed		N/A	97	50

**PROGRAM DESCRIPTION:**

To provide technical assistance to individuals when they are applying for a variety of benefits at the federal and state level.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To expand the Benefits Program, ensuring individuals have access to all qualified programs, federally and state, which leads to stability in housing and health.	There will be at least 465 Benefit cases each quarter that will generate fee amounts of \$47,100.	435 cases/ \$45,200 in fees per quarter	422 cases/ \$174,303 in total fees for the year (\$43,576 per quarter)	465 cases/ \$47,100 in fees per quarter	465 cases/ \$47,500 in fees per quarter
To ensure the Benefits program is following all policies and procedures, an in-house audit will be done on a regular basis.	The in-house audit will be done on 25 benefit cases each month with 100% accuracy, ensuring all paperwork is present and accurate.	25 cases each month/100% accuracy each month	25 cases each month/99% accuracy each month	25 cases each month/100% accuracy each month	25 cases each month/100% accuracy each month
To provide intensive coordination services to ensure individuals remain stable in housing, have health insurance, and have adequate food throughout the month.	There will be at least 1500 contacts made with Benefit program individuals each quarter to ensure housing is appropriate and bills are paid.	N/A	2,300 Contacts were made with the Benefit Program Clients during the 4th Quarter for a grand total for the year of 7,523, exceeding the projected and budgeted totals despite being in a world wide pandemic.	1500 contacts will be made with clients each quarter	1650 contacts will be made with clients each quarter

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Community Services Admin (17.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
Mental Health Region CEO	1.00	1.00	1.00	1.00	0.10	0.10
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.10</b>	<b>0.10</b>
<b>REVENUE SUMMARY:</b>						
Miscellaneous	\$ 150,820	\$ 150,657	\$ 154,100	\$ 154,100	\$ 100	\$ 100
<b>TOTAL REVENUES</b>	<b>\$ 150,820</b>	<b>\$ 150,657</b>	<b>\$ 154,100</b>	<b>\$ 154,100</b>	<b>\$ 100</b>	<b>\$ 100</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 124,083	\$ 123,610	\$ 126,387	\$ 12,639	\$ 13,017	\$ 13,017
Benefits	42,808	43,498	44,442	4,580	4,988	4,988
Purchase Services & Expenses	2,988	1,613	14,410	14,410	5,010	5,010
Supplies & Materials	-	-	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 169,879</b>	<b>\$ 168,721</b>	<b>\$ 185,239</b>	<b>\$ 31,629</b>	<b>\$ 23,015</b>	<b>\$ 23,015</b>



#### ANALYSIS

The mental health budget and service system has changed dramatically in FY22 and FY23. In FY22, the State of Iowa bought out the mental health system regions/counties as a result of Senate File 619 (SF619). The state wanted more consistency and uniformity so an equal per capita amount was created for all regions. With the additional funds in FY22 and FY23, the Eastern Iowa MHDS Region was able to start several new crisis services and hire a Children's Coordinator to help families and children with social emotional disturbances (SED).

SF619 also eliminated the county mental health fund 10 (the mental health levy) as of 7/1/22. It requires every region to pool all funds by 6/30/22. Also in the legislation, it requires the regions to be at a certain fund balance percentage at the end of FY22, FY23 and FY24. If the region is not at that level by the deadline, the state will withhold state funding. The region is looking at setting up long term contracts for certain services as well as one time expenditures in order to spend down the fund balance.

The Covid Pandemic impacted the FY20 and FY21 budget in terms of service expenditures. FY22 has been impacted as well but not as dramatically as providers are now seeing clients in the offices. Local providers are struggling to find direct care staff, front line workers. The workforce shortage has been an issue all across the United States.

The CEO position is still divided between the Eastern Iowa Region and Scott County: 90% region and 10% county. The CEO/Community Services Director continues to supervise the Community Services Department and programs within, monitor contracts with CASI, CHC and CADS, serve as guardian/conservator for 26 individuals, complete performance reviews for staff and other duties as assigned.

#### Issues:

1. Monitor Legislation for any changes in how the MH system is funded
2. Monitor Legislation for any changes in the term "Residency"

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: General Assist/Other Services (1701)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
29-N Case Aide Supervisor/Coord of Disability Services	1.00	0.50	0.50	0.50	0.50	0.50
21-AFSCME Case Aide	1.00	1.00	1.00	1.00	1.00	1.00
18-AFSCME Senior Office Assistant	0.35	0.35	0.35	0.35	0.35	0.35
18-AFSCME Senior Office Assistant	0.85	0.85	0.85	0.85	0.85	0.85
<b>TOTAL POSITIONS</b>	<b>3.20</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>

<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ 982	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	4,347	7,802	5,000	5,000	5,000	5,000
<b>TOTAL REVENUES</b>	<b>\$ 5,329</b>	<b>\$ 7,802</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 151,611	\$ 157,006	\$ 161,950	\$ 161,950	\$ 167,955	\$ 167,955
Benefits	81,878	80,780	89,554	88,654	80,468	80,468
Purchase Services & Expenses	250,780	189,399	292,850	263,350	272,350	272,350
Supplies & Materials	1,159	525	750	750	750	750
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 485,428</b>	<b>\$ 427,710</b>	<b>\$ 545,104</b>	<b>\$ 514,704</b>	<b>\$ 521,523</b>	<b>\$ 521,523</b>

**ANALYSIS**

The FY23 General Assistance (GA) budget is significantly lower (-\$23,581) than the original FY22 budget. The worldwide pandemic slowed requests for assistance in FY20, FY21 and FY22. Federal funds (stimulus money) and agency stimulus funds provided resources for individuals laid off from work or those who had work hours reduced. Iowa Finance Authority (IFA) provided rental assistance to several individuals. The office is also experiencing less landlords wanting to do business with some of the more challenging individuals we serve. These individuals have a long record of evictions and/or other legal issues.

Staff did a survey of rental properties to find out what the current rental rate is for a one bedroom and two bedroom apartment. The average rental amount is \$740 for a one bedroom apartment. Under the current county GA policies, the rental amount paid is \$500. Over the years, the rental amount increases included: 2015 up to \$500; 2009 up to \$450; 1999 up to \$350. It is recommended that the rental assistance amount be increased to \$700 for FY23. The increase has been incorporated into the FY23 budget.

Funds for the "Emergency Winter Shelter", \$15,000, are included in the FY23 budget. In FY22, those funds were used to help isolate individuals from the Humility of Mary Shelter who have Covid or those who were waiting for results of a Covid test.

Residency language in Iowa Code continues to be an issue especially now with new crisis services in place. The definition of residency needs to be updated legislatively.

**Issues:**

1. Residency definition

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Veteran Services (1702)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
24-N Veteran's Affairs Director	1.00	1.00	1.00	1.00	1.00	1.00
18-AFSCME Senior Office Assistant	0.15	0.15	0.15	0.15	0.15	0.15
<b>TOTAL POSITIONS</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Miscellaneous	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 68,999	\$ 72,209	\$ 75,672	\$ 75,672	\$ 78,381	\$ 78,381
Benefits	35,382	37,145	39,625	39,625	41,774	41,774
Capital Outlay	1,964	-	-	-	-	-
Purchase Services & Expenses	17,514	10,906	53,730	41,550	47,550	47,550
Supplies & Materials	3,599	8,644	800	1,100	1,100	1,100
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 127,458</b>	<b>\$ 128,904</b>	<b>\$ 169,827</b>	<b>\$ 157,947</b>	<b>\$ 168,805</b>	<b>\$ 168,805</b>

## ANALYSIS

The FY23 Veteran's Affairs budget is decreasing slightly overall when compared to the FY22 budget (-\$1,022) due to a decrease in the purchase services and a slight increase in salary and benefits. The worldwide pandemic had a large impact on the VA budget in FY20 and FY21. Federal funds (stimulus payments) helped Veterans and their families with rent, utilities and other bills. The VA Director continued to work on claims for compensation over the telephone with many Veterans.

The county will continue to receive the State's VA grant funds of \$10,000 in FY23. The funds can't be used for actual services for Veterans. It can only be used for training for the VA Director and VA Commissioners, equipment for the VA county office, advertisement/marketing of the VA county office, etc...

The VA Director participates in local Veteran conferences and informational sessions, state meetings and the National Certification school/training. The VA Director is always current on his certification for his job.

The VA budget mirrors the General Assistance (GA) budget in terms of rent, utilities and cremations. The GA budget will be submitted with a request to increase the rental assistance amount effective 7/1/22. The increase in rental amount will not have a big impact on the VA budget because there are several agencies that specifically help Veterans with rent.

### Issues:

1. Monitor upcoming Legislative Session

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: SA Assistance (1703)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC

<b>AUTHORIZED POSITIONS:</b>						
<b>TOTAL POSITIONS</b>	-	-	-	-	-	-

<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ 3,715	\$ -	\$ -	\$ -	\$ -	\$ -
Misc Fees	480	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 4,195</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Purchase Services & Expenses	35,181	27,636	57,300	42,350	43,850	43,850
Supplies & Materials	-	-	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 35,181</b>	<b>\$ 27,636</b>	<b>\$ 57,300</b>	<b>\$ 42,350</b>	<b>\$ 43,850</b>	<b>\$ 43,850</b>

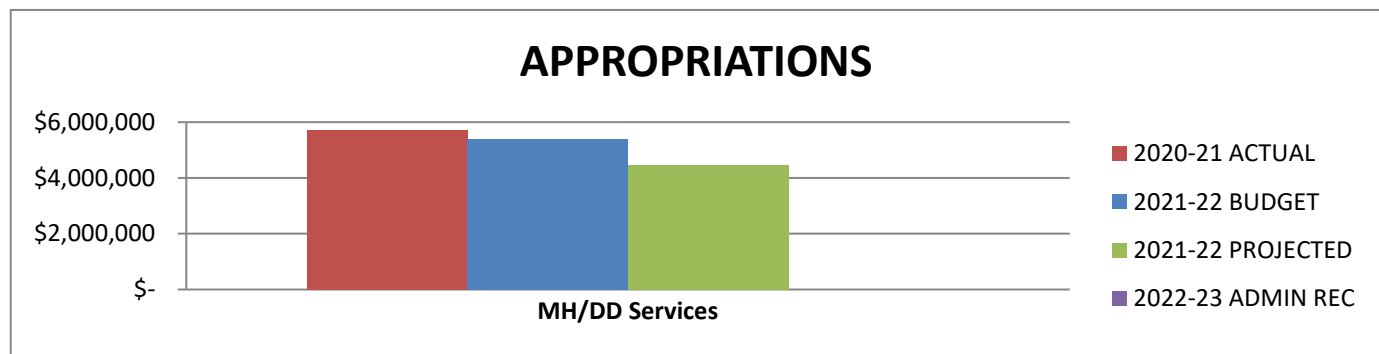
**ANALYSIS**

The FY23 Substance Use budget is lower than the original FY22 budget after a review of historical use. There was an increase in SA commitments in FY21 and it is anticipated the number will be higher in FY22 due to the pandemic continuing.

The Mental Health Region continues to provide Scott County with a Co-Occurring Care Coordinator to assess individuals and connect them with community resources rather than having them committed.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: MH - DD Services (1704)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
37-N Community Services Director	-	-	-	-	-	-
29-N Coordinator of Disability Services	1.00	1.00	1.00	1.00	-	-
24-N Children's Coordinator of Disability Services	-	-	-	-	-	-
24-N Mental Health Advocate	1.00	1.00	1.00	1.00	-	-
23-N Senior Administrative Assistant	1.00	1.00	1.00	1.00	-	-
21-AFSCME Case Aide	1.00	-	-	-	-	-
18-AFSCME Senior Office Assistant	0.65	-	-	-	-	-
16-AFSCME Office Assistant	1.00	-	-	-	-	-
<b>TOTAL POSITIONS</b>	<b>5.65</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>-</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	186,180	-	2,200	2,200	-	-
Miscellaneous	146,006	78,953	51,260	51,260	-	-
<b>TOTAL REVENUES</b>	<b>\$ 332,186</b>	<b>\$ 78,953</b>	<b>\$ 53,460</b>	<b>\$ 53,460</b>	<b>\$ -</b>	<b>\$ -</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 381,370	\$ 217,117	\$ 221,764	\$ 219,703	\$ -	\$ -
Benefits	172,462	82,587	85,683	84,564	-	-
Capital Outlay	-	19,143	508	508	-	-
Purchase Services & Expenses	4,874,472	5,383,158	5,093,027	4,153,369	-	-
Supplies & Materials	3,299	1,656	2,430	2,030	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 5,431,603</b>	<b>\$ 5,703,661</b>	<b>\$ 5,403,412</b>	<b>\$ 4,460,174</b>	<b>\$ -</b>	<b>\$ -</b>



#### ANALYSIS

During the 2021 Legislative Session, Senate File 619 was passed providing funding to buy out the county/region mental health system effective FY23. The bill eliminates Fund 10 at the county level effective 6/30/22. All services will be funded by state funds (DHS) effective 7/1/22. DHS will have contracts with each region starting 1/1/22.

The Eastern Iowa MHDS Region will pool all funds from Fund 10 in the spring of 2022 and Scott County, as the Fiscal Agent, will begin paying all claims. New 28E agreements will be developed between the region and each county describing the billing and payment process of county employees. All county employees will remain employees of their respective county.

Senate File 619 also provided additional funding (per capita increased to \$37.00) which allowed the region to develop and implement required crisis services and children's services.

A service budget will include all five counties and the regional crisis services rolled into one budget under 1750 for FY23.

#### Issues:

1. State upholding the promise to fully fund mental health and disability services as there will not be any safety net funding (MH Levy) to fall back on.



<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Benefits Program (1705)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
29-N Case Aide Supervisor/Coord of Disability Services	-	0.50	0.50	0.50	0.50	0.50
21-AFSCME Case Aide	-	1.00	1.00	1.00	1.00	1.00
18-AFSCME Senior Office Assistant	-	0.65	0.65	0.65	0.65	0.65
16-AFSCME Office Assistant	-	1.00	1.00	1.00	-	-
<b>TOTAL POSITIONS</b>	<b>-</b>	<b>3.15</b>	<b>3.15</b>	<b>3.15</b>	<b>2.15</b>	<b>2.15</b>
<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ -	\$ 174,274	\$ 186,710	\$ 186,710	\$ 186,710	\$ 186,710
Misc Fees	-	70	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 174,344</b>	<b>\$ 186,710</b>	<b>\$ 186,710</b>	<b>\$ 186,710</b>	<b>\$ 186,710</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ -	\$ 172,369	\$ 178,461	\$ 178,461	\$ 140,593	\$ 140,593
Benefits	801	95,289	103,321	103,321	77,927	77,927
Purchase Services & Expenses	-	13,562	13,652	14,620	14,900	14,900
Supplies & Materials	-	8,357	8,500	8,500	8,500	8,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 801</b>	<b>\$ 289,577</b>	<b>\$ 303,934</b>	<b>\$ 304,902</b>	<b>\$ 241,920</b>	<b>\$ 241,920</b>
<b>ANALYSIS</b>						
<p>The Benefits program continues to provide payee services as well as help individuals with food assistance applications, Medicaid and Medicaid reviews, rent subsidy and rent rebate forms. Many clients returned to the office when the building re-opened to the public. Most of the public have been good about social distancing and wearing masks. The Department continues to mail a number of checks as some clients prefer not to come into the office just yet.</p> <p>The local Social Security office is still not open. Staff with SSA have been working from home and have started sending the program referrals. The Representative Payee program was audited by Social Security in the spring of 2021. No concerns noted. The Social Security office uses the county's program as an example for other programs across the Midwest.</p> <p>The budget for FY23 is slightly lower than FY22 in terms of salary and benefits. The position of Office Assistant was moved to the mental health region budget as Senior Office Assistant to help the CEO and Management Team with meeting minutes, notices, group emails, agendas. etc.... The FY23 purchase services is also slightly higher than FY22, but this is due to Wells Fargo Bank and fees associated with the payee account.</p>						

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: CO MH Workforce (1710-12)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
Mental Health Region CEO	-	-	-	-	0.90	0.90
37-N Community Services Director	-	-	-	-	-	-
29-N Coordinator of Disability Services	-	-	-	-	1.00	1.00
24-N Children's Coordinator of Disability Services	-	-	-	-	-	-
24-N Mental Health Advocate	-	-	-	-	1.00	1.00
24-N Senior Administrative Assistant	-	-	-	-	1.00	1.00
24-N Senior Office Assitant	-	-	-	-	1.00	1.00
23-N Senior Administrative Assistant	-	-	-	-	-	-
21-AFSCME Case Aide	-	-	-	-	-	-
18-AFSCME Senior Office Assistant	-	-	-	-	-	-
16-AFSCME Office Assistant	-	-	-	-	-	-
<b>TOTAL POSITIONS</b>	-	-	-	-	<b>4.90</b>	<b>4.90</b>

<b>REVENUE SUMMARY:</b>								
Intergovernmental	\$	-	\$	-	\$	527,016	\$	527,016
Charges for Services		-		-		-		-
Miscellaneous		-		-		-		-
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>527,016</b>	<b>\$</b>	<b>527,016</b>

<b>APPROPRIATION SUMMARY:</b>								
Salaries	\$	-	\$	-	\$	379,527	\$	379,527
Benefits		-		-		147,490		147,490
Capital Outlay		-		-		508		508
Purchase Services & Expenses		-		-		19,960		19,960
Supplies & Materials		-		-		2,430		2,430
<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>549,915</b>	<b>\$</b>	<b>549,915</b>

#### ANALYSIS

These are not new positions within the mental health budget for FY23. These are the county mental health workforce positions pulled out of Fund 10 and the mental health budget (1704); Senior Administrative Assistant, Mental Health Coordinator, 90% of the CEO and Mental Health Advocate. During the 2021 Legislative Session, Senate File 619 (SF619) was passed. This bill allowed the State to buy out the county system and raise the per capita dollar amount for services across the state. SF619 also eliminated the county mental health fund 10 as of 7/1/22. It requires every region to pool all funds by 6/30/22. Because Scott County is the fiscal agent for the Region, all bills will be processed and paid by Scott County effective 7/1/22. There is a recommendation to increase the salary of the Senior Administrative Assistant by at least 5% as this position will be processing claims from all five counties within the region effective 7/1/22.

The Regions no longer have a safety net (Fund10) to use if the State decides not to fund mental health services. With the additional funds from the increased per capita, the Region was able to implement several new core crisis services in FY22. The Region also hired a Children's Coordinator to address the needs of SED children. There was a discussion with the Governing Board about hiring an Administrative Assistant for the CEO and the region. An Office Assistant position within Community Services (from 1705 Benefits Program) has been budgeted as Senior Office Assistant to help the Region.

There are new 28E agreements being developed so the Eastern Iowa MHDS Region can reimburse each county for staffing costs- salaries, benefits, supplies, training, etc... Each county within the Region will pay all staff expenses and bill the region on a quarterly basis.

#### Issues:

1. Monitor Legislation- uphold promises to fund the mental health system

# Conservation Department

Roger Kean, Conservation Director



**MISSION STATEMENT:** To improve the quality of life and promote and preserve the health, welfare and enjoyment for the citizens of Scott County and the general public by acquiring, developing, operating, and preserving the historical, educational, environmental, recreational and natural resources of the County.

<b>ACTIVITY/SERVICE:</b>	Administration/Policy Development	<b>DEPT/PROG:</b>	Conservation 1000	
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	166,650	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$633,716
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Total appropriations managed -Fund 101, 102 (net of golf course)	\$3,663,576	\$3,609,529	\$4,137,549	\$4,350,405
Total FTEs managed	27.25	27.25	27.25	27.25
Administration costs as percent of department total.	9%	14%	12%	12%
REAP Funds Received	\$46,502	\$46,574	\$46,502	\$46,502
Total Acres Managed	2,509	2,509	2,509	2,509

**PROGRAM DESCRIPTION:**

In 1956 the citizens of Scott County authorized the creation of the Conservation Board, which was charged with the responsibility of administering and developing a park system that meets the recreational, environmental, historical, and educational needs of the County.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Increase the number of people reached through social media, email newsletters, and press releases. Reminding residents that Scott County is a great place to live.	Increase number of customers receiving electronic notifications to for events, specials, and Conservation information	8,878	10,300	11,500	12,700
Increase the number of people served through online reservations and activity registrations	Increase the number of online transactions for Activities, Passes, Rentals, and Tee Times	NA	7,315	10,000	12,500
Financially responsible budget preparation and oversight of the park and golf services	To maintain a balanced budget for all depts by ensuring that we do not exceed 100% of appropriations	86%	85%	100%	100%



<b>ACTIVITY/SERVICE:</b>	Capital Improvement Projects	<b>DEPT/PROG:</b>	Conservation 1800	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	166,650	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	25 Capital Improv	<b>BUDGET:</b> \$1,304,000
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Total project appropriations managed - Fund 125	\$1,400,022	\$1,433,414	\$1,985,940	\$1,000,000
Total Current FY Capital Projects	11	12	8	4
Total Projects Completed in Current FY	7	5	7	3
Total vehicle & other equipment costs	\$455,638	\$272,005	\$375,737	\$304,000

**PROGRAM DESCRIPTION:**

Provide the most efficient planning, analysis, and construction coordination for all Conservation CIP projects. Insure that a minimum of 90% of all capital projects are completed within budgeted amount and the scheduled time frame.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To provide a year round facility for large group or family gatherings and educational programming.	Design and construct a new lodge at West Lake Park.	Project has been delayed due to COVID-19 precautions.	COVID delayed project & desire to complete other long term projects (campground, lake project, and Buffalo Shore) before taking on another major project.	Complete engineering of the multi-year project.	Begin construction of the multi-year project.
To improve accessibility for visitors of all abilities within the parks.	Utilize ARPA funds to design and construct hard surfaced trails within the parks.				Complete feasibility study to determine cost estimate and preliminary design.
Make necessary investments to improve access to clean drinking water, and invest in wastewater and storm water infrastructure.	Utilize ARPA funds to renovate and expand the existing water and sewer system infrastructure.				Complete feasibility study to determine cost estimate and preliminary design.
Financially responsible Equipment Replacement	To replace equipment according to department equipment schedule and within budget	114%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Recreational Services	<b>DEPT/PROG:</b> 1801,1805,1806,1807,1808,1809		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$876,019
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Total Camping Revenue		\$719,678	\$991,731	\$1,030,000
Total Facility Rental Revenue		\$89,645	\$135,778	\$120,000
Total Concession Revenue		\$118,311	\$119,478	\$155,300
Total Entrance Fees (beach/pool, Cody, Pioneer Village)		\$96,848	\$73,497	\$191,600

**PROGRAM DESCRIPTION:**

This program is responsible for providing facilities and services to the public for a wide variety of recreational opportunities and to generate revenue for the dept.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To provide a high quality camping experience throughout the recreational season at SCP, WLP & BSP	To meet or exceed a 45% occupancy per year for all campsites	27%	29%	45%	45%
To provide a high quality rental facilities (i.e. shelters, cabins, etc) for public use.	To meet or exceed a 36% occupancy per year for all rental facilities	23%	33%	36%	36%
To provide unique outdoor aquatic recreational opportunities that contribute to economic growth	To increase attendance at the Scott County Park Pool and West Lake Park Beach and Boat Rental	20,186	9,236	29,000	36,000
To continue to provide and evaluate high quality programs	Achieve a minimum of a 95% satisfaction rating on evaluations from participants attending various department programs and services (ie. Education programs, swim lessons, day camps)	99.6% (1st Qtr) Cancelled (4th Qtr)	99.7%	95.0%	95.0%

<b>ACTIVITY/SERVICE:</b>	Maintenance of Assets - Parks	<b>DEPT/PROG:</b> 1801,1805,1806,1807,1808,1809		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b> All Residents		
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b> 01 General	<b>BUDGET:</b>	\$1,751,054
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Total vehicle and equipment repair costs (not including salaries)		\$73,686	\$80,071	\$74,636
Total building repair costs (not including salaries)		\$35,714	\$21,571	\$33,736
Total maintenance FTEs		7.25	7.25	7.25

**PROGRAM DESCRIPTION:**

This program involves the daily maintenance of all equipment, facilities, and grounds owned and operated by the Conservation Board.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To encourage the use of environmentally safe (green) maintenance products utilized throughout the dept.	To increase the utilization of green products to represent a minimum 80% of all maintenance products.	85%	88%	88%	88%
Streamline Maintenance Management for department operations	Enhance our recreation software to include MainTrac, allowing for more accountability of work that needs completed and the resources required to do it.	NA	69%	Complete MainTrac Install and train appropriate staff on it's use.	Software fully implemented within the department.

<b>ACTIVITY/SERVICE:</b>	Public Safety-Customer Service	<b>DEPT/PROG:</b> Conservation 1801,1809			
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b> All Residents			
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b> 01 General	<b>BUDGET:</b> \$324,694		
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of special events or festivals requiring ranger assistance		12	5	30	30
Number of reports written.		44	38	50	50
Number of law enforcement and customer service personnel (seasonal & full-time)		102	102	102	102

**PROGRAM DESCRIPTION:**

This program involves the law enforcement responsibilities and public relations activities of the department's park ranger staff.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Increase the number of natural resource oriented public programs facilitated, attended, or conducted by ranger staff.	Involvement in public programs per year (for example: hunter & boater safety programs, fishing clinics, etc.)	10	2	16	16
Total Calls for service for all rangers	To monitor total calls for enforcement, assistance, or public service as tracked through the County's public safety software.	1,837	2,262	3,000	3,000

<b>ACTIVITY/SERVICE:</b>	Environment Education/Public Programs	<b>DEPT/PROG:</b>	Conservation 1805	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$421,839
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of programs offered.	217	135	200	250
Number of school contact hours	5,882	1,704	3,500	4,000
Number of people served.	15,076	4,298	10,000	12,000
Operating revenues generated (net total intergovt revenue)	\$10,873	\$9,935	\$11,500	\$11,500
Classes/Programs/Trips Cancelled due to weather	19	27	10	10

**PROGRAM DESCRIPTION:**

This program involves the educational programming and facilities of the Wapsi River Environmental Education Center.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To educate the general public about the environment, the need to preserve our natural resources, and the value of outdoor recreation.	To maintain 100% satisfaction through comment cards and evaluations received from all public programs.	100%	100%	100%	100%
To provide schools with environmental education and outdoor recreation programs that meet their Iowa Core needs.	100% of all Iowa school programs will meet at least 1 Iowa Core requirement.	100%	100%	100%	100%
To provide the necessary programs to advance and support environmental and education professionals in their career development.	To provide at least two career opportunities that qualify for their professional certification and development needs.	6	12	4	4
Program additions and enhancements through the use of Americorps Grant	Number of programs completed with Americorps staff	375	174	200	200
Implementation of recommendations of Wapsi Center Assessment Study	Recommendations completed to enhancement both on-site and off-site programming.	NA	The exterior of the building, to include peripheral aspects, is essentially finished and impressive. Work continues on the interior to finish it out. Environmental displays will be later.	Continue Renovation Phase 2 (addition). Estimate 50% completion.	Complete Renovation Phase 2 (addition)



<b>ACTIVITY/SERVICE:</b>	Historic Preservation & Interpretation	<b>DEPT/PROG:</b>	Conservation 1806,1808	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$343,083
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Total revenue generated		\$76,980	\$54,843	\$91,072
Total number of weddings per year at Olde St Ann's Church		27	42	60
Pioneer Village Day Camp Attendance		383	218	400

**PROGRAM DESCRIPTION:**

This program involves the programming and facilities of the Walnut Grove Pioneer Village and the Buffalo Bill Cody Homestead that are dedicated to the historical preservation and education of pioneer life in Scott County.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To have as many people as possible enjoy the displays and historical educational festivals provided at each site	To increase annual attendance	13,623	12,934	20,000	20,000
To collect sufficient revenues to help offset program costs to ensure financial responsibility	To increase annual revenues from last year's actual	\$76,980	\$54,843	\$91,072	\$91,072
To increase presentations to outside groups and local festivals to acquaint the public about Pioneer Village and Cody Homestead's purpose and goals	To maintain or increase the number of tours/presentations	15	5	36	36

<b>ACTIVITY/SERVICE:</b>	Golf Operations	<b>DEPT/PROG:</b>	Conservation 1803,1804		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	71 Golf	<b>BUDGET:</b> \$1,351,776	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Total number of golfers/rounds of play		26,141	28,943	29,000	28,000
Total appropriations administered		\$925,001	\$965,832	\$1,273,749	\$1,351,776
Number of Outings/Participants		22/1688	30/2648	30/2500	30/2500
Number of days negatively impacted by weather		55	37	40	40

**PROGRAM DESCRIPTION:**

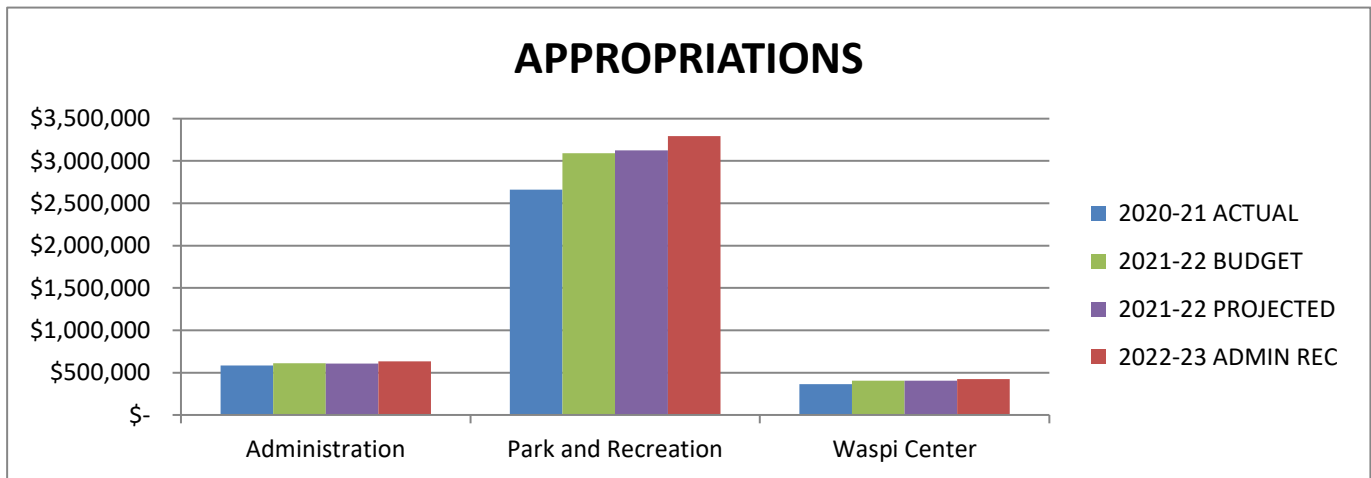
This program includes both maintenance and clubhouse operations for Glynn's Creek Golf Course.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To increase revenues to support program costs to ensure financial responsibility	Golf course revenues to support 100% of the yearly operation costs .	\$63,461	TBD	\$0	\$0
To provide an efficient and cost effective maintenance program for the course ensuring financial responsibility	To maintain course maintenance costs at \$22.70 or less per round	\$18.19	\$19.06	\$22.70	\$22.70
Maintain industry standard profit margins on concessions	Maintain profit levels on concessions at or above 63%	76%	77%	65%	65%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Conservation Administration (1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
38-N Conservation Director	1.00	1.00	1.00	1.00	1.00	1.00
34-N Deputy Conservation Director	1.00	1.00	1.00	1.00	1.00	1.00
27-N Roadside Vegetation Specialist	-	-	0.25	0.25	0.25	0.25
26-N Roadside Vegetation Specialist	0.25	0.25	-	-	-	-
23-N Senior Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
18-N A Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 46,502	\$ 46,574	\$ 46,502	\$ 46,502	\$ 46,502	\$ 46,502
Charges for Services	(578)	742	-	-	-	-
Misc	328	-	-	-	-	-
Financing	106,300	131,648	55,000	67,000	62,000	62,000
<b>TOTAL REVENUES</b>	<b>\$ 152,551</b>	<b>\$ 178,964</b>	<b>\$ 101,502</b>	<b>\$ 113,502</b>	<b>\$ 108,502</b>	<b>\$ 108,502</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 335,772	\$ 348,296	\$ 348,418	\$ 335,918	\$ 358,543	\$ 358,543
Benefits	139,848	149,508	153,670	158,370	165,742	165,742
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	82,736	67,781	96,412	101,898	98,627	98,627
Supplies & Materials	9,671	18,270	10,804	10,804	10,804	10,804
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 568,026</b>	<b>\$ 583,855</b>	<b>\$ 609,304</b>	<b>\$ 606,990</b>	<b>\$ 633,716</b>	<b>\$ 633,716</b>



**ANALYSIS**

No proposed FTE changes.

Revenues are anticipated to decrease by \$5,000 due to projected equipment sales. This number fluctuates every year depending on what equipment is due to be replaced.

Non-Salary expenses are anticipated to increase by \$2,215 to cover the anticipated increases to Telephone and Commercial service expenses.

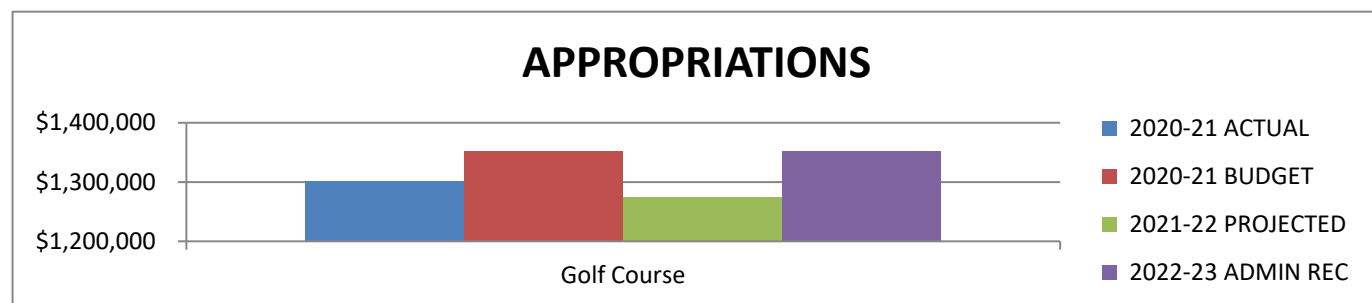
<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2021-23</b>	<b>2021-23</b>
<b>PROGRAM: Conservation Administration (1801&amp;06-09)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
31-N Park Manager	2.00	2.00	2.00	2.00	2.00	2.00
24-N Park Ranger	5.00	5.00	5.00	5.00	5.00	5.00
22-N Parks Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Specialist/Crew Leader	-	-	1.00	1.00	1.00	1.00
20-N Pioneer Village Site Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
21-N Equipment Mechanic	2.00	2.00	1.00	1.00	1.00	1.00
21-N Park Maintenance Technician	4.00	4.00	4.00	4.00	4.00	4.00
15-N Cody Homestead Site Coordinator	0.75	0.75	0.75	0.75	0.75	0.75
Z Seasonal Park Maintenance (WLP,SCP,PV)	7.52	7.52	7.52	7.52	7.52	7.52
Z Seasonal Beach/Pool Manager (SCP)	0.29	0.29	0.29	0.29	0.29	0.29
Z Seasonal Asst Beach/Pool Manager (SCP)	0.21	0.21	0.21	0.21	0.21	0.21
Z Seasonal Pool/Beach Lifeguard (WLP, SCP)	6.28	6.28	6.28	6.28	6.28	6.28
Z Seasonal Concession Workers (SCP)	1.16	1.16	1.16	1.16	1.16	1.16
Z Seasonal Concession Workers (WLP)	1.80	1.80	1.80	1.80	1.80	1.80
Z Seasonal Pool/Beach Manager (WLP)	0.29	0.29	0.29	0.29	0.29	0.29
Z Seasonal Asst Pool/Beach Manager (WLP)	0.23	0.23	0.23	0.23	0.23	0.23
Z Seasonal Park Patrol (WLP, SCP)	2.17	2.17	2.17	2.17	2.17	2.17
Z Seasonal Park Attendants (WLP, SCP, BSP)	2.95	2.95	2.95	2.95	2.95	2.95
Z Seasonal Day Camp Counselors (Pioneer Village)	1.56	1.56	1.56	1.56	1.56	1.56
Z Seasonal Concession Worker (Cody)	0.19	0.19	0.19	0.19	0.19	0.19
<b>TOTAL POSITIONS</b>	<b>40.40</b>	<b>40.40</b>	<b>40.40</b>	<b>40.40</b>	<b>40.40</b>	<b>40.40</b>
<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	1,012,865	1,267,361	1,426,972	1,504,972	1,539,972	1,539,972
Uses of Money & Property	90,461	109,888	107,505	107,505	127,505	127,505
Miscellaneous	16,093	12,978	10,800	10,800	10,800	10,800
Conservation Equipment Fund	444	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,119,863</b>	<b>\$ 1,390,227</b>	<b>\$ 1,545,277</b>	<b>\$ 1,623,277</b>	<b>\$ 1,678,277</b>	<b>\$ 1,678,277</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 1,477,435	\$ 1,412,241	\$ 1,635,129	\$ 1,645,129	\$ 1,776,194	\$ 1,776,194
Benefits	508,338	496,746	593,188	593,978	613,067	613,067
Capital Improvement	-	-	-	-	-	-
Purchase Services & Expenses	391,577	400,805	444,376	468,384	486,286	486,286
Supplies & Materials	366,373	352,128	419,655	419,303	419,303	419,303
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 2,743,723</b>	<b>\$ 2,661,920</b>	<b>\$ 3,092,348</b>	<b>\$ 3,126,794</b>	<b>\$ 3,294,850</b>	<b>\$ 3,294,850</b>
<b>ANALYSIS</b>						
No proposed FTE changes.						
FY23 Revenues are expected to increase primarily due to usage increases of the campgrounds, cabins and facilities .						
FY23 Non-salary expenses are anticipated to increase by almost 5% primarily due to \$40,910 in anticipated increases to utilities and credit card processing fees. The \$18,000 in increase to credit card fees will be offset by increased revenue.						

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Golf Administration (1803&1804)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
30-N Golf Pro/Manager	1.00	1.00	1.00	1.00	1.00	1.00
27-N Golf Superintendent	-	-	-	1.00	1.00	1.00
22-N Golf Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00	1.00
21-N Equipment Mechanic - Golf	1.00	1.00	1.00	1.00	1.00	1.00
19-N Golf Maintenance Technician	1.00	1.00	1.00	1.00	-	-
Z Seasonal Assistant Golf Professional	0.73	0.73	0.73	0.73	0.73	0.73
Z Seasonal Golf Pro Staff	7.48	7.48	7.48	7.48	7.48	7.48
Z Seasonal Part Time Groundskeepers	4.77	4.77	4.77	4.77	4.77	4.77
<b>TOTAL POSITIONS</b>	<b>16.98</b>	<b>16.98</b>	<b>16.98</b>	<b>17.98</b>	<b>16.98</b>	<b>16.98</b>

<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ 1,002,012	\$ 1,163,259	\$ 1,070,200	\$ 1,095,700	\$ 1,095,700	\$ 1,095,700
Total Miscellaneous	776	1,023	1,000	1,000	1,000	1,000
Use of Money & Property	5,382	1,238	2,000	1,000	1,000	1,000
Conservation Equipment Fund	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,008,170</b>	<b>\$ 1,165,520</b>	<b>\$ 1,073,200</b>	<b>\$ 1,097,700</b>	<b>\$ 1,097,700</b>	<b>\$ 1,097,700</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 500,326	\$ 534,845	\$ 605,970	\$ 605,970	\$ 643,397	\$ 643,397
Benefits	70,392	340,090	203,049	202,549	237,989	237,989
Capital Outlay	97,096	112,992	203,208	108,208	112,768	112,768
Purchase Services & Expenses	130,997	114,207	122,190	134,917	135,517	135,517
Supplies & Materials	186,916	198,964	217,105	222,105	222,105	222,105
Debt Service	-	-	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 985,727</b>	<b>\$ 1,301,098</b>	<b>\$ 1,351,522</b>	<b>\$ 1,273,749</b>	<b>\$ 1,351,776</b>	<b>\$ 1,351,776</b>
<b>Net Income</b>	<b>\$22,443</b>	<b>(\$135,578)</b>	<b>(\$278,322)</b>	<b>(\$176,049)</b>	<b>(\$254,076)</b>	<b>(\$254,076)</b>

\*Deficits will be covered by Conservation capital project reserve



#### ANALYSIS

The Golf Maintenance Technician was promoted to the vacant Golf Superintendent position. However, there are no plans to fill the now vacant Golf Maintenance position, so there are no proposed changes to total FTEs.

FY23 Revenue is anticipated to increase by \$25,500 due to increased golf course usage.

FT23 Non-Salary Expenses are expected to decrease by \$72,000 primarily due to projected a lower amount budgeted for equipment replacements. The increases shown for Expenses and Supplies can be attributed mostly to utilities.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Wapsi (1805)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
28-N Environmental Education Program Manager	-	-	1.00	1.00	1.00	1.00
28-N Naturalist Program Manager	1.00	1.00	-	-	-	-
24-N Naturalist	2.00	2.00	2.00	2.00	2.00	2.00
Z Seasonal Maintenance/Resident Caretaker	0.66	0.66	0.66	0.66	0.66	0.66
Z Seasonal Assistant Naturalist	0.79	0.79	0.79	1.00	0.79	0.79
<b>TOTAL POSITIONS</b>	<b>4.45</b>	<b>4.45</b>	<b>4.45</b>	<b>4.66</b>	<b>4.45</b>	<b>4.45</b>
<b>Intergovernmental</b>						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	2,785	1,374	1,000	1,000	1,000	1,000
Uses of Money & Property	7,360	8,255	10,000	10,000	10,000	10,000
Miscellaneous	728	306	500	500	500	500
Conservation Equipment Fund	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 10,873</b>	<b>\$ 9,935</b>	<b>\$ 11,500</b>	<b>\$ 11,500</b>	<b>\$ 11,500</b>	<b>\$ 11,500</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 225,823	\$ 235,748	\$ 249,129	\$ 249,129	\$ 260,083	\$ 260,083
Benefits	76,754	80,008	84,886	84,886	92,006	92,006
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	39,645	31,039	52,850	52,850	52,850	52,850
Supplies & Materials	11,108	16,958	16,900	16,900	16,900	16,900
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 353,330</b>	<b>\$ 363,753</b>	<b>\$ 403,765</b>	<b>\$ 403,765</b>	<b>\$ 421,839</b>	<b>\$ 421,839</b>
<b>ANALYSIS</b>						
No proposed FTE changes.						
No proposed Revenue changes.						
Non-salary expenses are anticipated to have no increase.						

# Facility and Support Services

Tammy Speidel, Director



**MISSION STATEMENT:** It is the mission of the Facility and Support Services Department to provide high quality, cost effective services in support of the core services and mission of Scott County Government. Our services include capital asset management (capital planning, purchasing and life-cycle services), facility operations services (maintenance and custodial) and office operations support (mail, document imaging and printing).

<b>ACTIVITY/SERVICE:</b>	Administration	<b>DEPARTMENT:</b>		FSS	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b> All County Bldg Occupants			
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$ 132,083
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Total percentage of CIP projects on time and with in budget.		85%	83%	85%	85%
Maintain total departmental cost per square foot at or below \$6.50 (maintenance and custodial combined)		\$5.17	\$5.55	\$6.50	\$7.00

**PROGRAM DESCRIPTION:**

Responsible for the development and coordination of a comprehensive program for maintenance of all county facilities, including maintenance and custodial services as well as support services (mail/print shop/document imaging, conference room maintenance and scheduling and pool car scheduling) in support of all other County Departments. Develop, prepare and manage departmental as well as Capital Improvement budget and manage projects associated with all facilities and grounds. Handle all aspects of cardholder training, card issuance and cardholder compliance for the County Purchasing Card Program.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Number of cautionary letters issued to Credit Card holders	Limited number of cautionary letters demonstrates adherence to the County's Purchasing Card Policy	2	3	2	3



<b>ACTIVITY/SERVICE:</b>	Maintenance of Buildings	<b>DEPARTMENT:</b>		FSS	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b> Occup. Co. bldgs & agencies			
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$ 2,694,236
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of total man hours spent in safety training		84	63	84	84
# of PM inspections performed quarterly		169	190	150	175
Total maintenance cost per square foot		\$2.64	\$3.14	\$3.25	\$3.50

**PROGRAM DESCRIPTION:**

To maintain the organizations real property and assets in a proactive manner. This program supports the organizations green initiatives by effectively maintaining equipment to ensure efficiency and effective use of energy resources. This program provides prompt service to meet a myriad of needs for our customer departments/offices and visitors to our facilities.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Maintenance Staff will make first contact on 90% of routine work orders within 5 working days of staff assignment.	To be responsive to the workload from our non-jail customers.	91%	94%	90%	90%
Maintenance Staff will strive to do 30% of work on a preventive basis.	To do an increasing amount of work in a scheduled manner rather than reactive.	34%	35%	30%	30%



<b>ACTIVITY/SERVICE:</b>	Custodial Services	<b>DEPARTMENT:</b>	FSS		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	Occupants all county bldgs		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$ 568,441
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of square feet of hard surface floors maintained		525,850	426,444	525,850	525,500
Number of square feet of soft surface floors maintained		233,453	276,994	233,453	233,500
Total Custodial Cost per Square Foot		\$2.53	\$2.41	\$3.25	\$3.50

**PROGRAM DESCRIPTION:**

To provide a clean and sanitary building environment for our customer departments/offices and the public. This program has a large role in supporting the organization-wide green initiative by administering recycling and green cleaning efforts. This program administers physical building security and access control.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Divert 85,000 pounds of waste from the landfill by: shredding confidential info, recycling cardboard, plastic & metals, kitchen grease	To continually reduce our output of material that goes to the landfill.	127,900	105,340	100,000	100,000
Perform annual green audit on 40% of FSS cleaning products.	To ensure that our cleaning products are "green" by current industry standards.	35%	35%	40%	40%

<b>ACTIVITY/SERVICE:</b>	Support Services	<b>DEPARTMENT:</b>	FSS		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	Dept/offices/external customers		
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b>	497,744
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Actual number of hours spent on imaging including quality control and doc prep		3,161	1,683	2,500	2,000
Total number of pieces of mail processed through the mail room		383,158	462,447	328,000	300,000
Total number of copies produced in the Print Shop		625,862	543,179	500,000	500,000

**PROGRAM DESCRIPTION:**

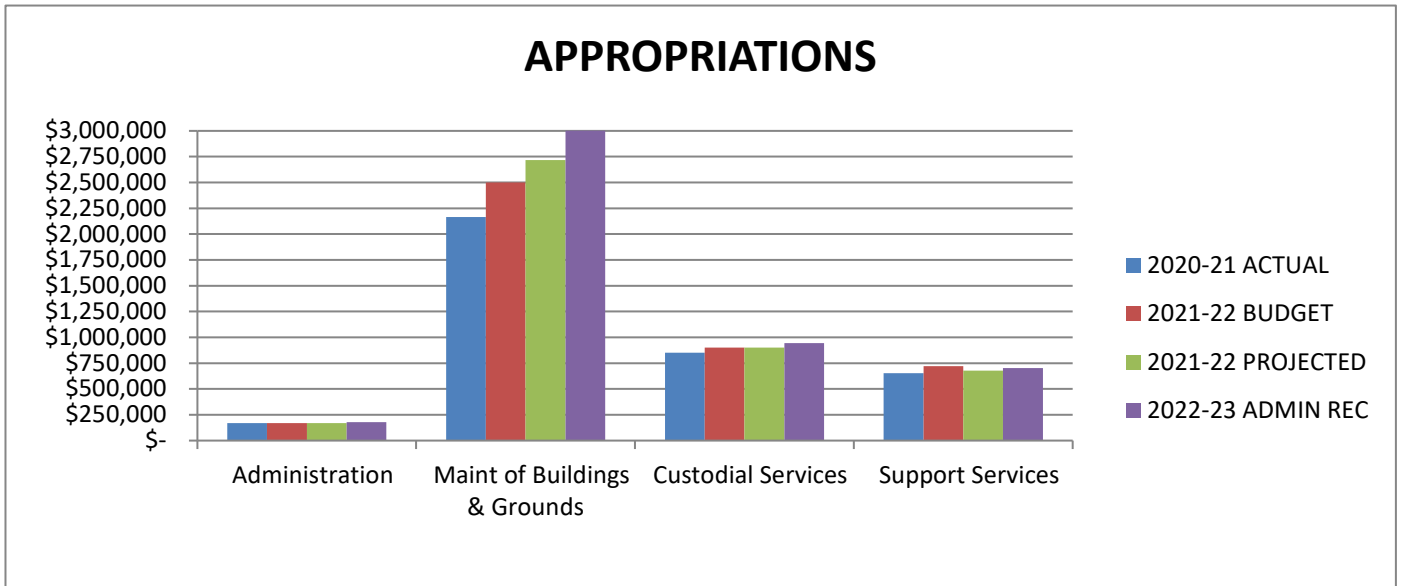
To provide support services to all customer departments/offices including: county reception, imaging, print shop, mail, reception, FSS Fleet scheduling, conference scheduling and office clerical support. To provide support to FSS admin by processing AP/PC/PAYROLL and other requested administrative tasks.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Support Services staff will participate in safety training classes (offered in house) on an annual basis.	Participation will result in a work force that is better trained and a safer work environment.	38 hours	78 hours	38 hours	40 hours
Mail room will send out information regarding mail preparation of outgoing mail.	Four times per year the Print Shop will prepare and send out information which will educate customers to try and reduce the amount of mail pieces damaged and/or returned to the outgoing department.	4	0	4	4

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Facility&Support Services Admin (1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
37-N Facility and Support Services Director	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ 8,679	\$ 8,802	\$ -	\$ -	\$ -	\$ -
Miscellaneous	62	-	100	100	50	50
<b>TOTAL REVENUES</b>	<b>\$ 8,741</b>	<b>\$ 8,802</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ 50</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 109,642	\$ 114,756	\$ 120,285	\$ 120,285	\$ 126,974	\$ 126,974
Benefits	40,562	42,025	45,196	45,196	47,756	47,756
Purchase Services & Expenses	1,582	715	4,050	3,550	3,850	3,850
Supplies & Materials	173	22	300	300	309	309
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 151,959</b>	<b>\$ 157,518</b>	<b>\$ 169,831</b>	<b>\$ 169,331</b>	<b>\$ 178,889</b>	<b>\$ 178,889</b>



**ANALYSIS**

There are no increases in FTE's for this program and the increase in expenses is mainly due to the increase in salary and benefits.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY 15&amp;16)</b>	<b>2019-20 ACTUAL</b>	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2021-22 PROJECTED</b>	<b>2022-23 REQUEST</b>	<b>2022-23 ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
27-N Facilities Maintenance Manager	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Manager	-	-	-	-	-	-
24-AFSCME Senior Electronic System Technician	-	-	1.00	1.00	1.00	1.00
23-AFSCME Electronic System Technician	2.00	2.00	1.00	1.00	1.00	1.00
19-AFSCME Senior Facilities Maintenance Worker	4.00	4.00	4.00	4.00	4.00	4.00
19-AFSCME Facilities Maintenance Worker	2.00	2.00	2.00	2.00	2.00	2.00
16-AFSCME Grounds Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 102,277	\$ 64,244	\$ 93,535	\$ 93,535	\$ 95,610	\$ 95,610
Miscellaneous	24,686	31,646	19,925	17,575	19,325	19,325
Sales General Fixed Assets	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 126,963</b>	<b>\$ 95,890</b>	<b>\$ 113,460</b>	<b>\$ 111,110</b>	<b>\$ 114,935</b>	<b>\$ 114,935</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 503,915	\$ 525,259	\$ 565,962	\$ 565,962	\$ 579,818	\$ 579,818
Benefits	205,368	214,090	228,888	228,888	267,282	267,282
Capital Outlay	4,912	-	500	-	500	500
Purchase Services & Expenses	1,226,851	1,373,112	1,631,910	1,852,235	2,091,193	2,091,193
Supplies & Materials	60,166	53,251	71,545	70,545	71,120	71,120
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 2,001,212</b>	<b>\$ 2,165,712</b>	<b>\$ 2,498,805</b>	<b>\$ 2,717,630</b>	<b>\$ 3,009,913</b>	<b>\$ 3,009,913</b>

**ANALYSIS**

There are no increases in FTE's for these programs.

The 11 percent increase in Purchase Services and Expenses is due to the increased costs of maintenance contracts and increased costs of materials and supplies used to maintain equipment and buildings. As the age of buildings increase there are more anticipated repairs to these aging buildings. Costs of parts and pieces have continued to climb for material parts just like everything else maintenance/construction/building related.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Custodial Services (1507&amp;1516)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
21-N Custodial Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
16-AFSCME Custodian	13.12	13.12	13.12	13.12	13.12	13.12
<b>TOTAL POSITIONS</b>	<b>14.12</b>	<b>14.12</b>	<b>14.12</b>	<b>14.12</b>	<b>14.12</b>	<b>14.12</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 69,877	\$ 70,478	\$ 68,250	\$ 68,250	\$ 69,750	\$ 69,750
Miscellaneous	57,054	58,173	49,692	45,755	51,935	51,935
<b>TOTAL REVENUES</b>	<b>\$ 126,931</b>	<b>\$ 128,651</b>	<b>\$ 117,942</b>	<b>\$ 114,005</b>	<b>\$ 121,685</b>	<b>\$ 121,685</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 553,975	\$ 565,015	\$ 590,662	\$ 590,662	\$ 611,026	\$ 611,026
Benefits	229,513	226,948	239,907	239,907	256,392	256,392
Capital Outlay	2,794	8,215	8,500	8,500	11,200	11,200
Purchase Services & Expenses	3,764	40	400	400	400	400
Supplies & Materials	61,128	51,704	61,000	61,000	65,500	65,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 851,174</b>	<b>\$ 851,922</b>	<b>\$ 900,469</b>	<b>\$ 900,469</b>	<b>\$ 944,518</b>	<b>\$ 944,518</b>

#### **ANALYSIS**

There are no increases in FTE's for these programs.

The increase in supplies and materials is due to the costs of supplies and materials increasing over the past couple of years.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Support Services (1509)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
Purchasing Specialist	-	-	-	-	-	-
18-AFSCME Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
16-AFSCME Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00
16-AFSCME Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00
<b>TOTAL POSITIONS</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 7,213	\$ 6,706	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Charges for Services	43,600	50,322	35,000	33,000	35,000	35,000
Miscellaneous	2,079	12,250	100	100	100	100
<b>TOTAL REVENUES</b>	<b>\$ 52,892</b>	<b>\$ 69,278</b>	<b>\$ 41,100</b>	<b>\$ 39,100</b>	<b>\$ 41,100</b>	<b>\$ 41,100</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 194,070	\$ 183,968	\$ 208,884	\$ 208,884	\$ 203,024	\$ 203,024
Benefits	88,404	89,379	115,542	115,542	110,671	110,671
Capital Outlay	-	6,949	12,000	-	21,000	21,000
Purchase Services & Expenses	339,532	369,819	345,700	327,500	342,700	342,700
Supplies & Materials	30,273	4,026	40,000	24,500	25,620	25,620
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 652,279</b>	<b>\$ 654,141</b>	<b>\$ 722,126</b>	<b>\$ 676,426</b>	<b>\$ 703,015</b>	<b>\$ 703,015</b>

**ANALYSIS**

There are no increases in FTE's for this program.

The increase in Capital for \$21,000 is earmarked for the potential need of a new postage machine.

# Health Department

Amy Thoreson, Director



**MISSION STATEMENT: The Scott County Health Department is committed to promoting, protecting and preserving the health of the community by providing leadership and direction as advocates for the individual, the family, the community and the environment we serve.**

<b>ACTIVITY/SERVICE:</b>	Administration	<b>DEPARTMENT:</b>		Health/Admin/1000	
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>		All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$1,552,300
<b>OUTPUTS</b>		<b>2019-20 ACTUAL</b>	<b>2020-21 ACTUAL</b>	<b>2021-22 PROJECTED</b>	<b>2022-23 PROJECTED</b>
Annual Report		1	1	1	1
Minutes of the BOH Meeting		9	10	10	10
Number of grant contracts awarded.		19	14	14	14
Number of subcontracts issued.		8	5	5	8
Number of subcontracts issued by funder guidelines.		8	5	5	8
Number of subcontractors.		4	4	4	6
Number of subcontractors due for an annual review.		4	3	3	6
Number of subcontractors that received an annual review.		4	3	3	6
Number of benefit eligible staff		45	46	46	49
Number of benefit eligible staff participating in QI projects (unduplicated)		14	0	28	17
Number of staff		50	52	51	58
Number of staff that complete department required 12 hours of continuing education.		47	37	51	58
Total number of consumers reached with education.		9,846	1,379	7,500	7,500
Number of consumers receiving face-to-face educational information about physical, behavioral, environmental, social, economic or other issues affecting health.		2,686	1,079	2,700	2,700
Number of consumers receiving face-to-face education reporting the information they received will help them or someone else to make healthy choices.		2,595	1,069	2,565	2,565

**PROGRAM DESCRIPTION:**

Iowa Code Ch. 137 requires each county maintain a Local Board of Health. One responsibility of the Board of Health is to assure compliance with grant requirements-programmatically and financially. Another is educate the community through a variety of methods including media, marketing venues, formal educational presentations, health fairs, training, etc. As the department pursued PHAB accreditation, quality improvement and workforce development efforts took a more prominent role throughout the department. The department is working to achieve a culture of quality.



PERFORMANCE MEASUREMENT		2019-20 ACTUAL	2020-21 ACTUAL	2021-22 PROJECTED	2022-23 PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Provide guidance, information and updates to Board of Health as required by Iowa Code Chapter 137.	Board of Health will meet at least six times per year as required by law.	9	10	10	10
Delivery of public health services through subcontract relationships with community partners.	Subcontracts will be issued according to funder guidelines.	100%	100%	100%	100%
Subcontractors will be educated and informed about the expectations of their subcontract.	Subcontractors will receive an annual programmatic review.	100%	100%	100%	100%
Establish a culture of quality within the Scott County Health Department.	Percent of benefit eligible staff participating in QI Projects (unduplicated).	94%	0%	100%	35%
SCHD will support and retain a capable and qualified workforce.	Percent of staff that complete the department's expectation of 12 hours of continuing education.	31%	71%	40%	100%
Scott County residents will be educated on issues affecting health.	Consumers receiving face-to-face education report that the information they received will help them or someone else to make healthy choices.	97%	99%	95%	95%



<b>ACTIVITY/SERVICE:</b>	Animal Bite Rabies Risk Assessment and Recommendations for Post Exposure Prophylaxis	<b>DEPARTMENT:</b>	Health/Clinical/2015		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$116,515
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of exposures that required a rabies risk assessment.		278	217	280	280
Number of exposures that received a rabies risk assessment.		278	217	280	280
Number of exposures determined to be at risk for rabies that received a recommendation for rabies post-exposure prophylaxis.		278	217	280	280
Number of health care providers notified of their patient's exposure and rabies recommendation.		17	16	50	50
Number of health care providers sent a rabies treatment instruction sheet at the time of notification regarding their patient's exposure.		17	16	50	50

**PROGRAM DESCRIPTION:**

Animal bites are required by law to be reported. The department works with Scott County Animal Control to follow-up on bites to determine whether the individual(s) is at risk for contract rabies. Once the risk has been determined, a medical recommendation for post-exposure prophylaxis treatment for individuals involved in animal bites or exposures can be made in consultation with the department's medical director.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Provide a determination of rabies risk exposure and recommendations.	Reported exposures will receive a rabies risk assessment.	100%	100%	100%	100%
Provide a determination of rabies risk exposure and recommendations.	Exposures determined to be at risk for rabies will have a recommendation for rabies post-exposure prophylaxis.	100%	100%	100%	100%
Health care providers will be informed about how to access rabies treatment.	Health care providers will be sent an instruction sheet on how to access rabies treatment at the time they are notified of their patient's bite/exposure.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Childhood Lead Poisoning Prevention	<b>DEPARTMENT:</b>		Health/Clinical/2016
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$64,448
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of children with a capillary blood lead level of greater than or equal to 10 ug/dl.	12	4	12	8
Number of children with a capillary blood lead level of greater than or equal to 10 ug/dl who receive a venous confirmatory test.	12	5	12	8
Number of children who have a confirmed blood lead level of greater than or equal to 15 ug/dl.	8	4	8	6
Number of children who have a confirmed blood lead level of greater than or equal to 15 ug/dl who have a home nursing or outreach visit.	8	4	8	6
Number of children who have a confirmed blood lead level of greater than or equal to 20 ug/dl.	5	1	5	3
Number of children who have a confirmed blood lead level of greater than or equal to 20 ug/dl who have a complete initial medical evaluation from a physician.	5	1	5	3
Number of environmental investigations completed for children who have a confirmed blood lead level of greater than or equal to 20 ug/dl.	5	1	5	3
Number of environmental investigations completed, within IDPH timelines, for children who have a confirmed blood lead level of greater than or equal to 20 ug/dl.	5	1	5	3
Number of environmental investigations completed for children who have two confirmed blood lead levels of 15-19 ug/dl.	3	0	4	4
Number of environmental investigations completed, within IDPH timelines, for children who have two confirmed blood lead levels of 15-19 ug/dl.	3	0	4	4
Number of open lead properties.	27	25	25	25
Number of open lead properties that receive a reinspection.	25	35	50	50
Number of open lead properties that receive a reinspection every six months.	25	31	52	50
Number of lead presentations given.	12	18	12	12

**PROGRAM DESCRIPTION:**

The department provides childhood blood lead testing and case management of all lead poisoned children in Scott County. It also works with community partners to conduct screening to identify children with elevated levels not previously identified by physicians. Staff conducts environmental health inspections and reinspections of properties where children with elevated blood lead levels live and links property owners to community resources to support lead remediation. Staff participates in community-wide coalition efforts to decrease lead poisoning in Scott County through education and remediation of properties at risk SCC CH27, IAC 641, Chapter 67,69,70.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Children identified with blood lead levels greater than or equal to 10 micrograms per deciliter receive services as appropriate for the blood lead level.	Children with capillary blood lead levels greater than or equal to 10 ug/dl receive confirmatory venous blood lead measurements.	100%	125%	100%	100%
Children identified with blood lead levels greater than or equal to 10 micrograms per deciliter receive services as appropriate for the blood lead level.	Ensure children with confirmed blood lead levels greater than or equal to 15 ug/dl receive a home nursing or outreach visit.	100%	100%	100%	100%
Children identified with blood lead levels greater than or equal to 10 micrograms per deciliter receive services as appropriate for the blood lead level.	Ensure children with venous blood lead levels greater than or equal to 20 ug/dl receive a complete medical evaluation from a physician.	100%	100%	100%	100%
Assure that elevated blood lead inspections are conducted by certified elevated blood lead inspectors/risk assessors employed by or under contract with a certified elevated blood lead inspection agency.	Complete environmental investigations for children having a single venous blood lead level greater than or equal to 20 ug/dl according to required timelines.	100%	100%	100%	100%
Assure that elevated blood lead inspections are conducted by certified elevated blood lead inspectors/risk assessors employed by or under contract with a certified elevated blood lead inspection agency.	Complete environmental investigations of homes associated with children who have two venous blood lead levels of 15-19 ug/dl according to required timelines.	100%	100%	100%	100%
Ensure that lead-based paint hazards identified in dwelling units associated with an elevated blood lead child are corrected.	Ensure open lead inspections are re-inspected every six months.	100%	89%	100%	100%
Assure the provision of a public health education program about lead poisoning and the dangers of lead poisoning to children.	By June 30, twelve presentations on lead poisoning will be given to target audiences.	140%	180%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Communicable Disease	<b>DEPARTMENT:</b>	Health/Clinical/2017		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$81,897
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of communicable diseases reported through surveillance.		1443	na	6000	4000
Number of reportable communicable diseases (non-COVID-19) requiring investigation.		112	100	165	165
Number of reportable communicable diseases (non-COVID-19) investigated according to IDPH timelines.		112	100	165	165
Number of reportable communicable diseases (non-COVID-19) required to be entered into IDSS.		112	100	165	165
Number of reportable communicable diseases (non-COVID-19) required to be entered into IDSS that were entered within 3 business days.		112	100	165	165

**PROGRAM DESCRIPTION:**

Program to investigate and prevent the spread of communicable diseases and ensure proper treatment of disease. There are approximately 50 communicable diseases or disease types that are required to be reported to public health. When notified, the department completes appropriate case interviews and investigations in order to gather information and issues recommendations to help stop the spread of the disease. Also includes the investigation of food borne outbreaks. Ch 139 IAC

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Stop or limit the spread of communicable diseases.	Initiate communicable disease investigations of reported diseases according to Iowa Department of Public Health guidelines.	100%	100%	100%	100%
Assure accurate and timely documentation of communicable diseases.	Cases requiring follow-up will be entered into IDSS (Iowa Disease Surveillance System) within 3 business days.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Community Transformation	<b>DEPARTMENT:</b> Health/Community Health/2038		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b> All Residents		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b> 01 General	<b>BUDGET:</b> \$97,321	
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of worksites where a wellness assessment is completed.	4	4	5	5
Number of worksites that made a policy or environmental improvement identified in a workplace wellness assessment.	1	0	5	5
Number of communities where a community wellness assessment is completed.	2	3	5	5
Number of communities where a policy or environmental improvement identified in a community wellness assessment is implemented.	2	0	5	5

**PROGRAM DESCRIPTION:**

Create environmental and systems changes at the community level that integrate public health, worksite and community initiatives to help prevent chronic disease through good nutrition and physical activity. Evidence based assessment tools are utilized to assess workplaces and/or communities in order to develop recommendations for change.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Workplaces will implement policy or environmental changes to support employee health and wellness.	Workplaces will implement policy or environmental changes to support employee health and wellness.	25%	0%	100%	100%
Communities will implement policy or environmental changes to support community health and wellness.	CTP targeted communities will implement evidence based recommendations for policy or environmental change based upon assessment recommendations.	100%	0%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Correctional Health	<b>DEPARTMENT:</b>	Health/Public Safety/2006	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$1,643,693
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of inmates in the jail greater than 14 days.	1,220	937	1,320	1,320
Number of inmates in the jail greater than 14 days with a current health appraisal.	1,202	657	1,307	1,307
Number of inmate health contacts.	17,778	29,885	35,000	35,000
Number of inmate health contacts provided in the jail.	17,593	29,712	34,650	34,650
Number of medical requests received.	6,732	5,397	8,500	8,500
Number of medical requests responded to within 48 hours.	6,725	5,395	8,500	8,500

**PROGRAM DESCRIPTION:**

Provide needed medical care for all Scott County inmates 24 hours a day. Includes passing of medication, sick call, nursing assessments, health screenings and limited emergency care.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Inmates are screened for medical conditions that could impact jail operations.	Inmates who stay in the facility greater than 14 days will have a current health appraisal (within 1st 14 days or within 90 days of current incarceration date).	99%	70%	99%	99%
Medical care is provided in a cost-effective, secure environment.	Maintain inmate health contacts within the jail facility.	99%	99%	99%	99%
Assure timely response to inmate medical requests.	Medical requests are reviewed and responded to within 48 hours.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Child Health Program	<b>DEPARTMENT:</b>		Health/Family Health/2032	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$334,159
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of families who were informed.		4,279	3,248	4,100	6,000
Number of families who received an inform completion.		2,072	1,612	2,050	3,000
Number of children in agency home.		188*	603	500	750
Number of children with a medical home as defined by the Iowa Department of Public Health.		150*	489	400	600

**PROGRAM DESCRIPTION:**

Promote health care for children from birth through age 21 through services that are family-centered, community based, collaborative, comprehensive, coordinated, culturally competent and developmentally appropriate.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Ensure Scott County families (children) are informed of the services available through the Early Periodic Screening Diagnosis and Treatment (EPSDT) Program.	Families will be contacted to ensure they are aware of the benefits available to them through the EPSDT program through the inform completion process.	48%	50%	50%	50%
Ensure EPSDT Program participants have a routine source of medical care.	Children in the EPSDT Program will have a medical home.	79%	81%	80%	80%

<b>ACTIVITY/SERVICE:</b>	Emergency Medical Services	<b>DEPARTMENT:</b>	Health/Admin/2007	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$50,865
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of ambulance services required to be licensed in Scott County.	9	9	9	9
Number of ambulance service applications delivered according to timelines.	9	9	9	9
Number of ambulance service applications submitted according to timelines.	9	9	9	9
Number of ambulance service licenses issued prior to the expiration date of the current license.	9	9	9	9

**PROGRAM DESCRIPTION:**

The department issues ambulance licenses to operate in Scott County and defines boundaries for providing service according to County Code of Ordinances Chapter 28. Department participates in the quality assurance of ambulance efforts across Scott County.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Provide licensure assistance to all ambulance services required to be licensed in Scott County.	Applications will be delivered to the services at least 90 days prior to the requested effective date of the license.	100%	100%	100%	100%
Ensure prompt submission of applications.	Completed applications will be received at least 60 days prior to the requested effective date of the license.	100%	100%	100%	100%
Ambulance licenses will be issued according to Scott County Code.	Licenses are issued to all ambulance services required to be licensed in Scott County prior to the expiration date of the current license.	100%	100%	100%	100%



<b>ACTIVITY/SERVICE:</b>	Employee Health	<b>DEPARTMENT:</b>		Health/Clinical/2019
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$22,566
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of employees eligible to receive annual hearing tests.	181	190	185	190
Number of employees who receive their annual hearing test or sign a waiver.	181	190	185	190
Number of employees eligible for Hepatitis B vaccine.	48	74	50	50
Number of employees eligible for Hepatitis B vaccine who received the vaccination, had a titer drawn, produced record of a titer or signed a waiver within 3 weeks of their start date.	48	74	50	50
Number of eligible new employees who received blood borne pathogen training.	32	45	35	50
Number of eligible new employees who received blood borne pathogen training within 3 weeks of their start date.	32	45	35	50
Number of employees eligible to receive annual blood borne pathogen training.	235	269	260	270
Number of eligible employees who receive annual blood borne pathogen training.	235	269	260	270
Number of employees eligible for tuberculosis screening who receive a pre-employment physical.	32	45	30	50
Number of employees eligible for tuberculosis screening who receive a pre-employment physical that includes a tuberculosis screening.	32	45	30	50
Number of employees eligible for tuberculosis screening who receive a booster screening within four weeks of their pre-employment screening.	32	41	30	50
Number of employees eligible to receive annual tuberculosis training.	235	268	260	270
Number of eligible employees who receive annual tuberculosis training.	235	268	260	270

**PROGRAM DESCRIPTION:**

Tuberculosis testing , Hepatitis B vaccinations, Hearing and Blood borne Pathogen education, CPR trainings, Hearing screenings, etc for all Scott County employees that meet risk criteria as outlined by OSHA. Assistance for jail medical staff is used to complete services provided to Correctional staff. (OSHA 1910.1020)

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Minimize employee risk for work related hearing loss.	Eligible employees will receive their hearing test or sign a waiver annually.	100%	100%	100%	100%
Minimize the risk of workplace exposure to blood borne pathogens.	Eligible employees will receive Hepatitis B vaccination, have titer drawn, produce record of a titer or sign a waiver of vaccination or titer within 3 weeks of their start date.	100%	100%	100%	100%
Minimize the risk of workplace exposure to blood borne pathogens.	Eligible new employees will receive blood borne pathogen education within 3 weeks of their start date.	100%	100%	100%	100%
Minimize the risk of workplace exposure to blood borne pathogens.	Eligible employees will receive blood borne pathogen education annually.	100%	100%	100%	100%
Early identification of employees for possible exposure to tuberculosis.	Eligible new hires will be screened for tuberculosis during pre-employment physical.	100%	100%	100%	100%
Early identification of employees for possible exposure to tuberculosis.	Eligible new employees will receive a booster screening for tuberculosis within four weeks of their initial screen.	100%	100%	100%	100%
Early identification of employees for possible exposure to tuberculosis.	Eligible employees will receive tuberculosis education annually.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Food Establishment Licensing and Inspection	<b>DEPARTMENT:</b>	Health/Environmental/2040	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$388,057
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of inspections required.	1412	1488	1400	1476
Number of inspections completed.	899	1055	1400	1476
Number of inspections with critical violations noted.	495	609	812	886
Number of critical violation reinspections completed.	491	607	812	886
Number of critical violation reinspections completed within 10 days of the initial inspection.	449	546	731	797
Number of inspections with non-critical violations noted.	377	478	630	738
Number of non-critical violation reinspections completed.	373	468	630	738
Number of non-critical violation reinspections completed within 90 days of the initial inspection.	369	463	599	701
Number of complaints received.	164	146	125	120
Number of complaints investigated according to Nuisance Procedure timelines.	164	146	125	120
Number of complaints investigated that are justified.	55	29	50	40
Number of temporary vendors who submit an application to operate.	194	84	300	300
Number of temporary vendors licensed to operate prior to the event.	194	84	300	300

The Board of Health has a 28E Agreement with the Iowa Department of Inspections and Appeals to regulate establishments that prepare and sell food for human consumption on or off their premise according to Iowa and FDA food code. SCHD licenses and inspects food service establishments, retail food establishments, home food establishments, warehouses, mobile food carts, farmers' markets, temporary events. Department of Inspection and Appeals, IAC 481 Chapter 30 Food and Consumer Safety.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Meet SCHED's contract obligations with the Iowa Department of Inspections and Appeals.	Food Establishment inspections will be completed annually.	64%	71%	100%	100%
Ensure compliance with the food code.	Critical violation reinspections will be completed within 10 days of the date of inspection.	91%	90%	90%	90%
Ensure compliance with the food code.	Non-critical violation reinspections will be completed within 90 days of the date of inspection.	99%	98%	95%	95%
Ensure compliance with the food code.	Complaints will be investigated to determine whether justified within timelines established in the Nuisance Procedure.	100%	100%	100%	100%
Temporary vendors will be conditionally approved and licensed based on their application.	Temporary vendors will have their license to operate in place prior to the event.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Hawki	<b>DEPARTMENT:</b>		Health/Family Health/2035	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>		All Residents	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$33,861
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of schools targeted to provide outreach regarding how to access and refer to the Hawki Program.		62	60	62	80
Number of schools where outreach regarding how to access and refer to the Hawki Program is provided.		62	67	62	80
Number of medical provider offices targeted to provide outreach regarding how to access and refer to the Hawki Program.		60	60	100	120
Number of medical providers offices where outreach regarding how to access and refer to the Hawki Program is provided.		67	75	100	120
Number of dental providers targeted to provide outreach regarding how to access and refer to the Hawki Program.		70	110	110	75
Number of dental providers where outreach regarding how to access and refer to the Hawki Program is provided.		100	105	110	75
Number of faith-based organizations targeted to provide outreach regarding how to access and refer to the Hawki Program.		25	15	25	35
Number of faith-based organizations where outreach regarding how to access and refer to the Hawki Program is provided.		29	78	25	35

**PROGRAM DESCRIPTION:**

Hawki Outreach is a program for enrolling uninsured children in health care coverage. The Department of Human Services contracts with the Iowa Department of Public Health and its Child Health agencies to provide this statewide community-based grassroots outreach program.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
School personnel will understand the Hawki Program and how to link families to enrollment assistance.	Schools will be contacted according to grant action plans.	100%	112%	100%	100%
Medical provider office personnel will understand the Hawki Program and how to link families to enrollment assistance.	Medical provider offices will be contacted according to grant action plans.	112%	125%	100%	100%
Dental provider office personnel will understand the Hawki Program and how to link families to enrollment assistance.	Dental provider offices will be contacted according to grant action plans.	143%	95%	100%	100%
Faith-based organization personnel will understand the Hawki Program and how to link families to enrollment assistance.	Faith-based organizations will be contacted according to grant action plans.	116%	520%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Healthy Child Care Iowa	<b>DEPARTMENT:</b>	Health/Family Health/2022		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$180,511
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	
Number of technical assistance requests received from centers.	312	634	250	300	
Number of technical assistance requests received from child care homes.	62	122	75	75	
Number of technical assistance requests from centers responded to.	312	634	250	300	
Number of technical assistance requests from child care homes responded to.	62	122	75	75	
Number of technical assistance requests from centers that are resolved.	312	634	250	300	
Number of technical assistance requests from child care homes that are resolved.	62	633	75	75	
Number of child care providers who attend training.	122	23	180	180	
Number of child care providers who attend training and report that they have gained valuable information that will help them to make their home/center safer and healthier.	116	23	171	171	

**PROGRAM DESCRIPTION:**

Provide education to child care providers regarding health and safety issues to ensure safe and healthy issues

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Safe, healthy child care environments for all children, including those with special health needs.	Technical assistance requests from centers are responded to.	100%	100%	100%	100%
Safe, healthy child care environments for all children, including those with special health needs.	Technical assistance requests from day care homes are responded to.	100%	100%	100%	100%
Safe, healthy child care environments for all children, including those with special health needs.	Technical assistance requests from centers are resolved.	100%	100%	100%	100%
Safe, healthy child care environments for all children, including those with special health needs.	Technical assistance requests from day care homes are resolved.	100%	100%	100%	100%
Safe, healthy child care environments for all children, including those with special health needs.	Child care providers attending trainings report that the training will enable them to make their home/center/ preschool safer and healthier.	95%	100%	95%	100%

<b>ACTIVITY/SERVICE:</b>	Hotel/Motel Program	<b>DEPARTMENT:</b>	Health/Environmental/2042	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$3,579
<b>OUTPUTS</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of licensed hotels/motels.	46	46	46	46
Number of licensed hotels/motels requiring inspection.	23	24	23	24
Number of licensed hotels/motels inspected by June 30.	23	22	23	24
Number of inspected hotels/motels with violations.	10	14	8	8
Number of inspected hotels/motels with violations reinspected.	10	14	8	8
Number of inspected hotels/motels with violations reinspected within 30 days of the inspection.	10	14	8	8
Number of complaints received.	12	10	18	10
Number of complaints investigated according to Nuisance Procedure timelines.	12	10	18	10
Number of complaints investigated that are justified.	3	3	9	3

**PROGRAM DESCRIPTION:**

Board of Health has a 28E Agreement with the Iowa Department of Inspections and Appeals regarding licensing and inspecting hotels/motels to assure state code compliance. Department of Inspections and Appeals, IAC 481, Chapter 37 Hotel and Motel Inspections.

<b>PERFORMANCE MEASUREMENT</b>		<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Assure compliance with Iowa Administrative Code.	Licensed hotels/motels will have an inspection completed by June 30 according to the bi-yearly schedule.	100%	92%	100%	100%
Assure compliance with Iowa Administrative Code.	Licensed hotels/motels with identified violations will be reinspected within 30 days.	100%	100%	100%	100%
Assure compliance with Iowa Administrative Code.	Complaints will be investigated to determine whether justified within timelines established in the Nuisance Procedure.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Immunization	<b>DEPARTMENT:</b>	Health/Clinical/2024	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$288,671
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of two year olds seen at the SCHD clinic.	53	20	75	75
Number of two year olds seen at the SCHD clinic who are up-to-date with their vaccinations.	42	13	60	60
Number of doses of vaccine shipped to SCHD.	3,754	2,907	3,500	3,500
Number of doses of vaccine wasted.	4	2	4	5
Number of school immunization records audited.	29,692	29,112	29,765	29,765
Number of school immunization records up-to-date.	29,502	29,058	29,616	29,616
Number of preschool and child care center immunization records audited.	6,147	4,892	6,160	6,160
Number of preschool and child care center immunization records up-to-date.	6,077	4,873	6,092	6,092

**PROGRAM DESCRIPTION:**

Immunizations are provided to children birth through 18 years of age, in Scott County, who qualify for the federal Vaccine for Children (VFC) program as provider of last resort. IAC 641 Chapter 7. Program also includes an immunization record audit of all children enrolled in an elementary, intermediate, or secondary school in Scott County. An immunization record audit of all licensed preschool/child care facilities in Scott County is also completed. IAC 641 Chapter 7

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Assure that clients seen at the Scott County Health Department receive the appropriate vaccinations.	Two year olds seen at the Scott County Health Department are up-to-date with their vaccinations.	79%	65%	80%	80%
Assure that vaccine is used efficiently.	Vaccine wastage as reported by the Iowa Department of Public Health will not exceed contract guidelines of 5%.	0.11%	0.07%	0.10%	0.14%
Assure that all schools, preschools and child care centers have up-to-date immunization records.	School records will show up-to-date immunizations.	99.4%	99.8%	99.5%	99.5%
Assure that all schools, preschools and child care centers have up-to-date immunization records.	Preschool and child care center records will show up-to-date immunizations.	98.9%	99.6%	98.9%	98.9%



<b>ACTIVITY/SERVICE:</b>	Injury Prevention	<b>DEPARTMENT:</b>	Health/Community Health/2008		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$16,667
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of community-based injury prevention meetings and events.		19	19	18	18
Number of community-based injury prevention meetings and events with a SCHED staff member in attendance.		19	19	18	18

**PROGRAM DESCRIPTION:**

Partner with community agencies to identify, assess, and reduce the leading causes of unintentional injuries in Scott County. Share educational messaging on injury prevention in the community.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Engage in community-based injury prevention initiatives.	A SCHED staff member will be present at community-based injury prevention meetings and events. (Safe Kids/Safe Communities, Senior Fall Prevention, CARS)	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	I-Smile Dental Home Project	<b>DEPARTMENT:</b>	Health/Family Health/2036	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$341,437
<b>OUTPUTS</b>		<b>2019-20 ACTUAL</b>	<b>2020-21 ACTUAL</b>	<b>2021-22 PROJECTED</b>
		<b>2022-23 PROJECTED</b>		
Number of practicing dentists in Scott County.		111	91	107
Number of practicing dentists in Scott County accepting Medicaid enrolled children as clients.		13	12	25
Number of practicing dentists in Scott County accepting Medicaid enrolled children as clients only with an I-Smile referral and/or accepting dental vouchers.		12	9	15
Number of kindergarten students.		2,271	2,123	2,234
Number of kindergarten students with a completed Certificate of Dental Screening.		2,233	1,897	2,212
Number of ninth grade students.		2,304	2,354	2,332
Number of ninth grade students with a completed Certificate of Dental Screening.		1,699	978	1,796

**PROGRAM DESCRIPTION:**

Assure dental services are made available to uninsured/underinsured children in Scott County.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20 ACTUAL</b>	<b>2020-21 ACTUAL</b>	<b>2021-22 PROJECTED</b>	<b>2022-23 PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Assure a routine source of dental care for Medicaid enrolled children in Scott County.	Scott County practicing dentists who are accepting Medicaid enrolled children into their practice.	12%	13%	23%	13%
Assure access to dental care for Medicaid enrolled children in Scott County.	Scott County practicing dentists who are accepting Medicaid enrolled children into their practice by I-Smile referral only.	11%	10%	14%	11%
Assure compliance with Iowa's Dental Screening Mandate.	Students entering kindergarten will have a valid Certificate of Dental Screening.	98.3%	89%	99%	99%
Assure compliance with Iowa's Dental Screening Mandate.	Students entering ninth grade will have a valid Certificate of Dental Screening.	74.0%	42%	77%	77%

<b>ACTIVITY/SERVICE:</b>	Maternal Health	<b>DEPARTMENT:</b>	Health/Family Health/2033		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$271,243
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of Maternal Health Direct Care Services Provided		456	231	750	900
Number of Maternal Health clients discharged from Maternal Health		93	91	250	325
Number of Maternal Health clients with a medical home when discharged from Maternal Health.		76	79	200	325

**PROGRAM DESCRIPTION:**

The Maternal Health (MH) Program is part of the federal Title V Program. It is delivered through a contract with the Iowa Department of Public Health. The MH Program promotes the health of pregnant women and infants by providing or assuring access to prenatal and postpartum health care for low-income women. Services include: linking to health insurance, completing risk assessments, providing medical and dental care coordination, providing education, linking to transportation, offering breastfeeding classes, addressing health disparities, providing post-partum follow-up, etc. Dental care is particularly important for pregnant women because hormone levels during pregnancy can increase the risk of oral health problems.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Maternal Health clients will have positive health outcomes for mother and baby.	Women in the Maternal Program will have a medical home to receive early and regular prenatal care.	80%	87%	80%	100%

<b>ACTIVITY/SERVICE:</b>	Medical Examiner	<b>DEPARTMENT:</b>	Health/Administration/2001		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$447,250	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of deaths in Scott County.		1844	2105	1790	1913
Number of deaths in Scott County deemed a Medical Examiner case.		328	437	320	362
Number of Medical Examiner cases with a cause and manner of death determined.		328	437	320	362

**PROGRAM DESCRIPTION:**

Activities associated with monitoring the medical examiner and the required autopsy-associated expenses and activities relevant to the determination of causes and manners of death. Iowa Code 331.801-805 as well as the Iowa Administrative Rules 641-126 and 127 govern county medical examiner activities.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Deaths which are deemed to potentially affect the public interest will be investigated according to Iowa Code.	Cause and manner of death for medical examiner cases will be determined by the medical examiner.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Non-Public Health Nursing	<b>DEPARTMENT:</b>	Health/Clinical/2026	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$50,063
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of students identified with a deficit through a school-based screening.		92	0	75
Number of students identified with a deficit through a school-based screening who receive a referral.		92	0	75
Number of requests for direct services received.		132	300	235
Number of direct services provided based upon request.		132	300	235

**PROGRAM DESCRIPTION:**

Primary responsibility for school health services provided within the non-public schools in Scott County. There are currently 9 non-public schools in Scott County with approximately 2,600 students. Time is spent assisting the schools with activities such as performing vision and hearing screenings; coordinating school health records; preparing for State of Iowa required immunization and dental audits; assisting with the development of individualized education plans (IEPs) for children with special health needs; as well as meeting the education and training needs of staff through medication administration training.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Deficits that affect school learning will be identified.	Students identified with a deficit through a school-based screening will receive a referral.	100%	100%	100%	100%
Provide direct services for each school as requested.	Requests for direct services will be provided.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Onsite Wastewater Program	<b>DEPARTMENT:</b>	Health/Environmental/2044	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$173,150
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of septic systems installed.	122	128	110	120
Number of septic systems installed which meet initial system recommendations.	122	128	110	120
Number of sand filter septic system requiring inspection.	1,439	1,469	1,500	1,510
Number of sand filter septic system inspected annually.	1,302	1,122	1,500	1,510
Number of septic samples collected from sand filter septic systems.	68	55	118	151
Number of complaints received.	4	7	6	6
Number of complaints investigated.	4	7	6	6
Number of complaints investigated within working 5 days.	4	7	6	6
Number of complaints investigated that are justified.	1	5	2	3

**PROGRAM DESCRIPTION:**

Providing code enforcement and consultation services for the design, construction, and maintenance of septic systems for private residences and commercial operations. Collect effluent samples from sewage systems which are designed to discharge effluent onto the surface of the ground or into a waterway. Scott County Code, Chapter 23 entitled Private Sewage Disposal System.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Assure the proper installation of septic systems to prevent groundwater contamination.	Approved installations will meet initial system recommendations.	100%	100%	100%	100%
Assure the safe functioning of septic systems to prevent groundwater contamination.	Sand filter septic systems will be inspected annually by June 30.	100%	100%	100%	100%
Assure the safe functioning of septic systems to prevent groundwater contamination.	Complaints will be investigated within 5 working days of the complaint.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Public Health Nuisance	<b>DEPARTMENT:</b>	Health/Environmental/2047		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$58,287	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of complaints received.		22	11	30	15
Number of complaints justified.		11	7	20	10
Number of justified complaints resolved.		8	7	19	10
Number of justified complaints requiring legal enforcement.		0	0	1	1
Number of justified complaints requiring legal enforcement that were resolved.		0	0	1	1

**PROGRAM DESCRIPTION:**

Investigate public health nuisance complaints from the general public and resolve them to code compliance. Scott County Code, Chapter 25 entitled Public Health Nuisance.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Ensure compliance with state, county and city codes and ordinances.	Justified complaints will be resolved.	73%	100%	95%	100%
Ensure compliance with state, county and city codes and ordinances.	Justified complaints requiring legal enforcement will be resolved.	NA	NA	100%	100%

<b>ACTIVITY/SERVICE:</b>	Public Health Preparedness	<b>DEPARTMENT:</b>	Health/Community Health/2009	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$291,376
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of drills/exercises held.		4	0	3
Number of after action reports completed.		4	0	3
Number of newly hired employees.		6	9	4
Number of newly hired employees who provide documentation of completion of position appropriate NIMS training.		4	9	4

**PROGRAM DESCRIPTION:**

Keep up to date information in case of response to a public health emergency. Develop plans, policies and procedures to handle public health emergencies. Train staff to function in roles within the National Incident Management System.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Assure efficient response to public health emergencies.	Department will participate in three emergency response drills or exercises annually.	100%	NA	100%	100%
Assure efficient response to public health emergencies.	Newly hired employees will provide documentation of completion of position appropriate NIMS training by the end of their 6 MONTH probation period.	67%	100%	100%	100%



<b>ACTIVITY/SERVICE:</b>	Recycling	<b>DEPARTMENT:</b>	Health/Environmental/2048	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$75,687
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of tons of recyclable material collected.		821.25	855.81	821.25
Number of tons of recyclable material collected during the same time period in previous fiscal year.		763.75	821.25	821.25
				<b>2022-23</b>
				<b>PROJECTED</b>
				855.81

**PROGRAM DESCRIPTION:**

Provide recycling services at three drop off locations (Scott County Park, West Lake Park, and Republic Waste) for individuals living unincorporated Scott County. The goal is to divert recyclable material from the Scott County landfill.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Assure the use and efficiency of recycling sites to divert recyclable material from the landfill.	Volume of recyclable material collected, as measured in tons, will meet or exceed amount of material collected during previous fiscal year.	7%	4.0%	0%	100%

<b>ACTIVITY/SERVICE:</b>	Septic Tank Pumper	<b>DEPARTMENT:</b>	Health/Environmental/2059		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$2,359	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of septic tank cleaners servicing Scott County.		9	8	9	8
Number of annual septic tank cleaner inspections of equipment, records and land application sites (if applicable) completed.		9	8	9	8

**PROGRAM DESCRIPTION:**

Contract with the Iowa Department of Natural Resources for inspection of commercial septic tank cleaners' equipment and land disposal sites according to Iowa Code 455B.172 and under Iowa Administrative Code 567 - Chapter 68.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Control the danger to public health, safety and welfare from the unauthorized pumping, transport, and application of septic waste.	Individuals that clean septic tanks, transport any septic waste, and land apply septic waste will operate according to Iowa Code.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	STD/HIV Program	<b>DEPARTMENT:</b>		Health/Clinical/2028	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>		All Residents	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$856,188
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of people who present to the Health Department for any STD/HIV service (general information, risk reduction, results, referrals, etc).		1,253	529	1,500	1,500
Number of people who present for STD/HIV services.		1,078	489	1,100	1,200
Number of people who receive STD/HIV services.		1,055	479	1,078	1,140
Number of clients positive for STD/HIV.		1,398	1,680	1,425	1,539
Number of clients positive for STD/HIV requiring an interview.		397	634	428	513
Number of clients positive for STD/HIV who are interviewed.		282	38	407	487
Number of partners (contacts) identified.		269	47	375	325
Reported cases of gonorrhea, chlamydia and syphilis treated.		1,384	1,669	1,415	1,530
Reported cases of gonorrhea, chlamydia and syphilis treated according to treatment guidelines.		1,379	1,659	1,401	1,515
Number of gonorrhea tests completed at SCHD.		582	253	588	600
Number of results of gonorrhea tests from SHL that match SCHD results.		578	249	582	594
Number lab proficiency tests interpreted.		12	12	12	12
Number of lab proficiency tests interpreted correctly.		12	12	12	12

**PROGRAM DESCRIPTION:**

Provide counseling, testing, diagnosis, treatment, referral and partner notification for STDs. Provide Hepatitis A and/or B and the HPV vaccine to clients. Provide HIV counseling, testing, and referral. Provide HIV partner counseling, testing and referral services. Provide Hepatitis C testing and referral. Requested HIV/STD screening is provided to Scott County jail inmates by the correctional health staff and at the juvenile detention center by the clinical services staff following the IDPH screening guidelines. Conduct education and testing in outreach settings to limit spread of disease. IAC 641 Chapters 139A and 141A

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Contacts (partners) to persons positive will be identified, tested and treated for an STD in order to stop the spread of STDs.	Positive clients will be interviewed.	71%	6%	95%	95%
Ensure that persons diagnosed with gonorrhea, Chlamydia and syphilis are properly treated.	Reported cases of gonorrhea, Chlamydia, and syphilis will be treated according to guidelines.	99%	99%	99%	99%
Ensure accurate lab testing and analysis.	Onsite gonorrhea results will match the State Hygienic Laboratory (SHL) results.	99%	98%	99%	99%
Ensure accurate lab testing and analysis.	Proficiency tests will be interpreted correctly.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Swimming Pool/Spa Inspection Program	<b>DEPARTMENT:</b>	Health/Environmental/2050	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$72,971
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of seasonal pools and spas requiring inspection.	46	48	48	50
Number of seasonal pools and spas inspected by June 15.	3	44	48	50
Number of year-round pools and spas requiring inspection.	73	72	73	76
Number of year-round pools and spas inspected by June 30.	49	39	73	76
Number of swimming pools/spas with violations.	56	90	90	90
Number of inspected swimming pools/spas with violations reinspected.	50	90	90	90
Number of inspected swimming pools/spas with violations reinspected within 30 days of the inspection.	50	90	90	90
Number of complaints received.	5	1	6	4
Number of complaints investigated according to Nuisance Procedure timelines.	5	1	6	4
Number of complaints investigated that are justified.	2	1	4	4

**PROGRAM DESCRIPTION:**

Memorandum of Understanding with the Iowa Department of Public Health for Annual Comprehensive Pool/Spa Inspections to assure compliance with Iowa Code. Iowa Department of Public Health IAC 641, Chapter 15 entitled Swimming Pools and Spas.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Annual comprehensive inspections will be completed.	Inspections of seasonal pools and spas will be completed by June 15 of each year.	6%	92%	100%	100%
Annual comprehensive inspections will be completed.	Inspections of year-round pools and spas will be completed by June 30 of each year.	67%	54%	100%	100%
Swimming pool/spa facilities are in compliance with Iowa Code.	Follow-up inspections of compliance plans will be completed by or at the end of 30 days.	89%	100%	100%	100%
Swimming pool/spa facilities are in compliance with Iowa Code.	Complaints will be investigated to determine whether justified within timeline established in the Nuisance Procedure.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Tanning Program	<b>DEPARTMENT:</b>	Health/Environmental/2052	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$13,079
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of tanning facilities requiring inspection.	22	22	22	22
Number of tanning facilities inspected by April 15.	0	0	22	22
Number of tanning facilities with violations.	NA	0	11	11
Number of inspected tanning facilities with violations reinspected.	NA	0	11	11
Number of inspected tanning facilities with violations reinspected within 30 days of the inspection.	NA	0	11	11
Number of complaints received.	0	0	1	1
Number of complaints investigated according to Nuisance Procedure timelines.	0	0	1	1
Number of complaints investigated that are justified.	0	0	1	1

**PROGRAM DESCRIPTION:**

Memorandum of Understanding with the Iowa Department of Public Health for the regulation of public and private establishments who operate devices used for the purpose of tanning human skin through the application of ultraviolet radiation. Conduct annual and complaint inspections. IDPH, IAC 641, Chapter 46 entitled Minimum Requirements for Tanning Facilities.

<b>PERFORMANCE MEASUREMENT</b>		<b>2018-19</b>	<b>2018-19</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Complete annual inspection.	Yearly tanning inspections will be completed by April 15 of each year.	No inspections completed due to Ordinance & COVID-19 Closures	No inspections completed due to Ordinance & COVID-19 Closures	100%	100%
Tanning facilities are in compliance with Iowa Code.	Follow-up inspections will be completed within 30 days of the submission of a corrective action plan.	NA	NA	100%	100%
Tanning facilities are in compliance with Iowa Code.	Complaints will be investigated to determine whether justified within timelines established in the Nuisance Procedure.	NA	NA	100%	100%

<b>ACTIVITY/SERVICE:</b>	Tattoo Establishment Program	<b>DEPARTMENT:</b>	Health/Environmental/2054	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$10,771
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of tattoo facilities requiring inspection.	35	37	35	36
Number of tattoo facilities inspected by April 15.	18	16	35	36
Number of tattoo facilities with violations.	2	2	10	6
Number of inspected tattoo facilities with violations reinspected.	2	2	10	6
Number of inspected tattoo facilities with violations reinspected within 30 days of the inspection.	2	2	10	6
Number of complaints received.	0	2	1	1
Number of complaints investigated according to Nuisance Procedure timelines.	0	2	1	1
Number of complaints investigated that are justified.	0	0	1	1

**PROGRAM DESCRIPTION:**

Memorandum of Understanding with the Iowa Department of Public Health for Annual Inspection and complaint investigation in order to assure that tattoo establishments and tattoo artists meet IDPH, IAC 641, Chapter 22 entitled Practice of Tattooing.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Complete annual inspection.	Yearly tattoo inspections will be completed by April 15 of each year.	51%	43%	100%	100%
Tattoo facilities are in compliance with Iowa Code.	Follow-up inspections will be completed within 30 days of the submission of a corrective action plan.	100%	100%	100%	100%
Tattoo facilities are in compliance with Iowa Code.	Complaints will be investigated to determine whether justified within timelines established in the Nuisance Procedure.	NA	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Tobacco Program	<b>DEPARTMENT:</b> Health/Community Health/2037			
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b> All Residents			
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b> 01 General	<b>BUDGET:</b> \$123,953		
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of cities in Scott County.		16	16	16	17
Number of cities that have implemented a tobacco-free parks policy.		3	4	6	8
Number of school districts in Scott County (Bettendorf, Davenport, Non-Public, North Scott, Pleasant Valley).		5	5	5	5
Number of school districts in Scott County with an ISTEP Chapter.		2	2	3	3

**PROGRAM DESCRIPTION:**

Coordinate programming in the community to reduce the impact of tobacco through education, cessation, legislation and reducing exposure to secondhand smoke. Efforts to change policies to support tobacco-free living is a focus. Staff facilitates ISTEP Chapters (Iowa Students for Tobacco Education and Prevention) targeted to middle and high school age students.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
People visiting Scott County parks will no longer be exposed to secondhand smoke and other tobacco products.	Cities will implement park policy changes to support community health and wellness.	19%	25%	38%	47%
Youth will be exposed to tobacco-related education and prevention messages and will not become tobacco users.	All Scott County school districts will have an ISTEP Chapter.	40%	40%	60%	60%

<b>ACTIVITY/SERVICE:</b>	Transient Non-Community Public Water Supply	<b>DEPARTMENT:</b>	Health/Environmental/2056		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$4,830	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of TNC water supplies.		26	25	26	26
Number of TNC water supplies that receive an annual sanitary survey or site visit.		26	25	26	26

**PROGRAM DESCRIPTION:**

28E Agreement with the Iowa Department of Natural Resources to provide sanitary surveys and consultation services for the maintenance of transient non-community public water supplies. A transient non-community public water supply serves at least 25 individuals at least 60 days of the year or has 15 service connections. Water is provided by means of serving food, water, drink or ice, restrooms, water faucets, or lodging. The individuals being served by this public water well change or do not remain at the facility for a long period of time.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Assure the safe functioning of transient non-community public water supplies.	TNCs will receive a sanitary survey or site visit annually.	100%	100%	100%	100%



<b>ACTIVITY/SERVICE:</b>	Vending Machine Program	<b>DEPARTMENT:</b>	Health/Environmental/2057		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$1,076	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of vending companies requiring inspection.		6	6	6	6
Number of vending companies inspected by June 30.		6	1	6	6

**PROGRAM DESCRIPTION:**

Issue licenses, inspect and assure compliance of vending machines that contain non-prepackaged food or potentially hazardous food according to a 28E Agreement between the Iowa Department of Inspections and Appeals and the Board of Health. Department of Inspection and Appeals, IAC 481 Chapter 30 Food and Consumer Safety.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Complete annual inspections	Licensed vending companies will be inspected according to established percentage by June 30.	100%	17%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Water Well Program	<b>DEPARTMENT:</b>	Health/Environmental/2058	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$89,728
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of wells permitted.	17	21	18	19
Number of wells permitted that meet SCC Chapter 24.	17	21	18	19
Number of wells plugged.	16	14	15	15
Number of wells plugged that meet SCC Chapter 24.	16	14	15	15
Number of wells rehabilitated.	7	6	5	6
Number of wells rehabilitated that meet SCC Chapter 24.	7	6	5	6
Number of wells tested.	88	71	90	80
Number of wells test unsafe for bacteria or nitrate.	23	29	25	30
Number of wells test unsafe for bacteria or nitrate that are educated by staff regarding how to correct the well.	23	29	25	30

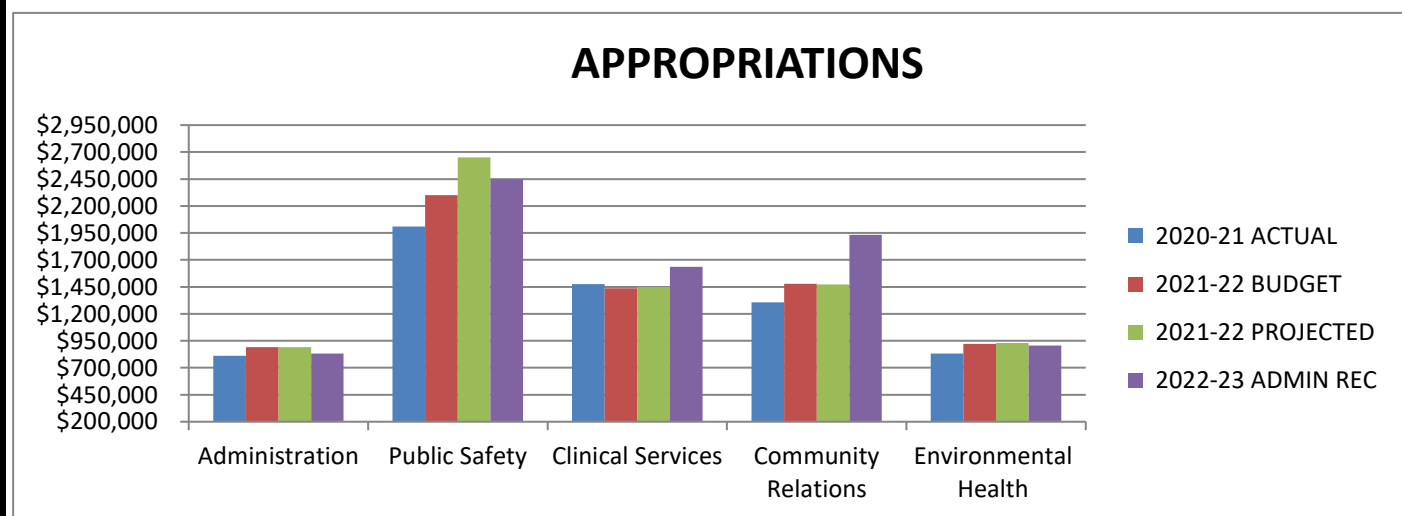
**PROGRAM DESCRIPTION:**

License and assure proper water well construction, closure, and rehabilitation. Monitor well water safety through water sampling. The goal is prevent ground water contamination and illness. Scott County Code, Chapter 24 entitled Private Water wells.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Assure proper water well installation.	Wells permitted will meet Scott County Code: Chapter 24, Non-Public Water Supply Wells.	100%	100%	100%	100%
Assure proper water well closure.	Plugged wells will meet Scott County Code: Chapter 24, Non-Public Water Supply Wells.	100%	100%	100%	100%
Assure proper well rehabilitation.	Permitted rehabilitated wells will meet Scott County Code: Chapter 24, Non-Public Water Supply Wells.	100%	100%	100%	100%
Promote safe drinking water.	Property owners with wells testing unsafe for bacteria or nitrates will be educated on how to correct the water well.	100%	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Administration (20.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
39-N Health Director	1.00	1.00	1.00	1.00	1.00	1.00
34-N Deputy Health Director	1.00	1.00	1.00	1.00	1.00	1.00
29-N Fiscal Manager	-	-	-	1.00	1.00	1.00
24-N Grant Accounting Specialist	1.00	1.00	1.00	-	-	-
23-N Senior Admin Assistant	-	-	-	-	1.00	1.00
18-N Senior Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00
16-N Office Assistant	3.00	3.00	3.00	3.00	3.00	3.00
<b>TOTAL POSITIONS</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	-	-	25	25	25	25
Miscellaneous	75	36	250	250	250	250
<b>TOTAL REVENUES</b>	<b>\$ 75</b>	<b>\$ 36</b>	<b>\$ 275</b>	<b>\$ 275</b>	<b>\$ 275</b>	<b>\$ 275</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 537,808	\$ 546,271	\$ 566,522	\$ 566,522	\$ 524,689	\$ 524,689
Benefits	243,885	239,043	265,762	266,762	251,721	251,721
Purchase Services & Expenses	31,479	16,567	43,120	42,770	40,150	40,150
Supplies & Materials	11,847	10,344	15,868	15,870	15,430	15,430
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 825,019</b>	<b>\$ 812,225</b>	<b>\$ 891,272</b>	<b>\$ 891,924</b>	<b>\$ 831,990</b>	<b>\$ 831,990</b>



**ANALYSIS**

There are two changes to the authorized positions. Following the retirement of the Grant Accounting Specialist, department leadership reviewed that position responsibilities as part of a department reorganization during fiscal 22. That position was eliminated and the position of Fiscal Manager was created. In fiscal year 23, approval of an additional position, Senior Administrative Assistant, is recommended. That position will support the work of the Scott County Board of Health, Scott County Medical Examiner Program, and Health Department leadership. Overall salary/benefit appropriations are down compared to FY22 due to the retirement of several long-term tenured employees in FY21 and FY22.

Revenue is flat compared to FY22.

Expenditure changes in FY23 are primarily in salary/benefits. Non-salary line items reflect a decrease; dollars were moved within the department.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Public Health Safety (2001-2009)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
31-N Correctional Health Manager	1.00	1.00	1.00	1.00	1.00	1.00
29-N Public Health Services Manager	1.00	1.00	1.00	-	-	-
27-N Correctional Health Nurse	4.35	4.50	4.50	4.50	4.50	4.50
27-N Correctional Community Health Consultant	1.00	1.00	1.00	1.00	1.00	1.00
21-N Medical Assistant	1.00	1.00	1.00	1.00	1.00	1.00
16-N Office Assistant	0.45	0.45	0.45	0.45	0.45	0.45
Z Correction Health/Public Health Nurse	1.35	1.58	1.58	1.58	1.58	1.58
<b>TOTAL POSITIONS</b>	<b>10.15</b>	<b>10.53</b>	<b>10.53</b>	<b>9.53</b>	<b>9.53</b>	<b>9.53</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 107,121	\$ 545,214	\$ 100,000	\$ 560,000	\$ 265,000	\$ 265,000
Miscellaneous	11,769	21,851	9,500	9,500	9,000	9,000
<b>TOTAL REVENUES</b>	<b>\$ 118,890</b>	<b>\$ 567,065</b>	<b>\$ 109,500</b>	<b>\$ 569,500</b>	<b>\$ 274,000</b>	<b>\$ 274,000</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 665,203	\$ 657,669	\$ 806,864	\$ 806,864	\$ 768,715	\$ 768,714
Benefits	238,073	237,242	302,449	302,449	277,629	277,629
Purchase Services & Expenses	952,964	1,100,982	1,170,119	1,520,029	1,379,599	1,379,599
Supplies & Materials	12,539	14,944	22,460	22,550	22,760	22,760
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,868,779</b>	<b>\$ 2,010,837</b>	<b>\$ 2,301,892</b>	<b>\$ 2,651,892</b>	<b>\$ 2,448,703</b>	<b>\$ 2,448,702</b>

**ANALYSIS**

The position of Public Health Services Manager was eliminated in FY22 as part of the department's reorganization. No additional position changes occurred.

Revenue changes in FY22 Projected and FY23 are based upon grants received by the department for COVID-19 response and recovery. These dollars are expected to conclude in FY23.

Salary/benefit expenses decline in FY23 due to the elimination of a position in FY22.

The increase in Purchase Services & Expenses in FY22 Projected and FY23 are the direct result of the COVID dollars received by the department to support response and recovery. An additional request for \$15,000 is included for increased expenses for medical examiner fees.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Clinical Services (2014-2028)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
31-N Clinical Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
28-N Clinical Services Specialist	1.00	1.00	1.00	1.00	1.00	1.00
27-N Child Care Nurse Consultant	1.00	1.00	1.00	1.00	1.00	1.00
27-N A Public Health Nurse	5.00	5.00	5.00	5.00	5.00	5.00
27-N Community Health Interventionist	1.00	1.00	1.00	1.00	1.00	1.00
27-N Disease Intervention Specialist	-	-	-	1.00	1.00	1.00
21-N Medical Assistant	1.00	1.00	1.00	1.00	1.00	1.00
20-N Medical Lab Technician	0.75	0.75	0.75	0.75	0.75	0.75
Z Correction Health/Public Health Nurse	0.72	1.08	1.08	1.08	1.08	1.08
<b>TOTAL POSITIONS</b>	<b>11.47</b>	<b>11.83</b>	<b>11.83</b>	<b>12.83</b>	<b>12.83</b>	<b>12.83</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 345,151	\$ 372,298	\$ 346,583	\$ 419,363	\$ 510,156	\$ 510,156
Charges for Services	12,563	9,821	11,500	13,800	11,500	11,500
Miscellaneous	337	-	300	300	300	300
<b>TOTAL REVENUES</b>	<b>\$ 358,051</b>	<b>\$ 382,119</b>	<b>\$ 358,383</b>	<b>\$ 433,463</b>	<b>\$ 521,956</b>	<b>\$ 521,956</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 798,364	\$ 918,829	\$ 834,717	\$ 837,217	\$ 910,037	\$ 910,037
Benefits	315,906	346,944	351,212	351,212	417,237	417,237
Purchase Services & Expenses	177,364	201,545	235,657	240,918	292,573	292,573
Supplies & Materials	11,283	7,648	17,000	19,300	17,500	17,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,302,917</b>	<b>\$ 1,474,966</b>	<b>\$ 1,438,586</b>	<b>\$ 1,448,647</b>	<b>\$ 1,637,347</b>	<b>\$ 1,637,347</b>

**ANALYSIS**

In FY22, an additional grant was received from the Iowa Department of Public Health to support a Disease Intervention Specialist position due to increasing numbers of sexually transmitted infections. This position will continue in FY23.

Total Revenue increases in FY22 projected and FY23 due to grant funding. The department is also anticipating an immunization billing project once a Fiscal Manager is integrated into the department.

Salary/benefit increases are expected, including the additional staff person in FY22.

Non-salary line items show an increase; this is due to grant funding to support programs as well as movement within the department's budget.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Comm Relations &amp; Planning (2031-2038)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
29-N Community Health Manager	1.00	1.00	1.00	1.00	1.00	1.00
29-N Family Health Manager	-	-	-	1.00	1.00	1.00
27-N Community Health Consultant	2.00	2.00	2.00	2.00	2.00	2.00
27-N Community Tobacco Consultant	1.00	1.00	1.00	1.00	1.00	1.00
27-N Community Transformation Consultant	1.00	1.00	1.00	1.00	1.00	1.00
24-N Community Dental Consultant-Maternal, Child	1.00	1.00	1.00	1.00	1.00	1.00
24-N Community Dental Consultant-Older Adult	1.00	1.00	1.00	1.00	1.00	1.00
26-N Child Health Consultant	2.00	2.00	2.00	2.00	2.00	2.00
27-N Maternal, Child, Adolescent Health Nurse	0.40	1.40	1.40	1.40	1.50	1.50
<b>TOTAL POSITIONS</b>	<b>9.40</b>	<b>10.40</b>	<b>10.40</b>	<b>11.40</b>	<b>11.50</b>	<b>11.50</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 960,732	\$ 907,032	\$ 1,005,983	\$ 1,039,913	\$ 1,436,660	\$ 1,436,660
Miscellaneous	-	-	50	50	100	100
<b>TOTAL REVENUES</b>	<b>\$ 960,732</b>	<b>\$ 907,032</b>	<b>\$ 1,006,033</b>	<b>\$ 1,039,963</b>	<b>\$ 1,436,760</b>	<b>\$ 1,436,760</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 648,928	\$ 678,280	\$ 720,313	\$ 720,313	\$ 795,225	\$ 795,225
Benefits	259,342	270,166	292,117	292,117	366,756	366,756
Purchase Services & Expenses	418,064	357,324	463,541	459,160	767,325	767,325
Supplies & Materials	1,103	307	2,400	2,530	3,750	3,750
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,327,437</b>	<b>\$ 1,306,077</b>	<b>\$ 1,478,371</b>	<b>\$ 1,474,120</b>	<b>\$ 1,933,056</b>	<b>\$ 1,933,056</b>

#### **ANALYSIS**

The position of Family Health Manager was added in FY22 as part of the department's reorganization. There was no additional costs for the position due to the elimination of the Public Health Services Manager. In addition, the position of Z schedule MCAH nurse was changed to a .5 FTE MCAH nurse to support growing program needs. This position is offset by grant funds and Medicaid revenue.

Revenue for FY23 is expected to increase significantly for this program. The Iowa Department of Public Health (IDPH) has shared plans to implement the Title V Maternal, Child, and Adolescent Health Program regionally; Scott County will be included with Clinton, Jackson and Cedar Counties. The department anticipates being the contractor for this program and is having proactive discussions with current program providers to determine interest in a subcontract relationship.

The FY23 Revenue and Expenditures for the Title V Maternal, Child, and Adolescent Health Program are estimates based upon current funding levels in various counties. IDPH anticipates issuing a competitive request for proposal for the services; as a result specific information is not able to be shared with potential applicants.

Non-salary line items show an increase; this is due to grant funding to support programs as well as movement within the department's budget.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Environmental Health (2039-2059)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
29-N Environmental Health Manager	1.00	1.00	1.00	1.00	1.00	1.00
27-N Environmental Health Specialist	7.00	7.00	7.00	7.00	7.00	7.00
Z Seasonal Health Worker	0.25	0.25	0.25	0.25	0.25	0.25
<b>TOTAL POSITIONS</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 30,645	\$ 23,081	\$ 31,140	\$ 46,400	\$ 51,240	\$ 51,240
Licenses and Permits	418,469	409,350	440,700	425,500	428,500	428,500
Charges for Services	44,410	39,295	73,730	60,280	77,080	77,080
Miscellaneous	-	-	250	250	250	250
<b>TOTAL REVENUES</b>	<b>\$ 493,524</b>	<b>\$ 471,726</b>	<b>\$ 545,820</b>	<b>\$ 532,430</b>	<b>\$ 557,070</b>	<b>\$ 557,070</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 539,936	\$ 552,927	\$ 591,280	\$ 591,280	\$ 572,648	\$ 572,648
Benefits	194,911	191,236	215,758	215,758	207,399	207,399
Purchase Services & Expenses	99,612	83,192	104,415	113,715	118,915	118,915
Supplies & Materials	4,554	3,072	8,500	8,500	8,500	8,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 839,013</b>	<b>\$ 830,427</b>	<b>\$ 919,953</b>	<b>\$ 929,253</b>	<b>\$ 907,462</b>	<b>\$ 907,462</b>

#### **ANALYSIS**

No changes to authorized positions for FY23.

FY22 projected revenue was decreased due to the continued impact of COVID on operations both internally and within the community. The department also budgeted for a food service grant to support training and program development that has been received previously. FY23 revenue was budgeted with the hope for a more typical year.

FY23 salary/benefit line items are expected to decrease due to staff departure.

Minimal changes in non-salary line items were achieved by moving existing dollars within the department.

# HUMAN RESOURCES



Mary Thee, Assistant County Administrator/HR Director

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

<b>ACTIVITY/SERVICE:</b>	Labor Management	<b>DEPT/PROG:</b>	HR 24.1000		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Employees		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$131,519
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of bargaining units		5	5	5	5
% of workforce unionized		53%	56%	53%	56%
# meeting related to Labor/Management		32	28	20	15

**PROGRAM DESCRIPTION:**

Negotiates five union contracts, acts as the County's representative at impasse proceedings. Compliance with Iowa Code Chapter 20.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Improve relations with bargaining units	Conduct regular labor management meetings	9	10	12	10





<b>ACTIVITY/SERVICE:</b>	Recruitment/EEO Compliance	<b>DEPT/PROG:</b>	HR 24.1000		
<b>BUSINESS TYPE:</b>	Core Service	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$120,200	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
% of employees over 55 (nearing retirement)		29%	29%	29%	25%
# of jobs posted		42	78	50	85
# of applications received		2,612	3,474	3,000	3,500

**PROGRAM DESCRIPTION:**

Directs the recruitment and selection of qualified applicants for all County positions and implements valid and effective selection criteria. Serve as EEO and Affirmative Action Officer and administers programs in compliance with federal and state laws and guidelines. Serves as County coordinator to assure compliance with ADA, FMLA, FLSA and other civil rights laws.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Measure the rate of countywide employee separations not related to retirements.	Decrease countywide turnover rate not related to retirements.	5%	8%	5%	5%
Measure the number of employees hired in underutilized areas.	Increase the number of employees hired in underutilized areas.	5	9	3	3

<b>ACTIVITY/SERVICE:</b>	Compensation/Performance Appraisal	<b>DEPT/PROG:</b>	HR 24.1000		
<b>BUSINESS TYPE:</b>	Semi-Core Service	<b>RESIDENTS SERVED:</b>	All Employees		
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$45,277	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# rate changes processed		401	404	350	400
# of organizational change studies exclusive of salary study		1	0	5	10
# new hires		56	48	50	65

**PROGRAM DESCRIPTION:**

Monitors County compensation program, conducts organizational studies to ensure ability to remain competitive in the labor market. Work with consultant to review job descriptions and classifications. Responsible for wage and salary administration for employee wage steps. Coordinate and monitor the Employee Performance Appraisal system, assuring compliance with County policy. Work to digitize employee personnel files to permit future desktop access to employees.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Measures timely submission of evaluations by supervisors.	% of reviews not completed within 30 days of effective date.	40%	60%	45%	45%
% of personnel files scanned as part of project	Review progress and impact of project	55%	100%	100%	100%
% of progress on retention and access of ECM phase 3	Review progress and impact of ECM project	n/a	n/a	50%	100%

<b>ACTIVITY/SERVICE:</b>	Benefit Administration	<b>DEPT/PROG:</b>	HR 24.1000	
<b>BUSINESS TYPE:</b>	Semi-Core Service	<b>RESIDENTS SERVED:</b>	All Employees	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$86,242
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Cost of health benefit PEPM		\$1,441	\$1,485	\$1,300
% of eligible employees enrolled in deferred comp		59%	55%	60%
% of family health insurance to total		67%	67%	65%

**PROGRAM DESCRIPTION:**

Administers employee benefit programs (group health insurance, group life, LTD, deferred compensation and tuition reimbursement program) including enrollment, day to day administration, as well as cost analysis and recommendation for benefit changes.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
# new or increased contributions to deferred compensation	Impact of deferred compensation marketing and design changes	103	59	10	30
% of eligible employees participating in Y@work program	Impact of wellness marketing and labor changes	18%	22%	20%	20%

<b>ACTIVITY/SERVICE:</b>	Policy Administration	<b>DEPT/PROG:</b>	HR 24.1000	
<b>BUSINESS TYPE:</b>	Semi-Core Service	<b>RESIDENTS SERVED:</b>	All Employees	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$22,639
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of Administrative Policies		74	76	75
# policies reviewed		5	9	5

**PROGRAM DESCRIPTION:**

Develops County-wide human resources and related policies to ensure best practices, compliance with state and federal law and their consistent application County wide.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Review policies at minimum every 5 years to ensure compliance with laws and best practices.	Review 5 policies annually	5	9	5	5

<b>ACTIVITY/SERVICE:</b>	Employee Development	<b>DEPT/PROG:</b>	HR 24.1000	
<b>BUSINESS TYPE:</b>	Semi-Core Service	<b>RESIDENTS SERVED:</b>	All Employees	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$133,136
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of employees in Leadership program		118	115	115
# of training opportunities provided by HR		10	5	10
# of all employee training opportunities provided		8	4	5
# of hours of Leadership Recertification Training provided		21.5	1.5	10

**PROGRAM DESCRIPTION:**

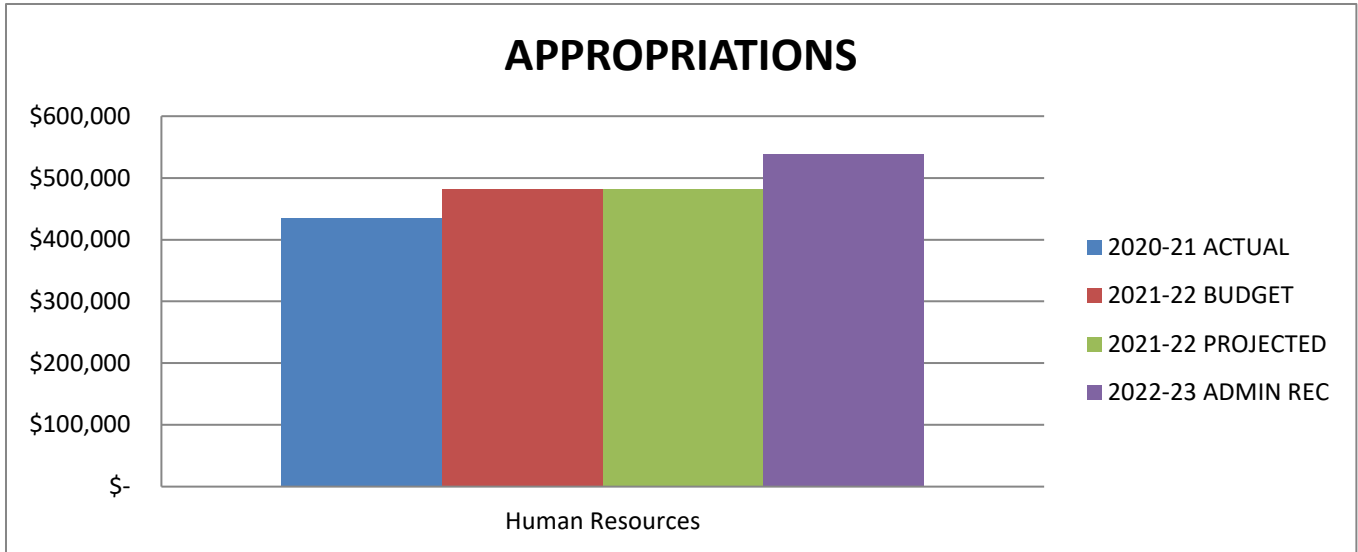
Evaluate needs, plans and directs employee development programs such as in-house training programs for supervisory and non-supervisory staff to promote employee motivation and development. Coordinates all Employee Recognition and the new Employee Orientation Program.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Effectiveness/utilization of County sponsored supervisory training	% of Leadership employees attending County sponsored supervisory training	21%	15%	25%	20%
Effectiveness/utilization of County sponsored training	% of employees attending county offered training	34%	0%	30%	20%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Human Resources Management (24.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
41-N Assistant County Administrator/HR Director	0.50	0.50	0.50	0.50	0.50	0.50
27-N Human Resources Generalist	2.00	2.00	2.00	2.00	3.00	3.00
23-N Benefits Specialist	-	1.00	1.00	1.00	-	-
Benefits Coordinator	1.00	-	-	-	-	-
16-N Office Assistant PT	-	-	-	-	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>4.50</b>	<b>4.50</b>

<b>REVENUE SUMMARY:</b>						
Miscellaneous	\$ 774	\$ 425	\$ 500	\$ 500	\$ 500	\$ 500
<b>TOTAL REVENUES</b>	<b>\$ 774</b>	<b>\$ 425</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 242,113	\$ 253,591	\$ 264,449	\$ 264,449	\$ 295,135	\$ 295,135
Benefits	98,009	102,059	107,420	107,420	133,179	133,179
Purchase Services & Expenses	67,526	78,890	106,750	106,750	106,750	106,750
Supplies & Materials	2,292	179	3,950	3,950	3,950	3,950
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 409,940</b>	<b>\$ 434,719</b>	<b>\$ 482,569</b>	<b>\$ 482,569</b>	<b>\$ 539,014</b>	<b>\$ 539,014</b>



**ANALYSIS**

Revenues for this program are minimal and consist of Refunds & Reimbursements and the sale of past PRIDE items.  
 FY23 non-salary cost requests for this program remain unchanged from FY22 budget.

# Department of Human Services

Director: Kelly Kennedy Garcia

Phone: 515-281-5454

Website: www.dhs.state.ia.us



## MISSION STATEMENT:

<b>ACTIVITY/SERVICE:</b>	Assistance Programs	<b>DEPARTMENT:</b>			<b>21.1000</b>
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>			1,800
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$86,452
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
The number of cost saving measures implemented		2	na	2	2
Departmental Budget dollars expended (direct costs)		\$87,891	\$85,529	\$86,452	\$86,452
LAE dollars reimbursement (indirect cost)		\$251,219	\$239,612	\$250,000	\$250,000

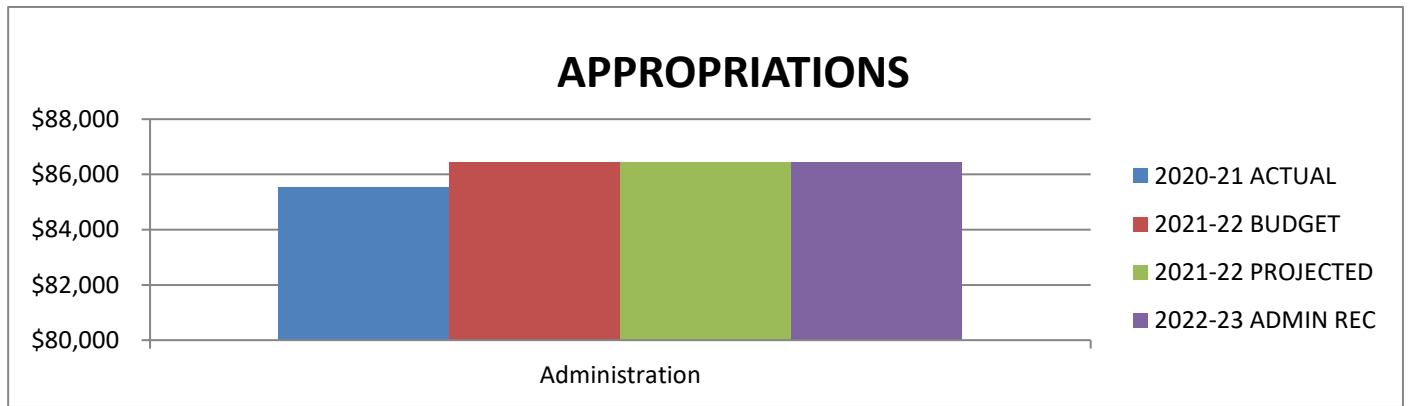
## PROGRAM DESCRIPTION:

The Department of Human Services is a comprehensive human service agency providing a broad range of services to some of Iowa's most vulnerable citizens. Services and programs are grouped into four core functions: Economic Support, Health Care, Supportive Services, Child and Adult Protection and Resource Management. The focus of these services is to assist this population with achieving health, safety and self-sufficiency. The programs DHS provides are federally mandated and are supported by federal, state and county funding. A percentage of the county funding is reimbursed quarterly through the Local Administrative Expense (LAE) reporting (federal).

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Provide services to citizens in the most cost effective way.	Quarterly expenses will be monitored and stay within 100% of the budgeted amounts	100% of expenses remained within budget	95.38%	100.00%	100.00%



<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Administrative Support (21.1000)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>REVENUE SUMMARY:</b>						
Social Services Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	34,939	27,340	35,000	24,000	24,000	24,000
Miscellaneous	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 34,939</b>	<b>\$ 27,340</b>	<b>\$ 35,000</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>
<b>APPROPRIATION SUMMARY:</b>						
Capital	\$ 8,630	\$ 6,755	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Purchase Services & Expenses	59,587	58,856	62,452	62,452	62,452	62,452
Supplies & Materials	19,673	19,921	21,000	21,000	21,000	21,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 87,890</b>	<b>\$ 85,532</b>	<b>\$ 86,452</b>	<b>\$ 86,452</b>	<b>\$ 86,452</b>	<b>\$ 86,452</b>



#### ANALYSIS

Scott County continues to provide funding to the Department of Human Services (DHS) to assist in the delivery of a comprehensive range of services for the most vulnerable citizens in Scott County. The services provided are within four programs:

1. Economic Support- Food Stamps and Family Investment Funds (FIP)
2. Supportive Services- HCBS Waivers
3. Healthcare- Medicaid
4. Child and Adult Protection/Resource Management

All of the services are federally mandated. Scott County provides office space, equipment, etc for DHS and receives minimal reimbursement quarterly through the Local Administrative Expenses (LAE). This continues to be an unfunded mandate for the county.

DHS staff worked from home all of FY21 and part of FY22 due to Covid-19. DHS did see an increase in requests for financial assistance during the pandemic. Food assistance dollar amounts were increased during the pandemic to help individuals and families meet basic needs.

It is recommended to fund DHS in FY23 at the same level as the previous year- \$86,452.



# Information Technology

Matt Hirst, IT Director



**MISSION STATEMENT:** IT's mission is to provide dependable and efficient technology services to County employees by: empowering employees with technical knowledge; researching, installing, and maintaining innovative computer and telephone systems; and implementing and supporting user friendly business applications.

<b>ACTIVITY/SERVICE:</b>	Administration	<b>DEPT/PROG:</b>	I.T.		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Dept/Agency		
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$181,159
OUTPUTS		2019-20 ACTUAL	2020-21 ACTUAL	2021-22 PROJECTED	2022-23 PROJECTED
Authorized personnel (FTE's)		16	16	17	17
Departmental budget		\$3,070,415	3,027,863	\$3,309,332	\$3,418,092
Electronic equipment capital budget		\$1,217,270	2,265,266	\$1,749,000	\$2,330,000
Reports with training goals	(Admin / DEV / GIS / INF)	5 / 3 / 2 / 5	5 / 3 / 2 / 5	5 / 3 / 2 / 5	5 / 3 / 2 / 5
Users supported	(County / Other)	603 / 505	598 / 482	575 / 475	590/490

**PROGRAM DESCRIPTION:**

To provide responsible administrative leadership and coordination for the Information Technology Department and to assure stability of County technology infrastructure for Scott County Departments by providing dependable and timely network administration as well as application, GIS, and Web development resources.

PERFORMANCE MEASUREMENT		2019-20 ACTUAL	2020-21 ACTUAL	2021-22 PROJECTED	2022-23 PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Keep department technology skills current.	Keep individuals with training goals at or above 95%.	100%	100%	100%	100%



<b>ACTIVITY/SERVICE:</b>	Application/Data Delivery	<b>DEPT/PROG:</b>	I.T.		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Dept/Agency		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$786,160
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of Custom Applications supported	(DEV / GIS)	31 / 55	31 / 100	31 / 34	31 / 100
# of COTS supported	(DEV / GIS / INF)	16 / 21 / 21	14 / 20 / 65	14 / 20 / 65	14 / 20 / 65
# of document type groups supported in ECM	(DEV)	33	36	35	40
# of document types supported in ECM	(DEV)	222	248	225	275
# of documents supported in ECM	(DEV)	2.8 M	3.0 M	3.3 M	3.5 M
# of pages supported in ECM	(DEV)	6.6 M	7.4 M	6.7 M	8 M

**PROGRAM DESCRIPTION:**

**Custom Applications Development and Support:** Provide applications through the design, development, implementation, and on-going maintenance for custom developed applications to meet defined business requirements of County Offices and Departments.

**COTS Application Management:** Manage and provide COTS (Commercial Off-The Shelf) applications to meet defined business requirements of County Offices and Departments.

**Data Management:** Manage and provide access to and from County DB's (DataBases) for internal or external consumption.

**System Integration:** Provide and maintain integrations/interfaces between hardware and/or software systems.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Complete Apps/Data work orders per SLA guidelines	% of work orders completed within SLA guidelines	90%	90%	90%	90%

<b>ACTIVITY/SERVICE:</b>	Communication Services	<b>DEPT/PROG:</b>	I.T.	
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Dept/Agency	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$300,792
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
				<b>2022-23</b>
				<b>PROJECTED</b>
# of quarterly phone bills		10	14	11
\$ of quarterly phone bills		18,171	22,736	20,000
# of cellular phone and data lines supported		318	327	300
# of quarterly cell phone bills		10	10	10
\$ of quarterly cell phone bills		25,735	22,234	25,000
# of VoIP phones supported		1,150	1,150	1,150
% of VoIP system uptime		100	100	100
# of e-mail accounts supported	(County / Other)	709	732	900 / 0
GB's of e-mail data stored		2,000	2900GB	2300 GB
				3.5 TB

**PROGRAM DESCRIPTION:**

**Telephone Service:** Provide telephone service to County Offices and Departments to facilitate the performance of business functions.

**E-mail:** Maintain, secure, and operate the County's email system which allows the staff to communicate with the citizens, developers, businesses, other agencies and etc.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Complete Communication work orders per SLA guidelines	% of work orders completed within SLA guidelines	91%	90%	90%	90%

<b>ACTIVITY/SERVICE:</b>	GIS Services	<b>DEPT/PROG:</b>	I.T.		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Dept/Agency		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$300,792	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# ArcGIS desktop users.		55	68	55	70
# Feature classes managed		1,681	1975	1100	2000
# ArcServer and ArcReader applications managed		46	107	25	115

**PROGRAM DESCRIPTION:**

**Geographic Information Systems:** Develop, maintain, and provide GIS data services to County Offices and Departments. Support county business processes with application of GIS technology.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
# GIS applications publicly available		UNK	28	15	30

\*TBD as outcomes are being developed for future reporting

<b>ACTIVITY/SERVICE:</b>	Infrastructure - Network Services	<b>DEPT/PROG:</b>	I.T. 14B	
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Dept/Agency	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$375,990
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of network access devices supported	241	241	242	245
# of network ports supported	4,702	4,702	4,703	4,750
% of overall network up-time	99%	99%	99%	99%
% of Internet up-time	99%	99%	99%	99%
GB's of Internet traffic	212,000	350,000	300,000	300,000

**PROGRAM DESCRIPTION:**

**Data Network:** Provide LAN/WAN data network to include access to the leased-line and fiber networks that provide connectivity to remote facilities.

**Internet Connectivity:** Provide Internet access.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
% of network up-time	Keep % of network up-time > x%	99.0%	99.0%	99.0%	99.0%

<b>ACTIVITY/SERVICE:</b>	Infrastructure - User Services	<b>DEPT/PROG:</b>	I.T. 14B		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Dept/Agency		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$375,990	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of PC's		450	450	572	575
# of Laptops / Tablets		155	204	178	180
# of Printers/MFP's		160	165	160	160
# of Cameras		UNK	455	444	475
# of Remote Connected Users		UNK	300	450	300

**PROGRAM DESCRIPTION:**

**User Infrastructure:** Acquire, maintain, and support PC's, laptops, printers, displays, and assorted miscellaneous electronics.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Efficient use of technology.	Keep # of devices per employee <= 1.75	1.40	1.10	1.50	1.50

<b>ACTIVITY/SERVICE:</b>	Infrastructure - Server Services	<b>DEPT/PROG:</b>	I.T. 14B	
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Dept/Agency	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$375,990
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
% of storage consumed		71%	71%	65%
TB's of data stored		55TB	57TB	62TB
% of video storage consumed		58%	65%	55%
TB's of video data stored		220TB	275TB	175TB
% of server uptime		99%	99%	99%
# of physical servers		22	22	22
# of virtual servers		225	195	196

**PROGRAM DESCRIPTION:**

**Servers:** Maintain servers including Windows servers, file and print services, and application servers.

PERFORMANCE MEASUREMENT		2018-19	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
% server uptime	Keep server uptime >=95%	99%	99%	99%	99%

<b>ACTIVITY/SERVICE:</b>	Open Records	<b>DEPT/PROG:</b>	I.T. 14A, 14B		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Requestors		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$27,345
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# Open Records requests	(DEV / GIS / INF)	2 / 16 / 2	3 / 13 / 7	3 / 18 / 7	3 / 18 / 7
# of Open Records requests fulfilled within SLA	(DEV / GIS / INF)	2 / 16 / 2	3 / 13 / 7	3 / 18 / 7	3 / 18 / 7
avg. time to complete Open Records requests (Days)	(DEV / GIS / INF)	2 / 1 / 2	3 / 1 / 7	2 / 2 / 2	2 / 2 / 2

**PROGRAM DESCRIPTION:**

**Open Records Request Fulfillment:** Provide open records data to Offices and Departments to fulfill citizen requests.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
# Open Records requests completed within 10 days.	% of Open Records requests closed within 10 days.	100%	100%	100%	100%
Avg. time to complete Open Records requests.	Average time to close Open Records requests <= x days.	1 day	< = 4 Days	< = 5 Days	< = 5 Days



<b>ACTIVITY/SERVICE:</b>	Data Backup	<b>DEPT/PROG:</b>	I.T.		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Dept/Agency		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$239,266
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of DB with maintenance plans	(DEV)	48	45	45	46
# data layers archived	(GIS)	1750	1,975	1100	2000
# of backup jobs	(INF)	NA	900	750	450
TB's of data backed up	(INF)	NA	330TB	2TB	325TB
# of restore jobs	(INF)	NA	43	10	20

**PROGRAM DESCRIPTION:**

**Network Security:** Maintain reliable technology service to County Offices and Departments.

**Backup Data:** Maintain backups of network stored data and restore data from these backups as required.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Complete Restore work order within SLA.	% of Restore requests completed within SLA.	100%	100%	100%	100%
Backup Databases to provide for Disaster Recovery.	% of databases on a backup schedule to provide for data recovery.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Technology Support	<b>DEPT/PROG:</b>	I.T. 14B		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	All Dept/Agency		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$273,446
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
# of after hours calls		UNK	262	42	50
avg. after hours response time (in minutes)		UNK	1 hr	30 min	30 min
# of work orders		UNK	1,962	410	425
avg. time to complete Trouble ticket request		UNK	30 min	1 hr	TBD

**PROGRAM DESCRIPTION:**

**Emergency Support:** Provide support for after hours, weekend, and holiday for technology related issues.

**Help Desk and Tier Two Support:** Provide end user Help Desk and Tier Two support during business hours for technology related issues.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Complete work orders per SLA guidelines	% of work orders completed within SLA.	90%	90%	90%	90%
Respond to after hours/emergency requests within SLA.	% of after-hour support requests responded to within SLA	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Web Services	<b>DEPT/PROG:</b> I.T. 14B		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>		All Users
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$181,159
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
		<b>PROJECTED</b>		<b>2022-23</b>
		<b>PROJECTED</b>		<b>PROJECTED</b>
Average # daily visits		46,040	38,171	45,000
Average # daily unique visitors		26,653	23,418	25,000
Average # daily page views		130,221	114,533	125,000
eGov # citizen request items		34	41	34
GovDelivery Subscribers		17,379	35,119	21,000
GovDelivery Subscriptions		39,895	63,971	45,000
				70,000

**PROGRAM DESCRIPTION:**

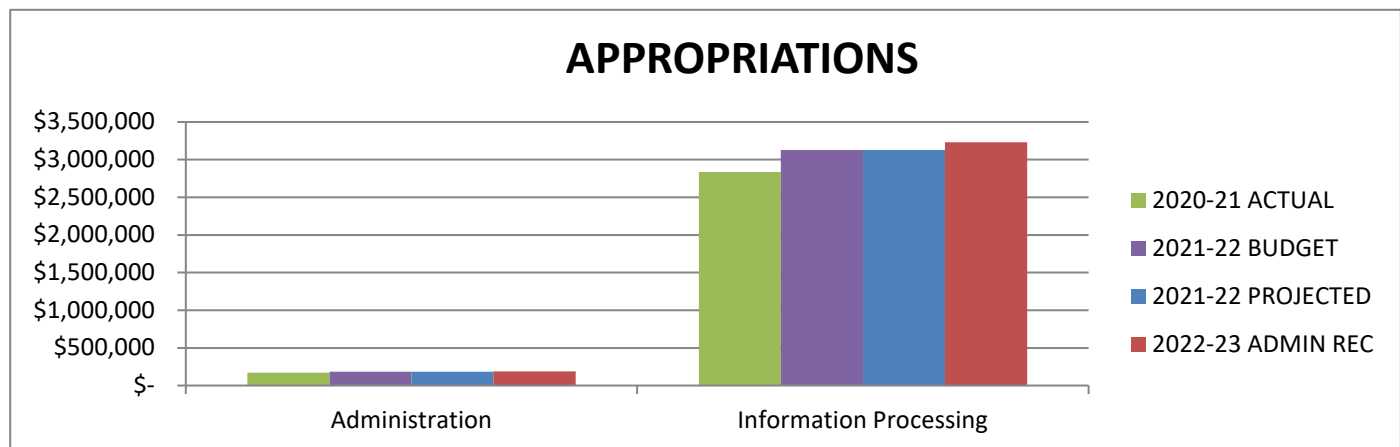
**Web Management:** Provide web hosting and development to facilitate access to public record data and county services.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Respond to Citizen requests in a timely manner	Average time to respond to Citizen request from <a href="http://www.ScottCountyIowa.com">www.ScottCountyIowa.com</a> .	1 day	0.84	< = 1 Days	< = 1 Days
GovDelivery - Bulletins Sent	To Improve outreach to constituents and gets more value out of the GovDelivery Service	351	481	400	200
GovDelivery - Total Delivered	To Improve outreach to constituents and gets more value out of the GovDelivery Service	355,471	514,277	400,000	100,000
GovDelivey - Unique Email Opens	To Improve outreach to constituents and gets more value out of the GovDelivery Service	81,553 (22.8%)	204,101 (39.8)%	100,000 (25%)	25%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: IT Administration (14.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
37-N Information Technology Director	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ 1,800	\$ 1,692	\$ -	\$ -	\$ -	\$ -
Miscellaneous	64,200	52,031	4,563	4,563	4,563	4,563
<b>TOTAL REVENUES</b>	<b>\$ 66,000</b>	<b>\$ 53,723</b>	<b>\$ 4,563</b>	<b>\$ 4,563</b>	<b>\$ 4,563</b>	<b>\$ 4,563</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 124,062	\$ 126,679	\$ 129,530	\$ 129,530	\$ 133,405	\$ 133,405
Benefits	43,849	45,428	46,769	46,769	48,862	48,862
Purchase Services & Expenses	200	-	5,300	5,300	5,300	5,300
Supplies & Materials	217	654	300	300	300	300
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 168,328</b>	<b>\$ 172,761</b>	<b>\$ 181,899</b>	<b>\$ 181,899</b>	<b>\$ 187,867</b>	<b>\$ 187,867</b>



#### ANALYSIS

FY23 non-salary costs for this program remain unchanged from FY22.

There are no capital, personnel or vehicle requests for this program for FY23.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Information Technology (14.1401)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
34-N GIS Manager	1.00	1.00	1.00	1.00	1.00	1.00
32-N Network Infrastructure Manager	1.00	1.00	1.00	1.00	1.00	1.00
34-N Programmer/Analyst Manager	1.00	1.00	1.00	1.00	1.00	1.00
31-N Webmaster	1.00	1.00	1.00	1.00	1.00	1.00
31-N Senior Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	1.00
31-N Information Security Analyst	-	1.00	1.00	1.00	1.00	1.00
28-N Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	1.00
28-N Network Systems Administrator	5.00	5.00	5.00	5.00	5.00	5.00
27-N Technology Systems Specialist Public Safety	1.00	1.00	1.00	1.00	1.00	1.00
27-N GIS Analyst	1.00	1.00	1.00	1.00	1.00	1.00
21-N Desktop Support Technician	2.00	2.00	2.00	2.00	2.00	2.00
<b>TOTAL POSITIONS</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 209,049	\$ 224,200	\$ 221,000	\$ 221,000	\$ 221,000	\$ 221,000
Charges for Services	41,248	25,853	30,000	30,000	30,000	30,000
Miscellaneous	6,535	4,373	6,000	6,000	6,000	6,000
<b>TOTAL REVENUES</b>	<b>\$ 256,832</b>	<b>\$ 254,426</b>	<b>\$ 257,000</b>	<b>\$ 257,000</b>	<b>\$ 257,000</b>	<b>\$ 257,000</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 1,154,180	\$ 1,198,838	\$ 1,285,521	\$ 1,285,521	\$ 1,334,903	\$ 1,334,903
Benefits	456,495	478,767	520,412	520,732	573,822	573,822
Capital Outlay	325	-	6,000	6,000	6,000	6,000
Purchase Services & Expenses	1,290,048	1,141,352	1,300,000	1,300,000	1,300,000	1,300,000
Supplies & Materials	1,098	16,910	15,500	15,500	15,500	15,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 2,902,146</b>	<b>\$ 2,835,867</b>	<b>\$ 3,127,433</b>	<b>\$ 3,127,753</b>	<b>\$ 3,230,225</b>	<b>\$ 3,230,225</b>

<b>ANALYSIS</b>
FY23 revenues for this program remain unchanged from FY22.
FY23 non-salary costs for this program remain unchanged from FY22.

# Juvenile Detention Center

Jeremy Kaiser, Director



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

<b>ACTIVITY/SERVICE:</b>	Detainment of Youth	<b>DEPARTMENT:</b> JDC 22.2201		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b> 01 General	<b>BUDGET:</b>	\$1,006,001
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of persons admitted		182	157	350
Average daily detention population		9.2	8	20
# of days of juveniles placed out of county		NA	460	2,200
# of total days client care		3350	2,921	7,300
				<b>2022-23</b>
				<b>PROJECTED</b>

**PROGRAM DESCRIPTION:**

Detainment of youthful offenders who reside in Scott County. Provide children with necessary health care, clothing, and medication needs in compliance with state regulations, in a fiscally responsible manner. Facilitate and assist agencies with providing educational, recreational, spiritual, and social-skill programming to the residents in our care.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To safely detain youthful offenders according to state licensing regulations/best practices, and in a fiscally responsible manner.	To serve all clients for less than \$350 per day after revenues are collected.	\$373	\$401	\$350	\$350



<b>ACTIVITY/SERVICE:</b>	Safety and Security	<b>DEPARTMENT:</b> JDC 22.2201		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b> All Residents		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b> 01 General	<b>BUDGET:</b>	\$1,006,001
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of escape attempts		0	0	0
# of successful escapes		0	0	0
# of critical incidents		66	68	100
# of critical incidents requiring staff physical intervention		23	27	40

**PROGRAM DESCRIPTION:**

Preventing escapes of youthful offenders by maintaining supervision and security protocol.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To de-escalate children in crisis through verbal techniques.	To diffuse crisis situations without the use of physical force 60% of the time.	65%	60%	60%	60%

<b>ACTIVITY/SERVICE:</b>	Dietary Program	<b>DEPARTMENT:</b> JDC 22.2201		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b> 01 General	<b>BUDGET:</b>	<b>\$60,680</b>
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Revenue generated from CNP reimbursement		22,219	18,243	34,000
Grocery cost		46,967	41,730	60,000

**PROGRAM DESCRIPTION:**

Serve residents nutritious food three meals a day, plus one snack in a fiscally-responsible manner. Claim child nutrition program reimbursement through the state of Iowa to generate revenue.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To serve kids food in accordance with State regulations at a sustainable cost.	To have an average grocery cost per child per day of less than \$7.50 after CNP revenue.	\$7.39	\$8.04	\$6.00	\$7.00



<b>ACTIVITY/SERVICE: In home Detention Program</b>		<b>DEPARTMENT:</b> JDC 22B		
<b>Semi-core service</b>	Community Add On	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	<b>BUDGET:</b>	<b>\$65,133</b>
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# residents referred for IHD program		97	66	100
# of residents who complete IHD program successfully		86	58	90

**PROGRAM DESCRIPTION:**

Certain juveniles are eligible to be supervised in the community through an "In-Home detention" program as an alternative to secure detention. JDC staff can supervise these juveniles in the community through random phone calls and home visits. Studies show that juveniles are less likely to commit crimes if diverted into a community-based, detention alternative program.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To ensure that all juveniles who are referred for In Home Detention supervision are given every opportunity to successfully complete the program.	80% or more of juveniles who are referred for In Home Detention complete the program successfully.	89%	88%	90%	88%

<b>ACTIVITY/SERVICE: Auto Theft Accountability Program</b>		<b>DEPARTMENT:</b> JDC 22B		
<b>Semi-core service</b>	Community Add On	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	<b>BUDGET:</b>	<b>\$39,474</b>
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of juveniles referred for ATA Program		22	NA	25
# of juveniles who complete ATA program successfully		7	NA	20

**PROGRAM DESCRIPTION:**

First time juvenile offenders of property crime in Scott County have the option of completing the Auto Theft Accountability Program, which attempts to divert them from the court system and secure detainment. The Program utilizes restorative practices to teach accountability and repair harms.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To ensure that all juveniles who are referred for the Auto Theft Accountability program are given every opportunity to successfully complete the program.	80% or more of juveniles who are referred for ATA complete the program successfully.	NA	NA	80%	80%

<b>ACTIVITY/SERVICE: Youth Centered Meetings</b>		<b>DEPARTMENT:</b> JDC 22B		
<b>Semi-core service</b>	Community Add On	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	<b>BUDGET:</b>	<b>\$19,737</b>
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of juveniles referred for YCM Program		9	NA	10
# of juveniles who complete YCM program successfully		4	NA	5

**PROGRAM DESCRIPTION:**

Certain juveniles are ordered to long term placement after detainment. The Youth Centered Meetings Program is designed to help the juvenile have a smooth transition back to the home environment after long term care. The program is strength-based and helps create a plan to connect juveniles with services in their home area.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To ensure that all juveniles who are referred for Youth Centered Meetings are given every opportunity to successfully complete the program.	80% or more of juveniles who are referred for youth Centered Meetings will complete all meetings successfully.	44%	NA	80%	80%

<b>ACTIVITY/SERVICE: School Based Restorative Justice Program</b>		<b>DEPARTMENT:</b> JDC 22B		
<b>Semi-core service</b>	Community Add On	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	<b>BUDGET:</b>	<b>\$138,159</b>
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of juveniles referred for SBRJ Program		NA	NA	500
# of juveniles who complete mediation successfully		4	NA	450

**PROGRAM DESCRIPTION:**

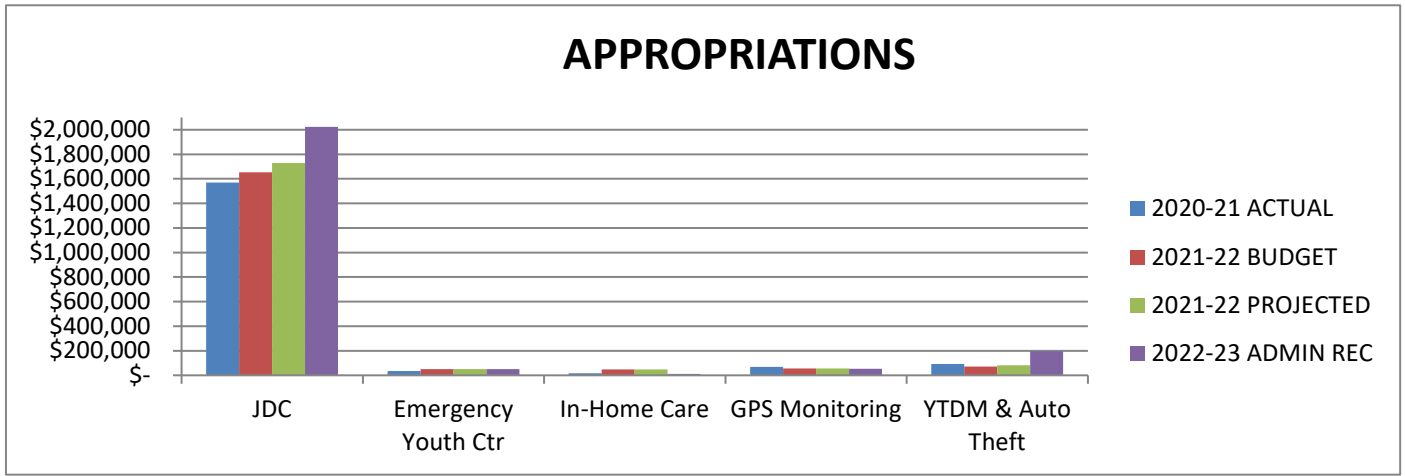
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<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To ensure that all juveniles who are referred for School Based Restorative Mediation are given every opportunity to successfully complete the program.	90% or more of juveniles who are referred for school based restorative mediation will complete mediation successfully	NA	NA	90%	90%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Juvenile Detention (1000, 2201)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
34-N Juvenile Detention Center Director	1.00	1.00	1.00	1.00	1.00	1.00
26-N Juvenile Detention Shift Supervisor	2.00	1.90	1.90	1.90	1.90	2.40
22-N Detention Youth Counselor	12.90	12.16	12.16	12.16	12.16	11.66
<b>TOTAL POSITIONS</b>	<b>15.90</b>	<b>15.06</b>	<b>15.06</b>	<b>15.06</b>	<b>15.06</b>	<b>15.06</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 353,620	\$ 389,980	\$ 379,000	\$ 194,000	\$ 379,000	\$ 379,000
Charges for Services	6,600	7,850	5,000	32,100	-	-
Miscellaneous	271	134	500	500	500	500
<b>TOTAL REVENUES</b>	<b>\$ 360,491</b>	<b>\$ 397,964</b>	<b>\$ 384,500</b>	<b>\$ 226,600</b>	<b>\$ 379,500</b>	<b>\$ 379,500</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 1,099,932	\$ 1,103,151	\$ 962,443	\$ 962,443	\$ 964,073	\$ 964,073
Benefits	399,666	407,837	408,896	408,896	426,110	426,110
Capital Outlay	951	-	1,000	1,500	1,500	1,500
Purchase Services & Expenses	25,815	6,536	207,900	283,100	558,100	558,100
Supplies & Materials	59,894	53,244	74,400	72,900	72,900	72,900
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,586,258</b>	<b>\$ 1,570,768</b>	<b>\$ 1,654,639</b>	<b>\$ 1,728,839</b>	<b>\$ 2,022,683</b>	<b>\$ 2,022,683</b>



**ANALYSIS**

The Detention Shift Supervisor Position increased to 2.4 as we now have three shift supervisors overseeing JDC and Diversion Programs.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Emergency Youth Shelter (2202)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC

<b>AUTHORIZED POSITIONS:</b>						
<b>TOTAL POSITIONS</b>	-	-	-	-	-	-

<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	8,051	34,381	50,000	50,000	50,000	50,000
Supplies & Materials	-	-	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 8,051</b>	<b>\$ 34,381</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

<b>ANALYSIS</b>
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No change from previous fiscal year.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: In-Home Care (2203)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
26-N Juvenile Shift Superviosr	-	-	-	-	-	-
22-N Community Based Youth Counselor	0.50	0.50	0.50	0.50	0.50	0.50
22-N Detention Youth Counselor	0.16	0.16	0.16	0.16	0.16	0.16
<b>TOTAL POSITIONS</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	31,723	10,085	20,000	12,000	12,000	12,000
Miscellaneous	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 31,723</b>	<b>\$ 10,085</b>	<b>\$ 20,000</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 29,674	\$ 12,465	\$ 36,196	\$ 36,196	\$ 8,593	\$ 8,593
Benefits	8,555	3,569	10,650	10,650	2,968	2,968
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	1,266	-	1,500	1,000	1,000	1,000
Supplies & Materials	-	-	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 39,495</b>	<b>\$ 16,034</b>	<b>\$ 48,346</b>	<b>\$ 47,846</b>	<b>\$ 12,561</b>	<b>\$ 12,561</b>

**ANALYSIS**

Funding for this program has been decreasing each year, so less FTE's have been designated to this program.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: GPS (2204)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
26-N Juvenile Shift Supervisor	-	-	-	-	-	-
22-N Community Based Youth Counselor	0.50	0.50	0.50	0.50	0.50	0.50
22-N Detention Youth Counselor	0.16	0.16	0.16	0.16	0.16	0.16
<b>TOTAL POSITIONS</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	66,216	44,681	54,000	49,000	54,000	54,000
Miscellaneous	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 66,216</b>	<b>\$ 44,681</b>	<b>\$ 54,000</b>	<b>\$ 49,000</b>	<b>\$ 54,000</b>	<b>\$ 54,000</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 41,731	\$ 51,058	\$ 36,196	\$ 38,396	\$ 34,076	\$ 34,076
Benefits	12,003	15,165	10,648	10,648	10,496	10,496
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	6,291	1,491	8,500	8,000	8,000	8,000
Supplies & Materials	6	-	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 60,031</b>	<b>\$ 67,714</b>	<b>\$ 55,344</b>	<b>\$ 57,044</b>	<b>\$ 52,572</b>	<b>\$ 52,572</b>

**ANALYSIS**

Funding for this program has been decreasing each year, so less FTE's have been designated to this program.



<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: YTD&amp;Auto Theft (2205/2206)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
26-N Juvenile Detention Shift Supervisor	-	0.10	0.10	0.10	0.10	0.10
22-N Detention Youth Counselor	-	0.42	0.42	0.42	0.42	0.42
<b>TOTAL POSITIONS</b>	<b>-</b>	<b>0.52</b>	<b>0.52</b>	<b>0.52</b>	<b>0.52</b>	<b>0.52</b>
<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	22,815	81,016	35,000	115,000	115,000	115,000
Miscellaneous	5,424	5,548	20,000	20,000	20,000	20,000
<b>TOTAL REVENUES</b>	<b>\$ 28,239</b>	<b>\$ 86,564</b>	<b>\$ 55,000</b>	<b>\$ 135,000</b>	<b>\$ 135,000</b>	<b>\$ 135,000</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 19,669	\$ 52,504	\$ 41,865	\$ 44,565	\$ 126,150	\$ 126,150
Benefits	8,969	23,166	20,514	20,514	54,720	54,720
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	4,133	10,881	6,500	14,500	14,500	14,500
Supplies & Materials	5,431	5,415	3,000	2,000	2,000	2,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 38,202</b>	<b>\$ 91,966</b>	<b>\$ 71,879</b>	<b>\$ 81,579</b>	<b>\$ 197,370</b>	<b>\$ 197,370</b>
<b>ANALYSIS</b>						
Funding for this program has been increasing due to high demand for school-based RJ program. As a result, more FTE's have been designated to this program.						

## Non-Departmental Fleet



Angela K. Kersten, County Engineer

**MISSION STATEMENT: To provide safe and serviceable vehicles at the most economical way to internal county customers**

<b>ACTIVITY/SERVICE:</b>	Fleet Services	<b>DEPT/PROG:</b> NonDep/Fleet 2304			
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b> Internal Vehicle Maintenance			
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b> 01 General	<b>BUDGET:</b> \$	1,400,000	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Vehicle Replacement-Excluding Conservation	\$	1,191,356	\$ 1,160,949	\$ 1,200,000	\$ 1,400,000
Vehicle downtime less than 24 hours		98%	97%	95%	95%
Average time for service Non-secondary Roads Vehicles		36 Minutes	37 Minutes	45 Minutes	45 Minutes
Average time for Service Secondary Roads Equipment		132 Minutes	146 Minutes	240 Minutes	240 Minutes

**PROGRAM DESCRIPTION:**

To provide modern, functional and dependable vehicles in a ready state so that Scott County citizens needs are met with the least cost and without interruption.

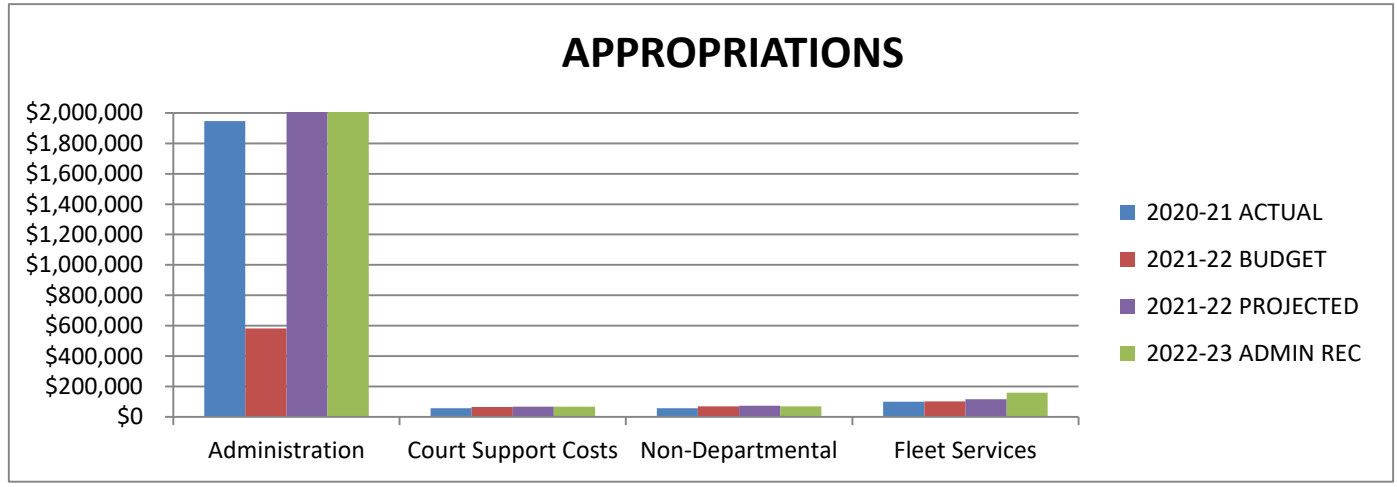
<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To maintain high levels of service to Scott County vehicles	Service within 10% of manufacture's recommended hours or miles	99%	100%	95%	95%
To provide time sensitive mobile repairs	Respond to all mobile calls within 1 hr.	100%	100%	95%	95%
To provide customers timely servicing or repairs	Begin repairs within 10 minutes of show time	100%	100%	95%	95%
To provide communications to customers that servicing or repairs are complete	Contact customer within 10 minutes of completion.	99%	99%	95%	95%



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Non-Departmental (23)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
<b>TOTAL POSITIONS</b>	-	-	-	-	-	-

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 304,568	\$ 3,877,919	\$ 168,050	\$ 3,928,483	\$ 15,718,050	\$ 15,718,050
Use of Money and Property	-	-	-	-	-	-
Miscellaneous	16,857	132,909	82,000	77,708	82,000	82,000
<b>TOTAL REVENUES</b>	<b>\$ 321,425</b>	<b>\$ 4,010,828</b>	<b>\$ 250,050</b>	<b>\$ 4,006,191</b>	<b>\$ 15,800,050</b>	<b>\$ 15,800,050</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ -	\$ 7,061	\$ -	\$ 220,000	\$ 220,000	\$ 220,000
Benefits	-	-	-	-	-	-
Capital Outlay	117,477	-	-	-	-	-
Purchase Services & Expenses	757,209	1,938,510	581,498	3,718,498	3,718,450	3,718,450
Supplies & Materials	1,210	-	500	500	500	500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 875,896</b>	<b>\$ 1,945,571</b>	<b>\$ 581,998</b>	<b>\$ 3,938,998</b>	<b>\$ 3,938,950</b>	<b>\$ 3,938,950</b>



**ANALYSIS**

The increase in FY22 projected and FY23 requested salary expense is for separation compensation for County retirees.

The increase in FY23 purchase services & expenses is due to the contribution to the Youth Assessment Program with United Way, Davenport, and Bettendorf. Also, the ARPA project is managed out of purchase services and expenses. Both revenues and expenses are anticipated to increase substantially due to the use of ARPA funds and housing contracts.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Non-Departmental Court Support</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
<b>TOTAL POSITIONS</b>	-	-	-	-	-	-
<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	59,861	81,355	82,000	88,000	88,000	88,000
Miscellaneous	37	4,795	3,000	2,000	3,000	3,000
<b>TOTAL REVENUES</b>	<b>\$ 59,898</b>	<b>\$ 86,150</b>	<b>\$ 85,000</b>	<b>\$ 90,000</b>	<b>\$ 91,000</b>	<b>\$ 91,000</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	60,606	56,906	65,500	66,500	66,500	66,500
Supplies & Materials	-	-	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 60,606</b>	<b>\$ 56,906</b>	<b>\$ 65,500</b>	<b>\$ 66,500</b>	<b>\$ 66,500</b>	<b>\$ 66,500</b>
<b>ANALYSIS</b>						
FY23 costs are consistent with FY22.						

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Non-Departmental Fleet</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
30-N Fleet Manager	0.40	0.40	0.40	0.40	0.40	0.40
<b>TOTAL POSITIONS</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>
<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ 1,603	\$ 1,623	\$ 4,000	\$ 2,000	\$ 2,800	\$ 2,800
	-	-				
<b>TOTAL REVENUES</b>	<b>\$ 1,603</b>	<b>\$ 1,623</b>	<b>\$ 4,000</b>	<b>\$ 2,000</b>	<b>\$ 2,800</b>	<b>\$ 2,800</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ -	\$ -	\$ -	\$ -	27,683	27,683
Benefits	-	-	-	-	15,530	15,530
Purchase Services & Expenses	98,679	103,104	98,000	112,000	112,000	112,000
Supplies & Materials	3,221	(3,541)	3,500	3,500	3,500	3,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 101,900</b>	<b>\$ 99,563</b>	<b>\$ 101,500</b>	<b>\$ 115,500</b>	<b>\$ 158,713</b>	<b>\$ 158,713</b>
<b>ANALYSIS</b>						
Fleet service costs are projected to increase due to inflationary costs. Forty percent of Fleet Management costs are allocated to Non-Departmental costs.						

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Non-Departmental 2301&2303		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>							
<b>TOTAL POSITIONS</b>		-	-	-	-	-	-
<b>REVENUE SUMMARY:</b>							
Intergovernmental		\$ 102,544	\$ 67,403	\$ 70,000	\$ 77,720	\$ 70,000	\$ 70,000
<b>TOTAL REVENUES</b>		<b>\$ 102,544</b>	<b>\$ 67,403</b>	<b>\$ 70,000</b>	<b>\$ 77,720</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>
<b>APPROPRIATION SUMMARY:</b>							
Salaries		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits		-	-	-	-	-	-
Capital Outlay		-	-	-	-	-	-
Purchase Services & Expenses		59,142	56,543	70,000	73,720	70,000	70,000
Supplies & Materials		-	-	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>		<b>\$ 59,142</b>	<b>\$ 56,543</b>	<b>\$ 70,000</b>	<b>\$ 73,720</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>
<b>ANALYSIS</b>							
The pass through funding for law enforcement costs / grants are projected to remain the same in FY23.,							

# Planning and Development

Chris Mathias, Director



**MISSION STATEMENT:** To provide professional planning, development and technical assistance to the Board of Supervisors, the Planning and Zoning Commission and the Zoning Board of Adjustment in order to draft, review and adopt land use policies and regulations that guide and control the growth of Scott County by balancing the need to identify areas appropriate for development with the need to preserve productive farm land and protect farming operations and also to fairly enforce County building, subdivision and zoning codes for the protection of the public health, safety and welfare of Scott County citizens by efficiently and effectively interpreting and implementing the regulations.

<b>ACTIVITY/SERVICE:</b>	Planning & Development Administration	<b>DEPARTMENT:</b>	P & D 25A	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	Entire County	
<b>BOARD GOAL:</b>	Economic Growth	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$53,511
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Appropriations expended		\$ 505,433	\$ 538,292	\$ 541,419
Revenues received		\$ 295,825	\$ 375,765	\$ 292,720

**PROGRAM DESCRIPTION:**

Administration of the Planning and Development Departments duties and budget. Prepare, review and update the Scott County Comprehensive Plan as recommended by the Planning and Zoning Commission.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Maintain expenditures within approved budget	To expend less than 100% of approved budget expenditures	93%	98%	95%	95%
Implementation of adopted County Comprehensive Plan	Land use regulations adopted and determinations made in compliance with County Comprehensive Plan	100%	100%	100%	100%
Maximize budgeted revenue	To retain 100% of the projected revenue	116%	127%	100%	100%



<b>ACTIVITY/SERVICE:</b>	Building Inspection/code enforcement	<b>DEPARTMENT:</b>	P & D 25B	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	Unincor/28ECities	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$401,331
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
		<b>PROJECTED</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Total number of building permits issued		1,172	1522	1,000
Total number of new house permits issued		70	74	75
Total number of inspections completed		3,294	3,662	2,500

**PROGRAM DESCRIPTION:**

Review building permit applications, issue building permits, enforce building codes, and complete building inspections. Review building code edition updates.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Review and issue building permit applications within five working days of application	All permits are issued within five working days of application	1,172	1,522	1000	1000
Review and issue building permit applications for new houses within five working days of application	All new house permits are issued within five working days of application	70	74	75	75
Complete inspection requests within two days of request	All inspections are completed within two days of request	3,294	3,662	2,500	2,500



<b>ACTIVITY/SERVICE:</b>	Zoning and Subdivision Code Enforcement	<b>DEPARTMENT:</b>	P & D 25B	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	Unincorp Areas	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$64,213
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
				<b>2022-23</b>
				<b>PROJECTED</b>
Review of Zoning applications		7	7	10
Review of Subdivision applications		11	5	10
Review Plats of Survey		73	48	50
Review Board of Adjustment applications		13	1	10

**PROGRAM DESCRIPTION:**

Review zoning and subdivision applications, interpret and enforce zoning and subdivision codes.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Review and present Planning and Zoning Commission applications	All applications are reviewed in compliance with Scott County Zoning & Subdivision Ordinances	18	14	20	20
Review and present Zoning Board of Adjustment applications	All applications are reviewed in compliance with Scott County Zoning Ordinance	13	1	10	10
Investigate zoning violation complaints and determine appropriate enforcement action in timely manner	% of complaints investigated within three days of receipt	90%	95%	90%	90%

<b>ACTIVITY/SERVICE:</b>	Floodplain Administration	<b>DEPARTMENT:</b>	P & D 25B		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	Uninco/28ECities		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$5,351
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of Floodplain permits issued		9	5	10	10

**PROGRAM DESCRIPTION:**

Review and issue floodplain development permit applications and enforce floodplain regulations. Review floodplain map updates.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Review and issue floodplain development permit applications for unincorporated areas of the County	Permits are issued in compliance with floodplain development regulations	9	5	10	10

<b>ACTIVITY/SERVICE:</b>	E-911 Addressing Administration	<b>DEPARTMENT:</b>	P & D 25B		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	Unincorp Areas		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$5,351	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of new addresses issued		57	14	50	40

**PROGRAM DESCRIPTION:**

Review and assign addresses to rural properties, notify Sheriff's Dispatch office and utilities. Enforce provisions of County E-911 addressing code

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Correct assignment of addresses for property in unincorporated Scott County	Addresses issued are in compliance with E-911 Addressing Ordinance	57	14	50	40

<b>ACTIVITY/SERVICE:</b>	Tax Deed Administration	<b>DEPARTMENT:</b>	P & D 25A	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	Entire County	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$1,766
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of Tax Deed taken		25	0	25
Number of Tax Deeds disposed of		2	0	0

**PROGRAM DESCRIPTION:**

Research titles of County Tax Deed properties. Dispose of County Tax Deed properties in accordance with adopted County policy.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Tax Certificate delivered from County Treasurer	Review of title of tax certificate properties held by Scott County	36	0	25	25
Hold Tax Deed Auction	Number of County tax deed properties disposed of	2	0	0	5

<b>ACTIVITY/SERVICE:</b>	Housing	<b>DEPARTMENT:</b>	P & D 25A		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	Entire County		
<b>BOARD GOAL:</b>	Economic Growth	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$1,766	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Amount of funding for housing in Scott County		\$ 1,320,000	\$496,789	\$ 1,100,000	\$ 1,100,000
Number of units assisted with Housing Council funding		385	524	350	350

**PROGRAM DESCRIPTION:**

Participation and staff support with Quad Cities Housing Cluster and Scott County Housing Council

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Scott County Housing Council funds granted for housing related projects	Amount of funds granted for housing development projects in Scott County	\$ 1,320,000	\$496,789	\$ 1,100,000	\$ 1,100,000
Housing units developed or inhabited with Housing Council assistance	Number of housing units	385	524	350	350
Housing units constructed or rehabilitated and leveraged by funding from Scott County Housing Council	Amount of funds leveraged by Scott County Housing Council	\$ 3,120,000	\$676,789	\$ 2,825,000	\$ 2,825,000

<b>ACTIVITY/SERVICE:</b>	Riverfront Council	<b>DEPARTMENT:</b>	P & D 25A		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	Entire County		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$1,819
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Quad Citywide coordination of riverfront projects		4	4	6	4

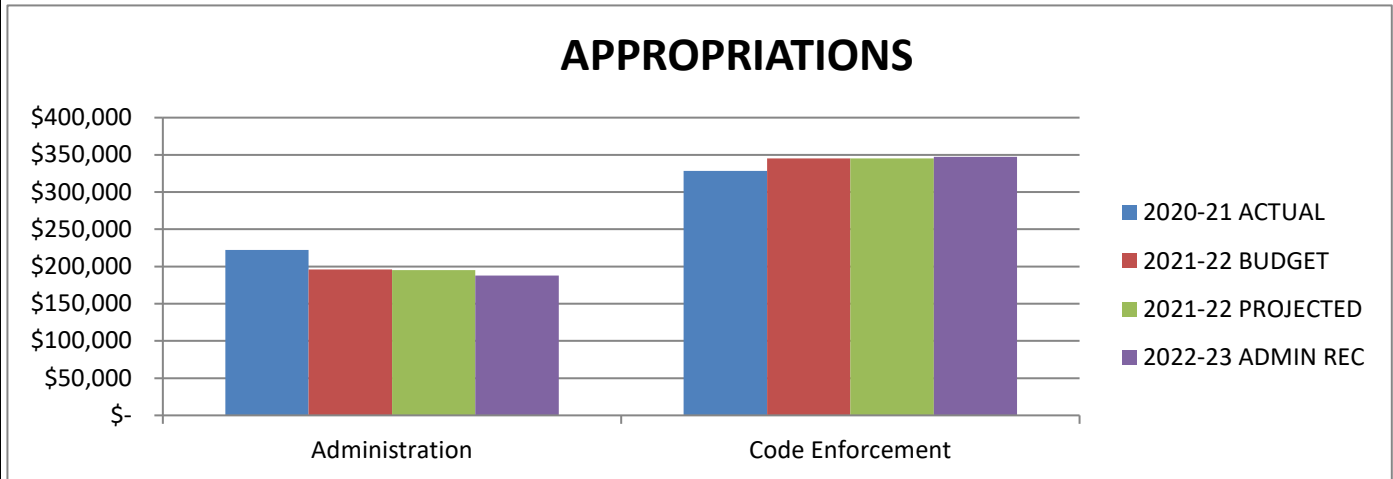
**PROGRAM DESCRIPTION:**

Participation and staff support with Quad Cities Riverfront Council

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Attend meetings of the Riverfront Council	Quad Citywide coordination of riverfront projects	4	4	4	4

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Planning & Development Admin (25.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
35-N Planning & Development Director	0.60	0.60	0.60	0.60	0.60	0.60
24-AFSCME Building Inspector	0.10	0.10	0.10	0.10	0.10	0.10
24-N Planning & Development Specialist	0.25	0.25	0.25	0.25	0.25	0.25
18-N Senior Office Assistant	0.37	0.50	0.50	0.50	0.50	0.50
Z Planning Intern	0.25	0.25	0.25	0.25	0.25	0.25
<b>TOTAL POSITIONS</b>	<b>1.57</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ (100)	\$ (118)	\$ -	\$ -	\$ -	\$ -
Sale of Fixed Assets	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ (100)</b>	<b>\$ (118)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 104,159	\$ 124,022	\$ 110,705	\$ 110,705	\$ 108,213	\$ 108,213
Benefits	44,542	40,972	48,333	47,333	42,545	42,545
Purchase Services & Expenses	31,427	54,359	35,100	34,800	35,100	35,100
Supplies & Materials	2,466	2,979	2,000	2,420	2,000	2,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 182,594</b>	<b>\$ 222,332</b>	<b>\$ 196,138</b>	<b>\$ 195,258</b>	<b>\$ 187,858</b>	<b>\$ 187,858</b>



**ANALYSIS**

FY23 non-salary expenses anticipate no change.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Code Enforcement (2501 &amp; 2502)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
35-N Planning & Development Director	0.40	0.40	0.40	0.40	0.40	0.40
24-AFSCME Building Inspector	1.90	1.90	1.90	1.90	1.90	1.90
24-N Planning & Development Specialist	0.75	0.75	0.75	0.75	0.75	0.75
18-N Senior Office Assistant	0.38	0.50	0.50	0.50	0.50	0.50
Z Enforcement Officer	-	-	-	-	-	-
<b>TOTAL POSITIONS</b>	<b>3.43</b>	<b>3.55</b>	<b>3.55</b>	<b>3.55</b>	<b>3.55</b>	<b>3.55</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 2,280	\$ 7,738	\$ 2,500	\$ -	\$ 2,500	\$ 2,500
Licenses and Permits	290,352	365,511	276,620	364,080	276,620	276,620
Charges for Services	3,294	2,635	3,600	2,500	3,600	3,600
Other Financing Sources	-	-	10,000	10,000	10,000	10,000
<b>TOTAL REVENUES</b>	<b>\$ 295,926</b>	<b>\$ 375,884</b>	<b>\$ 292,720</b>	<b>\$ 376,580</b>	<b>\$ 292,720</b>	<b>\$ 292,720</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 211,361	\$ 228,058	\$ 223,746	\$ 224,146	\$ 225,903	\$ 225,903
Benefits	90,203	87,388	96,535	98,035	96,347	96,347
Purchase Services & Expenses	18,706	11,201	23,800	21,875	23,800	23,800
Supplies & Materials	2,570	1,645	1,200	1,010	1,200	1,200
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 322,840</b>	<b>\$ 328,292</b>	<b>\$ 345,281</b>	<b>\$ 345,066</b>	<b>\$ 347,250</b>	<b>\$ 347,250</b>

**ANALYSIS**

FY23 non-salary expenses anticipate no change. FY23 revenues are anticipating a decrease in building permit revenues. This decrease is due to major supply train issues, the high cost of lumber which has maxed out again nationally as of January 2022 and the risk of a bubble burst in the housing market.



# Recorder's Office

Rita Vargas, Recorder



**MISSION STATEMENT:** To serve the citizens of Scott County by working with the state and federal agencies to establish policies and procedures that assure reliable information, encourage good public relations, commitment to quality, open mindedness, recognition of achievement, a diligent environment, equality of service and responsible record retention. -RECORDER-

<b>ACTIVITY/SERVICE:</b>	Administration	<b>DEPARTMENT:</b>	Recorder 26	<b>ADMIN</b>	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$203,023
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Total Department Appropriations		\$839,050	\$783,007	\$884,452	\$939,619

**PROGRAM DESCRIPTION:**

Record official records of documents effecting title to real estate, maintain a military and tax lien index. Issue recreational vehicle license, titles and liens. Issue hunting and fishing license. Issue certified copies of birth, death and marriage. Report and submit correct fees collected to the appropriate state agencies by the 10th of the month.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Ensure the staff is updated on changes and procedures set by Iowa Code or Administrative Rules from state and federal agencies.	Meet with staff quarterly or as needed to openly discuss changes and recommended solutions.	4	5	4	4
Cross train staff in all core services	Allow adequate staffing in all core service department to ensure timely processing and improved customer service	80%	75%	100%	100%



<b>ACTIVITY/SERVICE:</b>	Real Estate & DNR Records	<b>DEPARTMENT:</b> Recorder 26B		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b> 01 General	<b>BUDGET:</b>	\$523,259
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of real estate documents recorded		38,141	45,358	30,500
Number of electronic recordings submitted		14,780	22,667	11,000
Number of transfer tax transactions processed		3,471	3,202	4,000
% of real estate docs electronically submitted		39%	50%	35%
Conservation license & recreation regist		4,763	4,523	5,000

NOTE: Boat registration renewal occur every three years.

**PROGRAM DESCRIPTION:**

Maintain official records of documents effecting title to real estate and other important documents. Issue conservation license's titles, liens and permits.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Ensure all real estate documents presented for recording are placed on record the same day and correct fee is collected.	Information is available for public viewing within 24 hrs of indexing and scanning and the fees are deposited with Treasurer.	100%	100%	100%	100%
Ensure all real estate documents electronically submitted for recording are placed on record with in 48 hrs and the correct fee is collected.	Information is available for public viewing within 24 hrs of indexing	100%	100%	100%	100%
Digitize real estate documents recorded between 1971-1988	Allow the public to access documents electronically from our website anytime.	50%	75%	75%	75%
Ensure timely processing of all requests for ATV, ORV, Snowmobile, and boat registrations and titles. Execute hunting/fishing licenses	If received before 4pm, process all DNR requests the same day	75%	100%	100%	100%
Ensure accuracy in all DNR licensing and reporting.	Collect correct fees from customers. Provide accurate monthly fees and reports to Iowa Department of Revenue	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Vital Records	<b>DEPARTMENT:</b> Recorder 26D		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b> 01 General	<b>BUDGET:</b>	\$199,872
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of certified copies requested		16,971	0	13,000
Number of Marriage applications processed		788	0	1,000

**PROGRAM DESCRIPTION:**

Maintain official records of birth, death and marriage certificates. Issue marriage licenses.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Accept Marriage Applications in person or via mail. These are entered into the database the same day as received .	Immediately process and issue the Marriage Certificate. This eliminates the customer having to return in 3 days to pick up certificate.	75%	N/A	100%	100%
Ensure timely processing of funeral home certified copy requests	If received prior to 4pm, process funeral home requests same day they are received.	75%	N/A	100%	100%
Ensure timely processing of certified copy requests for the public	If received prior to 4pm, process vital record requests same day they are received.	75%	N/A	100%	100%

<b>ACTIVITY/SERVICE:</b>	Passports	<b>DEPARTMENT:</b>		
<b>BUSINESS TYPE:</b>	Community Add On	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$13,465
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of Passports Processed		425	0	300
Number of passport photos processed		362	0	100

**PROGRAM DESCRIPTION:**

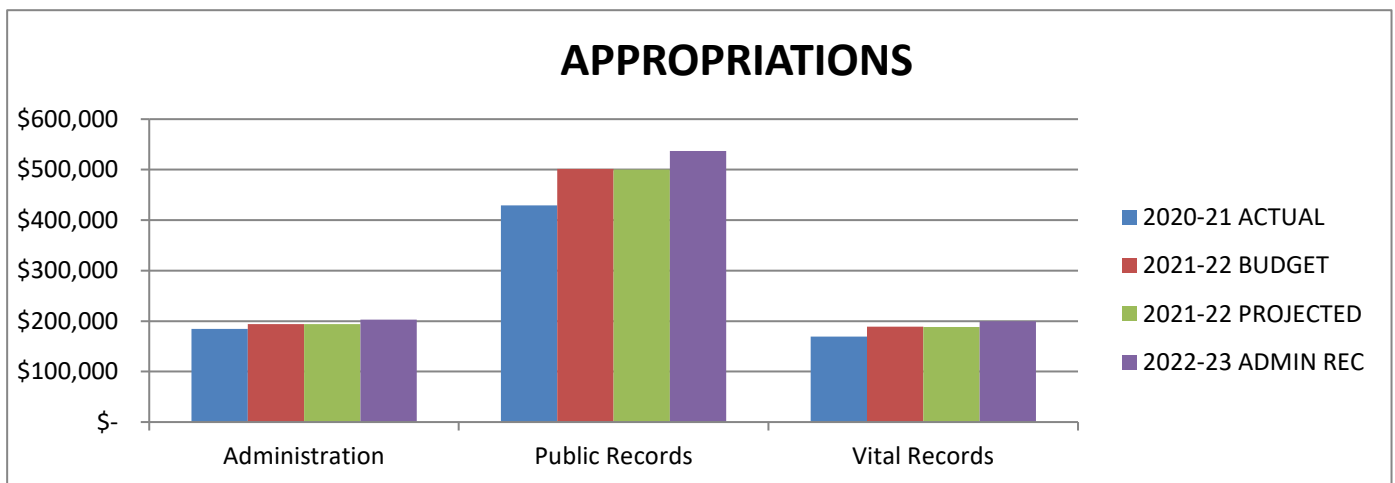
Execute passport applications and ensure they are in compliance with the guidelines provided by the U.S. Department of State. Provide passport photo services to new and renewing passport customers.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Ensure all customers passport applications are properly executed the same day the customers submits the paperwork	If received before 2:00pm, the completed applications and transmittal sheet are ailed to the U.S. Department of State the same day	25%	N/A	100%	100%
Ensure all passport applications are received at the passport processing facility	Track each passport transmittal daily to ensure it was received by the appropriate facility. Troubleshoot any errors with local post office and passport facility.	25%	N/A	100%	100%
Offer passport photo services	Allow passport customers one stop by executing passports and providing passport photo services to new and renewing passport customers.	25%	N/A	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Recorder Administration (26.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
X Recorder	1.00	1.00	1.00	1.00	1.00	1.00
33-N Office Administrator	0.50	0.50	0.50	0.50	0.50	0.50
	-	-				
<b>TOTAL POSITIONS</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	-	-	-	-	-	-
Miscellaneous	-	274	150	150	150	150
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 274</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 123,241	\$ 125,781	\$ 131,594	\$ 131,594	\$ 137,470	\$ 137,470
Benefits	53,228	54,697	57,653	57,653	60,828	60,828
Purchase Services & Expenses	877	640	1,725	1,725	1,725	1,725
Supplies & Materials	2,185	3,567	3,000	3,000	3,000	3,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 179,531</b>	<b>\$ 184,685</b>	<b>\$ 193,972</b>	<b>\$ 193,972</b>	<b>\$ 203,023</b>	<b>\$ 203,023</b>



**ANALYSIS**

No FTE changes  
 No changes in Revenue  
 No changes to non-salary expenses

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Public Records (26.2601/2602)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
Y Second Deputy	1.00	1.00	1.00	1.00	1.00	1.00
33-N Office Administrator	0.50	0.50	0.50	0.50	0.50	0.50
19-AFSCME Real Estate Specialist	1.00	1.00	1.00	1.00	1.00	1.00
19-AFSCME Licensing Specialist	1.00	1.00	1.00	1.00	1.00	1.00
17-AFSCME Multi-Service Clerk	3.16	3.16	3.16	3.16	3.16	3.16
<b>TOTAL POSITIONS</b>	<b>6.66</b>	<b>6.66</b>	<b>6.66</b>	<b>6.66</b>	<b>6.66</b>	<b>6.66</b>
<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ 1,153,176	\$ 1,461,711	\$ 995,000	\$ 1,228,000	\$ 1,025,000	\$ 1,025,000
Use of Money & Property	1,363	260	2,200	2,200	2,200	2,200
Miscellaneous	2,182	2,378	2,000	2,000	2,000	2,000
<b>TOTAL REVENUES</b>	<b>\$ 1,156,721</b>	<b>\$ 1,464,349</b>	<b>\$ 999,200</b>	<b>\$ 1,232,200</b>	<b>\$ 1,029,200</b>	<b>\$ 1,029,200</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 305,867	\$ 285,578	\$ 334,575	\$ 331,612	\$ 344,709	\$ 344,709
Benefits	125,957	140,806	157,951	157,951	180,590	180,590
Purchase Services & Expenses	2,362	1,570	2,725	4,325	5,325	5,325
Supplies & Materials	9,373	1,348	6,500	6,100	6,100	6,100
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 443,559</b>	<b>\$ 429,302</b>	<b>\$ 501,751</b>	<b>\$ 499,988</b>	<b>\$ 536,724</b>	<b>\$ 536,724</b>
<b>ANALYSIS</b>						
NO FTE changes						
Decreased revenue by \$8,000. FY22 was a boat renewal year, FY23 is not. Boats are renewed every 3 years.						
Purchase services and expenses increased \$600 due to passport mailing. US Dept of State now requires us to take the passports to the post office for mailing instead of utilizing our mail room.						
Supplies and Materials decreased by \$400 as we cancelled a newspaper subscription.						

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Vital Records (2603)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
19-AFSCME Vital Records Specialist	1.00	1.00	1.00	1.00	1.00	1.00
17-AFSCME Multi-Service Clerk	1.34	1.34	1.34	1.34	1.34	1.34
<b>TOTAL POSITIONS</b>	<b>2.34</b>	<b>2.34</b>	<b>2.34</b>	<b>2.34</b>	<b>2.34</b>	<b>2.34</b>

<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ 81,930	\$ 60,072	\$ 78,000	\$ 65,500	\$ 68,000	\$ 68,000
<b>TOTAL REVENUES</b>	<b>\$ 81,930</b>	<b>\$ 60,072</b>	<b>\$ 78,000</b>	<b>\$ 65,500</b>	<b>\$ 68,000</b>	<b>\$ 68,000</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 132,055	\$ 106,997	\$ 118,624	\$ 118,624	\$ 125,232	\$ 125,232
Benefits	82,907	60,336	66,105	66,605	71,640	71,640
Purchase Services & Expenses	2,407	-	1,000	-	-	-
Supplies & Materials	1,112	1,739	3,000	3,000	3,000	3,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 218,481</b>	<b>\$ 169,072</b>	<b>\$ 188,729</b>	<b>\$ 188,229</b>	<b>\$ 199,872</b>	<b>\$ 199,872</b>

**ANALYSIS**

No FTE changes

Increased revenue for passports by \$2,500. We have certified another passport agent and plan to increase our passport appointment availability.

Purchase Services & Expenses decreased in FY22 due to a reduction in equipment maintenance. We no longer have that machine.

## Secondary Roads

Angie Kersten, County Engineer



**MISSION STATEMENT: To maintain Scott County Roads and Bridges in a safe, efficient, and economical manner and to construct new roads and bridges in the same safe, efficient and economical manner.**

<b>ACTIVITY/SERVICE:</b>	Administration	<b>DEPT/PROG:</b>	Secondary Roads	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	13 Sec Rds	<b>BUDGET:</b> \$366,000
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Resident Contacts		415	595	400
Permits		594	459	800
				500

**PROGRAM DESCRIPTION:**

To provide equal, fair and courteous service for all citizens of Scott County by being accessible, accommodating and responding to the needs of the public by following established policies and procedures.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To be responsive to residents inquiries, complaints, or comments.	Contact resident or have attempted to make contact within 48 hours	99%	98%	100%	100%
To be responsive to requests for Moving permits	Permit requests approved within 24 Hours	100%	100%	100%	100%
To provide training for employee development	Conduct seasonal safety meetings and send employees to classes for leadership development and certifications as they become available	100%	100%	100%	100%
Timely review of claims	To review claims and make payments within thirty days of invoice.	100%	100%	100%	100%
Evaluations	Timely completion of employee evaluations	98%	98%	98%	98%





<b>ACTIVITY/SERVICE:</b>	Engineering	<b>DEPT/PROG:</b>	Secondary Roads	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	13 Sec Rds	<b>BUDGET:</b> \$799,500
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Project Preparation		8	9	6
Project Inspection		8	9	12
Projects Let		8	6	3

**PROGRAM DESCRIPTION:**

To provide professional engineering services for county projects and to make the most effective use of available funding.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To complete project plans accurately to prevent extra work orders.	Extra work order items limited to less than 10% of contract orders.	98%	100%	98%	98%
Give staff the required training to allow them to accurately inspect and test materials during construction	Certification are 100% maintained	100%	100%	100%	100%
Prepare project plans to be let on schedule	100% of projects are let on schedule	98%	98%	98%	98%
Engineer's Estimates	Estimates for projects are within 10% of Contract	95%	95%	95%	95%

<b>ACTIVITY/SERVICE:</b>	Construction	<b>DEPT/PROG:</b>	Secondary Roads		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	13 Sec Rds	<b>BUDGET:</b> \$1,675,000	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Bridge Replacement		4	5	1	1
Federal and State Dollars		\$0	\$1,567,371	\$2,057,823	\$6,750,000
Pavement Resurfacing		2	2	1	7
Culvert Replacement		3	0	2	0

**PROGRAM DESCRIPTION:**

To provide for the best possible use of tax dollars for road and bridge construction by (A) using the most up to date construction techniques and practices therefore extending life and causing less repairs, (B) analyzing the existing system to determine best possible benefit to cost ratio and (C) by providing timely repairs to prolong life of system.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To make use of Federal and State funds for Bridge replacements within Federal and State Constraints	To not allow our bridge fund to exceed a 6 year borrow ahead limit	100%	100%	100%	100%
To fully utilize Federal and State FM dollars for road construction	Keep our State FM balance not more than two years borrowed ahead and to use all Federal funds as they become available.	100%	100%	100%	100%
Replace culverts as scheduled in five year plan	All culverts will be replaced as scheduled	100%	100%	100%	100%
Complete construction of projects	Complete construction of projects within 110% of contract costs	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Rock Resurfacing	<b>DEPT/PROG:</b>	Secondary Roads	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	13 Sec Rds	<b>BUDGET:</b> \$1,000,000
	<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
	Blading - Miles	378	378	378
	Rock Program - Miles	120	120	120

**PROGRAM DESCRIPTION:**

To provide a safe, well-maintained road system by utilizing the latest in maintenance techniques and practices at a reasonable cost while providing the least possible inconvenience to the traveling public.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To insure adequate maintenance blading of gravel roads	Every mile of gravel road is bladed in accordance with established best practices when weather conditions permit.	100%	100%	100%	100%
Maintain a yearly rock resurfacing program to insure enough thickness of rock	Insure enough thickness of rock to avoid mud from breaking through the surface on 80% of all Gravel Roads (frost Boils excepted)	90%	100%	90%	90%
Provide instruction to Blade operators on proper techniques	Maintain proper crown and eliminate secondary ditches on 95% of gravel roads	95%	100%	95%	95%

<b>ACTIVITY/SERVICE:</b>	Snow and Ice Control	<b>DEPT/PROG:</b>	Secondary Roads		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	13 Sec Rds	<b>BUDGET:</b> \$605,000	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Tons of salt used		1,700	1,700	1,700	1,700
Number of snowfalls less than 2"		21	17	15	15
Number of snowfalls between 2" and 6"		10	8	6	6
Number of snowfalls over 6"		1	2	3	3

**PROGRAM DESCRIPTION:**

To provide modern, functional and dependable methods of snow removal to maintain a safe road system in the winter months.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
In accordance with our snow policy, call in staff early after an overnight snow event	All snow routes will have one round complete within 2 hours of start time when event is 4 inches or less, within 3 hours when between 4 and 6 inches	100%	100%	100%	100%
Keep adequate stores of deicing materials and abrasives	Storage facilities not to be less than 20% of capacity	100%	100%	100%	100%
To make efficient use of deicing and abrasive materials.	Place deicing and abrasive materials on snow pack and ice within 2 hours of snow clearing.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Traffic Control	<b>DEPT/PROG:</b>	Secondary Roads	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	13 Sec Rds	<b>BUDGET:</b> \$381,000
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of Signs		7,101	7,101	7,101
Miles of markings		200	183	200

**PROGRAM DESCRIPTION:**

To provide and maintain all traffic signs and pavement markings in compliance with Federal Standards.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Maintain all signs and pavement markings	Hold cost per mile for signs, paint, and traffic signals to under \$325/mile	100%	100%	100%	100%
Maintain pavement markings to Federal standards	Paint all centerline each year and half of all edge line per year	100%	100%	100%	100%
Maintain all sign reflectivity to Federal Standards	Replace 95% of all signs at end of reflective coating warranty	95%	95%	95%	95%

<b>ACTIVITY/SERVICE:</b>	Road Clearing / Weed Spray	<b>DEPT/PROG:</b>	Secondary Roads	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	13 Sec Rds	<b>BUDGET:</b> \$376,000
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Roadside Miles		1,148	1,148	1,148
Percent of Road Clearing Budget Expended		70.02%	71.70%	85.00%
Cost of HydroSeeder mix (bale)		\$19.00	\$19.00	\$19.00
Amount of mix used		200	200	200

**PROGRAM DESCRIPTION:**

To maintain the roadsides to allow proper sight distance and eliminate snow traps and possible hazards to the roadway and comply with State noxious weed standards.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Remove brush from County Right of way at intersections	Keep brush clear for sight distance at all intersections per AASHTO Standards	95%	95%	95%	95%
Plant Native Iowa Grasses and Flowers in the Right of way	Native Plants help to control weeds with less chemicals and create a more aesthetic roadway.	80%	80%	80%	80%
Remove brush from County Right of way on All Roads to remove snow traps and improve drainage	Keep brush from causing snow traps on roads	95%	95%	95%	95%
To maintain vegetation free shoulders on paved roads	Maintain a program that eliminates vegetation on all paved road shoulders	90%	95%	90%	90%
To stay within State requirements on Noxious weeds	Keep all noxious weeds out of all county right of way	90%	90%	90%	90%

<b>ACTIVITY/SERVICE:</b>	Roadway Maintenance	<b>DEPT/PROG:</b>	Secondary Roads	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	13 Sec Rds	<b>BUDGET:</b> \$2,755,500
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Miles of Roadside		1,148	1,148	1,148
Number of Bridges and Culverts over 48"		650	650	650

**PROGRAM DESCRIPTION:**

To provide proper drainage for the roadway and eliminate hazards to the public on the shoulders.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Maintain an active ditch cleaning program	Clean a minimum of 5500 lineal feet of ditch per year	95%	100%	95%	95%
Blade shoulders to remove edge rut	Bring up shoulders on all paved roads at least twice a year	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Macadam	<b>DEPT/PROG:</b> Secondary Roads		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b> 13 Sec Rds	<b>BUDGET:</b>	\$45,000
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of potential Macadam projects		24	24	24
Cost of Macadam stone per ton		\$8.50	\$9.00	\$9.25
Number of potential Stabilized Base projects		11	11	11
Cost per mile of Stabilized Projects		\$40,000.00	\$40,000	\$40,000
				30
				\$10.20
				21
				\$90,000

**PROGRAM DESCRIPTION:**

To provide an inexpensive and effective method of upgrading gravel roads to paved roads and stabilizing existing gravel roads.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Maintain an active Macadam and Stabilized Base program	Annually monitor potential projects for eligibility and complete one project per year if eligible	100%	100%	100%	100%
Review culverts on macadam project for adequate length	Extend short culverts as per hydraulic review	100%	100%	100%	100%



<b>ACTIVITY/SERVICE:</b>	General Roadway Expenditures	<b>DEPT/PROG:</b>	Secondary Roads	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	13 Sec Rds	<b>BUDGET:</b> \$2,874,500
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of Facilities		7	7	7

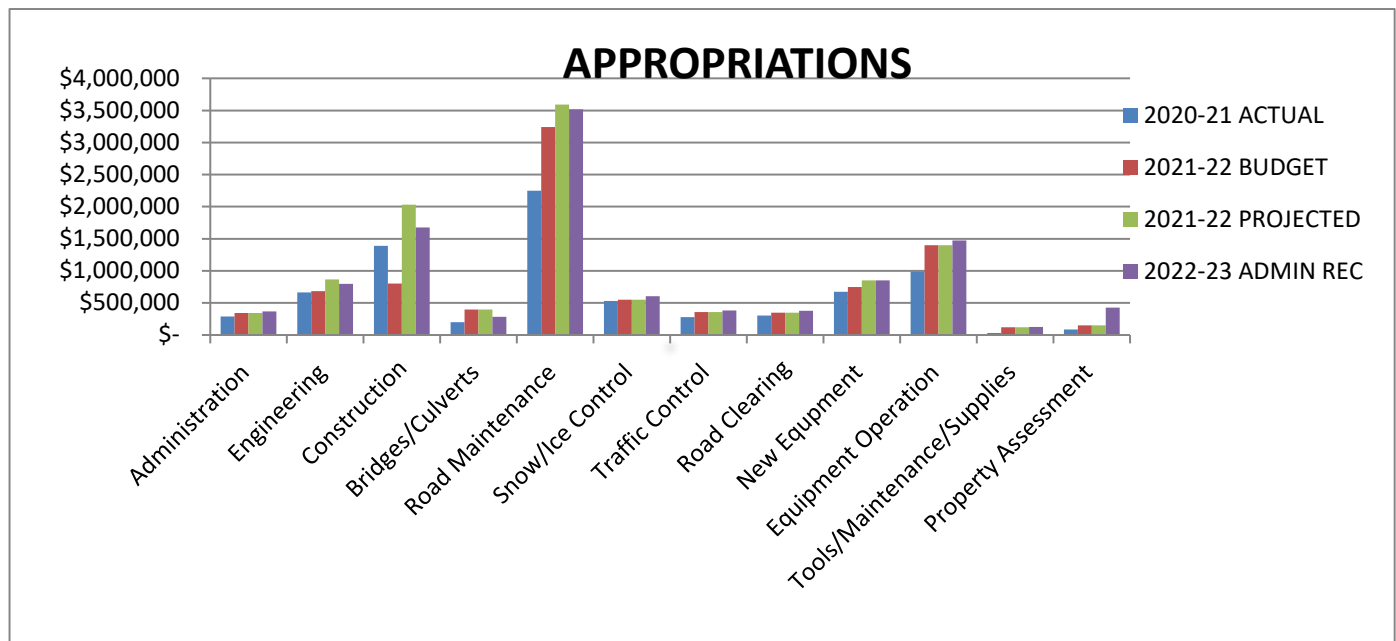
**PROGRAM DESCRIPTION:**

To perform proper care and maintenance of equipment and facilities to provide road maintenance services.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Maintain buildings and grounds to extend lifetime	Inspect facilities annually for scheduling maintenance	100%	100%	100%	100%
Complete inventory checks to effectively manage stock materials	Count each part in stock twice per year	100%	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Admin & Eng (2701)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
40-N County Engineer	1.00	1.00	1.00	1.00	1.00	1.00
35-N Assistant County Engineer	1.00	1.00	1.00	1.00	1.00	1.00
25-N Engineering Technician	2.00	2.00	2.00	2.00	2.00	2.00
23-N Sr Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
18-N Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Z Seasonal Engineering Intern	0.25	0.25	0.25	0.25	0.25	0.25
<b>TOTAL POSITIONS</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 4,576,381	\$ 4,914,311	\$ 4,256,783	\$ 4,374,243	\$ 4,371,500	\$ 4,371,500
Licenses and Permits	50,703	34,125	30,000	30,000	30,000	30,000
Charges for Services	57,200	98,845	96,265	622,275	589,048	589,048
Use of Money and Property	67,448	12,456	30,000	12,500	12,500	12,500
Miscellaneous	51,804	48,982	14,100	14,100	19,100	19,100
Other Financing Sources	2,036	23,589	70,000	70,000	70,000	70,000
<b>TOTAL REVENUES</b>	<b>\$ 4,805,572</b>	<b>\$ 5,132,308</b>	<b>\$ 4,497,148</b>	<b>\$ 5,123,118</b>	<b>\$ 5,092,148</b>	<b>\$ 5,092,148</b>
<b>APPROPRIATION SUMMARY:</b>						
Administration (7000)	\$ 332,289	\$ 287,523	\$ 341,000	\$ 341,000	\$ 366,000	\$ 366,000
Engineering (7010)	730,632	664,454	682,500	864,000	799,500	799,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,062,921</b>	<b>\$ 951,977</b>	<b>\$ 1,023,500</b>	<b>\$ 1,205,000</b>	<b>\$ 1,165,500</b>	<b>\$ 1,165,500</b>



**ANALYSIS**

For 7000, the increase in administrative appropriation reflects salary and benefit increases. For 7010, the increase in the FY22 amendment is for consulting fees. FY21 consulting fees carried over into FY22 and additional dollars were budgeted for new consulting projects that are needed to complete American Rescue Plan Act (ARPA) projects. FY23 also includes increases for salaries and benefits and consulting fees for ARPA and other construction projects. The increase in revenue for charges for services reflects reimbursements from other governmental agencies for joint construction projects. There are no personnel changes.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Roadway Construction (2702)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>APPROPRIATION SUMMARY:</b>						
Construction (0200)	\$ 3,896,408	\$ 1,390,228	\$ 800,000	\$ 2,030,000	\$ 1,675,000	\$ 1,675,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 3,896,408</b>	<b>\$ 1,390,228</b>	<b>\$ 800,000</b>	<b>\$ 2,030,000</b>	<b>\$ 1,675,000</b>	<b>\$ 1,675,000</b>

**ANALYSIS**

In FY2019 our Department began spending down a fund balance on bridge replacements and HMA resurfacing projects. Over the past two years we have experienced delays in construction attributed to COVID related challenges. We have experienced contractor delays due to labor shortages, significant delays in obtaining materials typically readily available on demand, and delays in utility relocations due to labor shortages. These issues led to carrying over \$1.2 million dollars of construction work from FY21 to FY22 and we may see additional carry-over into FY23. The FY23 budget includes 4 asphalt resurfacing projects. The projects are in close proximity to each other and will be tied together under one contract. The 2702 budget can vary significantly from year to year, because it is project based and limited to available local funding.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Roadway Maintenance (2703)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
30-N Secondary Roads Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
27r-PPME Roadside Veg Spec	-	-	-	-	0.75	0.75
26r-PPME Roadside Veg Spec	0.75	0.75	0.75	0.75	-	-
26r-PPME Secondary Roads Crew Leader	3.00	3.00	3.00	3.00	3.00	3.00
25r-PPME Senior Signs Technician	1.00	1.00	1.00	1.00	1.00	1.00
24r-PPME Heavy Equipment Operator	7.00	7.00	7.00	7.00	7.00	7.00
24r-PPME Roadside Veg. Tech	1.00	1.00	1.00	1.00	1.00	1.00
24r-PPME Sign Crew Technician	1.00	1.00	1.00	1.00	1.00	1.00
23r-PPME Sr Roads Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00
22r-PPME Roads Maintenance Worker	9.00	9.00	9.00	9.00	9.00	9.00
Z Seasonal Maintenance Worker	0.30	0.30	0.30	0.30	0.30	0.30
<b>TOTAL POSITIONS</b>	<b>25.05</b>	<b>25.05</b>	<b>25.05</b>	<b>25.05</b>	<b>25.05</b>	<b>25.05</b>

<b>APPROPRIATION SUMMARY:</b>						
Bridges/Culverts (7100)	\$ 206,607	\$ 201,707	\$ 395,000	\$ 395,000	\$ 285,000	\$ 285,000
Road Maintenance (7110)	2,651,442	2,246,362	3,243,000	3,593,000	3,515,500	3,515,500
Snow/Ice Control (7120)	373,708	531,022	550,000	550,000	605,000	605,000
Traffic Control (7130)	340,301	279,539	359,000	359,000	381,000	381,000
Road Clearing (7140)	238,771	305,345	346,000	346,000	376,000	376,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 3,810,829</b>	<b>\$ 3,563,975</b>	<b>\$ 4,893,000</b>	<b>\$ 5,243,000</b>	<b>\$ 5,162,500</b>	<b>\$ 5,162,500</b>

**ANALYSIS**

For 7100, FY22 includes a bridge abutment repair project that is not typical annual maintenance. Therefore, the FY23 budget is lower. For 7110, the amended FY22 increase is due to additional contracted asphalt patching projects. The decrease in FY23, is due to not completing as much contracted asphalt road maintenance as projected for FY22. For 7120, the increase is for salaries and benefits and increases in costs for salt, calcium chloride, sand, and snow fence. For 7130, the increase is for salaries, benefits and materials. For 7140, the increase in costs is for salaries and benefits. There are no changes in personnel.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: General Roadway Exp (2704)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
30-N Fleet Manager	0.60	0.60	0.60	0.60	0.60	0.60
27-N Mechanic Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
24r-PPME Senior Mechanic	2.00	2.00	2.00	2.00	2.00	2.00
22r-PPME Mechanic	1.00	1.00	1.00	1.00	1.00	1.00
18r-PPME Parts and Inventory Clerk	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>

<b>APPROPRIATION SUMMARY:</b>						
New Equipment (7200)	\$ 666,890	\$ 672,824	\$ 750,000	\$ 850,000	\$ 850,000	\$ 850,000
Equipment Operation (7210)	963,680	991,379	1,399,000	1,399,000	1,473,500	1,473,500
Tools/Maintenance/Supplies (7220)	64,632	31,371	119,100	121,000	126,000	126,000
Property Assessment (7230)	84,244	84,226	150,000	150,000	425,000	425,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,779,446</b>	<b>\$ 1,779,800</b>	<b>\$ 2,418,100</b>	<b>\$ 2,520,000</b>	<b>\$ 2,874,500</b>	<b>\$ 2,874,500</b>

#### **ANALYSIS**

For 7210, the increases are for salaries and benefits and a slight increase in material costs. For 7220, the slight increase is for material costs. For 7230, a salt shed replacement was budgeted for in FY22, but after working with vendors it became apparent that the budgeted amount was too low. Due to COVID related shortages in materials and labor, it was determined to hold off on replacing the shed until FY23. The increased budget for 7230 includes the projected increase to replace the salt shed. For 7200, the equipment budget has been increased by \$100,000 due to manufacturers' increases in costs for new equipment and vehicles. We are also seeing decreases in trade-in value of our motorgraders. There are no changes in personnel.

# Sheriff's Office

Tim Lane, Sheriff's Office



**MISSION STATEMENT: To provide progressive public safety to fulfill the diverse needs of citizens through the expertise of our professional staff and utilization of all available resources.**

<b>ACTIVITY/SERVICE:</b>	Sheriff's Administration	<b>DEPARTMENT:</b>	Sheriff		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$928,521
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Ratio of administrative staff to personnel of < or = 4.5%		3.20%	2.67%	2.75%	2.50%

**PROGRAM DESCRIPTION:**

Oversee the operations of the Scott County Sheriff's Office.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Increase cost savings on supply orders	All supply orders >\$50 will be cross-referenced against 3 suppliers to ensure lowest price and greatest value.	3	3	3	3
Decrease the number of exceptions on purchase card exception report	2% of PC purchases will be included on the exception report, with all exceptions being cleared by the next PC cycle.	<2%	<2%	<2%	<2%
All payroll will be completed and submitted by deadline.	100% of Sheriff's Office payroll will be completed by 10:00 a.m. on the Tuesday following payroll Monday.	100%	100%	100%	100%



<b>ACTIVITY/SERVICE:</b>	Traffic Enforcement	<b>DEPARTMENT:</b>	Sheriff		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVE</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$5,595,184
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of traffic contacts		6,872	2,748	7,500	5,000

**PROGRAM DESCRIPTION:**

Uniformed law enforcement patrolling Scott County to ensure compliance of traffic laws and safety of citizens and visitors to Scott County.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
To increase the number of hours of traffic safety enforcement/seat belt enforcement.	Complete 600 hours of traffic safety enforcement and education.	662	183.0**	660	660

\*\*Began GTSB traffic enforcement the end of February, 2021, ending COVID restrictions.

<b>ACTIVITY/SERVICE:</b>	Jail	<b>DEPARTMENT:</b>	Sheriff		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$11,630,757
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Inmate instances of programming attendance		15,848	5,348	26,000	15,000
The number of inmate and staff meals prepared		312,338	283,604	300,000	300,000
Jail occupancy		217	259	295	280
Number of inmate/prisoner transports		2,818	1,304	1,750	2,000

**PROGRAM DESCRIPTION:**

Provide safe and secure housing and care for all inmates in the custody of the Sheriff.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Operate a secure jail facility	Maintain zero escapes from the Jail facility	0	0	0	0
Operate a safe jail facility	Maintain zero deaths within the jail facility	0	0	0	0
Classification of prisoners	100 % of all prisoners booked into the Jail will be classified per direct supervision standards.	100	100	100	100



<b>ACTIVITY/SERVICE:</b>	Civil	<b>DEPARTMENT:</b>	Sheriff		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$408,659
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of attempts of service made.		12,591	15,156	15,000	15,000
Number of papers received.		9,356	8,609	10,000	10,000
Cost per civil paper received.		\$35.76	\$38.56	\$36.00	\$35.00

**PROGRAM DESCRIPTION:**

Serve civil paperwork in a timely manner.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Timely service for mental injunctions and protective orders	All mental injunctions and protective orders will be attempted the same day of receipt.	1	1	1	1
No escapes during transportation of mental committals	Zero escapes of mental committals during transportation to hospital facilities	0	0	0	0
Timely service of civil papers	Number of days civil papers are served. All civil papers will be attempted at least one time within the first 7 days of receipt.	3.64	3.22	4.5	5.5
Increase percentage of papers serviced	Successfully serve at least 93% of all civil papers received	90.0%	95.0%	90.0%	90.0%

<b>ACTIVITY/SERVICE:</b>	Investigations	<b>DEPARTMENT:</b>	Sheriff		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$1,214,692
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Crime Clearance Rate		86%	85%	80%	80%

**PROGRAM DESCRIPTION:**

Investigates crime for prosecution.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Complete home compliance checks on sex offenders in Scott County.	Complete 415 home compliance checks annually on sex offenders	451	1038	600	800
To increase drug investigations by the Special Operations Unit	Investigate 140 new drug related investigations per quarter	262	262	250	250
To increase the number of follow up calls with victims of cases of sexual assault, child abuse and domestic violence.	Increase the number of follow up calls with reviewed sexual assault, child abuse and domestic violence cases by 80 per year	107	91	80	100
To ensure sex offenders in Scott County are complying with their tiered verifications	Complete 480 sex offender registrations annually	new	100%	480	550

<b>ACTIVITY/SERVICE:</b>	Bailiff's	<b>DEPARTMENT:</b>	Sheriff		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$1,062,888
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of prisoners handled by bailiffs		13,495	8,787	8,500	11,000
Number of warrants served by bailiffs		1,578	1,358	1,400	1,400

**PROGRAM DESCRIPTION:**

Ensures a safe environment for the Scott County Courthouse, courtrooms and Scott County campus.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
No escapes during transporting inmates to and from court	Allow zero escapes when transporting inmates to and from court in the Scott County Complex	0	0	0	0
No escapes when transporting inmates from one facility to another	Allow zero escapes when transporting inmates from one facility to another	0	0	0	0
No weapons will be allowed in the Scott County Courthouse or Administration Building	Allow zero weapons into the Scott County Courthouse or Administration Building beginning January 1, 2011	0	0	0	0
No injuries to courthouse staff or spectators during trial proceedings	Ensure zero injuries to courthouse staff or spectators during trial proceedings	0	0	0	0

<b>ACTIVITY/SERVICE:</b>	Civil Support	<b>DEPARTMENT:</b>	Sheriff		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$454,952
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Maintain administrative costs to serve paper of < \$30		\$45.95	\$51.00	\$45.00	\$45.00
Number of civil papers received for service		9,356	8,609	10,000	10,000

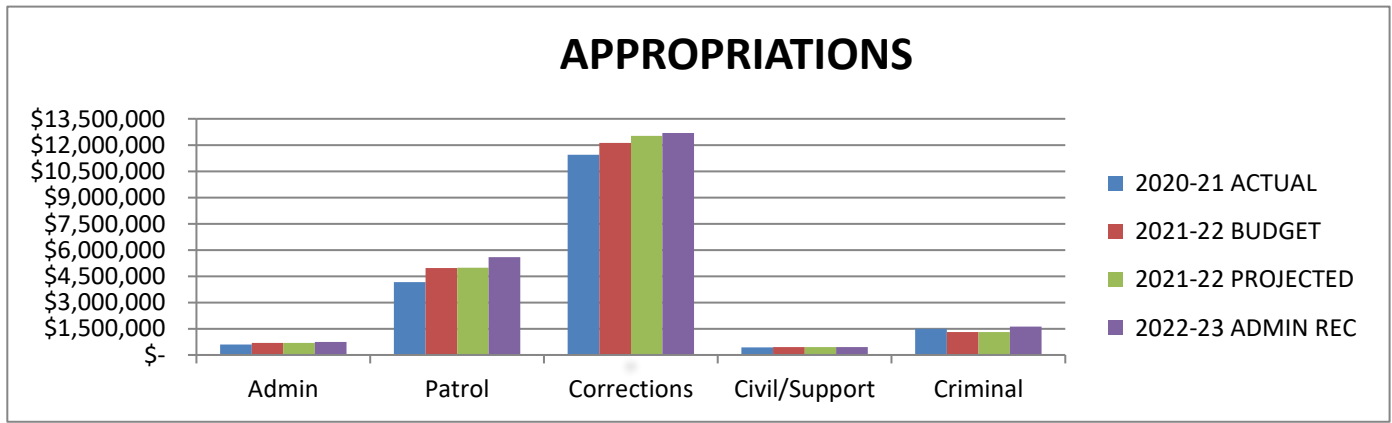
**PROGRAM DESCRIPTION:**

Ensures timely customer response to inquiries for weapons permits, civil paper service and record requests.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Timely process of civil papers.	Civil papers, excluding garnishments, levies and sheriff sales, will be entered and given to a civil deputy within 3 business days.	<3	<3	<3	<3
Respond to weapons permit requests in a timely fashion.	All weapons permit requests will be completed within 30 days of application.	<30	<30	<30	<30
Timely process of protective orders and mental injunctions.	All protective orders and mental injunctions will be entered and given to a civil deputy for service the same business day of receipt.	1	1	1	1
Timely response to requests for reports/records	All report and record requests will be completed within 72 hours of receipt	<72	<72	<72	<72

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Sheriff Administration (28.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
X Sheriff	1.00	1.00	1.00	1.00	1.00	1.00
Y Chief Deputy Sheriff	1.00	1.00	2.00	2.00	2.00	2.00
30-N Office Administrator	-	-	0.60	0.60	0.60	0.60
Office Administrator	0.60	0.60	-	-	-	-
8s-DSA Sheriff's Deputy	1.00	1.00	-	-	-	-
21-N Admin Assistant	-	-	1.00	1.00	1.00	1.00
Senior Clerk	1.00	1.00	-	-	-	-
<b>TOTAL POSITIONS</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>

<b>REVENUE SUMMARY:</b>						
Miscellaneous	\$ 767	\$ 762	\$ 700	\$ 700	\$ 700	\$ 700
<b>TOTAL REVENUES</b>	<b>\$ 767</b>	<b>\$ 762</b>	<b>\$ 700</b>	<b>\$ 700</b>	<b>\$ 700</b>	<b>\$ 700</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 435,678	\$ 439,159	\$ 495,873	\$ 495,873	\$ 550,645	\$ 550,645
Benefits	159,891	163,324	178,148	178,148	193,376	193,376
Purchase Services & Expenses	-	-	-	-	-	-
Supplies & Materials	3,095	3,962	11,370	11,370	4,500	4,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 598,664</b>	<b>\$ 606,445</b>	<b>\$ 685,391</b>	<b>\$ 685,391</b>	<b>\$ 748,521</b>	<b>\$ 748,521</b>



**ANALYSIS**

There are no significant changes for Sheriff's Administration. The increase in expenses is due to increases in salaries and benefits.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Patrol (28.2801)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
Y Chief Deputy Sheriff - Captain	1.00	1.00	1.00	1.00	1.00	1.00
32-N Sheriff's Lieutenant	2.00	2.00	3.00	3.00	3.00	3.00
4s-DSA Sheriff's Sergeant	5.00	5.00	4.00	4.00	4.00	4.00
Training Sergeant	-	-	-	-	-	-
8s-DSA Sheriff's Deputy	20.00	20.00	28.00	28.00	33.00	33.00
<b>TOTAL POSITIONS</b>	<b>28.00</b>	<b>28.00</b>	<b>36.00</b>	<b>36.00</b>	<b>41.00</b>	<b>41.00</b>
<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 57,628	\$ 22,973	\$ 62,000	\$ 63,000	\$ 63,000	\$ 63,000
Charges for Services	1,140	815	1,300	1,300	1,300	1,300
Miscellaneous	287,039	261,857	236,600	261,600	261,600	261,600
<b>TOTAL REVENUES</b>	<b>\$ 345,807</b>	<b>\$ 285,645</b>	<b>\$ 299,900</b>	<b>\$ 325,900</b>	<b>\$ 325,900</b>	<b>\$ 325,900</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 2,561,434	\$ 2,603,771	\$ 3,107,793	\$ 3,111,793	\$ 3,464,243	\$ 3,464,243
Benefits	1,010,732	1,103,630	1,367,715	1,359,715	1,550,584	1,550,584
Capital Outlay	74,421	71,339	80,120	80,120	80,120	80,120
Purchase Services & Expenses	109,844	116,457	152,125	152,125	202,225	202,225
Supplies & Materials	204,496	260,943	264,132	286,637	298,012	298,012
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 3,960,927</b>	<b>\$ 4,156,140</b>	<b>\$ 4,971,885</b>	<b>\$ 4,990,390</b>	<b>\$ 5,595,184</b>	<b>\$ 5,595,184</b>
<b>ANALYSIS</b>						
Adhering to the personnel study for the Sheriff's Office will increase the number of deputies in Patrol by 5 deputies. The increase in salaries, benefits, expenses and supplies are due to the hiring of five new deputies as well as Covid supplies/equipment.						

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Corrections Division (28.2802/2806)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
Assistant Jail Administrator	1.00	1.00	-	-	-	-
33-N Assistant Jail Administrator/Corrections Capt	-	-	1.00	1.00	1.00	1.00
31-N Corrections Lieutenant	2.00	2.00	2.00	2.00	2.00	2.00
29-N Corrections Sergeant	14.00	14.00	14.00	14.00	18.00	18.00
27-N Corrections Food Service Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
26-N Inmate Programs Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
24-N Classification Specialist	2.00	2.00	2.00	2.00	3.00	3.00
23-N Bailiff Sergeant	1.00	1.00	1.00	1.00	1.00	1.00
10S-Teamsters Corrections Officer	59.00	59.00	64.00	64.00	64.00	64.00
21-N Bailiffs	12.20	12.20	12.20	12.20	12.20	12.20
21-N Inmate Services Specialist	2.00	2.00	2.00	2.00	2.00	2.00
20-N Alternative Sentencing Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
20-N Court Compliance Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
18-Teamsters Corrections Custodial Officer	4.00	4.00	4.00	4.00	4.00	4.00
18-Teamsters Corrections Food Service Officer	4.00	4.00	4.00	4.00	4.00	4.00
<b>TOTAL POSITIONS</b>	<b>107.20</b>	<b>107.20</b>	<b>112.20</b>	<b>112.20</b>	<b>117.20</b>	<b>117.20</b>
<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 12,342	\$ 35,381	\$ 12,500	\$ 20,000	\$ 20,000	\$ 20,000
Charges for Services	732,480	1,091,188	683,500	865,000	680,000	680,000
Miscellaneous	2,327	1,454	2,500	2,500	2,500	2,500
<b>TOTAL REVENUES</b>	<b>\$ 747,149</b>	<b>\$ 1,128,023</b>	<b>\$ 698,500</b>	<b>\$ 887,500</b>	<b>\$ 702,500</b>	<b>\$ 702,500</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 6,846,074	\$ 7,007,752	\$ 7,556,044	\$ 7,556,044	\$ 7,765,489	\$ 7,765,489
Benefits	2,799,090	2,919,904	3,162,897	3,162,897	3,284,819	3,284,819
Capital Outlay	38,711	66,010	55,655	65,000	65,000	65,000
Purchase Services & Expenses	764,301	751,033	633,010	853,010	815,470	815,470
Supplies & Materials	707,202	696,885	718,367	889,867	762,867	762,867
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 11,155,378</b>	<b>\$ 11,441,584</b>	<b>\$ 12,125,973</b>	<b>\$ 12,526,818</b>	<b>\$ 12,693,645</b>	<b>\$ 12,693,645</b>
<b>ANALYSIS</b>						
<p>The Jail is expecting to hire one (1) additional classification specialist and increase the number of sergeants from 14 to 18 in order to adhere to the Jail personnel study from 2019.</p> <p>Revenues are expected to decrease due to the decrease in the number of housed federal prisoners. Services/Expenses and Supplies/Materials have decreased from FY22, as we are expecting to need less Covid supplies and materials and less housing of prisoners out of County due to Covid.</p>						

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Support Services Division (28.2804)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
30-N Office Administrator	0.40	0.40	0.40	0.40	0.40	0.40
Office Administrator	-	-	-	-	-	-
19-AFSCME Civil Records Specialist	2.00	2.00	2.00	2.00	2.00	2.00
18-N Senior Office Assistant	3.60	3.60	3.60	3.60	3.60	3.60
<b>TOTAL POSITIONS</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>REVENUE SUMMARY:</b>						
Licenses & Permits	\$ 109,695	\$ 257,509	\$ 112,000	\$ 18,000	\$ 18,000	\$ 18,000
Charges for Services	225	3,679	300	500	500	500
Miscellaneous	-	-	100	100	100	100
<b>TOTAL REVENUE</b>	<b>\$ 109,920</b>	<b>\$ 261,188</b>	<b>\$ 112,400</b>	<b>\$ 18,600</b>	<b>\$ 18,600</b>	<b>\$ 18,600</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 285,172	\$ 296,794	\$ 296,163	\$ 296,163	\$ 310,711	\$ 310,711
Benefits	136,779	133,776	135,229	135,229	131,126	131,126
Capital Outlay	-	1,141	2,325	2,325	2,325	2,325
Purchase Services & Expenses	3,450	3,492	3,995	3,995	3,995	3,995
Supplies & Materials	4,442	3,811	6,795	6,795	6,795	6,795
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 429,843</b>	<b>\$ 439,014</b>	<b>\$ 444,507</b>	<b>\$ 444,507</b>	<b>\$ 454,952</b>	<b>\$ 454,952</b>
<b>ANALYSIS</b>						
There are no FTE changes in civil clerical.						
License and permit revenue is expected to drastically decrease due to Iowa law change from a "Shall Carry" State to a "Constitutional Carry" State, where carry permits are no longer required, but suggested.						



<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Criminal Investigations Division(2803/2805)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
32-N Sheriff's Lieutenant	1.00	1.00	-	-	1.00	1.00
4s-DSA Sheriff's Sergeant	2.00	3.00	3.00	3.00	3.00	3.00
8s-DSA Sheriff's Deputy	11.00	11.00	10.00	10.00	10.00	10.00
20-N Sex Offender Registry Specialist	-	-	-	-	1.00	1.00
19-N Sex Offender Registry Specialist	-	1.00	1.00	1.00	-	-
<b>TOTAL POSITIONS</b>	<b>14.00</b>	<b>16.00</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>	<b>15.00</b>
<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 173,788	\$ 153,189	\$ 187,500	\$ 156,568	\$ 143,848	\$ 143,848
Charges for Services	315,126	240,799	318,000	321,000	321,000	321,000
Miscellaneous	24,555	49,663	24,000	65,000	65,000	65,000
<b>TOTAL REVENUES</b>	<b>\$ 513,469</b>	<b>\$ 443,651</b>	<b>\$ 529,500</b>	<b>\$ 542,568</b>	<b>\$ 529,848</b>	<b>\$ 529,848</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 1,050,724	\$ 1,058,470	\$ 914,365	\$ 914,365	\$ 1,102,732	\$ 1,102,732
Benefits	427,141	424,646	370,568	370,568	473,619	473,619
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	6,560	2,000	2,000	2,000	2,000	2,000
Supplies & Materials	12,635	17,000	17,750	18,375	45,000	45,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,497,060</b>	<b>\$ 1,502,116</b>	<b>\$ 1,304,683</b>	<b>\$ 1,305,308</b>	<b>\$ 1,623,351</b>	<b>\$ 1,623,351</b>
<b>ANALYSIS</b>						
<p>CID/Invest will increase the number of lieutenants from zero to one to adhere to personnel study for the Sheriff's Office.</p> <p>The increase in supplies and materials is due to the increasing costs of purchases and Covid related supplies.</p>						

# Board of Supervisors



**MISSION STATEMENT:** To enhance county services for citizens and county departments by providing effective management and coordination of services.

<b>ACTIVITY/SERVICE:</b>	Legislative Policy and Policy Dev	<b>DEPT/PROG:</b> BOS		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> 201,991
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of special meetings with brds/comm and agencies		5	2	5
Number of agenda discussion items		63	51	70
Number of special non-biweekly meetings		26	31	40

**PROGRAM DESCRIPTION:**

Formulate clear vision, goals and priorities for County Departments. Legislate effective policies and practices that benefit and protect County residents. Plan for and adopt policies and budgets that provide for long term financial stability.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Participate in special meetings and discussions to prepare for future action items.	95% attendance at the committee of the whole discussion sessions for Board action.	98%	99%	98%	98%



<b>ACTIVITY/SERVICE:</b>	Intergovernmental Relations	<b>DEPT/PROG:</b>	BOS 29A	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> 201,991
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Attendance of members at Bi-State Regional Commission		29/36	30/36	32/36
Attendance of members at State meetings		100%	na	100%
Attendance of members at boards and commissions mtgs		80%	na	95%

**PROGRAM DESCRIPTION:**

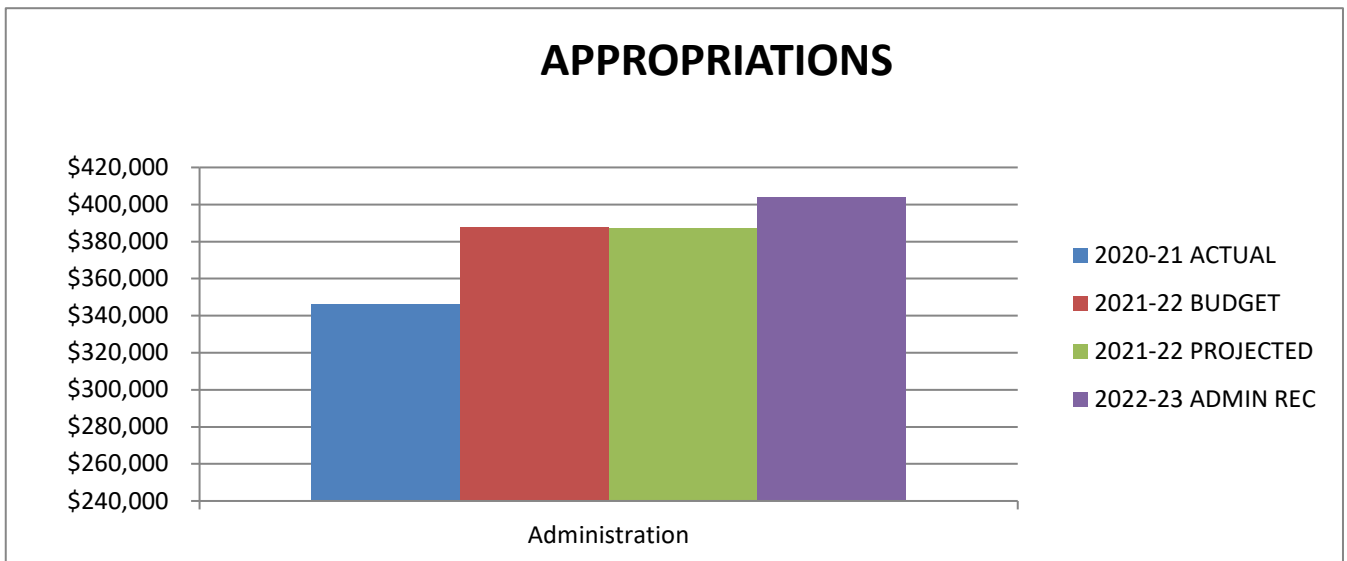
Provide leadership in the Quad Cities and especially in Scott County to create partnerships that enhance the quality of life of the residents. Collaborate with other organizations seen as vital to Scott County's success. Be a model for other jurisdictions.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Board members serve as ambassadors for the County and strengthen intergovernmental relations.	Attendance of board members at intergovernmental meetings.	89%	84%	95%	95%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Legislation & Policy (29.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
X Chair, Board of Supervisors	1.00	1.00	1.00	1.00	1.00	1.00
X Member, Board of Supervisors	4.00	4.00	4.00	4.00	4.00	4.00
<b>TOTAL POSITIONS</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

<b>REVENUE SUMMARY:</b>						
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 220,500	\$ 220,039	\$ 224,851	\$ 224,851	\$ 233,727	\$ 233,727
Benefits	120,617	124,358	132,577	132,577	139,830	139,830
Purchase Services & Expenses	21,105	1,183	29,600	28,600	29,600	29,600
Supplies & Materials	566	348	825	825	825	825
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 362,788</b>	<b>\$ 345,928</b>	<b>\$ 387,853</b>	<b>\$ 386,853</b>	<b>\$ 403,982</b>	<b>\$ 403,982</b>



**ANALYSIS**

The FY23 departmental budget is projected to increase related to salary and benefits for Board of Supervisors based on the Compensation Board recommendation.

# Treasurer

Mike Fennelly, County Treasurer



**MISSION STATEMENT: To provide consistent policies and procedures for all citizens by offering skillful, efficient, responsive, versatile, involved, courteous and excellent customer service (SERVICE).**

<b>ACTIVITY/SERVICE:</b>	Tax Collections	<b>DEPARTMENT:</b>		Treasurer
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		All Residents
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$685,992
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Issue tax/SA statements and process payments		183,510	206,071	190,000
Issue tax sale certificates		0	1,259	1,000
Process elderly tax credit applications		610	603	700

**PROGRAM DESCRIPTION:**

Collect all property taxes and special assessments due within Scott County. Report to each taxing authority the amount collected for each fund. Send, before the 15th of each month, the amount of tax revenue, special assessments, and other moneys collected for each taxing authority in the County for direct deposit into the depository of their choice.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Mail all collection reports to taxing authorities prior to the 10th of each month.	Start apportioning process immediately after the close of the month to ensure completion in a timely manner.	100%	100%	100%	100%
90% of results from surveys completed by customers in regards to the service they received is positive	Provide satisfactory customer service	N/A	N/A	90%	90%



<b>ACTIVITY/SERVICE:</b>	Motor Vehicle Reg - Courthouse	<b>DEPARTMENT:</b>	Treasurer	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$866,247
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of vehicle renewals processed		118,010	114,601	120,000
Number of title and security interest trans. processed		83,294	88,988	83,000
Number of junking & misc. transactions processed		24,361	24,591	19,000

**PROGRAM DESCRIPTION:**

Provide professional motor vehicle service for all citizens. The Treasurer shall issue, renew, and replace lost or damaged vehicle registration cards or plates and issue and transfer certificates of title for vehicles.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Retain \$1.5 million in Motor Vehicle revenues.	Maximize revenue retained by the County.	\$1,793,035	\$1,959,127	\$1,785,000	\$1,785,000
90% of results from surveys completed by customers in regards to the service they received is positive	Provide satisfactory customer service	N/A	N/A	90%	90%

<b>ACTIVITY/SERVICE:</b>	County General Store	<b>DEPARTMENT:</b>	Treasurer	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$576,484
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Total dollar amount of property taxes collected		10,362,841	6,436,419	14,000,000
Total dollar amount of motor vehicle plate fees collected		6,629,473	3,354,814	7,750,000
Total dollar amt of MV title & security interest fees collected		4,499,530	4,104,022	4,200,000

**PROGRAM DESCRIPTION:**

Professionally provide any motor vehicle and property tax services as well as other County services to all citizens at a convenient location through versatile, courteous and efficient customer service skills.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Process at least 4.5% of property taxes collected.	Provide an alternative site for citizens to pay property taxes.	3.50%	1.89%	4.50%	4.50%
Process at least 29% of motor vehicle plate fees collected.	Provide an alternative site for citizens to pay MV registrations.	23.50%	11.70%	27.00%	12.00%
90% of results from surveys completed by customers in regards to the service they received is positive	Provide satisfactory customer service	N/A	N/A	90%	90%

<b>ACTIVITY/SERVICE:</b>	Accounting/Finance	<b>DEPARTMENT:</b>	Treasurer	
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents	
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$926,517
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of receipts issued		8,822	8,163	9,250
Number of warrants/checks paid		9,812	9,798	10,000
Dollar amount available for investment annually		483,060,265	519,099,778	450,000,000

**PROGRAM DESCRIPTION:**

Provide professional accounting, cash handling, and investment services to Scott County following generally accepted accounting principles.

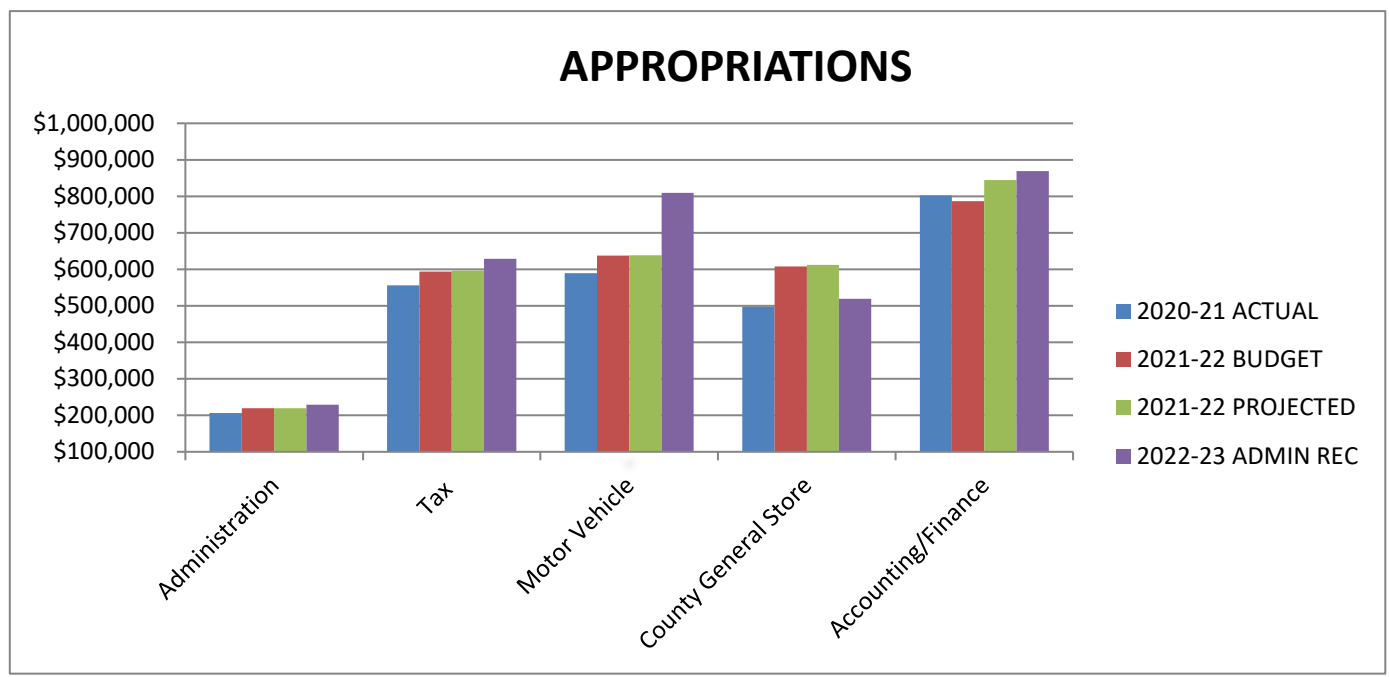
<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Investment earnings at least 10 basis points above Federal Funds rate.	Invest all idle funds safely, with proper liquidity, and at a competitive rate.	98.80%	99%	90%	90%



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Treasurer Administration (30.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
X Treasurer	1.00	1.00	1.00	1.00	1.00	1.00
35-N Finance Manager	0.30	0.30	0.30	0.30	0.30	0.30
33-N Operations Manager-Treasurer	0.30	0.30	0.30	0.30	0.30	0.30
<b>TOTAL POSITIONS</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>

<b>REVENUE SUMMARY:</b>						
Miscellaneous	\$ 115	\$ 102	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 115</b>	<b>\$ 102</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 152,321	\$ 154,401	\$ 158,468	\$ 158,468	\$ 165,021	\$ 165,021
Benefits	48,181	49,622	51,804	51,804	54,664	54,664
Purchase Services & Expenses	4,267	986	7,330	7,330	7,330	7,330
Supplies & Materials	840	1,363	1,850	1,850	1,850	1,850
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 205,609</b>	<b>\$ 206,372</b>	<b>\$ 219,452</b>	<b>\$ 219,452</b>	<b>\$ 228,865</b>	<b>\$ 228,865</b>



**ANALYSIS**

There are no organizational changes in this program for FY23.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Tax Collection (3001)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
33-N Operations Manager-Treasurer	0.30	0.30	0.30	0.30	0.30	0.30
26-N Tax Accounting Specialist	0.50	0.50	0.50	0.50	0.50	0.50
17-AFSCME Multi-Service Clerk	6.50	6.50	7.00	7.00	7.50	7.50
<b>TOTAL POSITIONS</b>	<b>7.30</b>	<b>7.30</b>	<b>7.80</b>	<b>7.80</b>	<b>8.30</b>	<b>8.30</b>

<b>REVENUE SUMMARY:</b>						
Penalties & Interest on Taxes	\$ 314,158	\$ 1,123,229	\$ 590,000	\$ 590,000	\$ 590,000	\$ 590,000
Charges for Services	7,018	331,339	204,900	204,900	204,900	204,900
Miscellaneous	593	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 321,769</b>	<b>\$ 1,454,568</b>	<b>\$ 794,900</b>	<b>\$ 794,900</b>	<b>\$ 794,900</b>	<b>\$ 794,900</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 343,040	\$ 355,797	\$ 375,909	\$ 375,909	\$ 395,753	\$ 395,753
Benefits	163,307	169,679	180,979	180,979	193,923	193,923
Capital Outlay	2,210	1,170	1,200	1,200	1,200	1,200
Purchase Services & Expenses	7,934	9,663	16,700	17,900	17,900	17,900
Supplies & Materials	17,382	19,833	19,000	20,000	20,000	20,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 533,873</b>	<b>\$ 556,142</b>	<b>\$ 593,788</b>	<b>\$ 595,988</b>	<b>\$ 628,776</b>	<b>\$ 628,776</b>

**ANALYSIS**

Budgeted revenues remain the same as FY22.

Purchase Services & Expenses increased due to the additional features being utilized by the Q-Matic system for customer appointments and reminders.

Supplies & Materials increased due to general inflation of prices.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Motor Vehicle (3002)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
33-N Operations Manager-Treasurer	0.30	0.30	0.30	0.30	0.30	0.30
26-N Motor Vehicle Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
17-AFSCME Multi-Service Clerk	6.50	6.50	7.00	7.00	7.50	7.50
<b>TOTAL POSITIONS</b>	<b>7.80</b>	<b>7.80</b>	<b>8.30</b>	<b>8.30</b>	<b>8.80</b>	<b>8.80</b>
<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ 1,796,814	\$ 1,963,581	\$ 1,793,550	\$ 1,793,550	\$ 1,793,550	\$ 1,793,550
Miscellaneous	579	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,797,393</b>	<b>\$ 1,963,581</b>	<b>\$ 1,793,550</b>	<b>\$ 1,793,550</b>	<b>\$ 1,793,550</b>	<b>\$ 1,793,550</b>
<b>APPROPRIATION SUMMARY</b>						
Salaries	\$ 364,392	\$ 376,869	\$ 402,545	\$ 402,545	\$ 498,697	\$ 498,697
Benefits	170,670	177,057	190,320	190,320	264,304	264,304
Purchase Services & Expenses	3,299	30	8,530	9,830	9,830	9,830
Supplies & Materials	36,441	35,125	36,200	36,200	36,200	36,200
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 574,802</b>	<b>\$ 589,081</b>	<b>\$ 637,595</b>	<b>\$ 638,895</b>	<b>\$ 809,031</b>	<b>\$ 809,031</b>
<b>ANALYSIS</b>						
Budgeted revenues remain the same as FY22.						
FY22 purchase services & expenses increased due to the additional features being utilized by the Q-Matic system for customer appointments and reminders.						

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: County General Store (3003)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
33-N Operations Manager-Treasurer	0.10	0.10	0.10	0.10	0.10	0.10
28-N County General Store Manager	1.00	1.00	1.00	1.00	1.00	1.00
18-AFSCME Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
17-AFSCME Multi-Service Clerk	4.00	4.00	5.00	5.00	5.00	5.00
<b>TOTAL POSITIONS</b>	<b>6.10</b>	<b>6.10</b>	<b>7.10</b>	<b>7.10</b>	<b>7.10</b>	<b>7.10</b>

<b>REVENUE SUMMARY:</b>						
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 306,077	\$ 337,889	\$ 393,231	\$ 393,231	\$ 335,037	\$ 335,037
Benefits	121,573	129,487	176,974	176,974	142,201	142,201
Purchase Services & Expenses	21,842	27,933	34,205	38,430	38,430	38,430
Supplies & Materials	1,696	2,250	3,450	3,600	3,600	3,600
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 451,188</b>	<b>\$ 497,559</b>	<b>\$ 607,860</b>	<b>\$ 612,235</b>	<b>\$ 519,268</b>	<b>\$ 519,268</b>

**ANALYSIS**

This program has no revenues.

FY22 projected purchase services & expenses increased due to an upgrade to the Q-Matic system at CGS to be connected with the downtown office rather than the IA DOT system.

FY23 budgeted purchase services & expenses increased due to the additional features being utilized by the Q-Matic system for customer appointments and reminders.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Accounting/Finance (3004)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
35-N Finance Manager	0.70	0.70	0.70	0.70	0.70	0.70
26-N Tax Accounting Specialist	0.50	0.50	0.50	0.50	0.50	0.50
20-AFSCME Revenue Collection Specialist	-	-	1.00	1.00	1.00	1.00
18-AFSCME Cashier	1.00	1.00	-	-	-	-
18-AFSCME Accounting Clerk	3.00	3.00	3.00	3.00	3.00	3.00
<b>TOTAL POSITIONS</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>

<b>REVENUE SUMMARY:</b>						
Charges for Services	\$ -	\$ 252,145	\$ 246,000	\$ 246,000	\$ 246,000	\$ 246,000
Use of Money & Property	656,953	133,416	200,000	200,000	150,000	150,000
Miscellaneous	7,280	22,406	9,500	9,500	9,500	9,500
<b>TOTAL REVENUES</b>	<b>\$ 664,233</b>	<b>\$ 407,967</b>	<b>\$ 455,500</b>	<b>\$ 455,500</b>	<b>\$ 405,500</b>	<b>\$ 405,500</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 290,045	\$ 306,931	\$ 323,016	\$ 323,016	\$ 337,795	\$ 337,795
Benefits	150,025	157,671	168,259	167,859	178,255	178,255
Purchase Services & Expenses	42,853	335,597	292,450	350,450	350,450	350,450
Supplies & Materials	2,501	1,865	2,800	2,800	2,800	2,800
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 485,424</b>	<b>\$ 802,064</b>	<b>\$ 786,525</b>	<b>\$ 844,125</b>	<b>\$ 869,300</b>	<b>\$ 869,300</b>

**ANALYSIS**

FY23 budgeted use of money and property revenue decreased due to the continued low interest rates paid on investments.

FY22 projected and FY23 budgeted purchase services and expenses increase is due to the increased bank service charges resulting from the re-utilization of the sweep account. There are higher bank service charges but it has also resulted in higher investment earnings. The sweep account has resulted in higher net investment earnings.

# BI-STATE REGIONAL COMMISSION

Director: Denise Bulat, Phone: 309-793-6300, Website: [bistateonline.org](http://bistateonline.org)

**MISSION STATEMENT: To serve as a forum for intergovernmental cooperation and delivery of regional programs and to assist member local governments in planning and project development.**

<b>ACTIVITY/SERVICE:</b>	Metropolitan Planning Organization (MPO)	<b>DEPARTMENT:</b>	Bi-State		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Urban		
<b>BOARD GOAL:</b>	Economic Growth	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$27,074
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Urban Transportation Policy & Technical Committee meetings		19	22	18	20
Urban Transportation Improvement Program document		1	1	1	1
Mississippi River Crossing meetings		6	12	4	4
Bi-State Trail Committee & Air Quality Task Force meetings		6	8	8	8

**PROGRAM DESCRIPTION:**

Regional Urban Transportation Planning

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Road & trail construction; bridge coordination, air quality, transit, GIS, grant applications	Maintain the region's eligibility for federal /state highway funds.	\$3.98 Million of transportation improvement programmed	\$5.68 Million of transportation improvement programmed	\$5.28 Million of transportation improvement programmed	9.58 Million of transportation improvement programmed



<b>ACTIVITY/SERVICE:</b>	Regional Planning Agency (RPA)	<b>DEPARTMENT:</b>	Bi-State		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Urban		
<b>BOARD GOAL:</b>	Economic Growth	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$2,320	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Region 9 Transportation Policy & Technical Committee meetings		5	9	8	8
Region 9 Transportation Improvement Program document		1	1	1	1
Transit Development Plan		1	0	0	1

**PROGRAM DESCRIPTION:**

Regional Rural Transportation Planning

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Road & trail construction; air quality, transit, GIS, grant applications	Maintain the region's eligibility for federal /state highway funds.	\$1.47 Million of transportation improvement programmed	\$2.46 Million of transportation improvement programmed	\$1.47 Million of transportation improvement programmed	\$1.6 Million of transportation improvement programmed

<b>ACTIVITY/SERVICE:</b>	Regional Economic Development Planning	<b>DEPARTMENT:</b>	Bi-State		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Urban		
<b>BOARD GOAL:</b>	Economic Growth	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$13,151	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Comprehensive Economic Development Strategy document		1	1	1	1
Maintain Bi-State Regional data portal & website		1	1	1	1
EDA funding grant applications		2	2	1	1
Small Business Loans in region		1	3	5	4

**PROGRAM DESCRIPTION:**

Regional Economic Development Planning

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Census Data Repository, region data portal, EDA funded projects in the region	Maintain the region's eligibility for federal economic development funds.	100%	100%	100%	100%



<b>ACTIVITY/SERVICE:</b>	Regional Services	<b>DEPARTMENT:</b>	Bi-State		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Urban		
<b>BOARD GOAL:</b>	Economic Growth	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$34,810	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Joint purchasing bids and purchases		14	14	15	14
Administrator/Elected/Department Head meetings		29	31	29	30

**PROGRAM DESCRIPTION:**

Coordination of Intergovernmental Committees & Regional Programs

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Regional coordination, cooperation and communication for implementation of joint efforts	Maintain the region's cooperation and cost savings in joint efforts	100%	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Regional Plan/Tech Assistance (3600)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC

**AUTHORIZED POSITIONS:**

<b>TOTAL POSITIONS</b>	<b>24.50</b>	<b>23.50</b>	<b>23.50</b>	<b>23.50</b>	<b>23.50</b>	<b>23.50</b>
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**REVENUE SUMMARY:**

Membership Fees	\$ 319,931	\$ 288,813	\$ 288,813	\$ 288,813	\$ 320,904	\$ 320,904
Charges for Services	408,821	408,821	500,098	500,098	485,945	485,945
Federal/State Funding	139,385	139,385	306,176	304,167	244,167	244,167
Transportation	833,617	833,617	1,046,117	1,046,117	1,046,117	1,046,117

<b>SUB-TOTAL REVENUES</b>	<b>\$ 1,701,754</b>	<b>\$ 1,670,636</b>	<b>\$ 2,141,204</b>	<b>\$ 2,139,195</b>	<b>\$ 2,097,133</b>	<b>\$ 2,097,133</b>
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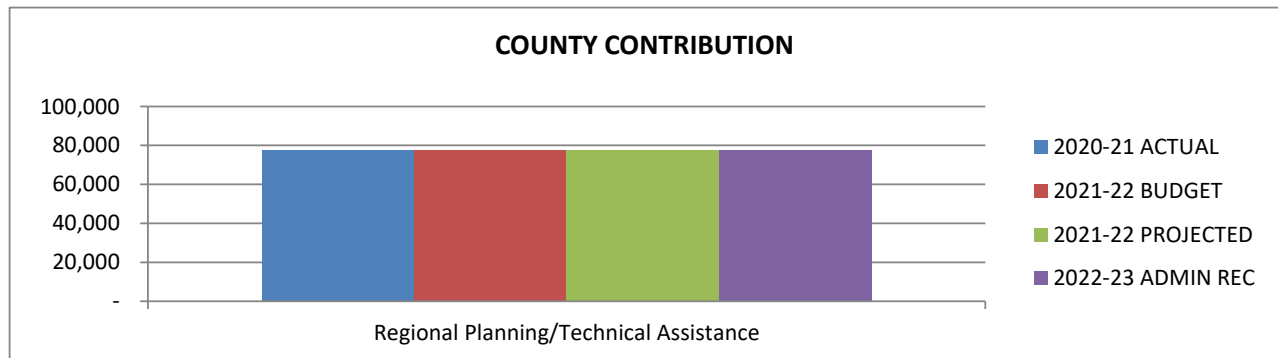
Scott County Contribution	77,355	77,355	77,355	77,355	77,355	77,355
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<b>TOTAL REVENUES</b>	<b>\$ 1,779,109</b>	<b>\$ 1,747,991</b>	<b>\$ 2,218,559</b>	<b>\$ 2,216,550</b>	<b>\$ 2,174,488</b>	<b>\$ 2,174,488</b>
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**APPROPRIATION SUMMARY:**

Personal Services	\$ 1,616,620	\$ 1,616,620	\$ 1,592,105	\$ 1,592,105	\$ 1,653,925	\$ 1,653,925
Equipment	4,500	4,500	20,000	20,000	4,500	4,500
Expenses	237,316	237,316	214,760	214,760	-	-
Occupancy	57,991	57,991	59,751	59,751	59,751	59,751

<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,916,427</b>	<b>\$ 1,916,427</b>	<b>\$ 1,886,616</b>	<b>\$ 1,886,616</b>	<b>\$ 1,718,176</b>	<b>\$ 1,718,176</b>
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**ANALYSIS**

FY23 revenue County contribution of 10% decrease ends and census numbers may adjust. FY22 revenue increase due to temporary influx of Cares Act Funds.

## Center for Active Seniors, Inc. (CASI)

President/CEO: Laura Kopp, Phone: 563-386-7477, Website: www.casiseniors.org

**MISSION STATEMENT: To provide services that promote independence and enrich the lives of older adults through socialization, health, wellness and supportive services.**

<b>ACTIVITY/SERVICE:</b>	Outreach	<b>DEPARTMENT:</b>	39.3901	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	700	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$165,614
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Unduplicated # Served (enrolled and not enrolled)	1,653	2,278	2,050	2,050
Total Client Contacts (directly with and on behalf of clients enrolled and not enrolled)	17,998	20,649	18,500	19,000
# of clients being enrolled in Home and Community Based Services (Homemaker, Transportation, Home Delivered Meals, Food Pantry Assistance, Summer Heat Relief) - Duplicated number due to clients being eligible for more than one HCBS.	1,163	1,480	1,435	1,200
<b>Number of clients enrolled in:</b>				
<b>HCBS: Transportation</b>	N/A	N/A	N/A	35
<b>HCBS: Congregate, Home Delivery Meals &amp; food pantry assistance at the end of the quarter</b>	N/A	N/A	N/A	365
<b>HCBS: Home Maker Services</b>	N/A	N/A	N/A	35
<b>HCBS: SEAP (Supplemental Emergency Assistance Program)</b>	N/A	N/A	N/A	85
<b>HCBS: CASI's Summer Heat Relief Program (May - September)</b>	N/A	N/A	N/A	100
<b>HCBS: Quad Cities Senior Secret Santa (August - December)</b>	N/A	N/A	N/A	390
<b>Fed Benefits: Medicare</b>	N/A	N/A	N/A	28
<b>State Benefits: Medicaid/IA Waivers</b>	N/A	N/A	N/A	150
<b>Fed Benefits: Social Security</b>	N/A	N/A	N/A	15
<b>Fed/State Benefits: Veterans Administration</b>	N/A	N/A	N/A	5
<b>Fed/State Benefits: SNAP</b>	N/A	N/A	N/A	90
<b>State Benefits: IA Rent Reimbursement Assistance Program</b>	N/A	N/A	N/A	150
<b>Fed/State Benefits: HUD Housing</b>	N/A	N/A	N/A	168
<b>Fed/State Benefits: COVID-19 assistance</b>	N/A	N/A	N/A	500

### PROGRAM DESCRIPTION:

To assist Scott County older adults in maintaining independent living by A) completing comprehensive assessments to determine individual needs: B) referrals to local, state and federal programs and services C) providing referral/assistance to determine individual needs. D) implementation and monitoring of programs and services for client. *Definitions: Enrolled Client -CASI Intake, IDA Intake and applications for Federally-funded programs and services. Non-Enrolled Client - No Intake on file.*

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Client maintains a level of independence and remains at home for a longer length of time.	90% of the clients enrolled in the program will be in their home at the end of each quarter.	93%	91%	90%	90%



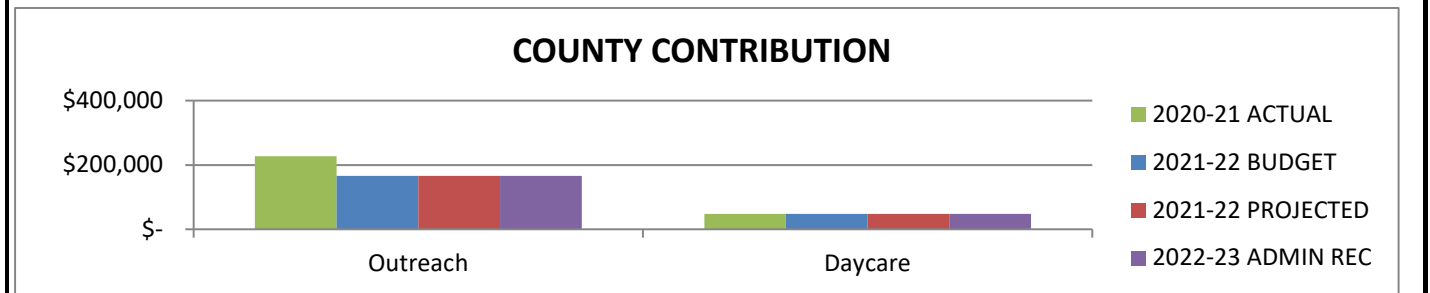
<b>ACTIVITY/SERVICE:</b>	Adult Day Services	<b>DEPARTMENT:</b> CASI 39.3903		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>		228
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$48,136
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Unduplicated participants		66	42	30
Admissions		15	14	10
# of VA Assisted Participants		20	9	10
# of Medicaid Assisted Participants		N/A	11	20
# of Respite Hours Provided		N/A	N/A	N/A
# of Activities that clients participate in that help them maintain their current level of functioning.		N/A	N/A	N/A
				22,000
				1,200

**PROGRAM DESCRIPTION:**

Jane's Place Adult Day Services provides supportive services to elderly Scott County residents who are at risk of premature nursing home placement while also providing caregiver respite. Jane's Place, a low cost alternative to long-term-care placement, allows participants to stay in their home environment 12 to 18 months longer than those who do not utilize adult day services.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Program will increase the caregivers' quality of life by providing caregiver respite.	98% of caregivers will be satisfied with program and report improved quality of life. Results are measured during the second and fourth quarter of the fiscal year.	98%	100%	98%	98%
Adult day services extends the participant's level of independence and quality of life allowing them to remain in their current home environment longer.	85% of adult day services participants continue to live in their current home environment at the end of each quarter..	95%	Since reopening 93%	75%	85%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Outreach to Older Persons (39.3901)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
Director of Senior Services	1.00	1.00	1.00	1.00	1.00	1.00
Senior Advocates	5.00	5.00	6.00	6.00	6.00	6.00
<b>TOTAL POSITIONS</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>REVENUE SUMMARY:</b>						
Medicaid Waiver ADC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Title III C	-	4,700	-	2,000	2,000	2,000
Veteran's Administration	-	-	-	-	-	-
United Way	-	-	-	-	-	-
Contributions	-	492	250	250	250	250
Miscellaneous	1,060	788	1,500	1,500	1,500	1,500
CDBG	-	-	-	-	-	-
Day Foundation	-	-	-	-	-	-
Supplemental Grants	-	-	-	-	-	-
ADC meals	-	-	-	-	-	-
Admin Revenue Allocation	-	-	-	-	-	-
Transportation/ADC	-	-	-	-	-	-
<b>SUB-TOTAL REVENUES</b>	<b>\$ 1,060</b>	<b>\$ 5,980</b>	<b>\$ 1,750</b>	<b>\$ 3,750</b>	<b>\$ 3,750</b>	<b>\$ 3,750</b>
Scott County Contribution	\$ 165,614	\$ 165,614	\$ 165,614	\$ 165,614	\$ 165,614	\$ 165,614
<b>TOTAL REVENUES</b>	<b>\$ 166,674</b>	<b>\$ 171,594</b>	<b>\$ 167,364</b>	<b>\$ 169,364</b>	<b>\$ 169,364</b>	<b>\$ 169,364</b>
<b>APPROPRIATION SERVICES</b>						
Personal Services	\$ 369,442	\$ 364,139	\$ 364,139	\$ 364,069	\$ 375,359	\$ 364,139
Expenses	1,512	2,350	2,350	2,350	2,450	2,350
Supplies	217	200	200	200	250	200
Occupancy	-	-	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 371,171</b>	<b>\$ 366,689</b>	<b>\$ 366,689</b>	<b>\$ 366,619</b>	<b>\$ 378,059</b>	<b>\$ 366,689</b>



### ANALYSIS

The worldwide pandemic, Covid-19, has severely impacted the Center for Active Seniors (CASI). CASI's number one goal is to help keep seniors in their own homes longer, maintain independence and avoid premature placements. During FY21, CASI was closed most of the year. The Senior Outreach workers did their best meeting with seniors in their homes, helping them complete paperwork for state and federal programs. The other programs allow seniors to stretch their own resources even further. The ramifications of long term isolation created by the pandemic lead to a loss of more than 50% of clients at CASI. A great deal of individuals are scared to leave their home for fear of becoming ill. The long term isolation lead to many CASI individuals either passing away or needing a higher level of care.

CASI opened their doors in FY22 and began serving seniors again, keeping in mind social distancing and other protective measures. CASI had some significant staffing changes and are looking to redefine positions within the Outreach department. CASI will be hiring an Activities Director and have already hired a Marketing manager and Operations manager. CASI is facing a similar problem like other businesses: work force shortage. It has been extremely difficult to find staff to work at Jane's Place.

CASI continues to apply for other grants in order to maintain operations. FY23 revenue projections are the same as FY22. Scott County continues to have a long standing working relationship with CASI.

The FY23 funding level is recommended to remain the same as FY22: Outreach Services: \$165,614 and Adult Day Care Services (Jane's Place): \$48,136.

#### Issues:

1. Recover financially from the pandemic
2. Boost in membership/enrollment

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Day Care/Older Persons (39.3903)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
Adult Day Center Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Adult Day Center Assistant Coordinator	1.00	1.00	2.00	2.00	2.00	2.00
Adult Day Center Nursing Assistant	-	-	0.50	0.50	0.50	0.50
Adult Day Center Facilitators	6.00	6.00	1.00	4.00	4.00	4.00
Adult Day Center Aides	-	-	-	-	-	-
<b>TOTAL POSITIONS</b>	<b>8.00</b>	<b>8.00</b>	<b>4.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>
<b>REVENUE SUMMARY:</b>						
Medicaid Waiver ADC	\$ 38,750	\$ 11,956	\$ 32,113	\$ 44,000	\$ 50,000	\$ 50,000
Title III B	16,334	6,599	9,823	9,823	16,000	16,000
Veteran's Administration	47,003	10,343	23,109	28,000	47,000	47,000
United Way	-	5,000	-	-	-	-
Contributions	1,458	2,161	1,209	1,200	1,500	1,500
Miscellaneous	-	-	-	-	-	-
CDBG	-	-	-	-	-	-
Day Foundation	-	-	-	-	-	-
Project Income	111,663	19,374	105,349	108,000	100,000	100,000
Supplemental Grants	5,000	3,500	3,500	5,000	-	-
ADC meals	8,109	1,294	2,611	6,000	6,000	6,000
Admin Revenue Allocation	-	-	284,853	284,853	284,823	284,823
Transportation/ADC meals	173	159	496	500	500	500
<b>SUB-TOTAL REVENUES</b>	<b>\$ 228,490</b>	<b>\$ 60,386</b>	<b>\$ 463,063</b>	<b>\$ 487,376</b>	<b>\$ 505,823</b>	<b>\$ 505,823</b>
Scott County Contribution	48,136	48,136	48,136	48,136	48,136	48,136
<b>TOTAL REVENUES</b>	<b>\$ 276,626</b>	<b>\$ 108,522</b>	<b>\$ 511,199</b>	<b>\$ 535,512</b>	<b>\$ 553,959</b>	<b>\$ 553,959</b>
<b>APPROPRIATION SUMMARY:</b>						
Personal Services	\$ 574,345	\$ 433,117	\$ 442,858	\$ 503,051	\$ 538,831	\$ 538,831
Equipment	102	1,898	2,000	2,000	1,000	1,000
Expenses	49,538	2,592	28,237	22,860	36,050	36,050
Supplies	3,179	1,307	2,374	2,326	3,750	3,750
Occup	10	-	8	8	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 627,174</b>	<b>\$ 438,914</b>	<b>\$ 475,477</b>	<b>\$ 530,245</b>	<b>\$ 579,631</b>	<b>\$ 579,631</b>
<b>ANALYSIS</b>						
<p>Jane's Place (Adult Day Care Services) provides a break to caregivers. At Jane's Place, a meal, nursing care, medication management and respite services are provided Monday thru Friday. Families often need a break from caring for an elderly family member as it is a full time job. Respite care can prevent abuse and neglect.</p> <p>Jane's Place took a big hit during the worldwide pandemic. Jane's Place was closed for more than a year and the revenue was lost. In FY21, CASI lost over \$400,000 in revenue from Jane's Place. CASI is back open now, but are experiencing the loss of a number of seniors. Long term isolation had a major impact on the seniors.</p> <p>The FY23 funding level will remain the same at \$48,136.</p> <p>Issues:</p> <ol style="list-style-type: none"> <li>1. Marketing to increase client base</li> <li>2. Increase client attendance and thus increase other revenue sources</li> </ol>						

## Center for Alcohol & Drug Services, Inc. (CADS)

Director: Dennis Duke, phone: 309-779-2023, Website: [www.cads-ia.com](http://www.cads-ia.com)

**MISSION STATEMENT: The Center for Alcohol & Drug Services, Inc. is a non-profit organization established to provide quality substance abuse education, prevention, assessment, treatment, and referral services.**

<b>ACTIVITY/SERVICE:</b>	Detoxification, Evaluation & Treatment	<b>DEPARTMENT:</b> CADS		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>		800
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$295,432
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of admissions to the detoxification unit.		757	436	760
				500

### PROGRAM DESCRIPTION:

The Center for Alcohol & Drug Services, Inc. will provide social (non-medical) detoxification services, evaluations, and treatment services at our Country Oaks residential facility.

PERFORMANCE MEASURE		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Clients will successfully complete detoxification.	At least 75% of the clients who enter detoxification will successfully complete that process and not discharge against advice.	95%	77%	90% (684 / 760)	75% / (375 / 500)
Clients will successfully complete detoxification.	At least 55% of the clients who complete detoxification will transition to a lower level of care within CADS services (residential, halfway, outpatient) within 30 days of transition	62%	42%	55% (418 / 760)	55% (275 / 500)
Clients will successfully complete detoxification.	At least 50% of the detox clients who will have their needs addressed will avoid readmission for the quarter.	N/A	N/A	50% (380/760)	50% (250/500)



<b>ACTIVITY/SERVICE:</b> Criminal Justice Program		<b>DEPARTMENT:</b> CADS			
<b>Director:</b> Dennis Duke, phone: Core		<b>RESIDENTS SERVED:</b>		225	
<b>BOARD GOAL:</b> Performing Organization		<b>FUND:</b> 01 General	<b>BUDGET:</b>	\$352,899	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>Number of criminal justice clients provided case management.</b> <i>(These clients include non OWI criminal court involved clients)</i>		509	456	575	450
<b>Number of Clients admitted to the Jail Based Treatment Program</b>		91	76	90	80
<b>Number of Scott County Jail inmates referred to Country Oaks</b>		50	13	15	15

**PROGRAM DESCRIPTION:**

The CENTER will provide services for criminal justice clients referred from the Scott County Jail, the Courts, or other alternative programs in the Jail Based Treatment Program and/or in any of the CENTER'S continuum of care (residential, half way house, outpatient, or continuing care).

<b>PERFORMANCE MEASURE</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
<i>Clients will demonstrate increased success potential through use of case management and treatment</i>	<b>100 clients will stay engaged in treatment for at least 90 days.</b>	139	107	135	100 Clients at 110 days
Offenders who complete the in-jail portion of the program and return to the community will continue with services at CADS.	<b>At least 90% of the clients will remain involved with treatment services for at least 30 days after release from jail.</b>	81%	92%	85%	90% (27/30)
Offenders who complete the in-jail portion of the program and return to the community will continue with services at CADS.	<b>At least 70% of clients will successfully complete all phases of the Jail Based Treatment Program</b>	69%	91%	67%	70% (14/ 20)



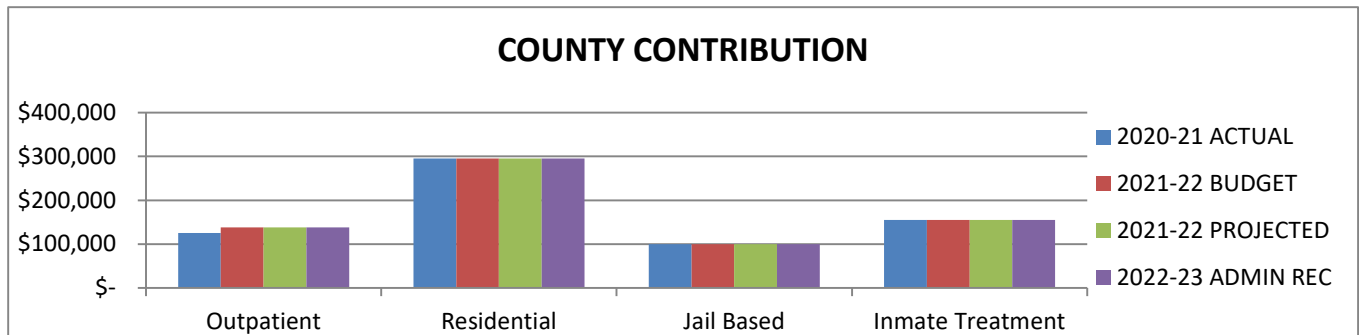
<b>ACTIVITY/SERVICE:</b> Prevention		<b>DEPARTMENT:</b> CADS		
<b>Director:</b> Dennis Duke, <b>phone:</b> Community Add On		<b>RESIDENTS SERVED:</b>		1500
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$40,000
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
Number of Scott County Residents receiving indicated or selective prevention services in person or through virtual trainings		2,088	1,446	1,400
				1,500

**PROGRAM DESCRIPTION:**

CADS conducts substance abuse prevention and awareness programs focused on educational and informational opportunities for those at risk (selective population) and persons exhibiting the early stages of use or related problem behavior. Skills and programs focus on changing the perception of harm in relation to marijuana and alcohol. Populations include youth groups, adults, community stakeholders, business professionals, faith-based organizations, colleges and universities, etc.

<b>PERFORMANCE MEASURE</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Individuals receiving prevention services will gain skills and knowledge related to alcohol and marijuana.	At least 90% of the individuals reported an increased understanding of substance abuse and like issues through the use of surveys.	100%	92%	90% or 1260/1400	90% or 1350/1500

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Outpatient Services (3801, 3805)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>TOTAL POSITIONS</b>	11.40	15.50	15.50	15.50	15.50	15.50
<b>REVENUE SUMMARY:</b>						
I.D.S.A. Treatment	\$ 343,153	\$ 241,630	\$ 817,978	\$ 154,756	\$ 154,756	\$ 154,756
I.D.S.A. Prevention	266,148	1,138,423	182,689	646,076	646,076	646,076
Scott County Jail Based Project	-	86,868	-	-	-	-
DASA	-	-	-	-	-	-
Rock Island County	-	-	-	-	-	-
United Way	-	-	-	-	-	-
Client Fees	-	-	-	-	-	-
Insurance Payments	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Seventh Judicial District	-	-	-	-	-	-
Contributions	-	-	-	-	-	-
County Commitments	-	-	-	-	-	-
Scott County Jail	-	-	-	-	-	-
Local Schools	-	-	-	-	-	-
U S Fed Probation	-	-	-	-	-	-
Medicaid, Illinois	-	-	-	-	-	-
Contractual Fees/Payment	-	-	-	-	-	-
Other Operating Revenue	-	-	-	-	-	-
<b>SUB-TOTAL REVENUES</b>	<b>\$ 609,301</b>	<b>\$ 1,466,921</b>	<b>\$ 1,000,667</b>	<b>\$ 800,832</b>	<b>\$ 800,832</b>	<b>\$ 800,832</b>
Substance Abuse Treatment	12,136	20,464	30,000	30,000	30,000	30,000
IDPH Substance Abuse Funds	4,045	6,821	10,000	10,000	10,000	10,000
Tobacco Use Prevention	-	-	-	-	-	-
Criminal Justice Client Case Manager	98,000	98,000	98,000	98,000	98,000	98,000
<b>TOTAL COUNTY CONTRIBUTION</b>	<b>114,181</b>	<b>125,285</b>	<b>138,000</b>	<b>138,000</b>	<b>138,000</b>	<b>138,000</b>
<b>TOTAL REVENUES</b>	<b>\$ 723,482</b>	<b>\$ 1,592,206</b>	<b>\$ 1,138,667</b>	<b>\$ 938,832</b>	<b>\$ 938,832</b>	<b>\$ 938,832</b>
<b>APPROPRIATION SUMMARY:</b>						
Personal Services	\$ 625,294	\$ 670,867	\$ 666,792	\$ 623,520	\$ 623,520	\$ 623,520
Equipment	44,490	-	-	-	-	-
Expenses	135,553	89,278	17,196	231,804	231,804	231,804
Supplies	18,968	68,471	17,204	52,304	52,304	52,304
Occupancy	32,127	52,655	1,600	53,304	53,304	53,304
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 856,432</b>	<b>\$ 881,271</b>	<b>\$ 702,792</b>	<b>\$ 960,932</b>	<b>\$ 960,932</b>	<b>\$ 960,932</b>



**ANALYSIS**

The Center for Alcohol and Drug Services (CADS) has struggled the last two years due to Covid restrictions, workforce shortages, particularly nurses, and noncompliance with safety rules- wearing masks, social distancing, and washing hands within Country Oaks Residential Facility. CADS is seeing a significant increase in meth use since Covid began.

The FY23 funding from Scott County will remain the same as FY22 level. The Budgeting for Outcomes have been modified for FY23.

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Residential Services (3802, 3804)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
<b>TOTAL POSITIONS</b>	27.60	27.90	32.90	32.90	32.69	32.90
<b>REVENUE SUMMARY:</b>						
I.D.S.A. Treatment	\$ 1,952,283	\$ 1,274,285	\$ 1,400,904	\$ 1,179,012	\$ 1,179,012	\$ 1,179,012
United Way	-	892,977	-	-	-	-
Client Fees	-	-	-	-	-	-
Insurance Payments	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Contributions	-	-	-	-	-	-
County Commitments	-	-	-	-	-	-
US Fed Probation	-	-	-	-	-	-
Contractual Fees	-	-	-	-	-	-
Other Operating Revenue	-	-	-	1,349,604	1,349,604	1,349,604
<b>SUB-TOTAL REVENUES</b>	<b>\$ 1,952,283</b>	<b>\$ 2,167,262</b>	<b>\$ 1,400,904</b>	<b>\$ 2,528,616</b>	<b>\$ 2,528,616</b>	<b>\$ 2,528,616</b>
Detoxification Evaluation and Treatment Services	295,432	295,432	295,432	295,432	295,432	295,432
Scott County Jail - Inmate Substance Abuse Treatment	100,000	100,000	100,000	100,000	100,000	100,000
<b>TOTAL COUNTY CONTRIBUTION</b>	<b>395,432</b>	<b>395,432</b>	<b>395,432</b>	<b>395,432</b>	<b>395,432</b>	<b>395,432</b>
<b>TOTAL REVENUES</b>	<b>\$ 2,347,715</b>	<b>\$ 2,562,694</b>	<b>\$ 1,796,336</b>	<b>\$ 2,924,048</b>	<b>\$ 2,924,048</b>	<b>\$ 2,924,048</b>
<b>APPROPRIATION SUMMARY:</b>						
Personal Services	\$ 1,667,721	\$ 1,721,809	\$ 1,474,976	\$ 1,655,304	\$ 1,655,304	\$ 1,655,304
Equipment	-	-	-	-	-	-
Expenses	32,691	64,017	32,980	62,712	62,712	62,712
Supplies	56,465	220,997	45,344	253,812	253,812	253,812
Occupancy	15,563	86,111	4,352	95,696	95,696	95,696
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,772,440</b>	<b>\$ 2,092,934</b>	<b>\$ 1,557,652</b>	<b>\$ 2,067,524</b>	<b>\$ 2,067,524</b>	<b>\$ 2,067,524</b>
<b>ANALYSIS</b>						
<p>Center for Alcohol and Drug Services (CADS) provides detoxification, evaluation and treatment for individuals at Country Oaks facility. During FY21 and FY22 it has been difficult to provide services due to Covid-19 as residents don't follow safety protocols like wearing masks and social distancing. Nursing staff shortages have been a major issue at Country Oaks. CADS is doing recruitment with multiple levels of media. They are providing bonuses for existing staff and paying incentives for staff to stay and work extra hours when needed. CADS has hired four "traveling nurses" for Country Oaks but, CADS can't compete with hospitals and sign on bonuses for nurses.</p> <p>CADS was discharging unsuccessfully if residents are not complying with Covid rules, such as wearing a mask. The census overall at Country Oaks has been low due to Covid.</p> <p>Scott County's portion of funding for Country Oaks (detox, evaluation and treatment) for FY23 is recommended to stay the same as FY22 at \$295,432.</p> <p>Due to Covid, there was very little service (substance abuse treatment) in the Scott County Jail as programs were shut down. The FY23 level of funding for inmate substance abuse treatment in the Scott County Jail will remain the same as the FY22 level, \$100,000.</p>						

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: Jail Based Assessment/Treatment (3803)</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
Counselors	5.00	5.00	5.00	5.00	5.00	5.00
Program Managers	0.10	0.10	0.10	0.10	0.10	0.10
<b>TOTAL POSITIONS</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>
<b>REVENUE SUMMARY:</b>						
IDSA Treatment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	-	-	-	-	-	-
7th Judicial	-	186,707	-	202,057	202,057	202,057
Contributions	-	-	-	-	-	-
Contractual Fees	-	-	-	-	-	-
<b>SUB-TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ 186,707</b>	<b>\$ -</b>	<b>\$ 202,057</b>	<b>\$ 202,057</b>	<b>\$ 202,057</b>
Jail Based Assessment & Treatment	154,899	154,899	154,899	154,899	154,899	154,899
<b>TOTAL REVENUES</b>	<b>\$ 154,899</b>	<b>\$ 341,606</b>	<b>\$ 154,899</b>	<b>\$ 356,956</b>	<b>\$ 356,956</b>	<b>\$ 356,956</b>
<b>APPROPRIATION SUMMARY:</b>						
Personal Services	\$ 236,752	\$ 207,841	\$ 279,124	\$ 213,680	\$ 213,680	\$ 213,680
Equipment	-	-	-	-	-	-
Expenses	-	653	-	52	52	52
Supplies	1,073	4,912	1,092	5,016	5,016	5,016
Occupancy	2,167	1,885	592	1,952	1,952	1,952
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 239,992</b>	<b>\$ 215,291</b>	<b>\$ 280,808</b>	<b>\$ 220,700</b>	<b>\$ 220,700</b>	<b>\$ 220,700</b>
<b>ANALYSIS</b>						

<b>FINANCIAL &amp; AUTHORIZED POSITIONS SUMMARY</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>
<b>PROGRAM: All others/CADS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>REQUEST</b>	<b>ADMIN REC</b>
<b>AUTHORIZED POSITIONS:</b>						
President	-	-	-	-	-	-
COO	-	-	-	-	-	-
Director of Financial Operations	1.00	1.00	-	-	-	-
HR	-	-	-	-	-	-
Program Managers	-	-	0.20	0.20	0.20	0.20
Manager, Quality	2.00	2.00	1.00	1.00	1.00	1.00
Analyst, Quality	1.00	1.00	1.00	1.00	1.00	1.00
Grants & Contracts Specialist	-	-	1.00	1.00	1.00	1.00
Analyst, Revenue Cycle	6.00	6.00	2.00	2.00	2.00	2.00
Patient Account Representative Biller	-	-	1.00	1.00	1.00	1.00
Support Services Technician	1.00	1.00	8.00	8.00	8.00	8.00
Counselors	1.80	1.80	3.70	3.70	3.70	3.70
Peer Recovery Specialist	1.00	1.00	-	-	-	-
Patient Safety Technician	1.20	1.20	1.00	1.00	1.00	1.00
RN/LPN	1.00	1.00	-	-	-	-
<b>TOTAL POSITIONS</b>	<b>16.00</b>	<b>16.00</b>	<b>18.90</b>	<b>18.90</b>	<b>18.90</b>	<b>18.90</b>
<b>REVENUE SUMMARY:</b>						
IDSA Treatment	\$ 107,525	\$ 185,188	\$ 75,216	\$ 134,680	\$ 134,680	\$ 134,680
DASA	17,760	-	34,676	-	-	-
Rock Island County	46,435	-	14,276	-	-	-
United Way	-	-	-	-	-	-
Client Fees	-	-	-	-	-	-
Insurance Payments	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Contributions	-	-	-	-	-	-
US Fed Probation	-	-	-	-	-	-
Medicaid, Illinois	-	-	-	-	-	-
Contractual Fees/Payment	-	-	-	-	-	-
Other Operating Revenue	-	121,133	-	441,836	441,836	441,836
<b>SUB-TOTAL REVENUES</b>	<b>\$ 171,720</b>	<b>\$ 306,321</b>	<b>\$ 124,168</b>	<b>\$ 576,516</b>	<b>\$ 576,516</b>	<b>\$ 576,516</b>
Scott County Contribution	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 171,720</b>	<b>\$ 306,321</b>	<b>\$ 124,168</b>	<b>\$ 576,516</b>	<b>\$ 576,516</b>	<b>\$ 576,516</b>
<b>APPROPRIATION SUMMARY:</b>						
Personal Services	\$ 899,985	\$ 1,079,085	\$ 747,448	\$ 983,836	\$ 983,836	\$ 983,836
Equipment	52,799	-	42,528	-	-	-
Expenses	21,181	884,184	15,676	785,444	785,444	785,444
Supplies	5,771	98,560	3,488	83,328	83,328	83,328
Occupancy	1,545	102,457	616	102,460	102,460	102,460
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 981,281</b>	<b>\$ 2,164,286</b>	<b>\$ 809,756</b>	<b>\$ 1,955,068</b>	<b>\$ 1,955,068</b>	<b>\$ 1,955,068</b>
<b>ANALYSIS</b>						

## Community Health Care

CEO: Tom Bowman 563-336-3000 website chcqca.org

**MISSION STATEMENT:** Community Health Care serves the Quad Cities with quality health care for all people in need.

<b>ACTIVITY/SERVICE:</b>	Scott County Population Data	<b>DEPARTMENT:</b>	40.4001		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	13,414		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$302,067
<b>OUTPUTS</b>		<b>2019-2020</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Visits of clients below 100% Federal Poverty Level		7,728	11,495	15,192	15,500
Visits of clients below 101 - 138% Federal Poverty Level		1,792	3,039	3,692	3,800
Visits of clients above 138% Federal Poverty Level		2,440	3,982	4,820	4,900
# of prescriptions filled for those living in Scott County and using the sliding fee scale		6,600	5,621	5,424	5,600
Scott County Residents served		N/A	13,307	14,000	14,350
Scott Co Residents utilizing Medical Sliding Fee Program		N/A	3,488	3,525	3,575
Scott Co Residents utilizing Pharmacy Sliding Fee Program		N/A	2,017	2,075	2,125

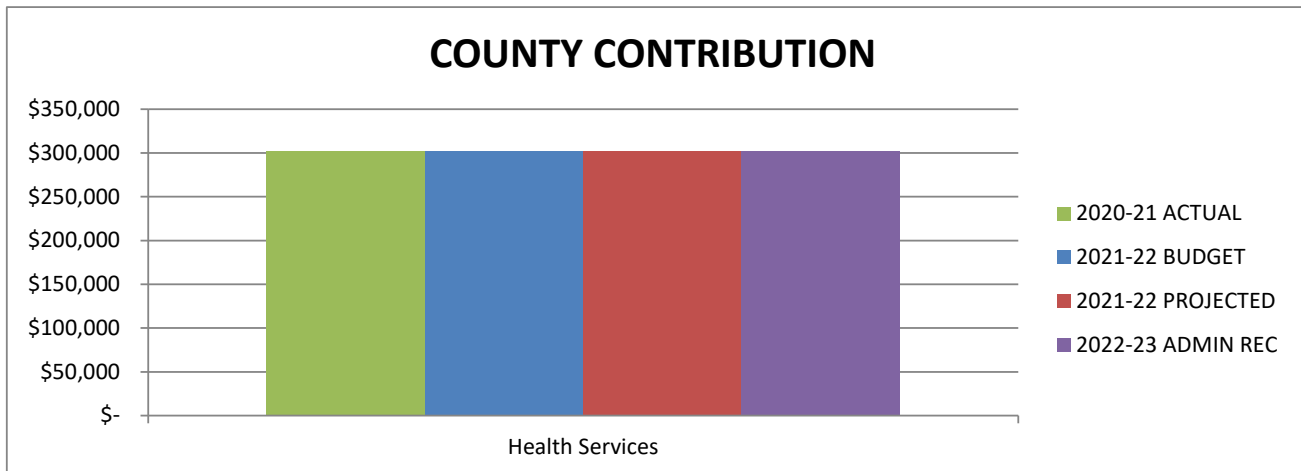
**PROGRAM DESCRIPTION:**

CHC provides comprehensive primary health care for the Quad City Population in need on a sliding fee scale basis.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-2020</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Scott County citizens will benefit from the sliding fee scale to make health care more affordable.	CHC will offer the sliding fee discount to all Scott County residents to ensure they have health care services.	\$696,221	\$844,330	\$918,151	\$891,929
Scott County citizens will have insurance coverage: private, Medicaid or Medicare	At least 91% of the citizens seen at CHC will have some form of insurance coverage	89%	91%	91%	92%



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Health Serv-Comm Services (40.4001)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
<b>TOTAL POSITIONS</b>	<b>291.04</b>	<b>291.04</b>	<b>302.57</b>	<b>313.77</b>	<b>320.77</b>	<b>320.77</b>
<b>REVENUE SUMMARY:</b>						
IA St Dept Health/Senior Health	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IA St Dept Health/Child Health	-	-	-	-	-	-
HHS-UHI	3,555,638	4,605,871	4,356,011	4,356,011	4,580,365	4,580,365
Patient Fees	23,856,182	27,462,381	28,457,319	29,311,039	30,336,925	30,336,925
HHS-Homeless	245,282	297,227	330,168	330,168	347,173	347,173
Other	3,437,639	14,326,052	4,231,458	4,831,458	4,431,458	4,431,458
<b>SUB-TOTAL REVENUES</b>	<b>\$ 31,094,741</b>	<b>\$ 46,691,531</b>	<b>\$ 37,374,956</b>	<b>\$ 38,828,676</b>	<b>\$ 39,695,921</b>	<b>\$ 39,695,921</b>
Scott County Contribution- Health Services Other						
Scott County Contribution-Comm Services	302,067	302,067	302,067	302,067	302,067	302,067
<b>TOTAL SCOTT COUNTY CONTRIBUTIONS</b>	<b>\$ 302,067</b>	<b>\$ 302,067</b>	<b>\$ 302,067</b>	<b>\$ 302,067</b>	<b>\$ 302,067</b>	<b>\$ 302,067</b>
<b>TOTAL REVENUE</b>	<b>\$ 31,396,808</b>	<b>\$ 46,993,598</b>	<b>\$ 37,677,023</b>	<b>\$ 39,130,743</b>	<b>\$ 39,997,988</b>	<b>\$ 39,997,988</b>
<b>APPROPRIATION SUMMARY:</b>						
Personal Services	\$ 23,119,196	\$ 27,391,056	\$ 25,110,665	\$ 28,075,832	\$ 29,058,486	29,058,486
Equipment	1,096,034	1,211,201	1,140,207	1,241,481	1,272,518	1,272,518
Expenses	4,844,824	4,391,452	6,340,728	4,501,239	4,613,770	4,613,770
Supplies	3,035,701	3,444,026	3,899,811	3,530,126	3,618,379	3,618,379
Occupancy	832,646	972,604	1,093,118	996,919	1,021,842	1,021,842
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 32,928,401</b>	<b>\$ 37,410,339</b>	<b>\$ 37,584,531</b>	<b>\$ 38,345,597</b>	<b>\$ 39,584,995</b>	<b>\$ 39,584,995</b>



#### ANALYSIS

Community Health Care (CHC) provides healthcare to citizens of Scott County as well as surrounding counties in eastern Iowa. CHC allows the use of a sliding fee scale, allowing citizens to access more affordable medical care. Citizens can get the care they need quickly, avoiding an emergency room visit (much more costly service).

CHC provided a great deal of assistance with Covid-19 vaccinations and other immunizations at the homeless shelter, long term care facilities, and schools during 2021 and 2022.

CHC is working to provide fully integrated care by offering medical, dental and behavioral health services. Currently CHC has two mental health nurse practitioners on staff and is planning to hire two psychiatric nurses in the spring of 2022. There is also a therapist currently providing a school based health program in all schools. This staff person helps with school physicals, chronic medical needs like asthma, diabetes, etc.. and acute medical needs. The goal is to keep children in schools while providing access to consistent medical care. CHC is planning to provide telehealth behavioral health services in FY23 as well as looking into providing a mail order prescription service.

CHC staff continue to assist citizens with enrollment in health insurance if needed. It is recommended to provide CHC with the same level of funding (\$302,067) in FY23.

# DURANT AMBULANCE

Lori Gruman 563-785-4540 durantamb@gmail.com

<b>ACTIVITY/SERVICE:</b>	Durant Ambulance	<b>DEPARTMENT:</b>		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b> 7,500		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b> 01 General	<b>BUDGET:</b> \$20,000	
<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Number of 911 calls responded to.	659	669	750	700
Number of 911 calls answered.	700	686	760	720
Average response time.	13.9	12.5	12	13

**PROGRAM DESCRIPTION:**

Emergency medical treatment and transport.

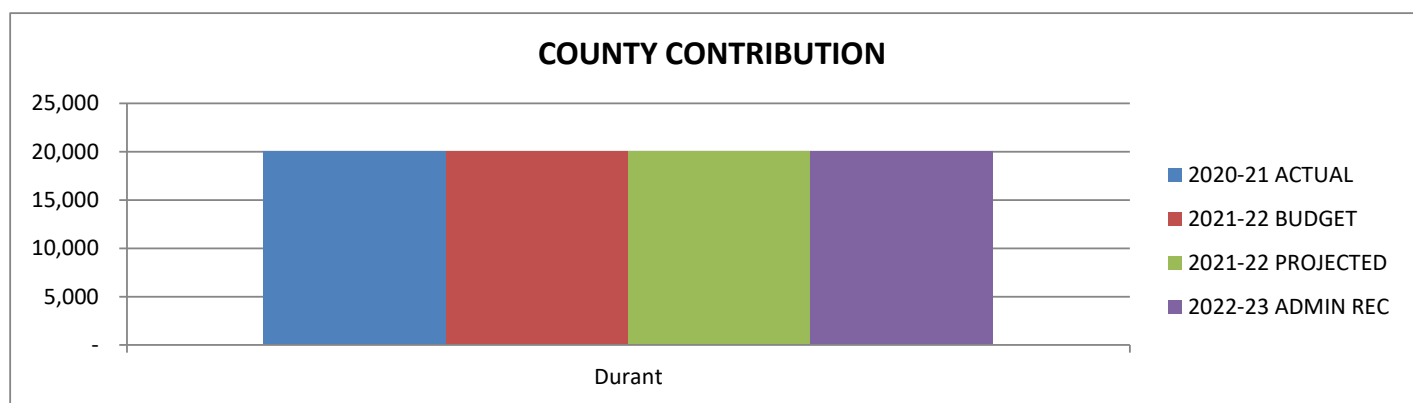
PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Respond to all 911 requests in our area	Responded to 99% of all 911 requests in our area	659/700 Responded to 94% of calls for service	98%	Will respond to 99% of calls for service	Will respond to 98% of calls for service
Calls for service will be responded to according to Iowa EMS best practice standards.	Responded within 20 minutes to 90% of the 911 requests in our area.	Responded within 20 minutes to 93% of Scott County calls	Responded within 15 min to 80% of area calls	Respond within 20 minutes to 90% of calls in Scott County	Respond within 20 minutes to 90% of calls in Scott County





FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Emergency Care & Transfer (4200)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
Volunteers	20.00	20.00	20.00	20.00	20.00	20.00
<b>TOTAL POSITIONS</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>

<b>REVENUE SUMMARY:</b>						
Political Subdivision Contracts	\$ 18,503	\$ 18,999	\$ 18,500	\$ 18,500	\$ 18,500	\$ 18,500
Services	455,990	489,933	530,000	530,000	530,000	530,000
Contributions	27,850	27,727	12,000	12,000	12,000	12,000
Other	(112,568)	(103,607)	(133,500)	(112,500)	(112,500)	(112,500)
<b>SUB-TOTAL REVENUES</b>	<b>\$ 389,775</b>	<b>\$ 433,052</b>	<b>\$ 427,000</b>	<b>\$ 448,000</b>	<b>\$ 448,000</b>	<b>\$ 448,000</b>
Scott County Contribution	20,000	20,000	20,000	20,000	20,000	20,000
<b>TOTAL REVENUES</b>	<b>\$ 409,775</b>	<b>\$ 453,052</b>	<b>\$ 447,000</b>	<b>\$ 468,000</b>	<b>\$ 468,000</b>	<b>\$ 468,000</b>
<b>APPROPRIATION SUMMARY:</b>						
Equipment	\$ -	\$ 83,633	\$ 200,000	\$ -	\$ -	\$ -
Expenses	248,950	224,741	285,000	286,000	286,000	286,000
Supplies	19,072	22,892	20,000	20,000	20,000	20,000
Occupancy	6,010	6,406	6,500	6,500	6,500	6,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 274,032</b>	<b>\$ 337,672</b>	<b>\$ 511,500</b>	<b>\$ 312,500</b>	<b>\$ 312,500</b>	<b>\$ 312,500</b>



**ANALYSIS**

No changes for the Scott County portion of the Durant Ambulance budget. Scott County contribution is fixed, and has not changed for many years. Activities are unchanged. Durant Ambulance has secured a new accountant and bookkeeper. Durant had been without an agreement accounting organization since the prior accountant passed away. Scott County has been working closely with Durant during this transition time to assure that required reports are received.

Durant is anticipating responding to calls within 20 minutes, the Iowa EMS Standards target, 90% of the time. Given the nature of rural ambulance services, this measure appears attainable. Durant is projecting a slight decrease in the calls it will respond to after being answered. This adjustment too is appropriate given the challenges of staffing a volunteer ambulance service in a rural area.



<b>ACTIVITY/SERVICE:</b>	Training	<b>DEPARTMENT:</b>	EMA 68A		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	Responders		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	80 EMA	<b>BUDGET:</b>	\$35,295
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
EMA Coordinator Training		100%	100%	100%	100%
Coordinate annual RERP training		65%	100%	100%	100%
Coordinate or provide other training as requested		75%	100%	100%	100%

**PROGRAM DESCRIPTION:**

Maintenance of dissemination of training and exercise opportunities for Scott County responders

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Meet State required 24 hours of professional development training annually	Meeting the requirement results in maintaining federal funding for this Agency	100%	100%	100%	100%
Coordinate / provide training for EOC staff and other agencies to support radiological emergency response	Annual documentation of coordination for or providing training required to maintain federal support of this agency.	65%	100%	100%	100%
Fulfill requests for training from responders, jurisdictions or private partners.	Meeting the needs of local agency / office training is a fundamental service of this agency and supports County wide readiness	75%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Organizational	<b>DEPARTMENT:</b>	EMA 68A		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	80 EMA	County-wide	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	80 EMA	<b>BUDGET:</b>	\$431,465
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Grant coordination activities		100%	100%	100%	100%
Information dissemination		100%	100%	100%	100%
Support to responders		100%	met expectations	100%	100%
Required quarterly reports. State and county		100%	100%	100%	100%

**PROGRAM DESCRIPTION:**

This program is what keeps this office functioning in order to provide a base to support training, exercise, planning, and, mitigation requirements for Scott County.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
This program includes information dissemination made through this agency to public and private partners meetings.	100% Dissemination using multiple channels ensures info and opportunities reach all local partners	100%	100%	100%	100%
This agency has also provided support to fire and law enforcement personnel via EMA volunteer's use of our mobile response vehicles.	95%+ response to requests ensures effective use of these assets.	100%	100%	100%	100%

<b>ACTIVITY/SERVICE:</b>	Exercises	<b>DEPARTMENT:</b>	EMA 68A		
<b>BUSINESS TYPE:</b>	Foundation	<b>RESIDENTS SERVED:</b>	80 EMA	County-wide	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>		<b>BUDGET:</b>	\$26,532
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
RERP		100%	100%	100%	100%
5 year HSEMD exercise program completion		100%	100%	100%	100%

**PROGRAM DESCRIPTION:**

This program includes exercise participation undertaken by the Scott County Emergency Management Agency and/or public/private response partners to meet the State 5 year plan, as well as active participation in the FEMA radiological exercise program

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
RERP evaluated or training exercises results completed without a deficiency noted	Trains all EOC and off-site agencies in the correct response to a radiological incident.	100%	100%	100%	100%
5 year exercise program requires a minimum of two tabletop or one functional exercise per year.	Requirement helps drive multi-agency planning for exercise goals, resulting in realistic outcomes for each agency / department	100%	100%	100%	100%

# SECC



Dave Donovan, 563-484-3050, dave.donovan@scottcountyiowa.com

**MISSION STATEMENT:** With integrity and respect we provide superior Public Safety Dispatch services in an efficient and accurate manner. We are committed to serve the citizens and responders of Scott County with the highest standards to protect life, property, and the environment.

<b>ACTIVITY/SERVICE:</b>	Training	<b>DEPARTMENT:</b> SECC			
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS</b> county-wide			
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	<b>SERVED:</b> 89 SECC	<b>BUDGET:</b> \$158,612	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Increase number of cross-trained personnel		100%	10%	14%	14%
Achieve Professional Accreditation		25%	15%	40%	40%

**PROGRAM DESCRIPTION:**

Maintenance of all training programs within the organization including: training of all new employees, maintenance training of all Certified Training Officers (CTOs), ongoing professional development training, continuing education training, cross training of all personnel as needed, and obtaining and maintenance of any professional accreditation training.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Achieve three-discipline certification for all Dispatchers.	This will provide flexibility for staff movement and decrease the amount of overtime necessary. Will also assist in making the center more consolidated.	10%	10%	14%	14%
Identify and complete/meet the necessary requirements for attainment of National Center Accreditation.	Meeting the requirements for National Accreditation is the first step in becoming an Accredited Center which provides third party validation we are moving SECC forward in a manner consistent with industry standards.	25%	15%	50%	50%



<b>ACTIVITY/SERVICE:</b>	Communication	<b>DEPARTMENT:</b>	SECC		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	89 SECC		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	<b>BUDGET:</b>	\$6,118,804	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Re-evaluation to Improve internal communications		25%	25%	35%	35%
Improve external communications with partner agencies		50%	75%	75%	75%
Improve customer service		25%	50%	35%	35%
Reinvent SECC's website		0%	25%	50%	50%

**PROGRAM DESCRIPTION:**

Providing efficient, timely, and accurate communication is the foundation of our organization. We strive to comply with all communication benchmarks outlined in the national standard set by NFPA 1221 which includes standards for all Public Safety Answering Points (PSAPs).

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
This as an area of opportunity - we have implemented a number of initiatives to improve communications with our staff but we need to evaluate those initiatives and tweak them to be more effective.	Improving communications improves overall organizational effectiveness and strengthens the bond between the center and the community.	25%	25%	35%	35%
With all of the recent changes in management staff, the need to acquaint outside agency staff with new management is vital. The goal is to continue to work to maintain the good relationships with outside agency staff.	Improving communications improves overall organizational effectiveness and strengthens the relationships between the center and our partner agencies.	50%	75%	75%	75%
Enhance our customer service efforts through more concentrated focus in this area and by infusing our Values in all our public contacts.	Improving customer service helps the organization provide a better quality service to all of the citizens of Scott County.	25%	50%	35%	35%
By reinventing SECC's website we can enhance our public outreach programming.	This will help SECC establish a better rapport with the community and the agencies we serve by providing real-time public safety information as well as providing news stories too help the general public better understand our mission and role in the community.	0%	25%	50%	50%

<b>ACTIVITY/SERVICE:</b>	Management and Planning	<b>DEPARTMENT:</b>	SECC		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	County-wide		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	89 SECC	<b>BUDGET:</b>	\$1,094,219
	<b>OUTPUTS</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Revise hiring process		100%	75%	100%	100%
Develop a succession plan		ongoing evaluation	50%	50%	50%
Improve interagency coordination		50%	75%	50%	50%

**PROGRAM DESCRIPTION:**

Management and Planning are vital to any organization to help keep the organization moving forward into the future. This allows SECC to keep up to date with the ever changing society and the expectations that go along with the ever changing needs of society.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Revise hiring process to help identify those candidates most likely to succeed as a Dispatcher.	This will help provide a better employee selection process which ultimately will help choose a candidate who has the best chance for success thereby reducing the failure rate of prospective dispatchers and increase chances for employee retention.	Ongoing Evaluation	75%	We will begin to look at our new-hire training processes during this period	We will begin to look at our new-hire training processes during this period
Develop a succession plan so we are prepared to professionally respond to the loss of key members of the supervisory and management team.	To be successful we need to place the right people in the right positions and then assure they get the appropriate formal training and mentoring from more tenured members of the team. If we are successful we will be positioned to have employees ready for advancement when openings occur. It also provides a clear roadmap for employees aspiring to advance within SECC.	Ongoing Evaluation	50%	50%	50%
Improve interagency coordination to positively impact all levels of the organization. We continue to aggressively work with our partners to move to the middle to help facilitate our consolidation effort.	This will help SECC establish a better rapport with the agencies and increase confidence thereby breaking down barriers to allow for a paradigm shift needed to become more efficient and effective in our service delivery efforts (consolidation).	50%	75%	50%	50%



<b>ACTIVITY/SERVICE:</b>	Public Awareness	<b>DEPARTMENT:</b>	SECC		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	County-wide		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	89 SECC	<b>BUDGET:</b>	\$6,500
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Re-energize the Education Team		50%	25%	50%	50%
Develop Public Outreach Program		Re-evaluate	25%	25%	25%

**PROGRAM DESCRIPTION:**

Public awareness is an area that needs to be strengthened within SECC. The Public Education Team will help the citizens and stakeholders recognize SECC and an organization but also assist in showing others what SECC does and how SECC is a benefit to the community.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Re-energize and recruit additional staff for the Education Team and deliver public outreach programming to residents of Scott County.	This will allow members of SECC to help our public safety responders and citizen better identify with SECC personnel and SECC as an organization.	50%	25%	50%	50%
An area identified in the Strategic Planning process was a fundamental absence of a coordinated approach for public outreach programming. We are committed to develop and implement public outreach programming designed to enhance the safety of all residents and special populations (schools and seniors) of the County.	The goal of the Public Outreach Program is to engage all areas of the public we serve and to help them learn more about and understand what SECC does for the community. and how important our mission is to the quality of life within the county.	Re-evaluate	25%	25%	25%

<b>ACTIVITY/SERVICE:</b>	Infrastructure/Physical Resources	<b>DEPARTMENT:</b>	SECC		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	County-wide		
<b>BOARD GOAL:</b>	Financially Responsible	<b>FUND:</b>	89 SECC	<b>BUDGET:</b>	\$1,928,798
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Evaluate Interior/Exterior of Building		Ongoing Evaluation	On-going	On-going	On-going
Evaluate Building Access and Security		100%	On-going	100%	100%
Update CAD System		100%	100%	50%	50%
Update Radio System		25%	85%	100%	100%

**PROGRAM DESCRIPTION:**

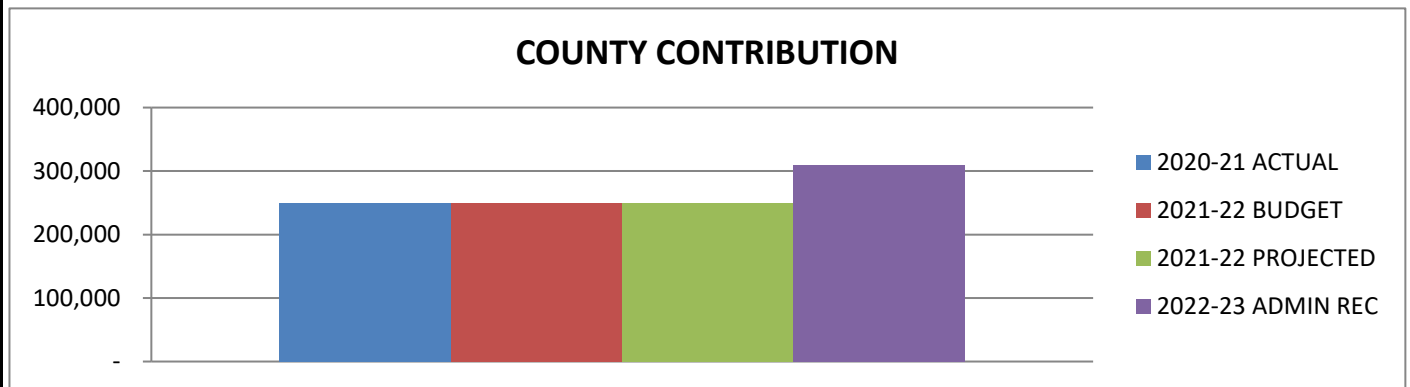
Maintaining and continually updating the infrastructure and physical resources is vital to help keep the organization as current and in the best physical condition possible.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Evaluate the exterior of the Building	This audit of our building and related systems helps place SECC in the best position to provide fail-safe operations for our critical mission.	Ongoing Evaluation	Completed for Current Year	On-going	On-going
Evaluate Building Access and Security and make specific security recommendations to protect the staff from those who may want to interrupt our ability to complete our mission.	This will allow us to help keep all of the personnel secure while working inside the building but also maintain the integrity of all data. It also affords us the ability to focus on our mission objectives while providing a feeling of general safety among all staff.	100%	On-going	100%	100%
Update CAD System to provide more functionality for the dispatchers and users of the system which will increase effectiveness.	This will allow for future growth of the organization, better functionality for all personnel, and ultimately better service for our agencies and citizens.	85%	100%	50%	50%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Emergency Preparedness (480)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
SECC/EMA Director	0.15	0.15	0.15	0.15	0.15	0.15
Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00
Emergency Management Planning Specialist	0.63	0.63	1.20	1.20	1.20	1.20
Emergency Services Data Analyst					0.50	0.50
Emergency Management Specialist	-	-	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>1.63</b>	<b>1.63</b>	<b>3.20</b>	<b>3.20</b>	<b>3.70</b>	<b>3.70</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 88,805	\$ 222,893	\$ 450,833	\$ 2,265,500	\$ 119,125	\$ 119,125
County Contribution	218,000	250,000	250,000	250,000	310,000	310,000
Use of Money & Property	4,646	32,487	3,500	1,800	1,800	1,800
Fines & Forfeitures	129,336	87,288	36,500	52,500	52,500	52,500
<b>TOTAL REVENUES</b>	<b>\$ 440,787</b>	<b>\$ 592,668</b>	<b>\$ 740,833</b>	<b>\$ 2,569,800</b>	<b>\$ 483,425</b>	<b>\$ 483,425</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 131,476	\$ 146,017	\$ 191,952	\$ 191,951	\$ 244,500	\$ 244,500
Benefits	61,417	69,023	93,630	93,630	111,150	111,150
Capital Outlay	42,851	104,688	377,533	2,100,805	74,900	74,900
Purchase Services & Expenses	250,267	286,582	198,550	96,855	161,375	161,375
Supplies & Materials	9,671	75,426	10,500	10,500	8,350	8,350
Other Financing	-	-	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 495,682</b>	<b>\$ 681,736</b>	<b>\$ 872,165</b>	<b>\$ 2,493,741</b>	<b>\$ 600,275</b>	<b>\$ 600,275</b>



**ANALYSIS**

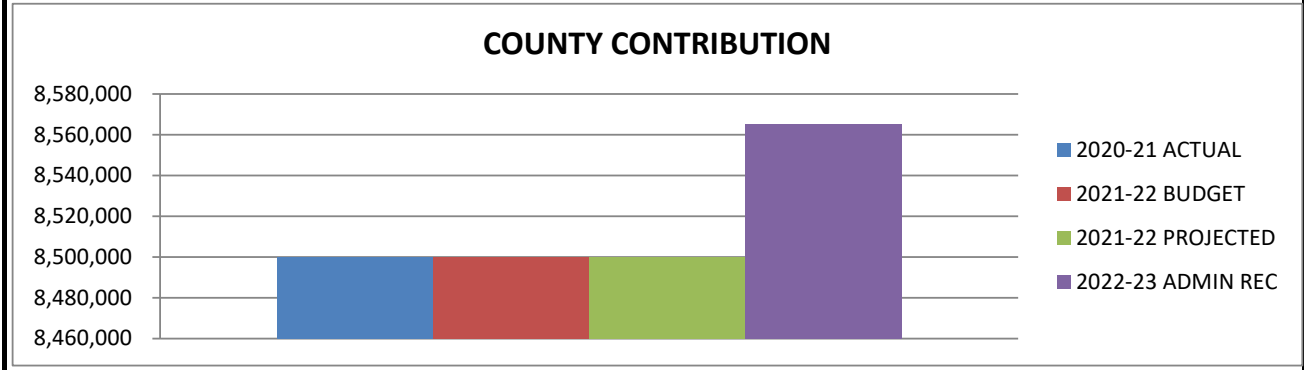
It is recommended that EMA hire a part-time Emergency Services Data Analyst that will bring the FTE's from 3.2 to 3.7.

The decrease in Capital is due to the completion of a water well project that had those amounts higher than normal in FY2022. The reduction in revenue is the conclusion of the grant that supports the water well project.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Scott Emergency Comm Center (489)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
805-A SECC Director	0.85	0.85	0.85	0.85	0.85	0.85
505-A Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00
332-A Technology Systems Specialist	2.00	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Training Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Quality Assurance Specialist	-	-	1.00	1.00	1.00	1.00
Emergency Services Data Analyst	-	-	-	-	0.50	0.50
Shift Supervisor	6.00	6.00	6.00	6.00	6.00	6.00
Dispatchers	42.00	42.00	42.00	42.00	42.00	42.00
Warrant Clerk	2.00	2.00	2.00	2.00	2.00	2.00
Part-time	4.50	4.50	4.50	4.50	4.50	4.50
<b>TOTAL POSITIONS</b>	<b>60.35</b>	<b>60.35</b>	<b>61.35</b>	<b>61.35</b>	<b>61.85</b>	<b>61.85</b>

<b>REVENUE SUMMARY:</b>						
Intergovernmental	\$ 6,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Use of Money and Property	52,345	25,806	37,000	26,000	26,000	26,000
Fines & Forfeitures	276	231	300	6,300	25,800	25,800
<b>SUB-TOTAL REVENUES</b>	<b>\$ 58,621</b>	<b>\$ 38,037</b>	<b>\$ 49,300</b>	<b>\$ 44,300</b>	<b>\$ 63,800</b>	<b>\$ 63,800</b>
Scott County Contribution	8,250,000	8,500,000	8,500,000	8,500,000	8,565,000	8,565,000
Bond Financing	2,773,398	6,766,072	1,544,000	1,818,426	425,000	425,000
<b>TOTAL REVENUES</b>	<b>\$11,082,019</b>	<b>\$15,304,109</b>	<b>\$10,093,300</b>	<b>\$10,362,726</b>	<b>\$ 9,053,800</b>	<b>\$ 9,053,800</b>

<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 3,372,110	\$ 3,499,835	\$ 3,609,000	\$ 3,589,000	\$ 3,815,238	\$ 3,815,238
Benefits	1,381,384	1,443,881	1,445,600	1,475,600	1,562,725	1,562,725
Capital	1,955,909	6,984,855	2,205,500	2,681,463	989,500	739,500
Purchase Services & Expenses	2,243,453	2,482,972	2,234,007	2,199,015	2,183,320	2,183,320
Supplies	19,546	23,171	33,050	29,550	32,150	32,150
Debt Services	699,000	708,400	717,000	717,000	726,000	726,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 9,671,402</b>	<b>\$15,143,114</b>	<b>\$10,244,157</b>	<b>\$10,691,628</b>	<b>\$ 9,308,933</b>	<b>\$ 9,058,933</b>



**ANALYSIS**

It is recommended that SECC hire a part-time Emergency Services Data Analyst that will bring the FTE's from 61.35 to 61.85.

The increase in fines/forfeitures is due to the increasing fees for use of the new radio system.

The reduction in capital is due to the conclusion of the radio project, which has kept those expenditures higher than normal for the past three (3) years.

# County Library

Director: Tricia Kane, Phone: 563-285-4794, Website: scottcountylibrary.org

**MISSION STATEMENT: It is the mission of the Scott County Library System to make available library materials and information in a variety of formats to people of all ages.**

<b>ACTIVITY/SERVICE:</b>	Public service - Community reach	<b>DEPARTMENT:</b>		Library	
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>		28,995	
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$374,980
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Physical items checked out		125,550	133,520	128,000	130,000
People visiting physical locations		81,763	60,513	60,000	61,000
Program attendance		37,360	15,419	10,000	13,000
Meeting room use		844	27	800	800
New services added		17	12	3	3
Notary/Proctoring		156	2	0	100
Library cardholders		14,840	14,426	14,250	14,500

**PROGRAM DESCRIPTION:**

Provide a variety of library materials, information and programming for people of all ages.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Provide a variety of library materials	Maintain a physical circulating collection	125,550	133,520	128,000	130,000
Serve a variety of age groups	Provide access to physical locations throughout the county	81,763	60,513	60,000	61,000
Provide a variety of programming options	Increase program attendance	37,360	15,419	10,000	13,000
Provide free community gathering space	Provide free meeting room use at 4 branches for non-profits	844	27	800	800
Vary services based on changing demands	Try new programs, services, and materials	17	12	3	3
Meet community needs for extra services	Provide notary and proctoring services within established policies	156	2	0	100
Library cardholders	Maintain a current database of library users	14,840	14,426	14,250	14,500



<b>ACTIVITY/SERVICE:</b>	Public Service-Digital	<b>DEPARTMENT:</b>		Library
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>		28,995
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	Choose One	<b>BUDGET:</b> \$79,680
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
# of downloads - digital materials		35,671	47,956	25,000
# of streamed items - digital materials		15,397	35,656	5,000
# of hits on local databases		51,325	92,296	53,000

**PROGRAM DESCRIPTION:**

Go Digital Initiative-Digital interaction

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Provide access to digital materials to library cardholders	Maintain digital databases and services	315,572	175,908	83,000	87,000

<b>ACTIVITY/SERVICE:</b>	Public Service-Communications	<b>DEPARTMENT:</b>	Library		
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>	28,995		
<b>BOARD GOAL:</b>	Performing Organization	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$102,372	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Staff interaction		26,756	23,035	20,000	20,000
Newsletter reach		1,860	1,908	1,700	1,800
Annual report produced		1	1	1	1
Website hits		209,768	170,907	175,000	175,000
Social media followers		2,964	3,316	4,000	5,000

**PROGRAM DESCRIPTION:**

Tell the library story in a variety of formats and using numerous platforms.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Staff physical locations and provide online and phone support for the community	Number of customer service contacts	26,756	23,035	20,000	20,000
Publish monthly newsletters for various age groups	Send at least 12 newsletters per year	100%	100%	100%	100%
Provide stakeholders with an annual report	Publish the report annually	1	1	1	1
Provide relevant and current web presence	Maintain accessible and secure website	209,768	170,907	175,000	175,000
Communicate with the public via social media	Maintain social media presence on relevant platforms	2,964	3,316	4,000	5,000

<b>ACTIVITY/SERVICE:</b>	Administration	<b>DEPARTMENT:</b>	Library		
<b>BUSINESS TYPE:</b>	Core Service	<b>RESIDENTS SERVED:</b>	28,995		
<b>BOARD GOAL:</b>	Extend our Resources	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$29,352	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Appropriations from Scott County		587,575	595,213	601,165	586,384
Average Service Hours Per Week		156 (Buildings closed due to COVID-19)	189	187	179
Total Employees		29	27	28	27

**PROGRAM DESCRIPTION:**

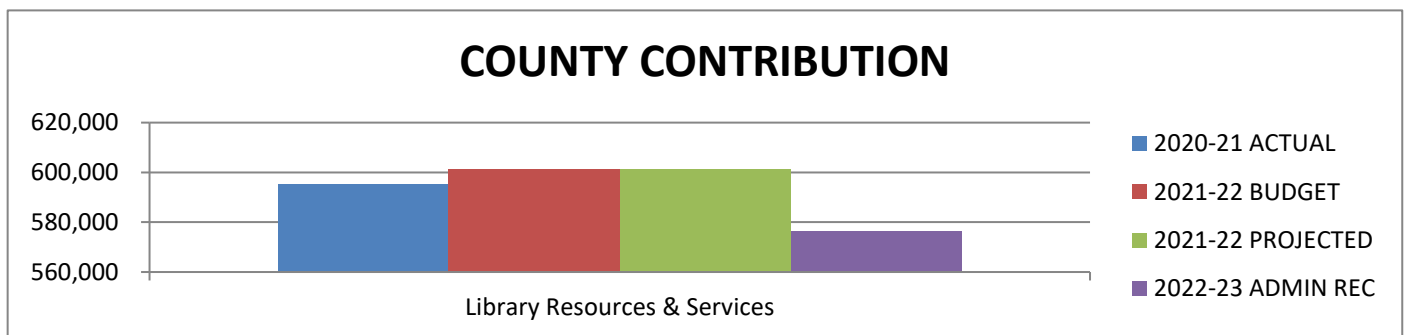
To provide administration of the library budget while providing superior library service to the residents of Scott County.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Prepare reports and provide data to shape the direction of library services.	Library Board will meet at least 10 times per year.	8 (2 meetings cancelled due to COVID-19)	10	10	10
Collections of library materials are current, relevant and satisfy patron needs.	Collection maintenance and selection performed on all collections.	100%	100%	100%	100%
Provide superior library service in the most cost effective way.	Monitor expenses and stay within budgeted amounts.	100%	100%	100%	100%



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Library Resources & Services (67.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
Library Director	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Reference Librarian	1.00	1.00	1.00	1.00	1.00	1.00
Children's Librarian	1.00	1.00	1.00	1.00	1.00	1.00
Bookmobile Librarian	1.00	1.00	1.00	1.00	1.00	1.00
Technical Processing Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Circulation Librarian	1.00	1.00	1.00	1.00	1.00	1.00
Reserve Librarian	1.00	1.00	1.00	1.00	1.00	1.00
Processing Clerk	1.25	1.25	1.25	1.25	1.25	1.25
Library Page	1.00	1.00	1.00	1.00	1.00	1.00
Bookmobile Driver	1.00	1.00	1.00	1.00	1.00	1.00
Station Attendants	3.94	3.94	3.94	3.94	3.94	3.94
Data Entry Clerk	1.10	1.10	1.10	1.10	1.10	1.10
<b>TOTAL POSITIONS</b>	<b>16.29</b>	<b>16.29</b>	<b>16.29</b>	<b>16.29</b>	<b>16.29</b>	<b>16.29</b>

<b>REVENUE SUMMARY:</b>						
Grants and Reimbursements	-	-	-	-	-	-
Intergovernmental - Other Communities	\$ 640,912	\$ 640,977	\$ 636,846	\$ 640,515	\$ 679,994	\$ 679,994
Charges for Services	10,010	8,888	10,504	8,504	7,000	7,000
Miscellaneous	19,929	15,933	6,250	50,320	5,250	5,250
<b>SUB-TOTAL REVENUES</b>	<b>\$ 670,851</b>	<b>\$ 665,798</b>	<b>\$ 653,600</b>	<b>\$ 699,339</b>	<b>\$ 692,244</b>	<b>\$ 692,244</b>
Scott County Contribution	580,036	595,213	601,165	601,165	576,241	576,241
<b>TOTAL REVENUES</b>	<b>\$ 1,250,887</b>	<b>\$ 1,261,011</b>	<b>\$ 1,254,765</b>	<b>\$ 1,300,504</b>	<b>\$ 1,268,485</b>	<b>\$ 1,268,485</b>
<b>APPROPRIATION SUMMARY:</b>						
Salaries	\$ 647,003	\$ 674,341	\$ 681,851	\$ 690,349	\$ 712,600	\$ 712,600
Benefits	216,012	220,272	236,400	215,771	222,400	222,400
Capital Outlay	134,829	135,247	111,546	154,301	101,100	101,100
Purchase Services & Expenses	186,639	199,816	193,489	211,933	203,887	203,887
Supplies & Materials	32,756	25,302	31,479	28,150	28,498	28,498
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,217,239</b>	<b>\$ 1,254,978</b>	<b>\$ 1,254,765</b>	<b>\$ 1,300,504</b>	<b>\$ 1,268,485</b>	<b>\$ 1,268,485</b>



**ANALYSIS**

Revenues for the Library have been very stable for the last few years. Revenues for FY23 are projected to be \$1,854,8698 which is less than a 1% decrease over the \$1,856,224 FY 21. Also appropriations over that same time frame are up less than 1%; \$1,268,485 in FY 23 from \$1,254,978 in FY 21. The county contribution is down slightly because this contribution is based on a population formula.

The agency does anticipate in person library services in 2023 and a slight decrease in online and digital services.

# Medic Ambulance



Director: Linda Frederiksen, Phone: 563-323-1000, Website: www.medicems.com

**MISSION STATEMENT: The mission of MEDIC EMS is to improve the health of our community by providing professional emergency medical services and compassionate care.**

<b>ACTIVITY/SERVICE:</b>	911 Ambulance Response	<b>DEPARTMENT:</b>	Medic		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	county-wide		
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	01 General	<b>BUDGET:</b> \$200,000	
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Requests for ambulance service		32,496	33,014	34,000	37,000
Total number of transports		23,787	24,317	25,000	25,500
Community CPR classes provided		145	234	500	600
Child passenger safety seat inspections performed		30	17	20	20

**PROGRAM DESCRIPTION:**

Provide advanced level pre hospital emergency medical care and transport.

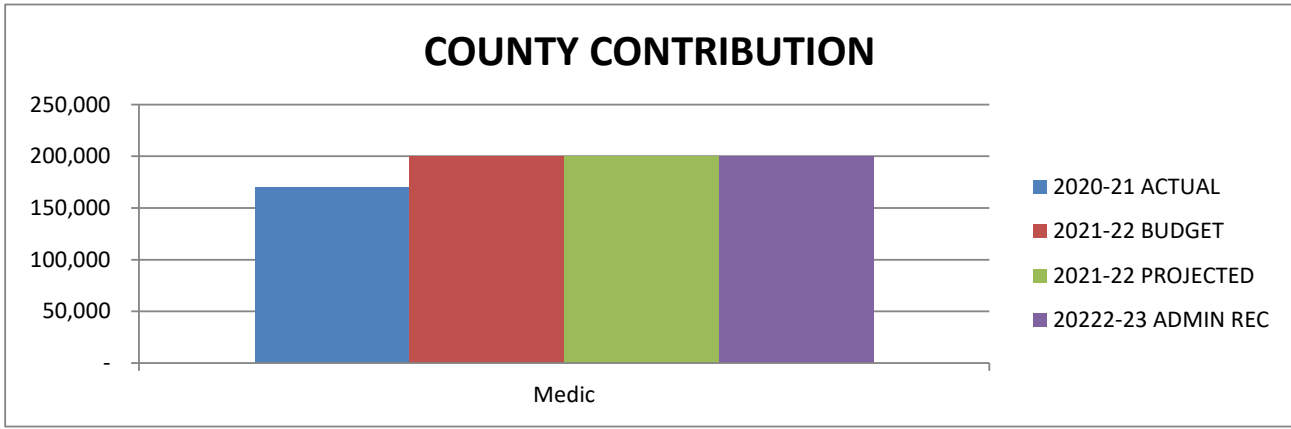
PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Urban Code 1 Response times will be < 7 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	84.64%	80.29%	81.00%	82.50%
Urban Code 2 Response times will be < 09 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	92.41%	89.65%	90.00%	90.00%
Urban Code 3 Response times will be < 14 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	95.28%	92.56%	94.00%	93.00%
All Urban Average Response times		6 minutes 59 seconds	7 minutes 42 seconds	7 minutes 10 seconds	7 minutes 45 seconds
Rural Code 1 Response times will be <14 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	89.730%	89.230%	89.000%	89.000%
Rural Code 2 Response times will be <17 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	95.420%	92.390%	92.000%	92.000%
Rural Code 2 Response times will be <19 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	95.890%	94.520%	94.000%	94.000%
All Rural Average Response times		10 minutes 33 seconds	11 minutes 7 seconds	11 minutes 0 seconds	11 minutes 0 seconds
Increased cardiac survivability from pre-hospital cardiac arrest	% of cardiac arrest patients discharged alive	all arrests-15.74%, VF/VT arrests-30.0%	all arrests-15%, F/VT-27.6%	all arrests-20%, F/VT-22%	all arrests-22%, VF/VT-25%



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Medic Emergency Med Svcs (47)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
Director	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor Paramedic, EMT	137.00	131.00	126.00	126.00	126.00	126.00
Medical Director	1.00	1.00	1.00	1.00	1.00	1.00
Secretary/Bookkeeper	1.00	1.00	1.00	1.00	1.00	1.00
Manager	4.00	4.00	4.00	4.00	4.00	5.00
System Status Controller	14.00	14.00	14.00	14.00	16.00	16.00
Support Staff	2.00	2.00	2.00	2.00	2.00	1.00
Wheelchair/Shuttle Operator	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>161.00</b>	<b>155.00</b>	<b>150.00</b>	<b>150.00</b>	<b>152.00</b>	<b>152.00</b>

<b>REVENUE SUMMARY:</b>						
Net Patient Revenue	\$ 9,273,383	\$ 9,588,937	\$ 9,878,423	\$ 9,917,701	\$ 10,185,770	\$ 10,185,770
Other Support	1,099,697	869,938	838,950	892,856	700,055	700,055
Genesis Medical Center	-	-	-	-	-	-
Trinity Medical Center	-	-	-	-	-	-
<b>SUB-TOTAL REVENUE</b>	<b>\$ 10,373,080</b>	<b>\$ 10,458,875</b>	<b>\$ 10,717,373</b>	<b>\$ 10,810,557</b>	<b>\$ 10,885,825</b>	<b>\$ 10,885,825</b>
Scott County Contribution	-	170,178	200,000	200,000	200,000	200,000
<b>TOTAL REVENUES</b>	<b>\$ 10,373,080</b>	<b>\$ 10,629,053</b>	<b>\$ 10,917,373</b>	<b>\$ 11,010,557</b>	<b>\$ 11,085,825</b>	<b>\$ 11,085,825</b>

<b>APPROPRIATION SUMMARY:</b>						
Personal Services	\$ 7,778,865	\$ 7,420,205	\$ 8,034,379	\$ 7,911,305	\$ 8,182,953	\$ 8,182,953
Equipment	4,450	3,480	4,000	4,000	3,000	3,000
Expenses	2,641,063	2,853,310	2,989,440	3,150,978	3,227,481	3,227,481
Supplies	305,969	327,948	325,000	386,141	412,000	412,000
Occupancy	25,910	29,622	31,500	30,179	36,800	36,800
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 10,756,258</b>	<b>\$ 10,634,565</b>	<b>\$ 11,384,318</b>	<b>\$ 11,482,603</b>	<b>\$ 11,862,234</b>	<b>\$ 11,862,234</b>



**ANALYSIS**

The MEDIC contract is an "up to" guarantee of yearly loss. That number will be available after the 2022-2023 audit, and submitted for payment.

Less than 1% of an increase in revenue is projected while a 3% increase in expenditures is anticipated. The COVID-19 pandemic continues to have an impact on both staffing and supply expenses.

BFOs remain the same despite increased volumes projected. Goals are consistent with Activity/Service.

The overall goal of Evaluating/determining an optimal, sustainable organizational structure of MEDIC EMS is a priority of the local governments of Scott County, Davenport, and Bettendorf. The result of this evaluation will likely have a financial impact to the FY23 or future budgets.

# Quad Cities Chamber

Director: Paul Rumler, Phone: 563-322-1706, Website: [quadcitieschamber.com](http://quadcitieschamber.com)



**Mission Statement: The Quad Cities Chamber creates a prosperous regional economy where all can thrive through business & economic growth, placemaking and talent attraction/development.**

<b>ACTIVITY/SERVICE:</b>	Business Retention & Expansion	<b>DEPARTMENT:</b> Quad Cities Chamber			
<b>BUSINESS TYPE:</b>	Quality of Life	<b>RESIDENTS SERVED:</b>			All Residents
<b>BOARD GOAL:</b>	Economic Growth	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$44,000
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>BUDGETED</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
New Business Visits Conversations/inquiries		1	2	2	2
Total Active Projects					
Businesses locating in the Region					
Businesses Retained and/or Expanded					
Capital Investment Announced					
Direct Jobs Announced (new and retained)					
New Direct Payroll					
Average Salary					
Economic Impact Calculated					

**PROGRAM DESCRIPTION: Business Retention & Expansion**

Marketing the Quad Cities region for the purpose of attracting new investment and generating high quality jobs and serving as an expert resource for companies making location and expansion decisions and acting as a business advocate to align the region's public and private sector resources for the benefit of residents in the six-county region.

<b>PERFORMANCE MEASUREMENT</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>BUDGETED</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
<b>Pipeline</b>					
Total New Projects identified (Includes BA, BRE and BC)	Target 50/year		50	50	50
Total Resource Assists (Includes technical assistance by Chamber, referrals to resources service partners, business development and financial assistance opportunities shared)	Target >500 per year		>500 per year	>500 per year	>500 per year
<b>Business Attraction</b>					
Leads generated via marketing/business intelligence	Reported as actual #				
Out of market outreach (Includes site selectors, company site location decision makers and company headquarter visits)	Target 100/year		100	100	100
<b>Business Retention</b>					
Existing Company Conversations	Target 500/year		500	500	500



# Greater Davenport Redevelopment Corporation - GDRC



Executive Director: Roy Wennlund Phone: 563-884-7559 Website: gotodavenport.com

**MISSION STATEMENT: The GDRC is a non-profit, public-private industrial development organization for the City of Davenport. It provides arms-length real estate transactions with privacy and confidentiality.**

<b>ACTIVITY/SERVICE:</b>	Business Attraction / Expansion	<b>DEPARTMENT:</b>	GDRC		
<b>BUSINESS TYPE:</b>	Core	<b>RESIDENTS SERVED:</b>	All Residents		
<b>BOARD GOAL:</b>	Economic Growth	<b>FUND:</b>	01 General	<b>BUDGET:</b>	\$30,000
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>PROJECTED</b>
Market & manage EIIC & other industrial properties					

**PROGRAM DESCRIPTION:**

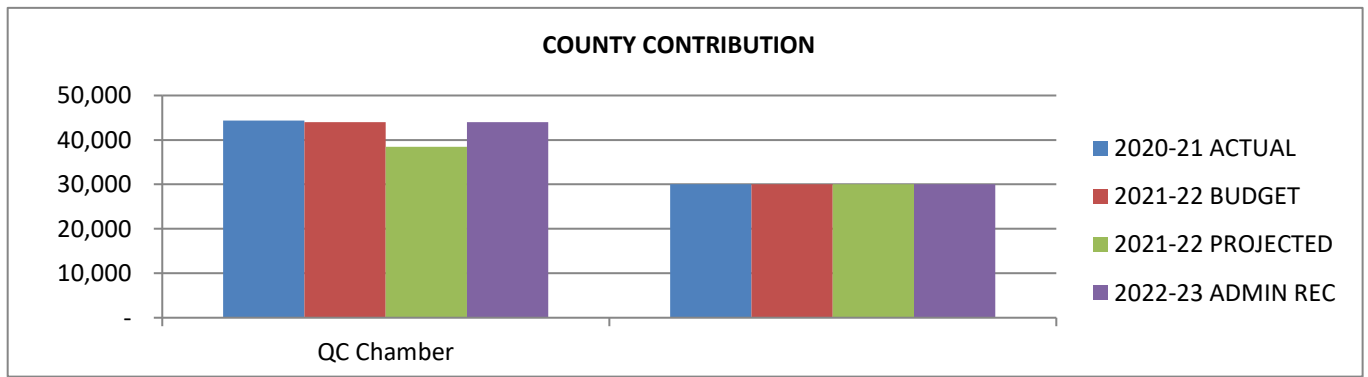
GDRC provides arms-length real estate transactions for any industrial property for sale in Davenport. The principal offering is the Eastern Iowa Industrial Center at I-80 and NW Blvd. in north Davenport.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Market and manage the EIIC and other industrial sites throughout Davenport/Scott County	The Industrial Center is viewed as the premier, certified industrial site in Eastern Iowa. Since the Industrial Center's inception, there have been \$472 million invested with an estimated \$135 million assessed valuation.	11.65 acres was sold to Midland Scientific and they have a 32,000 sq. ft. building under construction. Negotiations are currently taking place on terms and consideration for an Option on 158 acres of vacant land adjacent to EIIC. Plat was corrected for parcel W3307-02B and Parcel W3303-A01 to adjust lot lines. Eight RFI's were responded to. Ten GDRC Board Meetings were held and two EIIC Owners meetings. The engineering work on the pond has been completed and we are awaiting bid specs.	All materials have been submitted for Certification and final approval /Certification is pending from IEDA. Responded to 9 RFI's from prospects presented by chamber/state/city. 12 GDRC Board Meetings took place, and two EIIC Owner's Association meeting were held. 15 Sales calls were performed. Updates on property and other details was made to web site, but map updates are still pending final certification maps. GDRC exercised the Option to Purchase the Shriners parcel and then sold the entire parcel to the Amazon developer and the new building is under construction resulting in 1000 to 1500 new permanent jobs. Lot 3 was sold for \$526K and that property is in the permitting process for 150K sq. ft. of development. 1.94 acre site is under contract and pending closing	Establish marketing plan for additional EIIC ground. Negotiate sale of a portion of additional EIIC ground, and exercise option to purchase. Negotiate sale of reacquired Lot 3, Conduct 12 GDRC Board Meetings and 2 EIIC Owners Association Meetings, Respond to 5 RFI from prospects presented by Chamber/state/city, finalize pond restoration project and drainage plan for option area. Conduct 12 marketing calls.	Complete Project Runway transaction and acquisition of Deere 4-acre parcel. Determine access plan for remaining EIIC parcels without existing direct road access. Negotiate sale of 17 remaining acres EIIC ground. Conduct monthly GDRC Board Meetings and 2 EIIC Owners Association Meetings, Respond to 2 RFI from prospects presented by Chamber/state/city. Coordinate finalization of pond restoration project. Explore expansion of Transload trackage on remnant of Amazon parcel. Work with relevant parties on developing future GDRC direction and projects.



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Regional Econ Develop (4901, 4903)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
<b>CEO</b>	0.30	0.10	0.10	0.10	0.10	0.10
President	0.55	0.30	0.30	0.30	0.30	0.30
Vice-President	1.00	1.00	1.00	1.00	1.00	1.00
Business Attraction Staff	1.00	1.10	1.10	1.10	1.10	1.10
Administrative Secretary	0.50	0.60	0.60	0.60	0.60	0.60
Database Specialist	0.25	0.25	0.25	0.25	0.25	0.25
Accounting/HR/Admin Staff	0.35	0.50	0.50	0.50	0.50	0.50
Marketing Staff	0.80	1.00	1.00	1.00	1.00	1.00
<b>TOTAL POSITIONS</b>	<b>4.75</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>

<b>REVENUE SUMMARY:</b>						
Private Sector Members	\$ 891,286	\$ 1,591,688	\$ 1,100,000	\$ 2,169,245	\$ 2,300,000	\$ 2,300,000
Public Sector Members	302,909	342,886	423,000	354,546	350,000	350,000
Interest Revenue	942	12	100	-	20	20
Other	582,392	1,295,029	400,100	1,446,130	1,500,000	1,500,000
<b>SUB-TOTAL REVENUES</b>	<b>\$ 1,777,529</b>	<b>\$ 3,229,615</b>	<b>\$ 1,923,200</b>	<b>\$ 3,969,921</b>	<b>\$ 4,150,020</b>	<b>\$ 4,150,020</b>
Arsenal Lobbying Funding						
Scott County Contribution - Chamber Program Services	43,506	44,377	44,000	38,454	44,000	44,000
Scott County Contribution-GDRC Supporting Services	30,000	30,000	30,000	30,000	30,000	30,000
<b>TOTAL COUNTY CONTRIBUTION</b>	<b>73,506</b>	<b>74,377</b>	<b>74,000</b>	<b>68,454</b>	<b>74,000</b>	<b>74,000</b>
<b>TOTAL REVENUES</b>	<b>\$ 1,851,035</b>	<b>\$ 3,303,992</b>	<b>\$ 1,997,200</b>	<b>\$ 4,038,375</b>	<b>\$ 4,224,020</b>	<b>\$ 4,224,020</b>
<b>APPROPRIATION SUMMARY:</b>						
Personal Services	\$ 930,527	\$ 1,852,364	\$ 1,135,000	\$ 2,300,376	\$ 2,350,000	\$ 2,350,000
Allocated Overhead	189,361	430,937	203,000	1,370,638	1,409,000	1,409,000
Total Direct Overhead	289	-	500	-	-	-
Total Business Attractions	705,432	260,607	631,000	507,211	546,000	546,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,825,609</b>	<b>\$ 2,543,908</b>	<b>\$ 1,969,500</b>	<b>\$ 4,178,225</b>	<b>\$ 4,305,000</b>	<b>\$ 4,305,000</b>



**ANALYSIS**

Scott County's annual contribution for regional economic development efforts are a contribution of \$44,000 to Quad City Chamber, the regional marketing arms of the Quad Cities Chamber and \$30,000 for the Greater Davenport Redevelopment Corporation the public-private partnership that markets and develops the Eastern Iowa Industrial Center in northwest Davenport.

# Visit Quad Cities

Director: Dave Herrell, Phone: 309-736-6820 Website: www.visitquadcities.com



**MISSION STATEMENT: To enhance the quality of life and economic development for residents and visitors by marketing the Quad Cities region as an outstanding Midwest convention and tourism destination.**

<b>ACTIVITY/SERVICE:</b>	External Marketing to Visitors	<b>DEPARTMENT:</b>	QCCVB	
<b>BUSINESS TYPE:</b>	Community Add On	<b>RESIDENTS SERVED:</b>	All residents	
<b>BOARD GOAL:</b>	Great Place to Live	<b>FUND:</b>	Choose One	<b>BUDGET:</b> \$70,000
<b>OUTPUTS</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>
				<b>2022-23</b>
				<b>PROJECTED</b>

**PROGRAM DESCRIPTION:**

The VQC increases visitor expenditures and overnight stays through strategic sales, marketing, and services. We promote and package the Quad Cities to attract and meet the needs of meetings, conventions, group tours, sporting events and competitions, special interest groups, and the leisure traveler. We are also community liaison for enhancing the quality of life for current and potential new residents, by supporting the development of new attractions, events, and special interests. Scott County residents benefit from increased hotel/motel tax revenues, sales tax revenues, food & beverage taxes, and gaming revenues and taxes. The increased expenditures received from visitors, keeps property taxes low. State tourism reports the benefit to each resident to be on average \$1200 less in property taxes every year.

PERFORMANCE MEASUREMENT		2019-20	2020-21	2021-22	2022-23
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
<b>OUTCOME:</b>	<b>EFFECTIVENESS:</b>				
Increase Hotel/Motel taxes and Retail Sales Taxes to the County	Increase of 5% over previous Fiscal Year	\$ 4,645,288	\$3,895,120	\$ 3,000,000	\$ 3,500,000
Increase visitor inquiries processed, documented and qualified	Increase of 2% over previous Fiscal Year	\$ 229,078	\$305,842	\$ 175,000	\$ 225,000
Increase group tour operator inquiries processed, documented and qualified	Increase of 2% over previous Fiscal Year	\$ 730	\$259	\$ 500	\$ 750
Increase convention/meeting planner and trade show leads	Increase of 2% over previous Fiscal Year	\$ 1,492	\$942	\$ 750	\$ 1,000



FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
PROGRAM: Regional Tourism Development (5400)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
<b>AUTHORIZED POSITIONS:</b>						
<b>TOTAL POSITIONS</b>	<b>10.00</b>	<b>12.00</b>	<b>9.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

**REVENUE SUMMARY:**

Davenport	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000
Bettendorf	186,111	129,648	145,240	145,240	145,240	145,240
Moline	247,592	116,637	172,900	172,900	172,900	172,900
Rock Island	61,320	24,042	70,000	70,000	70,000	70,000
East Moline	-	6,000	6,000	6,000	6,000	6,000
Rock Island County	68,186	24,579	46,900	46,900	46,900	46,900
Silvis	1,000	1,000	1,000	1,000	1,000	1,000
LeClaire	5,000	5,000	5,000	5,000	5,000	5,000
Carbon Cliff	5,000	5,000	5,000	5,000	5,000	5,000
Eldridge	3,000	3,000	3,000	3,000	3,000	3,000
State of Illinois/LTCB Grant	294,319	155,498	200,000	200,000	200,000	200,000
State of Illinois/Marketing Partnership Grant	43,983	-	-	-	-	-
State of Illinois/International Grant	13,161	-	-	-	-	-
Other Grants	95,420	220,049	30,000	30,000	30,000	30,000
Interest	21,248	5,760	10,500	10,500	10,500	10,500
Miscellaneous Income	356,189	204,485	10,000	10,000	10,000	10,000
Mississippi Valley Welcome Center	-	-	-	-	-	-
Membership Income	56,544	38,457	52,500	52,500	52,500	52,500
Publications Income	11,753	\$ -	3,000	3,000	3,000	3,000
Joint Projects Income	-	-	500	500	500	500
Friends of QC Grant	-	-	-	-	-	-
Corporate Donations	-	-	10,000	10,000	10,000	10,000
QC Sports Commission Income	70,297	-	70,485	70,485	70,485	70,485
<b>SUB-TOTAL REVENUES</b>	<b>\$ 1,915,123</b>	<b>\$ 1,314,155</b>	<b>\$ 1,217,025</b>	<b>\$ 1,217,025</b>	<b>\$ 1,217,025</b>	<b>\$ 1,217,025</b>
Scott County Contribution	70,000	70,000	70,000	70,000	70,000	70,000
<b>TOTAL REVENUES</b>	<b>\$ 1,985,123</b>	<b>\$ 1,384,155</b>	<b>\$ 1,287,025</b>	<b>\$ 1,287,025</b>	<b>\$ 1,287,025</b>	<b>\$ 1,287,025</b>

**APPROPRIATION SUMMARY:**

Personal Services	\$ 702,411	\$ 677,587	\$ 659,923	\$ 659,923	\$ 659,923	\$ 659,923
Equipment	-	-	-	-	-	-
Expenses	868,371	1,080,502	771,078	761,078	771,078	771,078
Supplies	6,030	5,432	3,000	3,000	3,000	3,000
Occupancy	86,488	96,885	107,600	107,600	107,600	107,600
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,663,300</b>	<b>\$ 1,860,406</b>	<b>\$ 1,541,601</b>	<b>\$ 1,531,601</b>	<b>\$ 1,541,601</b>	<b>\$ 1,541,601</b>



**ANALYSIS**

The leisure and business travel industries, as well as the related hospitality and service industries, have been some of the hardest hit economic sectors by the economic downturn due to COVID-19. Revenues for Visit Quad Cities are down significantly, making Scott County's annual contribution of \$70K all the more critical. Staff at Visit Quad Cities continue to provide services to help its hospitality partners remain viable and in business.



## **SUPPLEMENTAL INFORMATION**

# SUPPLEMENTAL INFORMATION

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### Did you know?

The Quad Cities is home to the first-ever railroad bridge to cross the Mississippi River. The bridge connects Rock Island IL and Davenport IA. It was completed on April 22, 1856.

## BASIS OF ACCOUNTING

Scott County's accounting system for budgeting purposes is on the modified accrual basis of accounting using governmental fund types. The State of Iowa does require that all budget amendments be enacted one month prior to the end of the fiscal year. Budgets are prepared using the same accounting basis as practices as are used to account for and prepare financial reports for the funds; thus, the budgets are presented in accordance with accounting principles generally accepted in the United States of America. Budget appropriations for Scott County governmental funds are projected on the modified accrual basis of accounting and full accrual for its enterprise fund.

Both the annual budget and preparation of the audited Annual Comprehensive Financial Report (ACFR) of the County are based on generally accepted accounting principles, include the same funds (other than the entity-wide funds included in the ACFR), and meets the criteria set forth by the Government Finance Officers Association for its Certificate of Achievement for Excellence in Financial Reporting.

For the governmental funds the modified accrual basis of accounting is used as the budgeting purpose. Modified accrual accounting recognizes revenues when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period, or soon enough after the end of the current period to pay liabilities of the current period. For this purpose the County considers revenues to be available in they are collected within 60 days of the end of the current fiscal year. Expenditures generally are recorded when a liability is incurred. However, debt service expenditures, as well as related compensated absences and claims and judgements, are recorded only when payment is due. A difference for the Golf course fund, is that capital expenditures are recorded as an asset and are depreciated as a non-cash expense over the lives of those assets.

For budgeting purposes, any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget should be considered a major fund. The format includes basic fund types as follows:

### **MAJOR GOVERNMENTAL FUNDS (budgeted):**

**General Fund** - This fund accounts for all transactions of the County that pertain to the general administration of the County and the services traditionally provided to its citizens. This includes law enforcement services, legal services, emergency services, juvenile justice administration services, physical health services, care of the mentally ill, care of the developmentally disabled, services to the poor, services to military veterans, services to the elderly, environmental quality services, conservation and recreation services, animal control services, county development services, representation (election) services, state administrative services, and various interprogram services such as policy and administration, central services, and risk management services.

**Special Revenue Funds** - These funds are utilized to account for revenues derived from specific sources which are usually required by law or regulation to be accounted for as separate funds. For Scott County these funds include the American Rescue Plan Act Fund, the Rural Services Basic Fund and the Secondary Roads Fund.

**American Rescue Plan Act (ARPA) Grant Fund** - This fund accounts for the restricted special revenues of the American Rescue Plan Act (ARPA). The ARPA Fund is a special revenue fund.

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

**Debt Service Fund** - This fund accounts for the accumulation of revenues for and payment of principal and interest on general obligation long-term debt.

**Capital Projects Fund** - These funds are utilized to account for financial resources to be used for the acquisition or construction of capital facilities or other major fixed assets or one-time uses of funds.

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

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

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

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

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

The following service areas are included in the budget:


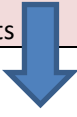
- Public Safety and Legal Services
- Physical Health and Social Services
- County Environment and Education Services
- Roads and Transportation Services
- Government Services to Residents
- Administration (interprogram) Services
- Debt Service
- Capital Projects

The blended component units of the County, the Scott Emergency Communication Center and the Public Safety Authority, and the discretely presented component units of the County, the Emergency Management Agency and County Library, are not included in this budget document. Funding for these entities are treated as authorized agencies and expenditures of the County Budget. The component unit entities have separate budgeting processes and supervisory boards which are not included the County’s budget making process.

**Did you know?**

The Scott County Health Department annually inspects all public pools, not only in Scott County but in Jackson County as well. Some of the things that are inspected include; checking lifesaving equipment, safety signs, emergency action plans, and chemical safety.

## SCOTT COUNTY, IOWA BUDGET CALENDAR

	Board of Supervisors	County Administration	Citizens and State	Departments and Authorized Agencies
July	New Fiscal Year Begins July 1, 2022 to June 30, 2023			
August	Strategic Planning			
September	Identification of specific areas to be reviewed in upcoming budget process. Short and long term goals.			Develop initial revenue estimates
October	Set Budget Parameters			Develop and submit operating and capital requests
November		Development of Salary and Benefit Estimates	Discussions with Board and County Administration for new funding requests	
December		Development of Capital requests and planning		
January		Presentation of Administrations recommendation of the proposed budget, and maximum tax levy		
February	Board reviews operating and capital budgets; adopts maximum tax levy; available via Webex		Public Hearing on Proposed and Amended Budget; available via Webex	
March	Adoption of <b>Budget</b> by resolution. Strategic Planning		Certification by Auditor and State Department of Management	
April		Prepare final budget document. Review budget amendment needs		
May	Adopt Budget <b>Amendment</b> by resolution; available via Webex	Propose budget amendment for current year	Public Hearing on Amended Budget; available via Webex	
June	Set appropriations and authorized position levels for ensuing fiscal year			

## BUDGET PREPARATION PROCESS

The preparation of Scott County's budget involves the interaction of County departments, authorized agencies, boards and commissions, the Board of Supervisors, and the general public. This process begins with the initial distribution of budget materials to departments and authorized agencies and is completed with the Board of Supervisors certification of a budget for the upcoming fiscal year. **Bolded** text is visualized in the budget calendar. Beginning in calendar year 2020, the County began broadcasting committee of the whole, including budget meetings, and the Board of Supervisor meetings using Webex, broadcasting technology. After the meeting is complete, the recorded session is available on the county website. During the meeting, the public can access the board through public comment via a telephone or computer / mobile device.

The County's budgetary process begins ten months prior to July 1st, the beginning of the County's fiscal year. In **August**, the Board of Supervisors completes an amended **strategic planning** update to identify goals and outcomes for the long, medium and short term. In **September**, the Board of Supervisors identifies specific areas to be reviewed by staff during the upcoming budget preparation process. **Identification of short and long term goals for discussion.** Staff develops early **revenue estimates**. In early **October** the Board of Supervisors meets with the County Administrator and the Director of Budget and Administrative Services to identify **specific areas to be reviewed during the budget process**. They also set **parameters** for increases for all departments and authorized agencies. These specific areas of review are then given to department heads and agency directors to keep in mind as they prepare their budget requests for the ensuing year. At the end of October, **Budget Planning Manuals** and appropriate worksheets are distributed to department heads and authorized agency directors. The Budget Planning Manuals identify the budgetary process and give specific directions on the process. Scott County's system includes the completion of several Budgeting For Outcomes (BFO) forms that are described in detail in the manual.

Scott County's budgetary process is on the County's ERP system, and consequently, historical data is available to the departments. The department's primary responsibility is to review the historical data in respect to services to be provided to the citizens of Scott County by the department. The Office of Administration and the Office of Human Resources provides **personnel and wage information**. The department head reviews the information to determine what level of appropriation will be required to provide the current level of services. Any additional service levels proposed to be provided to the general public at the request of either the department, County Administrator, or Board of Supervisors, are identified and highlighted during the budget review process.

Additionally, while analyzing expenditure requirements in order to **support current service levels**, the department is also requested to **establish performance objectives** for the upcoming fiscal year. These performance objectives relate to the service levels currently provided by the department's programs. Quarterly status reports on the progress being made toward the current year's performance objectives are also required and are forwarded to the Board of Supervisors throughout the fiscal year for their review and information. The County's Budgeting for Outcome system is further explained at the end of this budget preparation process discussion.

In regard to goals and objectives, the Board of Supervisors, during their work sessions every other year, discusses and identify objectives. These biennial objective issues are reviewed mid-term for possible changes or refinements. A complete listing of the target issues appears in the Board Chairman and County Administrator's budget message included in the budget document.

Department requests for appropriations are submitted to the Office of Administration for initial review by the end of **November**. The departments consult with the appropriate boards and commissions in developing the budget as it relates to service levels. Staff further allocates expenditures by sub-object type. The department head meets with the County Administrator, the Director of Budget and Administrative Services, and the department's assigned budget analyst during the remainder of **December** and the first part of **January** regarding the proposed budgets. The Office of Administration prepares revenue estimates from input from the respective departments. Each department is required to submit potential revenue estimates for their programs. The Office of Administration estimates general revenues such as those from the State and Federal government, and lastly determines the County's taxing ability. A preliminary budget is discussed with the County Administrator. This preliminary budget reflects the budget requests as submitted by the departments and adjusted by the County budget team in relation to revenue projections.

The County Administrator presents to the Board of Supervisors a balanced budget in late **January**. The Board of Supervisors receives information which includes the budget message from the County Administrator, various schedules dealing with taxation and property valuations, in addition to the proposed revenue schedules, expenditure schedules, and summary of department programs as they pertain to the proposed budget. Copies of the initial proposed budget as presented to the Board of Supervisors are available at the County Auditor's office and public libraries for citizen review. The County must present a maximum tax levy for the general fund and rural services fund before setting the public hearing.

The summary information for the departments includes a history of financial data in addition to a revised estimate for the current year and the proposed budget for both expenditures and revenues. Additionally, a brief description of the program is presented with other program performance indicator information as it applies to the budget. Any changes from the current year to the proposed year are also noted. Of special importance is the inclusion of the performance objectives for the programs within each department.

The month of **February** is basically devoted to discussions with the Board of Supervisors. At the Board's first two **budget work sessions the overall impact of the expenditures are reviewed** along with the potential property tax changes and other revenue adjustments. In addition, each Board member, based on his own review of the budget materials or from budget discussions, identifies other budget issues and policy matters. These budget issues then become subsequent agenda items at future budget sessions until all are resolved. These sessions, as in the case of the goals and objectives sessions of the Board of Supervisors during **January**, are open to the general **public**. New in 2020 included the process of broadcasting budget meetings through Webex meeting management software and the opportunity to receive feedback from the public based on the virtual meetings.

After the general budget meetings with County staff and department/agency directors as necessary, the Board of Supervisors meets to discuss the County's services and items of concern to the operation of the County. The Board of Supervisors identifies items that they had previously discussed which were to be considered as additions or deletions to the proposed budget. The Board then has the task of weighing certain services or programs within the organization in light of available resources. After the Board of Supervisors agrees upon a proposed level of services, and likewise an appropriation level, the Board sets a public hearing of maximum tax levy. Notice of such **public hearing** is made in the local official newspapers and a summary of the proposed tax levy is included in the publication. According to state law, the rate a super majority is required to approve a tax asking exceeding 2% of the prior year levy. After approval a notice of budget **public hearing** is made in the local official newspapers and a summary of proposed expenditure and revenue levels is included in that publication. According to state law, the tax rate cannot be increased after publication of the proposed expenditure levels or the proposed maximum levies for the public hearing thus, department/agency requests are always used as a basis of publication. During the public hearing, citizens are given the opportunity to voice their objections or support of the proposed budget as presented. After the **public hearing**, the Board of Supervisors considers any comments made and then act upon the approval of the budget.

The Board officially authorizes by resolution to certify with the County Auditor and the State Office of Management the adopted budget for the upcoming year on or before the state law deadline of **March 31st**. After certification, staff reviews the budget and detailed information changed in light of Board of Supervisors discussions. The **budget is subsequently printed and available for distribution**. The budget document then becomes an instrument and a guide for the Board and departments during the year for achieving the goals and objectives, and providing programs and services as described in the budget.

The budget document is drafted after the board formally approves the state budget amounts by functional area and include the narrative descriptions of the budget process. There were no changes between the proposed and adopted budget for the 2023 budget document.

**Budget amendments** occur twice during the current fiscal year. The first budget amendment is presented to the Board of Supervisors in **February** for approval with the upcoming fiscal year budget. A second amendment is recommended to the Board of Supervisors in **May** of the current year in order to close the fiscal year. Both amendments are designed to provide legal capacity of functional expenditures by category based upon current estimates. The level of budgetary control for each amendment process is on the functional level of the County's governmental functions. Departmental line item budgetary adjustments within a function may be made throughout the year as long as the total expenditures is not increased from the legally adopted budget.

## SCOTT COUNTY'S BUDGETING FOR OUTCOMES BUDGET SYSTEM

Prior to fiscal year 1983-84 Scott County was accustomed to budgeting for total departments and authorized agencies. Beginning in FY84, the County introduced program performance budgeting. With performance based budgeting, the County budgeted for departments, but each department divided its budget into functions or services, which are known as "programs". The performance based budget had been in place at Scott County for over 30 years, with many departments using the same measurers for many years.

In 2009, the Board of Supervisors set a goal to revise their performance based budget system. The County decided to adopt budgeting for outcomes as their new budgeting method. Budgeting for outcomes challenges public leaders to determine what outcomes citizens most value, prioritize their tax dollars to purchase those results, and rethink the way their departments and agencies go about producing them. Our old performance based budget system asked the question, what programs can we cut to keep the budget in balance? The new budget method asks, how can government increase the value it delivers to citizens with the money that is available?

There are huge benefits of using the budgeting for outcomes method of budgeting. First, it allows the government to see or eliminate obsolete or low value activities. Next, it helps find money for important new investment or activities – if an investment is important, it will rise to the top of the list. Other spending with less value falls off of the list. It ensures the general interest trump special 'pet' projects. Outcome based budgeting ensures accountability for performance – programs MUST deliver results or they don't get funded. It also talks about the budget in common sense terms – Traditional budgets are difficult for citizens to read. BFO budgets are designed for anyone to understand – and they allow citizens to understand exactly the services that its government provides with additional transparency.

What is an outcome?

It must be specific and address the customers' needs (internal or external)

It must be measurable

It must be aggressive but attainable

It must be results oriented

It must be time bound (it must have a deadline or timeline) i.e. one year, etc

In order to change from traditional performance based budgeting to outcome based budgeting, departments had to change their thinking entirely. First, each department identified their services. This had never been done before. Next, departments identified outputs from our old budgeting system – and some departments created new outputs. Next, departments aligned each service with a goal of the Board of Supervisors to ensure that the Board goals were reflected in the activities of the County departments. Next, each service was identified as either a core service, semi-core service or a service enhancement. Then, each department identified outcome and effectiveness measures for each service. From this process, we have our new budgeting for outcomes for Scott County, first successfully implemented in FY 12.





## FINANCIAL MANAGEMENT POLICIES

The following financial policies and relevant sections from the Code of Iowa have been adopted by the Scott County Board of Supervisors and have been developed and assembled here to provide guidance to the County's financial management system. The County's intent is to support a sound and efficient financial management system which best utilizes available resources and provides an acceptable service level to the citizens of Scott County. A Financial Review Committee (FRC) consisting of the County Director of Budget and Administrative Services, Financial Management Supervisor in the Treasurer's Office, and the Accounting and Tax Manager in the Auditor's Office advises the Board on various financial management improvement projects throughout the year.

The following policies are not intended to restrict the Board of Supervisors' authority in determining service needs and/or activities of the County. These financial policies do not limit the Board of Supervisors' ability and responsibility to respond to service delivery needs above or beyond these policies. The Board as a policy making group is still accountable for the efficient and responsive operation of the County. The policies are to be reviewed every five years, at a minimum.

All policies are online at: <https://www.scottcountyiowa.gov/hr/policies>

The following table highlights budget compliance and financial management policies for the FY 2023 Budget or FY 2021 Annual Comprehensive Financial Report:

Policy	Compliance Area	Complete / evidence
Office of the Administrator	Develop budget / capital plan	FY 2023 Budget
Office of the Administrator	Authority to fill vacancies in authorized positions	FY 2023 Budget – Authorized Positions
Budget and Financial Management	Property tax revenue collections will not generally exceed the cost of living of the previous year	FY 2023 Budget – Stable Tax Rate
Budget and Financial Management	One-Time or special purpose revenue will be utilized to fund capital expenditures or expenditures required by revenue.	FY 2023 Budget – Capital Plan; use of restricted resources
Budget and Financial Management	County Administrator will compile and submit to the Board of Supervisors a balanced budget by first of February of each year	FY 2023 Budget
Budget and Financial Management	Current County expenditures will be funded by current revenues unless specifically approved by the Board of Supervisors	FY 2023 Budget
Budget and Financial Management	Capital Improvements will be identified on the basis of long-range projected needs rather than immediate needs.	FY 2023 Budget
Budget and Financial Management	The Board of Supervisors recognizes a commitment of	FY 2023 Budget – Commitment to Nahant Marsh

	county funds necessary to be awarded certain grants from the State.	for CAT Grant.
Budget and Financial Management	Long-term borrowing will only be utilized to fund capital improvements and not operating expenditures.	FY 2023 Budget
Budget and Financial Management	Quarterly financial statement reported on a budget basis will be presented to the Board of Supervisors on a regular basis	Quarterly Reporting
Budget and Financial Management	The Comprehensive Annual Financial Report and accompanying audit opinion will be completed and submitted by December 31.	The FY 2021 Annual Comprehensive Annual Financial Report was issued by December 31, 2021
Budget and Financial Management	Minimum year-end fund balances will be maintained for governmental and propriety fund	The County met all minimum fund balances as of June 30, 2021.

Chapter 3 of the Scott County Code creating the Office of the Administrator

[https://www2.scottcountyiowa.gov/board/pub/code/chapters/Chapter\\_03\\_-\\_Appointed\\_Officers\\_and\\_Departments.pdf](https://www2.scottcountyiowa.gov/board/pub/code/chapters/Chapter_03_-_Appointed_Officers_and_Departments.pdf)

County Financial Management Policy

[https://www.scottcountyiowa.net/hr/pub/policies\\_general/33\\_Budget\\_and\\_Financial\\_Management.pdf](https://www.scottcountyiowa.net/hr/pub/policies_general/33_Budget_and_Financial_Management.pdf)

County Cash Handling Procedures Policy

[https://www.scottcountyiowa.net/hr/pub/policies\\_general/02\\_Cash\\_Handling\\_Procedures.pdf](https://www.scottcountyiowa.net/hr/pub/policies_general/02_Cash_Handling_Procedures.pdf)

County Investment Policy

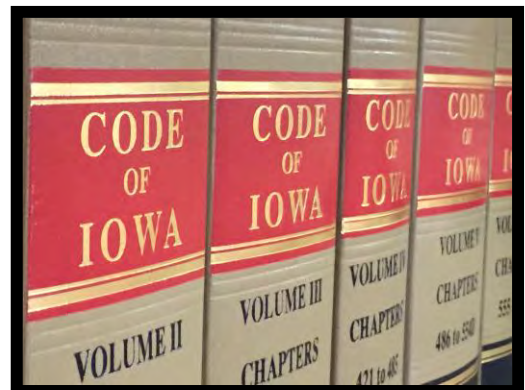
[https://www.scottcountyiowa.net/hr/pub/policies\\_general/18\\_Investment\\_Policy.pdf](https://www.scottcountyiowa.net/hr/pub/policies_general/18_Investment_Policy.pdf)

**Excerpts from the Code of Iowa:**

Chapter 24 - Local Budget Law (Page 443)

Chapter 331 - County Home Rule (Page 447)

(Sections 421-437 - County Levies, Funds, Budgets, and Expenditures)



# Code of Iowa

## Chapter 24 Local Budget Law

### 24.1 Short title.

This chapter shall be known as the “*Local Budget Law*”.

### 24.2 Definition of terms.

As used in this chapter and unless otherwise required by the context:

1. “*Book*”, “*list*”, “*record*”, or “*schedule*” kept by a county auditor, assessor, treasurer, recorder, sheriff, or other county officer means the county system as defined in section 445.1.

2. The words “*certifying board*” shall mean any public body which has the power or duty to certify any tax to be levied or sum of money to be collected by taxation.

3. The words “*fiscal year*” shall mean the period of twelve months beginning on July 1 and ending on the thirtieth day of June. The fiscal year of cities, counties, and other political subdivisions of the state shall begin July 1 and end the following June 30.

4. The words “*levying board*” shall mean board of supervisors of the county and any other public body or corporation that has the power to levy a tax.

5. “*Municipality*” means a public body or corporation that has power to levy or certify a tax or sum of money to be collected by taxation, except a county, city, drainage district, township, or road district.

6. The words “*state board*” shall mean the state appeal board as created by section 24.26.

7. The word “*tax*” shall mean any general or special tax levied against persons, property, or business, for public purposes as provided by law, but shall not include any special assessment nor any tax certified or levied by township trustees.

### 24.3 Requirements of local budget.

A municipality shall not certify or levy in any fiscal year any tax on property subject to taxation unless and until the following estimates have been made, filed, and considered, as provided in this chapter:

1. The amount of income thereof for the several funds from sources other than taxation.

2. The amount proposed to be raised by taxation.

3. The amount proposed to be expended in each and every fund and for each and every general purpose during the fiscal year next ensuing, which in the case of municipalities shall be the period of twelve months beginning on the first day of July of the current calendar year.

4. A comparison of such amounts so proposed to be expended with the amounts expended for like purposes for the two preceding years.

### 24.4 Time of filing estimates.

The estimates required under section 24.3 and any other estimates required by law shall be made and filed a sufficient length of time in advance of any regular or special meeting of the certifying board or levying board, as the case may be, at which tax levies are authorized to be made to permit publication, discussion, and consideration thereof and action thereon as hereinafter provided.

### 24.5 Estimates itemized.

The estimates required under this chapter shall be fully

itemized and classified so as to show each particular class of proposed expenditure, showing under separate heads the amount required in such manner and form as shall be prescribed by the state board.

### 24.6 Emergency fund — levy.

1. A municipality may include in the estimate required, an estimate for an emergency fund. A municipality may assess and levy a tax for the emergency fund at a rate not to exceed twenty-seven cents per thousand dollars of assessed value of taxable property of the municipality. However, an emergency tax levy shall not be made until the municipality has first petitioned the state board and received its approval.

2. *a.* Transfers of moneys may be made from the emergency fund to any other fund of the municipality for the purpose of meeting deficiencies in a fund arising from any cause. However, a transfer shall not be made except upon the written approval of the state board, and then only when that approval is requested by a two-thirds vote of the governing body of the municipality.

*b.* Notwithstanding the requirements of paragraph “*a*”, if the municipality is a school corporation, the school corporation may transfer money from the emergency fund to any other fund of the school corporation for the purpose of meeting deficiencies in a fund arising within two years of a disaster as defined in section 29C.2, subsection 4. However, a transfer under this paragraph “*b*” shall not be made without the written approval of the school budget review committee.

### 24.7 Supplemental estimates.

Supplemental estimates for particular funds may be made for levies of taxes for future years when the same are authorized by law. Such estimates may be considered, and levies made therefor at any time by filing the same, and upon giving notice in the manner required in section 24.9. Such estimates and levies shall not be considered as within the provisions of section 24.8.

### 24.8 Estimated tax collections.

The amount of the difference between the receipts estimated from all sources other than taxation and the estimated expenditures for all purposes, including the estimates for emergency expenditures, shall be the estimated amount to be raised by taxation upon the assessable property within the municipality for the next ensuing fiscal year. The estimate shall show the number of dollars of taxation for each thousand dollars of the assessed value of all property that is assessed.

### 24.9 Filing estimates — notice of hearing — amendments.

1. *a.* Each municipality shall file with the secretary or clerk thereof the estimates required to be made in sections 24.3 to 24.8, at least twenty days before the date fixed by law for certifying the same to the levying board and shall forthwith fix a date for a hearing thereon, and shall publish such estimates and any annual levies previously authorized as provided in section 76.2, with a notice of the time when and the place where such hearing shall be held not less than ten nor more than twenty days

# Code of Iowa

## Chapter 24 Local Budget Law

before the hearing. Provided that in municipalities of less than two hundred population such estimates and the notice of hearing thereon shall be posted in three public places in the district in lieu of publication. For any other municipality such publication shall be in a newspaper published therein, if any, if not, then in a newspaper of general circulation therein.

b. The department of management shall prescribe the form for public hearing notices for use by municipalities.

2. Budget estimates adopted and certified in accordance with this chapter may be amended and increased as the need arises to permit appropriation and expenditure during the fiscal year covered by the budget of unexpended cash balances on hand at the close of the preceding fiscal year and which cash balances had not been estimated and appropriated for expenditure during the fiscal year of the budget sought to be amended, and also to permit appropriation and expenditure during the fiscal year covered by the budget of amounts of cash anticipated to be available during the year from sources other than taxation and which had not been estimated and appropriated for expenditure during the fiscal year of the budget sought to be amended. Such amendments to budget estimates may be considered and adopted at any time during the fiscal year covered by the budget sought to be amended, by filing the amendments and upon publishing them and giving notice of the public hearing in the manner required in this section. Within ten days of the decision or order of the certifying or levying board, the proposed amendment of the budget is subject to protest, hearing on the protest, appeal to the state appeal board and review by that body, all in accordance with sections 24.27 through 24.32, so far as applicable. A local budget shall be amended by May 31 of the current fiscal year to allow time for a protest hearing to be held and a decision rendered before June 30. An amendment of a budget after May 31 which is properly appealed but without adequate time for hearing and decision before June 30 is void. Amendments to budget estimates accepted or issued under this section are not within section 24.14.

### **24.10 Levies void.**

The verified proof of the publication of such notice shall be filed in the office of the county auditor and preserved by the auditor. No levy shall be valid unless and until such notice is published and filed.

### **24.11 Meeting for review.**

The certifying board or the levying board, as the case may be, shall meet at the time and place designated in said notice, at which meeting any person who would be subject to such tax levy, shall be heard in favor of or against the same or any part thereof.

### **24.12 Record by certifying board.**

After the hearing has been concluded, the certifying board shall enter of record its decision in the manner and form prescribed by the state board and shall certify the same to the levying board, which board shall enter upon the current assessment and tax roll the amount of taxes which it finds shall be levied for the ensuing fiscal year in each municipality for which it makes the tax levy.

### **24.13 Procedure by levying board.**

Any board which has the power to levy a tax without the same first being certified to it, shall follow the same procedure for hearings as is required of certifying boards under this chapter.

### **24.14 Tax limited.**

A greater tax than that so entered upon the record shall not be levied or collected for the municipality proposing the tax for the purposes indicated and a greater expenditure of public money shall not be made for any specific purpose than the amount estimated and appropriated for that purpose, except as provided in sections 24.6 and 24.15. All budgets set up in accordance with the statutes shall take such funds, and allocations made by sections 123.17 and 452A.79, into account, and all such funds, regardless of their source, shall be considered in preparing the budget.

### **24.15 Further tax limitation.**

No tax shall be levied by any municipality in excess of the estimates published, except such taxes as are approved by a vote of the people, but in no case shall any tax levy be in excess of any limitation imposed thereon now or hereafter by the Constitution and laws of the state.

### **24.16 Expenses — how paid.**

The cost of publishing the notices and estimates required by this chapter, and the actual and necessary expenses of preparing the budget shall be paid out of the general funds of each municipality respectively.

### **24.17 Budgets certified.**

1. The local budgets of the various political subdivisions shall be certified by the chairperson of the certifying board or levying board, as the case may be, in duplicate to the county auditor not later than March 15 of each year on forms, and pursuant to instructions, prescribed by the department of management. However, if the political subdivision is a county or a city, its budget shall be certified not later than March 31 of each year, and if the political subdivision is a school district, as defined in section 257.2, its budget shall be certified not later than April 15 of each year.

2. One copy of the budget shall be retained on file in the office by the county auditor and the other shall be certified by the county auditor to the state board. The department of management shall certify the taxes back to the county auditor by June 15.

### **24.18 Summary of budget.**

Before forwarding copies of local budgets to the state board, the county auditor shall prepare a summary of each budget, showing the condition of the various funds for the fiscal year, including the budgets adopted as herein provided. Said summary shall be printed as a part of the annual financial report of the county auditor, and one copy shall be certified by the county auditor to the state board.

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### **24.19 Levying board to spread tax.**

At the time required by law the levying board shall spread the tax rates necessary to produce the amount required for the various funds of the municipality as certified by the certifying board, for the next succeeding fiscal year, as shown in the approved budget in the manner provided by law. One copy of said rates shall be certified to the state board.

### **24.20 Tax rates final.**

The several tax rates and levies of a municipality that are determined and certified in the manner provided in sections 24.1 through 24.19, except such tax rates and levies as are authorized by a vote of the people, shall stand as the tax rates and levies of said municipality for the ensuing fiscal year for the purposes set out in the budget.

### **24.21 Transfer of inactive funds.**

Subject to the provisions of any law relating to municipalities, when the necessity for maintaining any fund of the municipality has ceased to exist, and a balance remains in said fund, the certifying board or levying board, as the case may be, shall so declare by resolution, and upon such declaration, such balance shall forthwith be transferred to the fund or funds of the municipality designated by such board, unless other provisions have been made in creating such fund in which such balance remains. In the case of a special fund created by a city or a county under section 403.19, such balance remaining in the fund shall be allocated to and paid into the funds for the respective taxing districts as taxes by or for the taxing district into which all other property taxes are paid.

### **24.22 Transfer of funds.**

Upon the approval of the state board, it is lawful to make temporary or permanent transfers of money from one fund to another fund of the municipality. The certifying board or levying board shall provide that money temporarily transferred shall be returned to the fund from which it was transferred within the time and upon the conditions the state board determines. However, it is not necessary to return to the emergency fund, or to any other fund no longer required, any money transferred to any other fund.

### **24.23 Supervisory power of state board.**

The state board shall exercise general supervision over the certifying boards and levying boards of all municipalities with respect to budgets and shall prescribe for them all necessary rules, instructions, forms, and schedules. The best methods of accountancy and statistical statements shall be used in compiling and tabulating all data required by this chapter.

### **24.24 Violations.**

Failure on the part of a public official to perform any of the duties prescribed in chapter 73A, this chapter, section 8.39, and sections 11.1, 11.2, 11.4, and 11.5, constitutes a simple misdemeanor, and is sufficient ground for removal from office.

### **24.25 Reserved.**

### **24.26 State appeal board.**

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

- a. The director of the department of management.
- b. The auditor of state.
- c. The treasurer of state.

2. The annual meeting of the state board shall be held on the second Tuesday of January in each year. At each annual meeting the state board shall organize by the election from its members of a chairperson and a vice chairperson; and by appointing a secretary. Two members of the state board constitute a quorum for the transaction of any business.

3. The state board may appoint one or more competent and specially qualified persons as deputies, to appear and act for it at initial hearings. Each deputy appointed by the state board is entitled to receive the amount of the deputy's necessary expenses actually incurred while engaged in the performance of the deputy's official duties. The expenses shall be audited and approved by the state board and proper receipts filed for them.

4. The expenses of the state board shall be paid from the funds appropriated to the department of management.

### **24.27 Protest to budget.**

1. Not later than March 25, or April 10 for a county or a city, or April 25 if the municipality is a school district, a number of persons in any municipality equal to one-fourth of one percent of those voting for the office of governor, at the last general election in the municipality, but the number shall not be less than ten, and the number need not be more than one hundred persons, who are affected by any proposed budget, expenditure or tax levy, or by any item thereof, may appeal from any decision of the certifying board or the levying board by filing with the county auditor of the county in which the municipal corporation is located, a written protest setting forth their objections to the budget, expenditure or tax levy, or to one or more items thereof, and the grounds for their objections. If a budget is certified after March 15, or March 31 in the case of a county or a city, or April 15 in the case of a school district, all appeal time limits shall be extended to correspond to allowances for a timely filing.

2. Upon the filing of a protest, the county auditor shall immediately prepare a true and complete copy of the written protest, together with the budget, proposed tax levy or expenditure to which objections are made, and shall transmit them forthwith to the state board, and shall also send a copy of the protest to the certifying board or to the levying board, as the case may be.

### **24.28 Hearing on protest.**

The state board, within a reasonable time, shall fix a date for an initial hearing on the protest and may designate a deputy to hold the hearing, which shall be held in the county or in one of the counties in which the municipality is located. Notice of the time and place of the hearing shall be given by certified mail to the appropriate officials of the local government and to the first ten property owners whose names appear upon the protest, at least five days

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before the date fixed for the hearing. At all hearings, the burden shall be upon the objectors with reference to any proposed item in the budget which was included in the budget of the previous year and which the objectors propose should be reduced or excluded; but the burden shall be upon the certifying board or the levying board, as the case may be, to show that any new item in the budget, or any increase in any item in the budget, is necessary, reasonable, and in the interest of the public welfare.

**24.29 Appeal.**

The state board may conduct the hearing or may appoint a deputy. A deputy designated to hear an appeal shall attend in person and conduct the hearing in accordance with section 24.28. The deputy shall promptly report the proceedings at the hearing, which report shall become a part of the permanent record of the state board.

**24.30 Review by and powers of board.**

It shall be the duty of the state board to review and finally pass upon all proposed budget expenditures, tax levies and tax assessments from which appeal is taken and it shall have power and authority to approve, disapprove, or reduce all such proposed budgets, expenditures, and tax levies so submitted to it upon appeal, as herein provided; but in no event may it increase such budget, expenditure, tax levies or assessments or any item contained therein. Said state board shall have authority to adopt rules not inconsistent with the provisions of this chapter, to employ necessary assistants, authorize such expenditures, require such reports, make such investigations, and take such other action as it deems necessary to promptly hear and determine all such appeals; provided, however, that all persons so employed shall be selected from persons then regularly employed in some one of the offices of the members of said state board.

**24.31 Rules of procedure — record.**

The manner in which objections shall be presented, and the conduct of hearings and appeals, shall be simple and informal and in accordance with the rules prescribed by the state board for promptly determining the merits of all objections so filed, whether or not such rules conform to technical rules of procedure. Such record shall be kept of all proceedings, as the rules of the state board shall require.

**24.32 Decision certified.**

After a hearing upon the appeal, the state board shall certify its decision to the county auditor and to the parties to the appeal as provided by rule, and the decision shall be final. The county auditor shall make up the records in accordance with the decision and the levying board shall make its levy in accordance with the decision. Upon receipt of the decision, the certifying board shall correct its records accordingly, if necessary. Final disposition of all appeals shall be made by the state board within forty-five days after the date of the appeal hearing.

**24.33 Reserved.**

**24.34 Unliquidated obligations.**

A city, county, or other political subdivision may establish an encumbrance system for any obligation not liquidated at the close of the fiscal year in which the obligation has been encumbered. The encumbered obligations may be retained upon the books of the city, county, or other political subdivision until liquidated, all in accordance with generally accepted governmental accounting practices.

**24.35 through 24.47 Reserved.**

**24.48 Appeal to state board for suspension of limitations.**

1. If the property tax valuations effective January 1, 1979, and January 1 of any subsequent year, are reduced or there is an unusually low growth rate in the property tax base of a political subdivision, the political subdivision may appeal to the state appeal board to request suspension of the statutory property tax levy limitations to continue to fund the present services provided. A political subdivision may also appeal to the state appeal board where the property tax base of the political subdivision has been reduced or there is an unusually low growth rate for any of the following reasons:

- a. Any unusual increase in population as determined by the preceding certified federal census.
- b. Natural disasters or other emergencies.
- c. Unusual problems relating to major new functions required by state law.
- d. Unusual staffing problems.
- e. Unusual need for additional funds to permit continuance of a program which provides substantial benefit to its residents.
- f. Unusual need for a new program which will provide substantial benefit to residents, if the political subdivision establishes the need and the amount of the necessary increased cost.

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

3. Upon decision of the state appeal board, the department of management shall make the necessary changes in the total budget of the political subdivision and certify the total budget to the governing body of the political subdivision and the appropriate county auditors.

4. The city finance committee shall have officially notified any city of its approval, modification or rejection of the city's appeal of the decision of the director of the department of management regarding a city's request for a suspension of the statutory property tax levy limitation prior to thirty-five days before March 31.

5. a. For purposes of this section only, "*political subdivision*" means a city, school district, or any other special purpose district which certifies its budget to the county auditor and derives funds from a property tax levied against taxable property situated within the political subdivision.

b. For the purpose of this section, when the political subdivision is a city, the director of the department of management, and the city finance committee on appeal of the director's decision, shall be the state appeal board.

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### 331.421 Definitions.

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

1. “*Basic levy*” means a levy authorized and limited by section 331.423 for general county services and rural county services.
2. “*Committee*” means the county finance committee established in chapter 333A.
3. “*Debt service*” means expenditures for servicing the county’s debt.
4. “*Debt service levy*” means a levy authorized and limited by section 331.422, subsection 3.
5. “*Emergency services levy*” means a levy authorized and limited by section 331.424C.
6. “*Fiscal year*” means the period of twelve months beginning July 1 and ending on the following June 30.
7. “*General county services*” means the services which are primarily intended to benefit all residents of a county, including secondary road services, but excluding services financed by other statutory funds.
8. “*Rural county services*” means the services which are primarily intended to benefit those persons residing in the county outside of incorporated city areas, including secondary road services, but excluding services financed by other statutory funds.
9. “*Secondary road services*” means the services related to secondary road construction and maintenance, excluding debt service and services financed by other statutory funds.
10. “*Supplemental levy*” means a levy authorized and limited by section 331.424 for general county services and rural county services.

### 331.422 County property tax levies.

Subject to this section and sections 331.423 through 331.426 or as otherwise provided by state law, the board of each county shall certify property taxes annually at its March session to be levied for county purposes as follows:

1. Taxes for general county services shall be levied on all taxable property within the county.
2. Taxes for rural county services shall be levied on all taxable property not within incorporated areas of the county.
3. Taxes in the amount necessary for debt service shall be levied on all taxable property within the county, except as otherwise provided by state law.
4. Other taxes shall be levied as provided by state law.

### 331.423 Basic levies — maximums.

Annually, the board may certify basic levies, subject to the following limits:

1. For general county services, three dollars and fifty cents per thousand dollars of the assessed value of all taxable property in the county.
2. For rural county services, three dollars and ninety-five cents per thousand dollars of the assessed value of taxable property in the county outside of incorporated city areas.

### 331.424 Supplemental levies.

To the extent that the basic levies are insufficient to meet the county’s needs for the following services, the board may certify supplemental levies as follows:

1. a. For general county services, an amount sufficient to

pay the charges for the following:

(1) To the extent that the county is obligated by statute to pay the charges for:

(a) The costs of inpatient or outpatient substance abuse admission, commitment, transportation, care, and treatment at any of the following:

(i) The alcoholic treatment center at Oakdale. However, the county may require that an admission to the center shall be reported to the board by the center within five days as a condition of the payment of county funds for that admission.

(ii) A state mental health institute, or a community-based public or private facility or service.

(b) Clothing, transportation, medical, or other services provided persons attending the Iowa braille and sight saving school, the Iowa school for the deaf, or the university of Iowa hospitals and clinics’ center for disabilities and development for children with severe disabilities at Iowa City, for which the county becomes obligated to pay pursuant to sections 263.12, 269.2, and 270.4.

(2) Foster care and related services provided under court order to a child who is under the jurisdiction of the juvenile court, including court-ordered costs for a guardian ad litem under section 232.71C.

(3) Elections, and voter registration pursuant to chapter 48A.

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

(5) Tort liability insurance, property insurance, and any other insurance that may be necessary in the operation of the county, costs of a self-insurance program, costs of a local government risk pool, and amounts payable under any insurance agreements to provide or procure such insurance, self-insurance program, or local government risk pool.

(6) The maintenance and operation of the courts, including but not limited to the salary and expenses of the clerk of the district court and other employees of the clerk’s office, and bailiffs, court costs if the prosecution fails or if the costs cannot be collected from the person liable, costs and expenses of prosecution under section 189A.17, salaries and expenses of juvenile court officers under chapter 602, court-ordered costs in domestic abuse cases under section 236.5, sexual abuse cases under section 236A.7, and elder abuse cases under section 235F.6, the county’s expense for confinement of prisoners under chapter 356A, temporary assistance to the county attorney, county contributions to a retirement system for bailiffs, reimbursement for judicial magistrates under section 602.6501, claims filed under section 622.93, sign language interpreters’ fees under section 622B.7, uniform citation and complaint supplies under section 805.6, and costs of prosecution under section 815.13.

(7) Court-ordered costs of conciliation procedures under section 598.16.

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

(9) The maintenance and operation of a local emergency management agency established pursuant to chapter 29C.

b. The board may require a public or private facility, as a

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condition of receiving payment from county funds for services it has provided, to furnish the board with a statement of the income, assets, and legal residence including township and county of each person who has received services from that facility for which payment has been made from county funds under paragraph "a", subparagraphs (1) and (2). However, the facility shall not disclose to anyone the name or street or route address of a person receiving services for which commitment is not required, without first obtaining that person's written permission.

c. Parents or other persons may voluntarily reimburse the county or state for the reasonable cost of caring for a patient or an inmate in a county or state facility.

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

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

b. An aviation authority under chapter 330A, to the extent that the county contributes to the authority under section 330A.15.

Subsection 1, paragraph a, subparagraph (1), subparagraph division (b) amended

Subsection 1, paragraph a, subparagraph (6) amended

**331.424A County mental health and disabilities services fund.**

1. For the purposes of part 6 of subchapter III of this chapter, this section, and chapter 426B, unless the context otherwise requires:

a. "*Base expenditure amount*" is an amount determined for each county that is the lesser of the following amounts:  
(1) The county's base year expenditures for mental health and disabilities services, as defined in section 331.424A, subsection 1, paragraph "a", Code 2017.

(2) The product of the statewide per capita expenditure target amount multiplied by the county's population for the fiscal year beginning July 1, 2017.

b. "*County budgeted amount*" means the amount calculated under subsection 9 and certified for levy under subsection 6.

c. "*County services fund*" means a county mental health and disabilities services fund created pursuant to this section.

d. "*Population*" means the population shown by the latest preceding certified federal census or the latest applicable population estimate issued by the federal government, whichever is most recent and available as of July 1 of the fiscal year preceding the fiscal year to which the funding calculations apply.

e. "*Region*" means a mental health and disability services region formed in accordance with section 331.389.

f. "*Regional per capita expenditure target amount*" means the amount determined in subsection 8 for each region.

g. "*Statewide per capita expenditure target amount*" means forty-seven dollars and twenty-eight cents.

2. The county finance committee created in section 333A.2 shall consult with the department of human services and the department of management in adopting rules and prescribing forms for administering the county services funds.

3. a. County revenues from taxes and other sources designated by a county for mental health and disabilities services shall be credited to the county mental health and disabilities services fund which shall be created by the county. Until the required transfer of funds under paragraph "b", the board shall make appropriations from the fund for payment of services provided under the regional service system management plan approved pursuant to section 331.393. For fiscal years beginning before July 1, 2022, the county may pay for the services in cooperation with other counties by pooling appropriations from the county services fund with appropriations from the county services fund of other counties through the county's regional administrator, or through another arrangement specified in the regional governance agreement entered into by the county under section 331.392.

b. Notwithstanding section 331.432, subsection 3, upon conclusion of the fiscal year beginning July 1, 2021, except for an exempt county under section 331.391, subsection 1, the county treasurer shall transfer the remaining balance of the county's county services fund created under paragraph "a", including all unobligated and unencumbered funds, to the county's region to which the county belongs in the fiscal year beginning July 1, 2022, for deposit in the region's combined account under section 331.391.

4. a. An amount of unobligated and unencumbered funds, as specified in the regional governance agreement entered into by the county under section 331.392, shall, for fiscal years beginning before July 1, 2022, be reserved in the county services fund to address cash flow obligations in the next fiscal year.

b. Each county shall, as part of the financial report required under section 331.403, certify the county's cash flow amount in the county services fund at the conclusion of the most recently completed fiscal year.

5. Receipts from the state or federal government for fiscal years beginning before July 1, 2022, for the mental health and disability services administered or paid for by a county shall be credited to the county services fund, including moneys distributed to the county from the department of human services and moneys allocated under chapter 426B.

6. For each fiscal year beginning before July 1, 2022, the county shall certify a levy for payment of services. For each such fiscal year, county revenues from taxes imposed by the county credited to the county services fund shall not exceed an amount equal to the county budgeted amount for the fiscal year. A levy certified under this section is not subject to the appeal provisions of section 331.426 or to any other provision in law authorizing a county to exceed, increase, or appeal a property tax levy limit.

7. Appropriations specifically authorized to be made from the county services fund shall not be made from any other fund of the county.

8. a. For the fiscal year beginning July 1, 2017, the regional per capita expenditure target amount is the sum of the base expenditure amount for all counties in the region divided by the population of the region. However, a regional per capita expenditure target amount shall not exceed the statewide per capita expenditure target amount. For the fiscal year beginning July 1, 2018, and each subsequent fiscal year, the regional per capita expenditure target amount for each region is equal to the regional per



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capita expenditure target amount for the fiscal year beginning July 1, 2017.

b. Notwithstanding paragraph “a”, for the fiscal year beginning July 1, 2019, the regional per capita expenditure target amount for a region formed pursuant to 2018 Iowa Acts, ch. 1165, §90, is the sum of the base expenditure amount for all counties in the region divided by the population of the region. However, the regional per capita expenditure target amount shall not exceed the statewide per capita expenditure target amount. For the fiscal year beginning July 1, 2020, and each subsequent fiscal year, the regional per capita expenditure target amount for the region shall be equal to the regional per capita expenditure target amount for the fiscal year beginning July 1, 2019.

9. a. For the fiscal year beginning July 1, 2017, and each subsequent fiscal year beginning before July 1, 2022, the county budgeted amount determined for each county shall be the amount necessary to meet the county’s financial obligations for the payment of services provided under the regional service system management plan approved pursuant to section 331.393, not to exceed an amount equal to the product of twenty-one dollars and fourteen cents multiplied by the county’s population.

b. If a county officially joins a different region, the county’s budgeted amount for a fiscal year beginning before July 1, 2022, shall be the amount necessary to meet the county’s financial obligations for payment of services provided under the new region’s regional service system management plan approved pursuant to section 331.393, not to exceed an amount equal to the product of twenty-one dollars and fourteen cents multiplied by the county’s population.

10. This section is repealed July 1, 2022.

**331.424B Cemetery levy.**

The board may levy annually a tax not to exceed six and three-fourths cents per thousand dollars of the assessed value of all taxable property in the county to repair and maintain all cemeteries under the jurisdiction of the board including pioneer cemeteries and to pay other expenses of the board or the cemetery commission as provided in section 331.325. The proceeds of the tax levy shall be credited to the county general fund.

**331.424C Emergency services fund.**

A county that is providing fire protection service or emergency medical service to a township pursuant to section 331.385 shall establish an emergency services fund and may certify taxes for levy in the township not to exceed the amounts authorized in section 359.43. The county has the authority to use a portion of the taxes levied and deposited in the fund for the purpose of accumulating moneys to carry out the purposes of section 359.43, subsection 4.

**331.425 Additions to levies — special levy election.**

The board may certify an addition to a levy in excess of the amounts otherwise permitted under sections 331.423, 331.424, and 331.426 if the proposition to certify an addition to a levy has been submitted at a special levy election and received a favorable majority of the votes cast on the proposition. A special levy election is subject to the

following:

1. The election shall be held only if the board gives notice to the county commissioner of elections, not later than February 15, that the election is to be held.

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

3. The proposition to be submitted shall be substantially in the following form:

Vote for only one of the following:

Shall the county of ..... levy an additional tax at a rate of \$..... each year for ..... years beginning next July 1 in excess of the statutory limits otherwise applicable for the (general county services or rural county services) fund?

or

The county of ..... shall continue the (general county services or rural county services fund) under the maximum rate of \$.....

4. The canvass shall be held on the second day that is not a holiday following the special levy election, and shall begin no earlier than 1:00 p.m. on that day.

5. Notice of the proposed special levy election shall be published at least twice in a newspaper as specified in section 331.305 prior to the date of the special levy election. The first notice shall appear as early as practicable after the board has decided to seek a special levy.

**331.426 Additions to basic levies.**

If a county has unusual circumstances, creating a need for additional property taxes for general county services or rural county services in excess of the amount that can be raised by the levies otherwise permitted under sections 331.423 through 331.425, the board may certify additions to each of the basic levies as follows:

1. The basis for justifying an additional property tax under this section must be one or more of the following:

a. An unusual increase in population as determined by the preceding certified federal census.

b. A natural disaster or other emergency.

c. Unusual problems relating to major new functions required by state law.

d. Unusual staffing problems.

e. Unusual need for additional moneys to permit continuance of a program which provides substantial benefit to county residents.

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

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*g.* A reduced or unusually low growth rate in the property tax base of the county.

2. *a.* The public notice of a hearing on the county budget required by section 331.434, subsection 3, shall include the following additional information for the applicable class of services:

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

(2) A comparison of the proposed basic tax rate with the maximum basic tax rate, and the dollar amount of the difference between the proposed rate and the maximum rate.

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

*b.* The information required by this subsection shall be published in a conspicuous form as prescribed by the committee.

### **331.427 General fund.**

1. Except as otherwise provided by state law, county revenues from taxes and other sources for general county services shall be credited to the general fund of the county, including revenues received under sections 91.11, 101A.3, 101A.7, 123.36, 123.143, 142D.9, 176A.8, 321.105, 321.152, 321G.7, 321I.8, section 331.554, subsection 6, sections 341A.20, 364.3, 368.21, 423A.7, 428A.8, 433.15, 434.19, 445.57, 453A.35, 458A.21, 483A.12, 533.329, 556B.1, 583.6, 602.8108, 904.908, and 906.17, and the following:

*a.* License fees for business establishments.

*b.* Moneys remitted by the clerk of the district court and received from a magistrate or district associate judge for fines and forfeited bail imposed pursuant to a violation of a county ordinance.

*c.* Other amounts in accordance with state law.

2. Fees and charges including service delivery fees, credit card fees, and electronic funds transfer charges payable to a third party, not to the county, that are imposed for completing an electronic financial transaction with the county are not considered county revenues for purposes of subsection 1.

3. The board may make appropriations from the general fund for general county services, including but not limited to the following:

*a.* Expenses of a local emergency management commission under chapter 29C.

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

*c.* Purchase of voting systems and equipment under chapter 52.

*d.* Expenses incurred by the county conservation board established under chapter 350, in carrying out its powers and duties.

*e.* Local health services. The county auditor shall keep a complete record of appropriations for local health services and shall issue warrants on them only on requisition of the local or district health board.

*f.* Expenses relating to county fairs, as provided in chapter 174.

*g.* Maintenance of a juvenile detention home under

chapter 232.

*h.* Relief of veterans under chapter 35B.

*i.* Care and support of the poor under chapter 252.

*j.* Operation, maintenance, and management of a health center under chapter 346A.

*k.* For the use of a nonprofit historical society organized under chapter 504, Code 1989, or current chapter 504, a city-owned historical project, or both.

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

*m.* Closure and postclosure care of a sanitary disposal project under section 455B.302.

4. Appropriations specifically authorized to be made from the general fund shall not be made from the rural services fund, but may be made from other sources.

### **331.428 Rural services fund.**

1. Except as otherwise provided by state law, county revenues from taxes and other sources for rural county services shall be credited to the rural services fund of the county.

2. The board may make appropriations from the rural services fund for rural county services, including but not limited to the following:

*a.* Road clearing, weed eradication, and other expenses incurred under chapter 317.

*b.* Maintenance of a county library and library contracts under chapter 336.

*c.* Planning, operating, and maintaining sanitary disposal projects under chapter 455B.

*d.* Services listed under section 331.424, subsection 2.

3. Appropriations specifically authorized to be made from the rural services fund shall not be made from the general fund, but may be made from other sources.

### **331.429 Secondary road fund.**

1. Except as otherwise provided by state law, county revenues for secondary road services shall be credited to the secondary road fund, including the following:

*a.* Transfers from the general fund not to exceed in any year the dollar equivalent of a tax of sixteen and seven-eighths cents per thousand dollars of assessed value on all taxable property in the county multiplied by the ratio of current taxes actually collected and apportioned to the general basic levy to the total general basic levy for the current year, and an amount equivalent to the moneys derived by the general fund from military service tax credits under chapter 426A, manufactured or mobile home taxes under section 435.22, and delinquent taxes for prior years collected and apportioned to the general basic fund in the current year, multiplied by the ratio of sixteen and seven-eighths cents to three dollars and fifty cents. The limit on transfers in this paragraph applies only to property tax revenue and is not a limit on transfers of revenue generated from sources other than property taxes.

*b.* Transfers from the rural services fund not to exceed in any year the dollar equivalent of a tax of three dollars and three-eighths cents per thousand dollars of assessed value on all taxable property not located within the corporate limits of a city in the county multiplied by the ratio of current taxes actually collected and apportioned for the rural services basic levy to the total rural services basic levy

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for the current year and an amount equivalent to the moneys derived by the rural services fund from military service tax credits under chapter 426A, manufactured or mobile home taxes under section 435.22, and delinquent taxes for prior years collected and apportioned to the rural services basic fund in the current year, multiplied by the ratio of three dollars and three-eighths cents to three dollars and ninety-five cents. The limit on transfers in this paragraph applies only to property tax revenue and is not a limit on transfers of revenue generated from sources other than property taxes.

c. Moneys allotted to the county from the state road use tax fund.

d. Moneys provided by individuals from their own contributions for the improvement of any secondary road.

e. Other moneys dedicated to this fund by law including but not limited to sections 306.15, 309.52, 311.23, 311.29, and 313.28.

2. The board may make appropriations from the secondary road fund for the following secondary road services:

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

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

c. Payment of all or part of the cost of construction and maintenance of bridges in cities having a population of eight thousand or less and all or part of the cost of construction of roads which are located within cities of less than four hundred population and which lead to state parks.

d. Special drainage assessments levied on account of benefits to secondary roads.

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

f. A legal obligation in connection with secondary roads and bridges, which obligation is required by law to be taken over and assumed by the county.

g. Secondary road equipment, materials, and supplies, and garages or sheds for their storage, repair, and servicing.

h. Assignment or designation of names or numbers to roads in the county and erection, construction, or maintenance of guideposts or signs at intersections of roads in the county.

i. The services provided under sections 306.15, 309.18, 309.52, 311.7, 311.23, 313A.23, 316.14, 468.43, 468.108, 468.341, and 468.342, or other state law relating to secondary roads.

### **331.430 Debt service fund.**

1. Except as otherwise provided by state law, county revenues from taxes and other sources for debt service shall be credited to the debt service fund of the county. However, moneys pledged or available to service general obligation bonds, and received from sources other than property taxes, shall be deposited in the fund from which the debt is to be retired.

2. The board may make appropriations from the debt service fund for the following debt service:

a. Judgments against the county, except those authorized by law to be paid from sources other than property tax.

b. Interest as it becomes due and the amount necessary to pay, or to create a sinking fund to pay, the principal at maturity of all general obligation bonds issued by the county.

c. Payments required to be made from the debt service fund under a lease or lease-purchase agreement.

d. Payments authorized to be made from the debt service fund to a flood project fund under section 418.14, subsection 4.

3. A tax levied for the debt service fund is not invalid if it raises moneys in excess of those needed for a specific purpose. Only excess moneys remaining after retirement of all indebtedness payable from the debt service fund may be transferred from the fund to the fund most closely related to the project for which the indebtedness arose, or to the general fund, subject to the terms of the original bond issue. This subsection shall not be construed to give a county board of supervisors authority to increase the debt service levy for the purpose of creating excess moneys in the fund to be used for purposes other than those related to retirement of debt.

4. When the amount in the hands of the treasurer belonging to the debt service fund, after setting aside the sum required to pay interest maturing before the next levy, is sufficient to redeem one or more bonds which by their terms are subject to redemption, the treasurer shall notify the owner of the bonds. If the bonds are not presented for payment or redemption within thirty days after the date of notice, the interest on the bonds shall cease, and the amount due shall be set aside for payment when presented. Redemptions shall be made in the order of the bond numbers.

5. For the purposes of this section, warrants issued by a county in anticipation of revenue, refunding or refinancing of such warrants, and judgments based on a default in payment of such warrants shall not be considered debt payable from the debt service fund.

6. The taxes realized from the tax levy imposed under section 346.27, subsection 22, for a joint county-city building shall be deposited into a separate account in the county's debt service fund for the payment of the annual rent and shall be disbursed pursuant to section 346.27, subsection 22.

### **331.431 Additional funds.**

A county may establish other funds in accordance with generally accepted accounting principles. Taxes may be levied for those funds as provided by state law. The condition and operations of each fund shall be included in the annual financial report required in section 331.403.

### **331.432 Interfund transfers.**

1. It is unlawful to make permanent transfers of money between the general fund and the rural services fund.

2. Moneys credited to the secondary road fund for the construction and maintenance of secondary roads shall not be transferred.

3. a. Except as authorized in section 331.477, transfers of moneys between the county services fund created pursuant to section 331.424A and any other fund are prohibited. This paragraph does not apply to appropriations made or the value of in-kind care and

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treatment provided pursuant to section 347.7, subsection 1, paragraph “c”, Code 2021, or to transfers from a county public hospital fund under section 347.7. This paragraph is repealed July 1, 2022.

b. Payments or transfers of moneys from any fund of the county to a mental health and disability services region’s combined account under section 331.391 are prohibited. This paragraph applies to fiscal years beginning on or after July 1, 2022, but does not apply to transfers from a county public hospital fund under section 347.7 for the fiscal year beginning July 1, 2022, or the fiscal year beginning July 1, 2023.

4. Other transfers, including transfers from the debt service fund made in accordance with section 331.430, and transfers from the general or rural services fund to the secondary road fund in accordance with section 331.429, subsection 1, paragraphs “a” and “b”, are not effective until authorized by resolution of the board.

5. The transfer of inactive funds is subject to section 24.21.

**331.433 Estimates submitted by departments.**

1. On or before January 15 of each year, each elective or appointive officer or board, except tax certifying boards as defined in section 24.2, subsection 2, having charge of a county office or department, shall prepare and submit to the auditor or other official designated by the board an estimate, itemized in the detail required by the board and consistent with existing county accounts, showing all of the following:

a. The proposed expenditures of the office or department for the next fiscal year.

b. An estimate of the revenues, except property taxes, to be collected for the county by the office during the next fiscal year.

2. On or before January 20 of each year, the auditor or other designated official shall compile the various office and department estimates and submit them to the board. In the preparation of the county budget the board may consult with any officer or department concerning the estimates and requests and may adjust the requests for any county office or department.

**331.433A Resolution establishing maximum property tax dollars — notice — hearing.**

1. For purposes of this section, unless the context otherwise requires:

a. “*Budget year*” is the fiscal year beginning during the calendar year in which a budget is certified.

b. “*Current fiscal year*” is the fiscal year ending during the calendar year in which a budget for the budget year is certified.

c. “*Effective property tax rate*” means the property tax rate per one thousand dollars of assessed value and is equal to one thousand multiplied by the quotient of the current fiscal year’s actual property tax dollars certified for levy under the levies specified in subsection 2, paragraph “a” or “b”, as applicable, divided by the total assessed value used to calculate taxes for the budget year.

2. For budget years beginning on or after July 1, 2020, prior to filing the proposed budget with the auditor under section 331.434, subsection 2, the board shall adopt a

resolution establishing the total maximum property tax dollars that may be certified for levy for general county services and the total maximum property tax dollars that may be certified for levy for rural county services that includes the following, as applicable:

a. For general county services, the sum of the property tax dollars levied under section 331.423, subsection 1, section 331.424, subsection 1, and those amounts for general county services under section 331.426, but excluding additions approved at election under section 331.425.

b. For rural county services, the sum of the property tax dollars levied under section 331.423, subsection 2, section 331.424, subsection 2, and those amounts for rural county services under section 331.426, but excluding additions approved at election under section 331.425.

3. The maximum property tax dollars calculated and approved by resolution under this section includes those amounts received by the county as replacement taxes under chapter 437A or 437B.

4. a. The board shall set a time and place for a public hearing on the resolution before the date for adoption of the resolution and shall publish notice of the hearing not less than ten nor more than twenty days prior to the hearing in the county newspapers selected under chapter 349. If the county has an internet site, the notice shall also be posted and clearly identified on the county’s internet site for public viewing beginning on the date of the newspaper publication. Additionally, if the county maintains a social media account on one or more social media applications, the public hearing notice or an electronic link to the public hearing notice shall be posted on each such account on the same day as the publication of the notice. All of the following shall be included in the notice:

(1) The sum of the current fiscal year’s actual property taxes certified for levy for general county services and the sum of the current fiscal year’s actual property taxes for rural county services under the levies specified in subsection 2, paragraphs “a” and “b”, and the current fiscal year’s combined property tax levy rate for each such amount.

(2) The effective tax rate for general county services and the effective tax rate for rural county services calculated using the sum of the current fiscal year’s actual property taxes certified for levy for general county services and the sum of the current fiscal year’s actual property taxes certified for levy for rural county services under the levies specified in subsection 2, paragraphs “a” and “b”, as applicable.

(3) The proposed maximum property tax dollars that may be certified for levy for general county services and certified for levy for rural county services under the levies specified in subsection 2, paragraphs “a” and “b”, as applicable, for the budget year and the proposed corresponding combined property tax levy rate for each such amount.

(4) If the proposed maximum property tax dollars specified under subparagraph (3) for either general county services or rural county services exceeds the current fiscal year’s actual property tax dollars certified for levy for general county services or for rural county services as

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specified in subparagraph (1), a statement of the major reasons for the increase.

*b.* Proof of publication shall be filed with and preserved by the auditor. The department of management shall prescribe the form for the public hearing notice for use by counties and the form for the resolution to be adopted by the board under subsection 5.

5. *a.* At the public hearing, the board shall receive oral or written objections from any resident or property owner of the county. After all objections have been received and considered, the board may decrease, but not increase, the proposed maximum property tax dollar amounts for inclusion in the resolution and shall adopt the resolution and file the resolution with the auditor as required under section 331.434, subsection 3.

*b.* If the sum of the maximum property tax dollars for the budget year specified in the resolution for either general county services or for rural county services under the levies specified in subsection 2, paragraphs “*a*” and “*b*”, as applicable, exceeds one hundred two percent of the sum of the current fiscal year’s actual property taxes certified for levy for general county services or rural county services under the levies specified in subsection 2, paragraphs “*a*” and “*b*”, as applicable, the board shall be required to adopt the resolution by a two-thirds majority of the membership of the board.

*c.* If the county has an internet site, in addition to filing the resolution with the auditor under section 331.434, subsection 3, the adopted resolution shall be posted and clearly identified on the county’s internet site for public viewing within ten days of approval by the board. The posted resolution for a budget year shall continue to be accessible for public viewing on the internet site along with resolutions posted for all subsequent budget years.

**331.434 County budget — notice and hearing — appropriations.**

Annually, the board of each county, subject to section 331.403, subsection 4, sections 331.423 through 331.426, section 331.433A, and other applicable state law, shall prepare and adopt a budget, certify taxes, and provide appropriations as follows:

1. The budget shall show the amount required for each class of proposed expenditures, a comparison of the amounts proposed to be expended with the amounts expended for like purposes for the two preceding years, the revenues from sources other than property taxation, and the amount to be raised by property taxation, in the detail and form prescribed by the director of the department of management. For each county that has established an urban renewal area, the budget shall include estimated and actual tax increment financing revenues and all estimated and actual expenditures of the revenues, proceeds from debt and all estimated and actual expenditures of the debt proceeds.

2. Not less than twenty days before the date that a budget must be certified under section 24.17 and not less than ten days before the date set for the hearing under subsection 3 of this section, the board shall file the budget with the auditor. The auditor shall make available a sufficient number of copies of the budget to meet the requests of taxpayers and organizations and have them available for

distribution at the courthouse or other places designated by the board.

3. Following, and not until, adoption of the resolution under section 331.433A, the board shall set a time and place for a public hearing on the budget before the final certification date and shall publish notice of the hearing not less than ten nor more than twenty days prior to the hearing in the county newspapers selected under chapter 349. A summary of the proposed budget and a description of the procedure for protesting the county budget under section 331.436, in the form prescribed by the director of the department of management, shall be included in the notice. Proof of publication of the notice under this subsection 3 and a copy of the resolution adopted under section 331.433A shall be filed with and preserved by the auditor. A levy is not valid unless and until the notice is published and the notice and resolution adopted under section 331.433A are filed. The department of management shall prescribe the form for the public hearing notice for use by counties.

4. At the hearing, a resident or taxpayer of the county may present to the board objections to or arguments in favor of any part of the budget.

5. *a.* After the hearing, the board shall adopt by resolution a budget and certificate of taxes for the next fiscal year and shall direct the auditor to properly certify and file the budget and certificate of taxes as adopted. The board shall not adopt a tax in excess of the estimate published or the applicable amounts specified in the resolution adopted under section 331.433A, except a tax which is approved by a vote of the people, and a greater tax than that adopted shall not be levied or collected. A county budget and certificate of taxes adopted for the following fiscal year becomes effective on the first day of that year.

*b.* If the budget to be approved pursuant to paragraph “*a*” contains any increase in compensation from the county budget for the prior fiscal year for one or more elective county offices, the board shall first adopt a separate detailed resolution to specifically approve any such increase for inclusion in the budget.

6. The board shall appropriate, by resolution, the amounts deemed necessary for each of the different county officers and departments during the ensuing fiscal year. Increases or decreases in these appropriations do not require a budget amendment, but may be provided by resolution at a regular meeting of the board, as long as each class of proposed expenditures contained in the budget summary published under subsection 3 of this section is not increased. However, decreases in appropriations for a county officer or department of more than ten percent or five thousand dollars, whichever is greater, shall not be effective unless the board sets a time and place for a public hearing on the proposed decrease and publishes notice of the hearing not less than ten nor more than twenty days prior to the hearing in the county newspapers selected under chapter 349.

7. Taxes levied by a county whose budget is certified after March 31 shall be limited to the prior year’s budget amount. However, this penalty may be waived by the director of the department of management if the county demonstrates that the March 31 deadline was missed because of circumstances beyond the control of the county.

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2007 Acts, ch 218, §86

**331.435 Budget amendment.**

1. The board may amend the adopted county budget, subject to sections 331.423 through 331.426 and other applicable state law, to permit increases in any class of proposed expenditures contained in the budget summary published under section 331.434, subsection 3.

2. The board shall prepare and adopt a budget amendment in the same manner as the original budget as provided in section 331.434, but excluding the requirements for adoption of the resolution under section 331.433A, and the amendment is subject to protest as provided in section 331.436, except that the director of the department of management may by rule provide that amendments of certain types or up to certain amounts may be made without public hearing and without being subject to protest. A county budget for the ensuing fiscal year shall be amended by May 31 to allow time for a protest hearing to be held and a decision rendered before June 30. An amendment of a budget after May 31 which is properly appealed but without adequate time for hearing and decision before June 30 is void.

<https://www.legis.iowa.gov/law/iowacode>

**331.436 Protest.**

Protests to the adopted budget must be made in accordance with sections 24.27 through 24.32 as if the county were the municipality under those sections except that the protest must be filed no later than April 10 and the number of people necessary to file a protest under this section shall not be less than one hundred.

**331.437 Expenditures exceeding appropriations.**

1. It is unlawful for a county official, the expenditures of whose office come under this part, to authorize the expenditure of a sum for the official's department larger than the amount which has been appropriated for that department by the board.

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

**331.438 County mental health, intellectual disability, and developmental disabilities services expenditures — joint state-county planning, implementing, and funding.** Repealed by its own terms;

[2011 Acts, ch 123, §23](#)

**331.439 Eligibility for state payment.** Repealed by its own terms;

[2011 Acts, ch 123, §24](#)

**331.440 Mental health, intellectual disability, and developmental disabilities services — central point of coordination process — state case services.** Repealed by its own terms;

[2011 Acts, ch 123, §25](#)

**331.440A Adult mental health, mental retardation, and developmental disabilities services funding decategorization pilot project.** Repealed by

# SCOTT COUNTY IOWA

PAY PLAN

2023



Effective July 1, 2022

**SALARY TABLES  
FY 2023**

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**Scott County Salary Rate Table for FY 2023  
Non- Represented**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
<b>15: Cody Homestead Site Coordinator</b>													
\$15.84	\$16.24	\$16.64	\$17.06	\$17.49	\$17.92	\$18.37	\$18.83	\$19.30	\$19.78	\$20.28	\$20.79	\$21.30	\$21.84

<b>16: Office Assistant</b>													
\$16.63	\$17.05	\$17.48	\$17.91	\$18.36	\$18.82	\$19.29	\$19.77	\$20.27	\$20.77	\$21.29	\$21.83	\$22.37	\$22.93

<b>18. Senior Office Assistant</b>													
\$18.34	\$18.80	\$19.27	\$19.75	\$20.25	\$20.75	\$21.27	\$21.81	\$22.35	\$22.91	\$23.48	\$24.07	\$24.67	\$25.29

<b>19. Official Records Clerk</b>													
\$19.26	\$19.74	\$20.24	\$20.74	\$21.26	\$21.79	\$22.34	\$22.90	\$23.47	\$24.05	\$24.66	\$25.27	\$25.90	\$26.55

<b>20. Alt Sentencing Coordinator; Court Compliance Coordinator; Medical Lab Technician; PV Site Coordinator; Sex Offender Registry Specialist</b>													
\$20.22	\$20.72	\$21.24	\$21.77	\$22.32	\$22.88	\$23.45	\$24.03	\$24.63	\$25.25	\$25.88	\$26.53	\$27.19	\$27.87

<b>21: Administrative Assistant; Bailiff; Custodial Supervisor; Desktop Support Technician; Equipment Mechanic-Conservation; Inmate Services Specialist; Medical Assistant; Park Maintenance Technician</b>													
\$21.23	\$21.76	\$22.30	\$22.86	\$23.43	\$24.02	\$24.62	\$25.23	\$25.86	\$26.51	\$27.17	\$27.85	\$28.55	\$29.26

<b>22: Community Based Youth Counselor; Detention Youth Counselor; Golf Maintenance Crew Leader; Park Maintenance Crew Leader</b>													
\$22.30	\$22.86	\$23.43	\$24.01	\$24.61	\$25.23	\$25.86	\$26.51	\$27.17	\$27.85	\$28.55	\$29.26	\$29.99	\$30.74

<b>23: Bailiff Sergeant; Payroll Specialist; Senior Administrative Assistant</b>													
\$23.41	\$24.00	\$24.60	\$25.21	\$25.84	\$26.49	\$27.15	\$27.83	\$28.53	\$29.24	\$29.97	\$30.72	\$31.49	\$32.27

**Scott County Salary Rate Table for FY 2023  
Non- Represented**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
<b>24: Classification Specialist; Community Dental Consultant-Maternal, Child, &amp; Adolescent; Community Dental Consultant-Adult; GIS/Parcel Technician; Mental Health Advocate; Naturalist; Park Ranger; Planning &amp; Development Specialist; Veteran Affairs Director</b>													
\$24.58	\$25.19	\$25.82	\$26.47	\$27.13	\$27.81	\$28.50	\$29.21	\$29.94	\$30.69	\$31.46	\$32.25	\$33.05	\$33.88
<b>25: Administrative Support Specialist; Engineering Technician; Executive Assistant; Finance Generalist; Purchasing Specialist</b>													
\$25.81	\$26.46	\$27.12	\$27.80	\$28.49	\$29.20	\$29.93	\$30.68	\$31.45	\$32.24	\$33.04	\$33.87	\$34.71	\$35.58
<b>26: Maternal &amp; Child Health Consultant; Elections Specialist; Inmate Programs Coordinator; Juvenile Detention Shift Supervisor; Motor Vehicle Supervisor; Paralegal; Paralegal/Executive Secretary; Senior Engineering Technician; Tax Accounting Specialist</b>													
\$27.10	\$27.78	\$28.47	\$29.18	\$29.91	\$30.66	\$31.43	\$32.21	\$33.02	\$33.84	\$34.69	\$35.56	\$36.45	\$37.36
<b>27: Case Expeditor; Child Care Nurse Consultant; Community Health Consultant; Community Health Interventionist; Community Tobacco Consultant; Community Transformation Consultant; Corrections Food Service Supervisor; Digital Evidence Specialist; Disease Intervention Specialist; Environmental Health Specialist; ERP Budget Analyst; Facilities Maintenance Manager; GIS Analyst, Golf Superintendent; Human Resources Generalist; Maternal, Child, Adolescent Health Nurse; Mechanic Supervisor; Public Health Nurse; Roadside Vegetation Specialist; Technology Systems Specialist- Public Safety</b>													
\$28.46	\$29.17	\$29.90	\$30.65	\$31.41	\$32.20	\$33.00	\$33.83	\$34.67	\$35.54	\$36.43	\$37.34	\$38.27	\$39.23
<b>28: Clinical Services Specialist; County General Store Manager; Environmental Education Program Manager; Investigator-Attorney's Office; Network Systems Administrator; Programmer/ Analyst</b>													
\$29.88	\$30.63	\$31.39	\$32.18	\$32.98	\$33.81	\$34.65	\$35.52	\$36.41	\$37.32	\$38.25	\$39.21	\$40.19	\$41.19
<b>29: Case Aide Supervisor/Coordinator of Disability Services; Community Health Manager; Coordinator of Disability Services; Correctional Health Nurse; Corrections Sergeant; Environmental Health Manager; Family Health Manager; Fiscal Manager</b>													
\$31.37	\$32.16	\$32.96	\$33.79	\$34.63	\$35.50	\$36.38	\$37.29	\$38.23	\$39.18	\$40.16	\$41.17	\$42.19	\$43.25

**Scott County Salary Rate Table for FY 2023  
Non- Represented**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
<b>30: Fleet Manager; Golf Pro Manager; Office Administrator; Secondary Roads Superintendent</b>													
\$32.94	\$33.76	\$34.61	\$35.47	\$36.36	\$37.27	\$38.20	\$39.15	\$40.13	\$41.14	\$42.17	\$43.22	\$44.30	\$45.41
<b>31: Clinical Services Manager; Correctional Health Manager; Corrections Lieutenant; Information Security Analyst; Park Manager; Senior Programmer/Analyst; Webmaster</b>													
\$34.59	\$35.45	\$36.34	\$37.25	\$38.18	\$39.13	\$40.11	\$41.11	\$42.14	\$43.19	\$44.27	\$45.38	\$46.52	\$47.68
<b>32: Assistant Attorney; Network Infrastructure Manager; Risk Manager; Sheriff's Lieutenant</b>													
\$36.32	\$37.23	\$38.16	\$39.11	\$40.09	\$41.09	\$42.12	\$43.17	\$44.25	\$45.36	\$46.49	\$47.65	\$48.84	\$50.06
<b>33: Assistant Jail Administrator; Operations Manager - Treasurer</b>													
\$38.13	\$39.08	\$40.06	\$41.06	\$42.09	\$43.14	\$44.22	\$45.33	\$46.46	\$47.62	\$48.81	\$50.03	\$51.28	\$52.56
<b>34: Deputy Conservation Director; Deputy Health Director; Election Manager; GIS Manager; Juvenile Detention Center Director; Programmer/Analyst Manager; Tax Manager</b>													
\$40.04	\$41.04	\$42.06	\$43.11	\$44.19	\$45.30	\$46.43	\$47.59	\$48.78	\$50.00	\$51.25	\$52.53	\$53.84	\$55.19
<b>35: Accounting &amp; Business Manager; Assistant County Engineer; Finance Manager; Planning &amp; Development Director</b>													
\$42.04	\$43.10	\$44.17	\$45.28	\$46.41	\$47.57	\$48.76	\$49.98	\$51.23	\$52.51	\$53.82	\$55.17	\$56.55	\$57.96
<b>36: Senior Assistant Attorney</b>													
\$44.15	\$45.25	\$46.38	\$47.54	\$48.73	\$49.95	\$51.20	\$52.48	\$53.79	\$55.13	\$56.51	\$57.92	\$59.37	\$60.86
<b>37: Budget &amp; Administrative Services Director; Community Services Director; Facility &amp; Support Services Director; Information Technology Director</b>													
\$46.35	\$47.51	\$48.70	\$49.91	\$51.16	\$52.44	\$53.75	\$55.10	\$56.47	\$57.88	\$59.33	\$60.82	\$62.34	\$63.89

**Scott County Salary Rate Table for FY 2023  
Non- Represented**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
<b>38: Conservation Director</b>													
\$48.67	\$49.88	\$51.13	\$52.41	\$53.72	\$55.06	\$56.44	\$57.85	\$59.30	\$60.78	\$62.30	\$63.86	\$65.45	\$67.09
<b>39: Health Director</b>													
\$51.10	\$52.38	\$53.69	\$55.03	\$56.40	\$57.81	\$59.26	\$60.74	\$62.26	\$63.81	\$65.41	\$67.05	\$68.72	\$70.44
<b>40: County Engineer</b>													
\$53.65	\$54.99	\$56.37	\$57.78	\$59.22	\$60.70	\$62.22	\$63.78	\$65.37	\$67.00	\$68.68	\$70.40	\$72.16	\$73.96
<b>41: Assistant County Administrator/Human Resources Director</b>													
\$56.34	\$57.75	\$59.19	\$60.67	\$62.19	\$63.74	\$65.34	\$66.97	\$68.65	\$70.36	\$72.12	\$73.92	\$75.77	\$77.67

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2023  
PPME (SECONDARY ROADS UNIT)**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
<b>18r: Parts &amp; Inventory Clerk</b>									
\$18.34	\$18.80	\$19.27	\$19.75	\$20.25	\$20.75	\$21.27	\$21.81	\$22.35	\$22.91
<b>22r: Roads Maintenance Worker; Mechanic</b>									
\$22.30	\$22.86	\$23.43	\$24.01	\$24.61	\$25.23	\$25.86	\$26.51	\$27.17	\$27.85
<b>23r: Senior Roads Maintenance Worker</b>									
\$23.41	\$24.00	\$24.60	\$25.21	\$25.84	\$26.49	\$27.15	\$27.83	\$28.53	\$29.24
<b>24r: Senior Mechanic; Heavy Equipment Operator; Signs Technician; Roadside Vegetation Technician</b>									
\$24.58	\$25.19	\$25.82	\$26.47	\$27.13	\$27.81	\$28.50	\$29.21	\$29.94	\$30.69
<b>25r: Senior Signs Technician</b>									
\$25.81	\$26.46	\$27.12	\$27.80	\$28.49	\$29.20	\$29.93	\$30.68	\$31.45	\$32.24
<b>26r: Crew Leader</b>									
\$27.10	\$27.78	\$28.47	\$29.18	\$29.91	\$30.66	\$31.43	\$32.21	\$33.02	\$33.84

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2023  
AFSCME UNIT**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
<b>16: Custodian; Elections Clerk; Grounds Maintenance Worker; Office Assistant</b>													
\$16.63	\$17.05	\$17.48	\$17.91	\$18.36	\$18.82	\$19.29	\$19.77	\$20.27	\$20.77	\$21.29	\$21.83	\$22.37	\$22.93
<b>17: Multi-Service Clerk; Receptionist</b>													
\$17.47	\$17.91	\$18.35	\$18.81	\$19.28	\$19.76	\$20.26	\$20.76	\$21.28	\$21.82	\$22.36	\$22.92	\$23.49	\$24.08
<b>18: Accounting Clerk (Treasurer); Senior Office Assistant</b>													
\$18.34	\$18.80	\$19.27	\$19.75	\$20.25	\$20.75	\$21.27	\$21.81	\$22.35	\$22.91	\$23.48	\$24.07	\$24.67	\$25.29
<b>19: Civil Records Specialist; Facility Maintenance Worker; Licensing Specialist; Platroom Specialist; Real Estate Specialist; Senior Elections Clerk; Vital Records Specialist</b>													
\$19.26	\$19.74	\$20.24	\$20.74	\$21.26	\$21.79	\$22.34	\$22.90	\$23.47	\$24.05	\$24.66	\$25.27	\$25.90	\$26.55
<b>20: Revenue Collection Specialist; Victim &amp; Witness Specialist</b>													
\$20.22	\$20.72	\$21.24	\$21.77	\$22.32	\$22.88	\$23.45	\$24.03	\$24.63	\$25.25	\$25.88	\$26.53	\$27.19	\$27.87
<b>21: Accounts Payable Specialist; Case Aide; Fine Collections Specialist; Legal Secretary</b>													
\$21.23	\$21.76	\$22.30	\$22.86	\$23.43	\$24.02	\$24.62	\$25.23	\$25.86	\$26.51	\$27.17	\$27.85	\$28.55	\$29.26
<b>22: Intake Coordinator; Senior Victim &amp; Witness Specialist</b>													
\$22.30	\$22.86	\$23.43	\$24.01	\$24.61	\$25.23	\$25.86	\$26.51	\$27.17	\$27.85	\$28.55	\$29.26	\$29.99	\$30.74
<b>23: Electronic Systems Technician; Senior Facility Maintenance Worker</b>													
\$23.41	\$24.00	\$24.60	\$25.21	\$25.84	\$26.49	\$27.15	\$27.83	\$28.53	\$29.24	\$29.97	\$30.72	\$31.49	\$32.27
<b>24: Building Inspector; Senior Electronic Systems Technician</b>													
\$24.58	\$25.19	\$25.82	\$26.47	\$27.13	\$27.81	\$28.50	\$29.21	\$29.94	\$30.69	\$31.46	\$32.25	\$33.05	\$33.88

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2023  
DEPUTY SHERIFF ASSOCIATION UNIT**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
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<b>4S: Sergeant</b>									
\$39.18		\$40.74		\$42.37		\$44.06			

<b>8S: Deputy</b>									
\$28.19	\$29.33	\$30.50	\$31.71	\$32.99	\$33.81	\$34.65	\$35.53	\$36.42	\$37.33

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2023  
TEAMSTERS (CORRECTIONS UNIT)**

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
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<b>10S: Corrections Officer</b>													
\$22.29	\$23.18	\$24.11	\$25.07	\$26.08	\$27.12	\$28.20	\$29.33	\$30.50	\$31.72				

<b>18: Corrections Custodial Officer; Corrections Food Service Officer</b>													
\$18.34	\$18.80	\$18.71	\$19.18	\$19.66	\$20.15	\$20.65	\$21.17	\$21.70	\$22.24	\$22.80	\$23.37	\$23.95	\$24.55



**SCOTT COUNTY SALARY RATE TABLE FOR FY 2023  
ELECTED OFFICIALS**

<b>Position</b>	<b>Annual Salary</b>
Auditor	\$96,489
County Attorney	\$161,155*
Recorder	\$96,489
Sheriff	\$154,004
Treasurer	\$96,489
Board Member, Board of Supervisors	\$46,145
Chair, Board of Supervisors	\$49,145

\* Salary may need to be reduced depending on Judicial Branch setting of District Court Judge's salary pursuant to Iowa Code Section 331.752(5)

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2023  
DEPUTY OFFICE HOLDERS**

<b>Position</b>	<b>Annual Salary</b>
First Assistant Attorney	\$136,982*
Second Deputy Recorder	\$82,016
Chief Deputy Sheriff	\$130,903
Chief Deputy Sheriff – Captain	\$127,823

\* Salary may need to be reduced depending on Judicial Branch setting of District Court Judge's salary pursuant to Iowa Code Section 331.752(2)

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2023  
TEMPORARY AND SEASONAL STAFF**

<b>Position</b>	<b>Rate</b>
Seasonal Health Worker, Budget intern & Planning Intern	\$10.20 to \$14.81/hour depending on skills, education & experience
Seasonal Maintenance Worker (Roads)	\$14.07/hour
Summer Law Clerk	Set in cooperation with University Programs
Civil Service Secretary	Set by Civil Service Commission
Immunization Clinic/Jail Health Public Health Nurse	\$27.79/hour
Correctional Health Nurse	\$31.36/hour
Bailiff	\$21.23/hour
Detention Youth Counselor/Comm. Based Youth Counselor	\$22.29/hour
On Call Election Official	\$10.00/hour
Election Officials	\$12.50/hour
Election Chairpersons	\$15.00/hour
Election Clerk	\$13.33/hour
<b>CONSERVATION</b>	
<b>Wapsi Center:</b>	
Assistant Naturalist	\$14.00-\$16.00/hour
Maintenance/Resident Caretaker	\$15.00-\$17.00/hour
<b>Cody Homestead:</b>	
Attendants/Concession Workers	\$11.00-\$13.00/hour

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2023  
GROUP: Z TEMPORARY AND SEASONAL STAFF**

**CONSERVATION**

**Glynns Creek:**

Seasonal part-time Golf Managers	
Food Service	\$13.00-\$15.00/hour
Pro Shop	\$14.50-\$16.50/hour
Assistant Golf Pro	\$16.00-\$18.00/hour
Seasonal Golf Pro Shop Personnel	\$12.50-\$14.50/hour
Golf Course Rangers, Starters, Cart Persons	\$11.00-\$13.00/hour
Concession Stand Workers	\$11.00-\$13.00/hour
Groundskeepers	\$12.00-\$14.00/hour

**Scott County & West Lake Parks:**

Pool/Beach Manager	\$17.50-\$19.50/hour
Assistant Beach/Pool Manager	\$14.00-\$16.00/hour
Pool/Beach Lifeguards (includes WSI)	\$11.50-\$13.50/hour
Concession Workers	\$11.00-\$13.00/hour
Park Attendant	\$12.50-\$14.50/hour
Maintenance	\$12.00-\$14.00/hour
Skilled Maintenance	\$14.50-\$16.50/hour
Park Patrol (non-certified)	\$14.50-\$16.50/hour
Park Patrol (certified)	\$20.00-\$22.00/hour

**Pioneer Village:**

Day Camp Counselors	\$12.00-\$14.00/hour
Apothecary Shop Concession Workers	\$11.00-\$13.00/hour
Maintenance/Resident Caretaker	\$15.00-\$17.00/hour

**Note: Returning Seasonals will receive a \$0.25 increase or the proposed hourly minimum.  
Returning seasonals whose hourly max exceeds the new range would be "frozen" until the range catches up with their salary.**

## GLOSSARY

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, a budget glossary has been included in the document.

**Accrual Accounting:** A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than on July 10.

**Appropriation:** An authorization made by the Board of Supervisors which permits the County to incur obligations and to make expenditures of resources.

**Appropriation Resolution:** The official enactment by the Board of Supervisors to establish legal authority for County officials to obligate and expend resources.

**ARPA:** American Rescue Plan Act (ARPA). Federal grant dollars to fight the COVID-19 pandemic, maintain vital services, and build strong, resilient and equitable recovery.

**Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the City or County Assessors.)

**Assigned Fund Balance:** Equity set aside for a purpose, but it is not restricted or committed for a specific purpose. The County Administrator and Board can assign fund balance equity

**Audit:** A comprehensive investigation of the manner in which the government's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.

**Authorized Agency:** A recognized non-profit agency receiving County funding and following the County's required BFO budgeting requirements.

**Balance Sheet:** A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.

**Balanced Budget:** A balanced budget in the public sector is achieved when the government equates the revenues with expenditure over business cycles. In other words, a government's budget is balanced if its income is equal to its expenditures. The use of assigned or restricted fund balance is permitted to fund non-recurring expenditures.

**Bond:** A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond resolution. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, park improvements, roads and bridges.

**Budget:** A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various County services.

**Budget Amendment:** A legal procedure utilized by the Board of Supervisors to revise a budgeted service area appropriation. The Code of Iowa also requires Board approval through the adoption of a resolution for any interdepartmental or inter-fund adjustments or for any transfer within a department from one sub-object level total to another. County staff has the prerogative to adjust expenditures within sub-object level totals of a departmental budget.

**Budget Calendar:** The schedule of key dates or events which County departments and authorized agencies follow in the preparation, adoption, and administration of the budget.

**Budget Document:** The instrument used by the budget-making authority to present a comprehensive financial program to the Board of Supervisors.

**Budgeting For Outcomes:** A budgeting process that identifies the results citizens want to achieve and focuses on outcomes or future conditions the government wants to achieve through identified services levels.

**Budgeted Funds:** Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for Board approval is composed of budgeted funds.

**Budget Message:** The opening section of the budget from the Chairman of the Board of Supervisors which provides the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the identified target issues of the Board of Supervisors.

**Budgetary Control:** The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

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

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

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

**Cash Accounting:** A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services. The annual audit, however, is prepared on an accrual/modified accrual accounting basis.

**Cash Management:** The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the

inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

**Continuity of Operations / Continuity of Government (COOP / COG):** Programing by the County designed to continue operations or government in a time of need or crisis. Services could be handled, virtually or within a physical space.

**Core Service:** A core service is a service that has a state or federal mandate, immediate or near term effect on public safety or health, loss of activity has a long term and catastrophic effect on public, beneficial effect on daily lives of a significant segment of population and is not core service of any other entity, provides revenue through a direct function that is in excess of total costs, provides direct support or critical indirect support for core service

**Current Taxes:** Taxes that are levied and due within one year.

**Debt Services:** The County's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Delinquent Taxes:** Taxes that remain unpaid on and after the date on which a penalty for non-payment is attached.

**Department:** A major administrative division of the County which indicates overall management responsibility for an operation or a group of related operations as defined by Iowa law or by County ordinance.

**Depreciation:** The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**Disbursement:** Payment for goods and services in cash or by check.

**Emergency Management Agency (EMA):** Emergency management is a coordinated effort involving local, state, and federal government agencies as well as volunteer organizations and businesses. This agency assists citizens and their communities to prepare for, respond to, recover from, and eliminate or reduce the effects of natural, man-made, civil, and technological emergencies or disasters.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. An enterprise fund in Scott County was established for the golf course that opened at the start of FY 1991-92.

**ERP (Enterprise Resource Planning):** An accounting software system which integrates the general ledger, accounts payable, accounts receivable, budgeting, cash receipts and other planning documents to one software system for decision making and accounting.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Board of Supervisors.

**Expenses:** This term is used as an appropriation sub-object account category to differentiate from personal services, supplies, capital, and equipment costs.

**Expenditure:** This term refers to the outflow of funds paid for an asset obtained or goods and services obtained. This term applies to all funds.

**Exterior Insulation and Finish System (EIFS):** A general class of non-load bearing building cladding systems that provides exterior walls with insulated, water-resistant surface in an integrated composite material system.

**Fiscal Year:** The time period designated by the County signifying the beginning and ending period for recording financial transactions. Scott County has specified July 1 to June 30 as its fiscal year.

**Fixed Assets:** Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**FTE:** Full-time equivalent; an authorized position equivalent to working 2,080 hours in a year.

**Fund:** An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service fund, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

Did you know?  
Veterans who have a service connected disability or were POW's can apply for a Veteran Lifetime Hunting and Fishing License. You can pick up the application in the Records office!

**Fund Balance:** Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.

**Full Faith and Credit:** A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

**GAAP:** Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles

**General Fund:** The largest fund within the County, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as law enforcement, mental health services, finance, data processing, park and recreation, physical health services, services to the poor, county development services, and general administration.

**General Ledger:** A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

**General Obligation Bonds:** Bonds that finance a variety of public projects such as roads, buildings, and improvements; the repayment of these bonds is usually made from the Debt Service Fund, and these bonds are backed by the full faith and credit of the issuing government.

**GFOA:** Government Finance Officers Association of the United States and Canada

**GASB:** Government Accounting Standards Board - promulgates accounting standards and practices for governments.

**Governmental Fund:** A funding structure used to account for activities primarily supported by taxes, grants, and similar revenue sources. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**Grant:** A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.



**IBNR:** Incurred but not reported. Normally associated with insurance claims.

**Interfund Transfers:** Amounts transferred from one fund to another.

**Intergovernmental Revenue:** Revenue received from another government for a specified purpose. In Scott County, these are funds primarily from the State of Iowa.

**Internal Service Fund:** Funds used to account for the financing of goods or services provided by one department to another department, for example, the Vehicle Replacement Reserve Fund.

**Inventory:** A detailed listing of property currently held by the government.

**Invoice:** A bill requesting payment for goods or services by a vendor or other governmental unit.

**Levy:** To impose taxes, special assessments, or service charges for the support of County activities.

**Line-Item Budget:** A budget that lists each expenditure account (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

**Long Term Debt:** Debt with a maturity of more than one year after the date of issuance.

**Major Fund:** Governmental fund or enterprise fund reported as a separate column in the basic financial statements and analysis.

**MH / D:** Mental Health and Disabilities Services. Also refers to the Special Revenue Fund created by the State of Iowa to account for mental health, mental retardation and developmentally disabled program costs.

**Modified Accrual Accounting:** A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure". Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

**Non-major Fund:** Governmental fund or enterprise fund reported within a combined column in the basic financial statements and subject to consolidated analysis within the financial statements.

**Object Code:** An expenditure category, such as personal services, supplies, or equipment.

**Operating Budget:** The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.

**Operating Fund:** A fund restricted to a fiscal budget year.

**Performance Objectives:** Specific quantitative and qualitative measures of work performed as an objective of the department.

**Program Budget:** A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure.

**Program Performance Budget:** A budget that focuses upon activities rather than line items. Demand, workload, productivity, and effectiveness indicator data are collected in order to assess the efficiency of services. Typical

data collected might include miles of road needed to be paved, miles of roads paved, cost of paved roads per mile, percent of roads not able to be paved.

**Property Tax:** Property taxes are levied on both real and personal property according to the property's taxable valuation and the tax rate.

**PSA:** Public Safety Authority of Scott County, a blended component unit of the county responsible for jail expansion project through the issuance of revenue bonds. The authority does not issue separate financial statements and does not set a legal budget for the year. Currently the primary purpose is debt financing.

**Revenue:** Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, grants, shared revenues and interest income.

Did you know?  
You can pay your application fees for Planning and Development online.

**Revenue Bonds:** Bonds usually sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

**Requisition:** A written request from a department to the purchasing division for specific goods or services. This action precedes the authorization of a purchase order.

**Reserve:** An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Risk Management:** An organized attempt to protect a government's assets against accidental loss in the most economical method.

**Scott Emergency Communications Center (SECC):** A blended component unit, SECC is an authorized organization of the Emergency Management Agency and has a separate board and governing agreement. SECC's responsibility is to provide emergency communication services including 9-1-1 dispatching and recordkeeping as well as radio communications to all county agencies.

**Semi-Core Service:** A service that has the potential and beneficial effect on public safety or health, but the loss of the activity would not have catastrophic effect, portion of core service that exceeds a state or federal mandate, has beneficial effect on the daily lives of a significant segment of population but is the core service of another entity, provides revenue through a direct function that funds most but not all of its costs and that is not generated or collected by another entity, provides direct support for a semi-core service or indirect support for a core service.

**Service Enhancement:** A service that does not fit in either core service or semi-core service definition, these services were created in the interest of the residents of the county, to enhance their quality of life, these services are not provided for by state or federal mandates.

**SLFRF:** Coronavirus State & Local Fiscal Recovery Fund (SLFRF). A component of the American Rescue Plan Act to fund the COVID Relief.

**Source of Revenue:** Revenues are classified according to their source or point of origin.

**Special Revenue Fund:** A fund utilized to account for revenues derived from specific sources which are usually required by law or regulation to be accounted for as separate funds.

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