

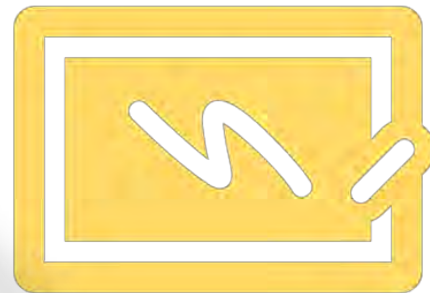
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of Contents and
various titles.



Scott County, Iowa

2021-22

Budget Plan



Adopted March 18, 2021
State Amended June 23, 2021



SCOTT COUNTY, IOWA

BUDGET PLAN

JULY 1, 2021 – JUNE 30, 2022

Document Prepared By

Scott County Administration Office

Mahesh Sharma, County Administrator
David Farmer, CPA, MPA, Director of Budget and Administrative Services
Chris Berge, ERP Budget Analyst
Renee Luze-Johnson, Executive Assistant
www.scottcountyiowa.gov

SCOTT COUNTY, IOWA

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

Professionalism

Doing it Right

Responsiveness

Doing it Now

Involvement

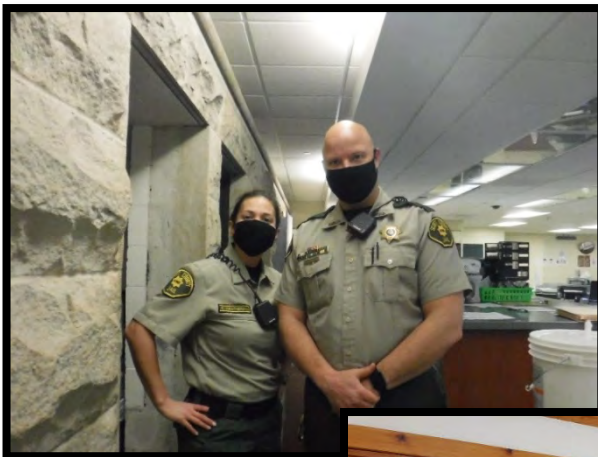
Doing it Together

Dedication

Doing it with Commitment

Excellence

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, 2020. 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.

Did you know?

Scott County is a 2019 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

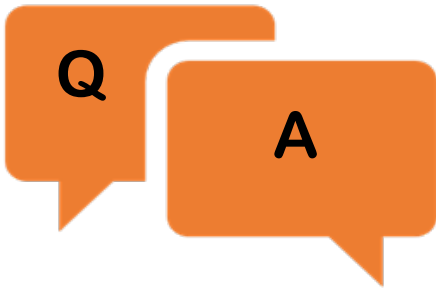
Iowa

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director



Budget

Top 10 Questions

1. What is the County's 2022 Budget?

The Operating budget is \$80.6 million and total budget with capital and debt \$93.7 million for FY 2022. (Page 97)

2. What are the Goals of the 2022 Budget?

The County has **four** overarching Goals which come from the December 2019 Strategic Plan. (Page 19)

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

3. What does the 2022 Budget provide me?

The County has 16 operational departments, 2 shared departments and a number of authorized agencies (pages 46 & 47) that support nine functional areas (page 96). Departmental goals and outcomes can be found on page pages 48 & 187.

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

The County is funded with 65.7% net property taxes, 14.1% intergovernmental revenues, 5.9% Local Option Sales Taxes, and 7.7% charges for services. (Page 87 & 88)

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

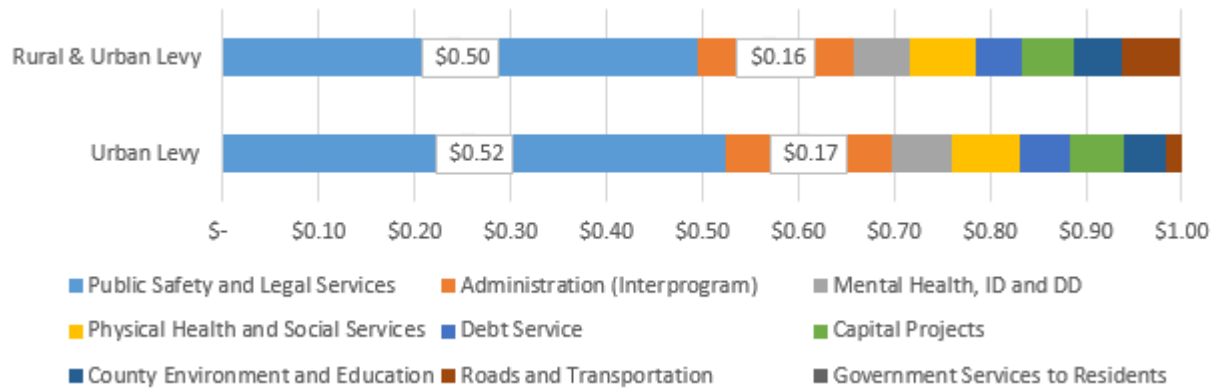
The County's urban and rural tax rate reduced the same at \$6.04 and \$8.94 per 1,000 of valuation. *Urban* residential property owner's property taxes will decrease 0.40% or (\$2.03) for a \$150,000 home compared to fiscal year 2021 due to the state mandated change in taxable values of property. *Rural* residential property owner's property taxes will increase 0.48% or \$3.58 for a \$150,000 home compared to fiscal year 2021 due to the state mandated change in taxable values of property.

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 18.0% of the property tax bill, schools are 41.3%, cities are 39.7% and miscellaneous districts are 1.0%.

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

The County has measured that \$0.50 per every dollar levied in rural areas of the county go towards Public Safety and Legal Services, \$0.16 towards Administration (Interprogram) and \$0.06 toward mental health services. The remaining \$0.28 is applied to all other service areas.



8. How many employees does Scott County have?

The county has a Full Time Equivalent (FTE) of **512.97** budgeted for FY 2022.
(Page 80)



9. How much debt does the county have?

As of June 30, 2020 the County had \$25,775,000 general obligation debt -
As of June 30, 2021 the County is budgeted to have \$23,975,000 general obligation debt.
(Page 146)

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

The County has many resources to learn and access services.

www.scottcountyiowa.gov admin@scottcountyiowa.gov

563-326-8611





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 2021-22 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 is also provided. For comparative purposes, all program budget information indicates the actual FY20 status, the budget and projected FY21 status, and the requested and adopted FY22 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 FY22. The County's basis of accounting, various financial management policies and miscellaneous statistics about Scott County are also located in the Supplemental Information Section.

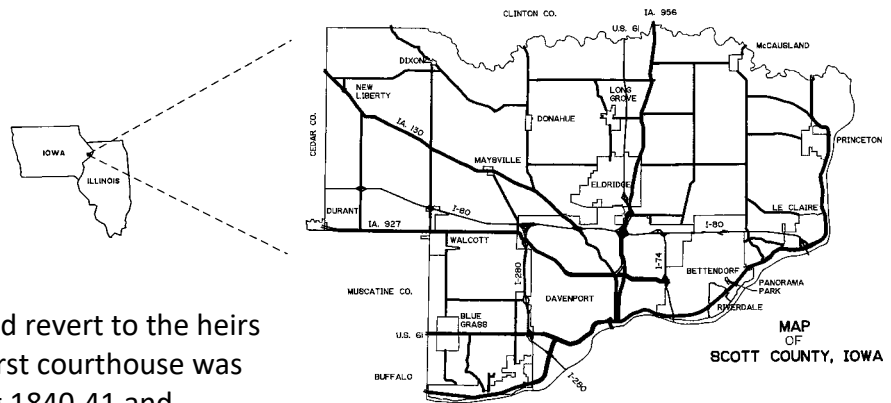


PAST TO THE PRESENT

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 379,172.

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.



BOARD OF SUPERVISORS

600 West Fourth Street
Davenport, Iowa 52801-1030

Office: (563) 326-8749

Fax: (563) 328-3285

E-Mail: board@scottcountyiowa.gov

www.scottcountyiowa.gov/board



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

July 15, 2021

TO: The Citizens of Scott County

RE: 2021-22 Budget Message

The budget for Fiscal Year 2021-22 is hereby presented as reviewed and adopted by the Board of Supervisors on March 18, 2021, after appropriate board work sessions with public input and public hearings. The budget document was approved after the impacts of COVID-19 have been in Iowa and Scott County for a year, but before the latest round of Federal funding could really be understood. The budget reflects the best estimates of revenue and continuing operations to address the pandemic at a local level. The County will qualify for \$33,592,150 for American Rescue Plan Act (ARPA) grant funding. This funding was not considered in the 2022 budget and will be addressed through a future budget amendment. Additionally, the state adopted Senate File 619 and was signed into law on June 19, 2021. The bill legislatively mandated a reduction of the mental health and disability service property tax levy. The County was not allowed to amend the expenditure budget for the Mental Health & Disability Service Fund and subsequently presents a negative fund balance as of June 30, 2022. The legislation also reduces the state funded commercial and industrial backfill dollars between 2023 and 2030. This was not considered in the adopted budget.

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, 2020. 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 **P.R.I.D.E. statements and objectives** further informed the staff on the development of programs for the FY21-22 budget, developed from the FY21 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 August 2020, after further impacts of the pandemic were known, and did not make any changes.

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 2021 - 22:

- 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 (New)

Cyber Security

Long Term Financing – Capital Improvement versus Operating Costs Analysis and Strategy

Medic 28E Agreement and Implementation

Top Priority (Ongoing)

Business Continuity of Operation Plan / Continuity of Government (COOP / COG)

Campus Security Plan

County Economic Development Policy, Role, Incentives, TIF

Commercial Backfill / Equality
Strategy and Plan

Industrial Park Development

Lead Abatement

Mental Health Funding Policy /
Strategy

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

SECC Radio System
Implementation



Above: Progress of restoration work at West Lake Park

West Lake Restoration

Departmental Goals

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

STRATEGIC PLAN PROCESS

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 FY22 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 FY22 budget process were:

1. FY 21 – 22 Strategic Plan initiatives.
2. 2022 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 remain as budgeted (General, Vehicle, and Electronic Equipment) and include general fund transfer, if possible, from FY 20 to be transferred in FY 21.

These issues represent the short or near term issues to address within the budget development process. The FY22 Budget Initiatives that addressed or impacted these areas are described below:

Fiscal Year 21 - 22 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 2022 countywide budget and departmental budgeting for outcomes. Many of these projects are funded in fiscal year 2021 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.

2022 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 9 service areas, 18 operating departments, and 11 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

9 Service Areas

- 18 Operating Departments
- 11 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 9.01% to 9.44%. The fiscal year 2022 budget applies the County's third year under a new salary and benefit study. The budget will be prepared with cost of living adjustments of 2.25%, while securing funding for salary step increases and position placement. The budgeted health cost will be at 7.0% for a prospective January 2022 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 general capital maintenance, Information Technology infrastructure support and Conservation major projects including the West Lake Park lake restoration and Scott County Park campground design and construction. 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 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. The West Lake Park lake restoration plan does call for the State of Iowa to pay 75% of reconstruction costs between fiscal years 2019 and 2021. The County would then contribute 25% of the project costs from the County capital fund.

Additionally the County Engineer* has identified \$17 million road and bridge infrastructure projects over FY 21 – 23.

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.

Did you know?

*Angie Kersten is one of only 4 female Iowa County Engineers. She replaced Jon Burgstrum who retired after 23 years.

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. The Board has begun setting goals with 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. 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 21st 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



By identifying the objectives, departmental goals and board goals were developed to meet the medium and long term 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 CPI index over multiple years.

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 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 order to prepare for the potential changes in funding due to the elimination of backfill dollars, the County Board has continued work on developing a four-year phase out plan of reliance on backfill supplemental grant dollars. A minimum taxable value growth of at least 3.0% will lessen the reliance on the

backfill dollars over a three year period. The state legislature continues to determine if and when the commercial and industrial taxable rollback backfill will no longer be funded by the state at 100%. Additionally the state legislature has capped the amount of state-wide backfill dollars available to supplement local government. The County has paused the estimate reduction in commercial and industrial rollback while the revenue impacts of COVID-19 are managed. The state legislature continues to debate a sunset on this state funding. The County has budgeted \$1.1 million in 2022.

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% - 9.01% FY 2022) and employer share (9.01% - 9.44% FY 2022) 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. As of June 30, 2020, the County's unfunded pension liability is \$16,248,373 and the plan was 85.45% funded. The County actually has Net Pension Assets for the two subgroups of Sheriffs and Deputies and Protection Occupation. Please see the County's Comprehensive Annual Financial Report for further details of the plan. The County is aware of the fiscal 2022 employer required contributions rates while developing the 2022 budget and have considered the required contributions in the 2022 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 Mental Health, Secondary Roads, or Golf Funds of the County and are estimated with the compensation within the respective fund.

The county also sponsors implicit benefit other post-employment benefit (OPEB) plan for health insurance after employees retire from the county. As of June 30, 2020, there were 14 inactive members currently receiving benefits. As of June 30, 2020, the OPEB of the county was \$1,602,603. 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 2022 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 Mental Health, 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 2021-2022	Projected 2022-2023	Projected 2023-2024	Projected 2024-2025
General	(\$438,920)	(\$2,089,634)	(\$919,056)	(\$755,561)
Mental Health	(\$1,612,578)	\$45,849	\$32,286	\$17,547
Secondary Roads	(\$792,452)	(\$45,019)	(\$90,052)	(\$99,988)
Debt Service	(\$350,167)	(\$405,000)	(\$420,000)	(\$374,201)
Capital Projects	(\$2,784,287)	\$2,460,100	(\$1,081,000)	(\$3,000)
Non-Major	(\$23,752)	(\$11,066)	\$22,472	\$5,227

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 \$2,000,000 positive revenue and expenditure variances in fiscal year 2021 transferred to the capital fund in 2022 and then repeating in \$1,000,000 increments in fiscal years 2022 and 2023 being transferred in the following years. Key assumptions include 4.2% 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 (-1.5%) – 3.6% variance. Salary expenditures continue to grow at 4.3% per year step and cost of living adjustment, net benefits at 4.1%, 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 2022 projected deficit is directly related to expending fund balance for the strategic plan items that are funded with FY 20 savings and assigned fund balance. 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 was planned to continue services at the local county level and fund crisis services 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 to the county to \$21.14. Additionally the state would pay \$15.86 per capital 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. Additionally 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, 2023 the county mental health fund eliminated and all services will be at the region level. The county was not able to amend the adopted budget to reflect these changes.

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 a 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. The fund is projecting county sponsored capital projects of \$5,940,000, \$1,650,000, \$3,360,000, and \$650,000 over the fiscal years 2023 - 2026 for a number of bridges and paving projects. The fund projected a decrease related to COVID-19, but may be replenished due to state and federal financing.

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 2022 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 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 funding at this time. Currently, there are no plans to issue debt in the near future within the capital plan, however the county is researching options to fund a Juvenile Detention Center.

The consolidated non-major funds are projected to remain flat in fund balance between fiscal year 2022 and 2025.

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

*Numbers are approximate				
	2017	2018	2019	2020
ADMIN CALLS ANSWERED	129,603	131,753	92,192	102,863
911 CALLS ANSWERED	80,975	72,452	107,997	113,687
CALLS FOR SERVICE DISPATCHED	207,777	204,509	224,898	269,367

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. FY22 is the twelfth 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 4th 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
2012-13	\$1.03361	-1.6	\$7,341,080	2.3
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	1.1	\$8,750,000	3.9

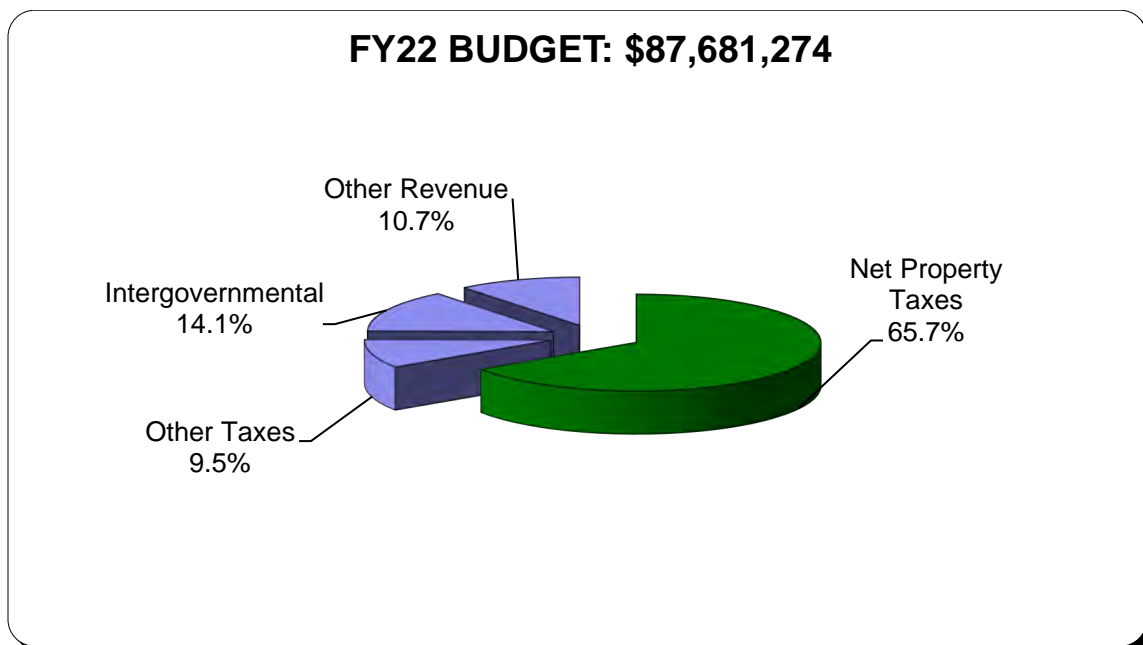
The consolidation allows for improved services with the reliability and interoperability of the most advanced dispatching operation. Over the long term, the service will be delivered at a lower cost than the four entities could provide separately in their own jurisdictions.

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 FY22 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 upgrade of radio tower infrastructure and location. The project scope is be designed and replace 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 will finance 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 will be 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.

TAX LEVY AND REVENUE OUTLOOK

The property tax continues to be the major revenue source for Scott County. In FY22, total net property taxes represent 66% of total County revenues. 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 0.2%, due to changes in general grant funding and the increase in property tax share. The amount of COVID-19 funding was not incorporated into the intergovernmental funding due the unknown nature of the financing during the budget development.



Other revenue sources in the FY22 budget are charges for services and local option sales tax. Charges for services are expected to increase due to recognition of bank service fees charged to online users. 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; however, it is too early to tell what the financial impacts are that will be attributable to Scott County. The County is budgeting an increase of \$600,000 based on 2020 results and 2021 projections. **The budgetary impact of COVID-19 to the local option sales tax is unknown.**



A few pictures of staff at work during COVID-19



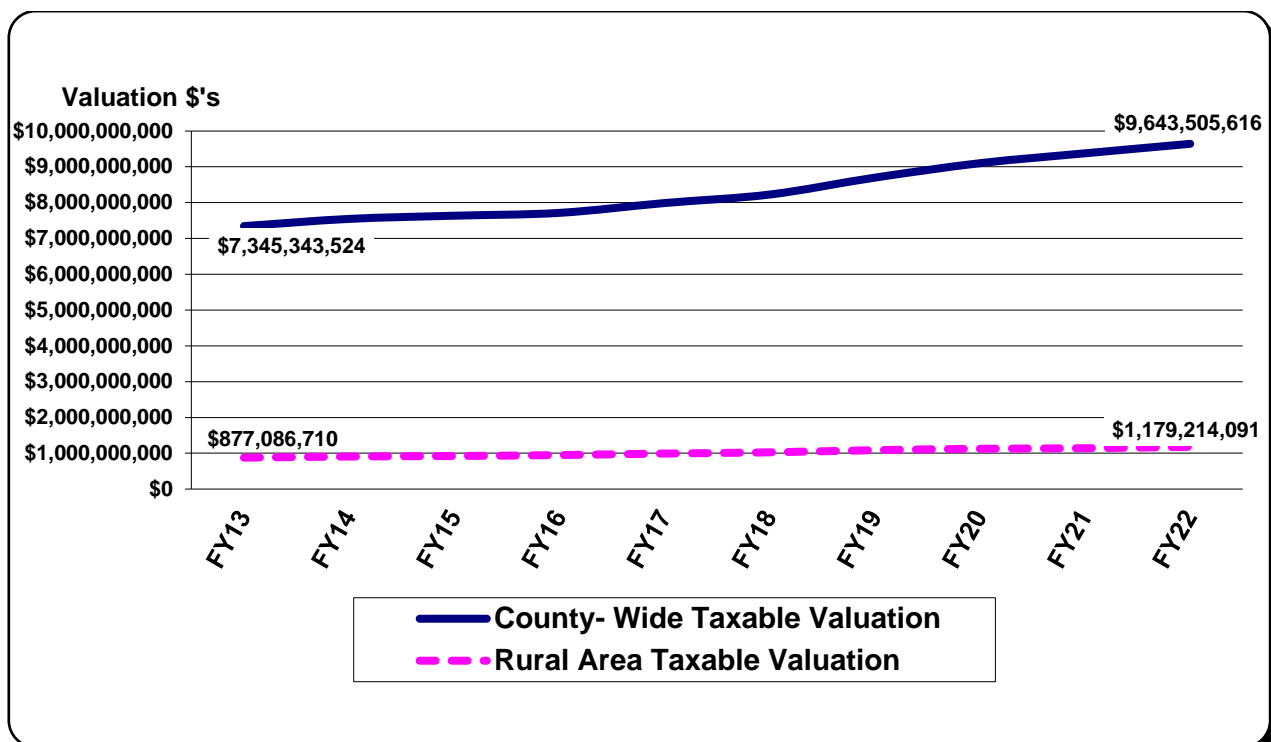
The tax rate per \$1,000 of taxable valuation for FY22 decreased from \$6.21304 to \$6.04197 for property located in incorporated areas (cities). The rate has decreased from \$9.11441 to \$8.94102 for property located in unincorporated areas (townships). The lower tax rate at \$6.04 is attributable to 2.7% urban valuation growth decreased by a lower mental health and disability services levy. The General Fund levy was increased to balance the budget for proposed staffing request 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 \$0.19 due to the state adoption of SF 619 which reduced the per capita funding for mental health services. 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 22 of about 0.40%.

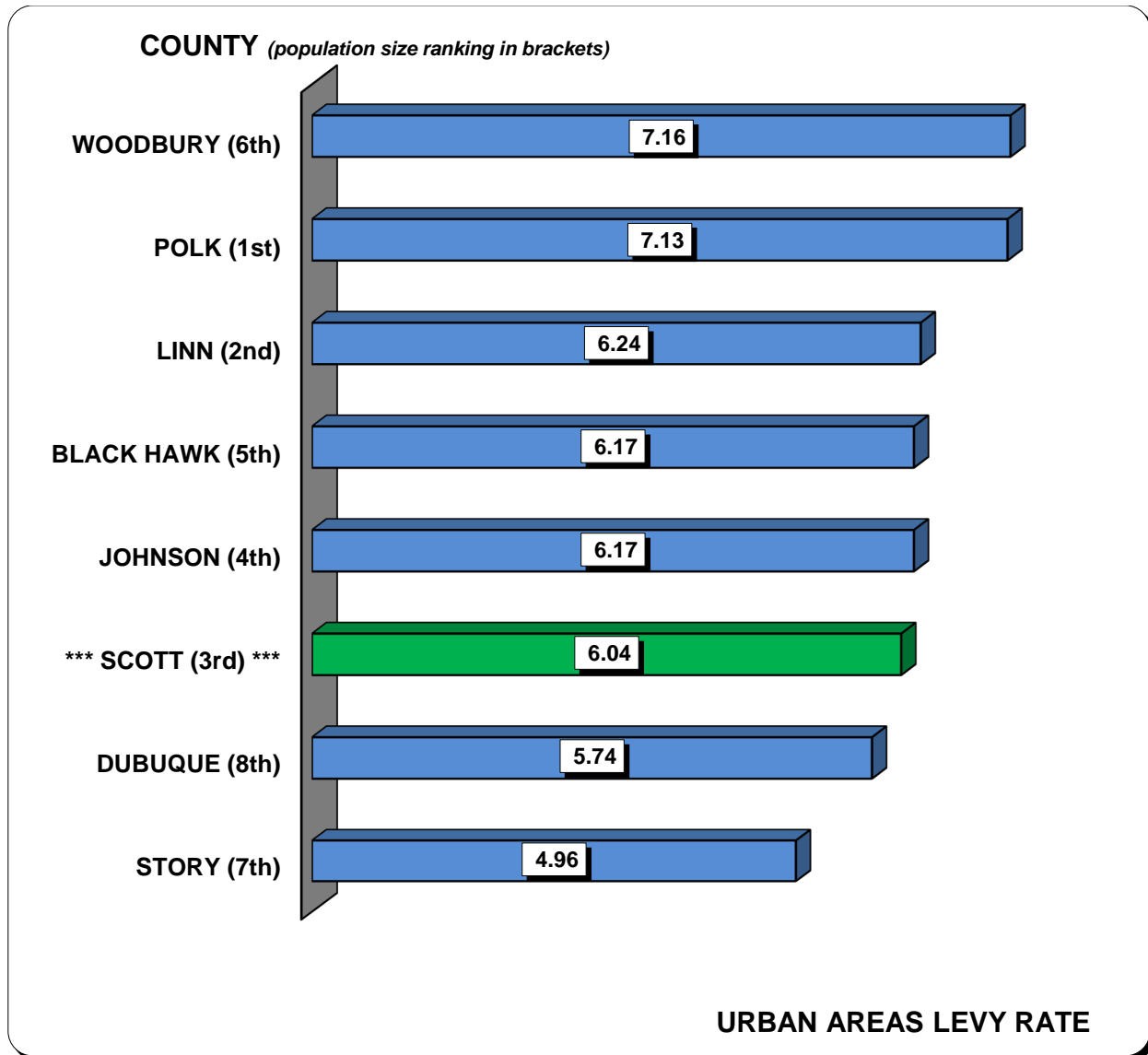
Did you know?
Scott County Health Department is one of six nationally accredited health departments in the State of Iowa.

Historical Tax Rates and \$ Change from Previous Year				
Fiscal Year	Urban Rate	% Change	Rural Rate	% Change
2012-13	\$6.30156	-1.2	\$9.43922	-0.8
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

The County's tax base has increased at an average rate of 3.13% annually over the past ten years, while the five year average is 4.14% annually, and the one year growth was 2.8%. The increase in the taxable value has allowed Scott County to maintain or lower the tax levy rate for eight out of ten years.



For FY22, Scott County's urban property tax rate ranks the 3rd lowest respectively among the eight largest urban counties in Iowa. Scott County also has the 2nd lowest rural property tax rate among the eight largest urban counties.



Residential taxable valuations also reflect a State imposed rollback computation, currently at 56.4094% of fair market value. The agriculture land / structure rollback computation was 84.0305% for assessment year 2020. 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 22 the new class is valued at 67.50000% 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 \$9.643 billion dollars reflects a 2.8% increase from last year. For FY22, with the rollbacks, the residential property, multi-residential and ag land / structures taxable property assessed values increased, while commercial, utility and industrial property assessed values decreased. The residential class of property represents approximately 63.6% 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 14.1% of the total revenue sources for FY22, which is up 0.4% compared to the previous year. This estimate is before estimated realized revenues related to FEMA declarations and COVID-19. The County has had three qualifying FEMA Public Assistance events since 2019: the 2019 flood, 2020 COVID-19 and 2020 Derecho (wind storm). Due to the process to qualify expenditures for FEMA public assistance, the County has limited budgetary estimates until obligated by FEMA.

The increase in percentage share is related to generally flat intergovernmental revenues, except for the other year collection of local intergovernmental revenues from local elections, estimated to be \$234,000 in FY 2022, while property tax and other revenue percentages declined. The County increased budget estimates related to state replacement credits, \$135,000, and Public Health Preparedness grant, \$50,000. The total amount of \$12,386,584 intergovernmental revenue is made up of \$4,491,152 in general public safety grants, reimbursements and health department grant funds, \$4,227,283 in state shared revenues such as motor fuel and franchise taxes, \$2,522,030 in state property tax replacement credits against levied taxes such as homestead replacement, and \$1,146,119 in other State credits including state payments, commercial and industrial property replacement tax credit and military tax credits.

OTHER REVENUES

Fees and charges total \$7,611,447 for FY22, an increase of 4.4% of total revenue as compared to \$7,291,842 for FY21. The increase is related to the recognition or pass through banking fees charged to consumer of services while using online credit card fees or similar. The County is recognizing both the revenues and expenditures related to these transactions. 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 that 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 builder permits were amended in a prior fiscal year to include subcontractor fees. The County continues to see increased



Deputy K9, Denali

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 65%, or \$776,000, due 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

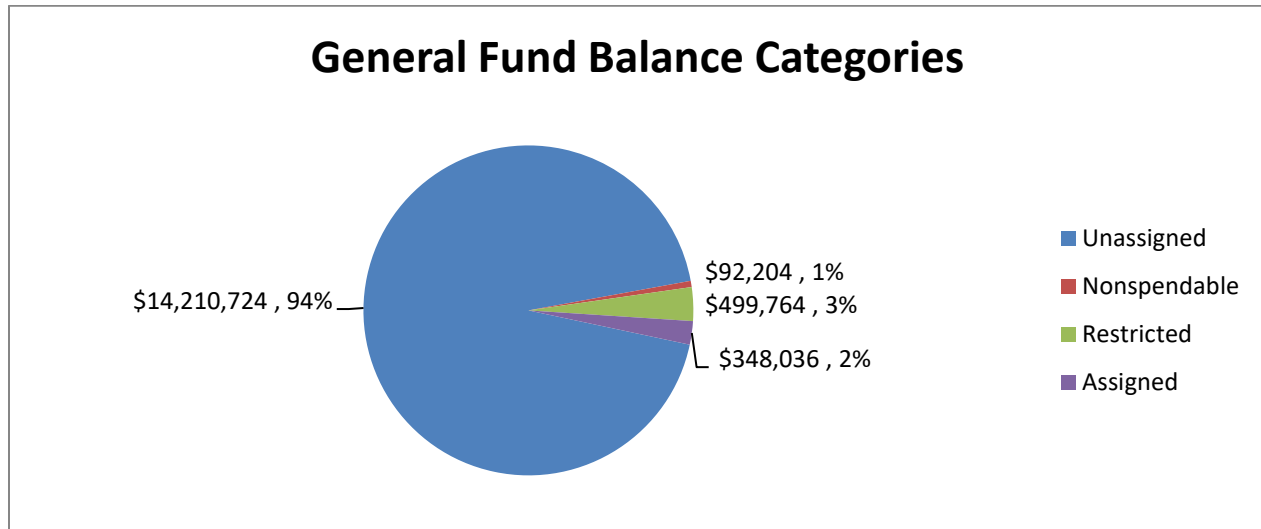
The following presents a summary of major and non-major fund reserves (excluding capital funds) for the FY22 budget year and the percentage of increases and decreases in relation to the prior year budget amounts.

- **Net property tax revenue is increasing from FY 21 by 0.2%.** 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 decreased investment income, due to with COVID-19.** Market rates for county investments are 75% lowing from the previous 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 increase 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 3.9% from FY21.** This increasing is due to the net budgeting related to the pass through banking service charge fees for online transactions.
- **Local, State and Federal Aid is increasing 3.4% compared to the FY21.** The increase is directly related to the collection of reimbursable expenditures related to local elections.

FUND BALANCES

The fund balance of the General Fund is projected to be \$15,150,728, which is a decrease of \$438,928 from the re-estimated FY21 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 2022 budget year and the use of restricted 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 estimated nonspendable fund balances prepaid items of \$92,204. The amounts restricted for the other statutory programs is \$499,764. The amount assigned for IBNR claims liabilities of fund balance is \$348,036. The remaining \$14,210,724 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.



The amount of General Fund unassigned fund balance, 21.5% of FY 22 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.

State Mental Health and Disabilities Services funding historically has been an issue across the state. The state legislature approved a redesign for MH/D services and took over full funding of Medicaid services in FY13. In FY13 the State approved a three year funding plan for services. This model was extended without additional funding after the FY 17 budget was adopted. As of July 1, 2014 the County's MH/D services became part of the Eastern Iowa Mental Health – Disability Services Region. The County's local tax levy was frozen in 1996 by State law at \$3,308,032. After the 2018 budget, the state allowed a rebalancing of levy authority within the regions. Scott County's new maximum was \$5,323,368; however the region's maximum levy remains \$9,237,140. The regional member counties are Cedar, Clinton, Jackson, Muscatine and Scott Counties. For FY 2022, the County decreased the property tax levy from \$5,333,651 to \$5,323,186 due to regional population decreases. After the budget adoption Senate File 619 reduced the property tax levy to \$3,656,015. Other members within the region also had their levies decreased and at the same time the state increased its funding to the region. The region per capita is now \$37.00. The State did not allow a correction of the budget with the new mandates and programming changes will be handled through budget amendments. As such, the fund is projected to be negative as of June 30, 2022.

The Secondary Roads Fund is decreasing by \$792,452 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 \$350,167 to a fund balance of \$6,576,531 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 37% to \$4,557,215 from a projected \$7,341,502 at the end of FY 21. The County is investing in building maintenance projects, technology upgrades, the joint 911 radio and infrastructure project and continuing a new project of West Lake restoration. The County issued \$11.3 million in new debt proceeds to fund a joint radio project with Rock Island County for 911 infrastructure and radios. This money will be expended over fiscal years 2020, 2021 and 2022. The conservation projects include campground construction, West Lake Park restoration, which is partially grant funded, and lodge design and construction. Additionally there are information technology projects that invest in the infrastructure life of the system that will be incurred in FY 21 and FY 22. These projects are the reason for this decrease and are discussed further under the Capital Improvements section below.

Funds	FY 21 Projected Fund Balance	Change in Fund Balance - Budget 2021-2022	FY 22 Fund Balance
General	\$15,589,648	(\$438,920)	\$15,150,728
Mental Health	\$778,259	(\$1,612,578)	(\$834,319)
Secondary Roads	\$2,147,788	(\$792,452)	\$1,355,336
Debt Service	\$6,926,698	(\$350,167)	\$6,576,531
Capital Projects	\$7,341,502	(\$2,784,287)	\$4,557,215
Non-Major	\$171,059	(\$23,752)	\$147,307

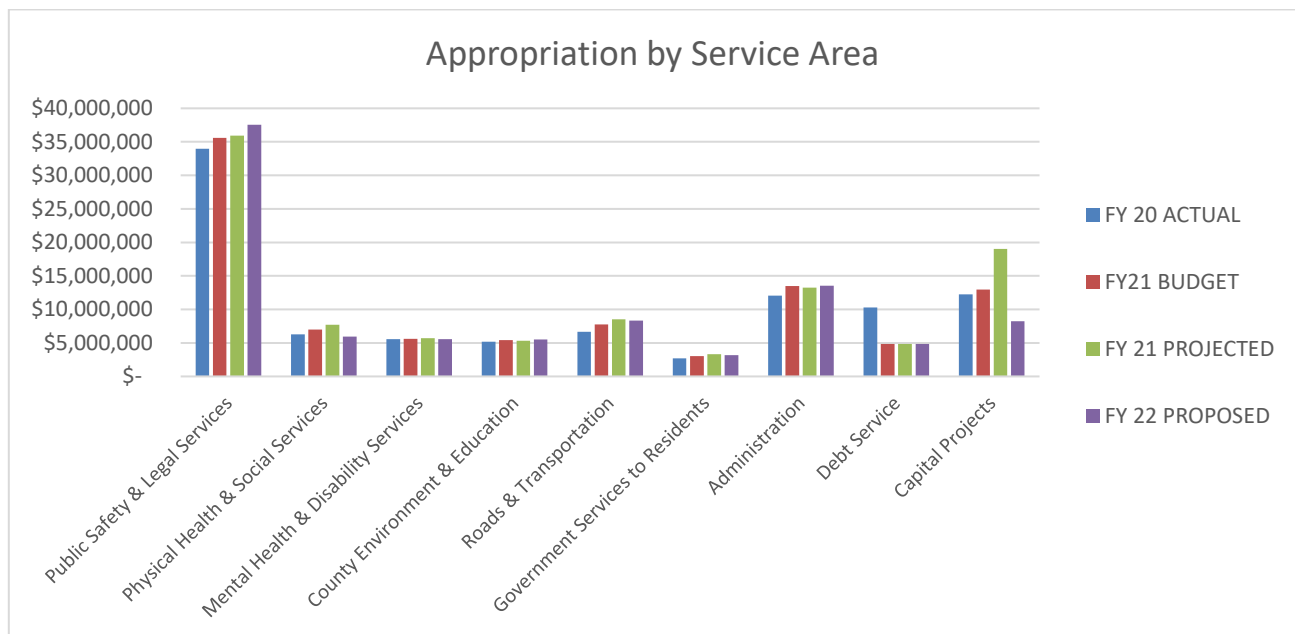
PROGRAMS AND SERVICES

As a service organization, the County is people intensive. Over the last ten (10) years the County has increased its work force by 27.69 FTE's, or 5.7%, to its current level of 512.97 FTE's. During this period, the increase is mostly related to Health and Sheriff 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 1.9 FTE positions due to the increase in new social diversion programming and required staffing ratios. For FY22, a

net 4.0 positions was added to the County. The County Attorney's office requested three support positions and the Treasurer's office added a multi-service clerk. To offset the budgetary impact of \$294,000, the County authorized the positions to be filled as of January 1, 2022, saving approximately one-half the cost for the FY 22 budget year. The FY 2022 budget also reflects 15.8 positions added to the FY 2021 budget. Many of these positions were delayed due to COVID-19. The costs of the positions added in FY 2021 were offset by prior budgetary reserves of \$586,000.

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 2.25%, 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. Fiscal year 2022 is the third 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 \$1,256,000 or 4.3% of FY 21 budgeted salaries. This includes the FY 2021 and FY 2022 organizational changes.

Overall expenditures for all County operations including capital projects (net of transfers and non-budgeted funds) are \$93,683,430 which is a decrease of \$1,993,367 or 2.1% from the FY21 budget. The operating budget is up by 3.6% or \$2,784,522, primarily due to support for the public safety and legal services (organizational changes), SECC pass through funding, 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 \$89,188,445, which is an increase of 2.4% above last fiscal year.

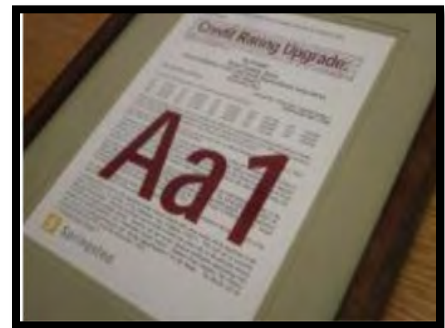


The overall expenditure decrease of 2.1% is the result of several service areas increasing with four decreasing. Capital projects are discussed further below and are decreasing 36.7%. Public Safety & Legal Services is increasing 5.5% primarily due to salary and benefit compensation, contributions

to SECC for general operations, and staffing adjustments for the Sheriff and Attorney departments. Physical Health and Social Services is decreasing 0.7% as due to offsetting costs within community Services and Health Department (grants) while increases related to salary and benefit adjustments are occurring. County Environment & Education is increasing 2.2% as many programs related to West Lake Park and Buffalo Shores are budgeted to start back up while park renovations are completed. Government Services to Residents is increasing 4.9% due to election costs, new position within the Treasurer office, and staffing ongoing operations. Administration (interprogram) is increasing 0.6% due to salary and benefits allocations, and planned spending for strategic planning elements such as lead abatement and professional services.

Mental Health and Developmental Disabilities Services is decreasing by 1.1% due to state mental health redesign and the funding of some services at the new regional level. This is the seventh year of budgeting as a region and under ACA funding which is changing the costs structure of the program. The county is fully funding mental health services to the maximum per capita levy per the request of the regional governing board. Roads & Transportation is increasing 7.6% increase due to the allocation of maintenance and engineering future projects is prioritized. Debt Service is decreasing by 0.4%. 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 22 is the seventh 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 22 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 prospective. 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 capital program for FY 22 through FY 26 shows an increased commitment to Conservation Projects, while increasing investment into care and keep of current facilities, including technology.

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. There has been a decrease in FY21 revenues and other sources to reflect the decrease in state grant revenue related to West Lake Park Restoration, change the use of fund balance from conservation CIP Reserve, and the use of one time monies from the general fund. The transfer of one time monies from fiscal year 2019 was not made in fiscal year 2020 due to uncertainty surrounding COVID-19's impact to the general fund. The county amended the budget to transfer prior year budget savings in FY 20 to the fund to support future projects.

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 FY 15. Additionally, the County issued \$8.215 million of Solid Waste Disposal Bonds in FY 2016 to fund 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 a result of the adopted Scott County IT Strategic Master Plan. This plan was adopted by the Board of Supervisors Spring of 2010, and includes numerous projects that will require the purchase of new software and hardware. The final major project is document management, and the hardware was acquired in FY 17. The FY 22 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 3.22% 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 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 at a very low percentage within the legal debt limit.

A project brought forward again in fiscal year 2021 was the integration of board room



microphones, and integrated use of video cameras. With the COVID-19 Pandemic, the County's need for in person virtual communications increased and the County partnered with Cisco Webex technologies to integrate video

conferencing for everyday meetings as well as the County Board meetings. The intent is to continue to use the technology as a method of business after additional meetings return to traditional formats.

The capital improvement budget totals \$8,224,287 for fiscal year FY22, with 43% or \$3,550,400 for general projects, 10% or \$800,000 for Secondary Roads projects, 4% or \$350,000 for vehicle acquisition, 20% or \$1,636,087 for the bonded communication infrastructure and radios, and 23% or \$1,887,800 for Conservation parks and recreation projects. The larger, non-routine projects for FY 22 include attorney office expansion, \$700,000; Jail HVAC replacement, \$415,000; and Administration security enhancements, \$68,000. Non-routine technology projects include remote sites WANS, \$200,000; network access layer, \$240,000; jail inmate visit recording system, \$130,000; website upgrade, \$100,000; network review study, \$150,000; and technology assessment, \$100,000.

After the FY 20 budget adoption, the County incurred emergency repairs to the EIFS (Exterior Insulation and Finish Systems) of the Administrative Center. It was determined to move up the FY 2021 and FY 2022 window replacement to the fall of 2019 in order to consolidate the EIFS and



window projects for reduced implementation costs. The capital fund balance is able to fund moving the project up in time, without the need to issue debt. It was determined the project is behind schedule and is planned to complete in late FY 2021.

The general capital improvements budget of \$3,550,400 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 capital improvement fund also is supported by gaming boat revenues. Gaming revenues have seen a decline of approximately 40% in over 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 gaming revenues declined in FY 20 due to the COVID-19 Pandemic but have trending upwards in FY 2021 due to the ability to remain open compared to their Illinois counterparts.

The local Secondary Roads capital program totals \$800,000, reflects the county budgeted funds only and not an additional \$3.8 million of planned 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 the bridge replacements in Princeton Township and HMA paving on Bluff Road, Wells Ferry Road.



The Conservation Department capital plan for FY22 totals \$1,887,800. Conservation capital projects include a lodge design and construction, the **continuance of West Lake restoration at West Lake Park**, and beach improvements (\$1,575,000). General Resource Enhancement and Protection (REAP) improvements of \$881,248 for educational buildings will occur at the nature center. **The West Lake restoration is a two phase, multi-year improvement plan to improve watershed ponds, dredging, bank stabilization and fish habitat improvements.** The project is funded 75% with

state dollars and 25% local match dollars. The State and County amended the agreement for the state to incur projects costs first and the County to pay the state its share (25%) at time of improvements. Conservation also has designated a portion, \$237,800, for small equipment and vehicles.

The fleet manager has completed an annual review of the countywide vehicle fleet, excluding the Conservation Department. The FY 22 capital plan has designated \$350,000 for general vehicle replacements including one net increase in patrol vehicles, two spares for accident replacement, and general fleet replacements based on grading scale.

The County is evaluating funding methods to address an undersized juvenile detention center. The issuance of long term debt was not committed to during the FY 2022 budget process, however the Board entered into a study for a future bond referendum. Through the study process, the County is focusing on the need for increased bed space to address the application of new federal legislation that will require young adults previously waived to adult jail care. By December 18, 2021, these young adults will be required to be housed in a juvenile detention facility. This will increase the county's population over the current authorized occupancy of 18 beds. The County is addressing the best methodology to serve these individuals needing direct oversight service, including a new building with increased authorized occupancy.

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 FY22 budget has been an opportunity to fund important capital projects and public safety and legal services and continued operations while meeting the strategic plan. The Board is very pleased to have met its goals in both balancing the FY22 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 2022 with the unmeasured impacts of the COVID-19 pandemic.

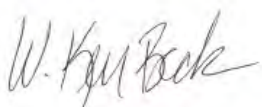
The County will look to utilize the new adopted American Rescue Plan Act (ARPA) funding for fiscal years 2022- 2026. The \$33 million in funding will have an impact to the community as a whole and Scott County will incorporate the proceeds into the future strategic plan.

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>
Elected Officials		
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	Roxanna Moritz (resigned 4/23/21)	
Auditor	Kerrie Tompkins	2022 Partial Term
Recorder	Rita Vargas	2022
Sheriff	Tim Lane	2024
Treasurer	Mike Fennelly	2022
Administration		
County Administrator	Mahesh Sharma	
Department Heads		
Budget and Administrative Services	David Farmer	
Community Services	Lori Elam	
Conservation	Roger Kean	
Facility and Support Services	Tammy Speidel	
Health	Edward Rivers; Amy Thoreson (effective April 2021)	
Human Resources	Mary Thee	
Information Technology	Matt Hirst	
Juvenile Detention Center	Jeremy Kaiser	
Planning & Development	Tim Huey; Chris Mathias (effective April 2021)	
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.

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.

GDRC Greater Davenport Redevelopment Corporation

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

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.

Quad Cities Chamber

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

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.

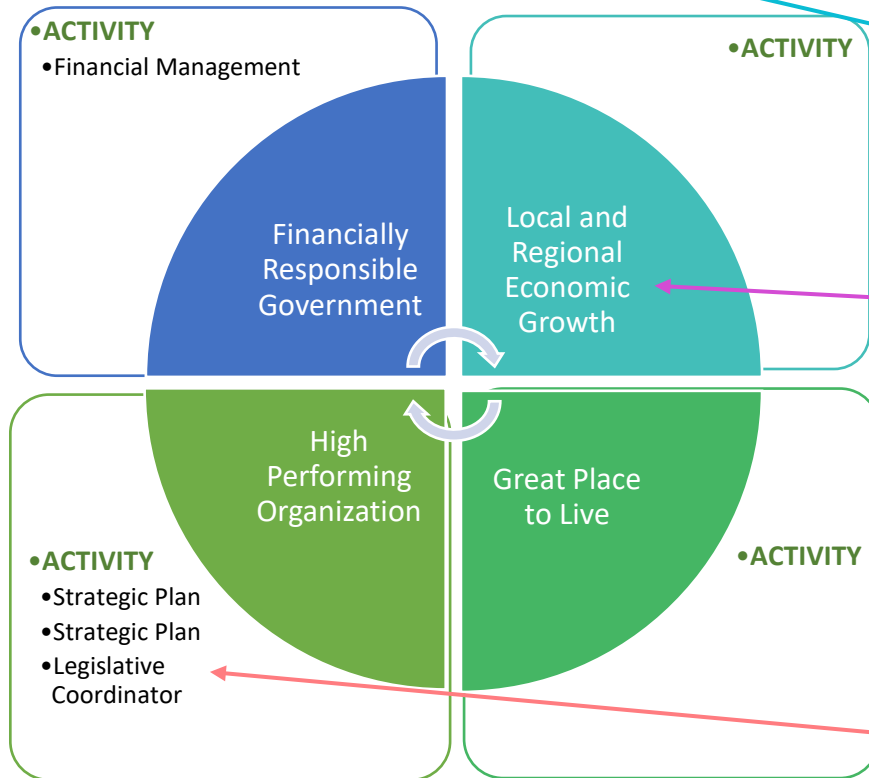
SECC

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

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

ADMINISTRATION



Each Department/ Agency creates a [goal page](#) to focus on program goals.

The Board has identified four [County-wide goals](#) that are in the center quadrants of this diagram.

Each Department/ Agency must identify their [activities](#), link them to a County-wide Board goal and connect them to the corresponding quadrant.

Goals and Outcomes Top Performance Measurements

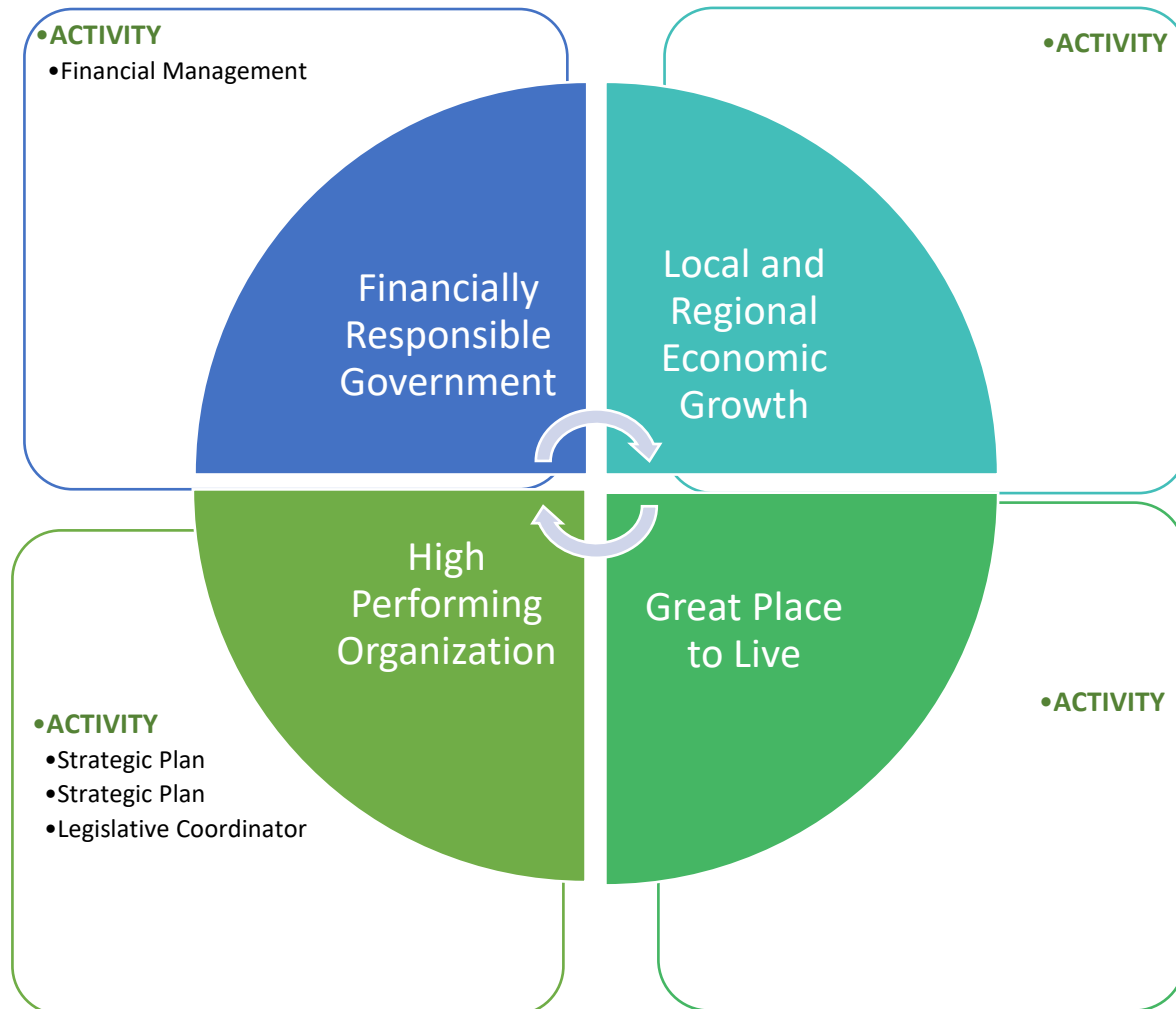
Performance Outcome
(Target)

Analysis of Effectiveness
(How well are we doing?)

Board: 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.
Management: 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.
Board: 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



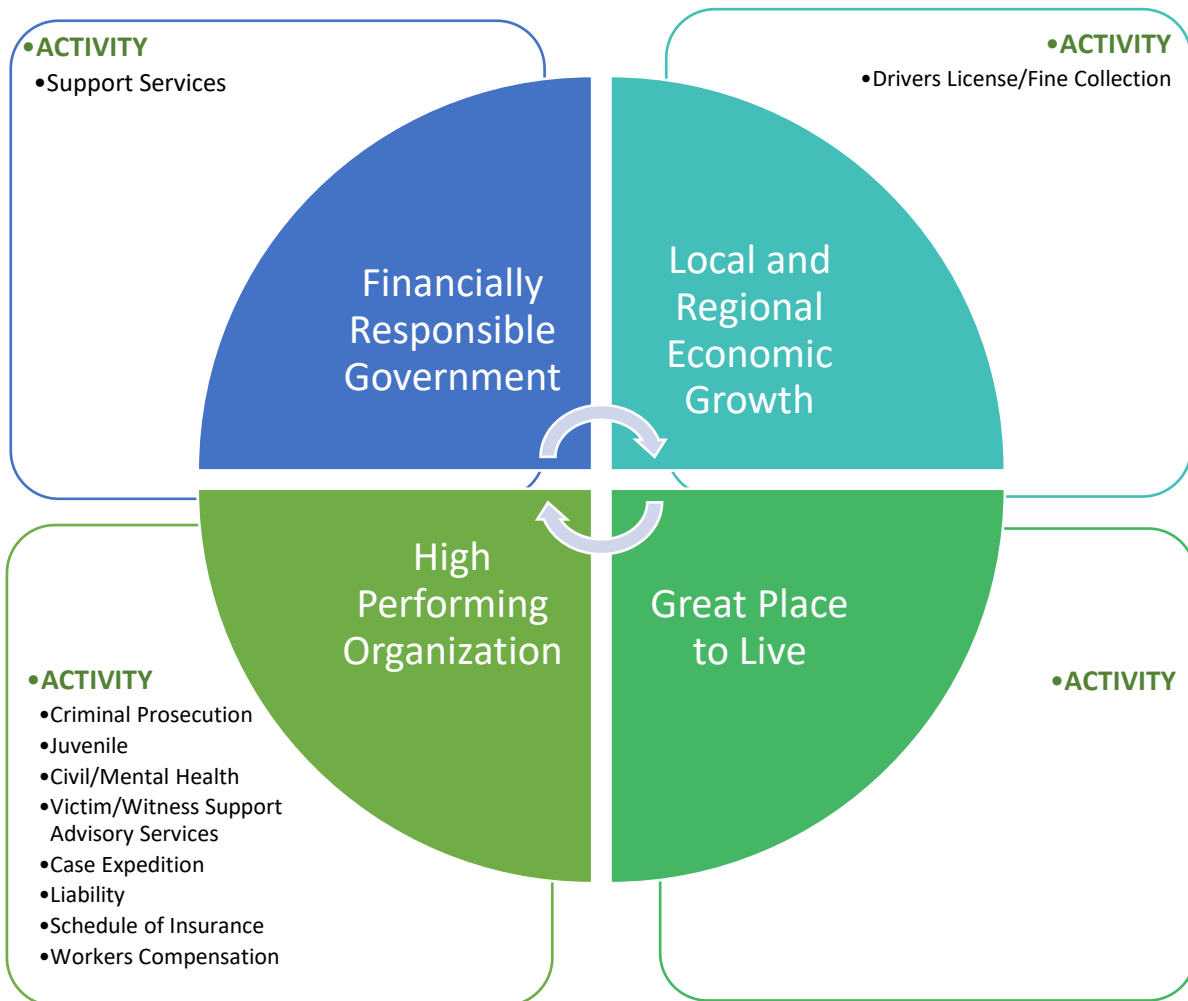
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

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ATTORNEY



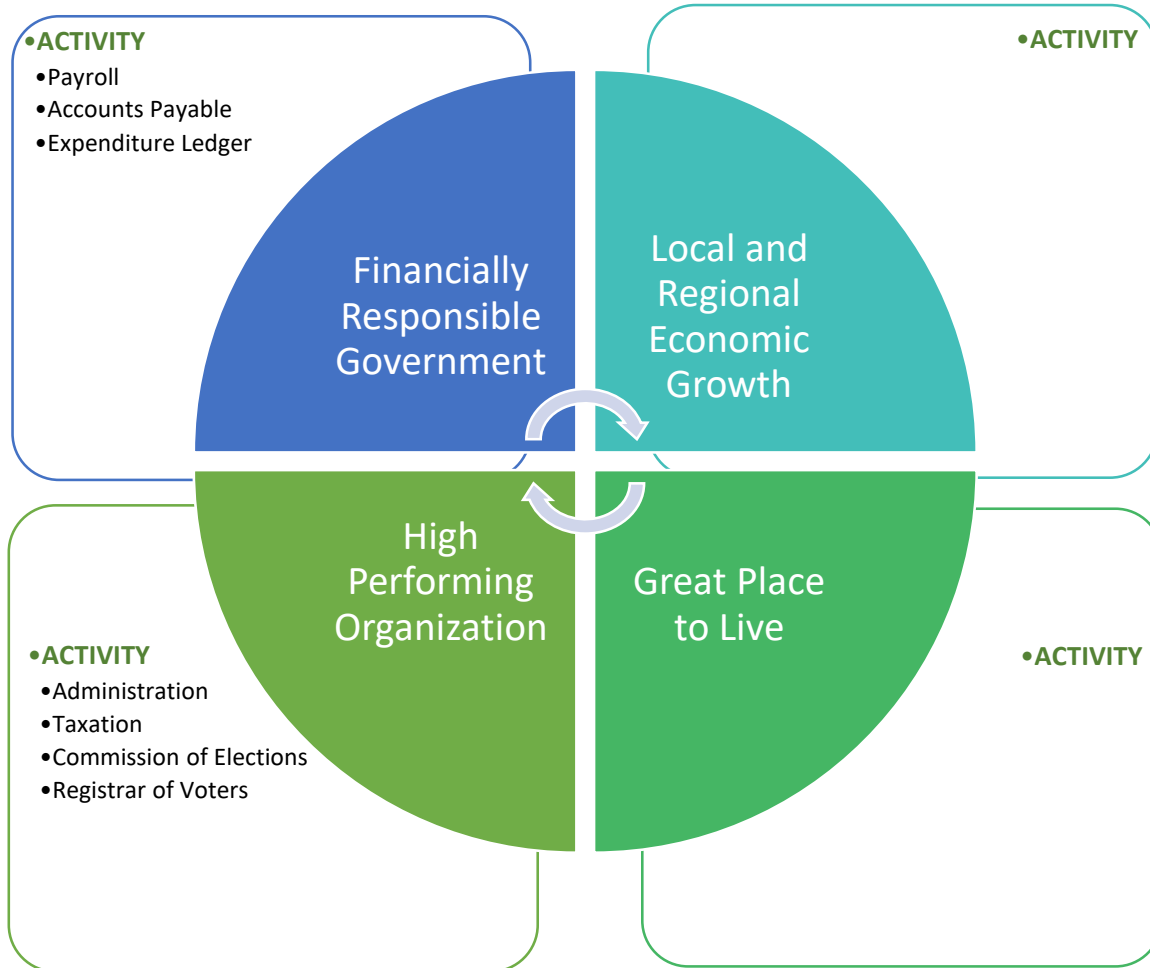
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Management: Risk Management	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.
Management: Criminal Prosecution	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.
Management: Representing the County	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.

AUDITOR



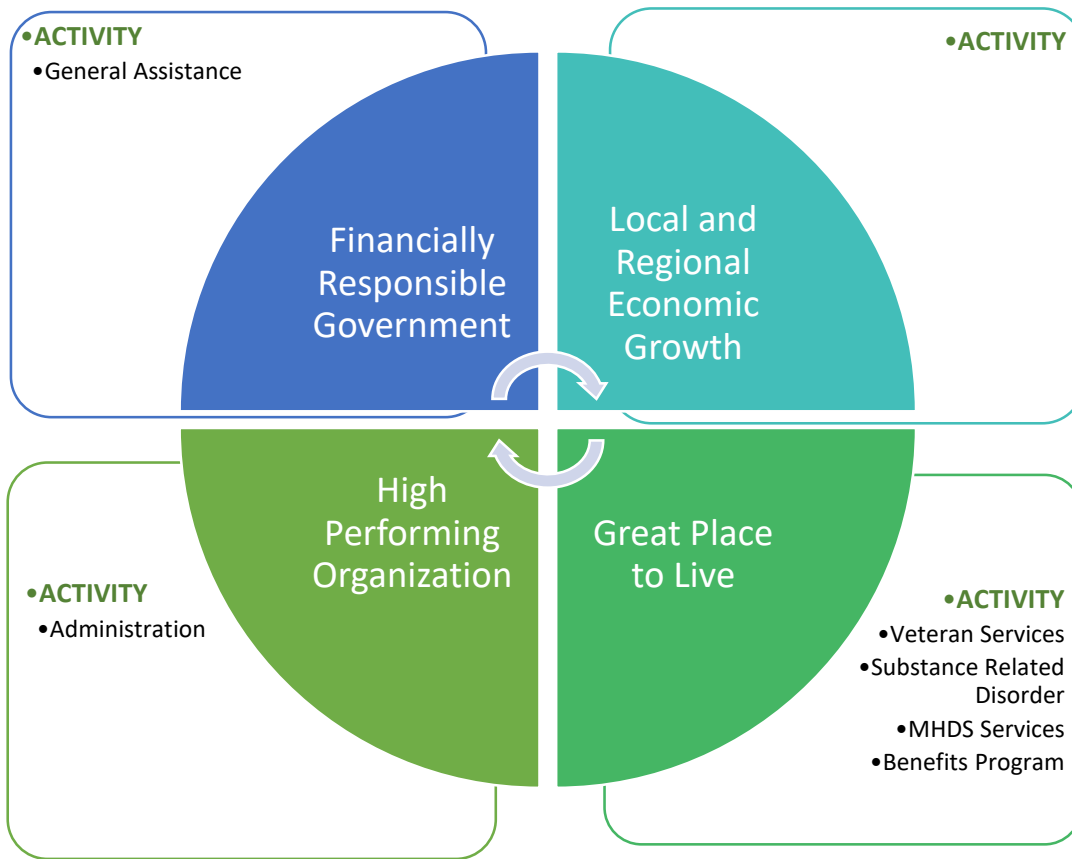
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: High Performing Organization	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.
Management: High Performing Organization	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.
Management: High Performing Organization	Our staff works with the statewide I-VOTERS system to maintain voter registration records; verify new applicants are legally eligible to vote; purges 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.

COMMUNITY SERVICES



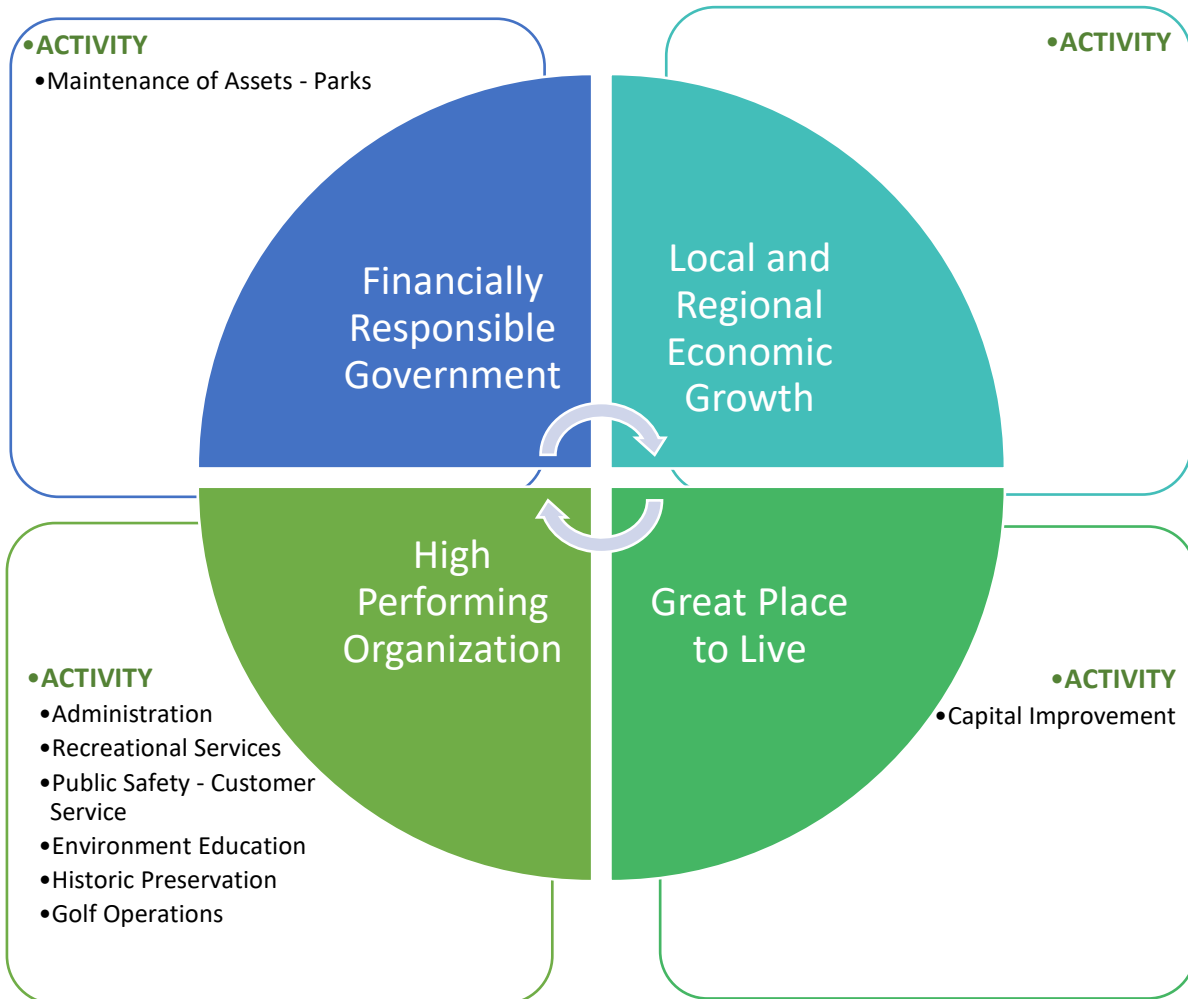
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: Work with Iowa Legislature to find long term funding solution for mental health regions and services	The county and the MH Region holds legislative forums to address issues and provide feedback. Scott County is part of the UCC and joins forces with other larger counties in the state for lobbying purposes. The regional Governing Board has advocated for the need for a legislative fix, whether that be "rebased or rebalancing" the levy caps across the state, or a new funding mechanism.
Management: Work with MHDS regional service providers and Care Coordinators to assist individuals when in crisis.	The crisis services, mobile response, hotline, drop in center and crisis beds, along with all the care coordinators, have assisted hundreds of people and have prevented suicide attempts/successes as well as deflect from hospital admissions and jail. The services help the individuals in crisis in a timely manner.
Management: Work with Iowa Legislators to redefine "residency" language in Code.	The "residency" definition in Iowa Code needs to be revised to require "out of state" individuals be in and Iowa county for a period of time before the county becomes financially responsible. The large volume of "out of state" individuals wanting services has created a financial burden on the mental health, General Assistance and Jail budgets.
Management: Assist individuals applying for state and federal benefits.	Staff from Community Services will assist agencies and individuals in completing paperwork for state and federal programs. These programs can offer financial assistance and/or rental, food and medical aid as needed.

CONSERVATION



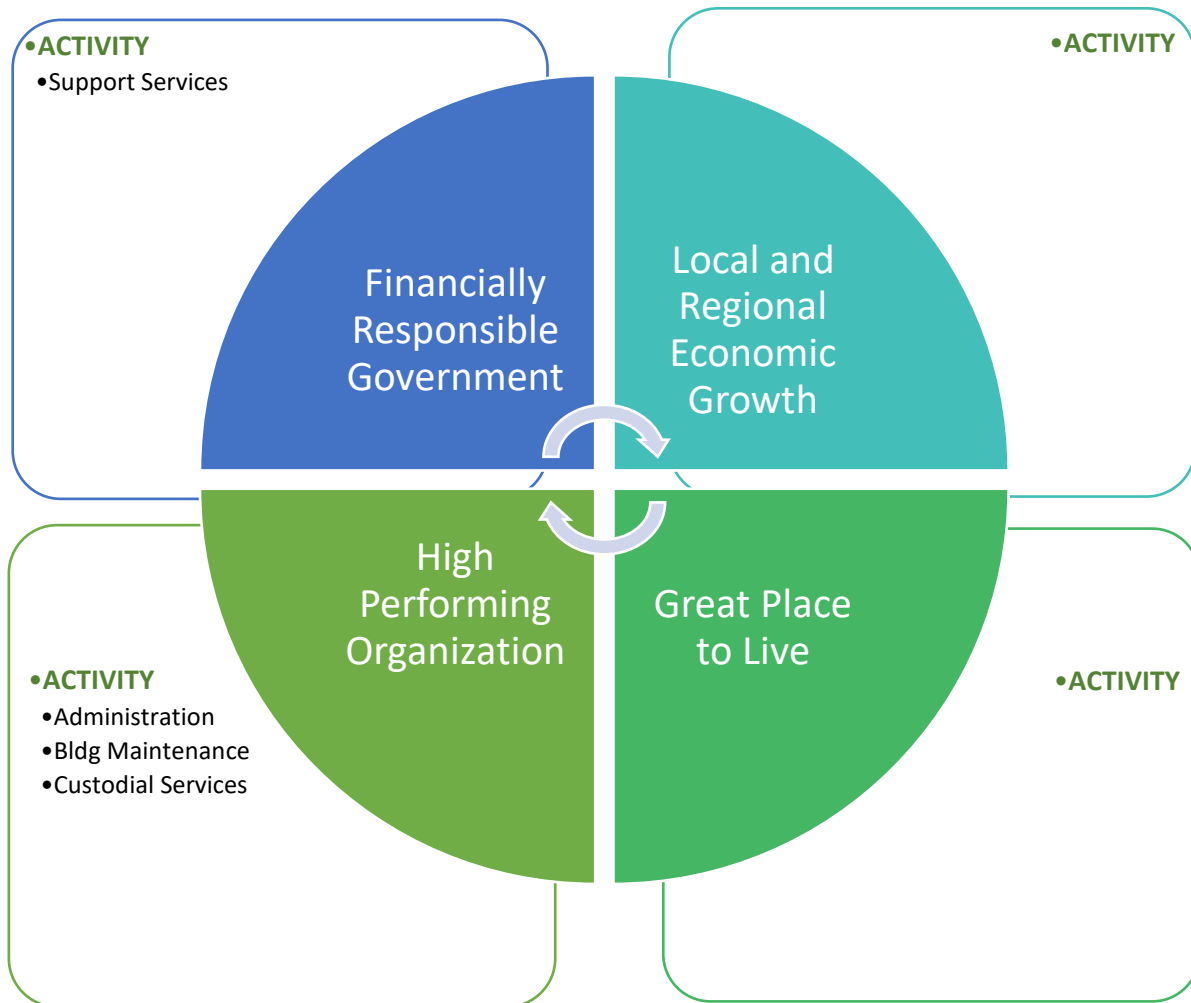
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: Financially Responsible Government	In addition to developing and enhancing existing revenue generating programs that offset county expenses, we are also advocating and lobbying our state legislators for more stable funding through the Resource Enhancement And Protection program and the Natural Resource and Outdoor Recreation Trust Fund.
Management: High Performing Organization	The Scott County Conservation Board strives to conserve natural resources, preserve scenic and historical sites, and develop recreational facilities. As commissioners, the Board strives to develop, protect, and make available to the public the recreational and cultural resources of our County for the benefit of all.
Management: Maintenance of Assets	To ensure accountability, we will be enhancing our recreation software to include Maintenance Management, allowing us to better track work that needs completed, and the resources required to do it. MainTrac software also enables tracking of costs for all work performed to assets, and will help provide insight to needs as we move forward.

FACILITY AND SUPPORT SERVICES



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: JDC and Jail Space Study Implementation	Work with JDC staff and committees to determine next steps to move towards construction of new Juvenile Detention Center.
Board SECC Radio Project	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 Dec 2021 or Jan 2022
Management Perform Key Inventory/Audit	New policy (card access and key control) implemented fall 2020. Key inventory will take place on even years starting with 2020

HEALTH



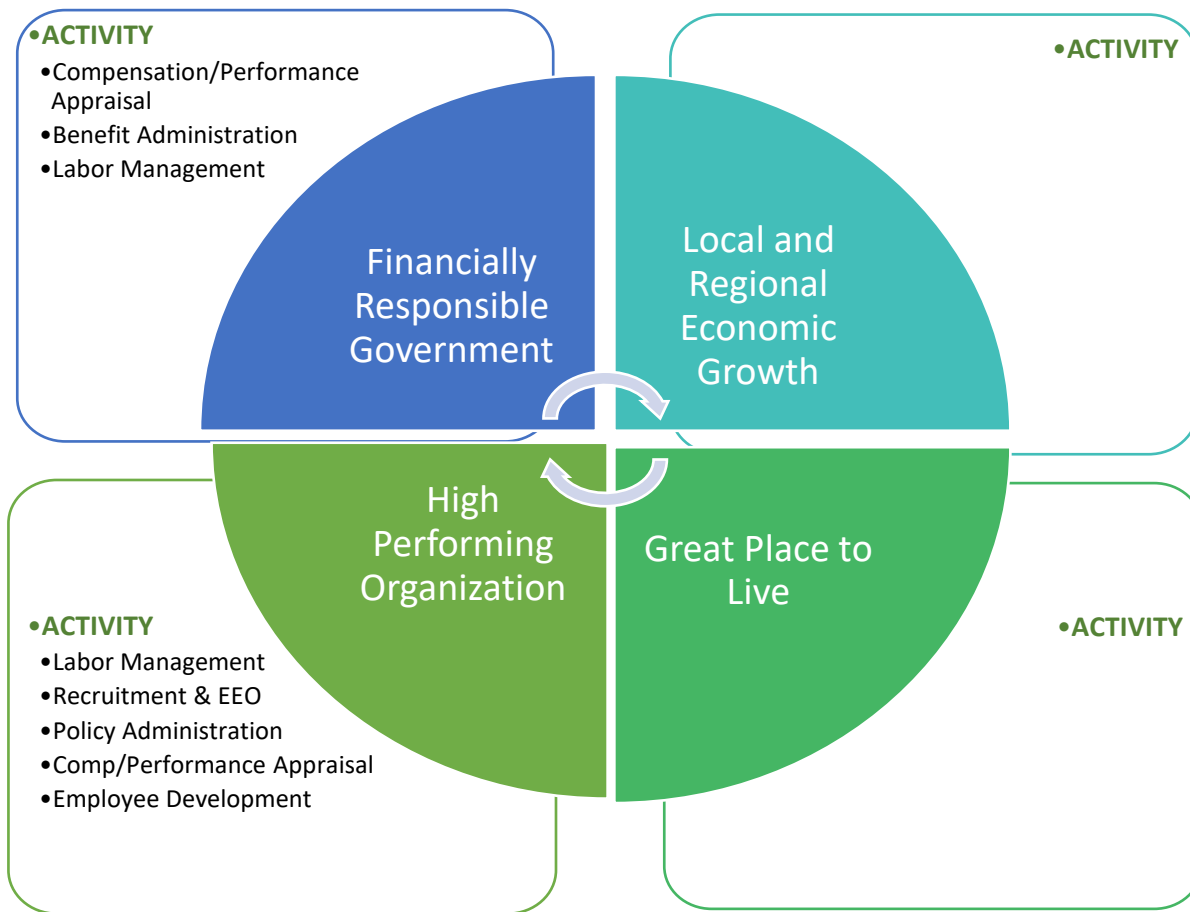
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: Complete Community Health Improvement Plan (CHIP).	The Community Health Improvement Plan (CHIP) steering committee will complete and issue a new CHIP based upon the results of a new Community Health Needs Assessment (CHNA). Discussions on how to include CHNA measures to track the area's recovery from the COVID-19 pandemic will occur.
Board: Continued Lead Abatement efforts.	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.
Management: Maintain Health Department Accreditation.	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.

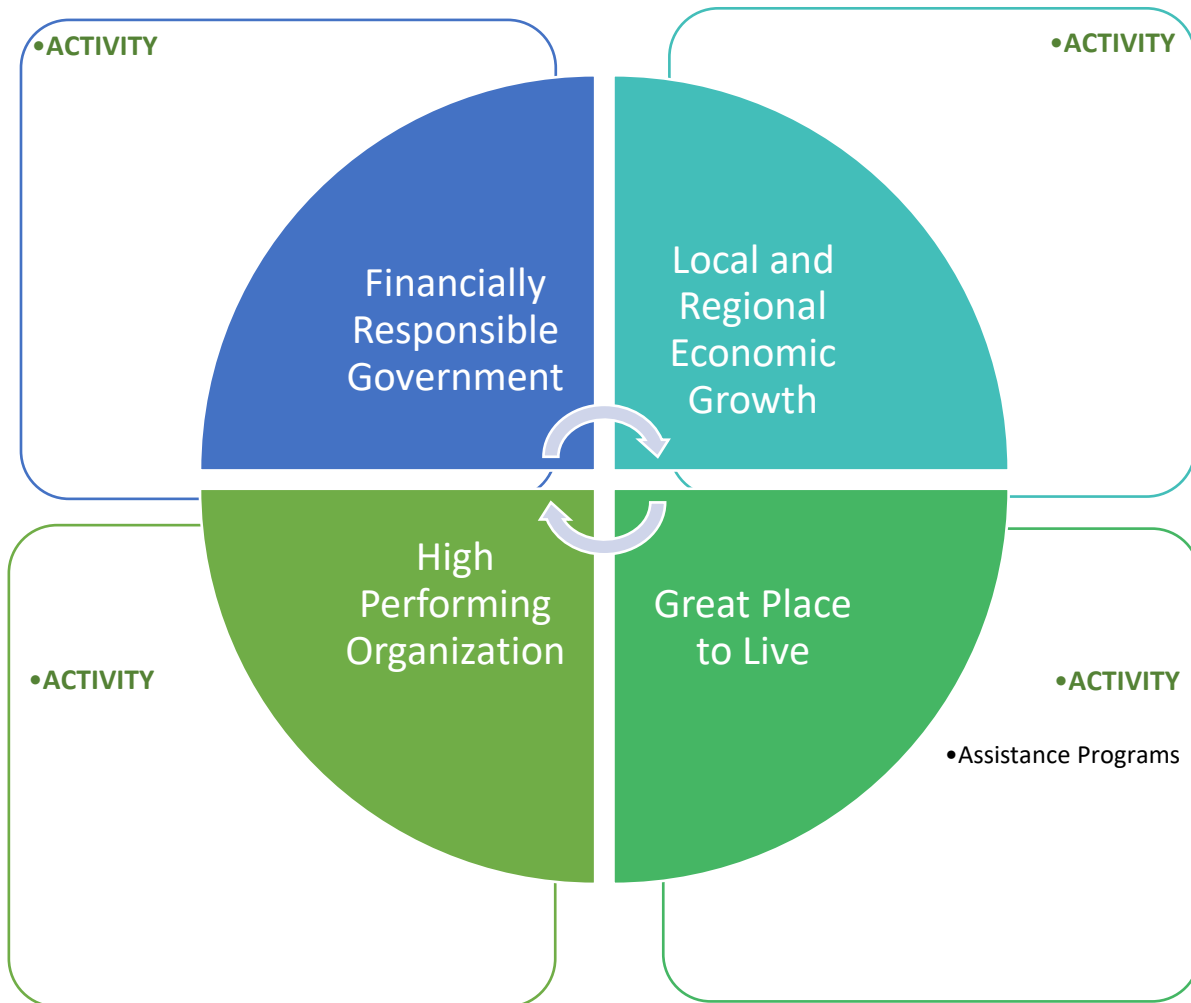
HUMAN RESOURCES



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):	Analysis of Effectiveness: (How well are we doing?)
Board: Job Description finalization of Classification and Compensation Study	Classification & Compensation study was implemented July 1, 2019. HR will conclude finalization of the job description updates in FY20 which officially concludes the project. In FY22 we'll work with Occupational Health to update their records.
Management: ECM Phase III	Phase II to be completed first quarter FY22: scanning of personnel files (including benefit & I9 documents). Phase III to begin in FY22: working with IT on retention and access to files Phase IV (FY23) onboarding through ECM
Management: Health Insurance & Wellness Program	Implementation of health insurance changes for CY21 and implementation of "well steps" program. Transition to new flex savings program.

DEPARTMENT OF HUMAN SERVICES (DHS)



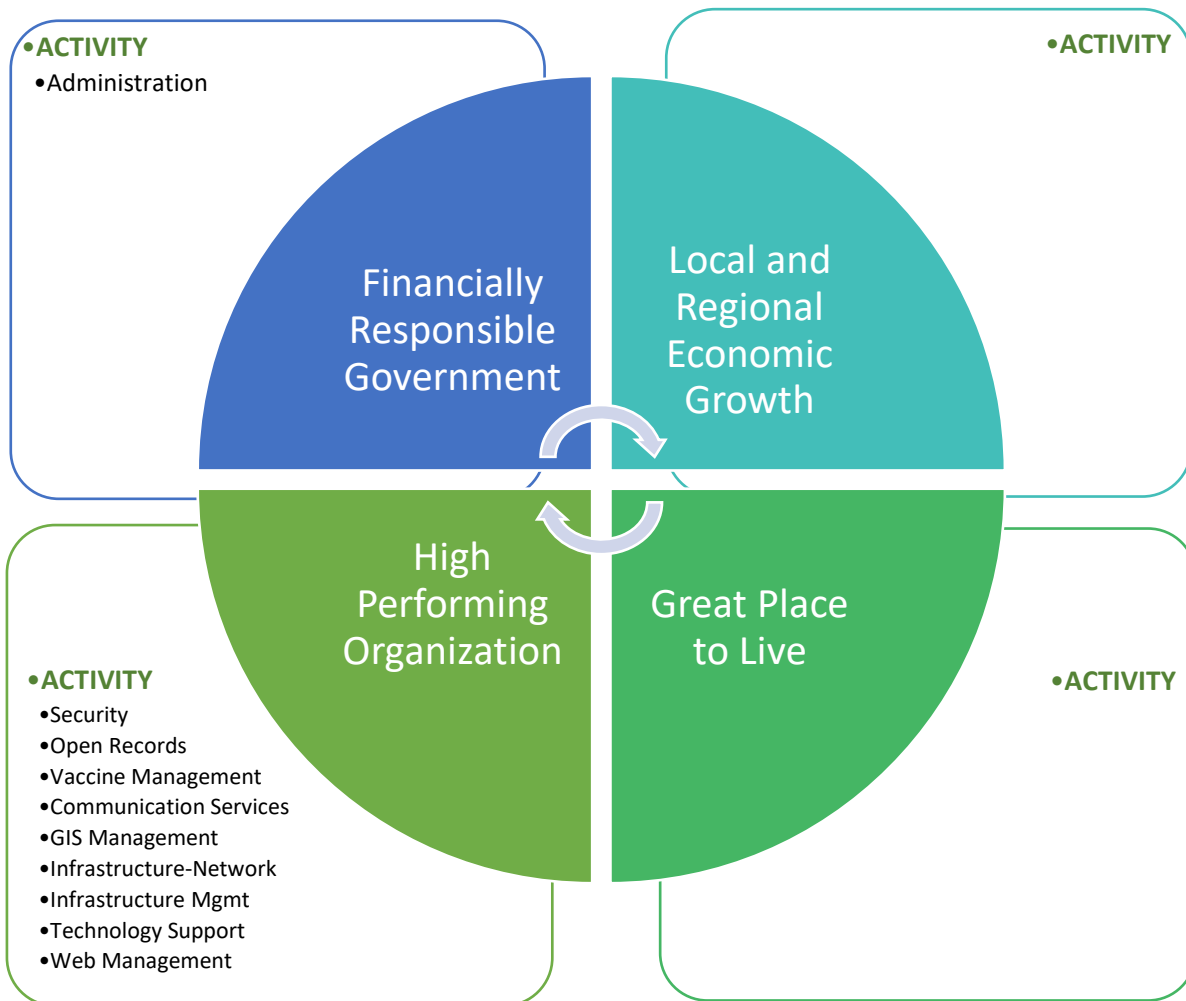
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Management: Financially Responsible Government	During this fiscal period, DHS will maximize the use of resources and consistently evaluate areas where we can make adjustments and/or negotiate prices with vendors.
Management: Financially Responsible Government	DHS will monitor the local impacts of Covid as data is available and assess how Covid will affect the families we both serve within the community. DHS and Scott County may need to partner in order to help families through the impacts of Covid and use all resources available to Scott County DHS.

INFORMATION TECHNOLOGY



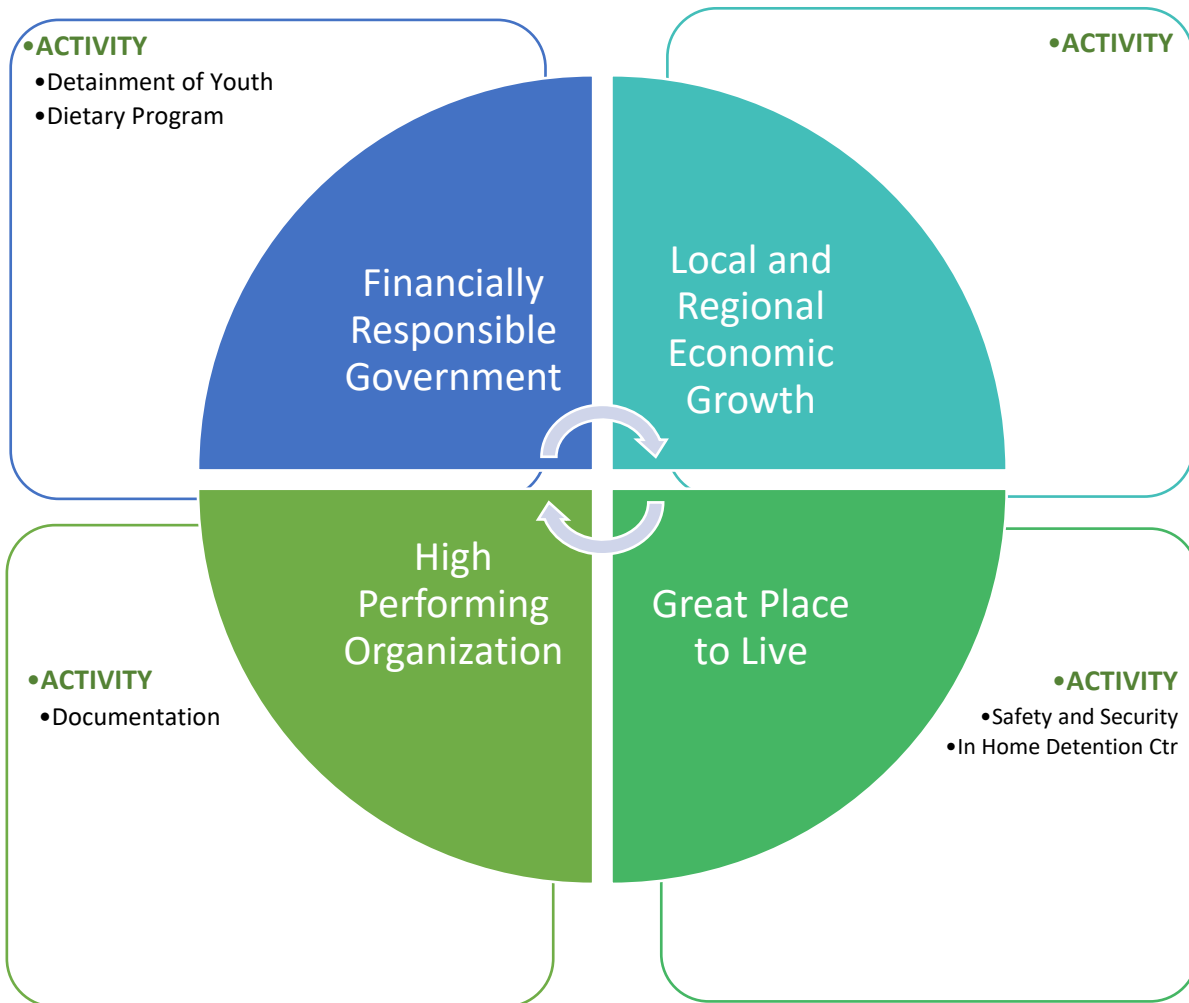
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: To continue as a high performing organization, the County will focus on Cybersecurity and related issues	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.
Management: Develop Technology Assessment plan	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.
Management: Continue upgrade cycle of Information Technology Assets	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.

JUVENILE DETENTION CENTER



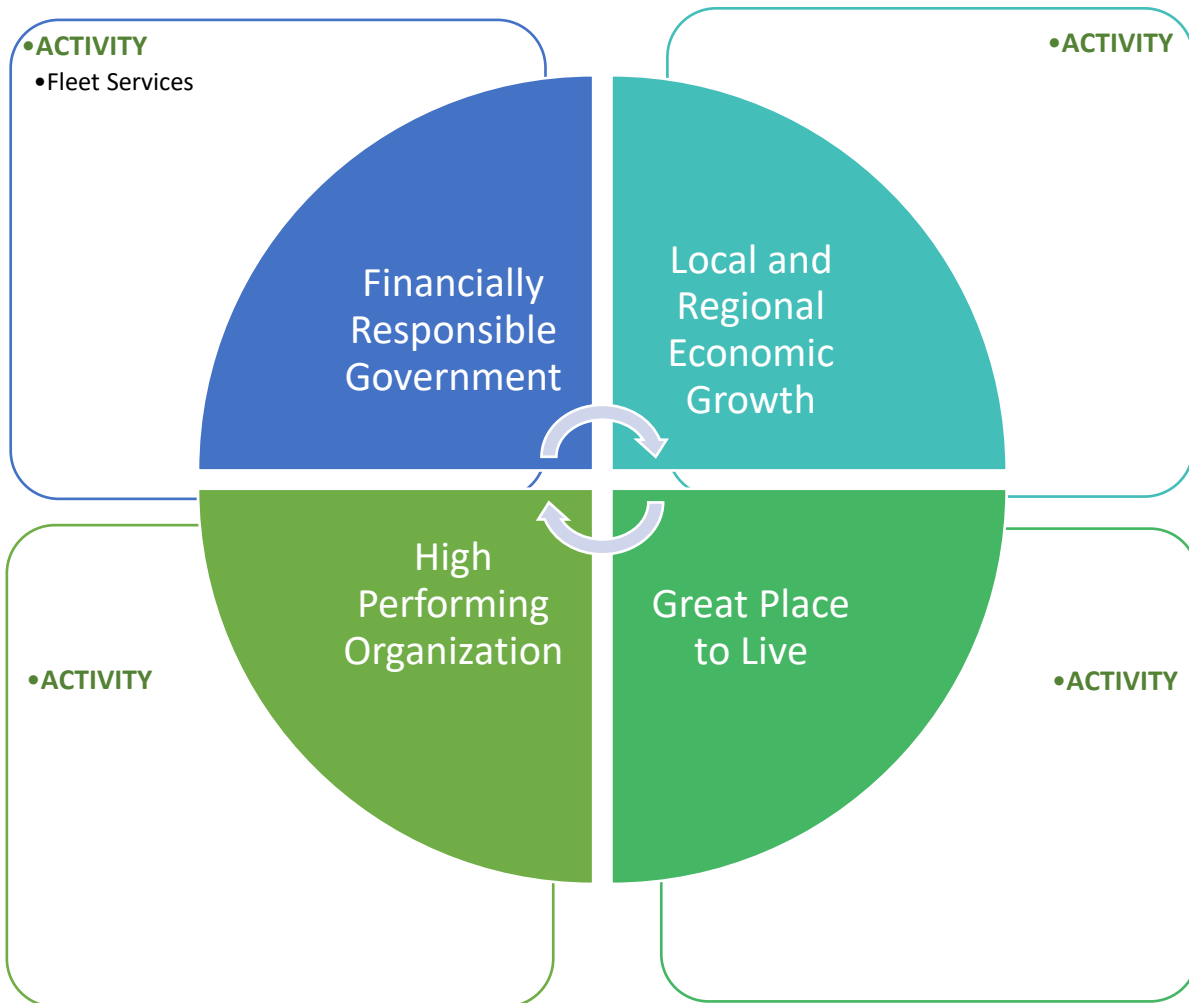
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Management Address short term detention bed space needs as well as begin addressing long term bed space needs.	Working with JDC Residents Population manager to develop plan to house 15+ 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.
Management: Meet or exceed all performance measures regarding recidivism with Auto-theft accountability program.	Will measure every referral and to track and report out recidivism rates, 6 months and 12 months past discharge from program.
Management: All Community-based diversion programs will operate in a fiscally responsible manner.	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.

NON -DEPARTMENTAL FLEET



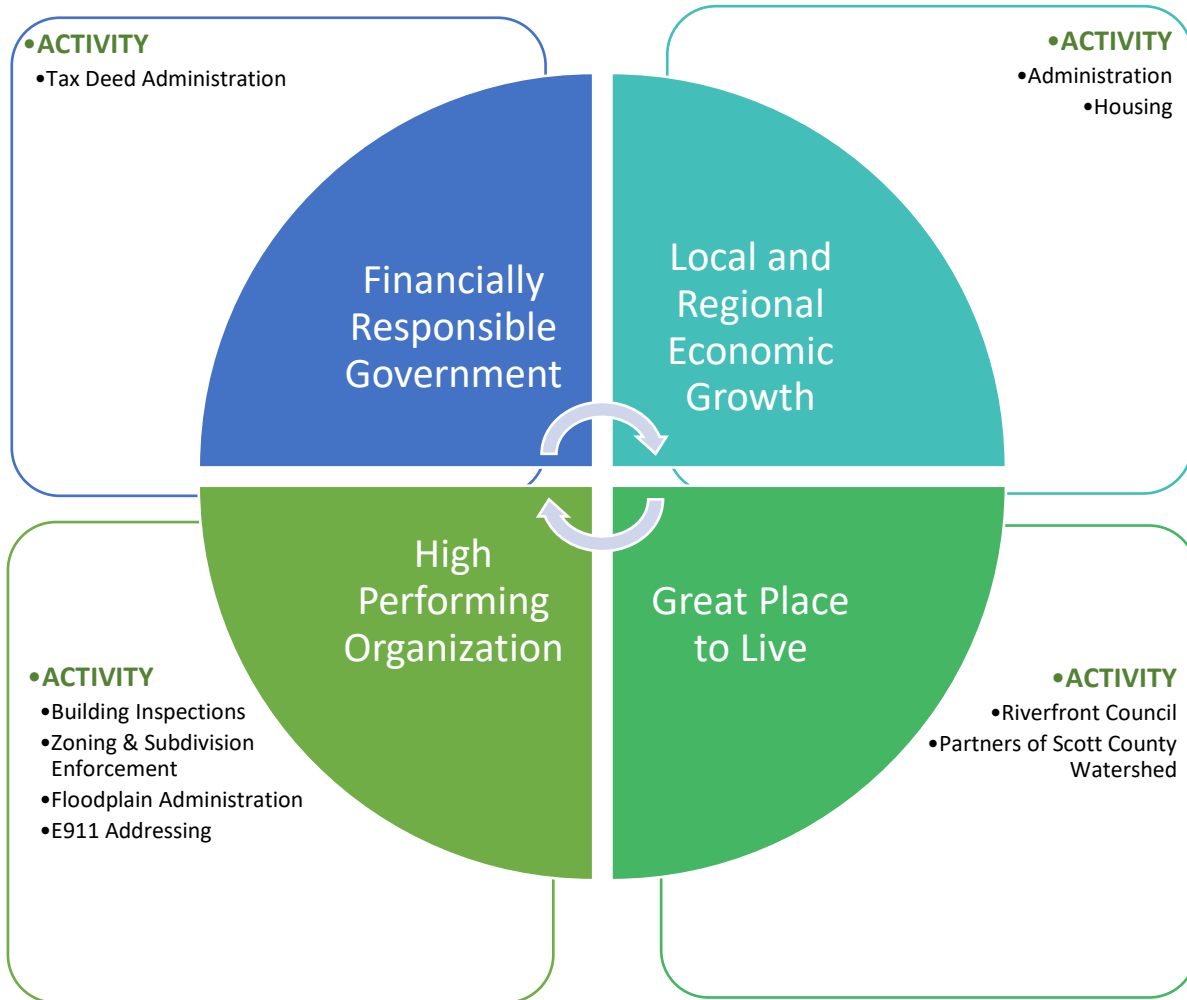
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: Financially Responsible	Maintain vehicle replacement within approved budget. Maximizing on re-sell value to add fund to the Vehicle Replacement Fund.

PLANNING AND DEVELOPMENT



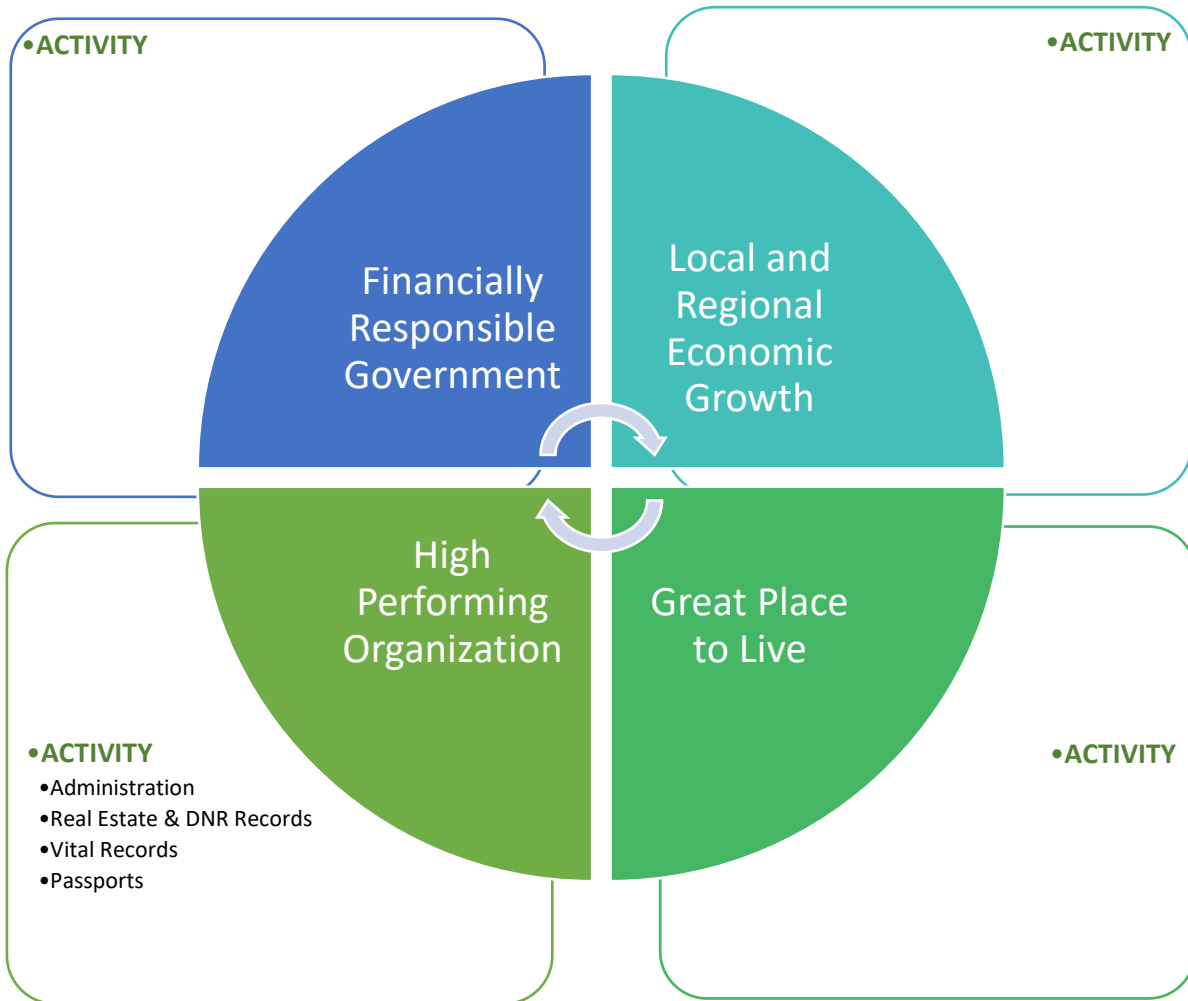
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: Local and Regional Economic Growth	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.
Management: High Performing Organization	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.
Management: Great Place to live	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 & 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.

RECORDER



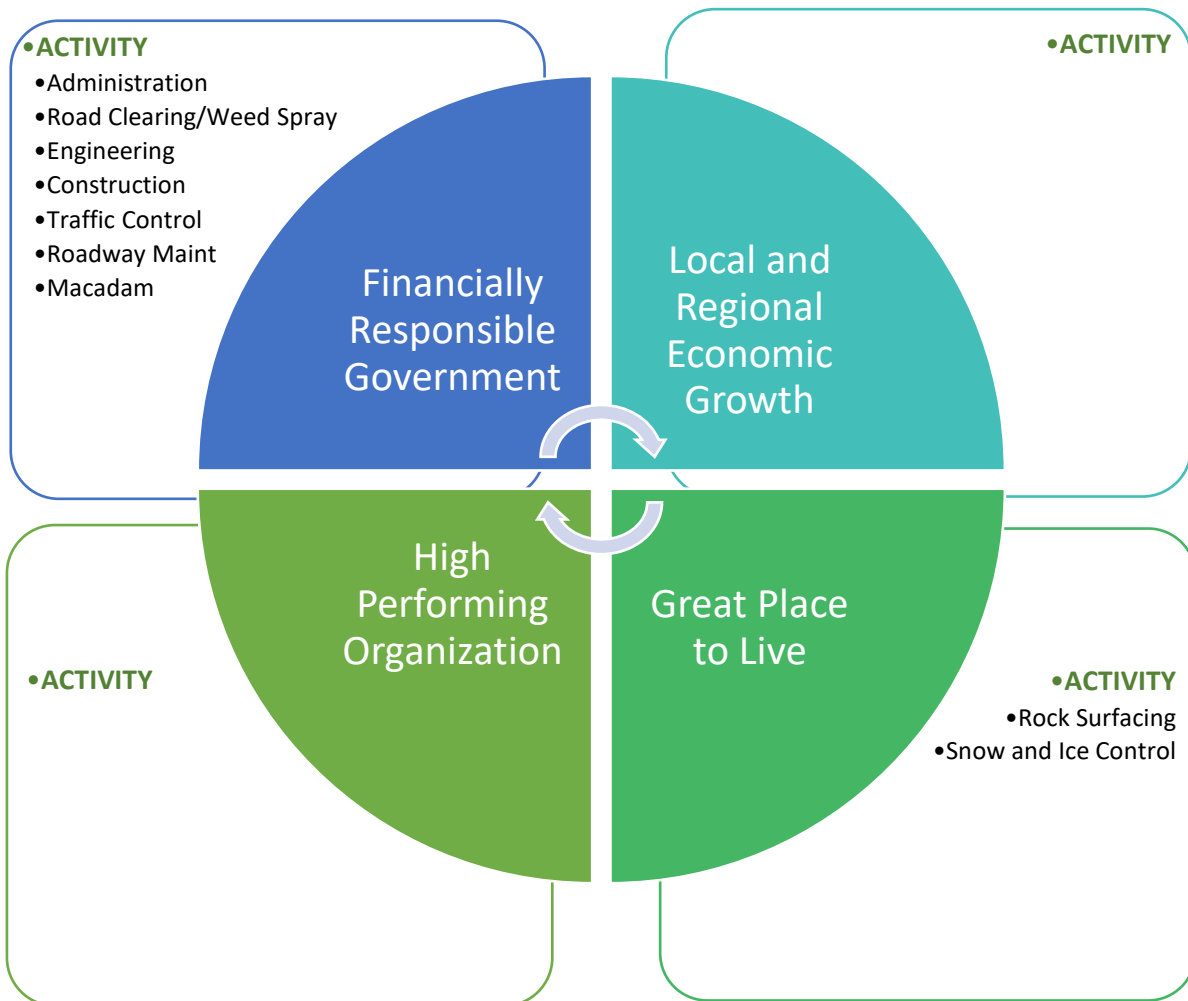
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Management: Digitize real estate documents recorded between 1971-1988.	Allow the public easier access to the real estate documents by digitizing these documents. 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 FY22
Management: Ensure timely processing of real estate recordings, vital records requests and DNR licensing	Cross train multi service clerks to rotate in and out of each program seamlessly to provide timely customer service. Keep programs adequately staffed to provide all services offered by the Recorder's office.
Management: Digitize birth records from 1947-1988	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 FY22

SECONDARY ROADS



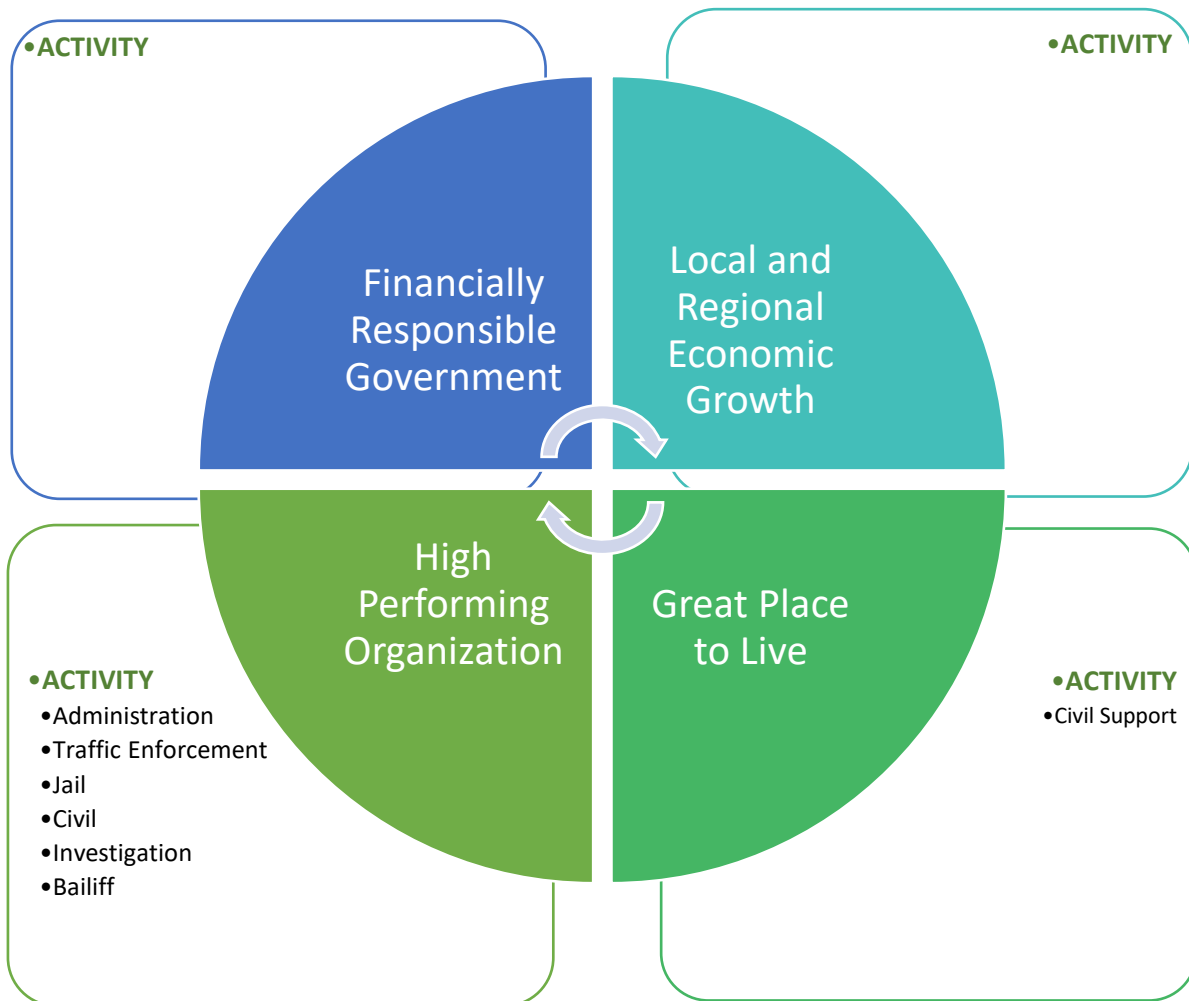
Goals and Outcomes Target Performance Measurements

Performance Outcome(Target):

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

Board: Financially Responsible Government	Our department maintains 114 bridges with an opening of 20 feet or greater. Of those bridges, 37 have an estimated remaining life of 10 years or less with an average replacement cost of \$662,000. In FY22, we are planning to repair one of those bridges by performing an abutment repair project to strengthen the substructure at a cost of \$80,000 which is expected to extend the life of the bridge by an additional 20 years.
Management: Great Place to Live	We are working closely with Emergency Management, the Sheriff's Department, Medic EMS, and local volunteer fire departments to coordinate support services for emergency situations during winter weather emergencies in Scott County.
Management: Financially Responsible Government	Providing and maintaining pavement markings provides a safety enhancement for the traveling public. In FY2022, we will re-paint the centerline on all of our roads that have pavement markings. In addition, we will re-paint the white edgeline on half of these roads.

SHERIFF



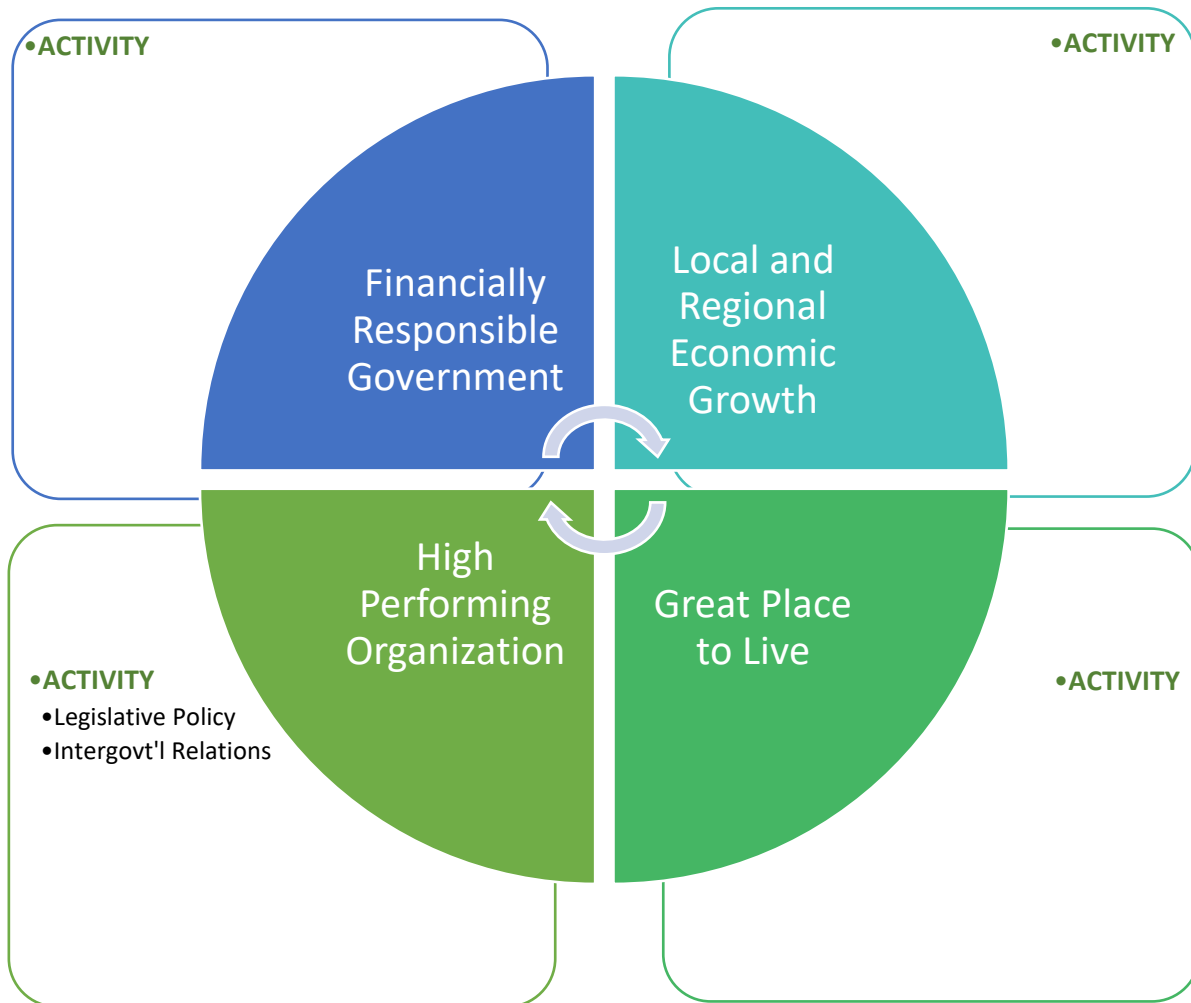
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: High Performing Organization	We will be increasing the number of deputies in Patrol by 3, which will increase our coverage and visibility in the County. We can do more, with more.
Management: A Great Place to Live	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.
Management: Financially Responsible Government	Jail management will continue working with the court system, the County Attorney's Office and the Department of Corrections to reduce jail population by speeding up court proceedings and continuing to use video initial appearances.

BOARD OF SUPERVISORS



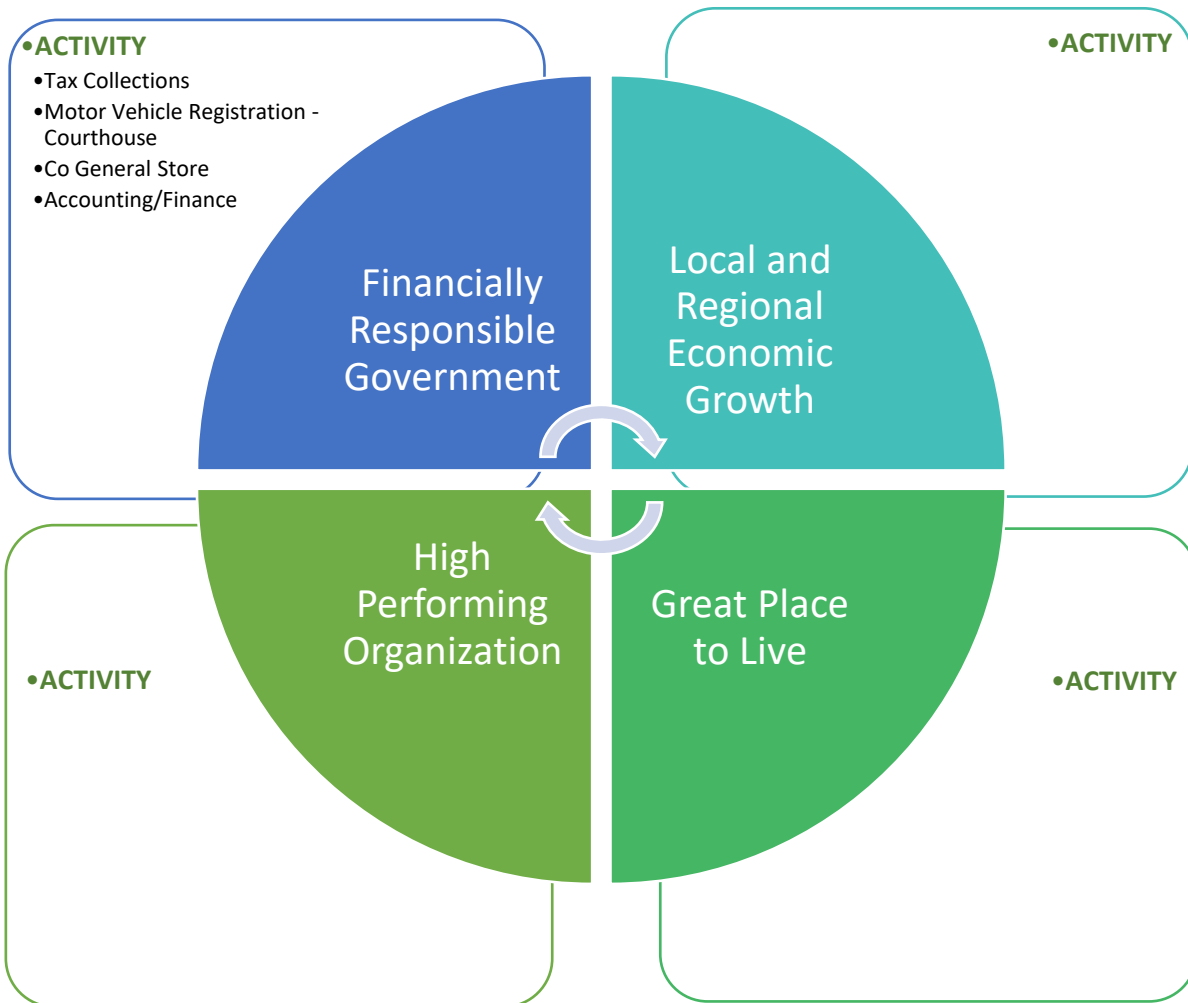
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: Develop plan of Juvenile Detention and Jail capacity shortages.	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.
Board: Develop and assess service plan review for residents of Park View (unincorporated Scott County)	Develop plan for services and infrastructure needs for residents of Park View and identify the resources to address the needs of the residential area.
Board: Develop plan for long term capital plan for campus facilities, space utilization and road / bridge improvement plan.	Continue developing budgeting for services and address internal capital resources and space utilization and the servicing the unincorporated road and bridge improvement plan.

TREASURER



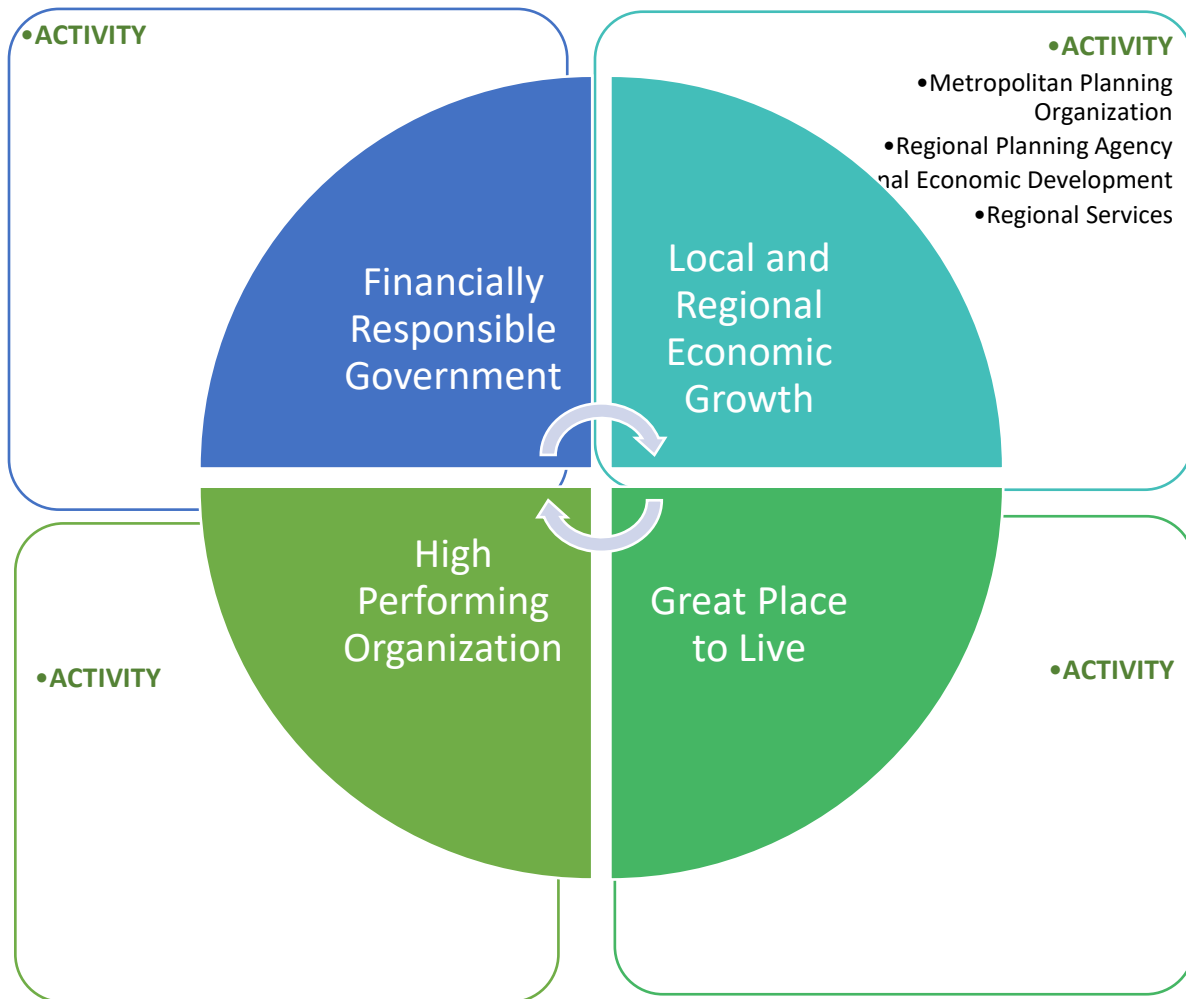
Goals and Outcomes Target Performance Measurements

Performance Outcome(Target):

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

Board: Financially Responsible Government	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.
Management: High Performing Organization	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.
Management: High Performing Organization	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.

BI-STATE REGIONAL COMMISSION



Goals and Outcomes Target Performance Measurements

Performance Outcome(Target):

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

Management: MPO Long Range Plan complete	Success will be measured when the plan written under new guidelines is approved by Federal Highway Administration and Illinois & Iowa Departments of Transportation and is inclusive of all modes.
Management: CEDS Update complete	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.
Management: Implement Mississippi River Ports of Eastern Iowa and Western Illinois / Grant Writing	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.

CENTER FOR ALCOHOL & DRUG SERVICES (CADS)



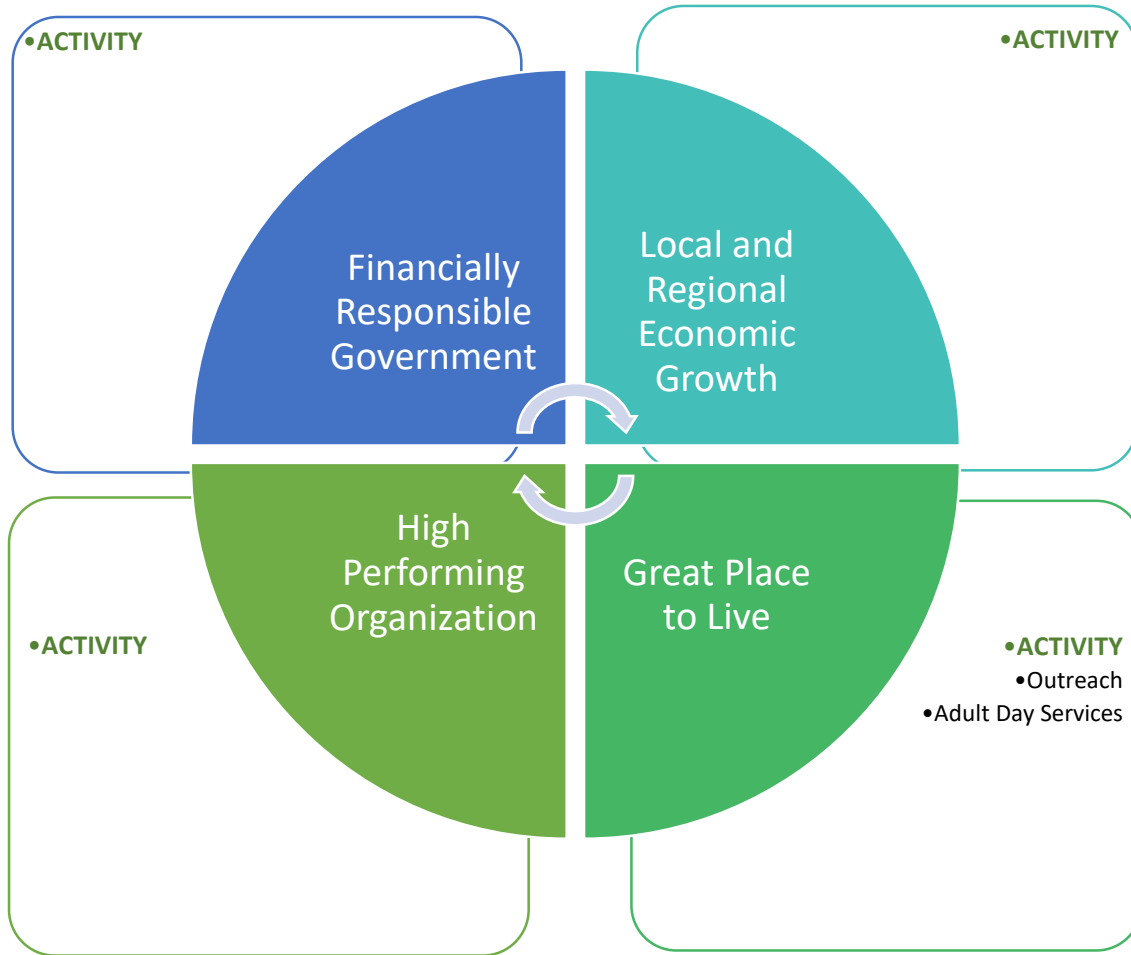
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Management: Clients will successfully complete detoxification.	Clients who enter detoxification will successfully complete that process and not discharge against advice and will transition to a lower level of care.
Management: Case mgmt. will improve retention and treatment completion of high risk criminal justice clients.	Average of 16 case mgmt. contacts to high risk criminal justice clients to improve engagement for at least 125 days. After successful completion of all phases of Jail Based Treatment, Scott Co, inmates will remain involved in treatment for at least 30 days after release with successful completion.
Management: Indicated & selective populations receiving prev. services will gain skills & education on substance issues.	Scott County residents receiving programming will report an increase of substance knowledge or life skills in dealing with substance use issues.

CENTER FOR ACTIVE SENIORS, INC (CASI)



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

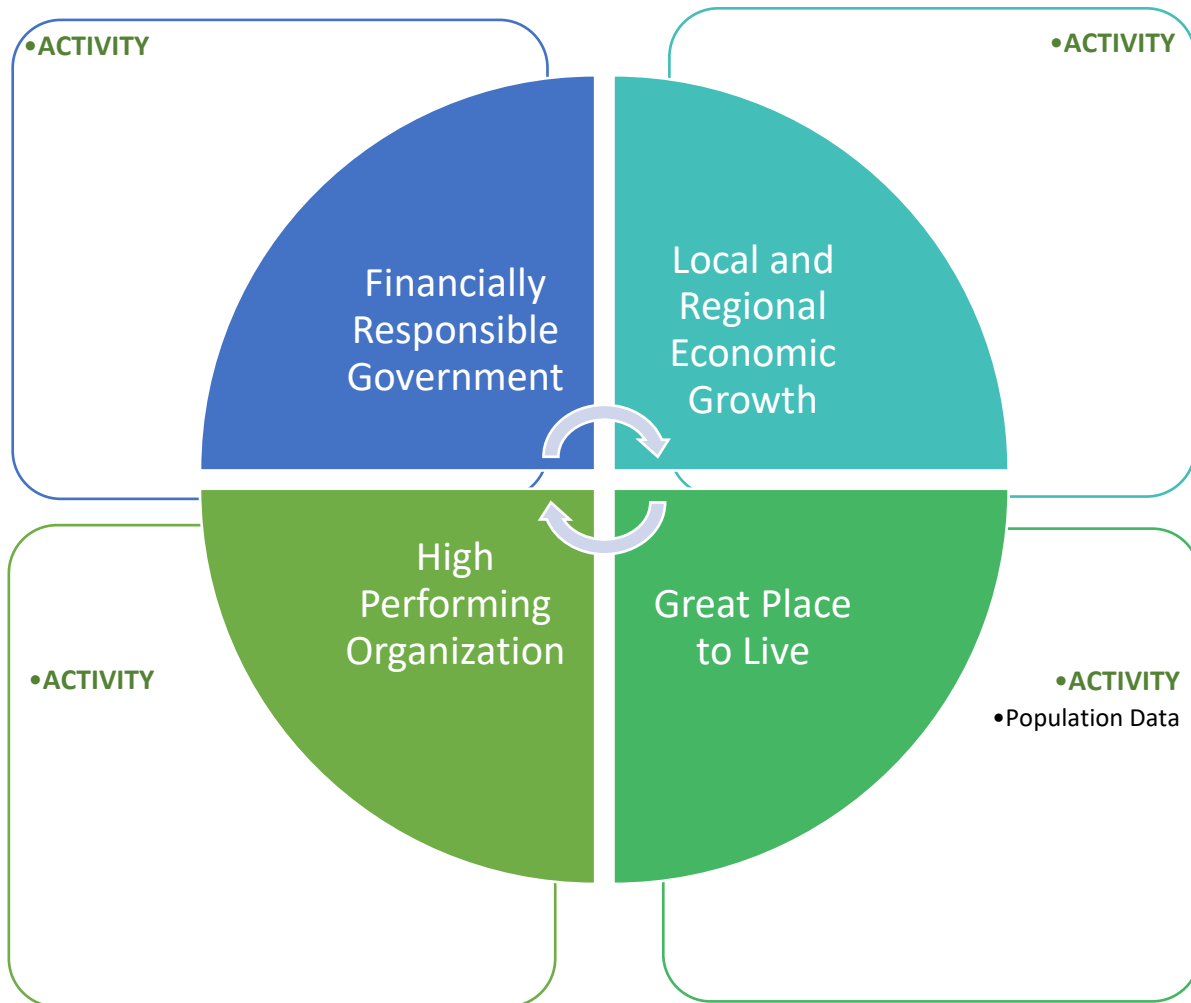
Analysis of Effectiveness: (How well are we doing?)

Management:

CASI enriches the aging process and quality of life of older adults by providing seniors with the community, connections and supportive services they need to age independently with dignity and grace, making Scott County a great place to live.

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.

COMMUNITY HEALTH CARE (CHC)



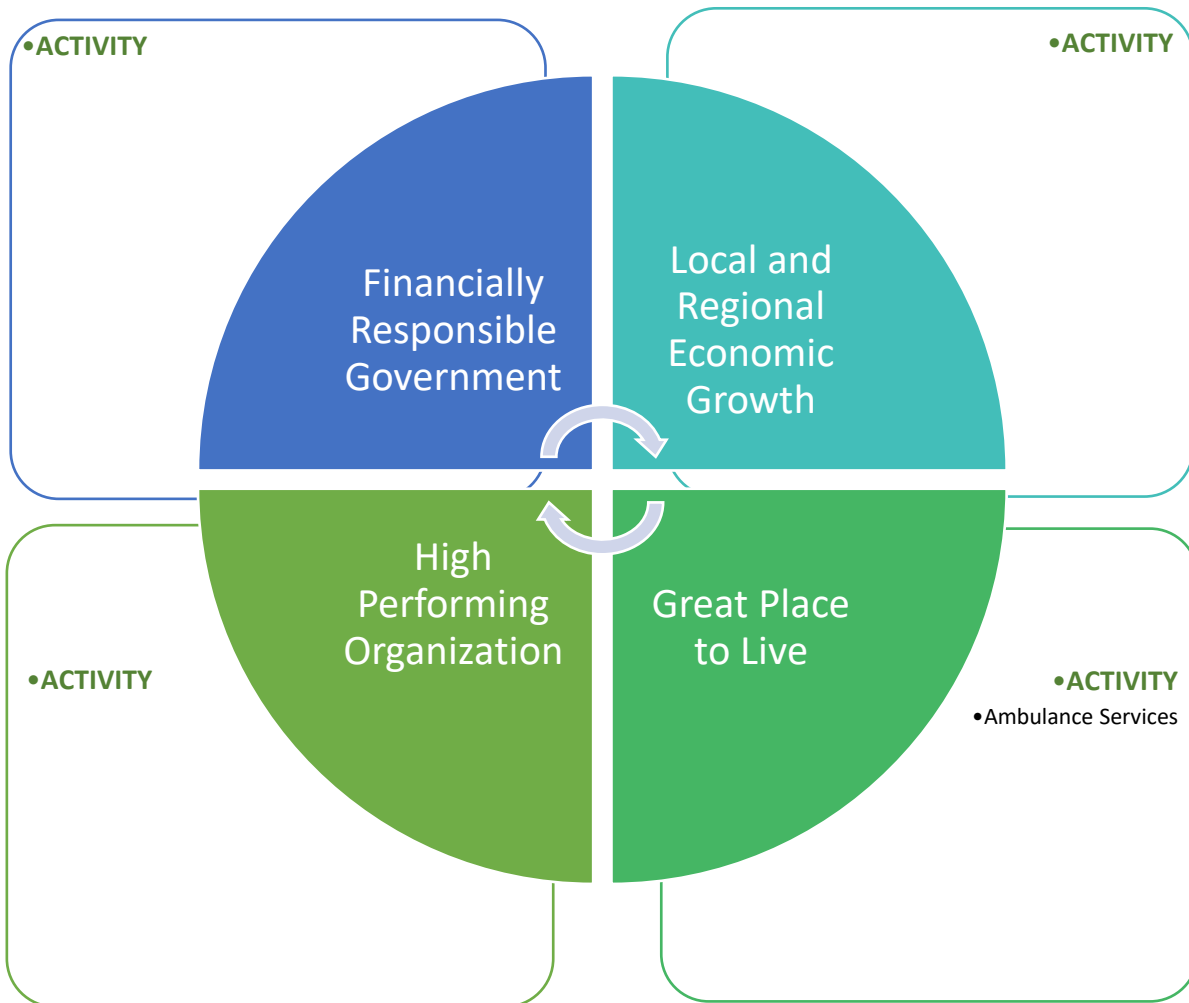
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Management: Great Place to Live - Quality Health Care for All	Increase access to an additional 750 Scott County patients utilizing the Health Center's services.
Management: Great Place to Live - Quality Health Care for All	Increase enrollment to 50 patients in CHC's Serious Mental Illness(SMI) and Substance Use Disorder(SUD) care management program.
Management: Great Place to Live - Quality Health Care for All	Maintain at least 50 diabetic patients in CHC's Diabetic Care Program.

DURANT AMBULANCE



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

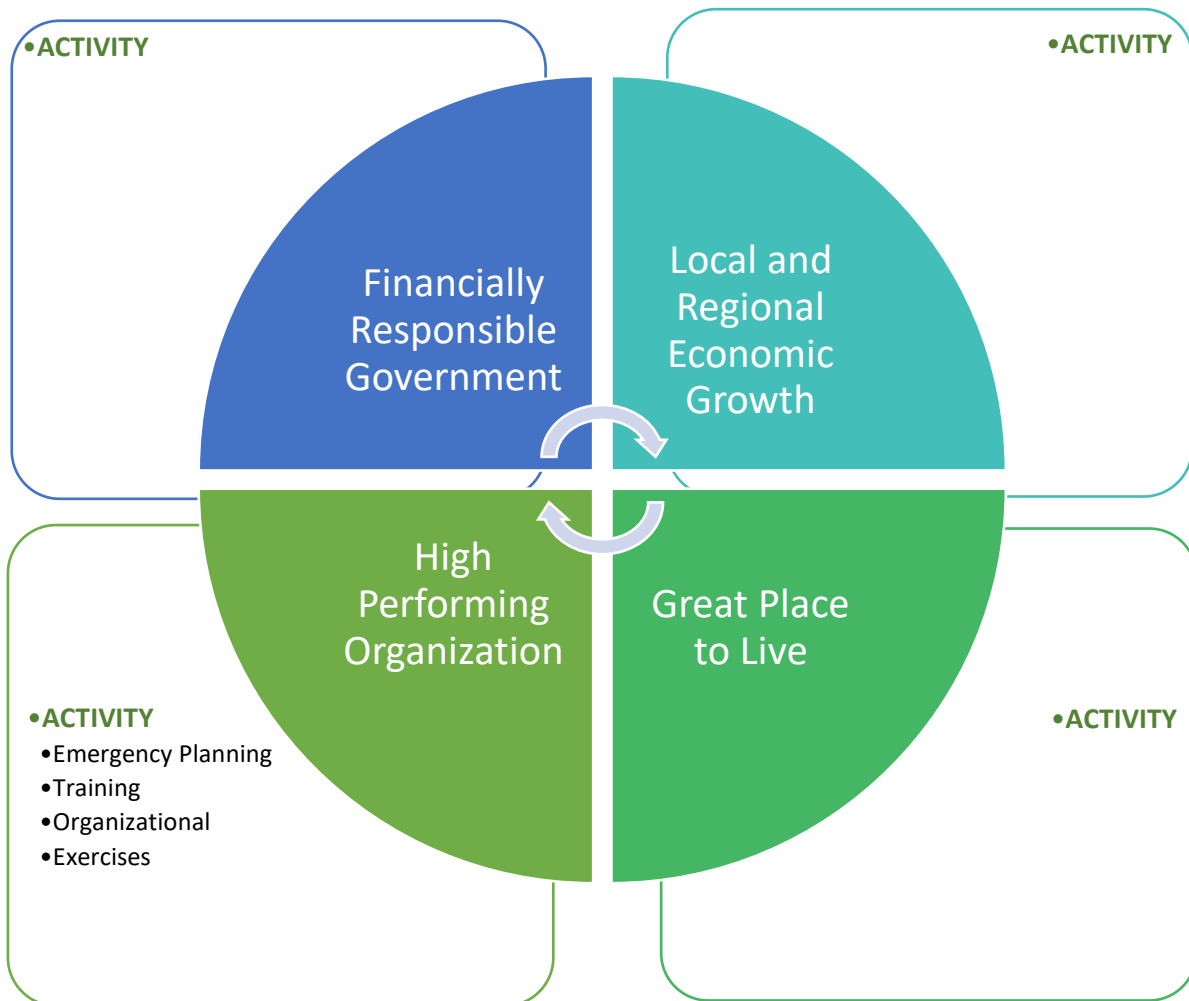
Analysis of Effectiveness: (How well are we doing?)

Board:

Great Place to Live - Emergency medical treatment and transportation

To respond to 911 call within 15 minutes 88% of the time.

EMERGENCY MANAGEMENT AGENCY (EMA)



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

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

SCOTT EMERGENCY COMMUNICATION CENTER (SECC)



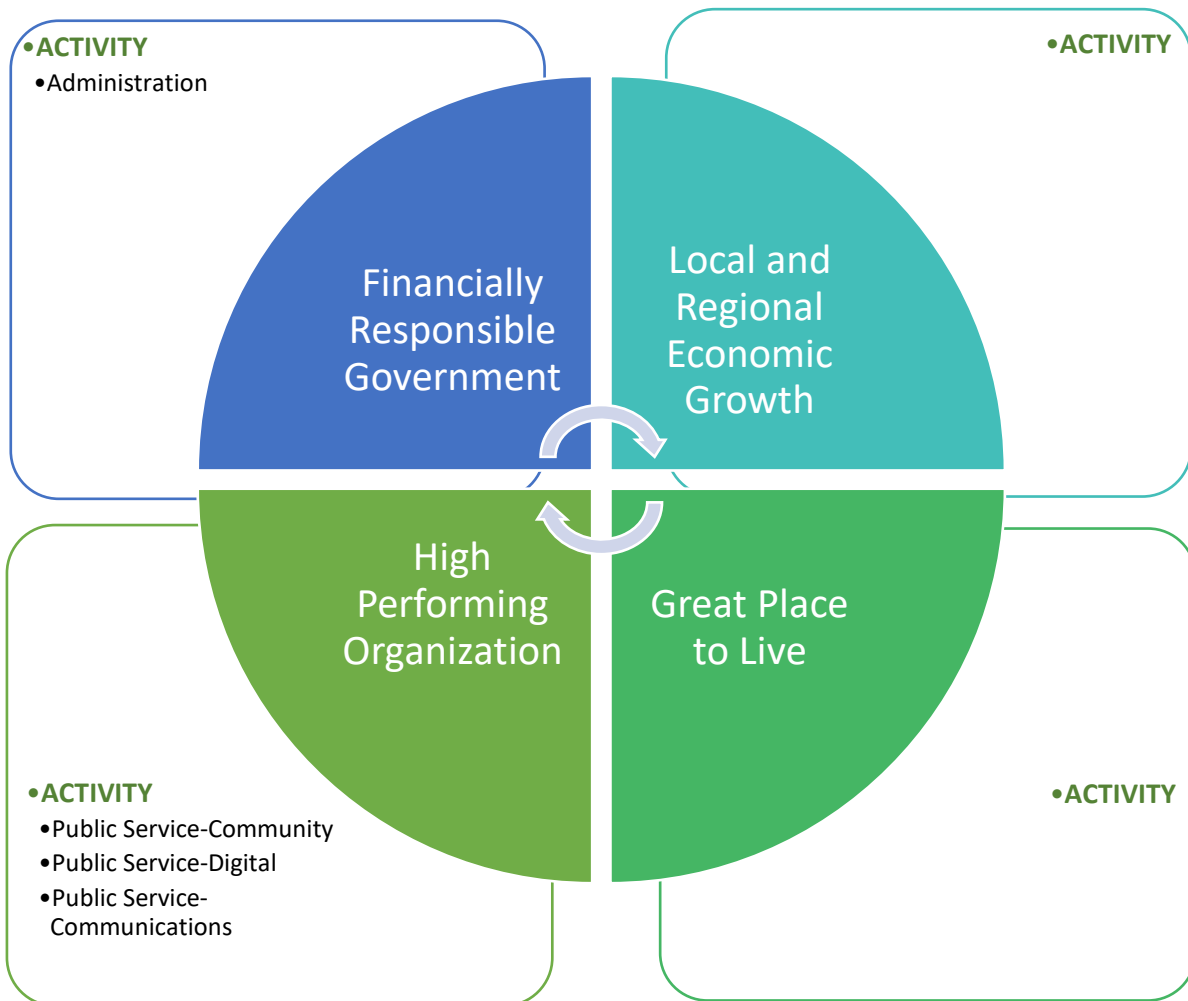
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: Develop goals, objectives and procedures for agency quality assurance and training programs	Engage stakeholders and promulgate goals and objectives. Implement policies and procedures for assessment and training programs.
Management: QC P-25 Radio Project	Successful substantial completion of radio project; deployment of end user devices in progress or planned; all interoperability issues identified and solutions in process.
Management: Strategic Planning and Teambuilding	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;

COUNTY LIBRARY



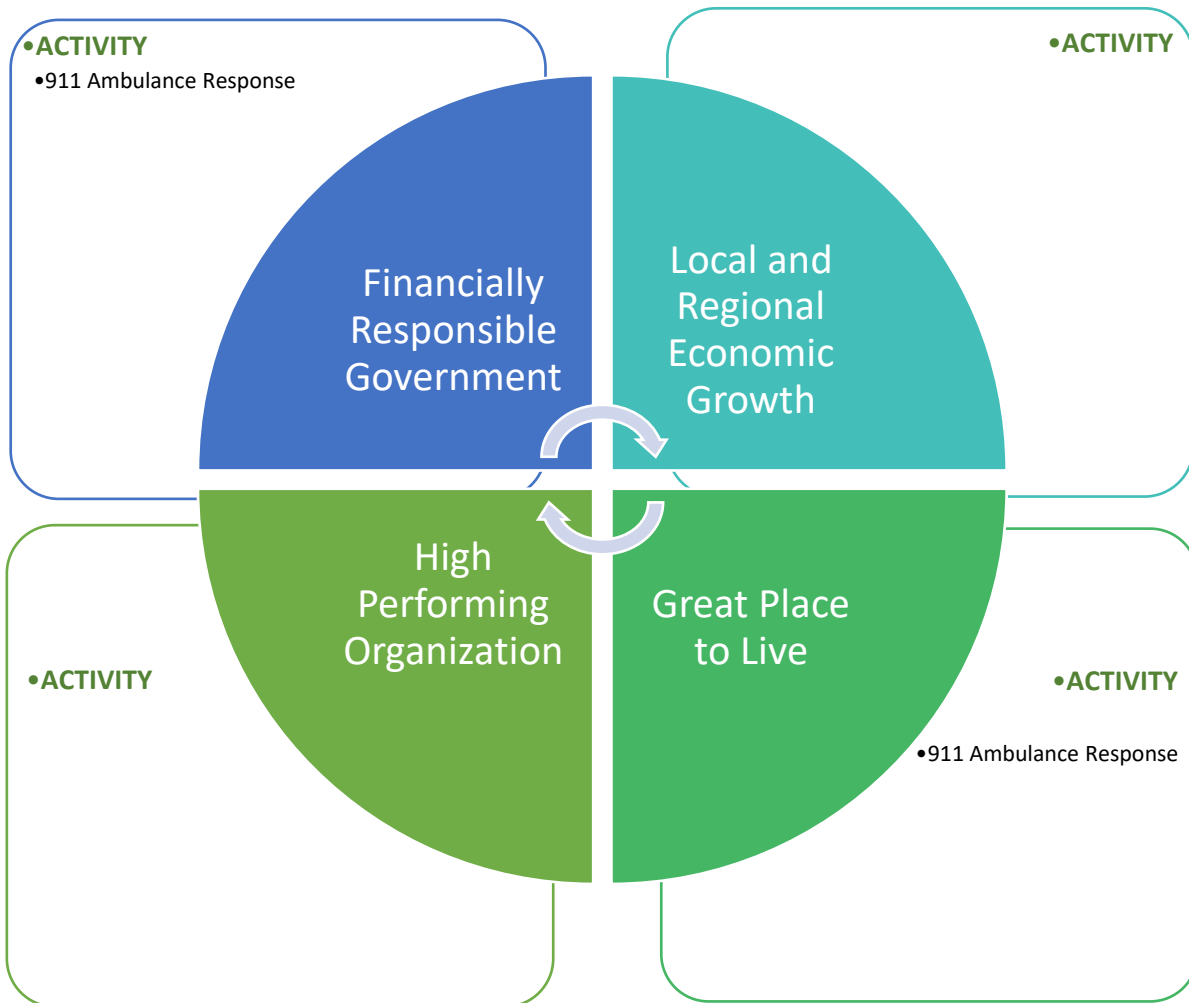
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Management: Increase Community Engagement	The Library will offer a variety of programming services to increase our community engagement.
Management: Expand Library Access	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.

MEDIC AMBULANCE SERVICE



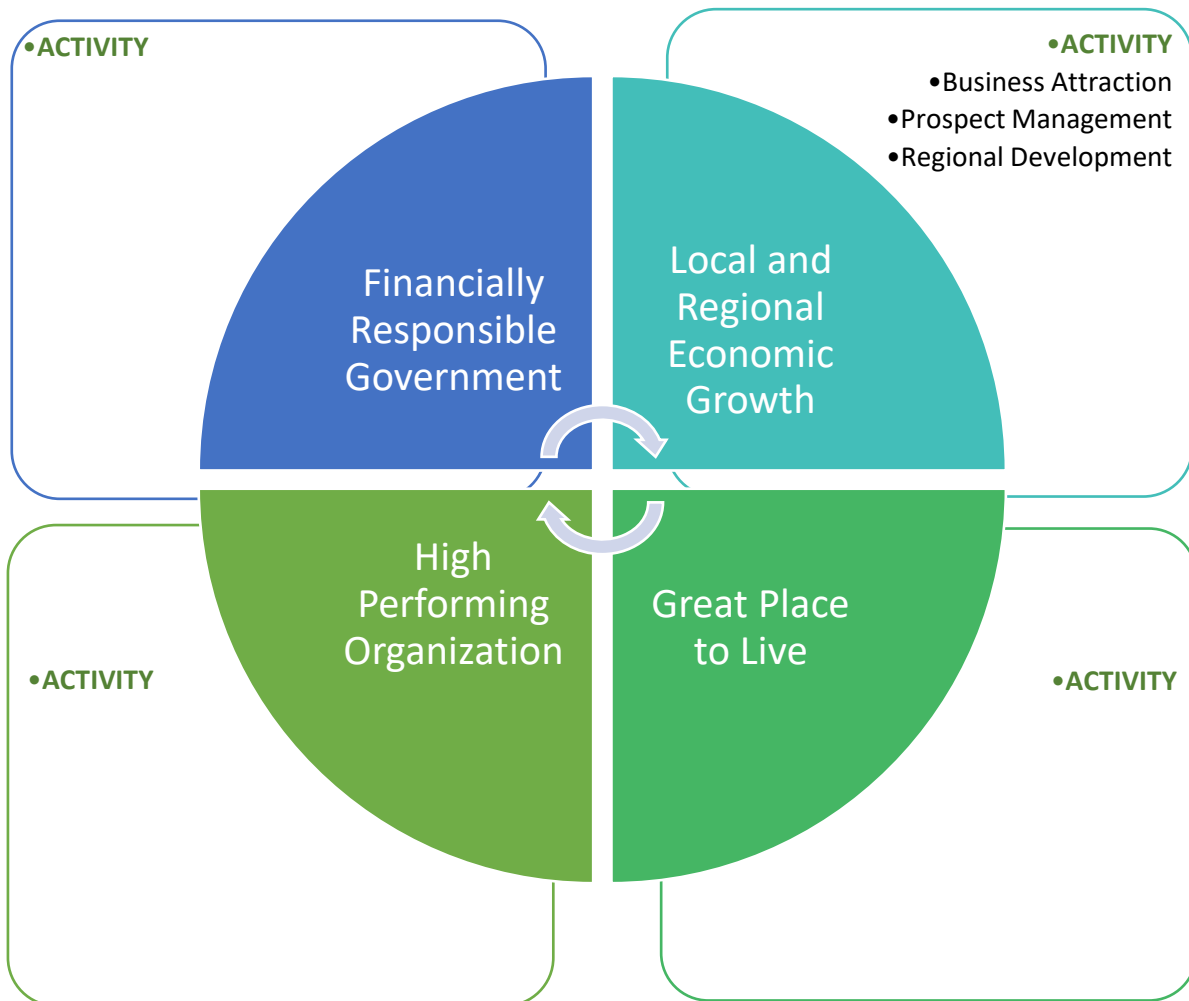
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: Evaluate/determine an optimal, sustainable organizational structure of MEDIC EMS	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.
Management: Ensure that ambulance response times are maintained in a safe and acceptable range.	Monitor metro and rural ambulance response times to achieve goals at 90% reliability.

QUAD CITY CHAMBER



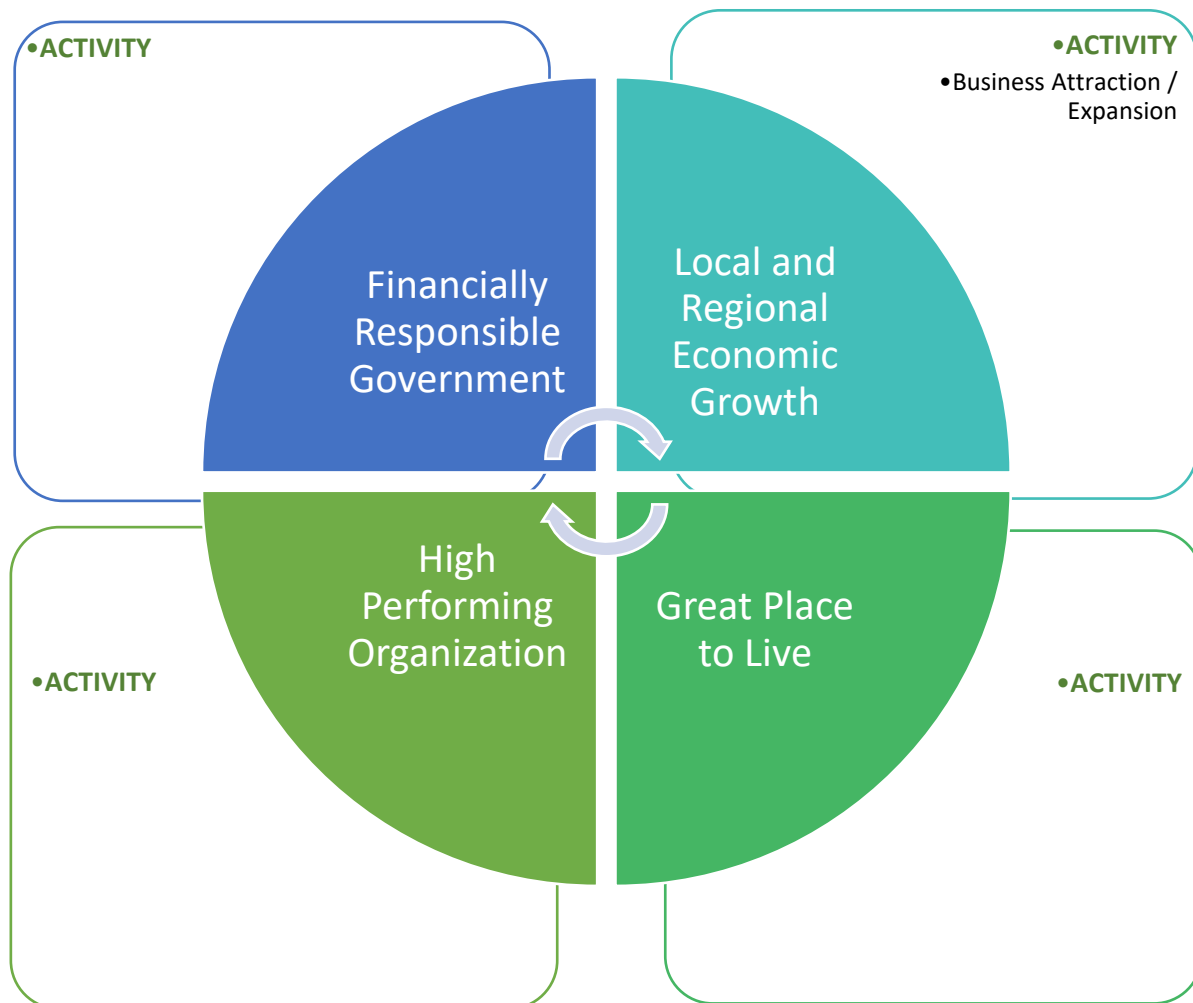
Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: Regional Economic Growth	Provided technical assistance to at least 150 existing businesses to help support regional growth.
Management: Regional Economic Growth	Identified 50 prospective new companies that have indicated a serious interest in the Quad Cities region.
Management: Regional Economic Growth	Quad Cities Chamber involvement produced successful economic development projects that resulted in \$100 million in capital investment and \$50 million in new payroll.

GREATER DAVENPORT REDEVELOPMENT CORPORATON (GDRC)



Goals and Outcomes Top Performance Measurements

Performance Outcome(Target):

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

Board: 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.	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 will let bids on 188K sq. ft facility January 2021.
Management: The GDRC Board is the management function of GDRC, utilizing an Executive Director to perform the daily tasks needed to accomplish the Outcome.	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 is in final negotiation on an Option to Purchase an additional 158 acres and is in Step 3 of State of Iowa Certified Site program.

VISIT QUAD CITIES



Goals and Outcomes Top Performance Measurements

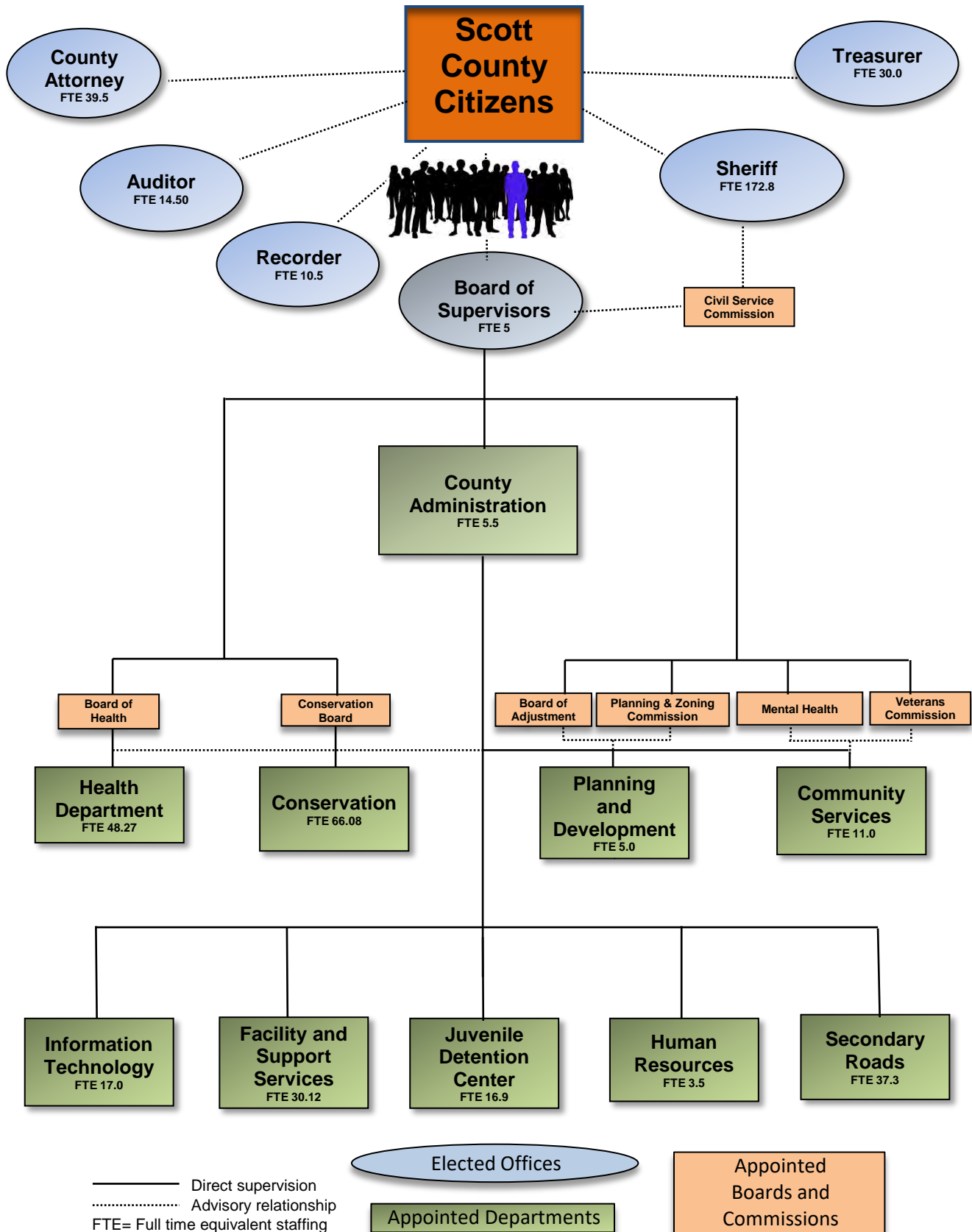
Performance Outcome(Target):

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

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

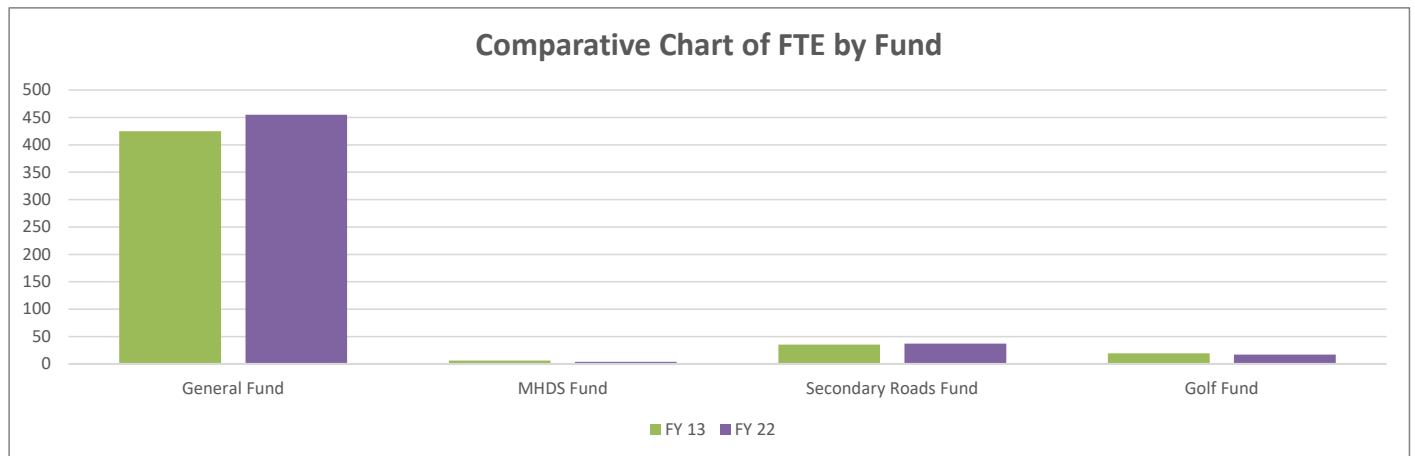
Scott County Government Organizational Chart

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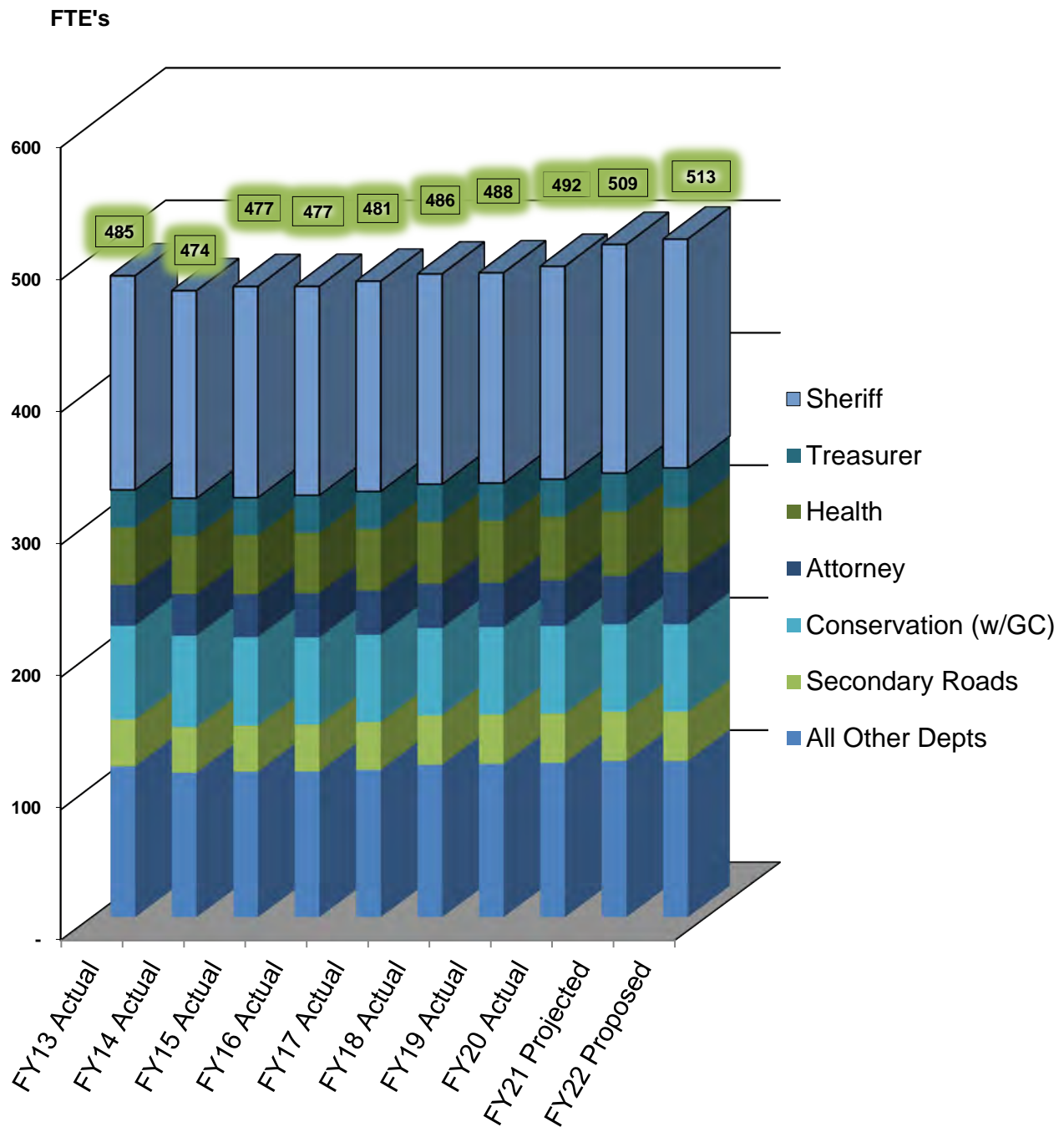
EMPLOYEE AUTHORIZATION HISTORY - 10 YEAR FTE LISTING

<u>Department</u>	<u>FY13</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>FY 21-22 Change</u>
Administration	3.50	3.50	3.50	4.90	5.90	5.90	5.50	5.50	5.50	5.50	-
Attorney	31.00	31.50	32.50	33.50	33.50	33.50	33.50	34.50	36.50	39.50	3.00
Auditor	14.05	14.05	14.05	14.05	14.05	14.05	14.05	14.50	14.50	14.50	-
Community Services	11.50	10.00	10.00	10.00	10.00	10.50	11.00	11.00	11.00	11.00	-
Conservation (net of golf course)	51.45	49.70	48.85	48.85	48.85	49.10	49.10	49.10	49.10	49.10	-
Facility and Support Services	30.55	29.60	30.50	28.50	28.70	29.87	29.87	30.12	30.12	30.12	-
Health	43.25	43.97	44.52	45.52	46.52	46.92	46.92	48.07	48.27	48.27	-
Human Resources	4.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	-
Information Technology	15.40	15.40	15.40	15.40	15.00	16.00	16.00	16.00	17.00	17.00	-
Juvenile Detention Services	15.00	14.20	14.20	15.00	15.40	16.40	16.90	16.90	16.90	16.90	-
Planning & Development	4.08	4.08	3.83	4.33	4.33	4.58	4.58	5.00	5.00	5.00	-
Recorder	11.50	11.00	11.00	10.50	10.50	10.50	10.50	10.50	10.50	10.50	-
Secondary Roads	35.40	34.40	34.85	35.45	36.15	36.90	37.30	37.30	37.30	37.30	-
Sheriff	161.75	156.80	159.50	157.80	158.60	158.80	158.80	160.80	172.80	172.80	-
Supervisors	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	-
Treasurer	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>	<u>29.00</u>	<u>30.00</u>	<u>1.00</u>
SUBTOTAL	465.93	454.70	459.20	460.30	464.00	469.52	470.52	475.79	491.99	495.99	4.00
Golf Course Enterprise	<u>19.35</u>	<u>19.35</u>	<u>17.98</u>	<u>17.98</u>	<u>16.98</u>	<u>16.98</u>	<u>16.98</u>	<u>16.98</u>	<u>16.98</u>	<u>16.98</u>	<u>-</u>
TOTAL	<u>485.28</u>	<u>474.05</u>	<u>477.18</u>	<u>478.28</u>	<u>480.98</u>	<u>486.50</u>	<u>487.50</u>	<u>492.77</u>	<u>508.97</u>	<u>512.97</u>	<u>4.00</u>



FTE (Full Time Equivalents) STAFFING TRENDS

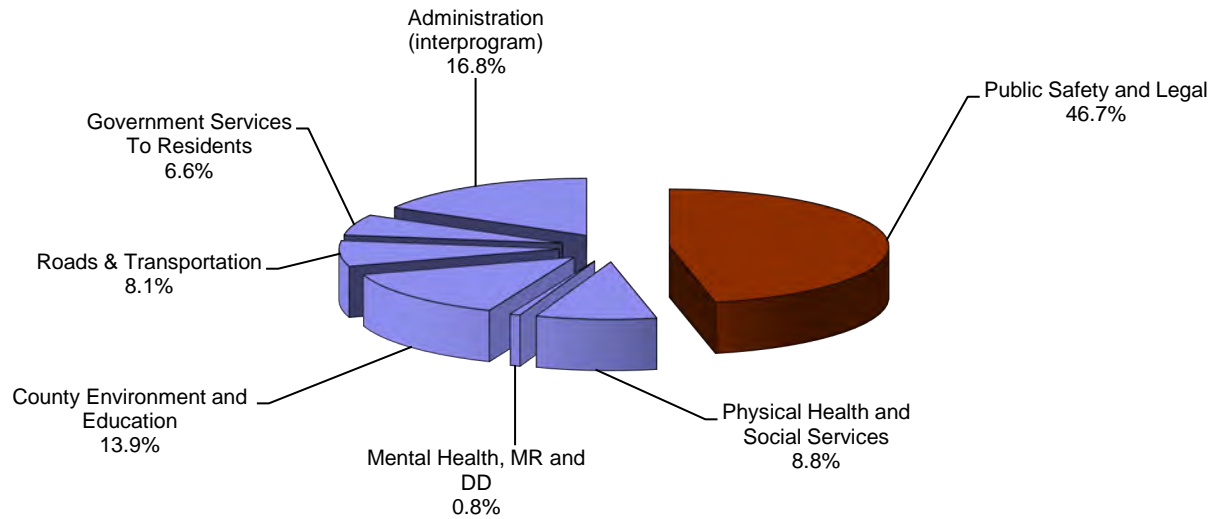
TEN YEAR COMPARISON



Total FTE's have increased 28 positions or 5.7% over the past 10 years. 5.0 positions have been added to the Health Department, primarily grant funded positions or for the Jail Inmate Health program. 8.5 positions have been added to the Attorney's office to support criminal and risk management. Sheriff department has increased 11.05 positions for Jail & Patrol Safety.

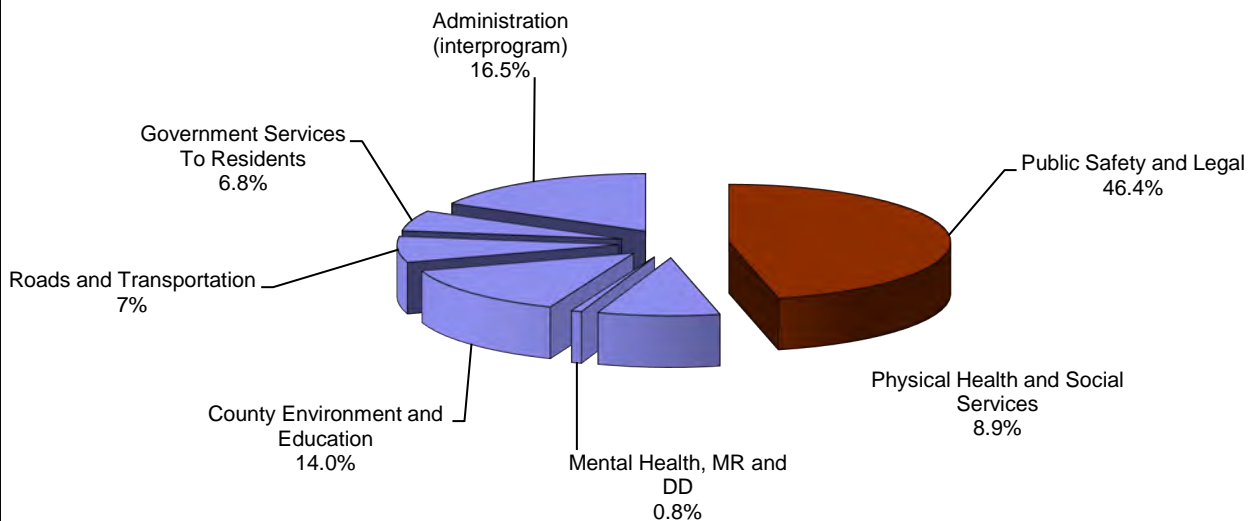
FTE (Full Time Equivalents) Staffing FY21 vs FY22 - By Service Area

FY22 BUDGET: 512.97 FTE's



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

FY21 BUDGET: 508.97 FTE's



GOVERNMENTAL FUNDS, STATE SERVICE AREAS AND RELATED DEPARTMENTS

General Fund

Public Safety & Legal Services

- Attorney
- Community Services
- Health
- Juvenile Court Services
- Non-Departmental
- Sheriff
- Center for Alcohol & Drug Services
- Emergency Management Agency
- Durant Ambulance
- Medic Ambulance

Physical Health & Social Services

- Community Services
- Health
- Human Services
- Center for Alcohol & Drug Services
- Center for Active Seniors, Inc.
- Community Health Care
- Handicapped Development Center

Mental Health & Disability Services

- Community Services



County Environment and Education

- Conservation
- Planning & Development
- Bi-State Regional Commission
- Quad Cities Chamber of Commerce
- Visit Quad Cities

Government Services to Residents



- Auditor
- Recorder
- Treasurer

Administration

- Administration
- Attorney
- Auditor
- Information Technology
- Facility & Support Services
- Non-Departmental
- Human Resources
- Board of Supervisors
- Treasurer

Major Revenue Sources of the **General Fund** are Property Taxes (70%), Other County Taxes (8%), Intergovernmental (9%) and Charges for Services (9%).

Special Revenue Funds

Mental Health & Disability Services

- Mental Health & Disability Services
- Community Services
- Facility & Support Services
- Center for Active Seniors, Inc.

Rural Services

- County Environment and Education
- County Library

Secondary Roads Fund

- Roads & Transportation
- Secondary Roads
- Capital Projects

Recorders Management

- Government Services to Residents
- Recorder

Debt Service Fund

Debt Service

- Debt Service

Capital Projects Fund

Capital Projects

- Capital Projects
- Secondary Roads
- Conservation

Major Revenues of **MHDS** are Property Taxes (86%) and Intergovernmental (7%).

Major Revenues of **Rural Services Fund** are Property Taxes (94%)

Major Revenues of **Secondary Roads Fund** are Intergovernmental Road Use Tax (53%) 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 (64%) and Intergovernmental revenues and credits (33%)

Major Revenues of the **Capital Projects Fund** are transfers from the General Fund (56%) and Gaming Taxes (11%)

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 06/30/21</u>	<u>Revenues*</u>	<u>Expenditures*</u>	<u>Estimated Balance 06/30/22</u>
Major Governmental Funds				
General Fund	\$ 15,589,648	\$ 76,604,642	\$ 77,043,562	\$ 15,150,728
Mental Health & Disability Services	778,259	3,953,844	5,566,422	(834,319)
Secondary Roads	2,147,788	8,342,148	9,134,600	1,355,336
Debt Service	6,926,698	4,497,982	4,848,149	6,576,531
Capital Improvements				
General	5,126,842	4,747,800	5,438,200	4,436,442
Bond Issuance	1,621,087	15,000	1,636,087	-
Vehicle	110,340	352,000	350,000	112,340
Conservation Equip Reserve	441,369	58,000	499,000	369
Conservation CIP Reserve	<u>41,864</u>	<u>854,000</u>	<u>887,800</u>	<u>8,064</u>
Total Capital Improvements	7,341,502	6,026,800	8,811,087	4,557,215
Total Major Governmental Funds	32,783,895	99,425,416	105,403,820	26,805,491
Nonmajor Governmental Funds				
Rural Services	107,334	3,438,213	3,449,165	96,382
Recorder's Record Mgt	<u>63,725</u>	<u>32,200</u>	<u>45,000</u>	<u>50,925</u>
Total Nonmajor Governmental Funds	171,059	3,470,413	3,494,165	147,307
Business-Type Activities Fund				
Golf Course Enterprise	<u>2,333,089</u>	<u>1,073,200</u>	<u>1,351,522</u>	<u>2,054,767</u>
Total*	<u>\$ 35,288,043</u>	<u>\$ 103,969,029</u>	<u>\$ 110,249,507</u>	<u>\$ 29,007,565</u>

*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 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
Major Governmental Funds					
General Fund	\$ 72,848,925	\$ 74,960,075	\$ 78,638,439	\$ 76,604,642	2.2%
Mental Health & Disability Services	5,919,333	5,628,347	5,699,751	3,953,844	-29.8%
Secondary Roads	8,455,572	8,575,177	8,378,037	8,342,148	-2.7%
Debt Service	6,166,697	4,598,321	4,583,321	4,497,982	-2.2%
Capital Improvements					
General	4,528,348	4,264,500	7,588,060	4,747,800	11.3%
Bond Issuance	12,037,428	75,000	80,000	15,000	-80.0%
Vehicle	118,790	257,000	442,000	352,000	37.0%
Conservation Equip Reserve	123,949	125,000	169,600	58,000	-53.6%
Conservation CIP Reserve	<u>55,231</u>	<u>44,000</u>	<u>475,000</u>	<u>854,000</u>	1840.9%
Total Capital Improvements	16,863,746	4,765,500	8,754,660	6,026,800	26.5%
Total Major Governmental Funds	110,254,273	98,527,420	106,054,208	99,425,416	0.9%
Nonmajor Governmental Funds					
Rural Services	3,280,330	3,328,969	3,330,844	3,438,213	3.3%
Recorder's Record Mgt	<u>38,182</u>	<u>32,200</u>	<u>30,500</u>	<u>32,200</u>	0.0%
Total Nonmajor Governmental Funds	3,318,512	3,361,169	3,361,344	3,470,413	3.3%
Business-Type Activities Fund					
Golf Course Enterprise	<u>1,008,173</u>	<u>1,079,200</u>	<u>1,073,200</u>	<u>1,073,200</u>	-0.6%
Total*	<u>\$ 114,580,958</u>	<u>\$ 102,967,789</u>	<u>\$ 110,488,752</u>	<u>\$ 103,969,029</u>	1.0%

*Includes interfund transfers and non-budgeted fund activity

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

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

Note: Debt service reflect the increase in property tax revenue for the 2019 General Obligation Communications and Refunding Bonds.

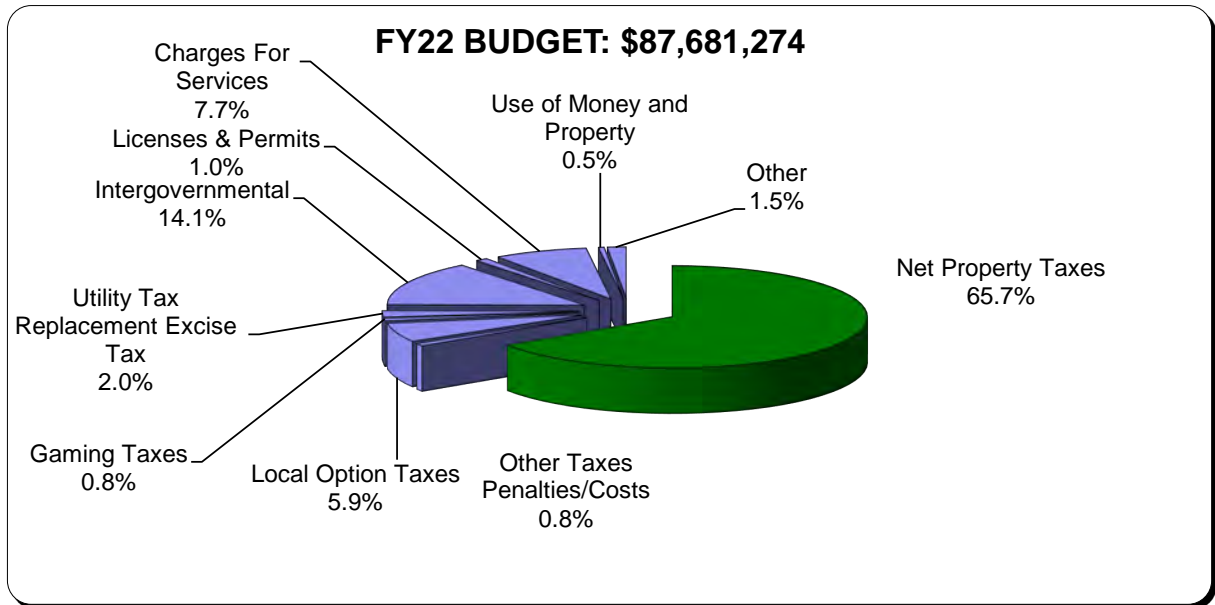
Note: Capital Improvements (General) decrease reflects the state grant for West Lake Restoration.

ALL COUNTY FUNDS - REVENUES RECONCILIATION INFORMATION

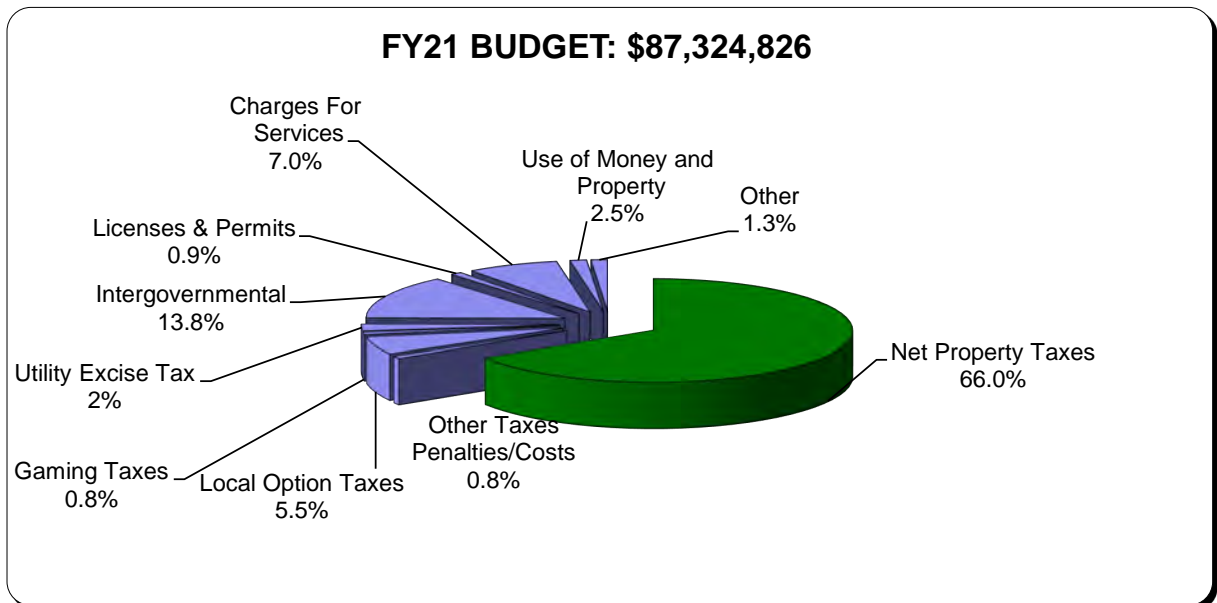
	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
Revenues per summary statement	\$ 114,580,958	\$ 102,967,789	\$ 110,488,752	\$ 103,969,029	1.0%
Less transfers in:					
GENERAL BASIC					
Recorder's Record Mgt	20,000	20,000	20,000	20,000	0.0%
GENERAL SUPPLEMENTAL					
General Basic	7,861,667	7,069,263	7,069,263	6,517,755	-7.8%
SECONDARY ROADS					
General Basic	941,000	970,000	970,000	997,000	2.8%
Rural Services Basic	2,709,000	2,755,000	2,755,000	2,848,000	3.4%
CAPITAL IMPROVEMENT					
General Basic	2,910,270	2,970,000	4,621,035	3,095,000	4.2%
Recorder's Record Mgt	25,000	25,000	25,000	25,000	N/A
Conservation Equipment	52,525	101,200	101,200	-	-100.0%
Conservation CIP Reserve	724,382	428,300	1,517,535	887,800	107.3%
VEHICLE REPLACEMENT					
General Basic	100,000	225,000	400,000	325,000	44.4%
CONSERVATION CAPITAL IMPROVEMENT					
General Basic	-	-	-	-	N/A
Conservation Equipment Reserve	-	-	400,000	499,000	N/A
Total Transfers In	15,343,844	14,563,763	17,879,033	15,214,555	4.5%
Less: Proceeds of fixed assets	121,385	220,000	281,600	160,000	-27.3%
Less: Proceeds of Debt Issuance	14,562,592	-	-	-	N/A
Less Non-Budgeted Funds					
GOLF COURSE ENTERPRISE REVENUES	<u>1,008,173</u>	<u>1,079,200</u>	<u>1,073,200</u>	<u>1,073,200</u>	-0.6%
Total Non-Budgeted Funds	<u>1,008,173</u>	<u>1,079,200</u>	<u>1,073,200</u>	<u>1,073,200</u>	-0.6%
Net Budgeted Revenues	<u>\$ 83,544,964</u>	<u>\$ 87,104,826</u>	<u>\$ 91,254,919</u>	<u>\$ 87,521,274</u>	0.5%

COUNTY REVENUES BY SOURCE

Budgeted Funds



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

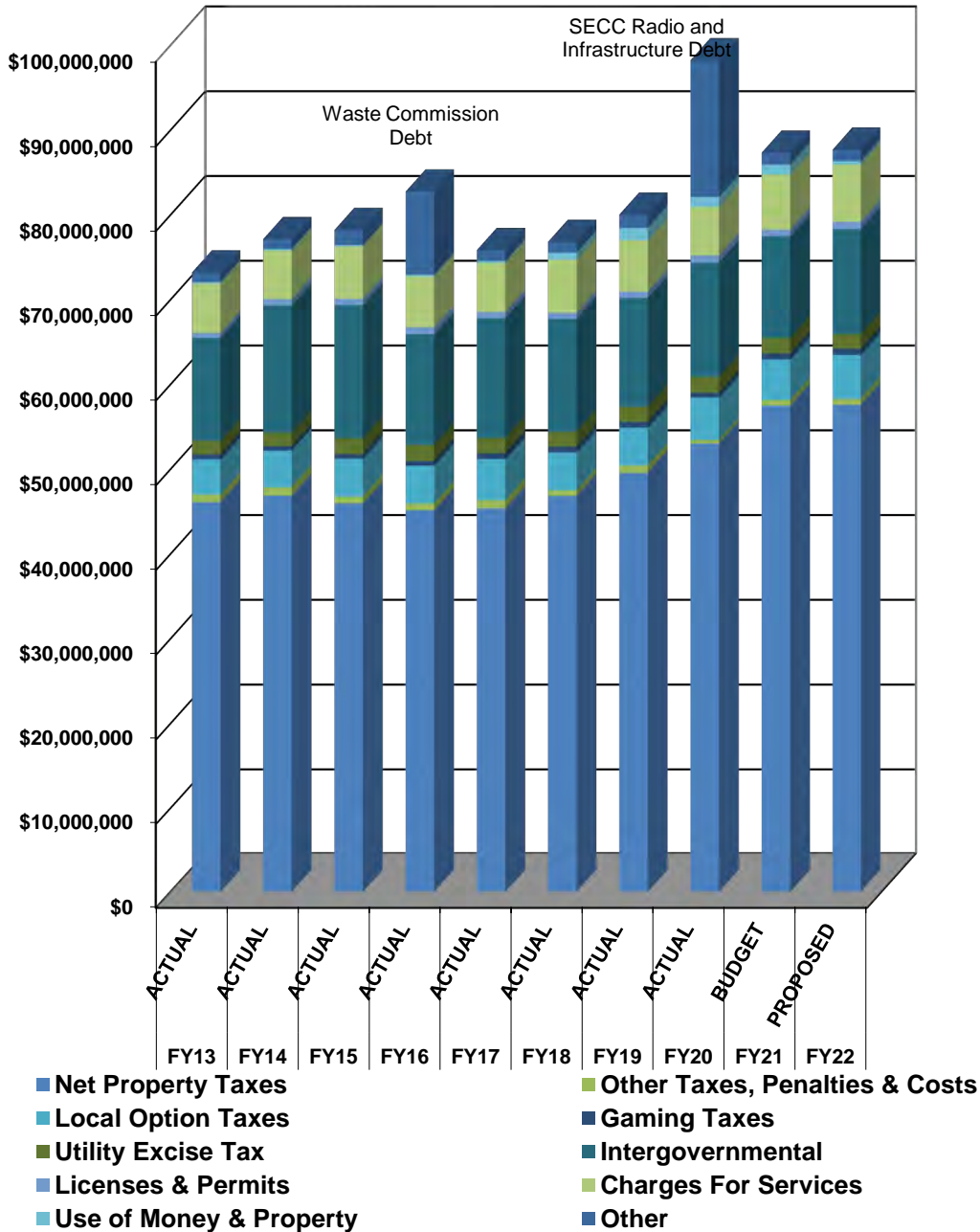


REVENUE SOURCES

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

<u>Revenues</u>	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
Taxes Levied on Property	\$ 55,546,597	\$ 59,873,149	\$ 59,873,149	\$ 60,116,285	0.4%
Less: Uncollected Delinq Taxes-Levy Yr	12,033	20,700	20,700	19,716	-4.8%
Less: Credits To Taxpayers	<u>2,533,561</u>	<u>2,386,928</u>	<u>2,386,928</u>	<u>2,522,030</u>	5.7%
Net Current Property Taxes	53,001,003	57,465,521	57,465,521	57,574,539	0.2%
Add: Delinquent Property Tax Revenue	<u>12,033</u>	<u>20,700</u>	<u>20,700</u>	<u>19,716</u>	-4.8%
Total Net Property Taxes	53,013,036	57,486,221	57,486,221	57,594,255	0.2%
Penalties, Interest & Costs On Taxes	314,158	590,000	590,000	590,000	0.0%
Other County Taxes	<u>93,202</u>	<u>69,001</u>	<u>69,001</u>	<u>93,211</u>	35.1%
Total Other Taxes, Penalties & Costs	407,360	659,001	659,001	683,211	3.7%
Local Option Taxes	5,006,394	4,800,000	5,400,000	5,200,000	8.3%
Gaming Taxes	577,668	680,000	705,000	720,000	5.9%
Utility Tax Replacement Excise Tax	1,857,243	1,854,323	1,854,523	1,728,032	-6.8%
Intergovernmental:					
State Shared Revenues	4,497,873	4,192,812	3,983,172	4,227,283	0.8%
State Grants & Reimbursements	3,367,609	3,177,421	3,434,440	3,247,735	2.2%
State / Federal Pass Through Rev	2,533,561	503,165	3,864,797	2,522,030	401.2%
State Credits Against Levied Taxes	593,970	2,386,928	2,386,928	466,823	-80.4%
Other State Credits	1,604,065	1,148,110	1,606,009	1,146,119	-0.2%
Federal Grants & Entitlements	116,884	15,000	405,000	7,500	-50.0%
Contr & Reimb From Other Govts	760,599	546,747	573,268	761,044	39.2%
Payments in Lieu of Taxes	<u>8,040</u>	<u>7,900</u>	<u>8,050</u>	<u>8,050</u>	1.9%
Subtotal Intergovernmental	13,482,601	11,978,083	16,261,664	12,386,584	3.4%
Licenses & Permits	873,792	796,295	1,056,295	864,795	8.6%
Charges For Services	5,720,394	6,495,547	6,360,442	6,746,652	3.9%
Use of Money & Property	1,168,606	1,183,299	431,505	406,705	-65.6%
Miscellaneous	<u>1,437,870</u>	<u>1,172,057</u>	<u>1,040,268</u>	<u>1,191,040</u>	1.6%
Total Revenues	<u>\$ 83,544,964</u>	<u>\$ 87,104,826</u>	<u>\$ 91,254,919</u>	<u>\$ 87,521,274</u>	0.5%
Other Financing Sources	<u>\$ 14,683,977</u>	<u>\$ 220,000</u>	<u>\$ 281,600</u>	<u>\$ 160,000</u>	-27.3%
Total Revenues	<u>\$ 98,228,941</u>	<u>\$ 87,324,826</u>	<u>\$ 91,536,519</u>	<u>\$ 87,681,274</u>	0.4%

TEN YEAR REVENUE SUMMARY COMPARISON



Net property taxes as a percentage of total County revenues for FY22 will be 66%. That percentage is higher than ten years ago in FY13 when it was 63%. The reasons for the increase include historically low interest rates during this period and increasing wages, benefits and staffing compared to reimbursable revenues. Additionally the County continues to receive less regular support from the State and Federal governments. The increase in actual expenditures is offset by the increase in property tax reliance.

TEN YEAR REVENUE SOURCES SUMMARY

Budgeted Funds

	<u>FY 13 ACTUAL</u>	<u>FY 14 ACTUAL</u>	<u>FY 15 ACTUAL</u>	<u>FY 16 ACTUAL</u>	<u>FY 17 ACTUAL</u>
REVENUES					
Taxes Levied on Property	\$ 47,340,634	\$ 48,348,396	\$ 47,749,333	\$ 47,361,125	\$ 47,703,825
Less: Uncollected Delinquent Taxes	18,652	19,214	27,703	34,165	15,642
Less: Credits To Taxpayers	<u>1,181,783</u>	<u>1,427,445</u>	<u>1,725,323</u>	<u>2,150,371</u>	<u>2,289,759</u>
Net Current Property Taxes	46,140,199	46,901,737	45,996,307	45,176,589	45,398,424
Add: Delinquent Property Tax Rev	<u>18,652</u>	<u>19,214</u>	<u>27,703</u>	<u>34,165</u>	<u>15,642</u>
Total Net Property Taxes	46,158,851	46,920,951	46,024,010	45,210,754	45,414,066
Penalties, Interest & Costs on Taxes	816,474	930,986	715,763	725,336	611,959
Other County Taxes	<u>70,286</u>	<u>66,301</u>	<u>71,502</u>	<u>68,618</u>	<u>67,762</u>
Total Other Taxes, Penalties & Costs	886,760	997,287	787,265	793,954	679,721
Local Option Taxes	4,098,552	4,268,291	4,403,167	4,390,604	4,786,393
Gaming Taxes	579,504	527,014	528,381	569,059	693,456
Utility Tax Replacement Excise Tax	1,598,817	1,558,330	1,891,294	1,887,779	1,793,616
Intergovernmental :					
State Shared Revenues	3,156,344	3,200,405	3,438,603	4,085,495	4,267,366
State Grants & Reimbursements	6,293,589	4,338,463	3,808,093	3,037,277	3,165,602
State Credits Against Levied Taxes	1,181,783	1,427,445	1,725,323	2,150,371	2,299,759
State/Federal Pass-Through Grants	822,214	620,479	527,873	1,186,366	1,170,841
Other State Credits	23,844	4,615,650	5,563,033	1,780,811	1,636,379
Federal Grants & Entitlements	184,986	153,228	147,697	4,532	28,446
Contr & Reimb From Other Govts	486,761	656,078	484,867	800,532	1,564,274
Payments in Lieu of Taxes	<u>6,521</u>	<u>7,306</u>	<u>7,058</u>	<u>7,980</u>	<u>7,273</u>
Subtotal Intergovernmental	12,156,042	15,019,054	15,702,547	13,053,364	14,139,940
Licenses & Permits	581,967	781,072	752,254	833,144	729,106
Charges For Services	5,837,340	5,710,597	6,164,147	5,994,703	5,770,914
Use of Money & Property	175,568	175,564	179,457	204,636	247,886
Other:					
Miscellaneous	1,011,329	1,070,437	1,676,695	1,198,310	1,191,821
General Long Term Debt Proceeds	-	-	-	8,314,457	-
Proceeds of Fixed Asset Sales	<u>113,813</u>	<u>104,183</u>	<u>96,048</u>	<u>282,565</u>	<u>85,370</u>
Total Other	1,125,142	1,174,620	1,772,743	9,795,332	1,277,191
Total Revenues & Other Sources	<u>\$ 73,198,543</u>	<u>\$ 77,132,780</u>	<u>\$ 78,205,265</u>	<u>\$ 82,733,329</u>	<u>\$ 75,532,289</u>

TEN YEAR REVENUE SOURCES SUMMARY

Budgeted Funds (continued)

	<u>FY 18 ACTUAL</u>	<u>FY 19 ACTUAL</u>	<u>FY 20 ACTUAL</u>	<u>FY21 BUDGET</u>	<u>FY22 PROPOSED</u>
REVENUES					
Taxes Levied on Property	\$ 49,231,124	\$ 52,054,452	\$ 55,546,597	\$ 59,873,149	\$ 60,116,285
Less: Uncollected Delinquent Taxes	12,619	50,731	12,033	20,700	19,716
Less: Credits To Taxpayers	<u>2,321,649</u>	<u>2,386,829</u>	<u>2,533,561</u>	<u>2,386,928</u>	<u>2,522,030</u>
Net Current Property Taxes	46,896,856	49,616,892	53,001,003	57,465,521	57,574,539
Add: Delinquent Property Tax Rev	<u>12,619</u>	<u>50,731</u>	<u>12,033</u>	<u>20,700</u>	<u>19,716</u>
Total Net Property Taxes	46,909,475	49,667,623	53,013,036	57,486,221	57,594,255
Penalties, Interest & Costs on Taxes	577,759	690,085	314,158	590,000	590,000
Other County Taxes	<u>67,390</u>	<u>69,001</u>	<u>93,202</u>	<u>69,001</u>	<u>93,211</u>
Total Other Taxes, Penalties & Costs	645,149	759,086	407,360	659,001	683,211
Local Option Taxes	4,404,685	4,455,941	5,006,394	4,800,000	5,200,000
Gaming Taxes	678,633	683,200	577,668	680,000	720,000
Utility Tax Replacement Excise Tax	<u>1,764,931</u>	<u>1,796,259</u>	<u>1,857,243</u>	<u>1,854,323</u>	<u>1,728,032</u>
Intergovernmental :					
State Shared Revenues	4,110,946	4,336,309	4,497,873	4,192,812	4,227,283
State Grants & Reimbursements	3,256,912	3,273,867	3,367,609	3,177,421	3,247,735
State Credits Against Levied Taxes	2,321,650	2,386,829	2,533,561	2,386,928	2,522,030
State/Federal Pass-Through Grants	<u>1,018,178</u>	<u>642,155</u>	<u>593,970</u>	<u>503,165</u>	<u>466,823</u>
Other State Credits	1,519,163	1,538,689	1,604,065	1,148,110	1,146,119
Federal Grants & Entitlements	21,187	14,933	116,884	15,000	7,500
Contr & Reimb From Other Govts	<u>1,077,827</u>	<u>623,846</u>	<u>760,599</u>	<u>546,747</u>	<u>761,044</u>
Payments in Lieu of Taxes	<u>7,784</u>	<u>7,923</u>	<u>8,040</u>	<u>7,900</u>	<u>8,050</u>
Subtotal Intergovernmental	13,333,647	12,824,551	13,482,601	11,978,083	12,386,584
Licenses & Permits	720,306	756,807	873,792	796,295	864,795
Charges For Services	6,255,443	6,043,099	5,720,394	6,495,547	6,746,652
Use of Money & Property	<u>825,224</u>	<u>1,476,671</u>	<u>1,168,606</u>	<u>1,183,299</u>	<u>406,705</u>
Other:					
Miscellaneous	1,178,133	1,269,828	1,437,870	1,172,057	1,191,040
General Long Term Debt Proceeds	-	-	14,562,592	-	-
Proceeds of Fixed Asset Sales	<u>94,150</u>	<u>277,084</u>	<u>121,385</u>	<u>220,000</u>	<u>160,000</u>
Total Other	1,272,283	1,546,912	16,121,847	1,392,057	1,351,040
Total Revenues & Other Sources	<u>\$ 76,809,776</u>	<u>\$ 80,010,149</u>	<u>\$ 98,228,941</u>	<u>\$ 87,324,826</u>	<u>\$ 87,681,274</u>

SCOTT COUNTY EXPENDITURE ESTIMATES*

ALL FUNDS

<u>Fund</u>	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
Major Governmental Funds					
General Fund	\$ 71,494,635	\$ 75,090,075	\$ 77,987,166	\$ 77,043,562	2.6%
Mental Health & Disability Services	5,581,903	5,628,347	5,692,047	5,566,422	-1.1%
Secondary Roads	10,549,604	10,012,100	11,198,600	9,134,600	-8.8%
Debt Service	10,284,666	4,867,249	4,867,249	4,848,149	-0.4%
Capital Improvements					
General	5,055,507	5,172,170	8,171,920	5,438,200	5.1%
Bond Issuance	2,773,398	5,216,906	7,722,943	1,636,087	-68.6%
Vehicle	524,670	329,000	478,389	350,000	6.4%
Conservation Equip Reserve	52,525	101,200	501,200	499,000	393.1%
Conservation CIP Reserve	<u>724,382</u>	<u>428,300</u>	<u>1,517,535</u>	<u>887,800</u>	<u>107.3%</u>
Total Capital Improvements	9,130,482	11,247,576	18,391,987	8,811,087	-21.7%
Total Major Governmental Funds	107,041,290	106,845,347	118,137,049	105,403,820	-1.3%
Nonmajor Governmental Funds					
Rural Services	3,296,575	3,350,213	3,350,213	3,449,165	3.0%
Recorder's Record Mgt	<u>45,000</u>	<u>45,000</u>	<u>45,000</u>	<u>45,000</u>	<u>0.0%</u>
Total Nonmajor Governmental Funds	3,341,575	3,395,213	3,395,213	3,494,165	2.9%
Business-Type Activities Fund					
Golf Course Enterprise	<u>1,000,731</u>	<u>1,293,884</u>	<u>1,336,449</u>	<u>1,351,522</u>	<u>4.5%</u>
Total*	<u>\$ 111,383,596</u>	<u>\$ 111,534,444</u>	<u>\$ 122,868,711</u>	<u>\$ 110,249,507</u>	<u>-1.2%</u>

*Includes interfund transfers and non-budgeted fund activity

Note: General Fund FY22 budget reflects the required transfers to itself for use of the basic tax levy for benefit services and general salary and wage increases, and positional staffing requests.

Note: Secondary Roads FY22 budgeted expenditure activity represents the completion of projects due to incorporation of gasoline tax increase.

Note: Recorder's Management Fund is increasing due to the transfer of fund for electronic content management within the Capital Fund.

Note: General Capital Improvements represents the change in long term capital projects, including the SECC Communications System.

ALL COUNTY FUNDS - EXPENDITURES

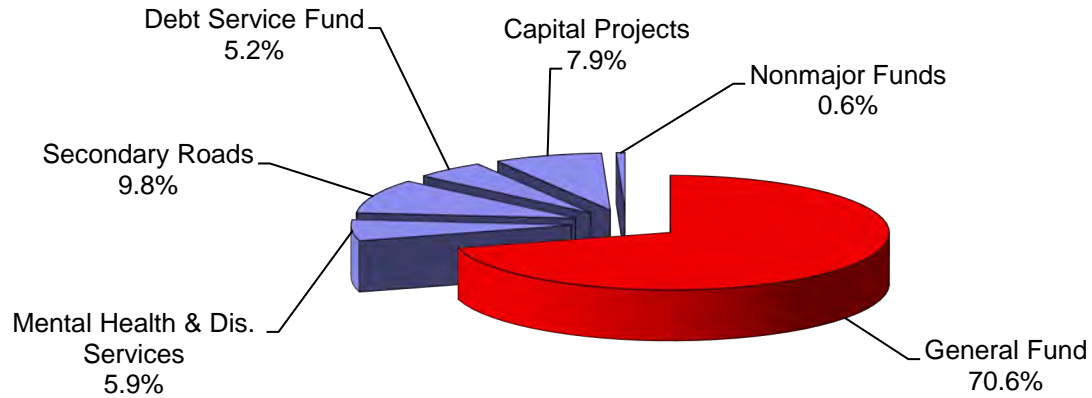
RECONCILIATION INFORMATION

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
Expenditures per summary statement	\$ 111,383,596	\$ 111,534,444	\$ 122,868,711	\$ 110,249,507	-1.2%
Less transfers out:					
GENERAL BASIC					
General Supplemental	7,861,667	7,069,263	7,069,263	6,517,755	-7.8%
Secondary Roads	941,000	970,000	970,000	997,000	2.8%
Capital Improvements	2,910,270	2,970,000	4,621,035	3,095,000	4.2%
Vehicle Replacement	100,000	225,000	400,000	325,000	44.4%
RURAL SERVICES BASIC					
Secondary Roads	2,709,000	2,755,000	2,755,000	2,848,000	3.4%
CONSERVATION EQUIPMENT					
Conservation CIP	-	-	400,000	499,000	N/A
Capital Improvements	52,525	101,200	101,200	-	-100.0%
CONSERVATION CIP					
Capital Improvements	724,382	428,300	1,517,535	887,800	107.3%
RECORDER'S RECORD MGT					
General Basic	20,000	20,000	20,000	20,000	0.0%
Capital Improvements	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	N/A
Total Transfers Out - Budgeted Funds	15,343,844	14,563,763	17,879,033	15,214,555	4.5%
Less Non-Budgeted Funds					
GOLF COURSE ENTERPRISE EXPENSES	1,000,731	1,293,884	1,336,449	1,341,522	3.7%
Transfers out					
GENERAL BASIC					
Heath Insurance	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0%
Total Non-Budgeted Funds	<u>1,100,731</u>	<u>1,293,884</u>	<u>1,336,449</u>	<u>1,351,522</u>	4.5%
Net Budgeted Expenditures	<u>\$ 94,939,021</u>	<u>\$ 95,676,797</u>	<u>\$ 103,653,229</u>	<u>\$ 93,683,430</u>	-2.1%

ALL COUNTY EXPENDITURES BY FUND

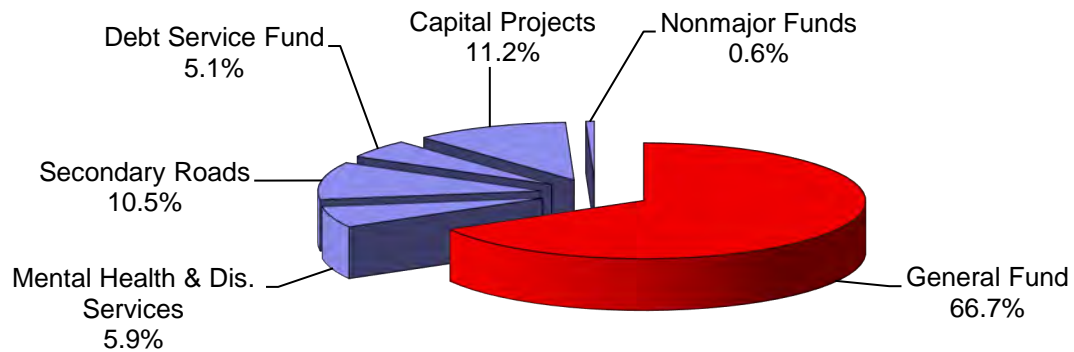
Budgeted Funds

FY22 BUDGET: \$93,683,430



This graph, which excludes transfers and non-budgeted funds, shows that the majority of County expenditures come from the General Fund. There is an decrease in the amount of expenditures for the Capital Projects Fund for the SECC Communications and refunding bonds.

FY21 BUDGET: \$95,676,797





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.

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 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)

		<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
SERVICE AREA						
Public Safety & Legal Services	\$	33,980,781	\$ 35,590,157	\$ 35,919,334	\$ 37,547,515	5.5%
Physical Health & Social Services		6,298,298	6,976,608	7,714,951	6,926,476	-0.7%
Mental Health & Disability Services		5,584,029	5,628,347	5,692,047	5,566,422	-1.1%
County Environment & Education		5,156,195	5,402,560	5,337,063	5,521,404	2.2%
Roads & Transportation		6,653,196	7,747,100	8,539,600	8,334,600	7.6%
Government Services to Residents		2,687,635	3,017,786	3,318,705	3,165,502	4.9%
Administration		<u>12,044,238</u>	<u>13,463,914</u>	<u>13,232,028</u>	<u>13,549,075</u>	0.6%
SUBTOTAL OPERATING BUDGET	\$	72,404,372	\$ 77,826,472	\$ 79,753,728	\$ 80,610,994	3.6%
Debt Service		10,284,666	4,867,249	4,867,249	4,848,149	-0.4%
Capital Projects		<u>12,249,983</u>	<u>12,983,076</u>	<u>19,032,252</u>	<u>8,224,287</u>	-36.7%
TOTAL COUNTY BUDGET	\$	<u>94,939,021</u>	<u>95,676,797</u>	<u>103,653,229</u>	<u>93,683,430</u>	-2.1%

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

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

Note: Capital Projects decrease is due to multiple projects nearing completion, including conservation, secondary roads, and Scott Emergency Communications Radio Tower Project.

Note: In FY 20, the County current refunded the prior radio communication bonds, thereby increasing the current year's expenditures.

TEN YEAR APPROPRIATION SUMMARY BY SERVICE AREA

(excluding transfers and non-budgeted funds)

	<u>FY 13 ACTUAL</u>	<u>FY 14 ACTUAL</u>	<u>FY 15 ACTUAL</u>	<u>FY 16 ACTUAL</u>	<u>FY 17 ACTUAL</u>
SERVICE AREA					
Public Safety & Legal Services	\$27,676,758	\$27,937,707	\$ 28,462,489	\$ 28,386,015	\$ 29,079,965
Physical Health & Social Services	5,240,951	5,381,859	5,461,000	5,922,900	6,252,971
Mental Health & Disability Services	8,216,370	7,030,251	6,037,145	8,424,830	3,923,626
County Environment & Education	4,591,243	4,601,466	4,761,946	5,058,933	4,622,710
Roads & Transportation	4,969,031	4,528,797	5,439,459	7,065,394	5,084,780
Government Services to Residents	2,178,373	2,202,471	2,141,186	2,334,861	2,429,984
Administration	<u>9,121,577</u>	<u>9,619,161</u>	<u>10,051,868</u>	<u>10,001,283</u>	<u>10,342,307</u>
SUBTOTAL OPERATING BUDGET	\$61,994,303	\$61,301,712	\$ 62,355,093	\$ 67,194,216	\$ 61,736,343
Debt Service	4,368,485	4,385,802	4,083,170	3,720,336	3,862,879
Capital Projects	<u>3,751,883</u>	<u>3,717,114</u>	<u>5,088,549</u>	<u>8,493,417</u>	<u>11,335,952</u>
TOTAL COUNTY BUDGET	<u>\$70,114,671</u>	<u>\$69,404,628</u>	<u>\$ 71,526,812</u>	<u>\$ 79,407,969</u>	<u>\$ 76,935,174</u>

Note: FY 13 is the first year the State of Iowa took non-federal share of Medicaid expenditures from the County government level.

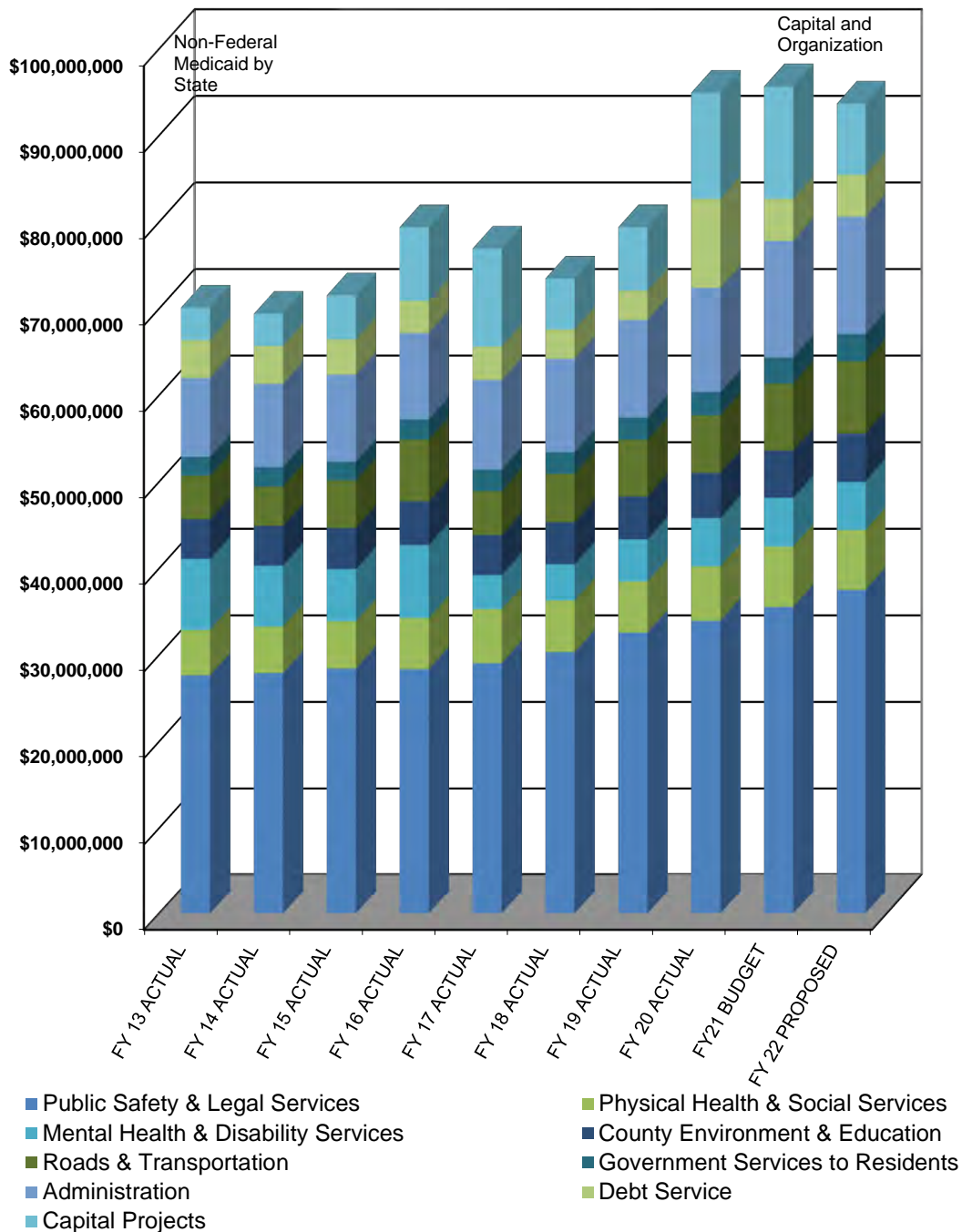
Note: FY 20 is the first year of a county wide salary and benefit compensation study.

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

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

	<u>FY 18 ACTUAL</u>	<u>FY 19 ACTUAL</u>	<u>FY 20 ACTUAL</u>	<u>FY21 BUDGET</u>	<u>FY22 BUDGET</u>
SERVICE AREA					
Public Safety & Legal Services	\$30,356,380	\$32,614,613	\$33,980,781	\$35,590,157	\$37,547,515
Physical Health & Social Services	5,971,999	5,928,272	6,298,298	6,976,608	6,926,476
Mental Health & Disability Services	4,188,284	4,860,116	5,584,029	5,628,347	5,566,422
County Environment & Education	4,871,037	4,949,600	5,156,195	5,402,560	5,521,404
Roads & Transportation	5,527,111	6,495,668	6,653,196	7,747,100	8,334,600
Government Services to Residents	2,471,843	2,555,119	2,687,635	3,017,786	3,165,502
Administration	<u>10,821,868</u>	<u>11,295,242</u>	<u>12,044,238</u>	<u>13,463,914</u>	<u>13,549,075</u>
SUBTOTAL OPERATING BUDGET	\$64,208,522	\$68,698,630	\$72,404,372	\$77,826,472	\$80,610,994
Debt Service	3,391,122	3,382,890	10,284,666	4,867,249	4,848,149
Capital Projects	<u>5,881,753</u>	<u>7,332,952</u>	<u>12,249,983</u>	<u>12,983,076</u>	<u>8,224,287</u>
TOTAL COUNTY BUDGET	<u>\$73,481,397</u>	<u>\$79,414,472</u>	<u>\$94,939,021</u>	<u>\$95,676,797</u>	<u>\$93,683,430</u>

TEN YEAR APPROPRIATION SUMMARY COMPARISON



Public Safety continues to be the largest portion of the budget. In FY 2013, the State of Iowa began paying for non-Federal share of Medicaid dollars on the state level rather than granting monies to the counties to pay for services. Other 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 County began to include funding for organizational changes in FY 20 through FY 22.

FUND BALANCE REVIEW

	June 30, 2019 <u>Actual</u>	June 30, 2020 <u>Actual</u>	June 30, 2021 <u>Projected</u>	June 30, 2022 <u>Projected</u>	% Change From Prior <u>Projected</u>
BUDGETED FUNDS					
General Fund					
Nonspendable Prepaid Expenses	\$ 127,290	\$ 92,204	\$ 92,204	\$ 92,204	0.0%
Restricted for Other Statutory Programs	716,902	625,764	624,764	499,764	-20.0%
Assigned for Health Claim liability	100,000	-	-	-	N/A
Assigned for Capital Projects	783,980	1,826,035	-	-	N/A
Assigned for Claim Liabilities	281,685	348,036	348,036	348,036	0.0%
Assigned for Strategic Planning Initiatives	220,000	130,000	313,920	-	-100.0%
Unassigned	<u>11,354,228</u>	<u>11,916,336</u>	<u>14,210,724</u>	<u>14,210,724</u>	<u>0.0%</u>
Total General Fund	13,584,085	14,938,375	15,589,648	15,150,728	-2.8%
Special Revenue Funds					
MH-DD Fund	433,125	770,555	778,259	(834,319)	-207.2%
Rural Services Fund	142,948	126,703	107,334	96,382	-10.2%
Recorder's Record Management	85,043	78,225	63,725	50,925	-20.1%
Secondary Roads	<u>7,062,383</u>	<u>4,968,351</u>	<u>2,147,788</u>	<u>1,355,336</u>	<u>-36.9%</u>
Total Special Revenue Funds	7,723,499	5,943,834	3,097,106	668,324	-78.4%
Debt Service					
Scott Solid Waste Commission					
Revenue Bond	7,190,000	6,830,000	6,460,000	6,080,000	-5.9%
Debt Service Remaining Fund Balance	<u>4,138,595</u>	<u>380,626</u>	<u>466,698</u>	<u>496,531</u>	<u>6.4%</u>
Total Debt Service Fund	11,328,595	7,210,626	6,926,698	6,576,531	-5.1%
Capital Improvements					
Capital Improvements-General	6,237,861	5,710,702	5,126,842	4,436,442	-13.5%
Bond Issuance	-	9,264,030	1,621,087	-	-100.0%
Vehicle Replacement	552,609	146,729	110,340	112,340	1.8%
Conservation Equipment Reserve	701,545	772,969	441,369	369	-99.9%
Conservation CIP Reserve	<u>1,753,550</u>	<u>1,084,399</u>	<u>41,864</u>	<u>8,064</u>	<u>-80.7%</u>
Total Capital Improvements	9,245,565	16,978,829	7,341,502	4,557,215	-37.9%
Total Budgeted Funds	41,881,744	45,071,664	32,954,954	26,952,798	-18.2%
Non-Budgeted Funds					
(Net Assets)					
Golf Course Enterprise	<u>2,588,896</u>	<u>2,596,338</u>	<u>2,333,089</u>	<u>2,054,767</u>	<u>-11.9%</u>
Grand Total All County Funds	<u>\$ 44,470,640</u>	<u>\$ 47,668,002</u>	<u>\$ 35,288,043</u>	<u>\$ 29,007,565</u>	<u>-17.8%</u>
General Fund Expenditures	33,329,682	35,420,500	39,332,181	39,704,982	0.9%
General Supplemental Expenditures	<u>23,442,042</u>	<u>24,161,298</u>	<u>25,594,687</u>	<u>26,409,777</u>	<u>3.2%</u>
	<u>56,771,724</u>	<u>59,581,798</u>	<u>64,926,868</u>	<u>66,114,759</u>	<u>1.8%</u>
Unassigned Fund Balance	<u>11,354,228</u>	<u>11,916,336</u>	<u>14,210,724</u>	<u>14,210,724</u>	<u>0.0%</u>
	20.0%	20.0%	21.9%	21.5%	-1.8%

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 --			
	ACTUAL 2019-20	PROJECTED 2020-21	BUDGET 2021-22	ACTUAL 2019-20	PROJECTED 2020-21	BUDGET 2021-22
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 45,411,596	\$ 48,471,828	\$ 50,247,806	\$ 5,086,081	\$ 5,170,812	\$ 3,552,431
Less: Uncollected Delinquent Taxes-Levy Yr	10,177	18,000	18,000	1,140	1,000	1,000
Less: Credits To Taxpayers	2,071,934	1,979,685	2,071,934	232,132	182,200	232,132
Net Current Property Taxes	43,329,485	46,474,143	48,157,872	4,852,809	4,987,612	3,319,299
Delinquent Property Tax Revenue	10,177	18,000	18,000	1,140	1,000	1,000
Penalties, Interest & Costs On Taxes	314,158	649,703	673,038	-	-	-
Other County Taxes	6,635,546	6,926,155	6,665,531	177,430	166,221	107,792
Intergovernmental	6,607,788	9,586,990	6,150,279	386,696	335,458	313,293
Licenses & Permits	823,089	1,026,295	834,795	-	-	-
Charges For Services	5,439,853	5,788,977	6,292,187	186,522	2,200	2,200
Use of Money & Property	754,773	276,005	317,505	18,287	5,000	5,000
Miscellaneous	1,052,389	797,908	947,680	296,449	202,260	205,260
Subtotal Revenues	64,967,258	71,544,176	70,056,887	5,919,333	5,699,751	3,953,844
Other Financing Sources:						
Bond Proceeds	-	-	-	-	-	-
Operating Transfers In	7,881,667	7,089,263	6,537,755	-	-	-
Proceeds of Fixed Asset Sales	-	5,000	10,000	-	-	-
Total Revenues & Other Sources	72,848,925	78,638,439	76,604,642	5,919,333	5,699,751	3,953,844
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Public Safety & Legal Services	33,980,781	35,919,334	37,547,515	-	-	-
Physical Health & Social Services	6,298,298	7,714,951	6,926,476	-	-	-
Mental Health & Disability Services	2,126	-	-	5,581,903	5,692,047	5,566,422
County Environment & Education	4,568,620	4,741,850	4,920,239	-	-	-
Roads & Transportation	-	-	-	-	-	-
Government Services to Residents	2,687,635	3,318,705	3,165,502	-	-	-
Administration (interprogram)	12,044,238	13,232,028	13,549,075	-	-	-
Debt Service	-	-	-	-	-	-
Capital Projects	-	-	-	-	-	-
Subtotal Expenditures	59,581,698	64,926,868	66,108,807	5,581,903	5,692,047	5,566,422
Other Financing Uses:						
Operating Transfers Out	11,912,937	13,060,298	10,934,755	-	-	-
Total Expenditures & Other Uses	71,494,635	77,987,166	77,043,562	5,581,903	5,692,047	5,566,422
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	1,354,290	651,273	(438,920)	337,430	7,704	(1,612,578)
Beginning Fund Balance - July 1,	\$ 13,584,085	\$ 14,938,375	\$ 15,589,648	\$ 433,125	\$ 770,555	\$ 778,259
Ending Fund Balance - June 30,	\$ 14,938,375	\$ 15,589,648	\$ 15,150,728	\$ 770,555	\$ 778,259	\$ (834,319)

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

GOVERNMENTAL FUNDS - THREE YEAR COMPARISON

--- MAJOR GOVERNMENTAL FUNDS ---
----- SECONDARY ROADS -----

	ACTUAL <u>2019-20</u>	PROJECTED <u>2020-21</u>	BUDGET <u>2021-22</u>
REVENUES & OTHER FINANCING SOURCES			
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	4,576,381	4,012,672	4,256,783
Licenses & Permits	50,703	30,000	30,000
Charges For Services	57,200	496,265	96,265
Use of Money & Property	67,448	30,000	30,000
Miscellaneous	51,804	14,100	14,100
Subtotal Revenues	4,803,536	4,583,037	4,427,148
Other Financing Sources:			
Bond Proceeds	-	-	-
Operating Transfers In	3,650,000	3,725,000	3,845,000
Proceeds of Fixed Asset Sales	2,036	70,000	70,000
Total Revenues & Other Sources	8,455,572	8,378,037	8,342,148
EXPENDITURES & OTHER FINANCING USES			
Operating:			
Public Safety & Legal Services	-	-	-
Physical Health & Social Services	-	-	-
Mental Health & Disability Services	-	-	-
County Environment & Education	-	-	-
Roads & Transportation	6,653,196	8,539,600	8,334,600
Government Services to Residents	-	-	-
Administration (interprogram)	-	-	-
Debt Service	-	-	-
Capital Projects	3,896,408	2,659,000	800,000
Subtotal Expenditures	10,549,604	11,198,600	9,134,600
Other Financing Uses:			
Operating Transfers Out	-	-	-
Total Expenditures & Other Uses	10,549,604	11,198,600	9,134,600
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(2,094,032)	(2,820,563)	(792,452)
Beginning Fund Balance - July 1,	<u>\$ 7,062,383</u>	<u>\$ 4,968,351</u>	<u>\$ 2,147,788</u>
Ending Fund Balance - June 30,	<u>\$ 4,968,351</u>	<u>\$ 2,147,788</u>	<u>\$ 1,355,336</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 2019-20	PROJECTED 2020-21	BUDGET 2021-22	ACTUAL 2019-20	PROJECTED 2020-21	BUDGET 2021-22
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 1,871,106	\$ 2,997,654	\$ 2,974,310	\$ -	\$ -	\$ -
Less: Uncollected Delinquent Taxes-Levy Yr	399	1,100	399	-	-	-
Less: Credits To Taxpayers	84,430	86,040	84,429	-	-	-
Net Current Property Taxes	1,786,277	2,910,514	2,889,482	-	-	-
Delinquent Property Tax Revenue	399	1,100	399	-	-	-
Other County Taxes	62,037	91,293	83,541	577,668	705,000	720,000
Intergovernmental	1,557,757	1,575,414	1,519,560	193,105	596,290	-
Charges For Services	-	-	-	-	43,000	326,000
Use of Money & Property	14,849	5,000	5,000	307,005	113,000	45,000
Miscellaneous	-	-	-	37,228	26,000	24,000
Subtotal Revenues	3,421,319	4,583,321	4,497,982	1,115,006	1,483,290	1,115,000
Other Financing Sources:						
Bond Proceeds	2,420,000	-	-	10,260,000	-	-
Bond Premium	325,378	-	-	1,557,214	-	-
Operating Transfers In	-	-	-	3,812,177	7,064,770	4,831,800
Proceeds of Fixed Asset Sales	-	-	-	119,349	206,600	80,000
Total Revenues & Other Sources	6,166,697	4,583,321	4,497,982	16,863,746	8,754,660	6,026,800
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Administration	-	-	-	-	-	-
Debt Service	10,284,666	4,867,249	4,848,149	-	-	-
Capital Projects	-	-	-	8,353,575	16,373,252	7,424,287
Subtotal Expenditures	10,284,666	4,867,249	4,848,149	8,353,575	16,373,252	7,424,287
Other Financing Uses:						
Operating Transfers Out	-	-	-	776,907	2,018,735	1,386,800
Total Expenditures & Other Uses	10,284,666	4,867,249	4,848,149	9,130,482	18,391,987	8,811,087
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(4,117,969)	(283,928)	(350,167)	7,733,264	(9,637,327)	(2,784,287)
Beginning Fund Balance - July 1,	\$ 11,328,595	\$ 7,210,626	\$ 6,926,698	\$ 9,245,565	\$ 16,978,829	\$ 7,341,502
Ending Fund Balance - June 30,	\$ 7,210,626	\$ 6,926,698	\$ 6,576,531	\$ 16,978,829	\$ 7,341,502	\$ 4,557,215

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

GOVERNMENTAL FUNDS - THREE YEAR COMPARISON

	----- NONMAJOR FUNDS -----			----- ALL GOVERNMENTAL FUNDS -----		
	<u>ACTUAL</u> <u>2019-20</u>	<u>PROJECTED</u> <u>2020-21</u>	<u>BUDGET</u> <u>2021-22</u>	<u>ACTUAL</u> <u>2019-20</u>	<u>PROJECTED</u> <u>2020-21</u>	<u>BUDGET</u> <u>2021-22</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 3,177,814	\$ 3,232,855	\$ 3,341,738	\$ 55,546,597	\$ 59,873,149	\$ 60,116,285
Less: Uncollected Delinquent Taxes-Levy Yr	317	600	317	12,033	20,700	19,716
Less: Credits To Taxpayers	145,065	139,003	133,535	2,533,561	2,386,928	2,522,030
Net Current Property Taxes	3,032,432	3,093,252	3,207,886	53,001,003	57,465,521	57,574,539
Delinquent Property Tax Revenue	317	600	317	12,033	20,700	19,716
Penalties, Interest & Costs On Taxes	-	-	-	314,158	649,703	673,038
Other County Taxes	81,826	80,152	81,341	7,534,507	7,968,821	7,658,205
Intergovernmental	160,874	154,840	146,669	13,482,601	16,261,664	12,386,584
Licenses & Permits	-	-	-	873,792	1,056,295	864,795
Charges For Services	36,819	30,000	30,000	5,720,394	6,360,442	6,746,652
Use of Money & Property	6,244	2,500	4,200	1,168,606	431,505	406,705
Miscellaneous	-	-	-	1,437,870	1,040,268	1,191,040
Subtotal Revenues	3,318,512	3,361,344	3,470,413	83,544,964	91,254,919	87,521,274
Other Financing Sources:						
Bond Proceeds	-	-	-	12,680,000	-	-
Bond Premium	-	-	-	1,882,592	-	-
Operating Transfers In	-	-	-	15,343,844	17,879,033	15,214,555
Proceeds of Fixed Asset Sales	-	-	-	121,385	281,600	160,000
Total Revenues & Other Sources	3,318,512	3,361,344	3,470,413	113,572,785	109,415,552	102,895,829
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Public Safety & Legal Services	-	-	-	33,980,781	35,919,334	37,547,515
Physical Health & Social Services	-	-	-	6,298,298	7,714,951	6,926,476
Mental Health & Disability Services	-	-	-	5,584,029	5,692,047	5,566,422
County Environment & Education	587,575	595,213	601,165	5,156,195	5,337,063	5,521,404
Roads & Transportation	-	-	-	6,653,196	8,539,600	8,334,600
Government Services to Residents	-	-	-	2,687,635	3,318,705	3,165,502
Administration (interprogram)	-	-	-	12,044,238	13,232,028	13,549,075
Debt Service	-	-	-	10,284,666	4,867,249	4,848,149
Capital Projects	-	-	-	12,249,983	19,032,252	8,224,287
Subtotal Expenditures	587,575	595,213	601,165	94,939,021	103,653,229	93,683,430
Other Financing Uses:						
Operating Transfers Out	2,754,000	2,800,000	2,893,000	15,443,844	17,879,033	15,214,555
Total Expenditures & Other Uses	3,341,575	3,395,213	3,494,165	110,382,865	121,532,262	108,897,985
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(23,063)	(33,869)	(23,752)	3,189,920	(12,116,710)	(6,002,156)
Beginning Fund Balance - July 1,	<u>\$ 227,991</u>	<u>\$ 204,928</u>	<u>\$ 171,059</u>	<u>\$ 41,881,744</u>	<u>\$ 45,071,664</u>	<u>\$ 32,954,954</u>
Ending Fund Balance - June 30,	<u>\$ 204,928</u>	<u>\$ 171,059</u>	<u>\$ 147,307</u>	<u>\$ 45,071,664</u>	<u>\$ 32,954,954</u>	<u>\$ 26,952,798</u>

APPROPRIATION SUMMARY BY PROGRAMS WITHIN DEPARTMENT

(excluding transfers and non-budgeted funds)

	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
ADMINISTRATION	\$ 793,054	\$ 844,410	\$ 841,710	\$ 869,448	3.0%
General Administration	793,054	844,410	841,710	869,448	3.0%
ATTORNEY	\$ 4,739,237	\$ 4,868,302	\$ 5,203,074	\$ 5,485,957	12.7%
County Attorney Administration	349,510	370,955	370,955	369,632	-0.4%
Prosecution / Legal	3,239,885	3,439,633	3,646,657	3,879,644	12.8%
Risk Management	1,149,842	1,057,714	1,185,462	1,236,681	16.9%
AUDITOR	\$ 1,830,713	\$ 1,929,099	\$ 2,228,948	\$ 2,046,441	6.1%
Auditor Administration	247,728	257,702	257,702	257,885	0.1%
Elections	800,061	843,702	1,143,551	901,095	6.8%
Business Finance	489,235	508,494	508,494	562,319	10.6%
Taxation	293,689	319,201	319,201	325,142	1.9%
CAPITAL IMPROVEMENTS	\$ 8,353,576	\$ 10,718,076	\$ 16,373,252	\$ 7,424,287	-30.7%
General Capital Improvements	6,034,978	8,849,406	12,559,335	5,536,487	-37.4%
Conservation Capital Projects	2,318,598	1,868,670	3,813,917	1,887,800	1.0%
COMMUNITY SERVICES	\$ 6,250,349	\$ 6,736,081	\$ 6,805,833	\$ 6,664,816	-1.1%
Community Services Administration	169,878	184,734	184,734	185,239	0.3%
General Relief	485,428	571,696	576,596	545,104	-4.7%
Veteran Services	127,459	164,871	164,871	169,827	3.0%
Chemical Dep & Other Services	35,181	60,500	56,300	57,300	-5.3%
MH / D Services	5,431,602	5,465,792	5,529,492	5,403,412	-1.1%
Benefits Program	801	288,488	293,840	303,934	5.4%
CONSERVATION (net of golf course)	\$ 3,665,080	\$ 3,980,267	\$ 3,987,270	\$ 4,105,417	3.1%
Conservation Administration	568,026	588,505	602,405	609,304	3.5%
Parks & Recreation	2,743,723	2,998,322	2,991,425	3,092,348	3.1%
Wapsi River Environmental Center	353,331	393,440	393,440	403,765	2.6%
DEBT SERVICES	\$ 10,284,666	\$ 4,867,249	\$ 4,867,249	\$ 4,848,149	-0.4%
Solid Waste Bonds	561,931	562,131	562,131	561,031	-0.2%
SECC Equipment Bonds	7,751,406	2,331,500	2,331,500	2,339,500	0.3%
PSA Lease	1,971,329	1,973,618	1,973,618	1,947,618	-1.3%
FACILITY & SUPPORT SERVICES	\$ 3,656,624	\$ 4,185,846	\$ 4,173,187	\$ 4,291,231	2.5%
FSS Administration	151,959	162,258	161,843	169,831	4.7%
Maint of Buildings & Grounds	2,001,212	2,330,169	2,358,005	2,498,805	7.2%
Custodial Services	851,174	880,822	892,322	900,469	2.2%
Support Services	652,279	812,597	761,017	722,126	-11.1%

APPROPRIATION SUMMARY BY PROGRAMS WITHIN DEPARTMENT

(excluding transfers and non-budgeted funds)

	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
HEALTH DEPARTMENT	<u>\$ 6,163,164</u>	<u>\$ 6,958,494</u>	<u>\$ 7,074,584</u>	<u>\$ 7,030,074</u>	1.0%
Administration	825,014	876,449	876,449	891,272	1.7%
Public Health Safety	1,868,779	2,188,547	2,345,346	2,301,892	5.2%
Clinical Services	1,302,917	1,496,602	1,499,299	1,438,586	-3.9%
Community Relations & Planning	1,327,437	1,495,236	1,450,470	1,478,371	-1.1%
Environmental Health	839,017	901,660	903,020	919,953	2.0%
HUMAN SERVICES	<u>\$ 87,891</u>	<u>\$ 86,452</u>	<u>\$ 86,452</u>	<u>\$ 86,452</u>	0.0%
Administrative Support	87,891	86,452	86,452	86,452	0.0%
INFORMATION TECHNOLOGY	<u>\$ 3,070,474</u>	<u>\$ 3,248,273</u>	<u>\$ 3,240,573</u>	<u>\$ 3,309,332</u>	1.9%
Administration	168,328	177,767	174,817	181,899	2.3%
Information Processing	2,902,146	3,070,506	3,065,756	3,127,433	1.9%
JUVENILE DETENTION CENTER	<u>\$ 1,732,038</u>	<u>\$ 2,192,558</u>	<u>\$ 1,708,528</u>	<u>\$ 1,880,208</u>	-14.2%
Juvenile Detention Center	1,586,258	1,950,306	1,502,906	1,654,639	-15.2%
Emergency Youth Shelter	8,051	75,000	50,000	50,000	-33.3%
In-Home Care	39,494	51,480	49,230	48,346	-6.1%
GPS Monitoring	60,033	61,108	56,228	55,344	-9.4%
Youth Transition Decision Making	12,094	26,388	21,888	24,022	-9.0%
Auto Theft Accountability	26,108	28,276	28,276	47,857	69.2%
NON-DEPARTMENTAL	<u>\$ 1,097,547</u>	<u>\$ 1,423,750</u>	<u>\$ 1,661,212</u>	<u>\$ 818,998</u>	-42.5%
Non-Departmental	875,899	1,203,750	1,424,175	581,998	-51.7%
Court Support Costs	60,606	65,500	65,500	65,500	0.0%
Other Law Enforcement Costs	59,142	61,000	70,037	70,000	14.8%
Centralized Fleet Maintenance	101,900	93,500	101,500	101,500	8.6%
HUMAN RESOURCES	<u>\$ 409,940</u>	<u>\$ 467,146</u>	<u>\$ 474,446</u>	<u>\$ 482,569</u>	3.3%
Human Resource Management	409,940	467,146	474,446	482,569	3.3%
PLANNING & DEVELOPMENT	<u>\$ 505,433</u>	<u>\$ 547,725</u>	<u>\$ 545,225</u>	<u>\$ 541,419</u>	-1.2%
P & D Administration	182,594	203,462	200,962	196,138	-3.6%
Code Enforcement	309,032	329,063	329,063	330,081	0.3%
Tax Deed Properties	13,807	15,200	15,200	15,200	0.0%
RECORDER	<u>\$ 841,571</u>	<u>\$ 906,405</u>	<u>\$ 906,405</u>	<u>\$ 884,452</u>	-2.4%
Recorder Administration	179,531	193,905	193,905	193,972	0.0%
Public Records	443,560	486,095	486,095	501,751	3.2%
Vital Records	218,480	226,405	226,405	188,729	-16.6%

APPROPRIATION SUMMARY BY PROGRAMS WITHIN DEPARTMENT

(excluding transfers and non-budgeted funds)

	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
SECONDARY ROADS	\$ 10,549,604	\$ 10,012,100	\$ 11,198,600	\$ 9,134,600	-8.8%
Administration	332,289	311,000	328,000	341,000	9.6%
Engineering	730,632	576,500	796,500	682,500	18.4%
Bridges & Culverts	206,607	345,000	315,000	395,000	14.5%
Roads	2,651,442	2,992,500	3,433,000	3,243,000	8.4%
Snow & Ice Control	373,708	497,000	535,000	550,000	10.7%
Traffic Controls	340,301	306,000	353,000	359,000	17.3%
Road Clearing	238,771	266,000	351,000	346,000	30.1%
New Equipment	666,890	750,000	765,000	750,000	0.0%
Equipment Operations	963,680	1,444,000	1,404,000	1,399,000	-3.1%
Tools, Materials & Supplies	64,632	109,100	109,100	119,100	9.2%
Real Estate & Buildings	84,244	150,000	150,000	150,000	0.0%
Roadway Construction	3,896,408	2,265,000	2,659,000	800,000	-64.7%
SHERIFF	\$ 17,641,872	\$ 18,162,791	\$ 18,795,138	\$ 19,532,439	7.5%
Sheriff Administration	598,664	634,651	635,051	685,391	8.0%
Patrol	3,960,927	3,879,949	4,372,396	4,971,885	28.1%
Jail/Prisoner Transportation	9,998,288	10,566,438	10,705,938	11,063,477	4.7%
Civil Deputies	334,563	357,917	357,917	366,466	2.4%
Investigations	1,162,497	1,269,411	1,269,411	938,217	-26.1%
Bailiffs/Courthouse Security	1,157,090	998,385	998,385	1,062,496	6.4%
Civil-Clerical	429,843	456,040	456,040	444,507	-2.5%
SUPERVISORS	\$ 362,788	\$ 386,166	\$ 386,166	\$ 387,853	0.4%
Supervisors, Board of	362,788	386,166	386,166	387,853	0.4%
TREASURER	\$ 2,250,897	\$ 2,479,491	\$ 2,716,261	\$ 2,845,220	14.8%
Treasurer Administration	205,610	219,334	219,334	219,452	0.1%
Tax Administration	533,872	600,517	600,517	593,788	-1.1%
Motor Vehicle Registration-CH	574,801	640,030	640,030	637,595	-0.4%
County General Store	451,189	493,149	494,219	607,860	23.3%
Accounting/Finance	485,425	526,461	762,161	786,525	49.4%

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

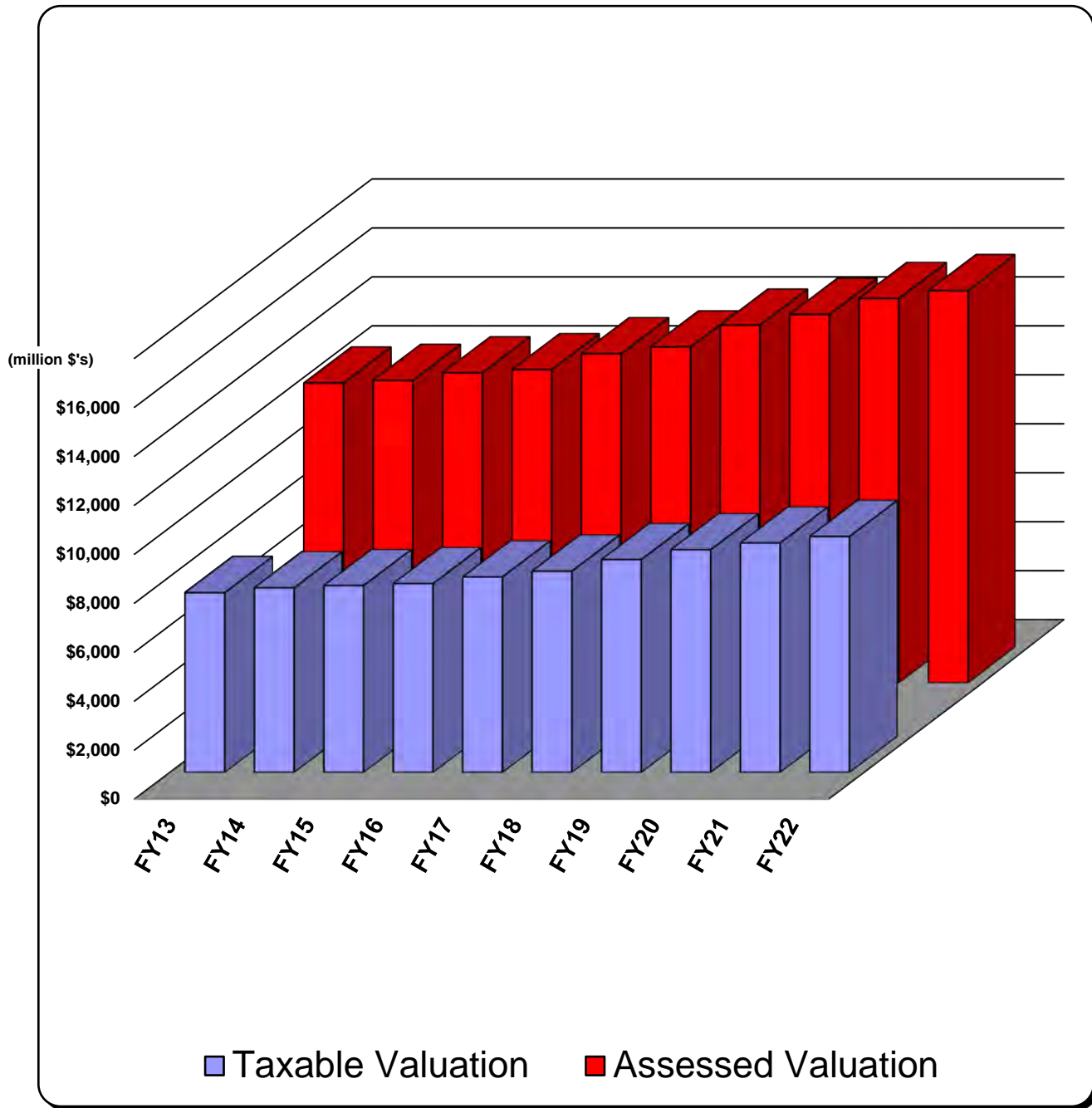
	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
AUTHORIZED AGENCIES:					
BI-STATE REGIONAL COMMISSION	\$ 94,755	\$ 94,755	\$ 94,755	\$ 94,755	0.0%
Regional 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%
CENTER FOR ALCOHOL/DRUG SERVICES	\$ 667,556	\$ 688,331	\$ 661,331	\$ 688,331	0.0%
Outpatient Services	19,225	40,000	13,000	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%
CENTER FOR ACTIVE SENIORS, INC.	\$ 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%
COMMUNITY HEALTH CARE	\$ 302,067	\$ 302,067	\$ 302,067	\$ 302,067	0.0%
Health Services-Comm Services	302,067	302,067	302,067	302,067	0.0%
EMERGENCY MANAGEMENT AGENCY	\$ 8,468,000	\$ 8,418,000	\$ 8,418,000	\$ 8,750,000	3.9%
Emergency Preparedness	218,000	218,000	218,000	250,000	14.7%
Emergency Communications (SECC)	8,250,000	8,200,000	8,200,000	8,500,000	3.7%
DURANT AMBULANCE	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
Durant-Emergency Care & Transfer	20,000	20,000	20,000	20,000	0.0%
HUMANE SOCIETY	\$ 34,320	\$ -	\$ -	\$ -	N/A
Animal Shelter	34,320	-	-	-	N/A
COUNTY LIBRARY	\$ 587,575	\$ 595,213	\$ 595,213	\$ 601,165	1.0%
Library Resources & Services	587,575	595,213	595,213	601,165	1.0%

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

	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
MEDIC AMBULANCE	\$ 120,974	\$ 200,000	\$ -	\$ 200,000	0.0%
Medic Ambulance Service	120,974	200,000	-	200,000	0.0%
Visit Quad Cities	\$ 70,000	\$ 70,000	\$ -	\$ 70,000	0.0%
Regional Tourism Development	70,000	70,000	-	70,000	0.0%
QC DEVELOPMENT GROUP	\$ 73,506	\$ 74,000	\$ 74,000	\$ 74,000	0.0%
Quad Cities First	43,506	44,000	44,000	44,000	0.0%
GDRC	30,000	30,000	30,000	30,000	0.0%
 TOTAL ALL DEPTS/AGENCIES	 <u>\$ 94,939,021</u>	 <u>\$ 95,676,797</u>	 <u>\$ 103,653,229</u>	 <u>\$ 93,683,430</u>	 -2.1%

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 59.8% of the County's fully assessed property values, which is 0.7% lower than the previous year.

ASSESSED AND TAXABLE VALUES OF TAXABLE PROPERTY

TEN FISCAL YEAR COMPARISON

Fiscal Year	----- Real Property -----		----- Utilities -----	
	<u>Taxable Value</u>	<u>Assessed Value</u>	<u>Taxable Value</u>	<u>Assessed Value</u>
2012-13	\$ 6,943,020,526	\$ 11,830,380,890	\$ 402,322,998	\$ 402,322,998
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

Note: Taxes are not assessed on Personal Property.

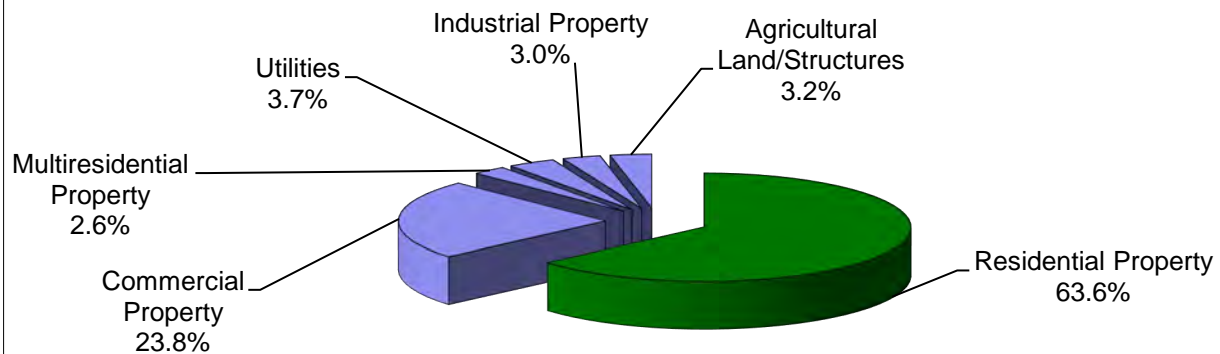
ASSESSED AND TAXABLE VALUES OF TAXABLE PROPERTY

TEN FISCAL YEAR COMPARISON (continued)

<u>Fiscal Year</u>	<u>----- Total -----</u>		<u>Ratio Taxable to Assessed Value</u>	<u>Tax Increment Financing District Values</u>
	<u>Taxable Value</u>	<u>Assessed Value</u>		
2012-13	\$ 7,345,343,524	\$ 12,232,703,888	60.05%	\$ 379,706,751
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

TAXABLE VALUATION BY CLASS OF PROPERTY

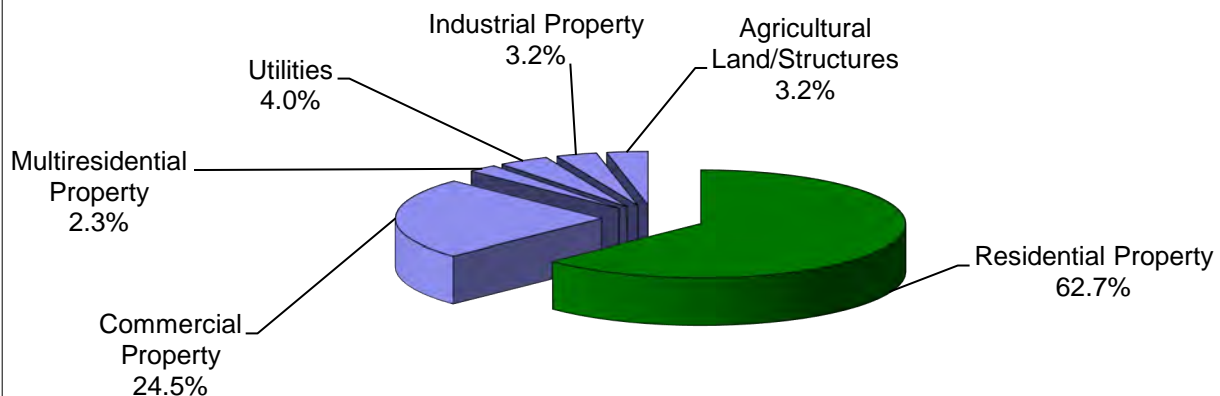
FY22 TAXABLE VALUATION



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

Residential property valuations represent over half of the County's tax base. Residential valuations would represent 69.7%, however, the State mandated rollback percentage shifts the tax burden to other classes. The growth in tax base between years was 2.8%

FY21 TAXABLE VALUATION



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

TAXABLE PROPERTY VALUATION COMPARISON

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

EXCLUDED VALUES FROM COUNTY'S OVERALL TAX BASE:	January 1,2019 For FY21	January 1,2020 For FY22	Amount Change	% Change
Tax Increment Financing District Values	469,701,411	532,941,840	63,240,429	13.5%
Military Exemptions	14,471,528	13,832,507	(639,021)	-4.4%
Utilities/Railroads Rollback Amount	410,124,784	443,155,236	33,030,452	8.1%
Ag Land/Structures Rollback Amount	68,687,925	59,290,771	(9,397,154)	-13.7%
Commercial Rollback Amount	283,751,505	287,831,020	4,079,515	1.4%
Industrial	40,628,568	41,245,162	616,594	1.5%
Multiresidential	91,042,221	128,253,994	37,211,773	40.9%
Residential Rollback Amount	4,928,749,754	4,861,233,830	(67,515,924)	-1.4%
Total Rollback Loss	5,822,984,757	5,821,010,013	(1,974,744)	0.0%
Total Excluded Values	6,307,157,696	6,367,784,360	60,626,664	1.0%
Percent of Tax Base Excluded	40.2%	39.8%		
100% Valuation	15,685,932,970	16,011,289,976	325,357,006	2.1%

PROPERTY TAX LEVY COMPARISON ALL FUNDS

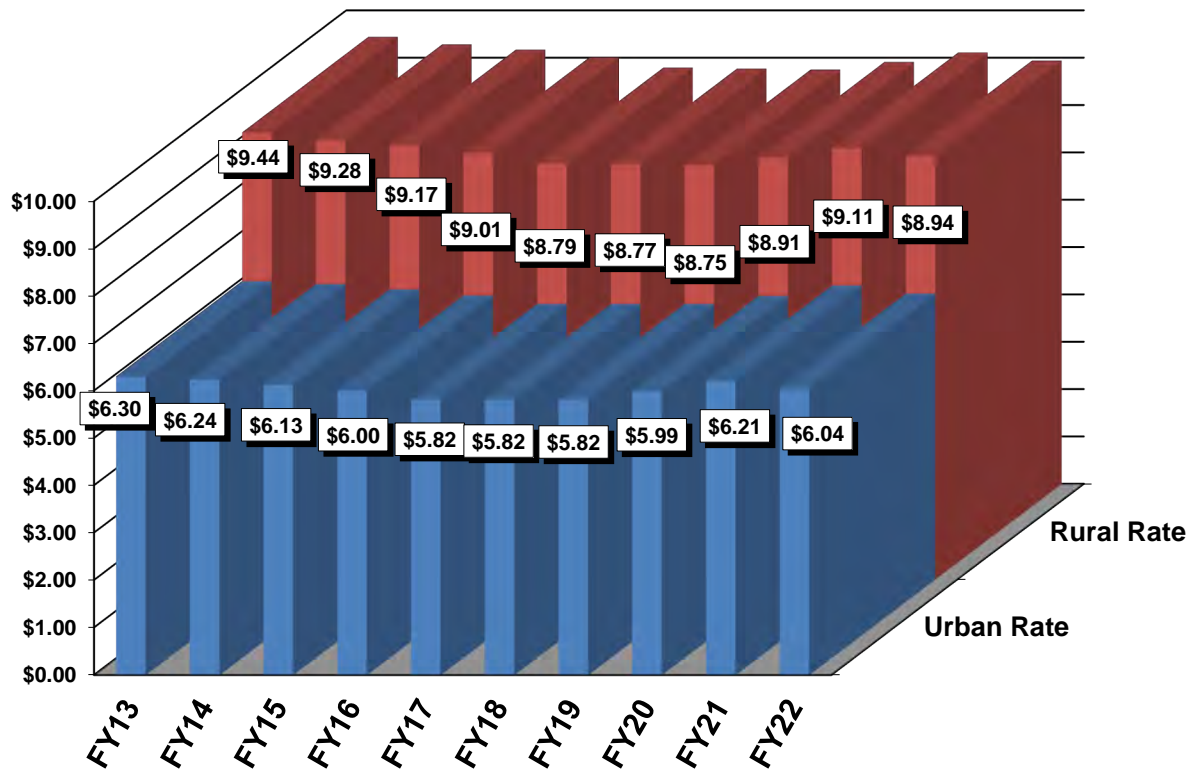
	----- 2020-21 Budget -----		----- 2021-22 Budget -----		
	<u>Levy Amount</u>	<u>Levy Rate Per \$1,000 Taxable Valuation</u>	<u>Levy Amount</u>	<u>Levy Rate Per \$1,000 Taxable Valuation</u>	<u>Levy Amount % Incr -Decr</u>
General Fund	\$ 49,996,983	\$ 5.33086	\$ 51,713,337	\$ 5.36251	3.4%
Special Revenue Fund					
MH-DD	\$ 5,333,651	\$ 0.56869	\$ 3,656,015	\$ 0.37912	-31.5%
Debt Service Fund	<u>\$ 3,087,422</u>	<u>\$ 0.31349</u>	<u>\$ 3,056,368</u>	<u>\$ 0.30034</u>	-1.0%
Total County-Wide Levy	\$ 58,418,056	\$ 6.21304 ⁽¹⁾	\$ 58,425,720	\$ 6.04197	0.0%
Special Revenue Fund (rural only)					
Rural Services Basic	<u>\$ 3,308,416</u>	<u>\$ 2.90137</u> ⁽²⁾	<u>\$ 3,418,597</u>	<u>\$ 2.89905</u>	3.3%
Total Gross Levy	\$ 61,726,472	\$ 9.11441	\$ 61,844,317	\$ 8.94102	0.2%
Less State Replacement Credits Against Levied Taxes	<u>\$ 2,385,928</u>		<u>\$ 2,522,030</u>		5.7%
Total Net Levy	<u>\$ 59,340,544</u>	<u>\$ 9.11441</u> ⁽³⁾	<u>\$ 59,322,287</u>	<u>\$ 8.94102</u>	0.0%

⁽¹⁾ Corporate rate levied against property in incorporated areas (cities)

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

⁽³⁾ Rural rate levied against property in unincorporated areas (townships)

TEN YEAR LEVY RATE COMPARISON



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.

TAX LEVIES AND LEVY RATES

TEN YEAR HISTORICAL COMPARISON

<u>Fiscal Year</u>	<u>Gross Tax Levy ⁽¹⁾</u>	<u>Percent Change In Levy ⁽¹⁾</u>	<u>Urban Levy Rate ⁽²⁾</u>	<u>Rural Levy Rate ⁽³⁾</u>
2012-13	\$ 47,508,708	2.9%	\$ 6.30156	\$ 9.43922
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

⁽¹⁾ Includes State replacement credits against levies taxes and utility replacement dollars.

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

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

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

	<u>ACTUAL</u> <u>2019-20</u>	<u>PROJECTED</u> <u>2020-21</u>	<u>BUDGET</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 43,653,821	\$ 47,082,143	\$ 48,765,872	\$ 50,814,039	\$ 52,948,228	\$ 55,172,054
Other County Taxes/TIF Revenue	6,635,546	6,985,858	6,748,569	6,816,055	6,884,215	6,953,057
Intergovernmental	6,607,788	9,586,990	6,150,279	6,058,025	5,967,154	5,877,647
Licenses & Permits	823,089	1,026,295	834,795	864,848	895,982	928,237
Charges For Services	5,439,853	5,788,977	6,292,187	6,392,862	6,495,148	6,599,070
Use of Money & Property	754,773	276,005	317,505	158,753	198,441	248,051
Fees, Forfeitures and Miscellaneous Revenue	1,052,388	797,908	947,680	944,837	942,002	939,176
Subtotal Revenues	64,967,258	71,544,176	70,056,887	72,049,417	74,331,171	76,717,293
Other Financing Sources:						
Operating Transfers In and assets sold	7,881,667	7,094,263	6,547,755	6,791,501	7,076,744	7,373,967
Total Revenues & Other Sources	72,848,925	78,638,439	76,604,642	78,840,918	81,407,915	84,091,260
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Salaries	27,588,278	29,506,160	30,492,722	31,485,870	32,511,365	33,570,260
Benefits	10,950,583	12,205,370	12,646,452	13,164,957	13,704,720	14,266,613
Capital Outlay	252,395	160,300	170,300	170,300	170,300	170,300
Purchases Services & Expenses	19,006,912	20,828,935	20,772,412	20,932,707	21,410,477	21,899,418
Supplies & Materials	1,783,530	2,226,103	2,026,921	2,051,244	2,075,859	2,100,769
Subtotal Expenditures	59,581,698	64,926,868	66,108,807	67,805,077	69,872,720	72,007,360
Other Financing Uses:						
Transfers out	11,912,937	13,060,298	10,934,755	13,125,474	12,454,250	12,839,461
Total Expenditures & Other Uses	71,494,635	77,987,166	77,043,562	80,930,552	82,326,971	84,846,821
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	\$ 1,354,290	\$ 651,273	\$ (438,920)	\$ (2,089,634)	\$ (919,056)	\$ (755,561)

Revenue / Use	Trend
Taxes Levied on Property	4.2% 5 year trend, 10 year 3.25% valuation growth, stable tax rate
Other County Taxes/TIF Revenue	0.4% Trend rate 2017 - 2022
Intergovernmental	-1.5% Trend based on net flat state intergovernmental and declining federal intergov. revenue, less commercial and industrial rollback backfill dollars through sunset. (before COVID-19)
Licenses & Permits	3.6% Trend rate 2017 - 2022
Charges For Services	1.6% Trend rate 2017 - 2022
Use of Money & Property	50% of FY 23 reduction due to COVID -19 impacts then growth
Fees, Forfeitures and Miscellaneous Revenue	-0.3% Trend rate 2017 - 2022
Salaries	4.3% Net cost of living and step wage increases per year, less turnover.
Benefits	4.1% 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 2.4% trend.
Supplies & Materials	0% Allowable growth budget guideline / strategic planning, 1.2% 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 programing is available. The excess of expenditures and transfers out is tied to excess bugetary savings transferred to the capital fund by approximatley \$2,000,000 in FY 2023, \$1,000,000 in FY 2024 and FY 2025.

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE MENTAL HEALTH & DISABILITIES FUND

	<u>ACTUAL</u> <u>2019-20</u>	<u>PROJECTED</u> <u>2020-21</u>	<u>BUDGET</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 4,853,949	\$ 4,988,612	\$ 3,320,299	\$ -	\$ -	\$ -
Other County Taxes/TIF Revenue	177,430	166,221	107,792	-	-	-
Intergovernmental	386,696	335,458	313,293	313,293	313,293	313,293
Licenses & Permits	-	-	-	-	-	-
Charges For Services	186,522	2,200	2,200	2,200	2,200	2,200
Use of Money & Property	18,287	5,000	5,000	2,500	3,000	3,000
Fees, Forfeitures and Miscellaneous Revenue	296,449	202,260	205,260	211,418	217,760	224,293
Subtotal Revenues	5,919,333	5,699,751	3,953,844	529,411	536,253	542,786
Other Financing Sources:						
Operating Transfers In and assets sold	-	-	-	-	-	-
Total Revenues & Other Sources	5,919,333	5,699,751	3,953,844	529,411	536,253	542,786
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Salaries	493,045	378,206	335,512	349,939	364,986	380,681
Benefits	210,988	150,918	125,545	130,692	136,051	141,629
Capital Outlay	-	25,508	508	500	500	500
Purchases Services & Expenses	4,875,084	5,134,985	5,102,427	-	-	-
Supplies & Materials	2,786	2,430	2,430	2,430	2,430	2,430
Subtotal Expenditures	5,581,903	5,692,047	5,566,422	483,561	503,967	525,240
Other Financing Uses:						
Transfers out	-	-	-	-	-	-
Total Expenditures & Other Uses	5,581,903	5,692,047	5,566,422	483,561	503,967	525,240
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	\$ 337,430	\$ 7,704	\$ (1,612,578)	\$ 45,849	\$ 32,286	\$ 17,547

	Trend
Taxes Levied on Property	County tax cap of \$30.78 per capita, population of 172,943 limits taxes on property and intergovernmental subsidy.
Other County Taxes/TIF Revenue	
Intergovernmental	N/A
Licenses & Permits	
Charges For Services	Minimal qualifying charges
Use of Money & Property	50% of FY 23 reduction due to COVID -19 impacts then growth
Fees, Forfeitures and Miscellaneous Revenue	Reimbursement based on wages and salary adjustment
Salaries	4.3% Net cost of living and step wage increases per year, less turnover.
Benefits	4.1% Net Cost of insurance / wage related benefits per year.
Capital Outlay	N/A
Purchases Services & Expenses	All non-administrative costs moved to region budget.
Supplies & Materials	0% Allowable growth budget guideline
Conclusion	The Mental Health Fund will likely be limited to county personnel costs only beginning in FY 2023. Any excess fund balance will be moved to the Eastern Iowa Mental Health and Disabilities Services Region as of June 30, 2022.

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

	<u>ACTUAL</u> <u>2019-20</u>	<u>PROJECTED</u> <u>2020-21</u>	<u>BUDGET</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other County Taxes/TIF Revenue	-	-	-	-	-	-
Intergovernmental	4,576,381	4,012,672	4,256,783	4,214,215	4,256,357	4,298,921
Licenses & Permits	50,703	30,000	30,000	30,000	30,300	30,603
Charges For Services	57,200	496,265	96,265	5,000	5,050	5,101
Use of Money & Property	67,448	30,000	30,000	40,000	40,000	40,000
Fees, Forfeitures and Miscellaneous Revenue	51,804	14,100	14,100	14,100	14,100	14,100
Subtotal Revenues	4,803,536	4,583,037	4,427,148	4,303,315	4,345,807	4,388,724
Other Financing Sources:						
Operating Transfers In and assets sold	3,652,036	3,795,000	3,915,000	3,771,277	3,896,590	4,026,073
Total Revenues & Other Sources	8,455,572	8,378,037	8,342,148	8,074,592	8,242,397	8,414,798
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Secondary Roads	10,549,603	11,198,600	9,134,600	8,119,611	8,332,449	8,514,786
Subtotal Expenditures	10,549,603	11,198,600	9,134,600	8,119,611	8,332,449	8,514,786
Other Financing Uses:						
Transfers out	-	-	-	-	-	-
Total Expenditures & Other Uses	10,549,603	11,198,600	9,134,600	8,119,611	8,332,449	8,514,786
Excess Of Revenues & Other Sources						
over(under) Expenditures & Other Uses	\$ (2,094,031)	\$ (2,820,563)	\$ (792,452)	\$ (45,019)	\$ (90,052)	\$ (99,988)

	Trend
Intergovernmental	Estimated 1% reduction FY 22 due to COIVD impact and then 1% growth.
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 Revenue	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>2019-20</u>	<u>PROJECTED</u> <u>2020-21</u>	<u>BUDGET</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 1,786,676	\$ 2,911,614	\$ 2,889,881	\$ 2,839,359	\$ 2,846,382	\$ 2,843,220
Other County Taxes/TIF Revenue	62,037	91,293	83,541	85,379	87,086	88,828
Intergovernmental	1,557,757	1,575,414	1,519,560	1,519,562	1,509,430	1,556,321
Use of Money & Property	<u>14,849</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
Subtotal Revenues	3,421,319	4,583,321	4,497,982	4,449,300	4,447,899	4,493,369
Other Financing Sources:						
Proceeds of debt issuance	2,747,378	-	-	-	-	-
Operating Transfers In and assets sold	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues & Other Sources	6,168,697	4,583,321	4,497,982	4,449,300	4,447,899	4,493,369
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Debt Service and fees	<u>10,198,473</u>	<u>4,867,249</u>	<u>4,848,149</u>	<u>4,854,300</u>	<u>4,867,899</u>	<u>4,867,570</u>
Subtotal Expenditures	10,198,473	4,867,249	4,848,149	4,854,300	4,867,899	4,867,570
Other Financing Uses:						
Transfers out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures & Other Uses	10,198,473	4,867,249	4,848,149	4,854,300	4,867,899	4,867,570
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$ (4,029,776)</u>	<u>\$ (283,928)</u>	<u>\$ (350,167)</u>	<u>\$ (405,000)</u>	<u>\$ (420,000)</u>	<u>\$ (374,201)</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 expended with the proceeds.

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

	<u>ACTUAL</u> <u>2019-20</u>	<u>PROJECTED</u> <u>2020-21</u>	<u>BUDGET</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other County Taxes/TIF Revenue	577,668	705,000	720,000	680,000	680,000	680,000
Intergovernmental	193,105	596,290	-	5,000	5,000	5,000
Licenses & Permits	-	-	-	-	-	-
Charges For Services	-	43,000	326,000	350,000	350,000	350,000
Use of Money & Property	307,005	113,000	45,000	120,800	120,800	120,800
Fees, Forfeitures and Miscellaneous Revenue	37,228	26,800	24,000	24,000	24,000	24,000
Subtotal Revenues	1,115,006	1,484,090	1,115,000	1,179,800	1,179,800	1,179,800
Other Financing Sources:						
Bonds sold and Premium	11,817,214	-	-	-	-	-
Operating Transfers In and assets sold	3,931,526	7,270,570	4,911,800	4,970,000	3,970,000	3,970,000
Total Revenues & Other Sources	16,863,746	8,754,660	6,026,800	6,149,800	5,149,800	5,149,800
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Salaries	-	-	-	-	-	-
Benefits	-	-	-	-	-	-
Capital Outlay	8,353,576	16,373,752	7,424,287	3,689,700	6,230,800	5,152,800
Purchases Services & Expenses	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Subtotal Expenditures	8,353,576	16,373,752	7,424,287	3,689,700	6,230,800	5,152,800
Other Financing Uses:						
Transfers out	776,907	2,018,735	1,386,800	-	-	-
Total Expenditures & Other Uses	9,130,483	18,392,487	8,811,087	3,689,700	6,230,800	5,152,800
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>\$ 7,733,263</u>	<u>\$ (9,637,827)</u>	<u>\$ (2,784,287)</u>	<u>\$ 2,460,100</u>	<u>\$ (1,081,000)</u>	<u>\$ (3,000)</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 Revenue	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>2019-20</u>	<u>PROJECTED</u> <u>2020-21</u>	<u>BUDGET</u> <u>2021-22</u>	<u>PROJECTED</u> <u>2022-23</u>	<u>PROJECTED</u> <u>2023-24</u>	<u>PROJECTED</u> <u>2024-25</u>
REVENUES & OTHER FINANCING SOURCES						
Taxes Levied on Property	\$ 3,032,749	\$ 3,093,852	\$ 3,208,203	\$ 3,317,282	\$ 3,430,069	\$ 3,510,333
Other County Taxes/TIF Revenue	81,824	80,152	81,341	82,805	84,296	85,813
Intergovernmental	160,874	154,840	146,669	151,656	156,812	162,144
Licenses & Permits	-	-	-	-	-	-
Charges For Services	36,819	30,000	30,000	30,000	30,300	30,603
Use of Money & Property	6,244	2,500	4,200	4,200	4,200	4,200
Fees, Forfeitures and Miscellaneous Revenue	-	-	-	-	-	-
Subtotal Revenues	3,318,510	3,361,344	3,470,413	3,585,943	3,705,677	3,793,093
Other Financing Sources:						
Operating Transfers In and assets sold	-	-	-	-	-	-
Total Revenues & Other Sources	3,318,510	3,361,344	3,470,413	3,585,943	3,705,677	3,793,093
EXPENDITURES & OTHER FINANCING USES						
Operating:						
Library	587,575	595,213	601,165	607,177	613,248	619,381
Subtotal Expenditures	587,575	595,213	601,165	607,177	613,248	619,381
Other Financing Uses:						
Transfers out	2,754,000	2,800,000	2,893,000	2,989,832	3,069,956	3,168,485
Total Expenditures & Other Uses	3,341,575	3,395,213	3,494,165	3,597,009	3,683,205	3,787,866
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	\$ (23,065)	\$ (33,869)	\$ (23,752)	\$ (11,066)	\$ 22,472	\$ 5,227

	Trend
Taxes Levied on Property	3.4% 10 year average growth valuation rural area, stable tax rate
Other County Taxes/TIF Revenue	1.8% Trend Rate 2017 - 2022
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 Revenue	0% Growth
Library	1.0% Growth estimate
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 30th and March 31st.) The revenue sources over the past several years have been directed toward this goal in order to avoid interim financing. The following is a ten-year history of the changes in the unassigned General Fund balance:

Fiscal Year	June 30 Fund Balance
2012-13	\$10,041,990
2013-14	9,832,639
2014-15	10,098,835
2015-16	10,212,287
2016-17	10,474,822
2017-18	10,821,990
2018-19	11,354,228
2019-20	11,916,336
2020-21 (Projected)	14,210,724
2021-22 (Projected)	14,210,724

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, 2022 balance is projected to be 21.5%, which is above the minimum fund balance guidelines. The Board chose to carry a higher unassigned balance into FY 2021 due to the COVID-19 Pandemic.

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.

The local option sales tax revenue represents approximately 7.4% of total revenues to the General Fund in FY22. The County is projecting increasing activity within local option sales taxes as natural growth is occurring, supplemented by an increase in internet sales. The County is not projecting a decline in sales tax revenue due to COVID-19 and the revenue stream has been holding stable. All estimated local option tax revenues are used to reduce the General Fund property tax requirement for the ensuing fiscal year.



The FY 2022 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 15.8 positions for a cost of \$589,959 since July 1, 2020 due to delayed operational changes related to COVID-19 and 4.0 positions for \$147,000 for the July 1, 2021 organizational changes.

The FY 2022 positions were budgeted to begin January 1, 2021. The combined cost of the new positions and step recommendations is \$1,256,172 or 4.3% of FY 21 budgeted salaries.

The Public Safety and Legal Services service area is increasing by 5.5%. This increase is due to the Sheriff department adding 12.0 positions in 2021 and the Attorney's office adding 5 positions in 2021 and 2022. The Board budgeted for the additional 7.0 deputies and 5.0 correction officers to the Sheriff, Office, while adding 2.0 assistant attorneys and 1.0 legal secretary, paralegal and senior office assistant in the County Attorney's office. The impact for the 2021 positions is \$218,000; however, the positions were budgeted to be filled half way through the year and \$109,000 is budgeted for the new positions. The adult correction division represents 35% of the Public Safety and Legal Services of the County. Other salary and benefits within this service area are expected to increase by 8.3% after salary and benefit changes.

Additionally, the property tax funding of Emergency Management Agency and Scott Emergency Communications Center (SECC) requested a decreased flow through contribution of about \$300,000, a 3.7% increase from the prior year, from the County. SECC was formed by a 28E (intergovernmental agreement) to consolidate all of 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 to include new staffing and additional programming.

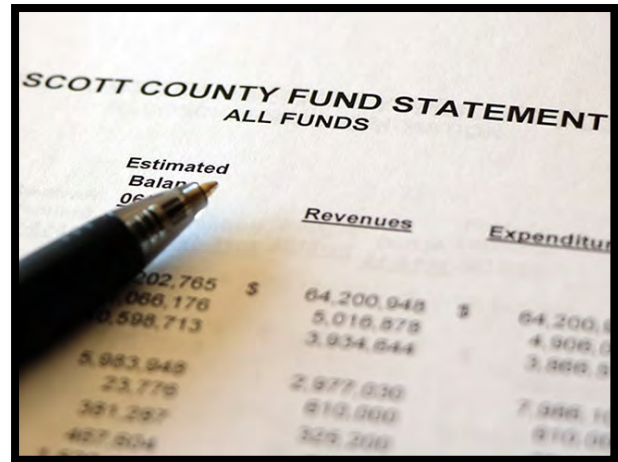


Physical Health and Social Services is decreasing by 0.7% primarily due to decreasing contractual services within the community services and health departments. This represents 4.1% the decrease in the category compared to FY 2021. The County continues to see a decline in specific grant funding for Physical Health and Social Services, offset increased by wage and benefit increases. 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 2.3% due to offset seasonal costs associated with reduced services at West Lake Park construction and wage and benefit increases.

Government Services to Residents is increasing by 4.9% 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 2022 is local election year which decreases the volume of elections but increases amount of reimbursable costs received by the County. The Administration (interprogram) service area expenditures nets to a 0.6% increase primarily for the salary study, moving salary and benefits to the public safety function, and annual changes in the strategic planning initiatives funded from fund balance.

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 FY22 General Basic levy rate is at the \$3.50 limit with the General Supplemental Fund at a \$1.86251 levy rate amount.



Estimated Balance	Revenues	Expenditures
06		
202,765	\$ 64,200,948	\$ 64,200,948
066,176	5,016,878	4,908,000
0,598,713	3,934,644	3,888,000
5,983,948		
23,776	2,977,030	2,988,000
381,287	810,000	810,000
487,034	329,200	329,200

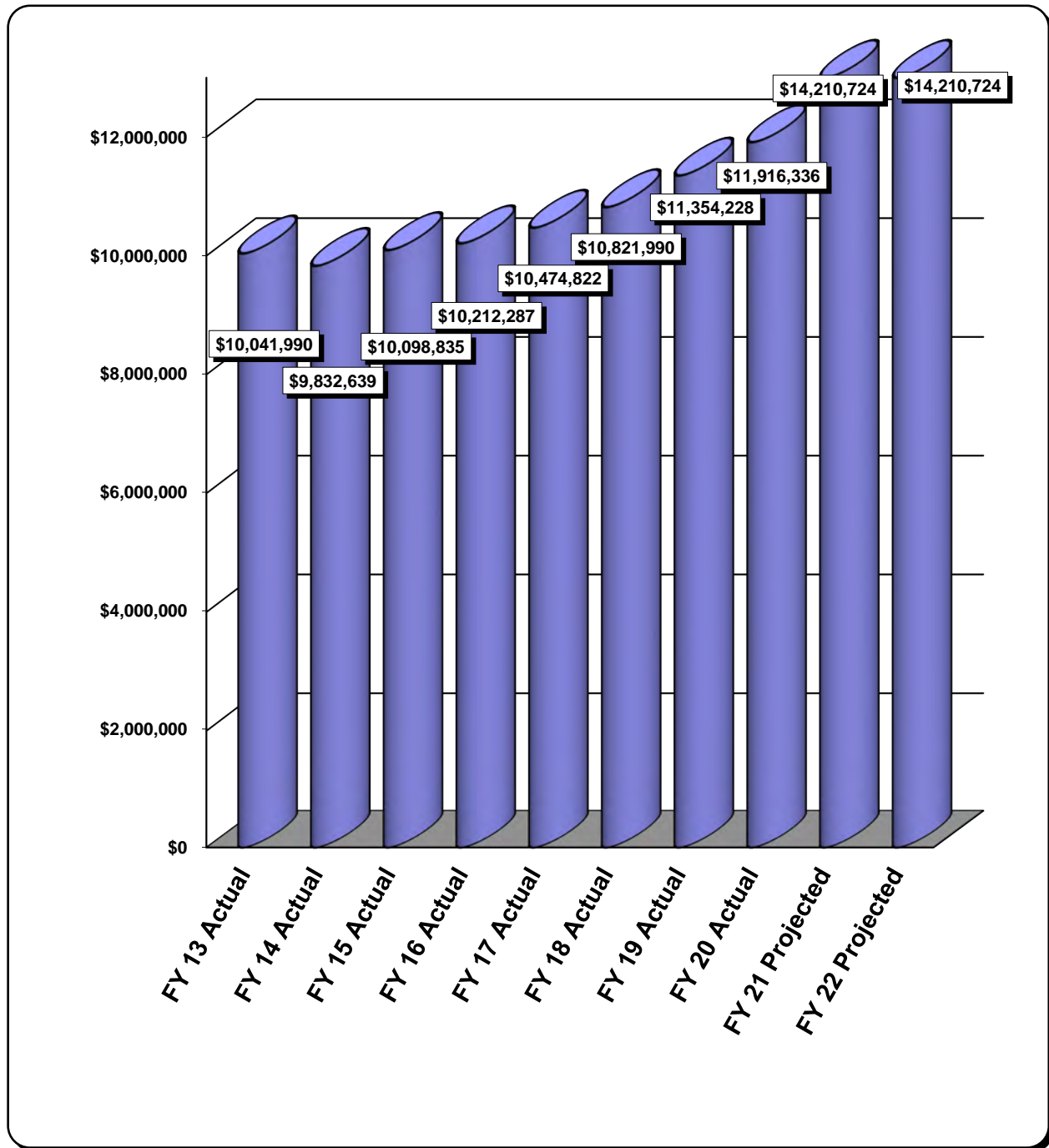
GENERAL FUND TOTAL FUND STATEMENT

	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
Beginning balance, July 1	\$ 13,584,085	\$ 12,951,609	\$ 14,938,375	\$ 15,589,648	20.4%
Revenues	64,967,258	74,960,075	78,638,439	76,604,642	2.2%
Transfers In	<u>7,881,667</u>	<u>7,089,263</u>	<u>7,089,263</u>	<u>6,537,755</u>	-7.8%
Revenues and transfers in	<u>72,848,925</u>	<u>74,960,075</u>	<u>78,638,439</u>	<u>76,604,642</u>	2.2%
Funds available	86,433,010	87,911,684	93,576,814	92,194,290	4.9%
Expenditures	59,581,698	63,855,812	64,926,868	66,108,807	3.5%
Transfers Out	<u>11,912,937</u>	<u>11,234,263</u>	<u>13,060,298</u>	<u>10,934,755</u>	-2.7%
Expenditures and transfers out	<u>71,494,635</u>	<u>75,090,075</u>	<u>77,987,166</u>	<u>77,043,562</u>	2.6%
Ending Balance, June 30	<u>\$ 14,938,375</u>	<u>\$ 12,821,609</u>	<u>\$ 15,589,648</u>	<u>\$ 15,150,728</u>	18.2%

Less: Estimated nonspendable, restrictions, or assignments

Amount nonspendable for prepaid items	92,204	92,204
Amount restricted for other statutory programs	624,764	499,764
Amount assigned for strategic planning initiatives	313,920	-
Amount assigned for IBNR claims liabilities	<u>348,036</u>	<u>348,036</u>
Unassigned Fund Balance	<u>\$ 14,210,724</u>	<u>\$ 14,210,724</u>

GENERAL FUND UNASSIGNED ENDING FUND BALANCE TEN YEAR COMPARISON



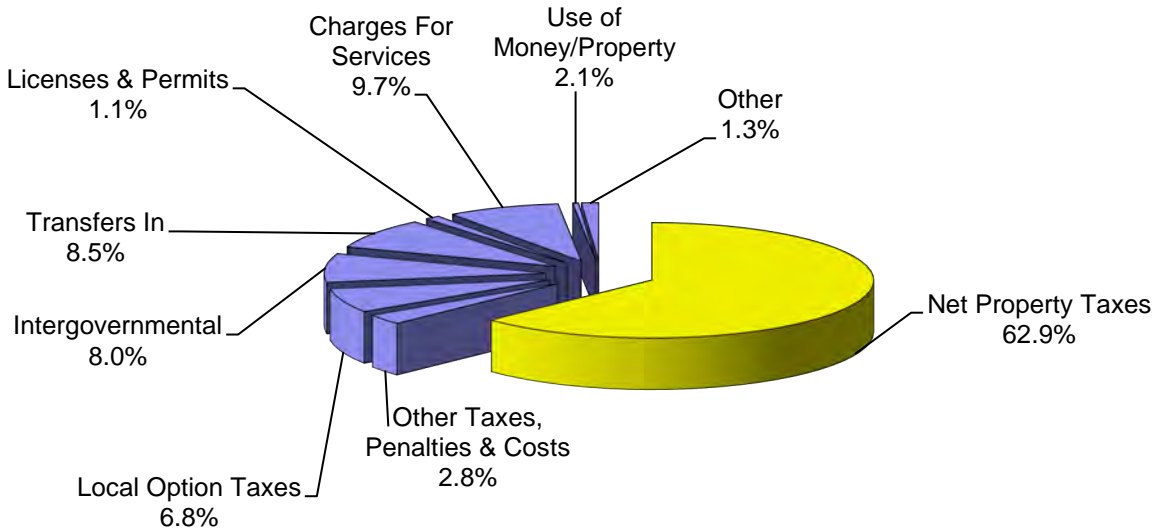
The recommended FY22 General Fund unassigned ending fund balance is expected to be at \$14,210,724 which represents 21.5% of general fund expenditures. The Board's Financial Management Policy requires a 15% minimum General Fund balance.

GENERAL FUND TOTAL REVENUE SOURCES

	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
Taxes Levied on Property	\$ 45,411,596	\$ 48,471,828	\$ 48,471,828	\$ 50,247,806	3.7%
Less: Uncollected Delinquent Taxes-Lev	10,177	18,000	18,000	18,000	0.0%
Less: Credits To Taxpayers	<u>2,071,934</u>	<u>1,979,685</u>	<u>1,979,685</u>	<u>2,071,934</u>	4.7%
Net Current Property Taxes	43,329,485	46,474,143	46,474,143	48,157,872	3.6%
Add: Delinquent Property Tax Revenue	10,177	18,000	18,000	18,000	0.0%
 Total Net Property Taxes	 43,339,662	 46,492,143	 46,492,143	 48,175,872	 3.6%
 Penalties, Interest & Costs On Taxes	 314,158	 590,000	 590,000	 590,000	 0.0%
Other County Taxes	<u>83,037</u>	<u>59,703</u>	<u>59,703</u>	<u>83,038</u>	39.1%
Total Other Taxes, Penalties & Costs	397,195	649,703	649,703	673,038	3.6%
 Local Option Taxes	 5,006,394	 4,800,000	 5,400,000	 5,200,000	 8.3%
Utility Tax Replacement Excise Tax	1,546,115	1,526,155	1,526,155	1,465,531	-4.0%
 Intergovernmental :					
State Grants & Reimbursements	2,086,581	1,915,421	2,016,946	2,026,735	5.8%
State Credits Against Levied Taxes	2,071,934	1,979,685	1,979,685	2,071,934	4.7%
State/ Federal Pass Thru	497,103	503,165	3,831,501	466,823	-7.2%
Other State Credits	1,379,591	997,851	1,380,671	997,724	0.0%
Federal Grants & Entitlements	28,333	15,000	22,500	7,500	-50.0%
Contr & Reimb From Other Govts	536,206	346,116	347,637	571,513	65.1%
Payments in Lieu of Taxes	<u>8,040</u>	<u>7,900</u>	<u>8,050</u>	<u>8,050</u>	1.9%
Subtotal Intergovernmental	6,607,788	5,765,138	9,586,990	6,150,279	6.7%
 Licenses & Permits	 823,089	 766,295	 1,026,295	 834,795	 8.9%
Charges For Services	5,439,853	6,029,582	5,788,977	6,292,187	4.4%
Use of Money & Property	754,773	891,099	276,005	317,505	-64.4%
 Other:					
Fines, Forfeitures & Defaults	1,036,627	917,197	771,878	921,680	0.5%
Miscellaneous	<u>15,762</u>	<u>23,500</u>	<u>26,030</u>	<u>26,000</u>	10.6%
Total Other	1,052,389	940,697	797,908	947,680	0.7%
 Total Revenues before Other Financing Sources	 <u>64,967,258</u>	 <u>67,860,812</u>	 <u>71,544,176</u>	 <u>70,056,887</u>	 3.2%
 Proceeds of Fixed Asset Sales	 -	 10,000	 5,000	 10,000	 0.0%
 Transfers in from:					
General Basic	7,861,667	7,069,263	7,069,263	6,517,755	-7.8%
Recorders Management	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	0.0%
Total transfers in	7,881,667	7,089,263	7,089,263	6,537,755	-7.8%
 GRAND TOTAL REVENUES	 <u>\$ 72,848,925</u>	 <u>\$ 74,960,075</u>	 <u>\$ 78,638,439</u>	 <u>\$ 76,604,642</u>	 2.2%

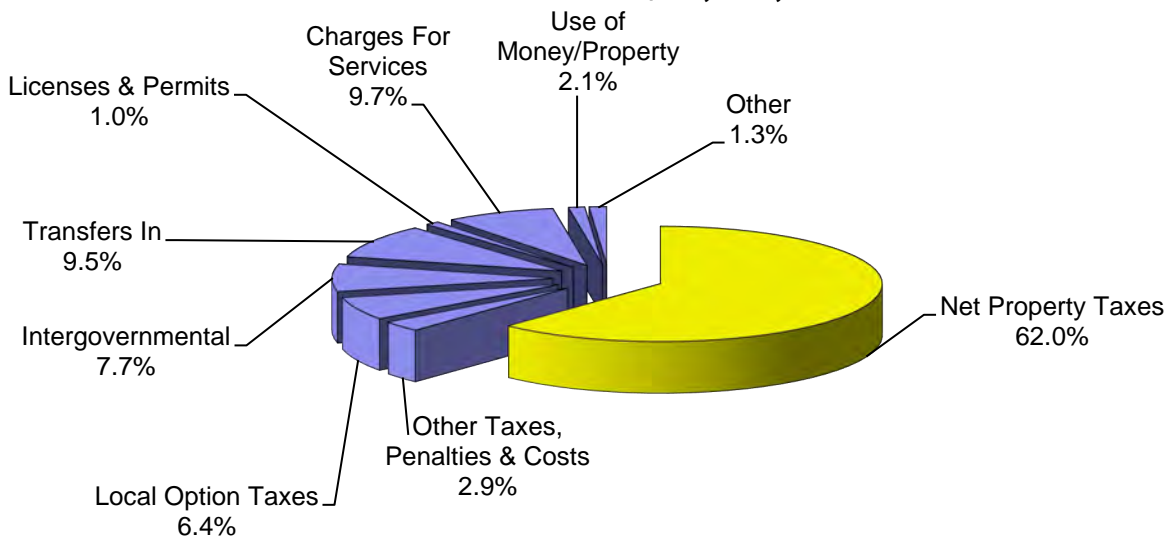
GENERAL FUND REVENUES BY TYPE

FY22 BUDGET : \$76,604,642



The percentage of revenues received from net property taxes has increased from 62.0% to 62.9% from FY21 to FY22. This increase is because the County increased the general fund levy to pay for salaries, benefits and public safety costs. Additionally local option sales taxes have increased and intergovernmental revenues in dollars have flattened or declined in relation to the overall budgeted dollar change.

FY21 BUDGET : \$74,960,075

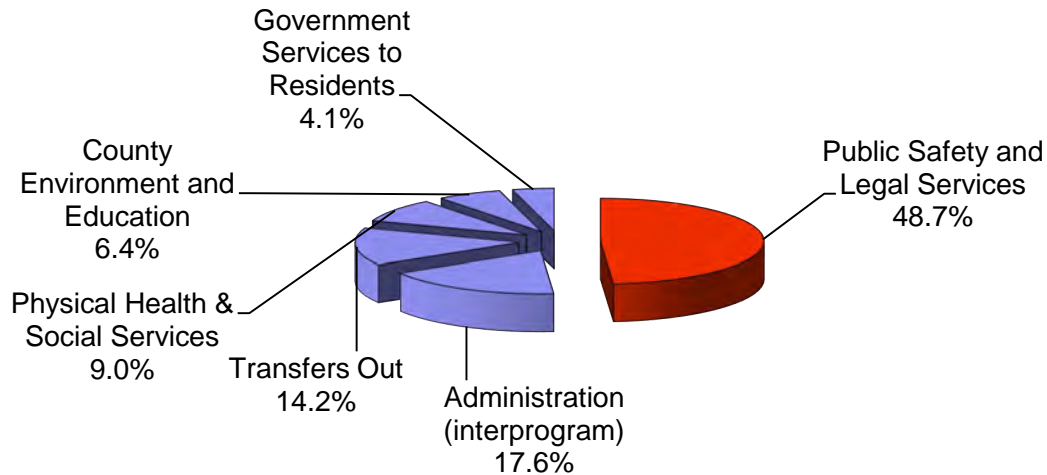


GENERAL FUND EXPENDITURES BY SERVICE AREA

SERVICE AREA	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
Public Safety & Legal Services	\$ 33,980,781	\$ 35,590,157	\$ 35,919,334	\$ 37,547,515	5.5%
Physical Health & Social Services	6,298,298	6,976,608	7,714,951	6,926,476	-0.7%
Mental Health and Disability Services	2,126	-	-	-	N/A
County Environment & Education	4,568,620	4,807,347	4,741,850	4,920,239	2.3%
Government Services to Residents	2,687,635	3,017,786	3,318,705	3,165,502	4.9%
Administration (interprogram)	<u>12,044,238</u>	<u>13,463,914</u>	<u>13,232,028</u>	<u>13,549,075</u>	0.6%
SUBTOTAL BEFORE TRANSFERS	<u>59,581,698</u>	<u>63,855,812</u>	<u>64,926,868</u>	<u>66,108,807</u>	3.5%
Transfers out to:					
General Supplemental	7,861,667	7,069,263	7,069,263	6,517,755	-7.8%
Secondary Roads	941,000	970,000	970,000	997,000	2.8%
Capital Improvements	2,910,270	2,970,000	4,621,035	3,095,000	4.2%
Vehicle Replacement	100,000	225,000	400,000	325,000	44.4%
Internal Service - Health	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total transfers	<u>11,912,937</u>	<u>11,234,263</u>	<u>13,060,298</u>	<u>10,934,755</u>	-2.7%
GRAND TOTAL EXPENDITURES AND TRANSFERS OUT	<u>\$ 71,494,635</u>	<u>\$ 75,090,075</u>	<u>\$ 77,987,166</u>	<u>\$ 77,043,562</u>	2.6%

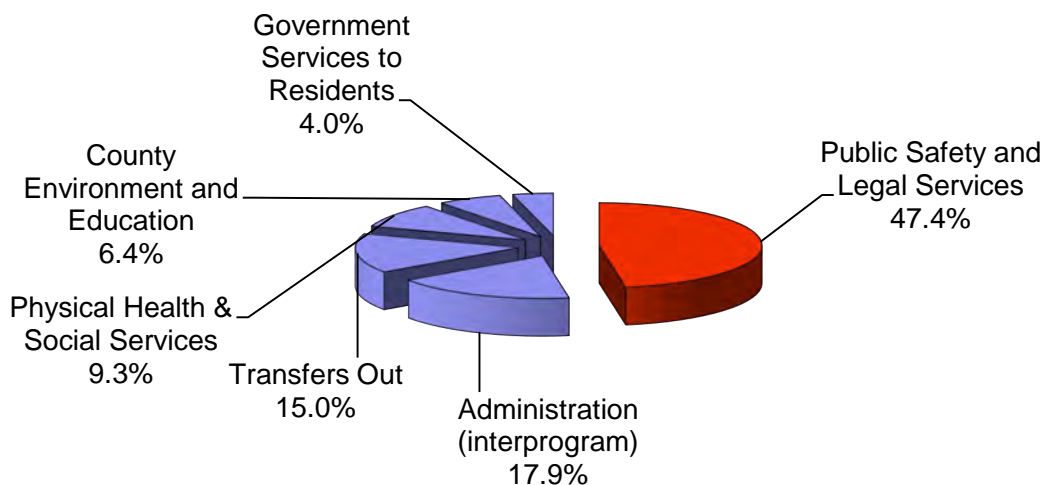
GENERAL FUND EXPENDITURES BY SERVICE AREA

FY22 BUDGET: \$77,043,562



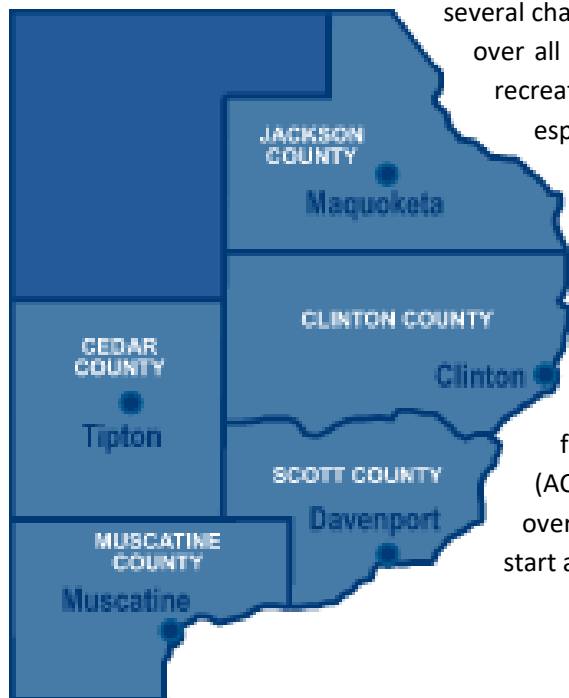
This graph shows that the single largest General Fund expense category is for Public Safety & Legal Services costs. The amount for transfers out includes countywide property tax funding for the Secondary Roads budget and transfers to fund benefits.

FY21 BUDGET: \$75,090,075



MENTAL HEALTH & DISABILITIES SERVICES FUND

In 1996, the Iowa State Legislature capped the dollar amount on the local property tax levy for this fund in the future. This was done to build a partnership between the state and the counties. Over the years, the State Legislature made



several changes to the mental health system: added funds to the overall system, took over all of the Medicaid payment system, created mental health redesign which recreated 14 Regions across the state, added/mandated several new services, especially crisis services, altered how fund balances are used/monitored, and most recently, required the Regions to administer part of the children's system. In FY12, Senate File 2315 (mental health redesign) was passed. Mental health/disability services are now categorized by Domains: Core, Additional Core, Mandated, Other Informational/Other Services and Administration. Core services are mandated and all other services can be implemented as long as the region has funds. Regions received equalization funding in FY14 and FY15, but have not received any new funding since. Fund balances increased dramatically as Medicaid Expansion (ACA) occurred, counties formed regions-sharing fund balances, the state took over the Medicaid non-federal share payments, and some regions were slow to start all the new crisis services.

Core domain services that must be funded include:

1. Treatment Services- outpatient, assessment, medication management, and inpatient;
2. Crisis - crisis evaluation, mobile response, crisis stabilization residential and community based, 23 hour observation/holding, 24 hour access to crisis response, and access centers;
3. Community Support- respite, home health aide, community living, intensive residential services, and home/vehicle modification;
4. Supported Employment- job development, prevocational, and supported employment-enclave;
5. Recovery- peer and family support;
6. Service Coordination; and
7. Subacute Services.

Local News Show Paul Sands
Live- discussing the Crisis Hotline

Eastern Iowa Mental Health Crisis Hotline

No-cost mobile outreach now available 24/7



Eastern Iowa Mental Health Crisis Hotline

No-cost mobile outreach now available 24/7



Over the years, funding has been an issue as the State Legislature continued to mandate more services and additional populations. In May 2017, the Legislature passed SF504 (May 2017) which removed the 1996 levy cap, allowing the counties to adjust the MH levy based on budget needs up to the “new” regional per capita amount. Every region in the state was assigned a new “regional dollar cap”. The caps ranged from \$25.84 to \$47.28. The Eastern Iowa MHDS Region’s “new” cap was \$30.78. Scott County was able to raise additional \$1.9 million in local funding for fiscal year 2017 and thereafter, however, each of the four partner counties in the region were required to reduce levies by the same \$1.9 million. The “new regional cap” was one of the lowest across the State. Because the Regions had large fund balances, the State Legislature was not going to address funding or the “caps”.

Between 2017 and 2019, the State Legislature passed legislation that required regions to reduce fund balances quickly, raise/lower levies dramatically and fund very expensive 24/7 mental health services. This resulted in serious concerns regarding sustainability of the new services. The regions needed long term stable funding in order to plan and develop the new services required. In FY19, the Region was able to reduce the fund balance quickly as four counties levied \$0; it provided one time funding grants to various providers in the region; and it also had several new crisis services implemented. Also during the 2019 legislative session, House File 690 was passed requiring the regions to deliver a set of core behavioral health services to children with an SED diagnosis and the families.

The Region was forced to make service cuts and start waiting lists during FY20 as several crisis services had been implemented and the spending trend was much higher than expected. The region also eliminated funding for sheltered workshops as of January 2020. The Governing Board had spoken to numerous legislators about the low per capita and the issue of sustainable funding for crisis services. The Eastern Iowa MHDS Region was the first region to hit the wall in regards to funding. The message was very clear: numerous additional service mandates, expensive 24/7 crisis services, new populations to fund, no new money in the system, and a low per capita creates financial strains on the system.

As the Region began developing the FY21 budget, the Governing Board requested the budget be revenue neutral. The individual counties trimmed their budgets as much as possible. The Management Team reviewed the crisis services and worked to save dollars wherever possible. The FY21 budget was approved at 97% of the revenue (Property tax dollars).

There was hope that the 2020 legislative session would address the levy cap issue that impacts more regions, but the Covid-19 Pandemic resulted in the State Legislators shortening the session. The county, the state and the world are different places now. Mental Health services are needed even more so now. The region is still providing crisis services but just in a different format or way. The Region has a Children’s Advisory Committee who will start to address the new services and training required. The Covid-19 Pandemic impact on fund balances was not expected. All of the counties in the region saw an increase in fund balance. Some providers closed down temporarily and others shortened hours. Many individuals did not access services for a period of time out of fear, staying home isolated from everyone. The FY21 expenditures/revenues look very different when comparing to other years.

The 2021 Legislative Session went nearly three weeks past their scheduled deadline. All was quiet until the last 6 weeks of session when a large Omnibus Tax bill was introduced by the Senate. SF 587 passed the Senate, but stalled in the House. The Governor and the Senate reached an agreement for another Omnibus Tax bill, SF 619. After much debate, the House passed SF 619 as well. The tax bill covers many tax policies, including mental health funding. Effective FY22, (7/1/21), the county’s MH levies will all be lowered to \$21.14 per capita and the state will provide funding in the amount of \$15.86 per capita to the regions, equaling a total of \$37.00 per capita. In FY23, the mental health levies will be eliminated and the state will fund the mental health system completely at \$38.00 per capita. In FY24, the state per capita will be \$40.00 and \$42.00 in FY25. The regions will still have a percentage fund balance requirement that decreases over 3 years. Excess fund balance amounts will be deposited in the MHDS Regional

Services Fund for all regions to access if needed. Regions will enter into performance based contracting with DHS on 1/1/22, creating incentive funds for regions. The regions will be required to have all core services available through subcontracting with another region or having the actual service in the region.

Due to the funding change at the County level and the inability to amend the budget after the initial adoption, the fund balance is projected to be negative \$834,319. The County will amend the budget to reduce the transfer to the region and end the year with \$0 fund balance.

The Omnibus Tax bill provides an additional \$2 million for the region in FY22, but the fear of future funding remains. There is no safety net for the region to generate funds if the state is unable to fund at the promised levels.

The state did not allow for an amendment of expenditures after the legislative session, only the reduction of the property tax revenues, therefore the projected fund balance is a deficit \$234,319. The fund is projected to remit any remaining fund balance to the region as of June 30, 2022 less any carry forward administrative expenditures.

Eastern Iowa Mental Health Crisis Hotline

No-cost mobile outreach now available 24/7

Help Now | 24-Hour CRISIS LINE | 844.430.0375

Eastern Iowa Mental Health And Disability Services Region

Home Eastern Iowa Crisis System About CARES Act Funds **COVID-19 Resources** Contact Us

Select Language

WHAT IS A CRISIS?

A crisis is any stress or pressure that has become too great for you to cope with alone.

If you or a family member is experiencing a crisis, please call **1-844-430-0375**.

Paula Sands Live

MENTAL HEALTH & DISABILITY SERVICES FUND

FUND STATEMENT

<u>Fund</u>	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
Beginning balance, July 1	\$ 433,125	\$ 360,391	\$ 770,555	\$ 778,259	115.9%
Revenues	<u>5,919,333</u>	<u>5,628,347</u>	<u>5,699,751</u>	<u>3,953,844</u>	-29.8%
Funds available	6,352,458	5,988,738	6,470,306	4,732,103	-21.0%
Expenditures	<u>5,581,903</u>	<u>5,628,347</u>	<u>5,692,047</u>	<u>5,566,422</u>	-1.1%
Excess (deficiency) of revenues over expenditures	<u>337,430</u>	<u>-</u>	<u>7,704</u>	<u>(1,612,578)</u>	N/A
Ending Balance, June 30	<u>\$ 770,555</u>	<u>\$ 360,391</u>	<u>\$ 778,259</u>	<u>\$ (834,319)</u>	-331.5%

MENTAL HEALTH & DISABILITY SERVICES FUND

REVENUE SOURCES

<u>Fund</u>	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
REVENUES					
Taxes Levied on Property	\$ 5,086,081	\$ 5,170,812	\$ 5,170,812	\$ 3,552,431	-31.3%
Less: Uncollected Delinquent Taxes- Levy Year	1,140	1,000	1,000	1,000	0.0%
Less: Credits To Taxpayers	<u>232,132</u>	<u>182,200</u>	<u>182,200</u>	<u>232,132</u>	27.4%
Net Current Property Taxes	4,852,809	4,987,612	4,987,612	3,319,299	-33.4%
Add: Delinquent Property Tax Revenue	<u>1,140</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	0.0%
Total Net Property Taxes	4,853,949	4,988,612	4,988,612	3,320,299	-33.4%
Other County Taxes	<u>4,209</u>	<u>3,382</u>	<u>3,382</u>	<u>4,208</u>	24.4%
Total Other Taxes, Penalties & Costs	4,209	3,382	3,382	4,208	24.4%
Utility Tax Replacement Excise Tax	173,221	162,839	162,839	103,584	-36.4%
Intergovernmental :					
State Credits Against Levied Taxes	232,132	182,200	182,200	232,132	27.4%
Other State Credits	<u>154,564</u>	<u>80,854</u>	<u>153,258</u>	<u>81,161</u>	0.4%
Subtotal Intergovernmental	386,696	263,054	335,458	313,293	19.1%
Charges For Services	186,522	2,200	2,200	2,200	0.0%
Use of Money and Property	18,287	15,000	5,000	5,000	-66.7%
Other:					
Miscellaneous	<u>296,449</u>	<u>193,260</u>	<u>202,260</u>	<u>205,260</u>	6.2%
Total Other	<u>296,449</u>	<u>193,260</u>	<u>202,260</u>	<u>205,260</u>	6.2%
GRAND TOTAL REVENUES	<u>\$ 5,919,333</u>	<u>\$ 5,628,347</u>	<u>\$ 5,699,751</u>	<u>\$ 3,953,844</u>	-29.8%

MENTAL HEALTH & DISABILITY SERVICES FUND

EXPENDITURE DETAIL

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>% Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
MH / D SERVICE AREA					
Mental Health					
General Administration	\$ -	\$ -	\$ -	\$ -	N/A
Coordination Services	126,938	192,553	183,953	110,379	-42.7%
Personal & Environ Support	748,630	584,000	482,500	475,500	-18.6%
Treatment Services	729,638	760,000	744,700	718,400	-5.5%
Vocational & Day Services	23,451	1,000	10,500	10,500	950.0%
Licensed/Certified Living Arrangements	1,198,823	932,250	1,079,200	1,082,000	16.1%
Instit/Hospital/Commitment Services	<u>629,655</u>	<u>648,019</u>	<u>613,508</u>	<u>583,570</u>	-9.9%
Total Mental Health	3,457,135	3,117,822	3,114,361	2,980,349	-4.4%
Intellectual Disability					
General Administration	-	-	-	-	N/A
Coordination Services	-	-	-	-	N/A
Personal & Environ Support	38,453	8,000	72,000	74,000	825.0%
Treatment Services	9,488	-	-	-	N/A
Vocational & Day Services	134,769	18,600	28,153	28,153	51.4%
Licensed/Certified Living Arrangements	21,634	26,400	26,400	26,400	0.0%
Instit/Hospital/Commitment Services	<u>3,059</u>	<u>3,004</u>	<u>3,064</u>	<u>3,180</u>	5.9%
Total Intellectual Disability	207,403	56,004	129,617	131,733	135.2%
Developmental Disabilities					
General Administration	-	-	-	-	N/A
Coordination Services	-	-	-	-	N/A
Personal & Environ Support	85,794	76,110	69,658	73,000	-4.1%
Vocational & Day Services	6,800	2,000	2,000	2,000	0.0%
Licensed/Certified Living Arrangements	-	-	-	-	N/A
Instit/Hospital/Commitment Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Developmental Disabilities	92,594	78,110	71,658	75,000	-4.0%
Brain Injury					
Personal & Environ Support	-	-	-	-	N/A
Vocational & Day Services	<u>24,198</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	0.0%
Total Developmental Disabilities	24,198	3,000	3,000	3,000	0.0%
General Administration					
General Administration	248,158	276,647	276,647	279,576	1.1%
Transfer to Fiscal Agent	<u>1,552,415</u>	<u>2,096,764</u>	<u>2,096,764</u>	<u>2,096,764</u>	0.0%
Total General Administration	1,800,573	2,373,411	2,373,411	2,376,340	0.1%
Grand total MH / D expenditures	<u>\$ 5,581,903</u>	<u>\$ 5,628,347</u>	<u>\$ 5,692,047</u>	<u>\$ 5,566,422</u>	-1.1%

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 original budget. The following information provides a ten-year history of State Road Use Tax revenues:

Fiscal Year	Road Use Tax Revenues
2012-13	\$3,047,171
2013-14	3,159,347
2014-15	3,395,847
2015-16	4,034,681
2016-17	4,216,321
2017-18	4,110,946
2018-19	4,336,309
2019-20	4,497,873
2019-21 Projected	3,983,172
2021-22 Budgeted	4,227,283

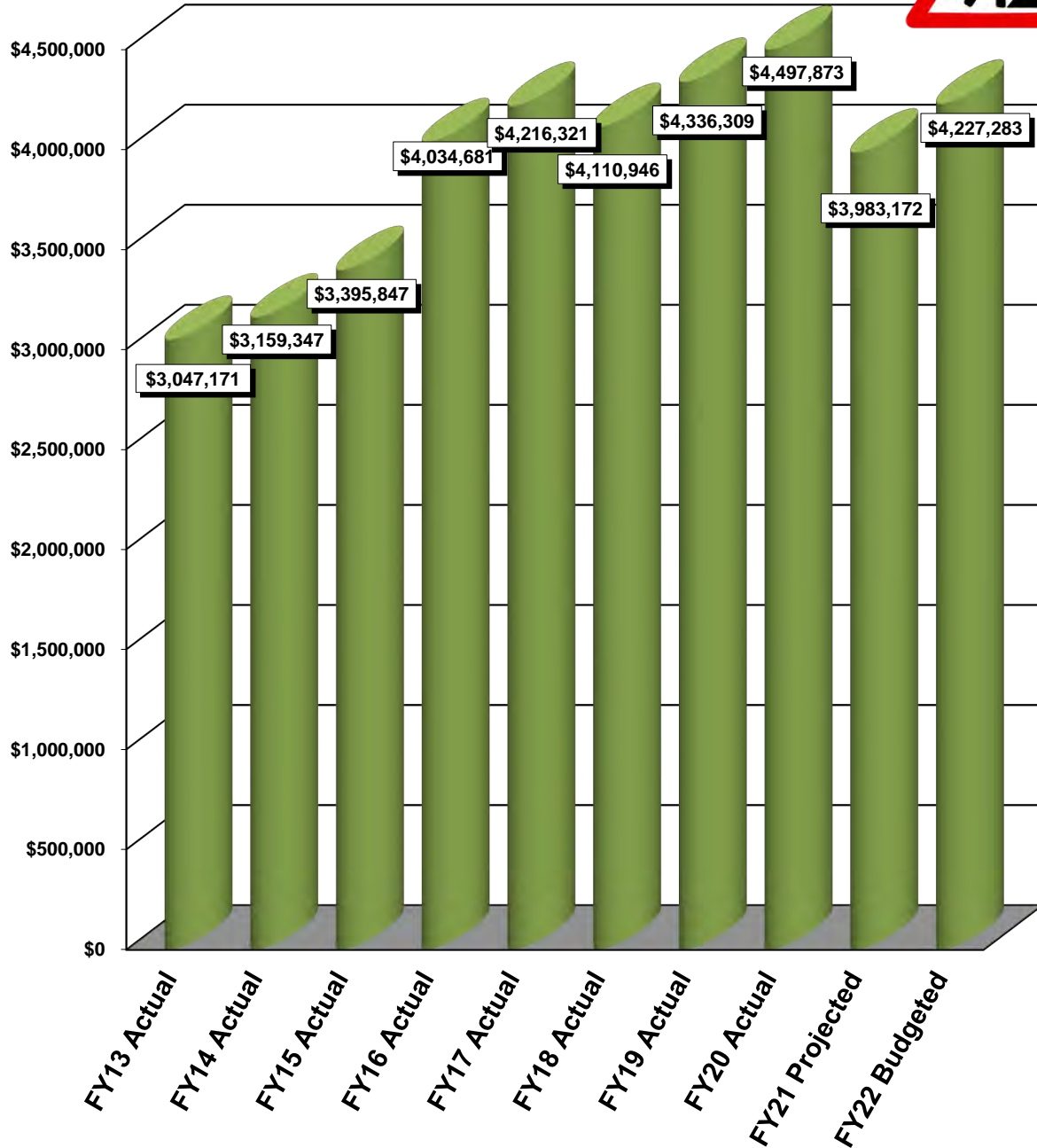


Finally for fiscal year 2022 the urban levy rate used to compute the transfer amount from the General Basic Fund is \$0.10339 or 61% of the maximum \$0.16875 levy rate. The rural levy rate is used to compute the transfer amount from the Rural Basic Fund is \$2.41517 or 80% of the maximum \$3.00375 levy rate.

After a number of years of capital construction project 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>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Intergovernmental	\$ 4,576,381	\$ 4,222,312	\$ 4,012,672	\$ 4,256,783	0.8%
Licenses & Permits	50,703	30,000	30,000	30,000	0.0%
Charges For Services	57,200	433,765	496,265	96,265	-77.8%
Use of Property and Money	67,448	80,000	30,000	30,000	-62.5%
Miscellaneous	51,804	14,100	14,100	14,100	0.0%
Subtotal Revenues	4,803,536	4,780,177	4,583,037	4,427,148	-7.4%
Other Financing Sources:					
Operating Transfers In	3,650,000	3,725,000	3,725,000	3,845,000	3.2%
Proceeds of Fixed Assets Sales	2,036	70,000	70,000	70,000	0.0%
Total Revenues & Other Sources	8,455,572	8,575,177	8,378,037	8,342,148	-2.7%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Roads & Transportation					
Administration	\$ 332,289	\$ 311,000	\$ 328,000	\$ 341,000	9.6%
Engineering	730,632	576,500	796,500	682,500	18.4%
Bridges & Culverts	206,607	345,000	315,000	395,000	14.5%
Roads	2,651,442	2,992,500	3,433,000	3,243,000	8.4%
Snow & Ice Control	373,708	497,000	535,000	550,000	10.7%
Traffic Controls	340,301	306,000	353,000	359,000	17.3%
Road Clearing	238,771	266,000	351,000	346,000	30.1%
New Equipment	666,890	750,000	765,000	750,000	0.0%
Equipment Operation	963,680	1,444,000	1,404,000	1,399,000	-3.1%
Tools, Materials, Supplies	64,632	109,100	109,100	119,100	9.2%
Real Estate & Buildings	84,244	150,000	150,000	150,000	0.0%
Capital Projects	3,896,408	2,265,000	2,659,000	800,000	-64.7%
Subtotal Expenditures	10,549,604	10,012,100	11,198,600	9,134,600	-8.8%
Other Financing Uses:	-	-	-	-	N/A
Total Expenditures & Other Uses	10,549,604	10,012,100	11,198,600	9,134,600	-8.8%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(2,094,032)	(1,436,923)	(2,820,563)	(792,452)	-44.9%
Beginning Fund Balance - July 1,	\$ 7,062,383	\$ 2,787,021	\$ 4,968,351	\$ 2,147,788	-22.9%
Ending Fund Balance - June 30,	\$ 4,968,351	\$ 1,350,098	\$ 2,147,788	\$ 1,355,336	0.4%

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, 2021, two current general obligation bonds are outstanding amounts to \$16,500,000 and one capital lease of \$7,475,000. 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 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
2012-13	\$7,724,916,932	\$1,352,334	\$0.17506
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

* 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 following is a summary of the general obligation bonds outstanding as of July 1, 2021 for the General Obligation Solid Waste Disposal issue:

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2021-22	\$ 380,000	\$ 180,131	\$ 560,031	3.00%
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 & After	<u>4,415,000</u>	<u>651,495</u>	<u>5,066,495</u>	2.00%-3.00%
	\$ 6,460,000	\$ 1,417,351	\$ 7,877,351	

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, 2020 for the General Obligation Communications and Refunding issue:

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2021-22	\$ 1,835,000	\$ 502,000	\$ 2,337,000	5.00%
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	1,289,250	5.00%
2026-27 & After	<u>900,000</u>	<u>47,750</u>	<u>947,750</u>	5.00%
	\$ 10,040,000	\$ 1,591,750	\$ 11,631,750	

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, 2021 for the Lease with the Public Safety Authority:

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL	RATE
2021-22	\$ 1,810,000	\$ 131,618	\$ 1,941,618	2.00%
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%
	\$ 7,475,000	\$ 326,540	\$ 7,801,540	

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, 2021 is as follows:

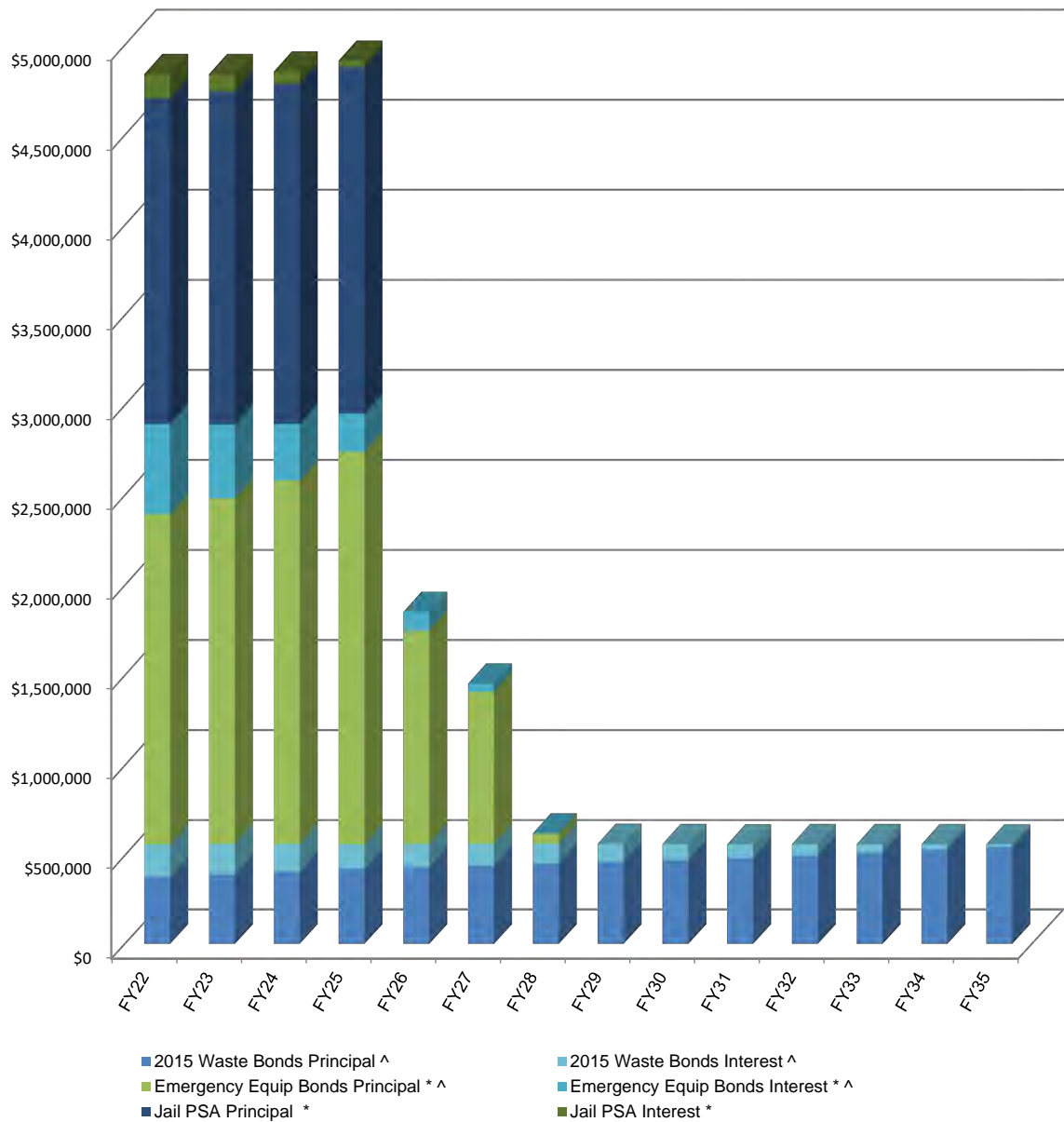
Assessed Value (100%) January 2020	<u>\$ 16,011,289,976</u>
Debt Limit 5% of Assessed Valuation (Iowa Statutory Limitation)	\$ 800,564,499
Capital Leases	9,275,000
Bonds Outstanding Debt Margin	<u>16,500,000</u>
Debt Applicable to Margin	25,775,000
Legal Debt Margin	<u>\$ 774,789,499</u>
Percent of Debt Limit Used	<u>3.22%</u>

DEBT SERVICE FUND

FUND STATEMENT

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Taxes Levied on Property	\$ 1,871,106	\$ 2,997,654	\$ 2,997,654	\$ 2,974,310	-0.8%
Less: Uncollected Delinquent Taxes-Levy Year	399	1,100	1,100	399	-63.7%
Less: Credits To Taxpayers	84,430	86,040	86,040	84,429	-1.9%
Net Current Property Taxes	1,786,277	2,910,514	2,910,514	2,889,482	-0.7%
Delinquent Property Tax Revenue	399	1,100	1,100	399	-63.7%
Other County Taxes	62,037	91,293	91,293	83,541	-8.5%
Intergovernmental	1,557,757	1,575,414	1,575,414	1,519,560	-3.5%
Use of Property and Money	14,849	20,000	5,000	5,000	-75.0%
Subtotal Revenues	3,421,319	4,598,321	4,583,321	4,497,982	-2.2%
Other Financing Sources:					
Bond Sale Issuance	2,420,000	-	-	-	N/A
Bond Premium Issuance	325,378	-	-	-	N/A
Total Revenues & Other Sources	6,166,697	4,598,321	4,583,321	4,497,982	-2.2%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Administration	\$ -	\$ -	\$ -	\$ -	N/A
Debt Service					
Principal Payments	9,215,000	3,910,000	3,910,000	4,025,000	2.9%
Interest and Fee Payments	1,069,666	957,249	957,249	823,149	-14.0%
Subtotal Expenditures	10,284,666	4,867,249	4,867,249	4,848,149	-0.4%
Other Financing Uses:					
Total Expenditures & Other Uses	10,284,666	4,867,249	4,867,249	4,848,149	-0.4%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(4,117,969)	(268,928)	(283,928)	(350,167)	30.2%
Beginning Fund Balance - July 1,	<u>\$ 11,328,595</u>	<u>\$ 7,277,608</u>	<u>\$ 7,210,626</u>	<u>\$ 6,926,698</u>	-4.8%
Ending Fund Balance - June 30,	<u>\$ 7,210,626</u>	<u>\$ 7,008,680</u>	<u>\$ 6,926,698</u>	<u>\$ 6,576,531</u>	-6.2%

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. Also, various reserve funds have been created so future levy rates will not fluctuate greatly when replacement needs arise. The creation of the 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 5 year capital program, with projects scheduled through FY26. A portion of these projects is 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. FY22 represents the increased investment in information technology projects, secondary roads and care and keep of buildings and grounds.

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 departments' 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 2022.



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 fiscal year 2022:

<u>Fund</u>	<u>Description</u>	<u>2022 Budgeted Dollars</u>	<u>Impacts</u>
Capital	Gaming Taxes on gross revenues	\$720,000	Dedicated revenue resource to fund capital projects; dependent on gross volume of tax receipts.
Capital	Intergovernmental – Reimbursement Grants	\$-	Grant for specific projects, amounts fund 75-100% of estimated projects; renewal is dependent on projects.
Capital	Use of Money & Property	\$30,000	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
Capital	Operating Transfer in – General Basic	\$3,295,000	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 -\$325,000 General vehicle acquisition
Capital	Operating Transfer in – General Basic Budget Savings / Special	\$125,000	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.
Capital	Charges for Services- Transfer from General Fund	\$326,000	Estimate of transfer of Conservation – Charges for Services within General Fund to Capital Fund.
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	\$887,800	Use of sub-fund equity; available based on sub-fund account balance.
Capital	Sale of Capital Assets	\$80,000	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	\$2,265,000	Equal to intended capital plan; Planned projects are dependent on operating revenue and equity of Secondary Roads Fund.

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 3.22% of its allowable legal debt margin consisting of three general bond issues as of July 1, 2021. 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 \$8,224,287 for fiscal year FY22, with 43% or \$3,550,400 for general projects, 10% or \$800,000 for Secondary Roads projects, 4% or \$350,000 for vehicle acquisition, 20% or \$1,636,087 for the bonded communication infrastructure and radios, and 23% or \$1,887,800 for Conservation parks and recreation projects. The Capital Plan is moving into stages of long term capital maintenance for buildings and technology and use of the bond proceeds for the SECC radio project.

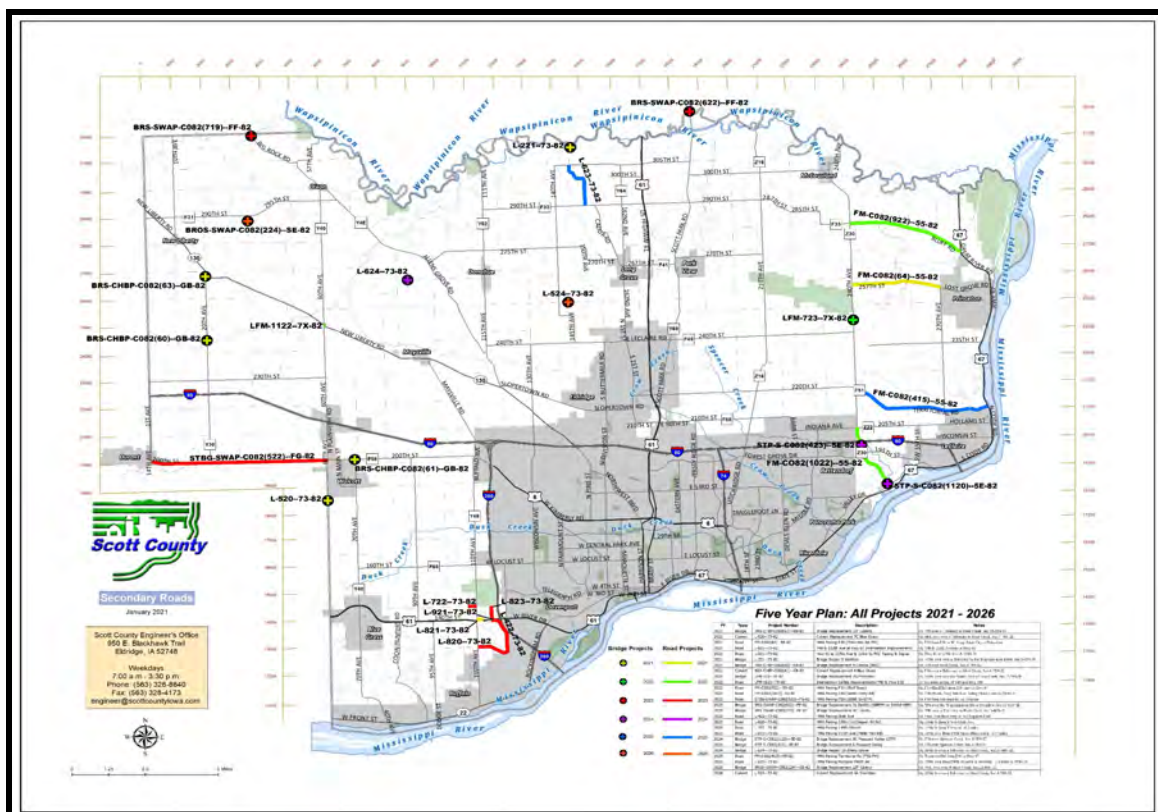
After completing the ERP implementation in FY15, the County began the review and implementation of an electronic content management solution. The first phase of the ECM project included content collection for accounts payable, juvenile detention center and high volume scanning for the treasurer's office. ECM phase two is focusing on human resources records, while phase three is in the project scoping phase for further integration into the ERP system and jail management records. Recently the County began implementation for Planning and Zoning for rental inspections. Additionally, the County has selected a partner vendor to digitize historical records from the County Recorder's office. The project is budgeted at \$295,000 over FY21 - FY22. The County looks forward to these challenging projects. FY22 will dedicate \$1,749,000 of \$3,535,400 toward technology and equipment acquisition. Non-routine technology and equipment Remotes Site WANS; Edge devices / Network Access Layer; ECM Recorder's office; Jail Inmate Visit Recording System, Network Review Study; Technology Assessment; Website upgrade to Drupal 8. The Jail Inmate Visit Recording System will utilize restricted resources from the capital fund to finance the project.

The County is working on the following significant buildings and grounds projects within the FY22 capital budget: Attorney office expansion, \$700,000; Jail HVAC replacement, \$415,000; Administration building security enhancements, Wapsi Environmental Center – Communication Tower, \$75,000.

The general capital improvements budget of \$3,420,000 is supported by fund balances from the general fund general savings 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 financial impact of COVID-19 may force a reduction in unplanned capital financing through reduced budgetary savings transfers, however the County is confident in being able to maintain future transfers. The Capital Improvement Fund is supported by gaming revenues. Unfortunately, gaming revenues have seen a decline of approximately 40% since the mid 2000's because of the economy. Additionally, COVID-19 reduced the FY 20 gaming revenues by about \$140,000, but is rebounding in 2021 due to the ability to remain open compared to the Illinois counterpart. Gaming taxes have increased slightly due to the redevelopment of two boat casinos into land based casinos and sports book gambling; however, increase has only been estimated as an additional \$40,000 for 2022.

The local Secondary Roads capital program totals \$800,000 for construction projects, is reduced 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 22 include the bridge replacements in Princeton townships. The department is also planning on a number of hot mix asphalt paving projects including Bluff Road and Wells Ferry Road. Finally they are planning for safety improvements at Y40 & Highway 130.

The five-year capital plan includes county projects and projects that will be let by the state and contributed to the county. Following is a map of the five-year secondary roads capital plan.



The Conservation Department capital plan for FY22 totals \$1,887,800. The Conservation Department continues 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, will be part of the Iowa Lake Restoration and Watershed improvements which includes lake dredging and armoring to improve water quality and fisheries. This project will be funded 75% with state dollars and 25% for county contribution, with the state paying all expenditures first and the County reimbursing the state as work progresses. The state changed the funding model from the County financing the project to incurring the expenditures first. The project will occur over multiple years / phases.

Phase 1 (FY19- FY20) included the repair and construction of 5 watershed improvement ponds and Phase 2 (FY 20 – FY 22) will include 4 watershed improvement ponds, lake dredging, shoreline deepening, bank stabilization and fish habitat improvement. The County contribution will be funded 12.5% from general capital resources and 12.5% from conservation dedicated resources. Conservation capital projects include lodge design and construction, West Lake restoration and beach improvements, **campground site paving** and road resurfacing (\$1,575,000), and pool maintenance at Scott County Park (\$35,000). Conservation also has designated a portion, \$237,800, for small equipment and vehicles.



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.

Did you know?

Scott County Conservation takes [on-line reservations](#) for camping!

Operating Impacts

The upcoming projects in the capital budget that will save 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.4 – Juvenile Detention Center	JDC Residential Door Replacement	2021	-	(\$2,200) reduction	-	-	\$2,200
A.5 – Administration Center	Security Enhancements	2021	-	-	\$10,000 Increase	-	(\$10,000)
A.8 – Other Building / Grounds	FSS – Energy Incentive Program	2021-2025	-	-	(\$4,800) reduction over 5 years	-	\$4,800
C – Technology and equipment	Network Core Switching Replacement	2021	-	-	\$8,400 Increase per year	-	(\$8,400)
C – Technology and Equipment	Auditor Time and Attendance Software	2024	-	-	\$25,000 per year	-	(\$25,000)
F – Conservations	WLP – Beach Improvements	2022	\$5,000	-	-	-	\$5,000
F – Conservation	Pioneer Village Renovation	2021	\$4,000	-	-	-	\$4,000
F – Conservation	SCP - Incahías Campground	2021	\$150,000	\$15,000	\$1,000	\$33,000	\$101,000
F – Conservation	WLP – Lodge	2023	\$25,000	-	\$500	\$5,000	\$19,500
	Totals		\$184,000	\$12,800	\$40,100	\$38,000	\$93,100



Two of the conservation projects are expected to be revenue generators for the parks department the West Lake Park Lodge, and the **West Lake Park Beach improvements**. These facilities will generate facility / unit rentals that exceed the costs of maintenance or general staffing. The technology projects will add to operational costs through new maintenance agreement contracts. The facility building projects will have minimal impact due to segmented maintenance on individual projects.

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 FY21 were moved to FY22 and beyond due to timing and budget constraints or longer planning procedures required.

Did you know?

Scott County Information Technology supports well over 3000 devices including: phones, computers, printers cameras and networking equipment.

CAPITAL PROJECTS FUND SUMMARY

FUND STATEMENT

	<u>Actual 2019-20</u>	<u>Budget 2020-21</u>	<u>Revised Estimate 2020-21</u>	<u>Budget 2021-22</u>	<u>% Change From Prior Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ 577,668	\$ 680,000	\$ 705,000	\$ 720,000	5.9%
Intergovernmental	193,105	-	596,290	-	N/A
Transfer of Charges for Services- General	-	-	43,000	326,000	0.0%
Use of Money & Property	307,005	172,000	113,000	45,000	-73.8%
Miscellaneous	37,228	24,000	26,000	24,000	0.0%
Subtotal Revenues	1,115,006	876,000	1,483,290	1,115,000	27.3%
Other Financing Sources:					
Operating Transfers In					
General Basic	3,010,270	3,195,000	5,021,035	3,420,000	7.0%
Recorder's Record Mgt	25,000	25,000	25,000	25,000	0.0%
Capital Improvement (General)	-	-	-	-	0.0%
Conservation Equipment	52,525	101,200	501,200	499,000	393.1%
Conservation CIP Reserve	724,382	428,300	1,517,535	887,800	107.3%
Electronic Equipment	-	-	-	-	0.0%
Total Transfers In	3,812,177	3,749,500	7,064,770	4,831,800	28.9%
Bond Sale Proceeds	10,260,000	-	-	-	0.0%
Bond Premium	1,557,214	-	-	-	0.0%
Proceeds of Fixed Asset Sales	119,349	140,000	206,600	80,000	-42.9%
Total Revenues & Other Sources	16,863,746	4,765,500	8,754,660	6,026,800	26.5%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	\$ 8,353,575	\$ 10,718,076	\$ 16,373,252	\$ 7,424,287	-30.7%
Subtotal Expenditures	8,353,575	10,718,076	16,373,252	7,424,287	-30.7%
Other Financing Uses:					
Operating Transfers Out					
Conservation Equipment Fund	-	-	400,000	499,000	0.0%
Capital Improvements	776,907	529,500	1,618,735	887,800	67.7%
Total Transfers Out	776,907	529,500	2,018,735	1,386,800	161.9%
Total Expenditures & Other Uses	9,130,482	11,247,576	18,391,987	8,811,087	-21.7%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	7,733,264	(6,482,076)	(9,637,327)	(2,784,287)	-57.0%
Beginning Fund Balance - July 1,	<u>\$ 9,245,565</u>	<u>\$ 9,870,353</u>	<u>\$ 16,978,829</u>	<u>\$ 7,341,502</u>	-25.6%
Ending Fund Balance - June 30,	<u>\$ 16,978,829</u>	<u>\$ 3,388,277</u>	<u>\$ 7,341,502</u>	<u>\$ 4,557,215</u>	34.5%

CAPITAL PROJECTS (General) FUND

FUND STATEMENT

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ 577,668	\$ 680,000	\$ 705,000	\$ 720,000	5.9%
Intergovernmental	193,105	-	596,290	-	N/A
Use of Money & Property	37,523	60,000	20,000	20,000	-66.7%
Miscellaneous	<u>7,875</u>	<u>-</u>	<u>2,000</u>	<u>-</u>	N/A
Subtotal Revenues	816,171	740,000	1,323,290	740,000	0.0%
Other Financing Sources:					
Operating Transfers In					
General Basic	2,910,270	2,970,000	4,621,035	3,095,000	4.2%
Recorder's Record Mgt	25,000	25,000	25,000	25,000	N/A
Conservation Equipment	52,525	101,200	101,200	-	-100.0%
Conservation CIP Reserve	<u>724,382</u>	<u>428,300</u>	<u>1,517,535</u>	<u>887,800</u>	107.3%
Total Transfers In	3,712,177	3,524,500	6,264,770	4,007,800	13.7%
Proceeds of fixed asset sales	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Revenues & Other Sources	4,528,348	4,264,500	7,588,060	4,747,800	11.3%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Capital Projects	<u>\$ 5,055,507</u>	<u>\$ 5,172,170</u>	<u>\$ 8,171,920</u>	<u>\$ 5,438,200</u>	5.1%
Subtotal Expenditures	5,055,507	5,172,170	8,171,920	5,438,200	5.1%
Other Financing Uses:					
CIP - Conservation CIP Reserve	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Expenditures & Other Uses	5,055,507	5,172,170	8,171,920	5,438,200	5.1%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(527,159)	(907,670)	(583,860)	(690,400)	-23.9%
Beginning Fund Balance - July 1,	<u>\$ 6,237,861</u>	<u>\$ 3,018,329</u>	<u>\$ 5,710,702</u>	<u>\$ 5,126,842</u>	69.9%
Ending Fund Balance - June 30,	<u>\$ 5,710,702</u>	<u>\$ 2,110,659</u>	<u>\$ 5,126,842</u>	<u>\$ 4,436,442</u>	110.2%

BOND ISSUANCE FUND

FUND STATEMENT

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Use of Money & Property	\$ 220,214	\$ 75,000	\$ 80,000	\$ 15,000	-80.0%
Subtotal Revenues	220,214	75,000	80,000	15,000	
Other Financing Sources:					
Bond Sale Proceeds	10,260,000	-	-	-	N/A
Bond Premium	1,557,214	-	-	-	N/A
Operating Transfers In					
General Basic	-	-	-	-	N/A
Total Transfers In	11,817,214	-	-	-	N/A
Total Revenue & Other Sources	12,037,428	75,000	80,000	15,000	N/A
EXPENDITURES & OTHER FINANCING USES					
Operating:	\$ -	\$ -	\$ -	\$ -	N/A
Other Financing Uses:					
Operating Transfers Out					
Capital Improvements	2,773,398	5,216,906	7,722,943	1,636,087	-68.6%
Total Transfers Out	2,773,398	5,216,906	7,722,943	1,636,087	-68.6%
Total Expenditures & Other Uses	2,773,398	5,216,906	7,722,943	1,636,087	-68.6%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	9,264,030	(5,141,906)	(7,642,943)	(1,621,087)	-68.5%
Beginning Fund Balance - July 1,	<u>\$ -</u>	<u>\$ 5,141,906</u>	<u>\$ 9,264,030</u>	<u>\$ 1,621,087</u>	-68.5%
Ending Fund Balance - June 30,	<u>\$ 9,264,030</u>	<u>\$ -</u>	<u>\$ 1,621,087</u>	<u>\$ -</u>	N/A

VEHICLE REPLACEMENT FUND

FUND STATEMENT

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Other County Taxes	\$ -	\$ -	\$ -	\$ -	N/A
Use of Money & Property	6,185	7,000	2,000	2,000	-71.4%
Subtotal Revenues	6,185	7,000	2,000	2,000	-71.4%
Other Financing Sources:					
Transfer - From General Basic	100,000	225,000	400,000	325,000	44.4%
Proceeds of Fixed Asset Sales	12,605	25,000	40,000	25,000	0.0%
Total Revenues & Other Sources	118,790	257,000	442,000	352,000	37.0%
EXPENDITURES & OTHER FINANCING USES					
Operating - Vehicles:	\$ 524,670	\$ 329,000	\$ 478,389	\$ 350,000	6.4%
Other Financing Uses:					
Operating Transfers Out	-	-	-	-	N/A
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(405,880)	(72,000)	(36,389)	2,000	-102.8%
Beginning Fund Balance - July 1,	<u>\$ 552,609</u>	<u>\$ 299,609</u>	<u>\$ 146,729</u>	<u>\$ 110,340</u>	-63.2%
Ending Fund Balance - June 30,	<u>\$ 146,729</u>	<u>\$ 227,609</u>	<u>\$ 110,340</u>	<u>\$ 112,340</u>	-50.6%

CONSERVATION EQUIPMENT RESERVE FUND

FUND STATEMENT

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Use of Property and Money	\$ 12,580	\$ 10,000	\$ 3,000	\$ 3,000	-70.0%
Miscellaneous	<u>4,625</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Subtotal Revenues	17,205	10,000	3,000	3,000	-70.0%
Other Financing Sources:					
Operating Transfers In					
General Basic	-	-	-	-	N/A
Proceeds of Fixed Asset Sales	<u>106,744</u>	<u>115,000</u>	<u>166,600</u>	<u>55,000</u>	-52.2%
Total Revenues & Other Sources	123,949	125,000	169,600	58,000	-53.6%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Other Financing Uses:					
Operating Transfers Out					
General Basic	\$ -	\$ -	\$ -	\$ -	N/A
Conservation - CIP	-	-	400,000	499,000	N/A
General CIP	<u>52,525</u>	<u>101,200</u>	<u>101,200</u>	<u>-</u>	-100.0%
Total Transfers Out	<u>52,525</u>	<u>101,200</u>	<u>501,200</u>	<u>499,000</u>	393.1%
Total Expenditures & Other Uses	52,525	101,200	501,200	499,000	393.1%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	71,424	23,800	(331,600)	(441,000)	-1952.9%
Beginning Fund Balance - July 1,	<u>\$ 701,545</u>	<u>\$ 671,283</u>	<u>\$ 772,969</u>	<u>\$ 441,369</u>	-34.2%
Ending Fund Balance - June 30,	<u><u>\$ 772,969</u></u>	<u><u>\$ 695,083</u></u>	<u><u>\$ 441,369</u></u>	<u><u>\$ 369</u></u>	-99.9%

CONSERVATION CIP RESERVE FUND

FUND STATEMENT

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Use of Property and Money	\$ 30,503	\$ 20,000	\$ 8,000	\$ 5,000	-75.0%
Transfer of Charges for Services - General	-	-	43,000	326,000	N/A
Miscellaneous	<u>24,728</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>	0.0%
Subtotal Revenues	55,231	44,000	75,000	355,000	706.8%
Other Financing Sources:					
Operating Transfers In					
General - Basic	-	-	-	-	N/A
Conservation - Equipment Reserve	-	-	400,000	499,000	N/A
General CIP	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Transfers In	-	-	400,000	499,000	N/A
 Total Revenues & Other Sources	 55,231	 44,000	 475,000	 854,000	 1840.9%
EXPENDITURES & OTHER FINANCING USES					
Operating:	\$ -	\$ -	\$ -	\$ -	N/A
Other Financing Uses - Transfer to General CIP	<u>724,382</u>	<u>428,300</u>	<u>1,517,535</u>	<u>887,800</u>	107.3%
Total Expenditures & Other Uses	724,382	428,300	1,517,535	887,800	107.3%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(669,151)	(384,300)	(1,042,535)	(33,800)	-91.2%
 Beginning Fund Balance - July 1,	 \$ 1,753,550	 \$ 739,226	 \$ 1,084,399	 \$ 41,864	 -94.3%
Ending Fund Balance - June 30,	<u>\$ 1,084,399</u>	<u>\$ 354,926</u>	<u>\$ 41,864</u>	<u>\$ 8,064</u>	<u>-97.7%</u>

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY 22 BUDGET

	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY									
Building & Grounds	\$ 1,213,635	\$ 1,820,000	\$ 2,361,394	\$ 1,751,400	\$ 836,900	\$ 2,913,000	\$ 1,045,000	\$ 570,000	\$ 70,657,765
Space Plan Utilization Project	7,950	-	350,000	-	-	-	-	500,000	32,000,000
Technology & Equipment Acquisition	1,405,324	1,373,500	1,556,609	1,749,000	1,175,000	1,475,000	2,275,000	875,000	6,690,000
Other Projects	110,000	110,000	90,000	50,000	50,000	50,000	50,000	50,000	-
SUBTOTAL GENERAL CIP	2,736,909	3,303,500	4,358,003	3,550,400	2,061,900	4,438,000	3,370,000	1,995,000	109,347,765
Conservation CIP Projects	2,318,599	1,868,670	3,813,917	1,887,800	1,277,800	1,442,800	1,432,800	1,517,800	7,850,000
Subtotal Projects Paid from General CIP Fund	5,055,508	5,172,170	8,171,920	5,438,200	3,339,700	5,880,800	4,802,800	3,512,800	117,197,765
Vehicle Acquisition Sub Fund	524,670	329,000	478,389	350,000	350,000	350,000	350,000	350,000	-
Bond Issuance Sub Fund	2,773,398	5,216,906	7,722,943	1,636,087	-	-	-	-	-
Secondary Roads Fund Equipment (operations function)	668,890	750,000	750,000	750,000	750,000	750,000	750,000	750,000	-
Secondary Roads Fund Construction Projects	3,896,408	2,265,000	2,658,269	800,000	1,565,000	150,000	360,000	250,000	-
Total All Capital Projects	\$ 12,918,874	\$ 13,733,076	\$ 19,781,521	\$ 8,974,287	\$ 6,004,700	\$ 7,130,800	\$ 6,262,800	\$ 4,862,800	\$ 117,197,765
REVENUE SUMMARY									
Gaming Taxes-Davenport	\$ 324,434	\$ 350,000	\$ 390,000	\$ 390,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ -
Gaming Taxes-Bettendorf	253,235	330,000	315,000	330,000	330,000	330,000	330,000	330,000	-
Interest Income	80,606	90,000	31,000	28,000	120,800	120,800	120,800	120,800	-
State Grants & Reimbursements	105,603	-	596,290	-	5,000	5,000	5,000	5,000	-
Contributions From Local Governments	75,000	-	-	-	-	-	-	-	-
Sale of Assets	111,369	115,000	166,600	55,000	-	-	-	-	-
DNR Reimbursement - Lost Grove Lake	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	-
Charges for Services- Transfer from Genera	-	-	43,000	326,000	350,000	350,000	350,000	350,000	-
Miscellaneous (donations, refunds)	21,106	-	2,000	-	-	-	-	-	-

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY 22 BUDGET

	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY									
Transfers					-				
From General Basic Fund - Cons	782,830	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	157,440	-	1,651,035	125,000	2,000,000	1,000,000	1,000,000	1,000,000	-
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 - Dept Capital	-	-	-	-	-	-	-	-	-
From Recorder's Record Mgmt Fund	25,000	25,000	25,000	25,000	-	-	-	-	-
From Conservation Reserves	776,907	529,500	1,618,735	887,800	277,800	442,800	432,800	517,800	-
Total Revenues	\$ 4,707,529	\$ 4,433,500	\$ 7,832,660	\$ 5,160,800	\$ 6,427,600	\$ 5,592,600	\$ 5,582,600	\$ 5,667,600	\$ -
<i>CIP Fund revenues over (under) expend</i>	<i>(347,979)</i>	<i>(738,670)</i>	<i>(339,260)</i>	<i>(277,400)</i>	<i>3,087,900</i>	<i>(288,200)</i>	<i>779,800</i>	<i>2,154,800</i>	
Vehicle Replacement Sub Fund									
REVENUE SUMMARY									
Interest Income	6,186	7,000	2,000	2,000	7,000	7,000	7,000	7,000	-
Sale of Assets	12,604	25,000	40,000	25,000	25,000	25,000	25,000	25,000	-
Transfers									
From General Basic Fund - Tax Levy	100,000	225,000	400,000	325,000	325,000	325,000	325,000	325,000	-
Total Revenues	118,790	257,000	442,000	352,000	357,000	357,000	357,000	357,000	-
Expenditures	524,670	329,000	478,389	350,000	350,000	350,000	350,000	350,000	-
<i>Vehicle Replacement revenues over expenditures</i>	<i>(405,880)</i>	<i>(72,000)</i>	<i>(36,389)</i>	<i>2,000</i>	<i>7,000</i>	<i>7,000</i>	<i>7,000</i>	<i>7,000</i>	<i>-</i>
Bond Issuance Sub Fund									
Revenue Summary									
Proceeds on Bonds issued	11,817,214	-	-	-	-	-	-	-	-
Interest Income	220,214	75,000	80,000	15,000	-	-	-	-	-
Total Revenues	12,037,428	75,000	80,000	15,000	-	-	-	-	-
Expenditures - Capital Contributions SECC	2,773,398	5,216,906	7,722,943	1,636,087	-	-	-	-	-
Bond Issuance Fund revenues over exper	9,264,030	(5,141,906)	(7,642,943)	(1,621,087)	-	-	-	-	-

SCOTT COUNTY
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	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY									
CIP FUND BALANCE RECAP									
Beginning Fund Balance	\$ 6,237,861	\$ 5,710,702	\$ 5,710,702	\$ 5,126,842	\$ 4,436,442	\$ 7,142,342	\$ 6,472,142	\$ 6,869,942	\$ -
Net Transfers of Revenues to Subfunds	(179,180)	(169,000)	(244,600)	(413,000)	(382,000)	(382,000)	(382,000)	(382,000)	-
Increase (decrease)	<u>(347,979)</u>	<u>(738,670)</u>	<u>(339,260)</u>	<u>(277,400)</u>	<u>3,087,900</u>	<u>(288,200)</u>	<u>779,800</u>	<u>2,154,800</u>	<u>-</u>
Ending Net CIP Fund Balance	5,710,702	4,803,032	5,126,842	4,436,442	7,142,342	6,472,142	6,869,942	8,642,742	-
Vehicle Replacement Fund Balance	146,729	74,729	110,340	112,340	119,340	126,340	133,340	140,340	-
Bond Issuance Fund	9,264,030	4,122,124	1,621,087	-	-	-	-	-	-
Conservation CIP Fund Balance	1,084,399	700,099	41,864	8,064	80,264	37,464	4,664	6,864	-
Conservation Equipment Fund Balance	<u>772,969</u>	<u>796,769</u>	<u>441,369</u>	<u>369</u>	<u>70,369</u>	<u>90,369</u>	<u>110,369</u>	<u>10,369</u>	<u>-</u>
Ending Gross CIP Fund Balance	<u>\$ 16,978,829</u>	<u>\$ 10,496,753</u>	<u>\$ 7,341,502</u>	<u>\$ 4,557,215</u>	<u>\$ 7,412,315</u>	<u>\$ 6,726,315</u>	<u>\$ 7,118,315</u>	<u>\$ 8,800,315</u>	<u>\$ -</u>

APPROPRIATION DETAIL INFORMATION

A. Bldg and Grounds

A.1 Courthouse									
CH General Remodeling / Replacement	\$ 3,324	\$ 40,000	\$ 40,000	\$ 40,000	\$ 42,500	\$ 42,500	\$ 42,500	\$ 42,500	\$ -
CH Retrocommissioning / Energy Projects	-	-	-	-	-	-	-	-	-
CH HVAC Recommissioning/Controls	78,002	-	75,000	-	-	-	-	-	-
CH Switch over from boiler to forced air	-	-	-	-	-	-	-	-	750,000
CH Bi-Directional Amplifier	-	20,000	45,000	-	-	-	-	-	-
CH Elevator Controls and Cooling Unit	131,116	-	-	-	-	-	-	-	-
CH Attorney Office Expansion	-	225,000	200,000	700,000	-	-	-	-	-
CH UPS Replacement	-	-	-	-	-	38,000	-	-	-
CH Public Safety Dispatch Backup HVAC	-	-	-	-	-	-	-	-	70,000
CH Stairwell Retreads	<u>-</u>	<u>50,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL COURTHOUSE	212,442	335,000	360,000	740,000	42,500	80,500	42,500	42,500	820,000

SCOTT COUNTY
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	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY									
A.2 Jail									
JL General Remodeling/Replacement	2,539	45,000	40,000	45,000	45,000	45,000	45,000	45,000	-
JL Carpet	17,382	38,000	38,000	38,000	28,000	-	-	-	-
JL Security System Replacement	9,565	20,000	20,000	25,000	25,000	25,000	25,000	25,000	2,500,000
JL UPS Replacement	-	-	-	-	120,000	-	-	-	-
JL Bi-Directional Amplifier	-	40,000	45,000	-	-	-	-	-	-
JL HVAC Replacement	9,250	430,000	30,000	415,000	-	-	-	-	-
JL Support Elevators	-	-	-	-	-	-	-	-	500,000
JL Sec. System Repl.-Intercom	-	-	-	-	-	-	-	-	-
JL Jail Expansion / Renovation Long Term	-	-	-	-	-	-	-	-	17,826,406
JL Jail Expansion / Renovation Short Term	-	-	40,000	-	-	-	-	-	8,011,359
JL PLC Replacement & Syntinel Control Syst	-	21,400	-	21,400	98,900	-	-	-	-
TOTAL JAIL	38,736	594,400	213,000	544,400	316,900	70,000	70,000	70,000	28,837,765
A.3 Tremont Bldg									
TR General Remodeling/Replacement	1,880	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-
TR ADA Improvements	-	-	-	-	-	-	-	-	-
TR Convert Old Patrol Space	905	25,000	-	-	35,000	680,000	-	-	-
TR Exterior Improvements	-	20,000	-	-	17,500	269,000	-	-	-
TR Overhead Doors / Heaters / Lighting	-	-	-	-	-	-	-	25,000	100,000
TR Roof Replacement	-	51,500	-	-	71,000	886,000	-	-	-
TOTAL TREMONT BUILDING	2,785	111,500	15,000	15,000	138,500	1,850,000	15,000	40,000	100,000

SCOTT COUNTY
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	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY									
A.4 Juvenile Detention Center									
JDC General Remodeling/Replacement	39	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-
JDC PLC Replacement & Syntinel Control System (Commander)	-	16,100	-	16,000	39,000	-	-	-	-
JDC Security Systems Replacement	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	500,000
JDC Resident Door Replacment	-	250,000	-	-	-	-	-	-	-
JDC Roof Replacement	-	-	-	-	-	-	-	-	175,000
JDC Intercom System Upgrade	-	-	-	-	60,000	-	-	-	-
JDC Public Safety Radios	-	15,000	600	-	-	-	-	-	-
JDC Fire Panel System Replacement	-	-	-	15,000	-	-	-	-	-
JDC Bi-Directional Amplifier	-	-	-	40,000	-	-	-	-	-
JDC Facility Unprogrammed needs space	-	-	-	-	-	-	-	-	255,000
JDC Facility Expansion	-	-	-	-	-	-	-	-	26,000,000
JDC Boiler Replacement	-	-	-	-	17,500	-	-	-	-
TOTAL Juvenile Detention Center	39	326,100	45,600	116,000	161,500	45,000	45,000	45,000	26,930,000
A.5 Admin Center									
AC Remodeling/Redecorating	26,881	40,000	40,000	40,000	42,500	42,500	42,500	42,500	-
AC Renovate Elev Cars	62,972	-	18,960	-	-	-	-	-	-
AC ADA Improvements	-	-	-	-	-	-	-	85,000	-
AC HVAC Controls	132,951	-	-	-	-	-	-	-	-
AC HVAC System	-	-	-	-	-	655,000	575,000	-	1,000,000
AC Bi-Directional Amplifier	-	20,000	40,000	-	-	-	-	-	-
AC Carpet Replacement	67,535	30,000	-	-	-	30,000	140,000	130,000	-
AC Window Replacement and Recladding	589,101	-	1,515,425	-	-	-	-	-	-
AC 3rd & 4th Floor Breakrooms	-	15,000	3,409	-	-	-	-	-	-
AC Auditor Recorder Plat Room/ Vault Room	-	-	-	-	-	-	-	-	305,000
AC Immunization Clinic	-	-	-	-	-	-	-	-	-
AC Treasurer Station Remodel	69,162	-	-	-	-	-	-	-	-
AC Dock and Stairs Repair	-	-	-	18,000	-	-	-	-	-
AC Security Enhancements	-	123,000	-	68,000	-	25,000	-	-	1,065,000
AC Tuckpoint Repair	-	-	-	-	-	-	-	-	200,000
TOTAL ADMINISTRATIVE CENTER	948,602	228,000	1,617,794	126,000	42,500	752,500	757,500	257,500	2,570,000

SCOTT COUNTY
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	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY									
A.6 Downtown Storage Bldg									
DSB General Remodeling/Replacement	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-
TOTAL DOWNTOWN STORAGE BUILDING	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-
A.7 Sheriff Patrol									
SP General Remodeling/ Replacement	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-
SP Shooting Range	-	130,000	-	-	-	-	-	-	1,000,000
SP Training Room	-	-	-	-	-	-	-	-	1,000,000
TOTAL SHERIFF PATROL BUILDING	-	145,000	15,000	15,000	15,000	15,000	15,000	15,000	2,000,000
A.8 Other Bldg/Grounds									
OB Miscellaneous Landscaping	4,791	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-
OB Regulatory Compliance Cost	1,278	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-
OB Parking Lot Repair/Maintenance	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-
OB Parking	-	-	-	-	-	-	-	-	3,400,000
EE FSS - Energy Incentive Program	4,962	20,000	35,000	20,000	20,000	20,000	20,000	20,000	-
OB UPS Replacment	-	-	-	20,000	20,000	20,000	20,000	20,000	-
OB Garage Storage	-	-	-	20,000	20,000	-	-	-	-
OB Wapsi - Tower	-	-	-	75,000	-	-	-	-	-
OB Relocate Warehouse	-	-	-	-	-	-	-	-	6,000,000
TOTAL OTHER B & G	11,031	65,000	80,000	180,000	105,000	85,000	85,000	85,000	9,400,000
TOTAL BUILDING & GROUNDS	1,213,635	1,820,000	2,361,394	1,751,400	836,900	2,913,000	1,045,000	570,000	70,657,765
B. Space Utilization Master Plan									
	-								
Land Acquisition	7,950	-	350,000	-	-	-	-	500,000	-
Planning and Development / JDC East	-	-	-	-	-	-	-	-	-
Courthouse Long Range	-	-	-	-	-	-	-	-	32,000,000
TOTAL SPACE UTILIZATION MASTER PLAN	7,950	-	350,000	-	-	-	-	500,000	32,000,000

SCOTT COUNTY
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	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY									
C.1 Technology & Equipment Annual									
EE IT-Remote Sites WANS	7,610	20,000	20,000	200,000	20,000	20,000	20,000	20,000	200,000
EE IT-Edge Devices - Network Access Layer	5,015	240,000	20,000	240,000	20,000	20,000	20,000	20,000	250,000
EE IT-Premise Wiring	1,399	25,000	15,000	25,000	25,000	25,000	25,000	25,000	-
EE IT-Web Site Development	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	-
EE IT-CCTV Camera Equipment	49	15,000	15,000	17,500	17,500	17,500	17,500	17,500	500,000
EE IT-MFP Replacements	40,363	52,500	52,500	52,500	52,500	52,500	52,500	52,500	-
EE IT-PC's/Printers - Component Support	83,438	75,000	75,000	75,000	75,000	75,000	75,000	75,000	-
EE IT-Replace Monitors	4,126	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
EE IT-Software Licenses(windows software)	30,674	45,000	10,000	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	149,811	120,000	223,000	180,000	120,000	120,000	120,000	120,000	-
EE IT-Phone System Upgrade/Repl	23,615	10,000	10,000	10,000	10,000	10,000	10,000	10,000	500,000
EE IT-GIS Equipment	11,314	25,000	25,000	25,000	25,000	25,000	25,000	25,000	-
EE IT-Alertus	11,925	15,000	13,000	15,000	15,000	15,000	15,000	15,000	-
EE Rec-ECM Recorder's office	7,311	190,000	105,000	190,000	25,000	25,000	25,000	25,000	-
EE IT-Electronic Content Mgt.	5,690	75,000	35,000	75,000	75,000	75,000	75,000	75,000	-
TOTAL TECHNOLOGY & EQUIP ANNUAL	382,340	957,500	668,500	1,200,000	575,000	575,000	575,000	575,000	1,450,000

SCOTT COUNTY
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FY 22 BUDGET

	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY									
C.2 Technology & Equipment Acquisition Non Routine									
EE Auditor-Election Equip	134,054	-	-	-	-	-	-	-	1,000,000
EE Auditor-Poll Book Replacement - Laser P	-	-	-	-	-	-	-	-	150,000
EE FSS- Grounds equipments	-	42,000	39,555	22,000	-	-	-	-	-
EE FSS-COVID Response Equipment	-	-	40,138	-	-	-	-	-	-
EE IT-Laptops / Tablets	194,363	-	-	-	-	-	-	300,000	300,000
EE IT-Vaccine Management Software	-	-	150,000	-	-	-	-	-	-
EE Sher-Mobile Data Computers (MDC)	-	-	-	-	-	-	500,000	-	500,000
EE IT-Servers	-	-	-	-	-	-	400,000	-	400,000
EE IT-Storage - Video	-	75,000	75,000	-	600,000	-	-	-	-
EE IT-Storage - Enterprise	-	-	-	-	-	-	750,000	-	750,000
EE IT-GIS (Aerial Photos)	38,820	-	-	-	-	50,000	50,000	-	150,000
EE Tr-Qmatic printer / floor	-	-	-	7,000	-	-	-	-	-
EE Sher-Jail Equipment	-	-	-	40,000	-	-	-	-	-
EE Sher-Full Body Security Screening	168,000	-	624	-	-	-	-	-	-
EE Sher-Body Camera Project	-	-	-	-	-	400,000	-	-	50,000
EE Sher - Jail Inmate Visit Recording Systm	-	-	-	130,000	-	-	-	-	-
EE Jail-Medical Supply Refrigerator	-	7,000	7,000	-	-	-	-	-	-
EE Hth-Immunization Refrig. / Freezer	-	7,000	7,000	-	-	-	-	-	-
EE IT-Desktop Replacements	-	-	-	-	-	-	-	-	400,000
EE IT-Network Review Study / Security	850	-	-	150,000	-	-	-	-	-
EE IT-Technology Assessment	-	100,000	-	100,000	-	-	-	-	-
EE IT-ERP Customization / Software	-	-	-	-	-	-	-	-	-
EE IT-Network Core / Distribution	-	-	500,000	-	-	-	-	-	1,000,000
EE IT-Website Upgrade to Drupal 8	-	100,000	-	100,000	-	-	-	-	-
EE JDC-Refrigerator/ Freezer	3,774	10,000	10,000	-	-	-	-	-	-
EE Sher-Mobile Router	-	-	-	-	-	-	-	-	-
EE IT-Back-up and Restore System Upgrad	390,000	-	-	-	-	-	-	-	-
EE Adm-Board Room Recording	-	-	55,000	-	-	-	-	-	-
EE PD-Community Development Software	-	-	-	-	-	450,000	-	-	-
EE Sher-PDA for Jail	-	-	-	-	-	-	-	-	40,000
EE IT-ESRI Parcel Fabric Conversion	-	75,000	-	-	-	-	-	-	-
EE Sher-Jail Management	-	-	-	-	-	-	-	-	500,000
EE Sher-Softcode Civil Service Civil Process	93,124	-	3,792	-	-	-	-	-	-
EE Secondary Roads Equipment	-	-	-	-	-	-	-	-	-
TOTAL TECHNOLOGY & EQUIP NON-ROUTINE	1,022,985	416,000	888,109	549,000	600,000	900,000	1,700,000	300,000	5,240,000
TOTAL TECHNOLOGY	1,405,324	1,373,500	1,556,609	1,749,000	1,175,000	1,475,000	2,275,000	875,000	6,690,000

SCOTT COUNTY
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	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
APPROPRIATION SUMMARY									
D. Other Projects									
OP Capital Contribution General	-	-	-	-	-	-	-	-	-
OP NW Dav Industrial Park Rail Spur	60,000	60,000	60,000	-	-	-	-	-	-
OP Nahant Marsh / CAT Funding	-	-	30,000	30,000	40,000	-	-	-	-
OP Bike Trail/CAT Funding	50,000	50,000	-	20,000	10,000	50,000	50,000	50,000	-
Total Other Projects	110,000	110,000	90,000	50,000	50,000	50,000	50,000	50,000	-
Grand Total	\$ 2,736,909	\$ 3,303,500	\$ 4,358,003	\$ 3,550,400	\$ 2,061,900	\$ 4,438,000	\$ 3,370,000	\$ 1,995,000	\$ 109,347,765

SCOTT COUNTY
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FY 22 BUDGET

	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
F. Conservation Projects									
Scott County Park									
SCP-Cabin Construction	\$ 4,298	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SCP-Campground Design & Construction	1,075,861	100,000	100,000	-	-	-	-	-	-
SCP-Entry Station	-	-	-	-	-	500,000	-	-	-
SCP-Lodge / 4 Season Shelter	-	-	-	-	-	-	500,000	500,000	200,000
SCP-Pool and Aquatic Ctr Renov	24,891	35,000	35,000	35,000	40,000	40,000	40,000	40,000	50,000
SCP-Car Wash Bay	-	-	-	-	-	-	-	-	-
SCP-Trails, Roads & Parking Lot Resurfacing	-	80,000	80,000	-	260,000	-	-	-	1,200,000
SCP-Storage Barn	-	-	-	-	-	125,000	-	-	-
SCP-Pioneer Village Renov	56,553	175,000	175,000	-	250,000	-	-	-	-
SCP-Cody Lake Shelter Replacement	-	-	-	-	150,000	-	-	-	-
SCP-Cody Lake Renovation	-	-	-	-	100,000	-	-	-	-
SCP-Wilderness Rest Room Replacement	-	-	-	-	-	-	-	300,000	-
SCP-Outhouse Replacement	-	-	-	-	-	100,000	-	-	-
SCP-Playground	-	-	-	-	100,000	-	100,000	-	-
SCP-Watershed Protection	-	-	-	-	-	-	-	100,000	-
Scott County Park Sub-total	1,161,603	390,000	390,000	35,000	900,000	765,000	640,000	940,000	1,450,000

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FY 22 BUDGET

	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
Westlake Park									
WLP-Lodge Design & Construction	-	400,000	400,000	800,000	-	-	-	-	-
WLP-Shelters	-	-	-	-	-	-	-	250,000	-
WLP-Playgrounds	170,145	-	-	-	100,000	200,000	-	-	-
WLP-Lake Restoration	-	601,000	886,318	-	-	-	-	-	-
WLP - Lake Canyada Dam Restoration	-	-	221,974	-	-	-	-	-	-
WLP - ADA Fishing Piers	-	-	130,000	125,000	-	-	-	-	-
WLP-Beach Improvements	238,090	100,000	100,000	100,000	-	-	-	-	300,000
WLP-Trails, Roads & Parking Lot Resurfacing	-	-	-	350,000	-	-	-	-	900,000
WLP-Campground Site Paving	-	-	-	200,000	-	-	-	-	500,000
WLP-Maintenance Area Bldg's	-	-	-	-	-	125,000	-	-	-
WLP-Outhouse Replacement	-	-	-	-	-	-	40,000	-	-
Westlake Park Sub-total	408,234	1,101,000	1,738,292	1,575,000	100,000	325,000	40,000	250,000	1,700,000
Wapsi Center			115,063						
REAP	-	38,670	153,733	-	-	-	-	-	-
Wapsi Ed Center Development - Lorenzen Funding	157,440	-	727,515	-	-	-	-	-	2,000,000
Wapsi Center Sub-total	157,440	38,670	881,248	-	-	-	-	-	2,000,000
Buffalo Shores									
BSP-Trails, Roads & Parking Lot Resurfacing	-	-	-	-	-	-	400,000	-	-
Buffalo Shores Res - HVAC & Roof	20,855	-	-	-	-	-	-	-	-
Buffalo Shores - Restoration - Flood	31,712	-	450,000	-	-	-	-	-	-
Buffalo Shores - Pit Toilet Replacement	-	-	-	-	-	-	-	40,000	-
Buffalo Shores - Residence	-	-	-	-	-	-	-	-	-
Buffalo Shores Dock Replacement	-	-	-	-	-	-	75,000	-	-
Buffalo Shores Sub-total	52,567	-	450,000	-	-	-	475,000	40,000	-

**SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY 22 BUDGET**

	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	UNPROG NEEDS
Other Locations									
Land Acquisition / Park Expansion	-	-	-	-	-	-	-	-	2,000,000
Renewable Energy Projects	-	-	-	-	-	-	-	-	700,000
Vehicles and Small Equipment	393,525	339,000	339,000	237,800	237,800	237,800	237,800	237,800	-
Tech & Equip - Other Equip	64,333	-	15,377	-	-	-	-	-	-
Software	9,493	-	-	-	-	-	-	-	-
Park Maintenance - General All Park	-	-	-	40,000	40,000	40,000	40,000	50,000	-
Park Maintenance - Park Major	62,128	-	-	-	-	75,000	-	-	-
Park Building Maintenance	9,276	-	-	-	-	-	-	-	-
Other Locations Sub-total	<u>538,755</u>	<u>339,000</u>	<u>354,377</u>	<u>277,800</u>	<u>277,800</u>	<u>352,800</u>	<u>277,800</u>	<u>287,800</u>	<u>2,700,000</u>
F. Conservation Projects Total	<u>\$ 2,318,599</u>	<u>\$ 1,868,670</u>	<u>\$ 3,813,917</u>	<u>\$ 1,887,800</u>	<u>\$ 1,277,800</u>	<u>\$ 1,442,800</u>	<u>\$ 1,432,800</u>	<u>\$ 1,517,800</u>	<u>\$ 7,850,000</u>
County Levy Contribution	782,830	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-
West Lake Restoration Contribution (12.5%)	40,190	300,500	443,159	-	-	-	-	-	-
County CIP Fund Balance Contribution	265,337	-	-	-	-	-	-	-	-
County CIP Contribution	<u>1,088,357</u>	<u>1,300,500</u>	<u>1,443,159</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>-</u>
Conservation CIP Fund Balance Contribution	724,382	428,300	1,517,535	887,800	277,800	442,800	432,800	517,800	-
Conservation Equipment Fund Balance	52,525	101,200	101,200	-	-	-	-	-	-
Capital Fund Outside Funding (Grants / Sale of Assets)	447,396	-	598,290	-	-	-	-	-	-
General Fund Restriction (REAP / Donations / Grants)	<u>5,940</u>	<u>38,670</u>	<u>153,733</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Conservation Equity Contributions	<u>1,230,243</u>	<u>568,170</u>	<u>2,370,758</u>	<u>887,800</u>	<u>277,800</u>	<u>442,800</u>	<u>432,800</u>	<u>517,800</u>	<u>-</u>
Total Funding	<u>\$ 2,318,600</u>	<u>\$ 1,868,670</u>	<u>\$ 3,813,917</u>	<u>\$ 1,887,800</u>	<u>\$ 1,277,800</u>	<u>\$ 1,442,800</u>	<u>\$ 1,432,800</u>	<u>\$ 1,517,800</u>	<u>\$ -</u>
Out of Balance	(0.74)	-	-	-	-	-	-	-	7,850,000
Five Year CIP Plan Contributions	1,257,800	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY 22 BUDGET

Roads Project #	Special Funding	Description	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	Unprogrammed Needs
G. Secondary Roads Projects											
L-519		Bridge Replacement 4E Sheridan (140th Ave)-320	84,704	-	-	-	-	-	-	-	-
L-320		Bridge Replacement 27H LeClaire-320	-	-	398,998	-	-	-	-	-	-
L-319		Bridge Replacement 7 Princeton	381,541	-	-	-	-	-	-	-	-
L-420		Bridge Replacement 17C Sheridan	571,496	-	-	-	-	-	-	-	-
L-418	CHBP Grant	Bridge Replacement 33H Liberty	-	525,000	474,197	-	-	-	-	-	-
L-1020		Edge Drain F58 (200th St)	200,000	400,000	450,000	-	-	-	-	-	-
L-223		Bridge Replacement 8A Butler	476,121	25,000	-	-	-	-	-	-	-
L-120		Various Large Culvert Replacements	35,182	-	-	-	-	-	-	-	-
L-520		Culvert Replacement 7C Blue Grass	-	400,000	400,000	-	-	-	-	-	-
L-620		HMA Paving Slopertown Rd	893,354	-	-	-	-	-	-	-	-
L-720		HMA Paving Cadda Rd	1,254,011	-	-	-	-	-	-	-	-
L-220	Contributed	HMA Paving F45 (Princeton Rd-FM)	-	2,500,000	1,750,000	-	-	-	-	-	-
L-821		Y48 & 112th Ave at Hwy 61 Intersection Improvements	-	250,000	615,000	-	-	-	-	-	-
L-921		Hwy 61 at 115th Ave & 118th St PCC Paving & Signal	-	200,000	150,000	-	-	-	-	-	-
L-221		Bridge Repair 9 Winfield	-	90,000	115,000	-	-	-	-	-	-
L-421		HMA Paving 290 St	-	900,000	529,271	-	-	-	-	-	-
L-323	CHBP Grant	Bridge Replacement 7F Princeton	-	-	453,950	-	-	-	-	-	-
L-321	CHBP Grant	Bridge Replacement 9 Cleona (BRS)	-	600,000	635,225	-	-	-	-	-	-
L-322	CHBP Grant	Culvert Replacement 6 Blue Grass	-	-	544,796	-	-	-	-	-	-
L-723		Bridge Replacement 7G Princeton	-	-	-	800,000	-	-	-	-	-
L-922	Contributed	HMA Paving F33 (Bluff Road)	-	-	-	2,250,000	-	-	-	-	-
L-1022	Contributed	HMA Paving Z30 (Wells Ferry Rd)	-	-	-	1,500,000	-	-	-	-	-
L-1122	Contributed	Intersection Safety Improvements-Y40 & Hwy 130	-	-	-	50,000	-	-	-	-	-

SCOTT COUNTY
FIVE YEAR CAPITAL PROJECT PLAN
FY 22 BUDGET

Roads Project #	Special Funding	Description	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 PLAN	FY23 PLAN	FY24 PLAN	FY25 PLAN	FY26 PLAN	Unprogrammed Needs
L-522	Contributed	HMA Paving F58 (200th St-STP)	-	-	-	-	2,600,000	-	-	-	-
L-622	Contributed	Bridge Replacement 31 DeWitt (SBRFM or SWAP-HBP)	-	-	-	-	1,375,000	-	-	-	-
L-719	Contributed	Bridge Replacement 3C Liberty	-	-	-	-	400,000	-	-	-	-
L-422		HMA Paving Utah Ave	-	-	-	-	770,000	-	-	-	-
L-820		HMA Paving 130th St (Chapel Hill Rd)	-	-	-	-	605,000	-	-	-	-
L-722		HMA Paving 145th Street	-	-	-	-	75,000	-	-	-	-
L-823		HMA Paving 115th Ave (Peter Pan Rd)	-	-	-	-	115,000	-	-	-	-
L-1120	80% Grant	Bridge Replacement 8C Pleasant Valley (STP)	-	-	-	-	-	750,000	-	-	-
L-423	80% Grant	Bridge Replacement 6 Pleasant Valley	-	-	-	-	-	750,000	-	-	-
L-624		Bridge Repair 33 Allens Grove	-	-	-	-	-	150,000	-	-	-
L-415	Contributed	HMA Paving Territorial Rd (F51-FM)	-	-	-	-	-	-	3,000,000	-	-
L-623		HMA Paving Pumpkin Patch Rd	-	-	-	-	-	-	360,000	-	-
L-224	Contributed	Bridge Replacement 22F Liberty	-	-	-	-	-	-	-	400,000	-
L-524		Culvert Replacement 4A Sheridan	-	-	-	-	-	-	-	250,000	-
L-225		Culvert Replacement 13K Butler	-	-	-	-	-	-	-	-	400,000
		HMA Paving Hillandale Road	-	-	-	-	-	-	-	-	275,000
L-222		Bridge Replacement 11A Cleona	-	-	-	-	-	-	-	-	620,000
		Bridge Replacement 28K Princeton	-	-	-	-	-	-	-	-	535,000
L-523		HMA Paving 278th Avenue	-	-	-	-	-	-	-	-	400,000
L-721		Culvert Replacement 2A Hickory Grove	-	-	-	-	-	-	-	-	350,000
L-309		HMA Paving Cody Rd	-	-	-	-	-	-	-	-	250,000
L-324		HMA Paving 275th Street	-	-	-	-	-	-	-	-	1,300,000
L-424		HMA Paving Y4E (Big Rock Rd-FM)	-	-	-	-	-	-	-	-	1,300,000
G. Secondary Roads Total			<u>3,896,408</u>	<u>5,890,000</u>	<u>6,516,437</u>	<u>4,600,000</u>	<u>5,940,000</u>	<u>1,650,000</u>	<u>3,360,000</u>	<u>650,000</u>	<u>5,430,000</u>
Funding											
		CHBP Grant	-	436,960	819,300	-	-	-	-	-	-
		80% Grant	-	-	-	-	-	1,200,000	-	-	-
		Contributed Capital	-	3,188,040	3,038,868	3,800,000	4,375,000	300,000	3,000,000	400,000	-
		Secondary Roads General	<u>3,896,408</u>	<u>2,265,000</u>	<u>2,658,269</u>	<u>800,000</u>	<u>1,565,000</u>	<u>150,000</u>	<u>360,000</u>	<u>250,000</u>	-
			<u>3,896,408</u>	<u>5,890,000</u>	<u>6,516,437</u>	<u>4,600,000</u>	<u>5,940,000</u>	<u>1,650,000</u>	<u>3,360,000</u>	<u>650,000</u>	-
		New Equipment	<u>\$668,890</u>	<u>\$750,000</u>	<u>\$750,000</u>	<u>\$750,000</u>	<u>\$750,000</u>	<u>\$750,000</u>	<u>\$750,000</u>	<u>\$750,000</u>	<u>\$0</u>

NONMAJOR GOVERNMENTAL FUNDS

SUMMARY FUND STATEMENT

NONMAJOR GOVERNMENTAL FUNDS

<u>Fund</u>	<u>Estimated Balance 07/01/21</u>	<u>Revenues and transfers</u>	<u>Expenditures and transfers</u>	<u>Estimated Balance 06/30/22</u>
NONMAJOR GOVERNMENTAL FUNDS:				
Rural Services Fund	\$ 107,334	\$ 3,438,213	\$ 3,449,165	\$ 96,382
Recorder's Record Management Fund	<u>63,725</u>	<u>32,200</u>	<u>45,000</u>	<u>50,925</u>
Total Other Funds*	<u>\$ 171,059</u>	<u>\$ 3,470,413</u>	<u>\$ 3,494,165</u>	<u>\$ 147,307</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
2012-13	\$877,086,710	\$2,686,071	\$3.13766
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

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
2012-13	\$2,139,440	\$2.51192	\$532,955	\$0.62274
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

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

RURAL SERVICES BASIC FUND

FUND STATEMENT

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Taxes Levied on Property	\$ 3,177,814	\$ 3,232,855	\$ 3,232,855	\$ 3,341,738	3.4%
Less: Uncollected Delinq Taxes-Levy Yr	317	600	600	317	-47.2%
Less: Credits To Taxpayers	145,065	139,003	139,003	133,535	-3.9%
Net Current Property Taxes	3,032,432	3,093,252	3,093,252	3,207,886	3.7%
Delinquent Property Tax Revenue	317	600	600	317	-47.2%
Other County Taxes	81,826	79,952	80,152	81,341	1.7%
Intergovernmental	160,874	152,165	154,840	146,669	-3.6%
Use of Property and Money	4,881	3,000	2,000	2,000	-33.3%
Subtotal Revenues	3,280,330	3,328,969	3,330,844	3,438,213	3.3%
Other Financing Sources:	-	-	-	-	
Total Revenues & Other Sources	3,280,330	3,328,969	3,330,844	3,438,213	3.3%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
County Environment & Education	587,575	595,213	595,213	601,165	1.0%
Subtotal Expenditures	587,575	595,213	595,213	601,165	1.0%
Other Financing Uses:					
Operating Transfers Out	2,709,000	2,755,000	2,755,000	2,848,000	3.4%
Total Expenditures & Other Uses	3,296,575	3,350,213	3,350,213	3,449,165	3.0%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	(16,245)	(21,244)	(19,369)	(10,952)	N/A
Beginning Fund Balance - July 1,	\$ 142,948	\$ 147,982	\$ 126,703	\$ 107,334	-27.5%
Ending Fund Balance - June 30,	\$ 126,703	\$ 126,738	\$ 107,334	\$ 96,382	-24.0%

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?

You can record your Military DD214
at the Recorder's office for free

RECORDER'S RECORD MANAGEMENT FUND

FUND STATEMENT

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	% Change From Prior <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Charges For Services	\$ 36,819	\$ 30,000	\$ 30,000	\$ 30,000	0.0%
Use of Money & Property	<u>1,363</u>	<u>2,200</u>	<u>500</u>	<u>2,200</u>	0.0%
Subtotal Revenues	38,182	32,200	30,500	32,200	0.0%
Other Financing Sources:	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	38,182	32,200	30,500	32,200	0.0%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
Other Financing Uses:					
Operating Transfers Out - General Func	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
Operating Transfers Out - Capitaal CIP	<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>(6,818)</u>	<u>(12,800)</u>	<u>(14,500)</u>	<u>(12,800)</u>	0.0%
Beginning Fund Balance - July 1,	<u>\$ 85,043</u>	<u>\$ 72,243</u>	<u>\$ 78,225</u>	<u>\$ 63,725</u>	-11.8%
Ending Fund Balance - June 30,	<u>\$ 78,225</u>	<u>\$ 59,443</u>	<u>\$ 63,725</u>	<u>\$ 50,925</u>	-14.3%

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 FY 12.

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.

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

View of Glynns Creek Golf course looking north. <http://www.glynns creek.com>



Click picture
to see if
today's a
good day for
golf!

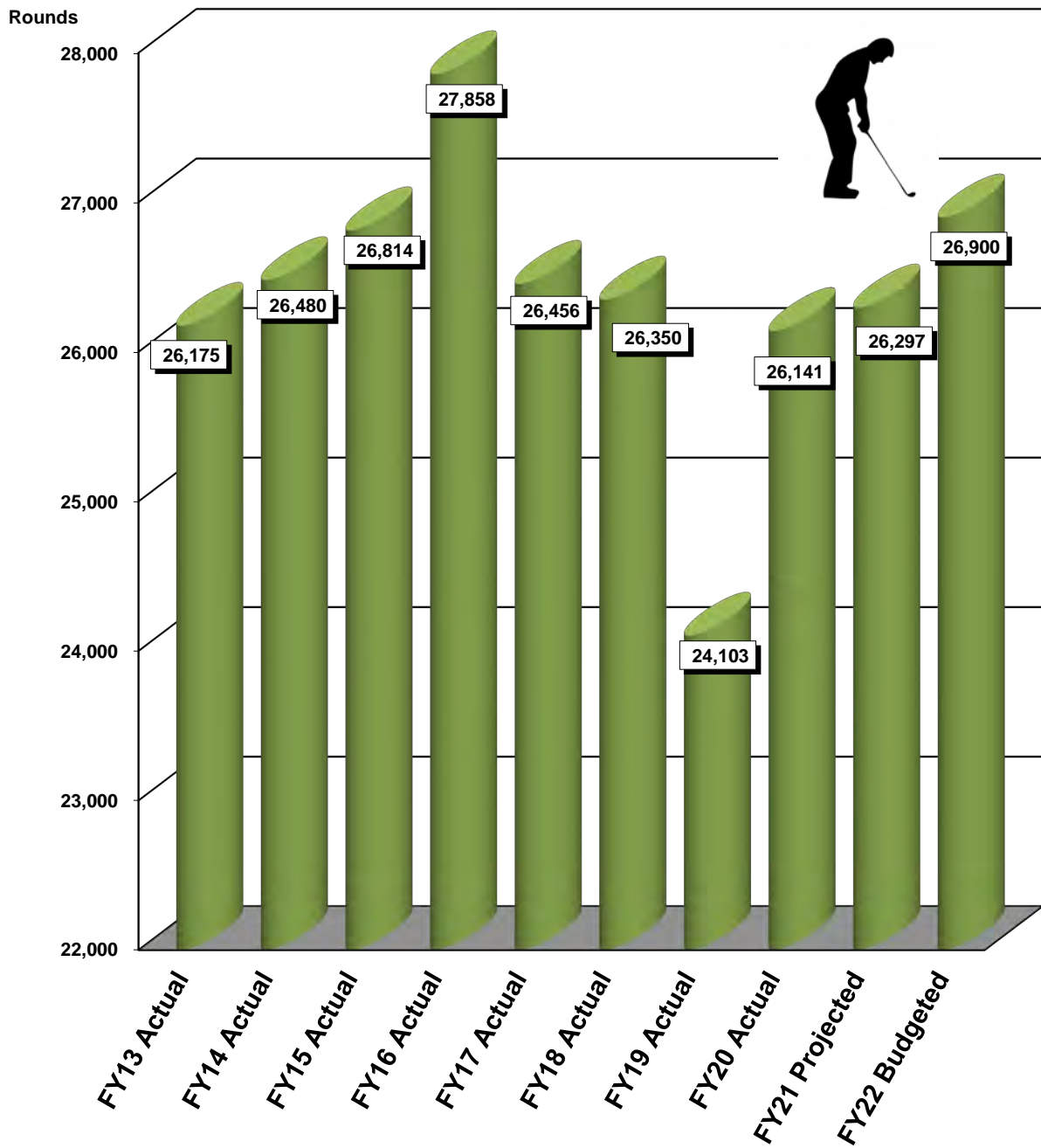
GOLF COURSE ENTERPRISE FUND

FUND STATEMENT

	<u>Actual</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Revised</u> <u>Estimate</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>%</u> <u>Change</u> <u>From</u> <u>Prior</u> <u>Budget</u>
REVENUES & OTHER FINANCING SOURCES					
Charges For Services	\$ 1,002,015	\$ 1,070,200	\$ 1,070,200	\$ 1,070,200	0.0%
Use of Money & Property	5,382	8,000	2,000	2,000	-75.0%
Miscellaneous	<u>776</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	0.0%
Subtotal Revenues	1,008,173	1,079,200	1,073,200	1,073,200	-0.6%
Other Financing Sources:					
Transfer - General Fund	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Revenues & Other Sources	1,008,173	1,079,200	1,073,200	1,073,200	-0.6%
EXPENDITURES & OTHER FINANCING USES					
Operating:					
County Environment & Education	\$ <u>1,000,731</u>	\$ <u>1,293,884</u>	\$ <u>1,336,449</u>	\$ <u>1,351,522</u>	4.5%
Subtotal Expenditures	1,000,731	1,293,884	1,336,449	1,351,522	4.5%
Other Financing Uses:					
Loss on asset disposed	-	-	-	-	N/A
Interest expense	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Expenditures & Other Uses	1,000,731	1,293,884	1,336,449	1,351,522	4.5%
Excess Of Revenues & Other Sources over(under) Expenditures & Other Uses	<u>7,442</u>	<u>(214,684)</u>	<u>(263,249)</u>	<u>(278,322)</u>	29.6%
Beginning Fund Equity - July 1,	<u>\$ 2,588,896</u>	<u>\$ 2,381,544</u>	<u>\$ 2,596,338</u>	<u>\$ 2,333,089</u>	-2.0%
Ending Fund Equity - June 30,	<u>\$ 2,596,338</u>	<u>\$ 2,166,860</u>	<u>\$ 2,333,089</u>	<u>\$ 2,054,767</u>	-5.2%

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. Rounds are projected to see an upward trend in the near future with a 10% change and are certainly weather dependent. The FY 22 budgeted projection is based upon conservative estimates of consistent usage and before any long-term implications of COVID-19.

**DEPARTMENTAL /
AUTHORIZED AGENCY DETAIL**

SCOTT COUNTY
FY22 BUDGETING FOR OUTCOMES DETAIL
INDEX BY DEPARTMENT/AUTHORIZED AGENCY

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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

ACTIVITY/SERVICE: Correctional Health		DEPARTMENT: Health/Public Safety/2006			
BUSINESS TYPE: Core		RESIDENTS SERVED: All Residents			
BOARD GOAL: Financially Responsible		FUND: 01 General		BUDGET: \$1,583,388	
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of inmates in the jail greater than 14 days.		1,391	1,220	1,320	1,320
Number of inmates in the jail greater than 14 days with a current health appraisal.		1,333	1,202	1,122	1,307
Number of inmate health contacts.		36,826	17,778	24,000	35,000
Number of inmate health contacts provided in the jail.		36,476	17,593	23,760	34,650
Number of medical requests received.		9,921	6,732	7,500	8,500
Number of medical requests responded to within 48 hours.		9,909	6,725	7,500	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.					
PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%	99%	85%	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%

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

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 PROGRAM: Recorder Administration (26.1000)

AUTHORIZED POSITIONS:

	2018-19 ACTUAL	2019-20 ACTUAL	2020-21 BUDGET	2020-21 PROJECTED	2021-22 REQUEST	2021-22 ADMIN REC
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
	-	-	-	-	-	-
TOTAL POSITIONS	1.50	1.50	1.50	1.50	1.50	1.50

REVENUE SUMMARY:

Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	464	-	-	-	-	-
Miscellaneous	142	-	150	150	150	150
	-	-	-	-	-	-
TOTAL REVENUES	\$ 606	\$ -	\$ 150	\$ 150	\$ 150	\$ 150

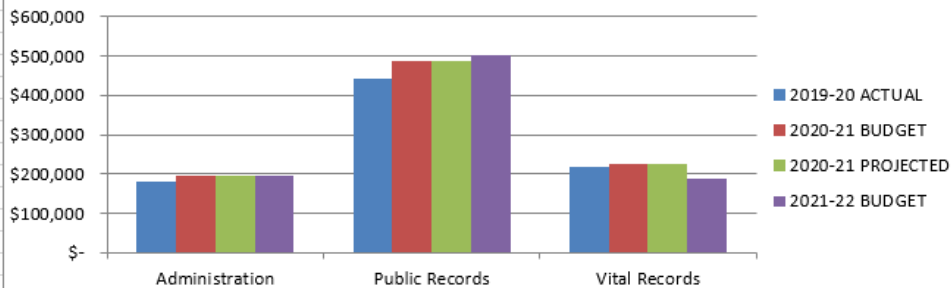
APPROPRIATION SUMMARY:

Salaries	\$ 118,823	\$ 123,241	\$ 132,540	\$ 132,540	\$ 131,594	\$ 131,594
Benefits	49,225	53,228	56,640	56,640	57,653	57,653
Purchase Services & Expenses	407	877	1,725	1,725	1,725	1,725
Supplies & Materials	1,084	2,185	3,000	3,000	3,000	3,000
	-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$ 169,539	\$ 179,531	\$ 193,905	\$ 193,905	\$ 193,972	\$ 193,972

Program or Authorized Agency REVENUES

Program or Authorized Agency EXPENDITURES

APPROPRIATIONS



ANALYSIS

- No FTE changes.
- No changes to Non-salary expenses.
- No changes to Revenue.

Analysis: Analysis of the information listed, changes and notes listed

Summary Chart of all Department Appropriations

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

ACTIVITY/SERVICE:	Policy and Facilitation	DEPT/PROG:	Administration		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:			All Residents
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$405,448
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of agenda items		298	306	300	300
Number of agenda items postponed		0	1	0	0
Number of agenda items placed on agenda after distribution		4	0	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	99%	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.	0.0%	0.04%	0.00%	0.00%



ACTIVITY/SERVICE:	Financial Management	DEPT/PROG:	Administration	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$325,000
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
				2021-22 PROJECTED
Number of Grants Managed		63	47	60
Number of Budget Amendments		2	3	2
Number of Purchase Orders Issued		388	560	400
				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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maintain minimum fund balance requirements for the County's general fund - according to the Financial Management Policy, and within legal budget	Maintain a 15% general fund balance, and each state service area to be 100% expended or below	22% / 100%	21.4% / 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	2 Training events outside of annual budget training	2	2	2	2
Develop Financial Policy and analysis reviewing capital improvements vs ongoing operating costs	Identify the costs vs benefits of continued optional long term capital investments vs operating investments	N/A	NA	Develop and Assess Policy of Long Term Capital Investments	Develop and Assess Policy of Long Term Capital Investments

ACTIVITY/SERVICE:	Legislative Coordinator	DEPT/PROG:	Administration		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$60,000
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of committee of the whole meetings		44	44	50	44
Number of meetings posted to web 5 days in advance		100%	100%	100%	100%
Percent of Board Mtg handouts posted to web within 24 hours		100%	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE: Strategic Plan		DEPT/PROG: Administration		
BUSINESS TYPE: Core		RESIDENTS SERVED: All Residents		
BOARD GOAL: Performing Organization		FUND: 01 General	BUDGET:	\$79,000
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Number of Strategic Plan goals		105	56	57
Number of Strategic Plan goals on-schedule		75	56	57
Number of Strategic Plan goals completed		7	0	57

PROGRAM DESCRIPTION:

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

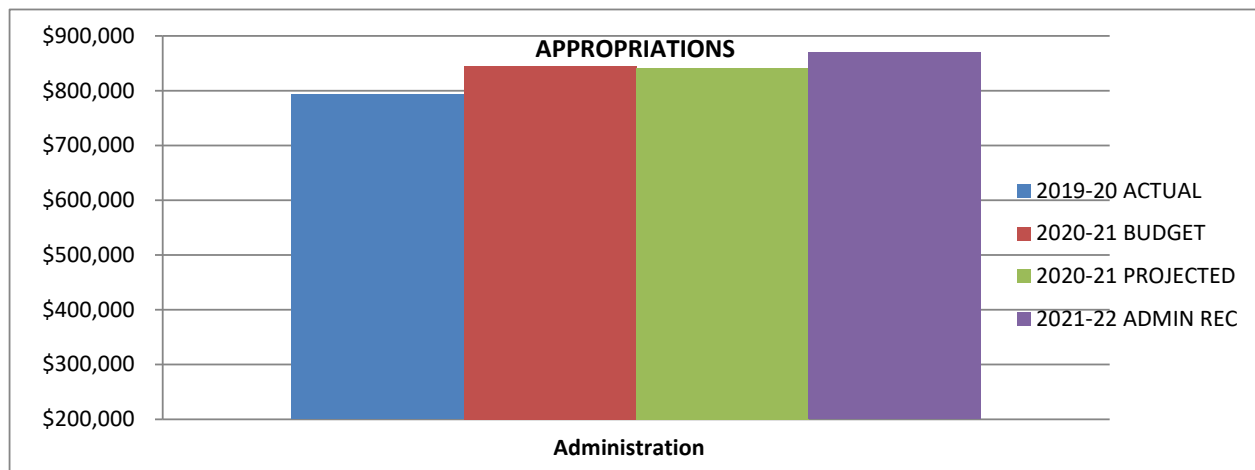
PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Strategic Plan goals are on-schedule and reported quarterly	Percentage of Strategic Plan goals on-schedule	70%	100%	100%	100%
Strategic Plan goals are completed*	Percentage of Strategic Plan goals completed	71%	0%	50%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: General Administration (11.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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
TOTAL POSITIONS	5.50	5.50	5.50	5.50	5.50	5.50

APPROPRIATION SUMMARY:

Salaries	\$ 561,747	\$ 587,543	\$ 616,057	\$ 616,057	\$ 636,570	\$ 636,570
Benefits	182,773	196,605	209,278	209,278	213,803	213,803
Purchase Services & Expenses	13,931	7,166	16,875	13,875	16,875	16,875
Supplies & Materials	1,292	1,740	2,200	2,500	2,200	2,200

TOTAL APPROPRIATIONS	\$ 759,743	\$ 793,054	\$ 844,410	\$ 841,710	\$ 869,448	\$ 869,448
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ANALYSIS

The 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 no change 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.

ACTIVITY/SERVICE:	Criminal Prosecution	DEPARTMENT:	Attorney		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$2,943,645
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
New Indictable Misdemeanor Cases		3,689	3,259	3,000	3,000
New Felony Cases		1,355	1,208	1,000	1,000
New Non-Indictable Cases		2,089	1,699	1,500	1,500
Conducting Law Enforcement Training (hrs)		30	17	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		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%



ACTIVITY/SERVICE:	Juvenile	DEPARTMENT:	Attorney		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$541,366
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
New Juvenile Cases - Delinquencies, CINA, Terms, Rejected		869	644	700	700
Uncontested Juvenile Hearings		2,054	1,339	1,300	1,300
Evidentiary Juvenile Hearings		552	316	300	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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Civil / Mental Health	DEPARTMENT:	Attorney	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$236,698
OUTPUTS		2018-19 ACTUAL	2018-19 ACTUAL	2020-21 PROJECTED
				2021-22 PROJECTED
Non Litigation Services Intake		85	133	80
Litigation Services Intake		365	502	300
Non Litigation Services Cases Closed		64	103	100
Litigation Services Cases Closed		339	438	200
# of Mental Health Hearings		296	317	300

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2018-19 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Driver License / Fine Collection	DEPARTMENT:	Attorney	
BUSINESS TYPE:	Community Add On	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET: \$161,442
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
total cases entered to be collected on		511	3,817	3,500
total cases flagged as default		104	175	100
\$ amount collected for county		432,646	\$421,806	400,000
\$ amount collected for state		1,029,647	\$1,007,815	800,000
\$ amount collected for DOT		5,753	\$5,048	6,000

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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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 15% each quarter as compared to the previous fiscal years grand total.	27%	22%	15%	15%

ACTIVITY/SERVICE:	Victim/Witness Support Service	DEPARTMENT:	Attorney	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$78,899
OUTPUTS		2018-19 ACTUAL	2018-19 ACTUAL	2020-21 PROJECTED
		2021-22 PROJECTED		
# victim packets sent		1,928	1,912	1,800
# victim packets returned		710	680	650

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2018-19 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Attorney's Office will actively communicate with crime victims.	100% of registered crime victims will be sent victim registration information.	100%	100%	100%	100%

ACTIVITY/SERVICE: Advisory Services		DEPARTMENT: Attorney		
BUSINESS TYPE: Core		RESIDENTS SERVED: All Residents		
BOARD GOAL: Performing Organization		FUND: 01 General	BUDGET:	\$123,814
OUTPUTS		2018-19	2018-19	2020-21
		ACTUAL	ACTUAL	PROJECTED
# of walk-in complaints received		208	250	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.

PERFORMANCE MEASUREMENT		2018-19	2018-19	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Case Expedition	DEPARTMENT:	Attorney		
BUSINESS TYPE:	Community Add On	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$41,271
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of entries into jail		8,730	7,569	7,500	7,500

PROGRAM DESCRIPTION:

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

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.

ACTIVITY/SERVICE: Liability		DEPARTMENT: Risk Mgmt		
BUSINESS TYPE: Core		RESIDENTS SERVED:		All Residents
BOARD GOAL: Performing Organization		FUND: 02 Supplemental	BUDGET:	\$640,509
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
				2021-22 PROJECTED
\$40,000 of Claims GL		\$4,500	\$2,299	\$40,000
\$50,000 of Claims PL		\$655	\$23,696	\$20,000
\$85,000 of Claims AL		\$47,172	\$127,880	\$60,000
\$20,000 of Claims PR		\$157,162	\$35,799	\$60,000
				\$40,000

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Prompt investigation of liability accidents/incidents	To investigate incidents/accidents within 5 days	90%	90%	90%	90%

ACTIVITY/SERVICE:	Schedule of Insurance	DEPARTMENT:	Risk Mgmt	12.1202	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	02 Supplemental	BUDGET:	\$470,578
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of County maintained policies - 15		11	10	11	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Market and Educate underwriters to ensure accurate premiums	Audit Insurance Job Classification codes	100%	100%	100%	100%

ACTIVITY/SERVICE:	Workers Compensation	DEPARTMENT:	Risk Mgmt		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$196,074
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Claims Opened (new)		38	103	100	75
Claims Reported		59	46	125	100
\$250,000 of Workers Compensation Claims		\$164,994	\$302,660	\$200,000	\$250,000

PROGRAM DESCRIPTION:

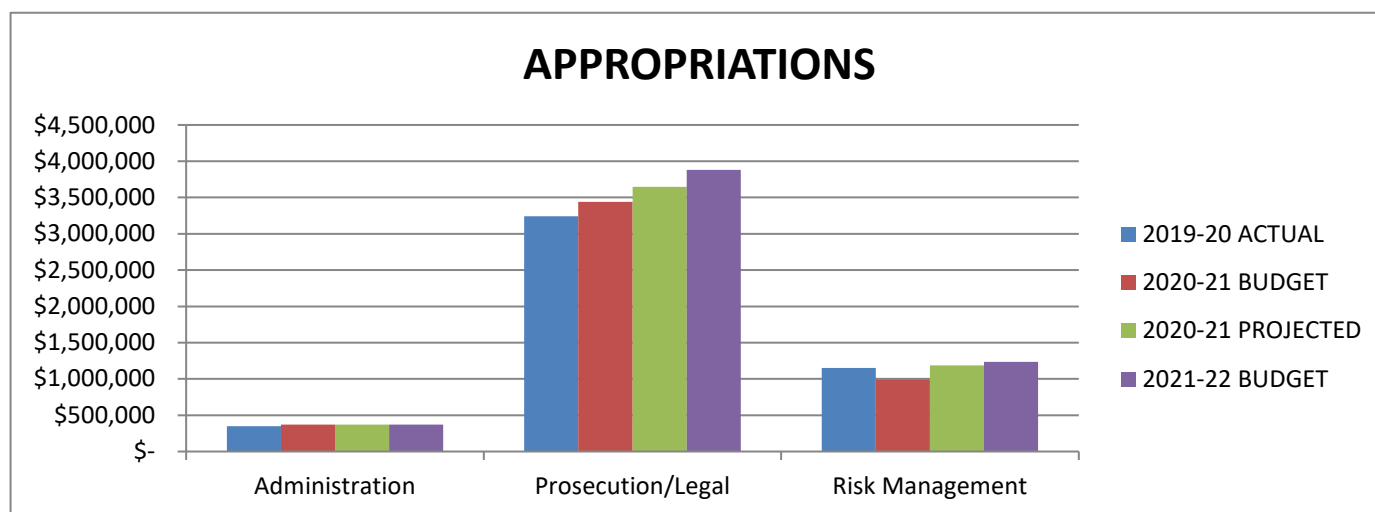
To ensure that employees who are injured on the job are provided proper medical attention for work related injuries and to determine preventive practices for injuries.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To investigate workers comp claims within 5 days	To investigate 100% of accidents within 5 days	100%	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Attorney Administration (12.1000)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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
TOTAL POSITIONS		2.40	2.40	2.40	2.40	2.40	2.40

APPROPRIATION SUMMARY:

Salaries	\$	252,986	\$	255,151	\$	264,988	\$	264,988	\$	262,194	\$	262,194
Benefits		84,711		89,028		93,467		93,467		94,938		94,938
Purchase Services & Expenses		4,360		2,172		7,500		7,500		7,500		7,500
Supplies & Materials		3,643		2,664		5,000		5,000		5,000		5,000
TOTAL APPROPRIATIONS	\$	345,700	\$	349,015	\$	370,955	\$	370,955	\$	369,632	\$	369,632



ANALYSIS

For FY22, 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.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22				
PROGRAM: Criminal Prosecution (1201&1203)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC				
AUTHORIZED POSITIONS:											
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		4.00	7.00	7.00	7.00	7.00	7.00				
32-N Assistant Attorney		10.00	7.00	7.00	9.00	9.00	9.00				
28-N Investigator		-	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 Paralegal Audio/Visual Production Specialist		1.00	1.00	1.00	1.00	1.00	1.00				
26-N Paralegal		1.00	1.00	1.00	1.00	2.00	2.00				
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	1.00	-	-	-	-				
21-AFSCME Legal Secretary		2.00	2.00	3.00	3.00	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		1.00	2.00	2.00	2.00	3.00	3.00				
Office Assistant		1.00	-	-	-	-	-				
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				
TOTAL POSITIONS		30.10	31.10	31.10	33.10	36.10	36.10				
REVENUE SUMMARY:											
Intergovernmental	\$	1,200	\$	1,200	\$	1,200	\$	1,200			
Fines & Forfeitures		443,347		487,848		425,000		425,000			
Miscellaneous		-		-		-		-			
TOTAL REVENUES		\$	444,547	\$	489,048	\$	426,200	\$	426,200		
APPROPRIATION SUMMARY:											
Salaries	\$	2,084,327	\$	2,254,998	\$	2,366,742	\$	2,505,984	\$	2,656,988	
Benefits		795,625		866,507		936,941		1,004,723		1,086,706	
Purchase Services & Expenses		137,748		96,722		106,950		107,950		107,950	
Supplies & Materials		27,278		21,606		29,000		28,000		28,000	
TOTAL APPROPRIATIONS		\$	3,044,978	\$	3,239,833	\$	3,439,633	\$	3,646,657	\$	3,879,644
ANALYSIS											
For FY22, 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.											
Two new attorney positions will be added which increased FTE salary and benefits. Three approved staff additions will be on hold until 1/1/22 to help offset costs.											

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Risk Management (1202)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
32-N Risk Manager		1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS		1.00	1.00	1.00	1.00	1.00	1.00
REVENUE SUMMARY:							
Charges for Services	\$ -	\$ -	\$ 25	\$ -	\$ 25	\$ 25	\$ 25
Miscellaneous	15,425	27,066	10,000	10,000	10,000	10,000	10,000
TOTAL REVENUE	\$ 15,425	\$ 27,066	\$ 10,025	\$ 10,000	\$ 10,025	\$ 10,025	\$ 10,025
APPROPRIATION SUMMARY:							
Salaries	\$ 91,646	\$ 97,011	\$ 99,241	\$ 99,241	\$ 101,477	\$ 101,477	\$ 101,477
Benefits	23,720	25,859	26,792	26,792	27,492	27,492	27,492
Purchase Services & Expenses	885,743	1,026,530	864,681	1,058,479	1,106,212	1,106,212	1,106,212
Supplies & Materials	30	30	2,000	950	1,500	1,500	1,500
TOTAL APPROPRIATIONS	\$ 1,001,139	\$ 1,149,430	\$ 992,714	\$ 1,185,462	\$ 1,236,681	\$ 1,236,681	\$ 1,236,681
ANALYSIS							
For FY22, 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

Roxanna Moritz, County Auditor and 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.

ACTIVITY/SERVICE:	Administration	DEPARTMENT:	Auditor		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$257,885
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Maintain administration costs at or below 15% of budget		11.2%	10.8%	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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



ACTIVITY/SERVICE:	Taxation	DEPARTMENT:	Auditor		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$325,142
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Property Transfers Processed		6,745	6,713	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.

PERFORMANCE MEASUREMENT		2019-20 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Payroll	DEPARTMENT: Auditor- Business & Finance			
BUSINESS TYPE:	Core	RESIDENTS SERVED: All Employees			
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$314,899
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of Employees		774	704	770	770
Time Cards Processed		17,363	22,568	23,000	23,000

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.

PERFORMANCE MEASUREMENT		2019-20	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Accounts Payable	DEPARTMENT: Auditor- Business & Finance			
BUSINESS TYPE:	Core	RESIDENTS SERVED: All Departments			
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$236,174
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Invoices Processed		25,401	25,401	25,000	25,000

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.

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

ACTIVITY/SERVICE:	Expenditure Ledger	DEPARTMENT: Auditor - Business & Finance			
BUSINESS TYPE:	Core	RESIDENTS SERVED: All Departments			
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$11,246
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of Account Centers		10,094	10,094	10,100	10,100

PROGRAM DESCRIPTION:

This program is responsible for the general accounting of expenditures in the general ledger of the County and is responsible for all changes therein.

PERFORMANCE MEASUREMENT		2019-20	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
To make sure the General Ledger properly reflects all expenditures and receipts.	Make sure all adjustments are proper according to accounting policies and procedures.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Commissioner of Elections	DEPARTMENT: Auditor-Elections			
BUSINESS TYPE:	Core	RESIDENTS SERVED: 130,000			
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$785,422
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Conduct 3 county-wide elections		1	2	1	2

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.

PERFORMANCE MEASUREMENT		2019-20	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	1	2	1	2

ACTIVITY/SERVICE:	Registrar of Voters	DEPARTMENT:	Auditor -Elections	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$115,673
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Maintain approximately 130,000 voter registration files		125,381	128,253	133,900

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.

PERFORMANCE MEASUREMENT		2019-20	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

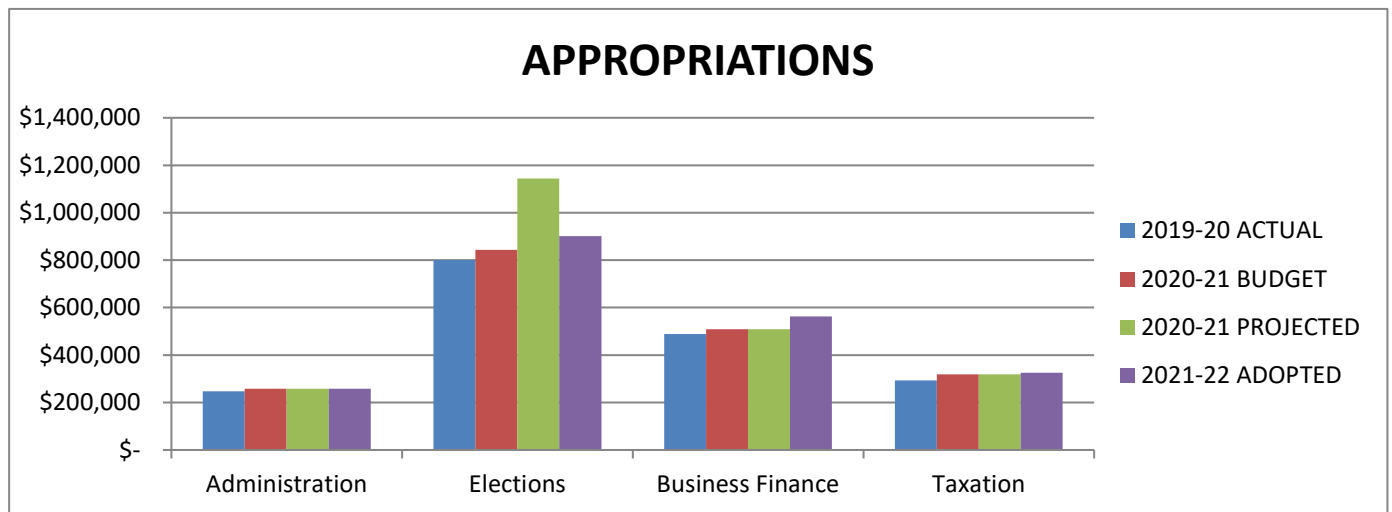
FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Auditor Administration (13.1000)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
X Auditor		1.00	1.00	1.00	1.00	1.00	1.00
33-N Operations Manager-Auditor		1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS		2.00	2.00	2.00	2.00	2.00	2.00

REVENUE SUMMARY:

Fines, Forfeitures & Miscellaneous	\$	-	\$	574	\$	-	\$	-	\$	-
TOTAL REVENUES	\$	-	\$	574	\$	-	\$	-	\$	-

APPROPRIATION SUMMARY:

Salaries	\$	185,770	\$	193,003	\$	199,704	\$	199,704	\$	199,324	\$	199,324
Benefits		48,165		51,002		52,948		52,948		53,511		53,511
Purchase Services & Expenses		1,999		2,072		4,300		4,300		4,300		4,300
Supplies & Materials		601		1,651		750		750		750		750
TOTAL APPROPRIATIONS	\$	236,535	\$	247,728	\$	257,702	\$	257,702	\$	257,885	\$	257,885



ANALYSIS

There is little budget variation in the four program areas in the Auditor's Office, except for Elections in which the budget increases and decreases based on the election cycles and if special elections occur.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Elections (1301)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
26-AFSCME Elections Supervisor		1.00	1.00	1.00	1.00	1.00	1.00
19-AFSCME Senior Elections Clerk		2.00	2.00	2.00	2.00	2.00	2.00
16-AFSCME Elections Clerk		0.65	0.65	1.00	1.00	1.00	1.00
TOTAL POSITIONS		3.65	3.65	4.00	4.00	4.00	4.00
REVENUE SUMMARY:							
Intergovernmental		\$ 26,479	\$ 212,064	\$ -	\$ -	\$ 223,878	\$ 223,878
Charges for Services		-	-	300	-	300	300
Fines, Forfeitures & Miscellaneous		80	256	-	-	-	-
TOTAL REVENUES		\$ 26,559	\$ 212,320	\$ 300	\$ -	\$ 224,178	\$ 224,178
APPROPRIATION SUMMARY:							
Salaries		\$ 363,095	\$ 383,631	\$ 414,636	\$ 544,386	\$ 433,238	\$ 433,238
Benefits		92,152	98,593	135,101	138,200	122,332	122,332
Purchase Services & Expenses		229,899	256,026	232,965	234,965	282,525	282,525
Supplies & Materials		49,929	61,810	61,000	226,000	63,000	63,000
TOTAL APPROPRIATIONS		\$ 735,075	\$ 800,060	\$ 843,702	\$ 1,143,551	\$ 901,095	\$ 901,095
ANALYSIS							
<p>The election cycle for this fiscal year will include the scheduled city primary elections (Davenport & Buffalo) in October and the city / school election in November. Many of the costs for these elections are charged back to the jurisdictions holding the elections. Also, this year will include the partisan primary election. Due to lower turnout wage costs for temporary election workers will be lower and fewer precinct election workers will be needed.</p>							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22						
PROGRAM: Business/Finance (1302)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC						
AUTHORIZED POSITIONS:													
36-N Accounting & Tax Manager		0.70	0.70	0.70	0.70	0.70	0.70						
23-N Payroll Specialist		2.00	2.00	2.00	2.00	2.00	2.00						
21-AFSCME Accounts Payable Specialist		1.50	1.50	1.50	1.50	1.50	1.50						
19-N Official Records Clerk		0.90	1.00	1.00	1.00	1.00	1.00						
TOTAL POSITIONS		5.10	5.20	5.20	5.20	5.20	5.20						
REVENUE SUMMARY:													
Miscellaneous	\$	-	\$	-	\$	-	\$	-					
TOTAL REVENUES	\$	-	\$	-	\$	-	\$	-					
APPROPRIATION SUMMARY:													
Salaries	\$	306,717	\$	331,039	\$	335,608	\$	335,608	\$	377,698	\$	377,698	
Benefits		133,284		152,652		160,811		160,811		172,546		172,546	
Purchase Services & Expenses		2,350		-		3,475		3,475		3,475		3,475	
Supplies & Materials		5,305		5,544		8,600		8,600		8,600		8,600	
TOTAL APPROPRIATIONS	\$	447,656	\$	489,235	\$	508,494	\$	508,494	\$	562,319	\$	562,319	
ANALYSIS													
There is no variation in this program.													

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22						
PROGRAM: Taxation (1303)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC						
AUTHORIZED POSITIONS:													
Y Deputy Auditor-Tax		1.00	1.00	1.00	1.00	1.00	1.00						
36-N Accounting & Tax Manager		0.30	0.30	0.30	0.30	0.30	0.30						
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						
TOTAL POSITIONS		3.30	3.30	3.30	3.30	3.30	3.30						
REVENUE SUMMARY:													
Licenses and Permits	\$	5,343	\$	4,573	\$	5,475	\$	5,475					
Charges for Services		35,391		35,205		36,775		36,775					
TOTAL REVENUES		\$	40,734	\$	39,778	\$	42,250	\$	42,050	\$	42,250	\$	42,250
APPROPRIATION SUMMARY:													
Salaries	\$	203,148	\$	218,509	\$	230,694	\$	230,694	\$	234,643	\$	234,643	
Benefits		68,230		74,652		80,122		80,122		82,114		82,114	
Purchase Services & Expenses		505		486		7,385		7,385		7,385		7,385	
Supplies & Materials		1,272		42		1,000		1,000		1,000		1,000	
TOTAL APPROPRIATIONS		\$	273,155	\$	293,689	\$	319,201	\$	319,201	\$	325,142	\$	325,142
ANALYSIS													
There is no variation in this program.													

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, Protective Payee services, Veteran services, General Assistance and Substance Related services, for individuals and their families.

ACTIVITY/SERVICE:	Community Services Administration	DEPARTMENT:	CSD 17.1000		
BUSINESS TYPE:	Foundation	RESIDENTS SERVE	172,126		
BOARD GOAL:	Performing Organization	FUND:	10 MHDD	BUDGET: \$185,239	
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of appeals requested from Scott County Consumers		0	0	1	1
Number of Exceptions Granted		0	0	1	1

PROGRAM DESCRIPTION:

To provide administration and representation of the department, including administration of the MH/DS budget of the Eastern Iowa MH/DS region, oversight of the Benefits program, the Veteran Services Program, the General Assistance Program, the Substance Related Disorders Program and other social services and institutions.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To monitor MH/DS funding within Scott County to ensure cost-effective services are assisting individuals to live as independently as possible.	Review all of the "Exception to Policy" cases with the Management Team of the MH Region to ensure the Management Policy and Procedures manual is being followed as written, policies meet the community needs and that services are cost-effective.	0 Cases Reviewed	0 Cases Reviewed	1 Case Reviewed	1 Case Reviewed



ACTIVITY/SERVICE:	General Assistance Program	DEPARTMENT:	CSD 17.1701		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVE	172,126		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$545,104
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of applications requesting financial assistance		689	735	700	800
# of applications approved		328	286	400	450
# of approved clients pending Social Security approval		9	5	10	10
# of individuals approved for rental assistance (unduplicated)		168	118	120	130
# of burials/cremations approved		113	90	120	110
# of families and single individuals served		Families 211 Singles 478	Families 237 Singles 441	Families 200 Singles 500	Families 200 Singles 500
# of guardianship claims paid for minors		N/A	N/A	20	20
# of cases denied to being over income guidelines		47	43	70	70
# of cases denied/incomplete app and/or process		191	243	250	250

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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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 \$800.00 per applicant approved.	\$890.00	\$817.57	\$800.00	\$800.00
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.	897	863	900	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).	\$423,605 or 92% of budget	\$404,976 or 82% of budget	\$545,104	\$545,104

ACTIVITY/SERVICE:	Veteran Services	DEPARTMENT:	CSD 17.1702		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	172,126		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$169,827
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
# of requests for veteran services (federal/state)		1293	895	500	880
# of applications for county assistance		69	29	40	50
# of applications for county assistance approved		44	19	15	25
# of outreach activities		44	35	25	30
# of burials/cremations approved		7	4	10	10
Ages of Veterans seeking assistance:					
Age 18-25		20	15	12	20
Age 26-35		74	60	30	50
Age 36-45		101	77	45	70
Age 46-55		193	120	100	140
Age 56-65		312	108	113	200
Age 66 +		593	515	200	400
Gender of Veterans: Male : Female		990:303	700:195	400:100	680:200

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To provide public awareness/outreach activities in the community.	Will reach out to at least 150 Veterans/families each quarter (600 annually).	1,061	639	350	600
To provide public awareness/outreach activities in the community.	Will increase the number of veteran requests for services (federal/state) by 25 annually. (New, first time veterans applying for benefits)	438	285	100	100
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 \$850 per applicant.	\$762.81	\$651.17	\$750.00	\$850.00

ACTIVITY/SERVICE:	Substance Related Disorder Services		DEPARTMENT:	CSD 17.1703	
BUSINESS TYPE:	Core		RESIDENTS SERVE	172,126	
BOARD GOAL:	Great Place to Live	FUND:	02 Supplemental	BUDGET:	\$57,300
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of involuntary substance abuse commitments filed		144	140	150	150
# of SA adult commitments		123	107	125	125
# of SA children commitments		20	22	30	30
# of substance abuse commitment filings denied		1	9	5	5
# of hearings on people with no insurance		24	22	28	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To provide mandated court ordered SA evaluations in the most cost effective manner possible.	The cost per evaluation will be no greater than \$400.00	\$364.72	\$264.46	\$370.00	\$400.00
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 versus budgeted amounts.	\$52,155 or 86% of the budget	\$34,115 or 58% of the budget	\$57,300	\$57,300

ACTIVITY/SERVICE:	MH/DD Services	DEPARTMENT:	CSD 17.1704		
BUSINESS TYPE:	Core	RESIDENTS SERVE	172,126		
BOARD GOAL:	Great Place to Live	FUND:	10 MHDD	BUDGET:	\$5,403,412
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
# of involuntary mental health commitments filed		319	140	350	350
# of adult MH commitments		275	107	280	300
# of juvenile MH commitments		35	22	50	50
# of mental health commitment filings denied		9	9	10	10
# of hearings on people with no insurance		30	22	30	30

# of Crisis situations requiring funding/care coordination	121	80	150	120
# of funding requests/apps processed- ID/DD and MI	1,610	1530	1,480	1,500

PROGRAM DESCRIPTION:

To provide services as identified in the Eastern Iowa MH/DS Regional Management Plan to persons with a diagnosis of mental illness, intellectual disability, brain injury and other developmental disabilities.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To provide mandated court ordered MH evaluations in most cost effective manner possible.	The cost per evaluation will be no greater than \$1,700.00.	\$1,852.36	\$1,501.71	\$1,700.00	\$1,700.00
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.	\$677,521	\$510,913	\$503,600	\$550,000

ACTIVITY/SERVICE:	Benefit Program	DEPARTMENT:	CSD 17.1705		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVE	172,126		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$303,934	
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of Benefit Program Cases		N/A	N/A	450	460
# of New Benefit Cases		N/A	N/A	20	30
# of Benefit Program Cases Closed		N/A	N/A	25	20
# of Benefit Program Clients Seen in Offices/Phone (Contacts)		N/A	N/A	5,700	6,000
# of Social Security Applications Completed		N/A	N/A	10	15
# of SSI Disability Reviews Completed		N/A	N/A	12	30
# of Rent Rebate Applications Completed		N/A	N/A	40	45
# of Medicaid Applications (including reviews) Completed		N/A	N/A	25	40
# of Energy Assistance Applications Completed		N/A	N/A	10	20
# of Food Assistance Applications Completed		N/A	N/A	20	50

PROGRAM DESCRIPTION:

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

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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 470 Benefit cases each quarter that will generate fee amounts of \$47,100.	447 cases/ \$152,790 in total fees for the year (\$38,198 in fees per quarter)	435 cases/ \$45,200 in fees per quarter	450 cases/\$46,200 in fees per quarter	470 cases/\$47,100 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 reviewed each month/with 98% accuracy	25 cases each month/100% 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	N/A	1500 contacts made with clients per quarter	1500 contacts made with clients per quarter

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Community Services Admin (17.1000)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
Mental Health Region CEO		1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS		1.00	1.00	1.00	1.00	1.00	1.00

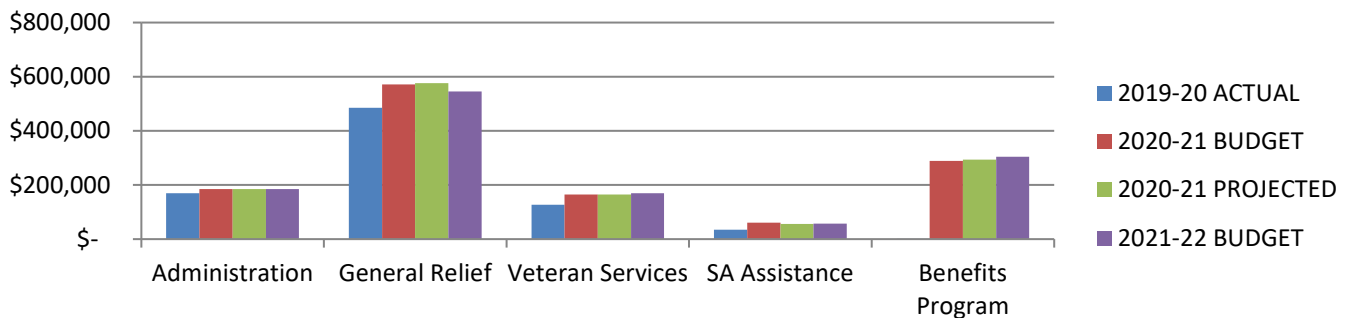
REVENUE SUMMARY:

Miscellaneous	\$	145,766	\$	150,820	\$	142,000	\$	151,100	\$	154,100	\$	154,100
TOTAL REVENUES	\$	145,766	\$	150,820	\$	142,000	\$	151,100	\$	154,100	\$	154,100

APPROPRIATION SUMMARY:

Salaries	\$	120,432	\$	124,083	\$	126,617	\$	126,617	\$	126,387	\$	126,387
Benefits		40,204		42,808		43,707		43,707		44,442		44,442
Purchase Services & Expenses		6,478		2,988		14,410		14,410		14,410		14,410
Supplies & Materials		-		-		-		-		-		-
TOTAL APPROPRIATIONS	\$	167,114	\$	169,879	\$	184,734	\$	184,734	\$	185,239	\$	185,239

APPROPRIATIONS



ANALYSIS

The Community Services Department continues to serve numerous individuals through the General Assistance, Veterans Affairs, Benefits, Substance Use and Mental Health programs. Mental health services are under the responsibility of the Eastern Iowa MHDS Region. New service requirements and capped funding continues to cause problems for the region. The crisis services system has helped to reduce the number of individuals returning to the hospital and to the jail as they connect them with housing, medical care and medications. The mobile crisis units have reduced the number of mental health calls the local law enforcement agencies receive each day. The new behavioral health hospital, Eagle View, opened in late FY20. It has been opening more beds each month as they get staff hired.

General Assistance guidelines for burial/cremations were revised at the beginning of FY21. Covid-19 has impacted how individuals are served in all of the programs within Community Services. The Benefits program has not received many new referrals due to the local SSA office being closed. The department continues to budget funds for the overflow winter shelter and for the emergency lodging program to help homeless individuals. The county is hoping the state legislature will revise the definition of "residency" as there has been a significant increase of out of state individuals seeking assistance. This has created a strain on many budgets.

Community Services serves many individuals with varying needs. The funds in each budget are limited, but the staff in the department are so good at connecting and referring individuals to alternative services/programs if appropriate, saving tax payer dollars as the last resort.

Issues:

1. Mental health funding- rebasing the levy caps.
2. Revisions are needed in the residency definition in state code.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: General Assist/Other Services (1701)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
29-N Case Aide Supervisor/Coord of Disability Services	1.00	1.00	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
TOTAL POSITIONS	3.20	3.20	2.70	2.70	2.70	2.70

REVENUE SUMMARY:						
Charges for Services	\$ 7,072	\$ 982	\$ -	\$ -	\$ -	\$ -
Miscellaneous	13,004	4,347	12,100	5,000	5,000	5,000
TOTAL REVENUES	\$ 20,076	\$ 5,329	\$ 12,100	\$ 5,000	\$ 5,000	\$ 5,000

APPROPRIATION SUMMARY:						
Salaries	\$ 146,414	\$ 151,611	\$ 156,982	\$ 156,982	\$ 161,950	\$ 161,950
Benefits	76,262	81,878	86,594	86,594	89,554	89,554
Purchase Services & Expenses	275,399	250,780	327,370	332,270	292,850	292,850
Supplies & Materials	867	695	750	750	750	750
TOTAL APPROPRIATIONS	\$ 498,942	\$ 484,964	\$ 571,696	\$ 576,596	\$ 545,104	\$ 545,104

ANALYSIS

The General Assistance program provides a variety of assistance from rental, cremation, bus tickets, and utility. Individuals complete an application and eligibility in financially based. Despite the Covid-19 pandemic, the number of applications for assistance was higher in FY20 compared to the year before. In order to protect staff and others in the building from the spread of Covid-19, staff took information from individuals applying for assistance over the telephone and then meet them in the parking lot for any paperwork or documents required.

It was decided to budget for "Emergency Winter Shelter" within the General Assistance budget for Humility Homes and Services as the agency was consistently asking for funding each year. This added line item in the General Assistance budget is used when the homeless shelter reaches maximum capacity and they need funds for the overflow shelter. The county pledged \$15,000 for the emergency shelter, matching the City of Davenport.

The definition of "residency" in Iowa Code needs to be revised as the county has seen a significant increase in individuals from other states coming to Iowa looking for help and services. The individuals are typically homeless and unemployed. This has impacted multiple budgets: General Assistance, Mental Health and Jail.

The rental assistance line item was reduced almost \$40,000 for FY22 after looking at historical use review. The overall FY22 budget is less than the FY21 due to the reduction in the rental line. The salary and benefits are increasing slightly due to cost of living.

Issues:

1. Residency definition in Iowa code needs to be revised.
2. Review policies yearly.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Veteran Services (1702)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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
TOTAL POSITIONS		1.15	1.15	1.15	1.15	1.15	1.15
REVENUE SUMMARY:							
Intergovernmental		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Miscellaneous		138	-	-	-	-	-
TOTAL REVENUES		\$ 10,138	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
APPROPRIATION SUMMARY:							
Salaries		\$ 84,962	\$ 68,999	\$ 72,209	\$ 72,209	\$ 75,672	\$ 75,672
Benefits		36,236	35,382	38,132	38,132	39,625	39,625
Capital Outlay		1,491	1,964	-	-	-	-
Purchase Services & Expenses		39,708	17,514	53,730	53,730	53,730	53,730
Supplies & Materials		1,155	3,599	800	800	800	800
TOTAL APPROPRIATIONS		\$ 163,552	\$ 127,458	\$ 164,871	\$ 164,871	\$ 169,827	\$ 169,827
ANALYSIS							
<p>The Veterans Affairs budget is increasing slightly due to salary and benefits cost of living increase. The actual service amount in the budget remains the same when compared to FY21. The Covid-19 pandemic forced the county building/offices to lock down and see individuals by appointment only. The VA Director did see some Veterans in the office and was able to complete a lot of requests through email. The overall number of Veterans requesting services was significantly lower in FY20 when compared to FY19. The numbers will be impacted again in FY21 due to Covid-19.</p> <p>The VA Director continues to send out a quarterly newsletter and is always looking for ways to market the office and the assistance that can be provided.</p> <p>Issues:</p> <ol style="list-style-type: none"> 1. The use of the VA County Grant funds is very limited and needs to be reviewed. 							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: SA Assistance (1703)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
TOTAL POSITIONS		-	-	-	-	-	-
REVENUE SUMMARY:							
Charges for Services	\$	38	\$ 3,715	\$ -	\$ -	\$ -	\$ -
Misc Fees		-	480	-	-	-	-
TOTAL REVENUES	\$	38	\$ 4,195	\$ -	\$ -	\$ -	\$ -
APPROPRIATION SUMMARY:							
Salaries	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits		-	-	-	-	-	-
Purchase Services & Expenses		52,916	35,181	60,500	56,300	57,300	57,300
Supplies & Materials		-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$	52,916	\$ 35,181	\$ 60,500	\$ 56,300	\$ 57,300	\$ 57,300
ANALYSIS							
<p>The FY22 Substance Use budget is slightly lower than the FY21 budget, after a historical use review was completed. During the last two years, the number of substance use commitments have been fairly stable, but it is anticipated that there will be an increase in substance use commitments due to Covid-19.</p> <p>The MH Region continues to have a co-occurring care coordinator help individuals with substance use issues, and linking them to services.</p>							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Benefits Program (1705)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
29-N Case Aide Supervisor/Coord of Disability Services		-	-	0.50	0.50	0.50	0.50
21-AFSCME Case Aide		-	-	1.00	1.00	1.00	1.00
18-AFSCME Senior Office Assistant		-	-	0.65	0.65	0.65	0.65
16-AFSCME Office Assistant		-	-	1.00	1.00	1.00	1.00
TOTAL POSITIONS		-	-	-	-	3.15	3.15
REVENUE SUMMARY:							
Charges for Services	\$	-	\$	-	\$ 186,710	\$ 186,710	\$ 186,710
Misc Fees		-		-	-	-	-
TOTAL REVENUES	\$	-	\$	-	\$ 186,710	\$ 186,710	\$ 186,710
APPROPRIATION SUMMARY:							
Salaries	\$	-	\$	-	\$ 172,371	\$ 172,371	\$ 178,461
Benefits		-		801	96,817	99,817	103,321
Purchase Services & Expenses		-		-	11,800	13,152	13,652
Supplies & Materials		-		-	7,500	8,500	8,500
TOTAL APPROPRIATIONS	\$	-	\$	801	\$ 288,488	\$ 293,840	\$ 303,934
ANALYSIS							
<p>The Benefits Program has been busy despite the worldwide pandemic- Covid-19. Due to Covid-19, individuals could not come to the building to see staff. The department has had to mail all checks and forms. Many individuals had a rough time with the new process but it has improved over time. Staff continue to complete renewal applications- food stamps, Medicaid, rent subsidy, etc...</p> <p>Due to Covid-19 the Social Security Administration local offices have been closed so the program has not received many new referrals for payee services.</p> <p>The FY22 budget is slightly higher than the FY21 due to salary/benefits increasing and supply costs and bank fees increasing.</p>							

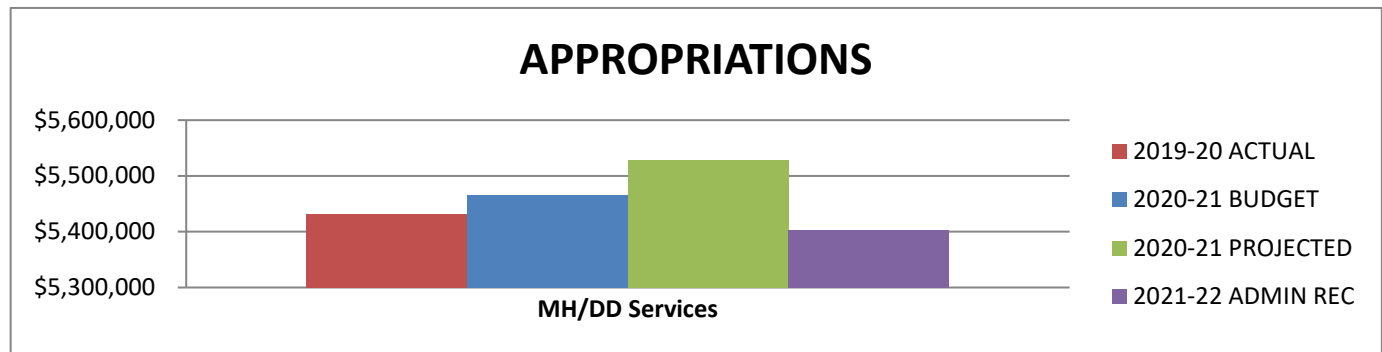
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: MH - DD Services (1704)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
37-N Community Services Director	-	-	-	-	-	-
29-N Coordinator of Disability Services	1.00	1.00	1.00	1.00	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	1.00	1.00
23-N Senior Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
21-AFSCME Case Aide	1.00	1.00	-	-	-	-
18-AFSCME Senior Office Assistant	0.65	0.65	-	-	-	-
16-AFSCME Office Assistant	1.00	1.00	-	-	-	-
TOTAL POSITIONS	5.65	5.65	3.00	3.00	3.00	3.00

REVENUE SUMMARY:

Intergovernmental	\$ 4,234,063	\$ 5,418,075	\$ 5,417,887	\$ 5,490,291	\$ 5,408,555	\$ 5,408,555
Charges for Services	146,355	204,809	17,200	7,200	7,200	7,200
Miscellaneous	97,618	145,858	51,260	51,260	51,260	51,260
TOTAL REVENUES	\$ 4,478,036	\$ 5,768,742	\$ 5,486,347	\$ 5,548,751	\$ 5,467,015	\$ 5,467,015

APPROPRIATION SUMMARY:

Salaries	\$ 365,140	\$ 381,370	\$ 264,251	\$ 264,251	\$ 221,764	\$ 221,764
Benefits	150,627	172,462	111,658	111,718	85,683	85,683
Capital Outlay	3,444	-	25,508	25,508	508	508
Purchase Services & Expenses	4,181,852	4,874,472	5,061,445	5,125,585	5,093,027	5,093,027
Supplies & Materials	9,485	3,299	2,930	2,430	2,430	2,430
TOTAL APPROPRIATIONS	\$ 4,710,548	\$ 5,431,603	\$ 5,465,792	\$ 5,529,492	\$ 5,403,412	\$ 5,403,412



ANALYSIS

The mental health budget has remained stable despite the worldwide pandemic- Covid-19. Many providers reduced hours or closed the agency down for a period of time due to ill staff or cleaning needs. Many providers have remodeled their agency and staff offices to accommodate seeing individuals in the office and keeping staff safe. Many individuals have expressed dislike for telehealth as they would rather see their counselor or therapist face to face. All five county budgets within the region did not spend like expected in FY21. The region's fund balance has increased. The Governing Board will need to decide what to do with revenue and levies for FY22 as the requirement of having a fund balance carry forward of no more than 40% by 7/1/23 is still in effect (HF 691).

The Governing Board members continue to talk with State Legislators about the need for "re-basing levy caps" as the regions can not afford all the new crisis services and children's services on a funding level developed back in FY15. The Governing Board will be asking the State Legislators to remove or delay the fund balance requirement as well as delay the start of complex needs services/children's services. Many of the mental health regions have been severely impacted by Covid-19 and the August 10, 2020 derecho. The region has a waiting list and is not providing some core services as required by the state due to funding. The region has not hired a dedicated children's coordinator of behavioral health services due to funding.

The FY22 proposed budget is less than the FY20 actual and the FY21 adopted/projected budget.

Issues:

1. Rebased the levy caps across the state.
2. Delay in starting new complex needs services and children's services.
3. Change in "residency" definition in Iowa Code.

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.

ACTIVITY/SERVICE:	Administration/Policy Development	DEPT/PROG:	Conservation 1800		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	166,650		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$609,304
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total appropriations managed -Fund 101, 102 (net of golf course)		\$3,637,848	\$3,663,576	\$3,987,270	\$4,105,417
Total FTEs managed		27.25	27.25	27.25	27.25
Administration costs as percent of department total.		13%	9%	12%	12%
REAP Funds Received		\$38,670	\$46,502	\$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		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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	7,529	8,878	10,000	11,500
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	92%	86%	100%	100%



ACTIVITY/SERVICE:	Capital Improvement Projects	DEPT/PROG:	Conservation 1800		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED: 166,650			
BOARD GOAL:	Great Place to Live	FUND:	25 Capital Improv	BUDGET:	\$1,800,502
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total project appropriations managed - Fund 125		\$2,118,945	\$1,400,022	\$3,394,540	\$1,496,502
Total Current FY Capital Projects		N/A	11	10	6
Total Projects Completed in Current FY		N/A	7	7	4
Total vehicle & other equipment costs		\$536,347	\$455,638	\$339,000	\$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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To be removed from the State's Impaired Waters List and improve the fishery at the West Lake Park Complex.	Partnering with the IADNR and FYRA Engineering to restore the lakes.	N/A	Phase 1 Watershed work complete and Phase 2 In-Lake is well underway.	Complete Phase 2 In-Lake Work	Completed. Remove for FY22
To offer the highest quality camping experiences to our customers.	To replace the aging Incahias Campground at Scott County Park by the end of FY21.	N/A	Completion has been delayed due to rains. Expect to open in Spring 2021	Add final amenities and begin online reservations	Completed. Remove for FY23
Meet NPDES permit limits in association with wastewater treatment operations at West Lake Park.	Plan, contract and build a state of the art Wastewater Treatment Plant using algae to meet permit limits by November 1, 2019.	N/A	Construction completed and permit limits met in 3rd Qtr	Explore feasibility of solar energy	Completed. Remove for FY24
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.	N/A	Project has been delayed due to COVID-19 precautions.	Begin planning and design	Begin construction of the multi-year project to be completed by FY23
Financially responsible Equipment Replacement	To replace equipment according to department equipment schedule and within budget	N/A	114%	100%	100%

ACTIVITY/SERVICE:	Recreational Services	DEPT/PROG:	1801,1805,1806,1807,1808,1809		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$759,033
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total Camping Revenue		\$797,368	\$719,678	\$850,000	\$965,000
Total Facility Rental Revenue		\$100,232	\$89,645	\$85,565	\$120,000
Total Concession Revenue		\$126,231	\$118,311	\$124,800	\$142,300
Total Entrance Fees (beach/pool, Cody, Pioneer Village)		\$145,756	\$96,848	\$8,700	\$11,600

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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	45%	27%	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	37%	23%	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	28,471	20,186	10,000	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%	99.6% (1st Qtr) Cancelled (4th Qtr)	95.0%	95.0%

ACTIVITY/SERVICE:	Maintenance of Assets - Parks	DEPT/PROG:	1801,1805,1806,1807,1808,1809		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$1,715,671
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total vehicle and equipment repair costs (not including salaries)		\$65,113	\$73,686	\$74,636	\$74,636
Total building repair costs (not including salaries)		\$16,574	\$35,714	\$31,450	\$31,450
Total maintenance FTEs		7.25	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	88%	85%	88%	88%
Financially responsible Equipment Maintenance	To maintain all vehicles and equipment ensuring that we do not exceed 100% of appropriations	101%	114%	100%	100%
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	NA	Work with VSI to add the module, train staff, and begin using software.	Software fully implemented within the department.

ACTIVITY/SERVICE:	Public Safety-Customer Service	DEPT/PROG:	Conservation 1801,1809		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$305,862
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Number of special events or festivals requiring ranger assistance		21	12	10	30
Number of reports written.		29	44	30	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.)	17	10	8	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.	1,128.00	1,837	3,000	3,000

ACTIVITY/SERVICE:	Environment Education/Public Programs		DEPT/PROG:	Conservation 1805		
BUSINESS TYPE:	Core		RESIDENTS SERVED:		All Residents	
BOARD GOAL:	Performing Organization		FUND:	01 General	BUDGET:	\$403,765
OUTPUTS		2018-19	2019-20	2020-21	2021-22	
		ACTUAL	ACTUAL	PROJECTED	PROJECTED	
Number of programs offered.		248	217	130	174	
Number of school contact hours		12,457	5,882	400	6,000	
Number of people served.		24,304	15,076	1,000	15,000	
Operating revenues generated (net total intergovt revenue)		\$13,481	\$10,873	\$9,065	\$11,500	
Classes/Programs/Trips Cancelled due to weather		28	19	6	6	

PROGRAM DESCRIPTION:

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

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	11	6	4	4
Program additions and enhancements through the use of Americorps Grant	Number of programs completed with Americorps staff	NA	375	25	50
Implementation of recommendations of Wapsi Center Assessment Study	Recommendations completed to enhancement both on-site and off-site programming.	NA	NA	Complete Dormitory Renovation Phase 1 - Existing Building	Complete Renovation Phase 2

ACTIVITY/SERVICE:	Historic Preservation & Interpretation		DEPT/PROG:	Conservation 1806,1808		
BUSINESS TYPE:	Core		RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization		FUND:	01 General	BUDGET:	\$311,782
OUTPUTS			2018-19	2019-20	2020-21	2021-22
			ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total revenue generated			\$87,218	\$76,980	\$63,122	\$97,272
Total number of weddings per year at Olde St Ann's Church			36	27	45	60
Pioneer Village Day Camp Attendance			429	383	150	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To have as many people as possible enjoy the displays and historical educational festivals provided at each site	To increase annual attendance	14,513	13,623	10,000	20,000
To collect sufficient revenues to help offset program costs to ensure financial responsibility	To increase annual revenues from last year's actual	\$93,947	\$76,980	\$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	36	15	16	36

ACTIVITY/SERVICE:	Golf Operations	DEPT/PROG:	Conservation 1803,1804		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	71 Golf	BUDGET:	\$1,351,522
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total number of golfers/rounds of play		24,103	26,141	2,900	28,000
Total appropriations administered		\$1,024,002	\$925,001	\$1,351,522	\$1,351,522
Number of Outings/Participants		39/2728	22/1688	38/2850	30/2500
Number of days negatively impacted by weather		33	55	40	40

PROGRAM DESCRIPTION:

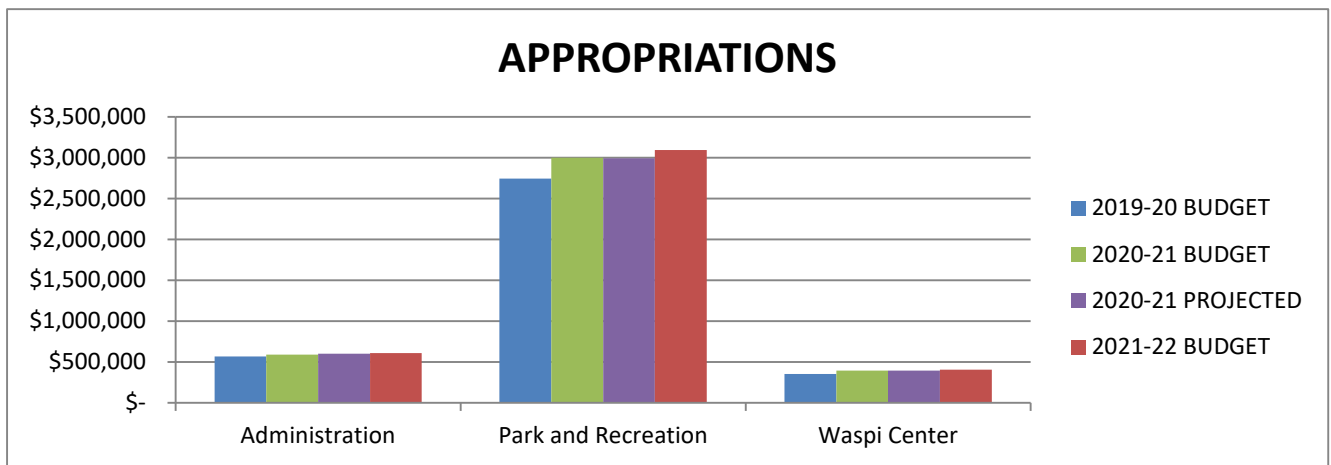
This program includes both maintenance and clubhouse operations for Glynn's Creek Golf Course.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To increase revenues to support program costs to ensure financial responsibility	Golf course revenues to support 100% of the yearly operation costs .	(\$72,453)	\$63,461	\$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	\$22.32	\$18.19	\$22.70	\$22.70
Maintain industry standard profit margins on concessions	Maintain profit levels on concessions at or above 63%	63%	76%	63%	63%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Conservation Administration (1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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
26-N Roadside Vegetation Specialist	0.25	0.25	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
TOTAL POSITIONS	4.25	4.25	4.25	4.25	4.25	4.25

REVENUE SUMMARY:						
Intergovernmental	\$ 38,670	\$ 46,502	\$ 38,670	\$ 46,502	\$ 46,502	\$ 46,502
Charges for Services	703	(578)	-	-	-	-
Misc	98	328	-	-	-	-
Financing	-	106,300	115,000	165,800	67,000	67,000
TOTAL REVENUES	\$ 39,471	\$ 152,551	\$ 153,670	\$ 212,302	\$ 113,502	\$ 113,502

APPROPRIATION SUMMARY:						
Salaries	\$ 322,269	\$ 335,772	\$ 335,788	\$ 335,788	\$ 348,418	\$ 348,418
Benefits	123,785	139,848	148,151	149,651	153,670	153,670
Capital Outlay	-	-	-	-	-	-
Purchase Services & Expenses	63,871	82,736	94,312	95,162	96,412	96,412
Supplies & Materials	7,901	9,671	10,254	21,804	10,804	10,804
TOTAL APPROPRIATIONS	\$ 517,826	\$ 568,026	\$ 588,505	\$ 602,405	\$ 609,304	\$ 609,304



ANALYSIS

No proposed FTE changes.

Revenue are anticipated to decrease by 26% due to projected equipment sales. This number fluctuates every year depending on what equipment is due to be replaced.

FY22 Non-Salary expenses are anticipated to increase by \$2,650 due to the annual maintenance cost of the new Park Maintenance software (\$1250) and the QC Times subscription (\$550).

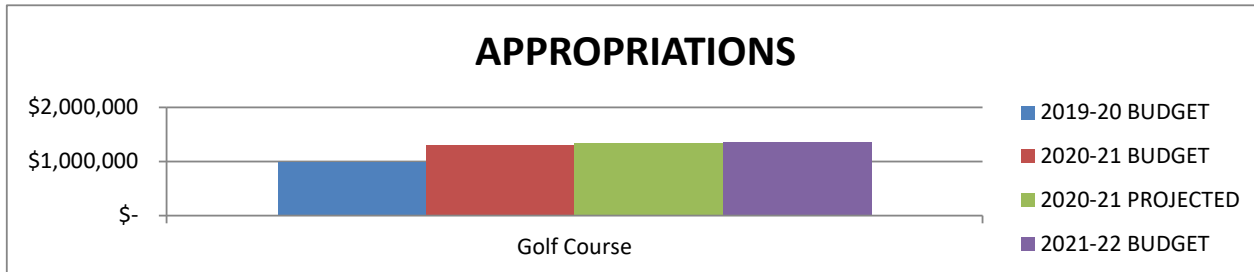
FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22	
PROGRAM: Conservation Administration (1801&06-09)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC	
AUTHORIZED POSITIONS:								
31-N Park Manager		2.00	2.00	2.00	2.00	2.00	2.00	
24-N Park Ranger		5.00	5.00	5.00	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	
TOTAL POSITIONS		40.40	40.40	40.40	40.40	40.40	40.40	
REVENUE SUMMARY:								
Intergovernmental	\$	-	\$	-	\$	-	\$	-
Charges for Services		1,191,849	1,012,865	1,279,972	1,143,622	1,426,972	1,426,972	
Uses of Money & Property		110,853	90,461	81,099	68,505	107,505	107,505	
Miscellaneous		11,074	16,093	10,300	11,533	10,800	10,800	
Conservation Equipment Fund		187,965	444	-	-	-	-	
TOTAL REVENUES		\$ 1,501,741	\$ 1,119,863	\$ 1,371,371	\$ 1,223,660	\$ 1,545,277	\$ 1,545,277	
APPROPRIATION SUMMARY:								
Salaries	\$	1,512,455	\$ 1,477,435	\$ 1,622,496	\$ 1,622,499	\$ 1,635,129	\$ 1,635,129	
Benefits		489,361	508,338	525,295	527,395	593,188	\$ 593,188	
Capital Improvement		-	-	-	-	-	-	
Purchase Services & Expenses		407,872	391,577	443,876	444,376	444,376	444,376	
Supplies & Materials		375,935	366,373	406,655	397,155	419,655	419,655	
TOTAL APPROPRIATIONS		\$ 2,785,623	\$ 2,743,723	\$ 2,998,322	\$ 2,991,425	\$ 3,092,348	\$ 3,092,348	
ANALYSIS								
FY22 Revenues are expected to increase primarily due to increased Park Fees for camping, cabin rentals, shelter and church rentals that will take effect in the 2021 season.								
FY22 Non-salary expenses are anticipated to increase by 3% primarily due to a \$7,000 increase in West Lake Park supplies.								

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2017-18	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Conservation Administration (1803&1804)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
30-N Golf Pro/Manager		1.00	1.00	1.00	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 Park Technician-Golf Course		1.00	1.00	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
TOTAL POSITIONS		16.98	16.98	16.98	16.98	16.98	16.98

REVENUE SUMMARY:							
Charges for Services	\$	943,242	\$ 1,002,012	\$ 1,070,200	\$ 1,070,200	\$ 1,070,200	\$ 1,070,200
Total Miscellaneous		901	776	1,000	1,000	1,000	1,000
Conservation Equipment Fund		-	-	-	-	-	-
TOTAL REVENUES	\$	944,143	\$ 1,002,788	\$ 1,071,200	\$ 1,071,200	\$ 1,071,200	\$ 1,071,200

APPROPRIATION SUMMARY:							
Salaries	\$	518,298	\$ 500,326	\$ 602,066	\$ 592,066	\$ 605,970	\$ 605,970
Benefits		73,694	70,392	198,055	199,054	203,049	203,049
Capital Outlay		94,791	97,096	166,768	203,034	203,049	203,049
Purchase Services & Expenses		155,988	130,997	108,890	122,190	122,190	122,190
Supplies & Materials		194,481	186,916	218,105	220,105	217,105	217,105
Debt Service		(1)	-	-	-	-	-
TOTAL APPROPRIATIONS	\$	1,037,251	\$ 985,727	\$ 1,293,884	\$ 1,336,449	\$ 1,351,363	\$ 1,351,363
Net Income		(\$93,108)	\$17,061	(\$222,684)	(\$265,249)	(\$280,163)	(\$280,163)

*Deficits will be covered by Conservation capital project reserve



ANALYSIS

FY22 Revenue no change. Non-salary expenses are anticipated to increase by 10% or \$48,740 this is primarily due to increased utility expenses and \$41,000 increase to replace aging equipment.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2017-18	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Wapsi (1805)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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	0.79	0.79	0.79
TOTAL POSITIONS		4.45	4.45	4.45	4.45	4.45	4.45
Intergovernmental							
Intergovernmental		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services		2,370	2,785	3,500	1,065	1,000	1,000
Uses of Money & Property		9,735	7,360	10,000	7,500	10,000	10,000
Miscellaneous		1,376	728	500	500	500	500
Conservation Equipment Fund		-	-	-	-	-	-
TOTAL REVENUES		\$ 13,481	\$ 10,873	\$ 14,000	\$ 9,065	\$ 11,500	\$ 11,500
APPROPRIATION SUMMARY:							
Salaries		\$ 213,772	\$ 225,823	\$ 241,230	\$ 241,230	\$ 249,129	\$ 249,129
Benefits		71,257	76,754	82,460	82,460	84,886	84,886
Capital Outlay		-	-	-	-	-	-
Purchase Services & Expenses		37,586	39,645	52,850	52,850	52,850	52,850
Supplies & Materials		11,783	11,108	16,900	16,900	16,900	16,900
TOTAL APPROPRIATIONS		\$ 334,398	\$ 353,330	\$ 393,440	\$ 393,440	\$ 403,765	\$ 403,765
ANALYSIS							
FY22 Revenue are anticipated to decrease by \$2,500 due to a slight decrease in charges for services. 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).

ACTIVITY/SERVICE:	Administration	DEPARTMENT:	FSS		
BUSINESS TYPE:	Core	RESIDENTS SERVED: All County Bldg Occupants			
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$ 169,831
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total percentage of CIP projects on time and with in budget.		85%	85%	85%	85%
Maintain total departmental cost per square foot at or below \$6.50 (maintenance and custodial combined)		\$6.10	\$5.17	\$6.50	\$6.50

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		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Number of cautionary letters issued to Credit Card holders	Limited number of cautionary letters demonstrates adherence to the County's Purchasing Card Policy	N/A	2	2	2

ACTIVITY/SERVICE:	Maintenance of Buildings	DEPARTMENT:	FSS		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	Occup. Co. bldgs & agencies		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$ 2,495,405
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of total man hours spent in safety training		142	84	60	84
# of PM inspections performed quarterly		138	169	150	150
Total maintenance cost per square foot		\$2.59	\$2.64	\$3.25	\$3.25

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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	93%	91%	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.	32%	34%	30%	30%

ACTIVITY/SERVICE:	Custodial Services	DEPARTMENT:	FSS		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	Occupants all county bldgs		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$ 903,869
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of square feet of hard surface floors maintained		384,844	525,850	525,850	525,850
Number of square feet of soft surface floors maintained		145,392	233,453	233,453	233,453
Total Custodial Cost per Square Foot		\$2.28	\$2.53	\$3.25	\$3.25

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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	119,500	127,900	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.	40%	35%	40%	40%

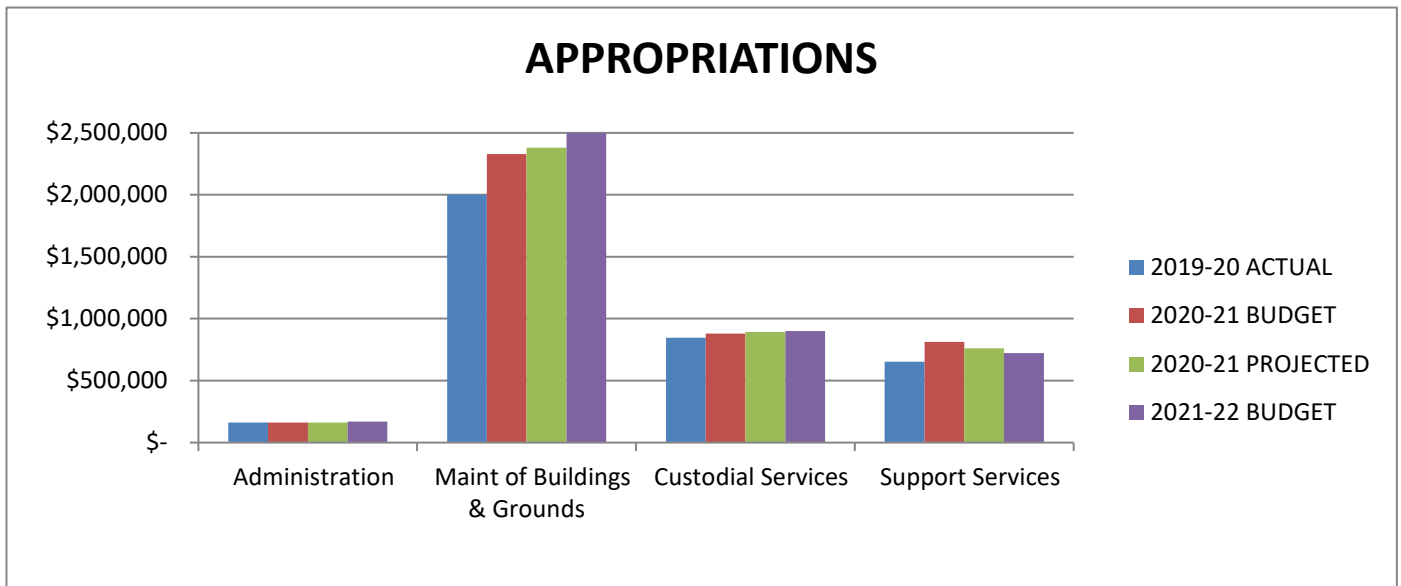
ACTIVITY/SERVICE:	Support Services	DEPARTMENT:	FSS		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	Dept/offices/external customers		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$ 722,126
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Actual number of hours spent on imaging including quality control and doc prep		2,919	3,161	1,900	2,500
Total number of pieces of mail processed through the mail room		NA	383,158	350,000	328,000
Total number of copies produced in the Print Shop		NA	625,862	400,000	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	N/A	38 hours	38 hours	38 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.	N/A	4	3	4

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Facility&Support Services Admin (1000)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
37-N Facility and Support Services Director		1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS		1.00	1.00	1.00	1.00	1.00	1.00
REVENUE SUMMARY:							
Charges for Services		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous		3,344	62	100	100	100	100
TOTAL REVENUES		\$ 3,344	\$ 62	\$ 100	\$ 100	\$ 100	\$ 100
APPROPRIATION SUMMARY:							
Salaries		\$ 102,939	\$ 109,642	\$ 114,757	\$ 114,757	\$ 120,285	\$ 120,285
Benefits		37,491	40,562	42,876	42,876	45,196	45,196
Purchase Services & Expenses		2,726	1,582	4,125	3,910	4,050	4,050
Supplies & Materials		147	173	500	300	300	300
TOTAL APPROPRIATIONS		\$ 143,303	\$ 151,959	\$ 162,258	\$ 161,843	\$ 169,831	\$ 169,831



ANALYSIS

There are no changes in FSS Administration personnel for FY22. Salaries are expected to increase by 4.8% but there is no significant change in appropriations.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY PROGRAM: Maint Bldg&Grd(1501-06,1508,1510-15)	2018-19 ACTUAL	2019-20 ACTUAL	2020-21 BUDGET	2020-21 PROJECTED	2021-22 REQUEST	2021-22 ADMIN REC
AUTHORIZED POSITIONS:						
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
23-AFSCME Electronic System Technician	2.00	2.00	2.00	2.00	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	1.75	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
TOTAL POSITIONS	9.75	10.00	10.00	10.00	10.00	10.00
REVENUE SUMMARY:						
Intergovernmental	\$ 105,611	\$ 102,277	\$ 92,016	\$ 87,516	\$ 93,535	\$ 93,535
Miscellaneous	28,224	24,686	19,925	21,925	19,925	19,925
Sales General Fixed Assets	-	-	-	-	-	-
TOTAL REVENUES	\$ 133,835	\$ 126,963	\$ 111,941	\$ 109,441	\$ 113,460	\$ 113,460
APPROPRIATION SUMMARY:						
Salaries	\$ 435,888	\$ 503,915	\$ 538,207	\$ 538,207	\$ 565,962	\$ 565,962
Benefits	181,674	205,368	218,604	219,604	228,888	228,888
Capital Outlay	4,500	4,912	500	500	500	500
Purchase Services & Expenses	1,306,752	1,226,851	1,508,008	1,553,344	1,631,910	1,631,910
Supplies & Materials	75,569	60,166	64,850	68,350	71,545	71,545
TOTAL APPROPRIATIONS	\$ 2,004,383	\$ 2,001,212	\$ 2,330,169	\$ 2,380,005	\$ 2,498,805	\$ 2,498,805
ANALYSIS						
There are no FTE changes in FSS Maintenance of Buildings and Grounds, with the exception that one electronic system technician will move to a senior electronic system technician. Revenues are expected to increase slightly from FY21. Purchase Services and Expenses and Supplies and Materials are expected to increase by \$84,000.						

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Custodial Services (1507&1516)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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
TOTAL POSITIONS		14.12	14.12	14.12	14.12	14.12	14.12
REVENUE SUMMARY:							
Intergovernmental	\$	66,733	\$ 69,877	\$ 68,250	\$ 69,771	\$ 68,250	\$ 68,250
Miscellaneous		50,942	57,054	48,450	48,553	49,692	49,692
TOTAL REVENUES	\$	117,675	\$ 126,931	\$ 116,700	\$ 118,324	\$ 117,942	\$ 117,942
APPROPRIATION SUMMARY:							
Salaries	\$	519,880	\$ 553,975	\$ 576,033	\$ 576,033	\$ 590,662	\$ 590,662
Benefits		216,393	229,513	246,389	246,389	239,907	239,907
Capital Outlay		8,027	2,794	8,500	8,500	8,500	8,500
Purchase Services & Expenses		567	-	400	400	400	400
Supplies & Materials		42,964	60,843	49,500	61,000	61,000	61,000
TOTAL APPROPRIATIONS	\$	787,831	\$ 847,125	\$ 880,822	\$ 892,322	\$ 900,469	\$ 900,469
ANALYSIS							
There are no changes in personnel for custodial services in FY22. Revenues are expected to decrease slightly while salaries, supplies and materials and capital are expected to slightly increase.							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Support Services (1509)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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
TOTAL POSITIONS		5.00	5.00	5.00	5.00	5.00	5.00
REVENUE SUMMARY:							
Intergovernmental	\$	7,852	\$ 7,213	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Charges for Services		60,572	43,600	35,000	30,500	35,000	35,000
Miscellaneous		2,595	2,079	100	100	100	100
TOTAL REVENUES	\$	71,019	\$ 52,892	\$ 41,100	\$ 36,600	\$ 41,100	\$ 41,100
APPROPRIATION SUMMARY:							
Salaries	\$	186,247	\$ 194,070	\$ 207,068	\$ 207,068	\$ 208,884	\$ 208,884
Benefits		83,053	88,404	98,329	98,329	115,542	115,542
Capital Outlay		-	-	12,000	500	12,000	12,000
Purchase Services & Expenses		374,952	339,532	425,200	415,120	345,700	345,700
Supplies & Materials		25,885	30,273	70,000	40,000	40,000	40,000
TOTAL APPROPRIATIONS	\$	670,137	\$ 652,279	\$ 812,597	\$ 761,017	\$ 722,126	\$ 722,126
ANALYSIS							
There are no changes in support services personnel for FY22. Charges for services is expected to increase slightly and though salaries, benefits and capital are expected to increase, purchase services and supplies are expected to decrease.							

Health Department

Ed Rivers, Director and 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.

ACTIVITY/SERVICE:	Administration	DEPARTMENT:	Health/Admin/1000		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$1,568,500
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Annual Report		1	1	1	1
Minutes of the BOH Meeting		12	9	10	10
Number of grant contracts awarded.		14	19	14	14
Number of subcontracts issued.		6	8	5	5
Number of subcontracts issued by funder guidelines.		6	8	5	5
Number of subcontractors.		4	4	4	4
Number of subcontractors due for an annual review.		3	4	3	3
Number of subcontractors that received an annual review.		3	4	3	3
Number of benefit eligible staff		42	45	46	46
Number of benefit eligible staff participating in QI projects (unduplicated)		21	14	18	28
Number of staff		51	50	51	51
Number of staff that complete department required 12 hours of continuing education.		46	47	51	51
Total number of consumers reached with education.		9,274	9,846	3,500	7,500
Number of consumers receiving face-to-face educational information about physical, behavioral, environmental, social, economic or other issues affecting health.		3,453	2,686	2,200	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.		3,280	2,595	2,090	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		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	12	9	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).	50%	94%	100%	100%
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.	90%	31%	40%	60%
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.	95%	97%	95%	95%

ACTIVITY/SERVICE:	Animal Bite Rabies Risk Assessment and Recommendations for Post Exposure Prophylaxis		DEPARTMENT:	Health/Clinical/2015	
BUSINESS TYPE:	Core		RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Great Place to Live		FUND:	01 General	BUDGET: \$123,036
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Number of exposures that required a rabies risk assessment.		280	278	240	280
Number of exposures that received a rabies risk assessment.		280	278	240	280
Number of exposures determined to be at risk for rabies that received a recommendation for rabies post-exposure prophylaxis.		280	278	240	280
Number of health care providers notified of their patient's exposure and rabies recommendation.		49	17	40	50
Number of health care providers sent a rabies treatment instruction sheet at the time of notification regarding their patient's exposure.		49	17	40	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Childhood Lead Poisoning Prevention	DEPARTMENT:	Health/Clinical/2016		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$163,739
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Number of children with a capillary blood lead level of greater than or equal to 10 ug/dl.		12	12	12	12
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	12	12	12
Number of children who have a confirmed blood lead level of greater than or equal to 15 ug/dl.		8	8	8	8
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	8	8	8
Number of children who have a confirmed blood lead level of greater than or equal to 20 ug/dl.		4	5	5	5
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.		4	5	5	5
Number of environmental investigations completed for children who have a confirmed blood lead level of greater than or equal to 20 ug/dl.		4	5	5	5
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.		4	5	5	5
Number of environmental investigations completed for children who have two confirmed blood lead levels of 15-19 ug/dl.		4	3	4	4
Number of environmental investigations completed, within IDPH timelines, for children who have two confirmed blood lead levels of 15-19 ug/dl.		4	3	4	4
Number of open lead properties.		28	27	25	25
Number of open lead properties that receive a reinspection.		19	25	50	50
Number of open lead properties that receive a reinspection every six months.		19	25	50	52
Number of lead presentations given.		20	12	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		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 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%	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 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%	100%	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.	240%	140%	100%	100%

ACTIVITY/SERVICE:	Communicable Disease	DEPARTMENT:	Health/Clinical/2017		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$72,257
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of communicable diseases reported through surveillance.		1240	1443	20000	6000
Number of reportable communicable diseases (non-COVID-19) requiring investigation.		185	112	150	165
Number of reportable communicable diseases (non-COVID-19) investigated according to IDPH timelines.		185	112	150	165
Number of reportable communicable diseases (non-COVID-19) required to be entered into IDSS.		185	112	150	165
Number of reportable communicable diseases (non-COVID-19) required to be entered into IDSS that were entered within 3 business days.		184	112	150	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

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	99%	100%	100%	100%

ACTIVITY/SERVICE:	Community Transformation	DEPARTMENT:	Health/Community Relations, Information, and Planning/2038		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$93,538
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Number of worksites where a wellness assessment is completed.		7	4	5	5
Number of worksites that made a policy or environmental improvement identified in a workplace wellness assessment.		6	1	5	5
Number of communities where a community wellness assessment is completed.		2	2	5	5
Number of communities where a policy or environmental improvement identified in a community wellness assessment is implemented.		1	2	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	86%	25%	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.	50%	100%	100%	100%

ACTIVITY/SERVICE:	Correctional Health	DEPARTMENT:	Health/Public Safety/2006		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$1,623,396
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of inmates in the jail greater than 14 days.		1,391	1,220	1,320	1,320
Number of inmates in the jail greater than 14 days with a current health appraisal.		1,333	1,202	1,122	1,307
Number of inmate health contacts.		36,826	17,778	24,000	35,000
Number of inmate health contacts provided in the jail.		36,476	17,593	23,760	34,650
Number of medical requests received.		9,921	6,732	7,500	8,500
Number of medical requests responded to within 48 hours.		9,909	6,725	7,500	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%	99%	85%	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%

ACTIVITY/SERVICE:	Child Health Program	DEPARTMENT:	Health/Community Relations, Information, and Planning/2032		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$202,922
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of families who were informed.		3,955	4,279	4,100	4,100
Number of families who received an inform completion.		1,910	2,072	2,050	2,050
Number of children in agency home.		684	188*	500	500
Number of children with a medical home as defined by the Iowa Department of Public Health.		574	150*	400	400

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%	48%	50%	50%
Ensure EPSDT Program participants have a routine source of medical care.	Children in the EPSDT Program will have a medical home.	84%	79%	80%	80%

ACTIVITY/SERVICE:	Emergency Medical Services	DEPARTMENT:	Health/Public Safety/2007		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$91,352
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of ambulance services required to be licensed in Scott County.		7	9	9	9
Number of ambulance service applications delivered according to timelines.		7	9	9	9
Number of ambulance service applications submitted according to timelines.		7	9	9	9
Number of ambulance service licenses issued prior to the expiration date of the current license.		7	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	0%	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%

ACTIVITY/SERVICE:	Employee Health	DEPARTMENT:	Health/Clinical/2019		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$58,177
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of employees eligible to receive annual hearing tests.		153	181	185	185
Number of employees who receive their annual hearing test or sign a waiver.		153	181	185	185
Number of employees eligible for Hepatitis B vaccine.		45	48	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.		45	48	50	50
Number of eligible new employees who received blood borne pathogen training.		35	32	35	35
Number of eligible new employees who received blood borne pathogen training within 3 weeks of their start date.		35	32	35	35
Number of employees eligible to receive annual blood borne pathogen training.		254	235	260	260
Number of eligible employees who receive annual blood borne pathogen training.		254	235	260	260
Number of employees eligible for tuberculosis screening who receive a pre-employment physical.		31	32	30	30
Number of employees eligible for tuberculosis screening who receive a pre-employment physical that includes a tuberculosis screening.		31	32	30	30
Number of employees eligible for tuberculosis screening who receive a booster screening within four weeks of their pre-employment screening.		31	32	30	30
Number of employees eligible to receive annual tuberculosis training.		254	235	260	260
Number of eligible employees who receive annual tuberculosis training.		254	235	260	260

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		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 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%

ACTIVITY/SERVICE:	Food Establishment Licensing and Inspection	DEPARTMENT:	Health/Environmental/2040		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$436,754
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of inspections required.		1322	1412	1400	1400
Number of inspections completed.		1322	899	1400	1400
Number of inspections with critical violations noted.		779	495	812	812
Number of critical violation reinspections completed.		760	491	812	812
Number of critical violation reinspections completed within 10 days of the initial inspection.		632	449	731	731
Number of inspections with non-critical violations noted.		626	377	630	630
Number of non-critical violation reinspections completed.		618	373	630	630
Number of non-critical violation reinspections completed within 90 days of the initial inspection.		604	369	599	599
Number of complaints received.		91	164	175	125
Number of complaints investigated according to Nuisance Procedure timelines.		91	164	175	125
Number of complaints investigated that are justified.		40	55	80	50
Number of temporary vendors who submit an application to operate.		353	194	175	300
Number of temporary vendors licensed to operate prior to the event.		349	194	175	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		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Meet SCHD's contract obligations with the Iowa Department of Inspections and Appeals.	Food Establishment inspections will be completed annually.	100%	64%	100%	100%
Ensure compliance with the food code.	Critical violation reinspections will be completed within 10 days of the date of inspection.	81%	91%	90%	90%
Ensure compliance with the food code.	Non-critical violation reinspections will be completed within 90 days of the date of inspection.	96%	99%	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.	99%	100%	100%	100%

ACTIVITY/SERVICE:	Hawki	DEPARTMENT:	Health/Community Relations, Information, and Planning/2035	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$26,679
OUTPUTS	2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Number of schools targeted to provide outreach regarding how to access and refer to the Hawki Program.	62	62	62	62
Number of schools where outreach regarding how to access and refer to the Hawki Program is provided.	105	62	62	62
Number of medical provider offices targeted to provide outreach regarding how to access and refer to the Hawki Program.	60	60	100	100
Number of medical providers offices where outreach regarding how to access and refer to the Hawki Program is provided.	100	67	100	100
Number of dental providers targeted to provide outreach regarding how to access and refer to the Hawki Program.	54	70	110	110
Number of dental providers where outreach regarding how to access and refer to the Hawki Program is provided.	117	100	110	110
Number of faith-based organizations targeted to provide outreach regarding how to access and refer to the Hawki Program.	10	25	25	25
Number of faith-based organizations where outreach regarding how to access and refer to the Hawki Program is provided.	13	29	25	25

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
School personnel will understand the Hawki Program and how to link families to enrollment assistance.	Schools will be contacted according to grant action plans.	169%	100%	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.	167%	112%	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.	217%	143%	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.	130%	116%	100%	100%

ACTIVITY/SERVICE:	Healthy Child Care Iowa	DEPARTMENT:	Health/Clinical/2022		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$135,158
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of technical assistance requests received from centers.		248	312	500	250
Number of technical assistance requests received from child care homes.		52	62	120	75
Number of technical assistance requests from centers responded to.		248	312	500	250
Number of technical assistance requests from child care homes responded to.		52	62	120	75
Number of technical assistance requests from centers that are resolved.		247	312	500	250
Number of technical assistance requests from child care homes that are resolved.		52	62	120	75
Number of child care providers who attend training.		180	122	75	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.		96	116	71	171

PROGRAM DESCRIPTION:

Provide education to child care providers regarding health and safety issues to ensure safe and healthy issues

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2018-19 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	96%	95%	95%	95%

ACTIVITY/SERVICE:	Hotel/Motel Program	DEPARTMENT:	Health/Environmental/2042		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$10,066
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of licensed hotels/motels.		42	46	46	46
Number of licensed hotels/motels requiring inspection.		30	23	23	23
Number of licensed hotels/motels inspected by June 30.		30	23	23	23
Number of inspected hotels/motels with violations.		7	10	8	8
Number of inspected hotels/motels with violations reinspected.		7	10	8	8
Number of inspected hotels/motels with violations reinspected within 30 days of the inspection.		7	10	8	8
Number of complaints received.		17	12	18	18
Number of complaints investigated according to Nuisance Procedure timelines.		17	12	18	18
Number of complaints investigated that are justified.		9	3	9	9

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Assure compliance with Iowa Administrative Code.	Licensed hotels/motels will have an inspection completed by June 30 according to the bi-yearly schedule.	100%	100%	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%

ACTIVITY/SERVICE:	Immunization	DEPARTMENT:	Health/Clinical/2024		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$271,843
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of two year olds seen at the SCHD clinic.	70	53	50	75	
Number of two year olds seen at the SCHD clinic who are up-to-date with their vaccinations.	55	42	40	60	
Number of doses of vaccine shipped to SCHD.	3,108	3,754	20,000	3,500	
Number of doses of vaccine wasted.	3	4	300	4	
Number of school immunization records audited.	29,839	29,692	29,765	29,765	
Number of school immunization records up-to-date.	29,752	29,502	29,616	29,616	
Number of preschool and child care center immunization records audited.	6,171	6,147	6,160	6,160	
Number of preschool and child care center immunization records up-to-date.	6,098	6,077	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

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%	79%	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%.	0.10%	0.11%	1.50%	0.10%
Assure that all schools, preschools and child care centers have up-to-date immunization records.	School records will show up-to-date immunizations.	99.7%	99.4%	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.	98.8%	98.9%	98.9%	98.9%

ACTIVITY/SERVICE:	Injury Prevention	DEPARTMENT:	Health/Public Safety/2008		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$25,234
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of community-based injury prevention meetings and events.		17	19	18	18
Number of community-based injury prevention meetings and events with a SCHD staff member in attendance.		17	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Engage in community-based injury prevention initiatives.	A SCHD 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%

ACTIVITY/SERVICE:	I-Smile Dental Home Project	DEPARTMENT:		Health/Community Relations, Information and Planning/2036	
BUSINESS TYPE:	Core	RESIDENTS SERVED:		All Residents	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$252,507
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of practicing dentists in Scott County.		112	111	107	107
Number of practicing dentists in Scott County accepting Medicaid enrolled children as clients.		18	13	25	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.		28	12	15	15
Number of kindergarten students.		2,197	2,271	2,234	2,234
Number of kindergarten students with a completed Certificate of Dental Screening.		2,196	2,233	2,189	2,212
Number of ninth grade students.		2,359	2,304	2,332	2,332
Number of ninth grade students with a completed Certificate of Dental Screening.		1,934	1,699	1,632	1,796

PROGRAM DESCRIPTION:

Assure dental services are made available to uninsured/underinsured children in Scott County.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	16%	12%	23%	23%
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.	25%	11%	14%	14%
Assure compliance with Iowa's Dental Screening Mandate.	Students entering kindergarten will have a valid Certificate of Dental Screening.	100%	98.3%	98%	99%
Assure compliance with Iowa's Dental Screening Mandate.	Students entering ninth grade will have a valid Certificate of Dental Screening.	82.0%	74.0%	70%	77%

ACTIVITY/SERVICE:	Maternal Health	DEPARTMENT:	Health/Community Relations, Information and Planning/2033		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$117,004
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of Maternal Health Direct Care Services Provided		NA	456	450	750
Number of Maternal Health clients in agency home.		NA	93	180	250
Number of Maternal Health clients with a medical home as defined by the Iowa Department of Public Health.		NA	76	144	200

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	NA	80%	80%	80%

ACTIVITY/SERVICE:	Medical Examiner	DEPARTMENT:	Health/Public Safety/2001		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$443,065
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of deaths in Scott County.		1730	1844	2100	1790
Number of deaths in Scott County deemed a Medical Examiner case.		239	328	375	320
Number of Medical Examiner cases with a cause and manner of death determined.		239	328	375	320

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Non-Public Health Nursing		DEPARTMENT:	Health/Clinical/2026	
BUSINESS TYPE:	Quality of Life		RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$57,327
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of students identified with a deficit through a school-based screening.		19	92	75	75
Number of students identified with a deficit through a school-based screening who receive a referral.		19	92	75	75
Number of requests for direct services received.		232	132	235	235
Number of direct services provided based upon request.		232	132	235	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Onsite Wastewater Program	DEPARTMENT:	Health/Environmental/2044		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$155,117
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of septic systems installed.		97	122	110	110
Number of septic systems installed which meet initial system recommendations.		97	122	110	110
Number of sand filter septic system requiring inspection.		1,439	1,439	1,469	1,500
Number of sand filter septic system inspected annually.		1,029	1,302	1,469	1,500
Number of septic samples collected from sand filter septic systems.		136	68	118	118
Number of complaints received.		10	4	6	6
Number of complaints investigated.		10	4	6	6
Number of complaints investigated within working 5 days.		10	4	6	6
Number of complaints investigated that are justified.		9	1	2	2

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	72%	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%

ACTIVITY/SERVICE:	Public Health Nuisance	DEPARTMENT:	Health/Environmental/2047		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$63,834
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of complaints received.		43	22	35	30
Number of complaints justified.		28	11	20	20
Number of justified complaints resolved.		27	8	19	19
Number of justified complaints requiring legal enforcement.		1	0	1	1
Number of justified complaints requiring legal enforcement that were resolved.		1	0	1	1

PROGRAM DESCRIPTION:

Investigate public health nuisance compaints from the general public and resolve them to code compliance. Scott County Code, Chapter 25 entitled Public Health Nuisance.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Ensure compliance with state, county and city codes and ordinances.	Justified complaints will be resolved.	96%	73%	95%	95%
Ensure compliance with state, county and city codes and ordinances.	Justified complaints requiring legal enforcement will be resolved.	100%	NA	100%	100%

ACTIVITY/SERVICE:	Public Health Preparedness	DEPARTMENT:	Health/Public Safety/2009		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$118,844
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of drills/exercises held.		8	4	1	3
Number of after action reports completed.		8	4	1	3
Number of newly hired employees.		5	6	4	4
Number of newly hired employees who provide documentation of completion of position appropriate NIMS training.		5	4	4	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Assure efficient response to public health emergencies.	Department will participate in five emergency response drills or exercises annually.	100%	100%	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.	100%	67%	100%	100%

ACTIVITY/SERVICE:	Recycling	DEPARTMENT:	Health/Environmental/2048		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$76,987
OUTPUTS		2018-19	2019-20	2020-21	2021-2022
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of tons of recyclable material collected.		763.75	821.25	821.25	821.25
Number of tons of recyclable material collected during the same time period in previous fiscal year.		562.34	763.75	821.25	821.25

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-2022 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	26%	7%	0%	0%

ACTIVITY/SERVICE:	Septic Tank Pumper	DEPARTMENT:	Health/Environmental/2059		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$1,374
OUTPUTS		2018-19	2018-19	2020-21	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of septic tank cleaners servicing Scott County.		8	9	9	9
Number of annual septic tank cleaner inspections of equipment, records and land application sites (if applicable) completed.		8	9	9	9

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2018-19 ACTUAL	2020-21 PROJECTED	2020-21 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	STD/HIV Program	DEPARTMENT:	Health/Clinical/2028		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$579,080
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of people who present to the Health Department for any STD/HIV service (general information, risk reduction, results, referrals, etc).		1,338	1,253	800	1,500
Number of people who present for STD/HIV services.		1,085	1,078	688	1,100
Number of people who receive STD/HIV services.		1,059	1,055	674	1,078
Number of clients positive for STD/HIV.		1,451	1,398	1,425	1,425
Number of clients positive for STD/HIV requiring an interview.		420	397	428	428
Number of clients positive for STD/HIV who are interviewed.		398	282	364	407
Number of partners (contacts) identified.		437	269	150	375
Reported cases of gonorrhea, chlamydia and syphilis treated.		1,446	1,384	1,415	1,415
Reported cases of gonorrhea, chlamydia and syphilis treated according to treatment guidelines.		1,429	1,379	1,401	1,401
Number of gonorrhea tests completed at SCHD.		593	582	588	588
Number of results of gonorrhea tests from SHL that match SCHD results.		589	578	582	582
Number lab proficiency tests interpreted.		15	12	12	12
Number of lab proficiency tests interpreted correctly.		15	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

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	95%	71%	85%	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%	99%	99%	99%
Ensure accurate lab testing and analysis.	Proficiency tests will be interpreted correctly.	100%	100%	100%	100%

ACTIVITY/SERVICE:	Swimming Pool/Spa Inspection Program	DEPARTMENT:	Health/Environmental/2050		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$55,467
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Number of seasonal pools and spas requiring inspection.		46	46	48	48
Number of seasonal pools and spas inspected by June 15.		44	3	48	48
Number of year-round pools and spas requiring inspection.		73	73	73	73
Number of year-round pools and spas inspected by June 30.		73	49	73	73
Number of swimming pools/spas with violations.		91	56	90	90
Number of inspected swimming pools/spas with violations reinspected.		91	50	90	90
Number of inspected swimming pools/spas with violations reinspected within 30 days of the inspection.		91	50	90	90
Number of complaints received.		6	5	6	6
Number of complaints investigated according to Nuisance Procedure timelines.		6	5	6	6
Number of complaints investigated that are justified.		4	2	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Annual comprehensive inspections will be completed.	Inspections of seasonal pools and spas will be completed by June 15 of each year.	96%	6%	100%	100%
Annual comprehensive inspections will be completed.	Inspections of year-round pools and spas will be completed by June 30 of each year.	100%	67%	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.	100%	89%	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%

ACTIVITY/SERVICE:	Tanning Program	DEPARTMENT:	Health/Environmental/2052		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$13,133
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of tanning facilities requiring inspection.		33	22	22	22
Number of tanning facilities inspected by April 15.		33	0	22	22
Number of tanning facilities with violations.		16	NA	11	11
Number of inspected tanning facilities with violations reinspected.		16	NA	11	11
Number of inspected tanning facilities with violations reinspected within 30 days of the inspection.		16	NA	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2018-19 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete annual inspection.	Yearly tanning inspections will be completed by April 15 of each year.	100%	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.	100%	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%

ACTIVITY/SERVICE:	Tattoo Establishment Program	DEPARTMENT:	Health/Environmental/2054		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$9,263
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of tattoo facilities requiring inspection.		27	35	35	35
Number of tattoo facilities inspected by April 15.		26	18	35	35
Number of tattoo facilities with violations.		9	2	10	10
Number of inspected tattoo facilities with violations reinspected.		9	2	10	10
Number of inspected tattoo facilities with violations reinspected within 30 days of the inspection.		9	2	10	10
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 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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete annual inspection.	Yearly tattoo inspections will be completed by April 15 of each year.	96%	51%	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	NA	100%	100%

ACTIVITY/SERVICE:	Tobacco Program	DEPARTMENT:	Health/Community Relations, Information and Planning/2037		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$108,494
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of cities in Scott County.		16	16	16	16
Number of cities that have implemented a tobacco-free parks policy.		NA	3	5	6
Number of school districts in Scott County (Bettendorf, Davenport, Non-Public, North Scott, Pleasant Valley).		NA	5	5	5
Number of school districts in Scott County with an ISTEP Chapter.		NA	2	2	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	NA	19%	31%	38%
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.	NA	40%	40%	60%

ACTIVITY/SERVICE:	Transient Non-Community Public Water Supply		DEPARTMENT:	Health/Environmental/2056	
BUSINESS TYPE:	Core		RESIDENTS SERVED:		All Residents
BOARD GOAL:	Performing Organization		FUND:	01 General	BUDGET: \$2,623
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of TNC water supplies.		26	26	26	26
Number of TNC water supplies that receive an annual sanitary survey or site visit.		26	26	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Vending Machine Program	DEPARTMENT:	Health/Environmental/2057		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$2,309
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of vending companies requiring inspection.		7	6	6	6
Number of vending companies inspected by June 30.		5	6	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete annual inspections	Licensed vending companies will be inspected according to established percentage by June 30.	71%	100%	100%	100%

ACTIVITY/SERVICE:	Water Well Program	DEPARTMENT:	Health/Environmental/2058		
BUSINESS TYPE:	Core	RESIDENTS SERVED:			All Residents
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$70,995
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of wells permitted.		19	17	18	18
Number of wells permitted that meet SCC Chapter 24.		19	17	18	18
Number of wells plugged.		14	16	15	15
Number of wells plugged that meet SCC Chapter 24.		14	16	15	15
Number of wells rehabilitated.		4	7	5	5
Number of wells rehabilitated that meet SCC Chapter 24.		4	7	5	5
Number of wells tested.		86	88	90	90
Number of wells test unsafe for bacteria or nitrate.		13	23	25	25
Number of wells test unsafe for bacteria or nitrate that are educated by staff regarding how to correct the well.		NA	23	25	25

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	NA	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Administration (20.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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
24-N Grant Accounting Specialist	1.00	1.00	1.00	1.00	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
TOTAL POSITIONS	8.00	8.00	8.00	8.00	8.00	8.00

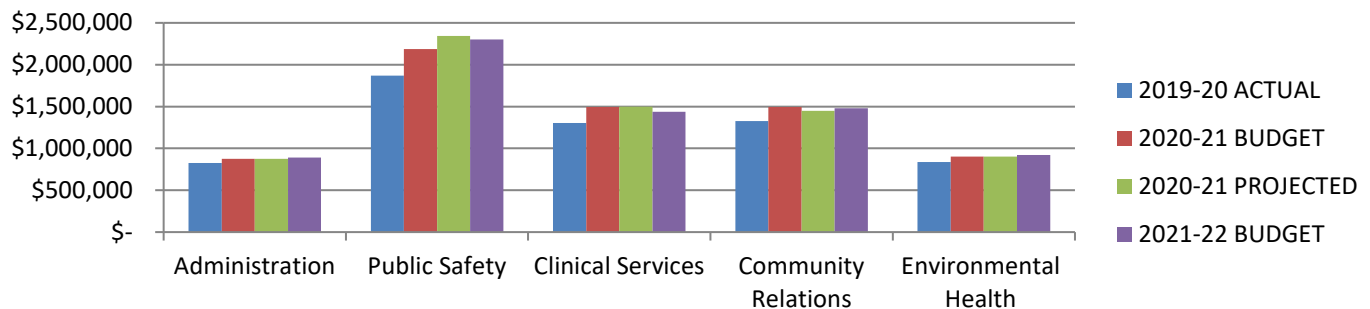
REVENUE SUMMARY:

Intergovernmental	\$ 1,239	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services			25	25	25	25
Miscellaneous	2,916	75	250	250	250	250
TOTAL REVENUES	\$ 4,155	\$ 75	\$ 275	\$ 275	\$ 275	\$ 275

APPROPRIATION SUMMARY:

Salaries	\$ 518,708	\$ 537,808	\$ 554,514	\$ 554,514	\$ 566,522	\$ 566,522
Benefits	239,519	243,885	261,847	261,847	265,762	265,762
Purchase Services & Expenses	35,262	31,479	44,008	44,008	43,120	43,120
Supplies & Materials	5,576	11,847	16,080	16,080	15,868	15,868
TOTAL APPROPRIATIONS	\$ 799,065	\$ 825,019	\$ 876,449	\$ 876,449	\$ 891,272	\$ 891,272

APPROPRIATIONS



ANALYSIS

No changes to authorized position for FY22.

Revenue is flat compared to FY21.

Expenditure changes in FY22 are in the salary and benefit line items.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Public Health Safety (2001-2009)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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	1.00	1.00	1.00
27-N Correctional Health Nurse	4.00	4.35	4.35	4.50	4.50	4.50
27-N 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	1.35	1.35	1.58	1.58	1.58
TOTAL POSITIONS	9.80	10.15	10.15	10.53	10.53	10.53

REVENUE SUMMARY:

Intergovernmental	\$ 59,990	\$ 107,121	\$ 50,000	\$ 294,443	\$ 100,000	\$ 100,000
Miscellaneous	10,801	11,769	9,500	9,500	9,500	9,500
TOTAL REVENUES	\$ 70,791	\$ 118,890	\$ 59,500	\$ 303,943	\$ 109,500	\$ 109,500

APPROPRIATION SUMMARY:

Salaries	\$ 679,291	\$ 665,203	\$ 777,513	\$ 837,513	\$ 806,864	\$ 806,864
Benefits	238,986	238,073	284,404	284,404	302,449	302,449
Purchase Services & Expenses	1,101,295	952,964	1,106,029	1,200,379	1,170,119	1,170,119
Supplies & Materials	11,608	12,539	20,600	23,050	22,460	22,460
TOTAL APPROPRIATIONS	\$ 2,031,180	\$ 1,868,779	\$ 2,188,546	\$ 2,345,346	\$ 2,301,892	\$ 2,301,892

ANALYSIS

FTE adjustment of .04 FTE for Office Assistant was made outside of the budget process to align with how the position has been staffed since it was originally filled.

FY21 budgeted revenue to projected revenue saw a 411% increase. This is due to grant and Cares funds received to support the COVID-19 response. FY22 is anticipated to see a 64% decrease from the FY21 projected level due to these grant funds being expended. This level of funding is still above FY21 budgeted due to changes in grant reimbursement for the department's routine Public Health Preparedness Grant.

FY21 projected salary expenses increased due to overtime expenses associated with the COVID-19 response.

FY21 projected non-salary expenses are anticipated to increase 8.5%. The primary reason for this increase to support increased grant funded expenses associated with the COVID-19 response. Additionally, a slight increase to support the needs of the Medical Examiner Program is anticipated in both FY21 and FY22 as infrastructure issues surrounding the transport of bodies need to be addressed.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Clinical Services (2014-2028)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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		4.00	4.00	4.00	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	0.72	0.72	1.08	1.08	1.08
TOTAL POSITIONS		11.47	11.47	11.47	11.83	11.83	11.83
REVENUE SUMMARY:							
Intergovernmental	\$	375,628	\$ 345,151	\$ 368,792	\$ 386,080	\$ 346,583	\$ 346,583
Charges for Services		14,645	12,563	11,500	13,450	11,500	11,500
Miscellaneous		178	337	200	200	300	300
TOTAL REVENUES	\$	390,451	\$ 358,051	\$ 380,492	\$ 399,730	\$ 358,383	\$ 358,383
APPROPRIATION SUMMARY:							
Salaries	\$	761,669	\$ 798,364	\$ 855,835	\$ 855,835	\$ 834,717	\$ 834,717
Benefits		304,734	315,906	358,187	358,187	351,212	351,212
Purchase Services & Expenses		211,426	177,364	266,580	268,277	235,657	235,657
Supplies & Materials		11,130	11,283	16,000	17,000	17,000	17,000
TOTAL APPROPRIATIONS	\$	1,288,959	\$ 1,302,917	\$ 1,496,602	\$ 1,499,299	\$ 1,438,586	\$ 1,438,586
ANALYSIS							
No changes to authorized positions for FY22.							
FY22 revenue is expected to decrease slightly as compared to FY21 budgeted and amended. The decreases are based upon Scott County no longer providing HIV services under contract with the Iowa Department of Public Health in Des Moines County and to adjust for additional Immunization Grant funds that were received for COVID-19 immunization response.							
FY22 non-salary expenses are projected to decrease 12%. This is the result of anticipated decrease in grant expenditures as described in revenues.							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Comm Relations & Planning (2031-2038)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
29-N Community Health Manager	1.00	1.00	1.00	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	-	-	0.80	1.00	1.00	1.00
Z Maternal, Child & Adolescent Health Nurse	0.40	0.40	0.40	0.40	0.40	0.40
TOTAL POSITIONS	9.40	9.40	10.20	10.40	10.40	10.40

REVENUE SUMMARY:

Intergovernmental	\$ 884,713	\$ 960,732	\$ 961,507	\$ 985,983	\$ 1,005,983	\$ 1,005,983
Miscellaneous	-	-	50	50	50	50
TOTAL REVENUES	\$ 884,713	\$ 960,732	\$ 961,557	\$ 986,033	\$ 1,006,033	\$ 1,006,033

APPROPRIATION SUMMARY:

Salaries	\$ 591,672	\$ 648,928	\$ 704,867	\$ 704,867	\$ 720,313	\$ 720,313
Benefits	231,615	259,342	287,162	287,162	292,117	292,117
Purchase Services & Expenses	455,311	418,064	500,807	456,041	463,541	463,541
Supplies & Materials	1,609	1,103	2,400	2,400	2,400	2,400
TOTAL APPROPRIATIONS	\$ 1,280,207	\$ 1,327,437	\$ 1,495,236	\$ 1,450,470	\$ 1,478,371	\$ 1,478,371

ANALYSIS

The authorized positions for this area had a net decrease of .2 FTE. The Maternal, Child, and Adolescent Health position increased from .8 to 1.0 and the Z schedule position was removed. This grant funded change took place outside of the budget process to meet state grant requirements.

FY22 revenue compared to FY21 projected revenue is anticipated to increase by 2%. The primary reason for the increase is due to additional direct care (Medicaid billable) services being provided in the I-Smile Dental (2036) and Maternal Health (2033) programs and a change in grant funding structure associated with the Maternal, Child, and Adolescent Health Grant.

FY22 non salary expenditures are anticipated to increase slightly under 2%. This increase is driven by Medicaid services and grant expenditures.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Environmental Health (2039-2059)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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
TOTAL POSITIONS		8.25	8.25	8.25	8.25	8.25	8.25
REVENUE SUMMARY:							
Intergovernmental		\$ 26,615	\$ 30,645	\$ 34,767	\$ 30,720	\$ 31,140	\$ 31,140
Licenses and Permits		386,515	418,469	429,200	430,700	440,700	440,700
Charges for Services		68,549	44,410	75,125	61,130	73,730	73,730
Miscellaneous		-	-	250	250	250	250
TOTAL REVENUES		\$ 481,679	\$ 493,524	\$ 539,342	\$ 522,800	\$ 545,820	\$ 545,820
APPROPRIATION SUMMARY:							
Salaries		\$ 534,598	\$ 539,936	\$ 577,735	\$ 577,735	\$ 591,280	\$ 591,280
Benefits		188,652	194,911	212,970	212,970	215,758	215,758
Purchase Services & Expenses		94,188	99,612	102,505	103,815	104,415	104,415
Supplies & Materials		9,203	4,558	8,450	8,500	8,500	8,500
TOTAL APPROPRIATIONS		\$ 826,641	\$ 839,017	\$ 901,660	\$ 903,020	\$ 919,953	\$ 919,953
ANALYSIS							
No changes to authorized positions from FY 22.							
FY21 projected revenue compared to budgeted is decreased by 3%. Revenue in this service area is most directly impacted by COVID-19 closures and event cancellations. FY22 Revenue is projected to return to a similar level as originally budgeted for FY21, with a slight increase compared to FY20 budgeted.							
Expenditure changes in FY22 are in the salary and benefits line items; minimal changes in non-salary line items were achieved by moving existing dollars around within the department.							

HUMAN RESOURCES



Mary Thee, Assistant County Administrator/HR Director

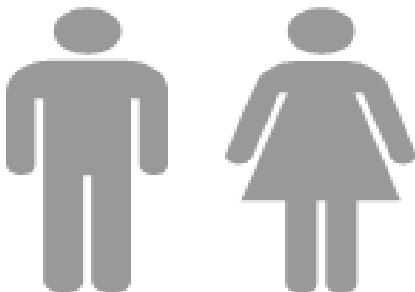
MISSION STATEMENT: To foster positive employee relations and progressive organizational improvement for employees, applicants and departments by: ensuring fair and equal treatment; providing opportunity for employee development and professional growth; assisting in identifying and retaining qualified 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.

ACTIVITY/SERVICE:	Labor Management	DEPT/PROG:	HR 24.1000		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Employees		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$117,747
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of bargaining units	5	5	5	5	
% of workforce unionized	53%	53%	53%	53%	
# meeting related to Labor/Management	41	32	15	20	

PROGRAM DESCRIPTION:

Negotiates five union contracts, acts as the County's representative at impasse proceedings. Compliance with Iowa Code Chapter 20.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Improve relations with bargaining units	Conduct regular labor management meetings	11	9	6	12



ACTIVITY/SERVICE:	Recruitment/EEO Compliance	DEPT/PROG:	HR 24.1000	
BUSINESS TYPE:	Core Service	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$107,613
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
% of employees over 55 (nearing retirement)		29%	29%	29%
# of jobs posted		63	42	50
# of applications received		2,450	2,612	3,000

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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Measure the rate of countywide employee separations not related to retirements.	Decrease countywide turnover rate not related to retirements.	7%	5%	5%	5%
Measure the number of employees hired in underutilized areas.	Increase the number of employees hired in underutilized areas.	5	5	3	3

ACTIVITY/SERVICE:	Compensation/Performance Appraisal		DEPT/PROG:	HR 24.1000	
BUSINESS TYPE:	Semi-Core Service		RESIDENTS SERVED:		All Employees
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$40,536
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# rate changes processed		337 ¹	401	350	350
# of organizational change studies exclusive of salary study		1	1	5	5
# new hires		72	56	50	50

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Measures timely submission of evaluations by supervisors.	% of reviews not completed within 30 days of effective date.	48%	40%	45%	45%
% of jobs reviewed as part of salary study	Review progress and impact of salary study	100%	100%	n/a	n/a
% of personnel files scanned as part of project	Review progress and impact of project	50%	65%	100%	100%

1. An additional 576 rate changes were performed in June 2019 in order to implement the findings of the classification and compensation study

ACTIVITY/SERVICE:	Benefit Administration	DEPT/PROG:	HR 24.1000	
BUSINESS TYPE:	Semi-Core Service	RESIDENTS SERVED:	All Employees	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$77,211
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
				2021-22
				PROJECTED
Cost of health benefit PEPM		\$1,180	\$1,441	\$1,300
% of eligible employees enrolled in deferred comp		61%	59%	60%
% of family health insurance to total		65%	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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
# new or increased contributions to deferred compensation	Impact of deferred compensation marketing and design changes	49	103	20	10
% of eligible employees participating in Y@work program	Impact of wellness marketing and labor changes	32%	18%	20%	20%

ACTIVITY/SERVICE: Policy Administration		DEPT/PROG: HR 24.1000		
BUSINESS TYPE: Semi-Core Service		RESIDENTS SERVED: All Employees		
BOARD GOAL: Performing Organization		FUND: 01 General	BUDGET:	\$20,268
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
# of Administrative Policies		73	74	75
# policies reviewed		17	5	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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Review policies at minimum every 5 years to ensure compliance with laws and best practices.	Review 5 policies annually	17	5	5	5

ACTIVITY/SERVICE: Employee Development		DEPT/PROG: HR 24.1000		
BUSINESS TYPE: Semi-Core Service		RESIDENTS SERVED: All Employees		
BOARD GOAL: Performing Organization		FUND: 01 General	BUDGET:	\$119,194
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
# of employees in Leadership program		118	118	115
# of training opportunities provided by HR		17	10	10
# of all employee training opportunities provided		8	8	5
# of hours of Leadership Recertification Training provided		21.5	16	5

PROGRAM DESCRIPTION:

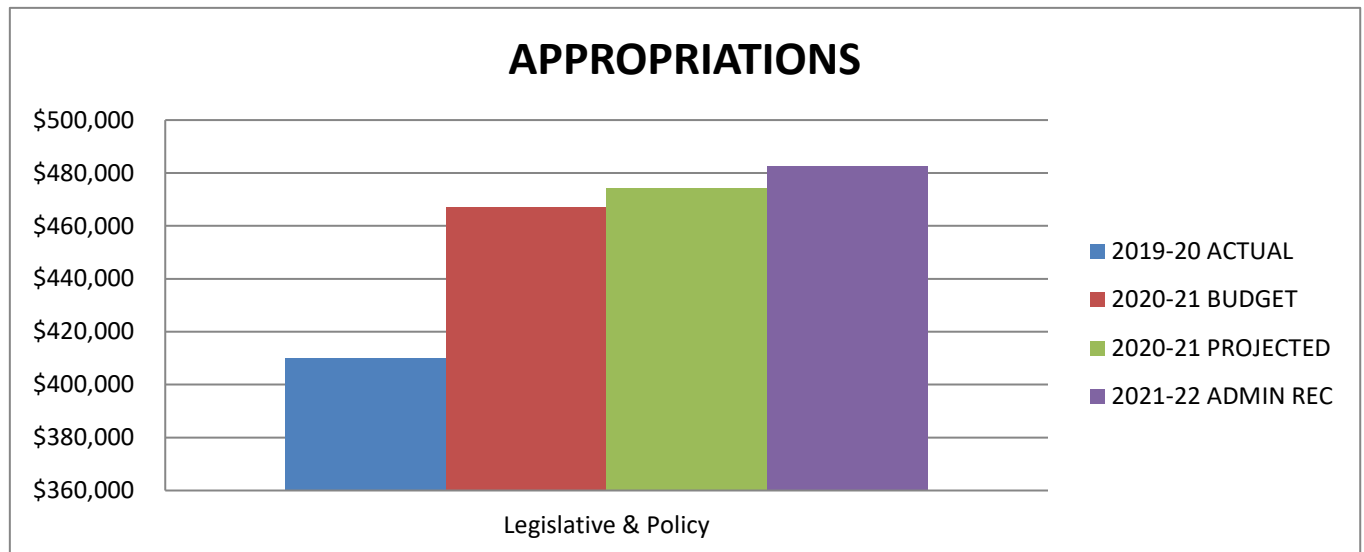
Evaluate needs, plans and directs employee development programs such as in-house training programs for supervisory and non-supervisory staff to promote employee motivation and development. Coordinates all Employee Recognition and the new Employee Orientation Program.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Effectiveness/utilization of County sponsored supervisory training	% of Leadership employees attending County sponsored supervisory training	25%	21%	25%	25%
Effectiveness/utilization of County sponsored training	% of employees attending county offered training	30%	34%	30%	30%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Human Resources Management (24.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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	2.00	2.00
23-N Benefits Specialist	-	-	1.00	1.00	1.00	1.00
Benefits Coordinator	1.00	1.00	-	-	-	-
TOTAL POSITIONS	3.50	3.50	3.50	3.50	3.50	3.50

REVENUE SUMMARY:						
Miscellaneous	\$ 267	\$ 774	\$ 500	\$ -	\$ 500	\$ 500
TOTAL REVENUES	\$ 267	\$ 774	\$ 500	\$ -	\$ 500	\$ 500

APPROPRIATION SUMMARY:						
Salaries	\$ 269,929	\$ 242,113	\$ 252,303	\$ 252,303	\$ 264,449	\$ 264,449
Benefits	94,321	98,009	104,143	103,143	107,420	107,420
Purchase Services & Expenses	67,618	67,526	106,750	115,750	106,750	106,750
Supplies & Materials	2,156	2,292	3,950	3,250	3,950	3,950
TOTAL APPROPRIATIONS	\$ 434,024	\$ 409,940	\$ 467,146	\$ 474,446	\$ 482,569	\$ 482,569



ANALYSIS

Revenues for this program are minimal and consist of Refunds & Reimbursements and the sale of past PRIDE items.

FY22 non-salary cost requests for this program remain unchanged from FY21 budget.

Department of Human Services

Director: Kelly Kennedy Garcia

Phone: 515-281-5454

Website: www.dhs.state.ia.us



MISSION STATEMENT:

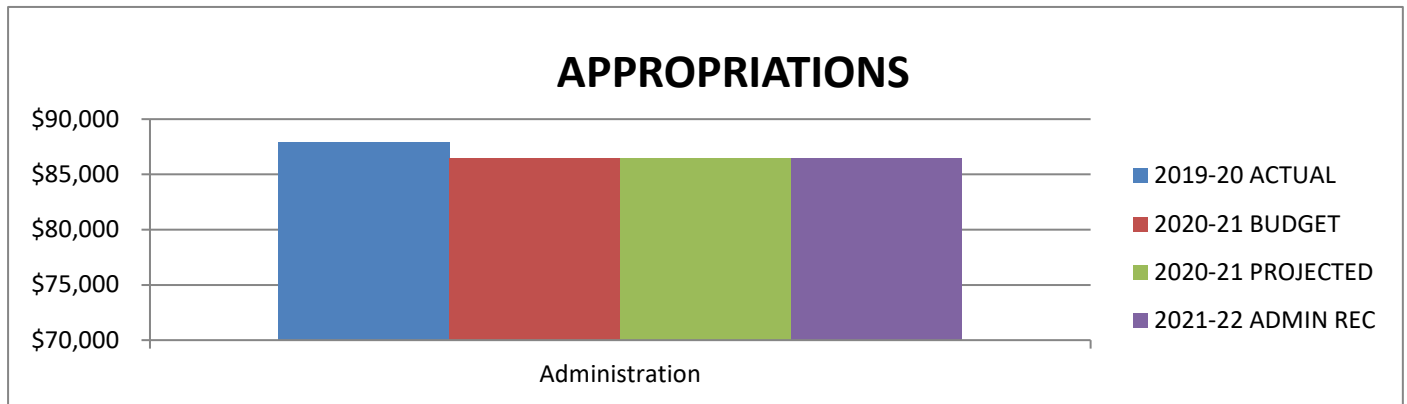
ACTIVITY/SERVICE:	Assistance Programs	DEPARTMENT:		21.1000	
BUSINESS TYPE:	Core	RESIDENTS SERVED:		1,800	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$86,452
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
The number of cost saving measures implemented		2	2	2	2
Departmental Budget dollars expended (direct costs)		83,452	\$87,891	\$86,452	\$86,452
LAE dollars reimbursement (indirect cost)		252,388	\$251,219	\$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		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Provide services to citizens in the most cost effective way.	Quarterly expenses will be monitored and stay within budgeted figures	100% of expenses remained within budget	105.32%	98.36%	100.00%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Administrative Support (21.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
REVENUE SUMMARY:						
Social Services Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	23,969	34,939	24,000	35,000	35,000	35,000
Miscellaneous	-	-	-	-	-	-
TOTAL REVENUES	\$ 23,969	\$ 34,939	\$ 24,000	\$ 35,000	\$ 35,000	\$ 35,000
APPROPRIATION SUMMARY:						
Capital	\$ 6,641	\$ 8,630	\$ 4,500	\$ 4,500	\$ 3,000	\$ 3,000
Purchase Services & Expenses	48,444	59,587	56,952	56,952	62,452	62,452
Supplies & Materials	23,488	19,673	25,000	25,000	21,000	21,000
TOTAL APPROPRIATIONS	\$ 78,573	\$ 87,890	\$ 86,452	\$ 86,452	\$ 86,452	\$ 86,452



ANALYSIS

The Department of Human Services (DHS) provides a comprehensive range of services to the most vulnerable citizens in Iowa. The programs are grouped into four categories: Economic support (food stamps and family investment funds FIP), Supportive Services (HCBS Waivers), Health Care (Medicaid) and Child and Adult Protection/Resource Management (Dependent Adult Services, Foster Care, etc.). All of the programs DHS provides are federally mandated and funded by the Federal Government as well as the State of Iowa and Scott County Government.

This continues to be an unfunded mandate for the county. Scott County officials have discussed this with the State Legislators in the past. The county does receive some reimbursement quarterly through the Local Administrative Expense reporting (LAE).

The Worldwide Pandemic (Covid-19) created a great deal of additional work for DHS staff. Many more people applied for Medicaid health insurance as well as food assistance (food stamps) and FIP because of job loss. The food assistance amount was increased for all to help people meet basic needs during the pandemic.

DHS has requested \$86,452 in funding from Scott County for FY22, the same amount as FY21.

Issues:

1. Long term impacts on the overall DHS budget due to Covid-19.
2. Unfunded mandate for the county.

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.

ACTIVITY/SERVICE: Administration		DEPT/PROG: I.T.		
BUSINESS TYPE: Foundation		RESIDENTS SERVED: All Dept/Agency		
BOARD GOAL: Financially Responsible	FUND: 01 General	BUDGET: \$175,395		
OUTPUTS	2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Authorized personnel (FTE's)	16	16	17	17
Departmental budget	\$2,640,899	\$3,070,415	\$3,248,273	\$3,309,332
Electronic equipment capital budget	\$851,936	\$1,217,270	\$8,400,406	\$1,749,000
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)	590/470	603 / 505	575/475	575/475

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		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Keep department technology skills current.	Keep individuals with training goals at or above 95%.	100%	100%	100%	100%



ACTIVITY/SERVICE: Application/Data Delivery		DEPT/PROG: I.T.			
BUSINESS TYPE: Foundation		RESIDENTS SERVED: All Dept/Agency			
BOARD GOAL: Performing Organization		FUND: 01 General	BUDGET: \$761,145		
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
# of Custom Applications supported (DEV / GIS)		31 / 38	31 / 55	31/ 34	31/ 34
# of COTS supported (DEV / GIS / INF)		14 / 20 / 65	16 / 21 / 21	14/ 20 / 65	14/ 20 / 65
# of document type groups supported in ECM (DEV)		25	33	35	35
# of document types supported in ECM (DEV)		188	222	225	225
# of documents supported in ECM (DEV)		2,644,648	2.8 M	3.0 M	3.3 M
# of pages supported in ECM (DEV)		5,370,929	6.6 M	6.65 M	6.7 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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete Apps/Data work orders per SLA guidelines	% of work orders completed within SLA guidelines	90%	90%	90%	90%

ACTIVITY/SERVICE:	Communication Services	DEPT/PROG:	I.T.		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$291,221
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of quarterly phone bills		12	10	11	11
\$ of quarterly phone bills		18,328	18,171	20,000	20,000
# of cellular phone and data lines supported		300	318	300	300
# of quarterly cell phone bills		13	10	10	10
\$ of quarterly cell phone bills		27,548	25,735	25,000	25,000
# of VoIP phones supported		1,071	1,150	1,150	1,150
% of VoIP system uptime		100	100	100	100
# of e-mail accounts supported	(County / Other)	669	709	900 / 0	900 / 0
GB's of e-mail data stored		1,700	2,000	2300 GB	2300 GB

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete Communication work orders per SLA guidelines	% of work orders completed within SLA guidelines	90%	91%	90%	90%

ACTIVITY/SERVICE:	GIS Services	DEPT/PROG:	I.T.		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$291,221
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# ArcGIS desktop users.		50	55	55	55
# Feature classes managed		1,520	1,681	1,100	1,100
# ArcServer and ArcReader applications managed		29	46	25	25

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
# GIS applications publicly available		UNK	1,750	15	15

*TBD as outcomes are being developed for future reporting

ACTIVITY/SERVICE:	Infrastructure - Network Services	DEPT/PROG:	I.T. 14B		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$364,027
OUTPUTS		2017-18	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of network access devices supported		235	241	242	242
# of network ports supported		4,672	4,702	4,703	4,703
% of overall network up-time		99%	99%	99%	99%
% of Internet up-time		99%	99%	99%	99%
GB's of Internet traffic		125,000	212,000	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.

PERFORMANCE MEASUREMENT		2017-18 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
% of network up-time	Keep % of network up-time > x%	99.0%	99.0%	99.0%	99.0%

ACTIVITY/SERVICE:	Infrastructure - User Services	DEPT/PROG:	I.T. 14B		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$364,027
OUTPUTS		2017-18	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of PC's		488	450	572	572
# of Laptops / Tablets		180	155	178	178
# of Printers/MFP's		160	160	160	160
# of Cameras		UNK	UNK	444	444
# of Remote Connected Users		UNK	UNK	450	450

PROGRAM DESCRIPTION:

User Infrastructure: Acquire, maintain, and support PC's, laptops, printers, displays, and assorted miscellaneous electronics.

PERFORMANCE MEASUREMENT		2017-18 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Efficient use of technology.	Keep # of devices per employee <= 1.75	1.13	1.40	1.50	1.50

*TBD as outcomes are being developed for future reporting

ACTIVITY/SERVICE: Infrastructure - Server Services		DEPT/PROG: I.T. 14B			
BUSINESS TYPE: Foundation		RESIDENTS SERVED: All Dept/Agency			
BOARD GOAL: Performing Organization		FUND: 01 General	BUDGET: \$364,027		
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
% of storage consumed		UNK	UNK	63%	65%
TB's of data stored		4.5TB	44TB	60TB	62TB
% of video storage consumed		UNK	UNK	45%	55%
TB's of video data stored		283TB	220TB	167TB	175TB
% of server uptime		99%	99%	99%	99%
# of physical servers		22	22	22	22
# of virtual servers		221	225	196	196
PROGRAM DESCRIPTION:					

Servers: Maintain servers including Windows servers, file and print services, and application servers.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
% server uptime	Keep server uptime >=95%	99%	99%	99%	99%

ACTIVITY/SERVICE: Open Records		DEPT/PROG: I.T. 14A, 14B			
BUSINESS TYPE: Foundation		RESIDENTS SERVED: All Requestors			
BOARD GOAL: Performing Organization		FUND: 01 General	BUDGET: \$26,475		
OUTPUTS		2017-18 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
# Open Records requests	(DEV / GIS / INF)	2 / 21 / 5	2 / 16 / 2	3 / 18 / 7	3 / 18 / 7
# of Open Records requests fulfilled within SLA	(DEV / GIS / INF)	2 / 21 / 5	2 / 16 / 2	3 / 18 / 7	3 / 18 / 7
avg. time to complete Open Records requests (Days)	(DEV / GIS / INF)	2 / 1 / 2	2 / 1 / 2	2 / 2 / 2	2 / 2 / 2

PROGRAM DESCRIPTION:

Open Records Request Fulfillment: Provide open records data to Offices and Departments to fulfill citizen requests.

PERFORMANCE MEASUREMENT		2017-18 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
# 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.	< 2 Days	1 day	< = 5 Days	< = 5 Days

ACTIVITY/SERVICE: Data Backup		DEPT/PROG: I.T.			
BUSINESS TYPE: Foundation		RESIDENTS SERVED: All Dept/Agency			
BOARD GOAL: Performing Organization		FUND: 01 General	BUDGET: \$231,653		
OUTPUTS		2019-20 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
# of DB with maintenance plans	(DEV)	45	48	45	45
# data layers archived	(GIS)	1598	1750	1100	1100
# of backup jobs	(INF)	NA	NA	750	750
TB's of data backed up	(INF)	NA	NA	2TB	2TB
# of restore jobs	(INF)	NA	NA	10	10

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.

PERFORMANCE MEASUREMENT		2019-20 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Technology Support	DEPT/PROG:	I.T. 14B	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	All Dept/Agency	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$264,746
OUTPUTS	2017-18	2019-20	2020-21	2021-22
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of after hours calls	UNK	UNK	42	42
avg. after hours response time (in minutes)	UNK	UNK	30 min	30 min
# of work orders	UNK	UNK	410	410
avg. time to complete Trouble ticket request	UNK	UNK	1 hr	1 hr

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.

PERFORMANCE MEASUREMENT		2017-18	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

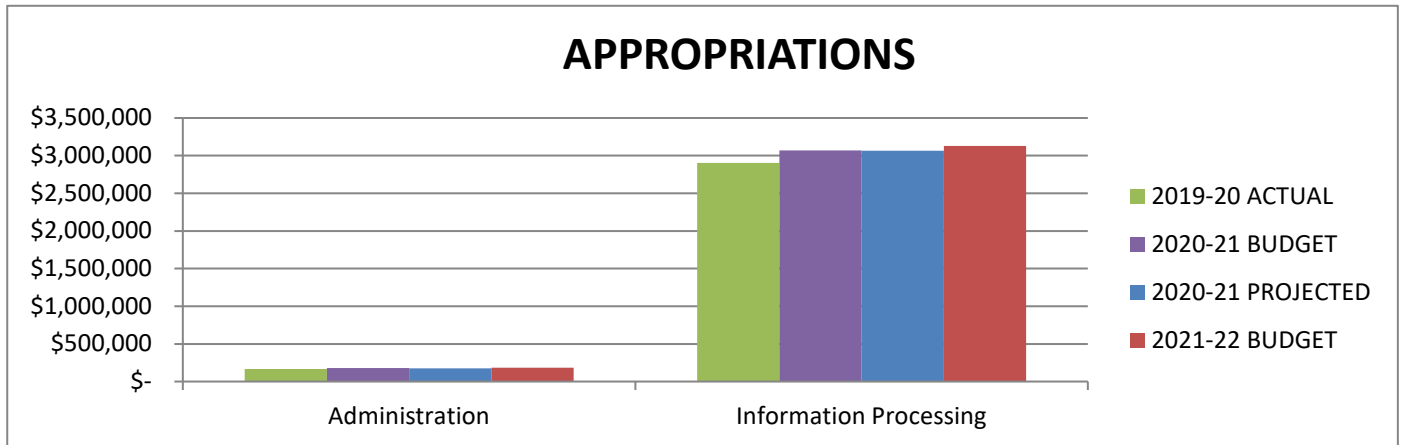
ACTIVITY/SERVICE: Web Services		DEPT/PROG: I.T. 14B		
BUSINESS TYPE: Foundation		RESIDENTS SERVED:		All Users
BOARD GOAL: Performing Organization		FUND: 01 General	BUDGET:	\$175,395
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
Average # daily visits		40,115	46,040	45,000
Average # daily unique visitors		23,429	26,653	25,000
Average # daily page views		118,621	130,221	125,000
eGov # citizen request items		34	34	34
GovDelivery Subscribers		14,381	17,379	21,000
GovDelivery Subscriptions		31,810	39,895	45,000

PROGRAM DESCRIPTION:

Web Management: Provide web hosting and development to facilitate access to public record data and county services.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Respond to Citizen requests in a timely manner	Average time to respond to Citizen request from www.ScottCountyIowa.com .	0.85 days	1 day	< = 1 Days	< = 1 Days
GovDelivery - Bulletins Sent	To Improve outreach to constituents and gets more value out of the GovDelivery Service	231	351	400	400
GovDelivery - Total Delivered	To Improve outreach to constituents and gets more value out of the GovDelivery Service	261,350	355,471	400000	400000
GovDelivery - Unique Email Opens	To Improve outreach to constituents and gets more value out of the GovDelivery Service	51,479 (19.6%)	81,553 (22.8%)	100,000 (25%)	100,000 (25%)

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: IT Administration (14.1000)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
37-N Information Technology Director		1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS		1.00	1.00	1.00	1.00	1.00	1.00
REVENUE SUMMARY:							
Charges for Services		\$ -	\$ 1,800	\$ -	\$ -	\$ -	\$ -
Miscellaneous		31,422	64,200	-	-	-	-
TOTAL REVENUES		\$ 31,422	\$ 66,000	\$ -	\$ -	\$ -	\$ -
APPROPRIATION SUMMARY:							
Salaries		\$ 118,415	\$ 124,062	\$ 126,679	\$ 126,679	\$ 129,530	\$ 129,530
Benefits		40,711	43,849	45,488	45,488	46,769	46,769
Purchase Services & Expenses		4,247	200	5,300	2,500	5,300	5,300
Supplies & Materials		591	217	300	150	300	300
TOTAL APPROPRIATIONS		\$ 163,964	\$ 168,328	\$ 177,767	\$ 174,817	\$ 181,899	\$ 181,899



ANALYSIS

FY22 non-salary costs for this program remain unchanged from FY21.

There are no revenues budgeted under the Administration program.

There are no capital, personnel or vehicle requests for this program for FY22.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Information Technology (14.1401)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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
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
TOTAL POSITIONS	15.00	15.00	15.00	16.00	16.00	16.00

REVENUE SUMMARY:						
Intergovernmental	\$ 194,490	\$ 209,049	\$ 221,000	\$ 221,000	\$ 221,000	\$ 221,000
Charges for Services	23,230	41,248	20,000	20,000	30,000	30,000
Miscellaneous	34,817	6,535	6,000	6,000	6,000	6,000
TOTAL REVENUES	\$ 252,537	\$ 256,832	\$ 247,000	\$ 247,000	\$ 257,000	\$ 257,000
APPROPRIATION SUMMARY:						
Salaries	\$ 1,050,663	\$ 1,154,180	\$ 1,264,997	\$ 1,264,997	\$ 1,285,521	\$ 1,285,521
Benefits	398,509	456,495	513,009	515,009	520,412	520,412
Capital Outlay	2,943	325	6,000	6,000	6,000	6,000
Purchase Services & Expenses	1,021,556	1,290,048	1,281,000	1,272,000	1,300,000	1,300,000
Supplies & Materials	3,264	1,098	5,500	7,750	15,500	15,500
TOTAL APPROPRIATIONS	\$ 2,476,935	\$ 2,902,146	\$ 3,070,506	\$ 3,065,756	\$ 3,127,433	\$ 3,127,433

ANALYSIS
<p>Budgeted revenues for this program increased \$10,000 due to the reflection of providing, and charging for, telephone service to Bi-State.</p> <p>The increase of \$19,000 in FY22 purchase services and expenses is related to projected trend cost increases in service contracts and new costs such as WebEx.</p> <p>The \$10,000 increase in FY22 supplies and materials is related to inflation and expense trends.</p> <p>The budgeted capital outlay of \$6,000 is unchanged from previous years.</p>

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.

ACTIVITY/SERVICE:	Detainment of Youth	DEPARTMENT:	JDC 22.2201	\$945,153	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$824,951	
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of persons admitted		348	182	200	350
Average daily detention population (in house)		21	9.2	10	20
# of days of juveniles placed out of county		NA	NA	100	2,200
# of total days client care		7,676	3350	3,650	7,300

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	\$200	\$373	\$350	\$350



ACTIVITY/SERVICE:	Safety and Security	DEPARTMENT:	JDC 22.2201	\$945,153	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$824,951
OUTPUTS		2018-19	2019-20	2020-21	2020-21
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of escape attempts		0	0	0	0
# of successful escapes		0	0	0	0
# of critical incidents		106	66	50	100
# of critical incidents requiring staff physical intervention		41	23	20	40

PROGRAM DESCRIPTION:

Preventing escapes of youthful offenders by maintaining supervision and security protocol.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2020-21 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To de-escalate children in crisis through verbal techniques.	To diffuse crisis situations without the use of physical force 60% of the time.	61%	65%	60%	60%

ACTIVITY/SERVICE:	Dietary Program	DEPARTMENT:	JDC 22.2201	\$60,000	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$60,000
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Revenue generated from CNP reimbursement		34,306	22,219	22,000	34,000
Grocery cost		63,774	46,967	50,000	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	\$4.47	\$7.39	\$7.00	\$6.00

ACTIVITY/SERVICE: In home Detention Program		DEPARTMENT: JDC 22B		\$100,000
Semi-core service	Community Add On	RESIDENTS SERVED:		All Residents
BOARD GOAL:	Great Place to Live	FUND:	BUDGET:	\$103,690
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
				2021-22 PROJECTED
# residents referred for IHD program		138	97	100
# of residents who complete IHD program successfully		122	86	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	77%	89%	90%	90%

ACTIVITY/SERVICE: Auto Theft Accountability Program		DEPARTMENT: JDC 22B		\$20,000	
Semi-core service	Community Add On	RESIDENTS SERVED:		All Residents	
BOARD GOAL:	Great Place to Live	FUND:	BUDGET:	\$47,857	
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of juveniles referred for ATA Program		NA	22	25	25
# of juveniles who complete ATA program successfully		NA	7	20	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE: Youth Transition Decision Making		DEPARTMENT: JDC 22B		\$15,000	
Semi-core service	Community Add On	RESIDENTS SERVED:		All Residents	
BOARD GOAL:	Great Place to Live	FUND:	BUDGET:	\$24,022	
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
# of juveniles referred for YTDM Program		11	9	10	10
# of juveniles who complete YTDM program successfully		4	4	8	8

PROGRAM DESCRIPTION:

Certain juveniles are ordered to long term placement after detainment. The Youth Transition Decision Making 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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	36%	44%	80%	80%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Juvenile Detention (1000, 2201)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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	2.00	1.90	1.90	1.90	1.90
22-N Detention Youth Counselor	12.90	12.90	12.16	12.16	12.16	12.16
TOTAL POSITIONS	15.90	15.90	15.06	15.06	15.06	15.06

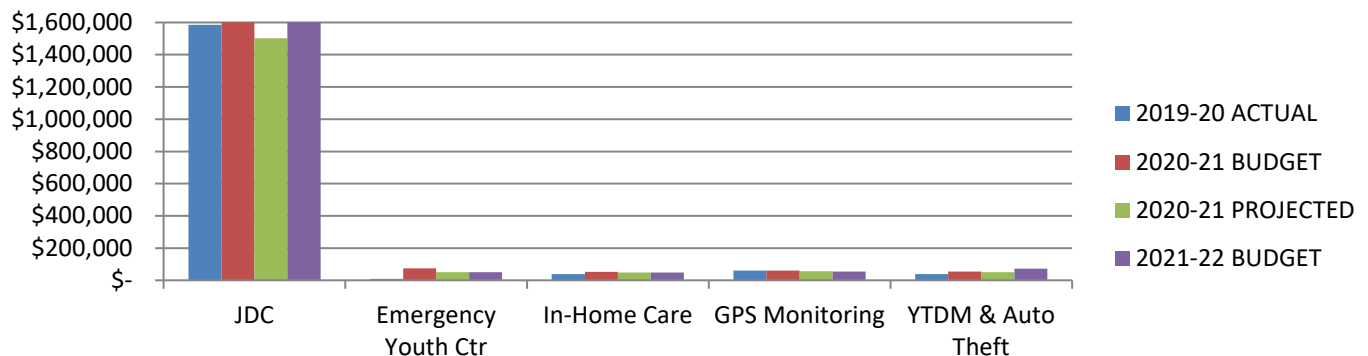
REVENUE SUMMARY:

Intergovernmental	\$ 279,192	\$ 353,620	\$ 354,000	\$ 360,401	\$ 379,000	\$ 379,000
Charges for Services	-	6,600	1,000	5,000	5,000	5,000
Miscellaneous	986	271	500	500	500	500
TOTAL REVENUES	\$ 280,178	\$ 360,491	\$ 355,500	\$ 365,901	\$ 384,500	\$ 384,500

APPROPRIATION SUMMARY:

Salaries	\$ 1,035,160	\$ 1,099,932	\$ 976,457	\$ 976,457	\$ 962,443	\$ 962,443
Benefits	374,061	399,666	392,949	392,949	408,896	408,896
Capital Outlay	3,231	951	1,000	1,000	1,000	1,000
Purchase Services & Expenses	418,627	25,815	506,500	57,900	207,900	207,900
Supplies & Materials	75,484	59,894	73,400	74,600	74,400	74,400
TOTAL APPROPRIATIONS	\$ 1,906,563	\$ 1,586,258	\$ 1,950,306	\$ 1,502,906	\$ 1,654,639	\$ 1,654,639

APPROPRIATIONS



ANALYSIS

The total number of full-time equivalent employees has decreased slightly due to utilizing some employees time in other, community-based programs. Also, by changing one Detention Youth Counselor FTE to Detention Shift Supervisor, we can provide more oversight and it also provides an adequate amount of supervision to all Detention and Community Based Staff. 0.6FTE Shift Supervisor will be dedicated to detention. Revenues have increased due to capturing more expenses for State Reimbursement from the Detention Home Fund. Purchase services increased significantly due to the need to utilize other detention centers to detain overflow as of December 21, 2020, when we will begin accepting the vast majority of adult waiver youth.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY			2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Emergency Youth Shelter (2202)			ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:								
TOTAL POSITIONS			-	-	-	-	-	-
REVENUE SUMMARY:								
Charges for Services	\$	-	\$	-	\$	-	\$	-
TOTAL REVENUES	\$	-	\$	-	\$	-	\$	-
APPROPRIATION SUMMARY:								
Salaries	\$	-	\$	-	\$	-	\$	-
Benefits		-		-		-		-
Capital Outlay		-		-		-		-
Purchase Services & Expenses		53,461		8,051		75,000		50,000
Supplies & Materials		-		-		-		-
TOTAL APPROPRIATIONS	\$	53,461	\$	8,051	\$	75,000	\$	50,000
ANALYSIS								
\$50,000 is the appropriate amount to set aside each year for shelter services. The County has no control over how much these services are utilized.								

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22	
PROGRAM: In-Home Care (2203)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC	
AUTHORIZED POSITIONS:								
26-N Juvenile Shift Supervisor		-	-	-	-	-	-	
22-N Community Based Youth Counselor		0.25	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	
TOTAL POSITIONS		0.25	0.66	0.66	0.66	0.66	0.66	
REVENUE SUMMARY:								
Intergovernmental	\$	-	\$	-	\$	-	\$	-
Charges for Services		53,200		31,723		50,000		20,000
Miscellaneous		-		-		-		-
TOTAL REVENUES	\$	53,200	\$	31,723	\$	50,000	\$	20,000
APPROPRIATION SUMMARY:								
Salaries	\$	34,994	\$	29,674	\$	37,085	\$	37,085
Benefits		9,170		8,555		10,645		10,650
Capital Outlay		-		-		-		-
Purchase Services & Expenses		987		1,266		2,750		1,500
Supplies & Materials		-		-		1,000		-
TOTAL APPROPRIATIONS	\$	45,151	\$	39,495	\$	51,480	\$	49,230
ANALYSIS								
This program is set up to best cost/revenue neutral. The amount of staff dedicated to this program is commensurate with the amount of revenue earned. \$55,000 is the projected budget each year. The amount of staff utilized for this program increased by 0.15 FTE by adding shift supervisor oversight and right-sizing youth counselors allocation.								

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: GPS (2204)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
26-N Juvenile Shift Supervisor		-	-	-	-	-	-
22-N Community Based Youth Counselor		0.25	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
TOTAL POSITIONS		0.25	0.66	0.66	0.66	0.66	0.66
REVENUE SUMMARY:							
Intergovernmental	\$	-	\$	-	\$	-	\$
Charges for Services		58,017		66,216		54,000	
Miscellaneous		-		-		-	
TOTAL REVENUES	\$	58,017	\$	66,216	\$	54,000	\$
APPROPRIATION SUMMARY:							
Salaries	\$	38,186	\$	41,731	\$	37,085	\$
Benefits		10,054		12,003		10,642	
Capital Outlay				-		-	
Purchase Services & Expenses		9,103		6,291		8,500	
Supplies & Materials		-		6		-	
TOTAL APPROPRIATIONS	\$	57,343	\$	60,031	\$	61,108	\$
ANALYSIS							
This program is set up to best cost/revenue neutral. The amount of staff dedicated to this program is commensurate with the amount of revenue earned. \$55,000 is the projected budget each year. The amount of staff utilized for this program increased by 0.15 FTE by adding shift supervisor oversight and right-sizing youth counselors allocation.							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: YTDM&Auto Theft (2205/2206)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
26-N Juvenile Detention Shift Supervisor		-	-	0.10	0.10	0.10	0.10
22-N Detention Youth Counselor		-	-	0.42	0.42	0.42	0.42
TOTAL POSITIONS		-	-	0.52	0.52	0.52	0.52
REVENUE SUMMARY:							
Intergovernmental		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services		41,205	22,815	50,000	5,000	35,000	35,000
Miscellaneous		21,345	5,424	20,000	-	20,000	20,000
TOTAL REVENUES		\$ 62,550	\$ 28,239	\$ 70,000	\$ 5,000	\$ 55,000	\$ 55,000
APPROPRIATION SUMMARY:							
Salaries		\$ 13,252	\$ 19,669	\$ 29,886	\$ 29,886	\$ 41,865	\$ 41,865
Benefits		5,365	8,969	13,278	13,278	20,514	20,514
Capital Outlay		-	-	-	-	-	-
Purchase Services & Expenses		15,685	4,133	7,500	4,000	6,500	6,500
Supplies & Materials		23,299	5,431	4,000	3,000	3,000	3,000
TOTAL APPROPRIATIONS		\$ 57,601	\$ 38,202	\$ 54,664	\$ 50,164	\$ 71,879	\$ 71,879
ANALYSIS							
<p>These programs are set up to best cost/revenue neutral. The amount of staff dedicated to these programs is commensurate with the amount of revenue earned. We are able to be reimbursed for all supply expenses for both programs. The amount of staff utilized for this program increased by 0.4 FTE by adding shift supervisor oversight and right-sizing youth counselors allocation.</p>							

Non-Departmental Fleet

Barbara A. Pardie, Fleet Manager



MISSION STATEMENT: To provide safe and serviceable vehicles at the most economical way to internal county customers

ACTIVITY/SERVICE:	Fleet Services	DEPT/PROG: NonDep/Fleet 2304			
BUSINESS TYPE:	Foundation	RESIDENTS SERVED: Internal Vehicle Maintenance			
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$ 1,015,000
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Vehicle Replacement-Excluding Conservation		\$ 1,048,638	\$ 1,191,356	\$ 1,075,000	\$ 1,075,000
Vehicle downtime less than 24 hours		99.49%	98%	95%	95%
Average time for service Non-secondary Roads Vehicles		48.5 Minutes	36 Minutes	45 Minutes	45 Minutes
Average time for Service Secondary Roads Equipment		121.3 Minutes	132 Minutes	240 Minutes	240 Minutes

PROGRAM DESCRIPTION:

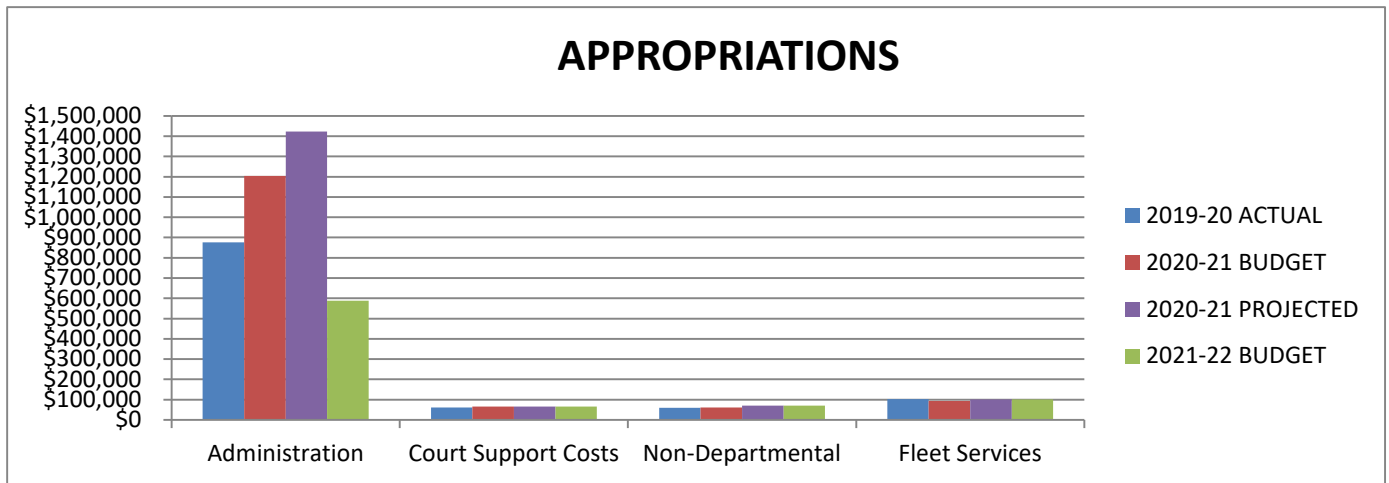
To provide modern, functional and dependable vehicles in a ready state so that Scott County citizens needs are met with the least cost and without interruption.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To maintain high levels of service to Scott County vehicles	Service within 10% of manufacture's recommended hours or miles	100%	99%	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.	100%	99%	95%	95%



FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Non-Departmental (23)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
TOTAL POSITIONS		-	-	-	-	-	-

REVENUE SUMMARY:							
Intergovernmental	\$	179,134	\$	304,568	\$	177,900	\$ 3,376,936 \$ 168,050 \$ 168,050
Use of Money and Property		-		-		-	
Miscellaneous		56,381		16,857		31,822	82,000 82,000 82,000
TOTAL REVENUES		\$ 235,515	\$ 321,425	\$ 209,722	\$ 3,458,936	\$ 250,050	\$ 250,050
APPROPRIATION SUMMARY:							
Salaries	\$	-	\$	-	\$	382,000	\$ - \$ - \$ -
Benefits		-		-		203,800	- - -
Capital Outlay		-		117,477		-	- - -
Purchase Services & Expenses		420,080		757,209		617,450	1,423,675 587,450 587,450
Supplies & Materials		776		1,210		500	500 500 500
TOTAL APPROPRIATIONS		\$ 420,856	\$ 875,896	\$ 1,203,750	\$ 1,424,175	\$ 587,950	\$ 587,950



ANALYSIS

The non departmental budget has incurred expenditures related to FEMA disaster events of COVID-19, 2019 Flood and 2020 Derracho. The decrease in expenditures from 2020 and 2021 is related to the reduction of pass through grant funding for COVID-19 response and specifically non-congregate care sheltering.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22				
PROGRAM: Non-Departmental Court Support		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC				
AUTHORIZED POSITIONS:											
TOTAL POSITIONS		-	-	-	-	-	-				
REVENUE SUMMARY:											
Intergovernmental	\$	-	\$	-	\$	-	\$	-			
Charges for Services		80,823		59,861		82,000		82,000			
Miscellaneous		301		37		3,000		3,000			
TOTAL REVENUES		\$	81,124	\$	59,898	\$	85,000	\$	85,000		
APPROPRIATION SUMMARY:											
Salaries	\$	-	\$	-	\$	-	\$	-	\$	-	
Benefits		-		-		-		-		-	
Capital Outlay		-		-		-		-		-	
Purchase Services & Expenses		61,103		60,606		65,500		65,500		65,500	
Supplies & Materials		-		-		-		-		-	
TOTAL APPROPRIATIONS		\$	61,103	\$	60,606	\$	65,500	\$	65,500	\$	65,500
ANALYSIS											
The Court Support Costs are estimated to remain the same.											

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Non-Departmental 2301&2303		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
TOTAL POSITIONS		-	-	-	-	-	-
REVENUE SUMMARY:							
Intergovernmental	\$	153,684	\$ 102,544	\$ 145,000	\$ 70,037	\$ 70,000	\$ 70,000
TOTAL REVENUES	\$	153,684	\$ 102,544	\$ 145,000	\$ 70,037	\$ 70,000	\$ 70,000
APPROPRIATION SUMMARY:							
Salaries	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits		-	-	-	-	-	-
Capital Outlay		-	-	-	-	-	-
Purchase Services & Expenses		60,536	59,142	61,000	70,037	70,000	70,000
Supplies & Materials		-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$	60,536	\$ 59,142	\$ 61,000	\$ 70,037	\$ 70,000	\$ 70,000
ANALYSIS							
The pass through funding for law enforcement costs / grants are projected to remain the same.							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Non-Departmental Fleet		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
30-N Fleet Manager		0.40	0.40	0.40	0.40	0.40	0.40
TOTAL POSITIONS		-	-	-	-	-	-
REVENUE SUMMARY:							
Charges for Services	\$	-	\$ 1,603	\$ -	\$ 4,000	\$ 4,000	\$ 4,000
		-	-				
TOTAL REVENUES	\$	-	\$ 1,603	\$ -	\$ 4,000	\$ 4,000	\$ 4,000
APPROPRIATION SUMMARY:							
Salaries	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits		-	-	-	-	-	-
Purchase Services & Expenses		74,160	98,679	91,500	98,000	98,000	98,000
Supplies & Materials		1,202	3,221	2,000	3,500	3,500	3,500
TOTAL APPROPRIATIONS	\$	75,362	\$ 101,900	\$ 93,500	\$ 101,500	\$ 101,500	\$ 101,500
ANALYSIS							
Fleet service costs are projected to increase due to inflationary costs of staffing and supplies.							

Planning and Development

Tim Huey, Director and 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.

ACTIVITY/SERVICE:	Planning & Development Administration	DEPARTMENT:	P & D 25A					
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	Entire County					
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET:	\$54,141			
OUTPUTS		2017-18	2019-20	2020-21	2021-22			
		ACTUAL	ACTUAL	PROJECTED	PROJECTED			
Appropriations expended	\$	413,930	\$	505,433	\$	547,725	\$	541,419
Revenues received	\$	239,213	\$	295,825	\$	317,476	\$	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		2017-18 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maintain expenditures within approved budget	To expend less than 100% of approved budget expenditures	94%	93%	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	89%	116%	100%	100%



ACTIVITY/SERVICE:	Building Inspection/code enforcement	DEPARTMENT:	P & D 25B		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	Unincor/28ECities		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$406,064
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total number of building permits issued		908	1,172	1,000	1,000
Total number of new house permits issued		64	70	75	75
Total number of inspections completed		3,004	3,294	2,500	2,500

PROGRAM DESCRIPTION:

Review building permit applications, issue building permits, enforce building codes, and complete building inspections. Review building code edition updates.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Review and issue building permit applications within five working days of application	All permits are issued within five working days of application	800	1,172	1,000	1,000
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	75	70	75	75
Complete inspection requests within two days of request	All inspections are completed within two days of request	4,500	3,294	2,500	2,500

ACTIVITY/SERVICE:	Zoning and Subdivision Code Enforcement	DEPARTMENT:	P & D 25B	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	Unincorp Areas	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$86,627
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
				2020-22 PROJECTED
Review of Zoning applications		14	7	10
Review of Subdivision applications		11	11	10
Review Plats of Survey		63	73	50
Review Board of Adjustment applications		10	13	5
				10

PROGRAM DESCRIPTION:

Review zoning and subdivision applications, interpret and enforce zoning and subdivision codes.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2020-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Review and present Planning and Zoning Commission applications	All applications are reviewed in compliance with Scott County Zoning & Subdivision Ordinances	25	18	20	20
Review and present Zoning Board of Adjustment applications	All applications are reviewed in compliance with Scott County Zoning Ordinance	10	13	5	10
Investigate zoning violation complaints and determine appropriate enforcement action in timely manner	% of complaints investigated within three days of receipt	90%	90%	90%	90%

ACTIVITY/SERVICE:	Floodplain Administration	DEPARTMENT:	P & D 25B	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	Uninco/28ECities	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$24,364
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Number of Floodplain permits issued		5	9	9

PROGRAM DESCRIPTION:

Review and issue floodplain development permit applications and enforce floodplain regulations. Review floodplain map updates.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Review and issue floodplain development permit applications for unincorporated areas of the County	Permits are issued in compliance with floodplain development regulations	5	9	9	10

ACTIVITY/SERVICE:	E-911 Addressing Administration	DEPARTMENT:	P & D 25B	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	Unincorp Areas	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$24,364
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Number of new addresses issued		49	57	50

PROGRAM DESCRIPTION:

Review and assign addresses to rural properties, notify Sheriff's Dispatch office and utilities. Enforce provisions of County E-911 addressing code

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Correct assignment of addresses for property in unincorporated Scott County	Addresses issued are in compliance with E-911 Addressing Ordinance	49	57	50	50

ACTIVITY/SERVICE:	Tax Deed Administration	DEPARTMENT:	P & D 25A	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	Entire County	
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET: \$64,970
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Number of Tax Deed taken		36	25	25
Number of Tax Deeds disposed of		0	2	0

PROGRAM DESCRIPTION:

Research titles of County Tax Deed properties. Dispose of County Tax Deed properties in accordance with adopted County policy.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Tax Certificate delivered from County Treasurer	Review of title of tax certificate properties held by Scott County	46	36	25	25
Hold Tax Deed Auction	Number of County tax deed properties disposed of	0	2	0	0

ACTIVITY/SERVICE:	Housing	DEPARTMENT:	P & D 25A		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	Entire County		
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET:	\$81,213
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Amount of funding for housing in Scott County		\$ 1,636,000	\$ 1,320,000	\$ 1,250,000	\$ 1,100,000
Number of units assisted with Housing Council funding		737	385	360	350

PROGRAM DESCRIPTION:

Participation and staff support with Quad Cities Housing Cluster and Scott County Housing Council

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Scott County Housing Council funds granted for housing related projects	Amount of funds granted for housing development projects in Scott County	\$ 1,636,000	\$ 1,320,000	\$ 1,250,000	\$ 1,100,000
Housing units developed or inhabited with Housing Council assistance	Number of housing units	436	385	360	350
Housing units constructed or rehabilitated and leveraged by funding from Scott County Housing Council	Amount of funds leveraged by Scott County Housing Council	\$ 4,811,000	\$ 3,120,000	\$ 2,910,000	\$ 2,825,000

ACTIVITY/SERVICE:	Riverfront Council	DEPARTMENT:	P & D 25A		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	Entire County		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$8,121
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Quad Citywide coordination of riverfront projects		11	4	2	6

PROGRAM DESCRIPTION:

Participation and staff support with Quad Cities Riverfront Council

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Attend meetings of the Riverfront Council	Quad Citywide coordination of riverfront projects	5	4	2	6

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Planning & Development Admin (25.1000)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
35-N Planning & Development Director		0.60	0.60	0.60	0.60	0.60	0.60
24-AFSCME Building Inspector		0.05	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	0.37	0.37	0.37	0.37	0.37
Z Planning Intern		0.25	0.25	0.25	0.25	0.25	0.25
TOTAL POSITIONS		1.52	1.57	1.57	1.57	1.57	1.57

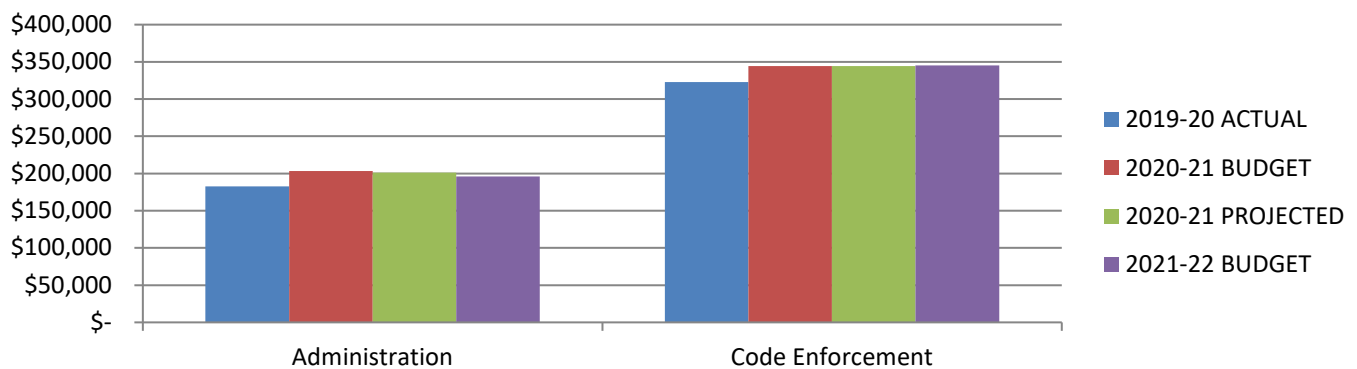
REVENUE SUMMARY:

Intergovernmental	\$	-	\$	-	\$	-	\$	-	\$	-
Sale of Fixed Assets		-		-		-		-		-
TOTAL REVENUES	\$	-	\$	-	\$	-	\$	-	\$	-

APPROPRIATION SUMMARY:

Salaries	\$	100,106	\$	104,159	\$	118,153	\$	118,153	\$	110,705	\$	110,705
Benefits		40,786		44,542		48,209		48,209		48,333		48,333
Purchase Services & Expenses		32,425		31,427		35,100		32,600		35,100		35,100
Supplies & Materials		2,672		2,466		2,000		2,000		2,000		2,000
TOTAL APPROPRIATIONS	\$	175,989	\$	182,594	\$	203,462	\$	200,962	\$	196,138	\$	196,138

APPROPRIATIONS



ANALYSIS

FY22 non-salary expenses anticipate no change, as has been the case in most budget years throughout the tenure of the current Planning Director.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22	
PROGRAM: Code Enforcement (2501 & 2502)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC	
AUTHORIZED POSITIONS:								
35-N Planning & Development Director		0.40	0.40	0.40	0.40	0.40	0.40	
24-AFSCME Building Inspector		0.95	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	0.38	0.38	0.38	0.38	0.38	
Z Enforcement Officer		0.58	-	-	-	-	-	
TOTAL POSITIONS		3.06	3.43	3.43	3.43	3.43	3.43	
REVENUE SUMMARY:								
Intergovernmental	\$	2,490	\$	2,280	\$	2,500	\$	2,500
Licenses and Permits		230,619		290,352		241,620		305,120
Charges for Services		4,961		3,294		3,600		3,850
Other Financing Sources		-		-		10,000		5,000
TOTAL REVENUES	\$	238,070	\$	295,926	\$	257,720	\$	317,470
APPROPRIATION SUMMARY:								
Salaries	\$	175,665	\$	211,361	\$	223,836	\$	223,836
Benefits		72,217		90,203		95,427		95,427
Purchase Services & Expenses		4,259		18,706		23,800		23,800
Supplies & Materials		2,881		2,570		1,200		1,200
TOTAL APPROPRIATIONS	\$	255,022	\$	322,840	\$	344,263	\$	344,263
ANALYSIS								
FY22 non-salary expenses anticipate no change. Revenues anticipate an increase in licenses and permits due to continued strong building activity. Building permits for new house starts, room additions, remodels and accessory buildings remain high in both the unincorporated areas (including Park View) and the seven small towns Scott County provides building code enforcement for by 28E agreement. Also recently, the Department changed its policy and now requires sub contractors to pull separate permits for their work on jobs, similar to all other jursidictions in the QCA.								

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-

ACTIVITY/SERVICE:	Administration	DEPARTMENT:	Recorder 26	ADMIN	
BUSINESS TYPE:	Core	RESIDENTS SERVED:		All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$193,972
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total Department Appropriations		\$800,635	\$839,050	\$906,405	\$884,452

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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	4	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	NA	80%	100%	100%



ACTIVITY/SERVICE:	Real Estate & DNR Records	DEPARTMENT:	Recorder 26B		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$501,751
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of real estate documents recorded		32,537	38,141	30,500	30,500
Number of electronic recordings submitted		10,517	14,780	11,000	11,000
Number of transfer tax transactions processed		3,769	3,471	4,000	4,000
% of real estate docs electronically submitted		NA	39%	35%	35%
Conservation license & recreation regist		12,362	4,763	5,000	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	50%	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	NA	100%	100%	100%
Digitize real estate documents recorded between 1971-1988	Allow the public to access documents electronically from our website anytime.	N/A	50%	75%	100%
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	N/A	75%	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	N/A	100%	100%	100%

ACTIVITY/SERVICE:	Vital Records	DEPARTMENT:	Recorder 26D	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$176,249
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Number of certified copies requested		15,522	16,971	13,000
Number of Marriage applications processed		894	788	1,100

PROGRAM DESCRIPTION:

Maintain official records of birth, death and marriage certificates. Issue marriage licenses.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	100%	75%	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.	100%	75%	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.	NA	75%	100%	100%

ACTIVITY/SERVICE:	Passports	DEPARTMENT:		
BUSINESS TYPE:	Community Add On	RESIDENTS SERVED:		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$12,480
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Number of Passports Processed		1,365	425	0
Number of passport photos processed		1,159	362	0

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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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	100%	25%	0%	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.	N/A	25%	0%	100%
Offer passport photo services	Allow passport customers one stop by executing passports and providing passport photo services to new and renewing passport customers.	100%	25%	0%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Recorder Administration (26.1000)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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
		-	-	-	-		
TOTAL POSITIONS		1.50	1.50	1.50	1.50	1.50	1.50

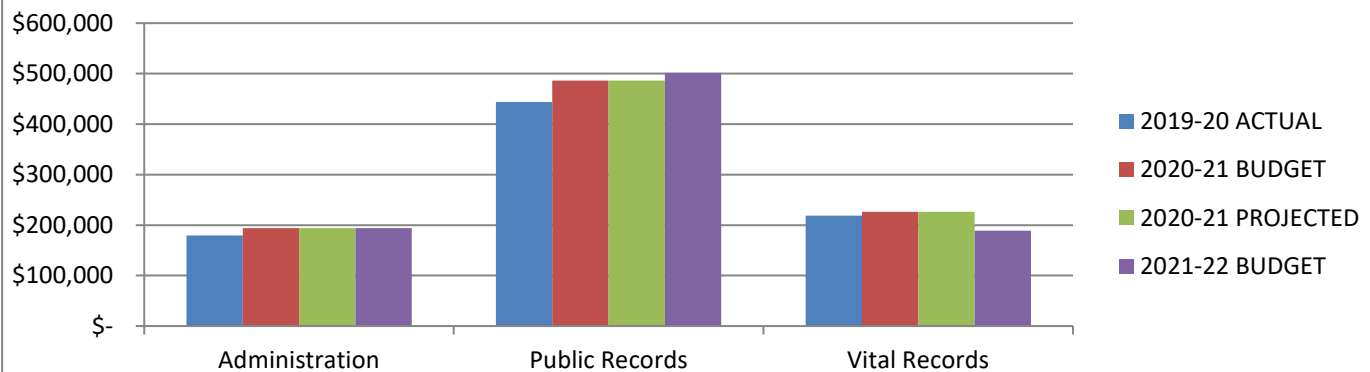
REVENUE SUMMARY:

Charges for Services	\$	-	\$	-	\$	-	\$	-	\$	-
Use of Money & Property		464		-		-		-		-
Miscellaneous		142		-		150		150		150
TOTAL REVENUES	\$	606	\$	-	\$	150	\$	150	\$	150

APPROPRIATION SUMMARY:

Salaries	\$	118,823	\$	123,241	\$	132,540	\$	132,540	\$	131,594	\$	131,594
Benefits		49,225		53,228		56,640		56,640		57,653		57,653
Purchase Services & Expenses		407		877		1,725		1,725		1,725		1,725
Supplies & Materials		1,084		2,185		3,000		3,000		3,000		3,000
TOTAL APPROPRIATIONS	\$	169,539	\$	179,531	\$	193,905	\$	193,905	\$	193,972	\$	193,972

APPROPRIATIONS



ANALYSIS

No FTE changes.

No changes to Non-salary expenses.

No changes to Revenue.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Public Records (26.2601/2602)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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
17-AFSCME Multi-Service Clerk		4.50	3.16	3.16	3.16	3.16	3.16
TOTAL POSITIONS		7.00	6.66	6.66	6.66	6.66	6.66
REVENUE SUMMARY:							
Charges for Services	\$	1,009,069	\$ 1,153,176	\$ 995,000	\$ 965,000	\$ 995,000	\$ 995,000
Use of Money & Property		2,474	1,363	2,200	-	2,200	2,200
Miscellaneous		2,248	2,182	2,000	2,000	2,000	2,000
TOTAL REVENUES	\$	1,013,791	\$ 1,156,721	\$ 999,200	\$ 967,000	\$ 999,200	\$ 999,200
APPROPRIATION SUMMARY:							
Salaries	\$	333,767	\$ 305,867	\$ 322,960	\$ 322,960	\$ 334,575	\$ 334,575
Benefits		146,077	125,957	153,910	153,910	157,951	157,951
Purchase Services & Expenses		3,650	2,362	2,725	2,725	2,725	2,725
Supplies & Materials		2,851	9,373	6,500	6,500	6,500	6,500
TOTAL APPROPRIATIONS	\$	486,345	\$ 443,559	\$ 486,095	\$ 486,095	\$ 501,751	\$ 501,751
ANALYSIS							
No FTE changes.							
No changes to Revenue.							
No changes to Non-salary expenses.							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Vital Records (2603)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
19-AFSCME Vital Records Specialist		1.00	1.00	1.00	1.00	1.00	1.00
17-AFSCME Multi-Service Clerk		1.00	1.34	1.34	1.34	1.34	1.34
TOTAL POSITIONS		2.00	2.34	2.34	2.34	2.34	2.34
REVENUE SUMMARY:							
Charges for Services	\$	115,020	\$ 81,930	\$ 93,000	\$ 53,000	\$ 78,000	\$ 78,000
TOTAL REVENUES	\$	115,020	\$ 81,930	\$ 93,000	\$ 53,000	\$ 78,000	\$ 78,000
APPROPRIATION SUMMARY:							
Salaries	\$	88,349	\$ 132,055	\$ 133,596	\$ 133,596	\$ 118,624	\$ 118,624
Benefits		55,058	82,907	88,809	88,809	66,105	66,105
Purchase Services & Expenses		-	2,407	1,000	1,000	1,000	1,000
Supplies & Materials		1,343	1,112	3,000	3,000	3,000	3,000
TOTAL APPROPRIATIONS	\$	144,750	\$ 218,481	\$ 226,405	\$ 226,405	\$ 188,729	\$ 188,729
ANALYSIS							
No FTE changes.							
FY22 Revenues are expected to decrease 28% (\$15,000) due to reduced passport processing in response to Covid-19.							
No changes to Non-Salary expenses.							

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.

ACTIVITY/SERVICE:	Administration	DEPT/PROG:	Secondary Roads		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	13 Sec Rds	BUDGET:	\$341,000
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Resident Contacts		400	415	400	400
Permits		708	594	800	800

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2018-19 ACTUAL	2019-20 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To be Responsive to residents inquiries, complaints, or comments.	Contact resident or have attempted to make contact within 48 hours	100%	99%	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%



ACTIVITY/SERVICE:	Engineering	DEPT/PROG:	Secondary Roads	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET: \$682,500
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
				2021-22 PROJECTED
Project Preparation		7	8	11
Project Inspection		2	8	11
Projects Let		5	8	8
				3

PROGRAM DESCRIPTION:

To provide professional engineering services for county projects and to make the most effective use of available funding.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To complete project plans accurately to prevent extra work orders.	Extra work order items limited to less than 10% of contract	100%	98%	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	100%	98%	98%	98%
Engineer's Estimates	Estimates for projects are within 10% of Contract	95%	95%	95%	95%

ACTIVITY/SERVICE:	Construction	DEPT/PROG:	Secondary Roads		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET:	\$800,000
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Bridge Replacement		1	4	7	1
Federal and State Dollars		\$2,544,000	\$0	\$3,846,589	\$3,800,000
Pavement Resurfacing		3	2	2	2
Culvert Replacement		4	3	0	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Rock Resurfacing	DEPT/PROG:	Secondary Roads		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Great Place to Live	FUND:	13 Sec Rds	BUDGET:	\$1,000,000
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Blading - Miles		379	378	378	378
Rock Program - Miles		120	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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)	100%	90%	90%	90%
Provide instruction to Blade operators on proper techniques	Maintain proper crown and eliminate secondary ditches on 95% of gravel roads	100%	95%	95%	95%

ACTIVITY/SERVICE: Snow and Ice Control		DEPT/PROG: Secondary Roads		
BUSINESS TYPE: Core		RESIDENTS SERVED: All Residents		
BOARD GOAL: Great Place to Live		FUND: 13 Sec Rds	BUDGET:	\$550,000
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Tons of salt used		1700	1700	1700
Number of snowfalls less than 2"		14	21	15
Number of snowfalls between 2" and 6"		8	10	6
Number of snowfalls over 6"		4	1	3

PROGRAM DESCRIPTION:

To provide modern, functional and dependable methods of snow removal to maintain a safe road system in the winter months.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Traffic Control	DEPT/PROG:	Secondary Roads		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET:	\$359,000
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Number of Signs		7,101	7,101	7,101	7,101
Miles of markings		183	200	183	200

PROGRAM DESCRIPTION:

To provide and maintain all traffic signs and pavement markings in compliance with Federal Standards.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	Road Clearing / Weed Spray		DEPT/PROG:	Secondary Roads	
BUSINESS TYPE:	Core		RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET:	\$346,000
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Roadside Miles		1,148	1,148	1,148	1,148
Percent of Road Clearing Budget Expended		85.00%	70.02%	85.00%	85.00%
Cost of HydroSeeder mix (bale)		NA	\$19.00	\$19.00	\$19.00
Amount of mix used		NA	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%	90%	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%

ACTIVITY/SERVICE: Roadway Maintenance		DEPT/PROG: Secondary Roads		
BUSINESS TYPE: Core		RESIDENTS SERVED: All Residents		
BOARD GOAL: Financially Responsible		FUND: 13 Sec Rds	BUDGET: \$2,553,000	
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
		2021-22 PROJECTED		
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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Maintain an active ditch cleaning program	Clean a minimum of 5500 lineal feet of ditch per year	100%	95%	95%	95%
Blade shoulders to remove edge rut	Bring up shoulders on all paved roads at least twice a year	100%	100%	100%	100%

ACTIVITY/SERVICE: Macadam		DEPT/PROG: Secondary Roads		
BUSINESS TYPE: Core		RESIDENTS SERVED: All Residents		
BOARD GOAL: Financially Responsible		FUND: 13 Sec Rds	BUDGET:	\$85,000
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Number of potential Macadam projects		24	24	24
Cost of Macadam stone per ton		\$8.10	\$8.50	\$9.00
Number of potential Stabilized Base projects		11	11	11
Cost per mile of Stabilized Projects		\$40,000.00	\$40,000.00	\$40,000.00

PROGRAM DESCRIPTION:

To provide an inexpensive and effective method of upgrading gravel roads to paved roads and stabilizing existing gravel roads.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

ACTIVITY/SERVICE:	General Roadway Expenditures		DEPT/PROG:	Secondary Roads	
BUSINESS TYPE:	Core		RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Financially Responsible	FUND:	13 Sec Rds	BUDGET:	\$2,418,100
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of Facilities		7	7	7	7

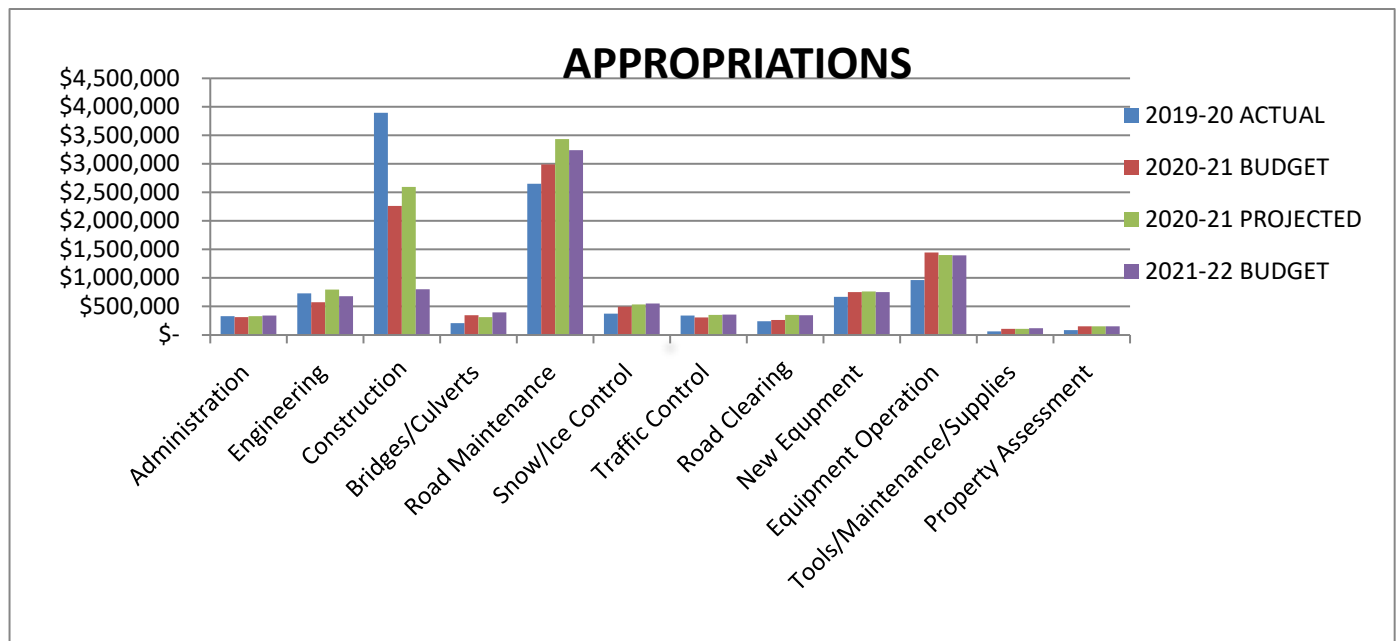
PROGRAM DESCRIPTION:

To perform proper care and maintenance of equipment and facilities to provide road maintenance services.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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	98%	100%	100%	100%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Admin & Eng (2701)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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
TOTAL POSITIONS	6.25	6.25	6.25	6.25	6.25	6.25

REVENUE SUMMARY:						
Intergovernmental	\$ 4,427,818	\$ 4,576,381	\$ 4,222,312	\$ 4,012,672	\$ 4,256,783	\$ 4,256,783
Licenses and Permits	45,585	50,703	30,000	30,000	30,000	30,000
Charges for Services	7,792	57,200	433,765	496,265	96,265	96,265
Use of Money and Property	161,699	67,448	80,000	30,000	30,000	30,000
Miscellaneous	34,420	51,804	14,100	14,100	14,100	14,100
Other Financing Sources	40,000	2,036	70,000	70,000	70,000	70,000
TOTAL REVENUES	\$ 4,717,314	\$ 4,805,572	\$ 4,850,177	\$ 4,653,037	\$ 4,497,148	\$ 4,497,148
APPROPRIATION SUMMARY:						
Administration (7000)	\$ 288,869	\$ 332,289	\$ 311,000	\$ 328,000	\$ 341,000	\$ 341,000
Engineering (7010)	450,064	730,632	576,500	796,500	682,500	682,500
TOTAL APPROPRIATIONS	\$ 738,933	\$ 1,062,921	\$ 887,500	\$ 1,124,500	\$ 1,023,500	\$ 1,023,500



ANALYSIS
<p>The increase in administrative appropriation reflects salary and benefit increases. The increase in engineering appropriation reflects an increase in consultant design and engineering staff salary and benefits that were being inadvertently charged to a different account. The decrease in revenue for charges for services reflects less joint projects with small cities or counties that require reimbursement. Intergovernmental revenue is projected to decrease in FY2021 due to COVID-19 affects on the Road Use Tax fund and to increase in FY22 due to Road Use Tax fund increases. There are no personnel changes.</p>

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Roadway Construction (2702)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
APPROPRIATION SUMMARY:						
Construction (0200)	\$ 1,329,487	\$ 3,896,408	\$ 2,265,000	\$ 2,594,000	\$ 800,000	\$ 800,000
TOTAL APPROPRIATIONS	\$ 1,329,487	\$ 3,896,408	\$ 2,265,000	\$ 2,594,000	\$ 800,000	\$ 800,000

ANALYSIS

The department continues to spend down an existing fund balance. Therefore the appropriations for FY22 show a decrease as that fund balance is no longer available.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22						
PROGRAM: Roadway Maintenance (2703)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC						
AUTHORIZED POSITIONS:													
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						
TOTAL POSITIONS		25.05	25.05	25.05	25.05	25.05	25.05						
APPROPRIATION SUMMARY:													
Bridges/Culverts (7100)	\$	174,651	\$	206,607	\$	345,000	\$	315,000	\$	395,000	\$	395,000	
Road Maintenance (7110)		2,365,597		2,651,442		2,992,500		3,433,000		3,243,000		3,243,000	
Snow/Ice Control (7120)		485,467		373,708		497,000		535,000		550,000		550,000	
Traffic Control (7130)		373,848		340,301		306,000		353,000		359,000		359,000	
Road Clearing (7140)		261,160		238,771		266,000		351,000		346,000		346,000	
TOTAL APPROPRIATIONS		\$	3,660,723	\$	3,810,829	\$	4,406,500	\$	4,987,000	\$	4,893,000	\$	4,893,000
ANALYSIS													
The increase in Roads Maintenance reflects contracting for additional rock placed on gravel roads and placing more rock with our forces. It also includes contracted asphalt and Portland cement concrete patching. The increases in the remaining categories reflect salaries, benefits, and material costs. There are no changes in personnel.													

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: General Roadway Exp (2704)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
30-N Fleet Manager		1.00	1.00	1.00	1.00	1.00	1.00
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
Z Eldridge Garage Caretaker		-	-	-	-	-	-
TOTAL POSITIONS		6.00	6.00	6.00	6.00	6.00	6.00
APPROPRIATION SUMMARY:							
New Equipment (7200)	\$ 812,514	\$ 666,890	\$ 750,000	\$ 765,000	\$ 750,000	\$ 750,000	\$ 750,000
Equipment Operation (7210)	1,160,675	962,492	1,444,000	1,404,000	1,399,000	1,399,000	1,399,000
Tools/Maintenance/Supplies (7220)	55,120	64,632	109,100	109,100	119,100	119,100	119,100
Property Assessment (7230)	67,702	84,244	150,000	150,000	150,000	150,000	150,000
TOTAL APPROPRIATIONS	\$ 2,096,011	\$ 1,778,258	\$ 2,453,100	\$ 2,428,100	\$ 2,418,100	\$ 2,418,100	\$ 2,418,100
ANALYSIS							
Most appropriations remain the same with increases added for salaries and benefits. A salt shed replacement was budgeted for FY21, but may carry-over into FY22 due to waiting on the project because of concerns of revenue loss due to COVID-19.							

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.

ACTIVITY/SERVICE:	Sheriff's Administration	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$685,391
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Ratio of administrative staff to personnel of < or = 4.5%		3.00%	3.20%	2.90%	2.75%

PROGRAM DESCRIPTION:

Oversee the operations of the Scott County Sheriff's Office.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%



ACTIVITY/SERVICE:	Traffic Enforcement	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVE		All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$4,971,885
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Number of traffic contacts		5,877	6,872	7,000	7,500

PROGRAM DESCRIPTION:

Uniformed law enforcement patrolling Scott County to ensure compliance of traffic laws and safety of citizens and visitors to Scott County.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
To increase the number of hours of traffic safety enforcement/seat belt enforcement.	Complete 600 hours of traffic safety enforcement and education.	655.80	662	660	660

ACTIVITY/SERVICE:	Jail	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$11,063,477
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Inmate instances of programming attendance		27,013	15,848	20,000	26,000
The number of inmate and staff meals prepared		335,089	312,338	270,000	300,000
Jail occupancy		310	217	240	295
Number of inmate/prisoner transports		3258	2,818	1,200	1,750

PROGRAM DESCRIPTION:

Provide safe and secure housing and care for all inmates in the custody of the Sheriff.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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	1	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

ACTIVITY/SERVICE:	Civil	DEPARTMENT:		Sheriff	
BUSINESS TYPE:	Core	RESIDENTS SERVED:			All Residents
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$366,466
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of attempts of service made.		17,359	12,591	12,500	15,000
Number of papers received.		9,389	9,356	9,000	10,000
Cost per civil paper received.		\$37.25	\$35.76	\$36.00	\$36.00

PROGRAM DESCRIPTION:

Serve civil paperwork in a timely manner.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	2.17	3.64	3.5	4.5
Increase percentage of papers serviced	Successfully serve at least 93% of all civil papers received	98.5%	90.0%	90.0%	90.0%

ACTIVITY/SERVICE:	Investigations	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$938,217
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Crime Clearance Rate		84%	86%	75%	80%

PROGRAM DESCRIPTION:

Investigates crime for prosecution.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Complete home compliance checks on sex offenders in Scott County.	Complete 415 home compliance checks annually on sex offenders	636	451	450	600
To increase drug investigations by the Special Operations Unit	Investigate 140 new drug related investigations per quarter	170	262	200	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 quarter	77	107	75	80
To ensure sex offenders in Scott County are complying with their tiered verifications	Complete 480 sex offender registrations annually	new	new	450	480

ACTIVITY/SERVICE:	Bailiff's	DEPARTMENT:	Sheriff		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$1,062,496
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of prisoners handled by bailiffs		12,906	13,495	7,000	8,500
Number of warrants served by bailiffs		1,866	1,578	1,200	1,400

PROGRAM DESCRIPTION:

Ensures a safe environment for the Scott County Courthouse, courtrooms and Scott County campus.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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

ACTIVITY/SERVICE:	Civil Support	DEPARTMENT:	Sheriff	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$444,507
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Maintain administrative costs to serve paper of < \$30		\$33.31	\$45.95	\$50.00
Number of civil papers received for service		9,389	9,356	9,000

PROGRAM DESCRIPTION:

Ensures timely customer response to inquiries for weapons permits, civil paper service and record requests.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Sheriff Administration (28.1000)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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	-	-	-	-
18-N Senior Office Assistant		-	-	1.00	1.00	1.00	1.00
Senior Clerk		1.00	1.00	-	-	-	-
TOTAL POSITIONS		4.60	4.60	4.60	4.60	4.60	4.60

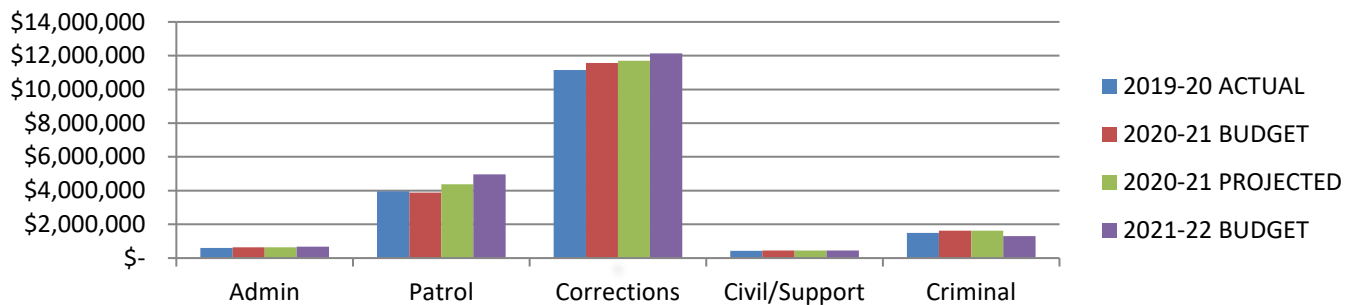
REVENUE SUMMARY:

Miscellaneous	\$	3,516	\$	767	\$	700	\$	700	\$	700	\$	700
TOTAL REVENUES	\$	3,516	\$	767	\$	700	\$	700	\$	700	\$	700

APPROPRIATION SUMMARY:

Salaries	\$	416,640	\$	435,678	\$	457,307	\$	457,307	\$	495,873	\$	495,873
Benefits		149,694		159,891		169,819		170,219		178,148		178,148
Capital Outlay		-		-		-		-		-		-
Purchase Services & Expenses		4		-		-		-		-		-
Supplies & Materials		3,095		3,095		7,525		7,525		11,370		11,370
TOTAL APPROPRIATIONS	\$	569,433	\$	598,664	\$	634,651	\$	635,051	\$	685,391	\$	685,391

APPROPRIATIONS



ANALYSIS

There are no changes in Sheriff Administration personnel for FY22. The Scott County Compensation Board approved a 16% increase for the sheriff and in turn the chief deputies' salaries will increase by 16%, as the chief deputies' salaries are 85% of the sheriff's salary.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Patrol (28.2801)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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	2.00	2.00	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	20.00	28.00	28.00	28.00
TOTAL POSITIONS		28.00	28.00	27.00	35.00	36.00	36.00
REVENUE SUMMARY:							
Intergovernmental	\$	61,266	\$ 57,628	\$ 62,000	\$ 23,500	\$ 62,000	\$ 62,000
Charges for Services		1,314	1,140	1,300	1,300	1,300	1,300
Miscellaneous		224,062	287,039	312,100	131,100	236,600	236,600
TOTAL REVENUES	\$	286,642	\$ 345,807	\$ 375,400	\$ 155,900	\$ 299,900	\$ 299,900
APPROPRIATION SUMMARY:							
Salaries	\$	2,165,572	\$ 2,561,434	\$ 2,387,167	\$ 2,709,783	\$ 3,107,793	\$ 3,107,793
Benefits		850,065	1,010,732	1,000,155	1,171,486	1,367,715	1,367,715
Capital Outlay		78,489	74,421	80,120	80,120	80,120	80,120
Purchase Services & Expenses		82,591	109,844	152,125	152,125	152,125	152,125
Supplies & Materials		206,749	204,496	260,382	258,882	264,132	264,132
TOTAL APPROPRIATIONS	\$	3,383,466	\$ 3,960,927	\$ 3,879,949	\$ 4,372,396	\$ 4,971,885	\$ 4,971,885
ANALYSIS							
<p>The Patrol Division increased deputies by 7, as the Board of Supervisors approved 4 over-filled positions to become permanent and an increase of 3 deputies in October of 2020. These increases are based on the Matrix staffing study completed in the spring of 2020. The Sheriff's Office moved one deputy sheriff from the civil division to the patrol division in FY20 and one lieutenant from investigations to patrol in FY21, as an internal staffing reorganization.</p>							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Corrections Division (28.2802/2806)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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	14.00	14.00
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	2.00	2.00
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
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
20-N Court Compliance Coordinator		2.00	2.00	2.00	2.00	2.00	2.00
TOTAL POSITIONS		107.20	107.20	112.20	112.20	112.20	112.20
REVENUE SUMMARY:							
Intergovernmental	\$	4,745	\$ 12,342	\$ 5,000	\$ 12,500	\$ 12,500	\$ 12,500
Charges for Services		826,115	732,480	748,500	646,000	683,500	683,500
Miscellaneous		3,603	2,327	3,500	2,500	2,500	2,500
TOTAL REVENUES	\$	834,463	\$ 747,149	\$ 757,000	\$ 661,000	\$ 698,500	\$ 698,500
APPROPRIATION SUMMARY:							
Salaries	\$	6,376,154	\$ 6,846,074	\$ 7,082,613	\$ 7,082,613	\$ 7,556,044	\$ 7,556,044
Benefits		2,581,427	2,799,090	3,080,377	3,084,378	3,162,897	3,162,897
Capital Outlay		55,032	38,711	55,655	55,655	55,655	55,655
Purchase Services & Expenses		615,937	764,301	631,510	697,010	633,010	633,010
Supplies & Materials		808,106	707,202	714,667	784,667	718,367	718,367
TOTAL APPROPRIATIONS	\$	10,436,656	\$ 11,155,378	\$ 11,564,822	\$ 11,704,323	\$ 12,125,973	\$ 12,125,973
ANALYSIS							
<p>The Corrections Division increased corrections officers by 3, as the Board of Supervisors approved 3 over-filled positions to become permanent in October, 2020 and, per the Matrix staffing study, the bailiffs increased staff by 1.6 FTEs. COVID supplies and housing inmates out of County to allow social distancing in our jail facility caused our costs to increase in FY20 and FY21.</p>							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Support Services Division (28.2804)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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
TOTAL POSITIONS		6.00	6.00	6.00	6.00	6.00	6.00
REVENUE SUMMARY:							
Licenses & Permits	\$	88,746	\$ 109,695	\$ 90,000	\$ 285,000	\$ 112,000	\$ 112,000
Charges for Services		336	225	300	300	300	300
Miscellaneous		78	-	100	100	100	100
TOTAL REVENUE	\$	89,160	\$ 109,920	\$ 90,400	\$ 285,400	\$ 112,400	\$ 112,400
APPROPRIATION SUMMARY:							
Salaries	\$	270,168	\$ 285,172	\$ 298,023	\$ 298,023	\$ 296,163	\$ 296,163
Benefits		126,846	136,779	144,882	144,882	135,229	135,229
Capital Outlay		1,199	-	2,325	2,325	2,325	2,325
Purchase Services & Expenses		619	3,450	3,995	3,995	3,995	3,995
Supplies & Materials		3,896	4,442	6,815	6,815	6,795	6,795
TOTAL APPROPRIATIONS	\$	402,728	\$ 429,843	\$ 456,040	\$ 456,040	\$ 444,507	\$ 444,507
ANALYSIS							
There are no personnel changes expected in FY22. Revenues are expected to decrease significantly in FY22 due to the spike in weapons permits in FY20 and FY21.							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Criminal Investigations Division(2803/2805		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
32-N Sheriff's Lieutenant		1.00	1.00	1.00	1.00	-	-
4s-DSA Sheriff's Sergeant		2.00	2.00	3.00	3.00	3.00	3.00
8s-DSA Sheriff's Deputy		11.00	11.00	11.00	10.00	10.00	10.00
19-N Sex Offender Registry Specialist		-	-	1.00	1.00	1.00	1.00
TOTAL POSITIONS		14.00	14.00	16.00	15.00	14.00	14.00
REVENUE SUMMARY:							
Intergovernmental	\$	149,638	\$ 173,788	\$ 155,000	\$ 195,545	\$ 187,500	\$ 187,500
Charges for Services		323,473	315,126	319,500	238,000	318,000	318,000
Miscellaneous		17,682	24,555	14,000	24,000	24,000	24,000
TOTAL REVENUES	\$	490,793	\$ 513,469	\$ 488,500	\$ 457,545	\$ 529,500	\$ 529,500
APPROPRIATION SUMMARY:							
Salaries	\$	926,495	\$ 1,050,724	\$ 1,123,058	\$ 1,123,058	\$ 914,365	\$ 914,365
Benefits		378,365	427,141	483,520	483,520	370,568	370,568
Capital Outlay		-	-	-	-	-	-
Purchase Services & Expenses		2,929	6,560	2,000	2,000	2,000	2,000
Supplies & Materials		9,012	12,635	18,750	18,750	17,750	17,750
TOTAL APPROPRIATIONS	\$	1,316,801	\$ 1,497,060	\$ 1,627,328	\$ 1,627,328	\$ 1,304,683	\$ 1,304,683
ANALYSIS							
One deputy sheriff was moved from the civil division to the patrol division in FY20 and one lieutenant was moved from the investigations division to the patrol division in FY21 as an internal staffing reorganization. Revenues are expected to rebound from FY20 and FY21 (COVID) as jury trials reconvene and civil paper services increase.							

Board of Supervisors



MISSION STATEMENT: To enhance county services for citizens and county departments by providing effective management and coordination of services.

ACTIVITY/SERVICE:	Legislative Policy and Policy Dev	DEPT/PROG:	BOS	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: 193,927
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
		2021-22 PROJECTED		
Number of special meetings with brds/comm and agencies		12	5	12
Number of agenda discussion items		70	63	70
Number of special non-biweekly meetings		37	26	40
				30

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	95%	98%	98%	98%



ACTIVITY/SERVICE:	Intergovernmental Relations	DEPT/PROG:	BOS 29A	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: 193,927
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
				2021-22 PROJECTED
Attendance of members at Bi-State Regional Commission		26/36	29/36	34/36
Attendance of members at State meetings		100%	100%	100%
Attendance of members at boards and commissions mtgs		88%	80%	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Board members serve as ambassadors for the County and strengthen intergovernmental relations.	Attendance of board members at intergovernmental meetings.	88%	89%	95%	95%

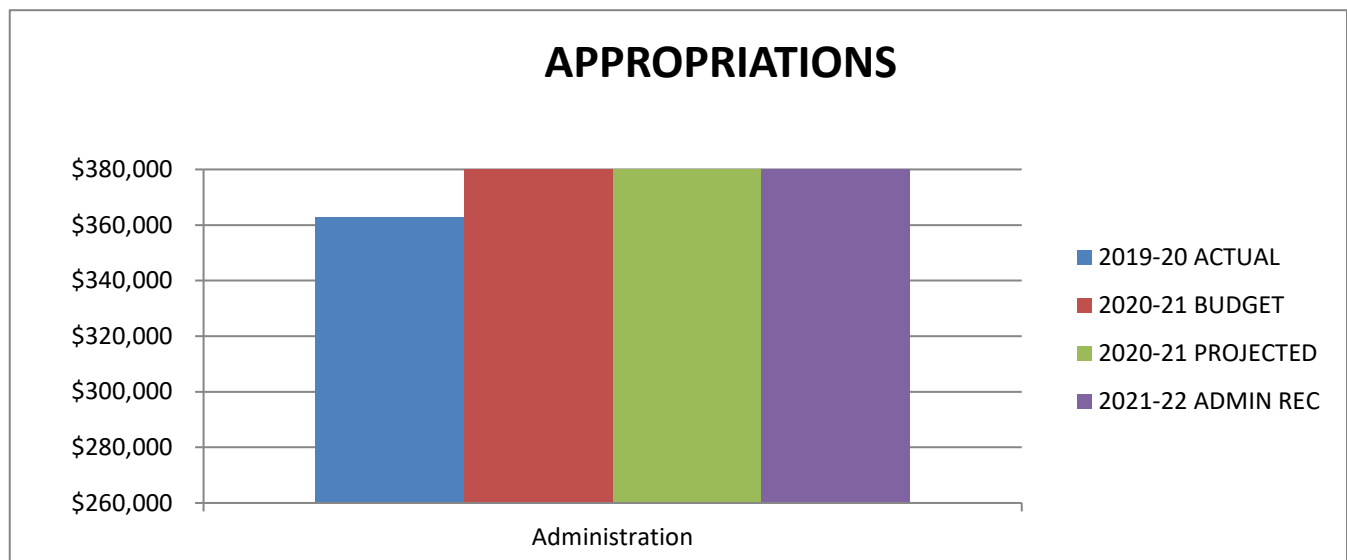
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Legislation & Policy (29.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
X Chair, Board of Supervisors	1.00	1.00	1.00	1.00	1.00	1.00
X Member, Board of Supervisors	4.00	4.00	4.00	4.00	4.00	4.00
TOTAL POSITIONS	5.00	5.00	5.00	5.00	5.00	5.00

REVENUE SUMMARY:

Miscellaneous	\$ 2,165	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 2,165	\$ -	\$ -	\$ -	\$ -	\$ -

APPROPRIATION SUMMARY:

Salaries	\$ 223,177	\$ 220,500	\$ 226,000	\$ 226,000	\$ 224,851	\$ 224,851
Benefits	107,254	120,617	129,741	129,741	132,577	132,577
Purchase Services & Expenses	13,954	21,105	29,600	29,600	29,600	29,600
Supplies & Materials	660	566	825	825	825	825
TOTAL APPROPRIATIONS	\$ 345,045	\$ 362,788	\$ 386,166	\$ 386,166	\$ 387,853	\$ 387,853



ANALYSIS

- . The Board's departmental budget is projected to increased due to compensation board recommendation.

Treasurer

Mike Fennelly, County Treasurer



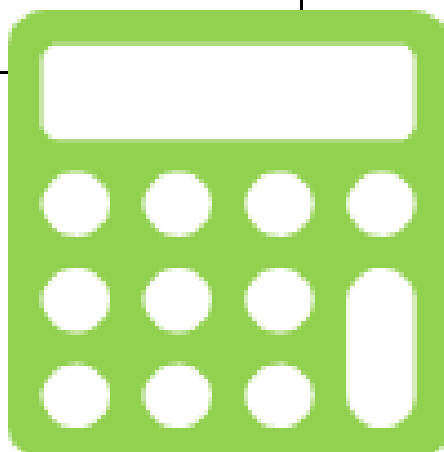
MISSION STATEMENT: To provide consistent policies and procedures for all citizens by offering skillful, efficient, responsive, versatile, involved, courteous and excellent customer service (SERVICE).

ACTIVITY/SERVICE:	Tax Collections	DEPARTMENT:	Treasurer		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$648,651
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Issue tax/SA statements and process payments		194,889	183,510	190,000	190,000
Issue tax sale certificates		1,217	0	1,000	1,000
Process elderly tax credit applications		603	610	700	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%



ACTIVITY/SERVICE:	Motor Vehicle Reg - Courthouse	DEPARTMENT:	Treasurer		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$692,458
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of vehicle renewals processed		115,774	118,010	120,000	120,000
Number of title and security interest trans. processed		83,164	83,294	83,000	83,000
Number of junking & misc. transactions processed		19,071	24,361	19,000	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Retain \$1.5 million in Motor Vehicle revenues.	Maximize revenue retained by the County.	\$1,747,599	\$1,793,035	\$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%

ACTIVITY/SERVICE:	County General Store	DEPARTMENT:	Treasurer		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents		
BOARD GOAL:	Financially Responsible	FUND:	01 General	BUDGET:	\$662,723
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Total dollar amount of property taxes collected		19,045,784	10,362,841	14,000,000	14,000,000
Total dollar amount of motor vehicle plate fees collected		7,652,616	6,629,473	7,750,000	7,750,000
Total dollar amt of MV title & security interest fees collected		5,562,801	4,499,530	4,200,000	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Process at least 4.5% of property taxes collected.	Provide an alternative site for citizens to pay property taxes.	6.07%	3.50%	4.50%	4.50%
Process at least 29% of motor vehicle plate fees collected.	Provide an alternative site for citizens to pay MV registrations.	24.01%	23.50%	27.00%	27.00%
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%

ACTIVITY/SERVICE: Accounting/Finance		DEPARTMENT: Treasurer		
BUSINESS TYPE: Core		RESIDENTS SERVED: All Residents		
BOARD GOAL: Financially Responsible		FUND: 01 General	BUDGET:	\$841,388
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
				2021-22 PROJECTED
Number of receipts issued		9,004	8,822	9,250
Number of warrants/checks paid		9,979	9,812	10,400
Dollar amount available for investment annually		473,178,252	483,060,265	450,000,000

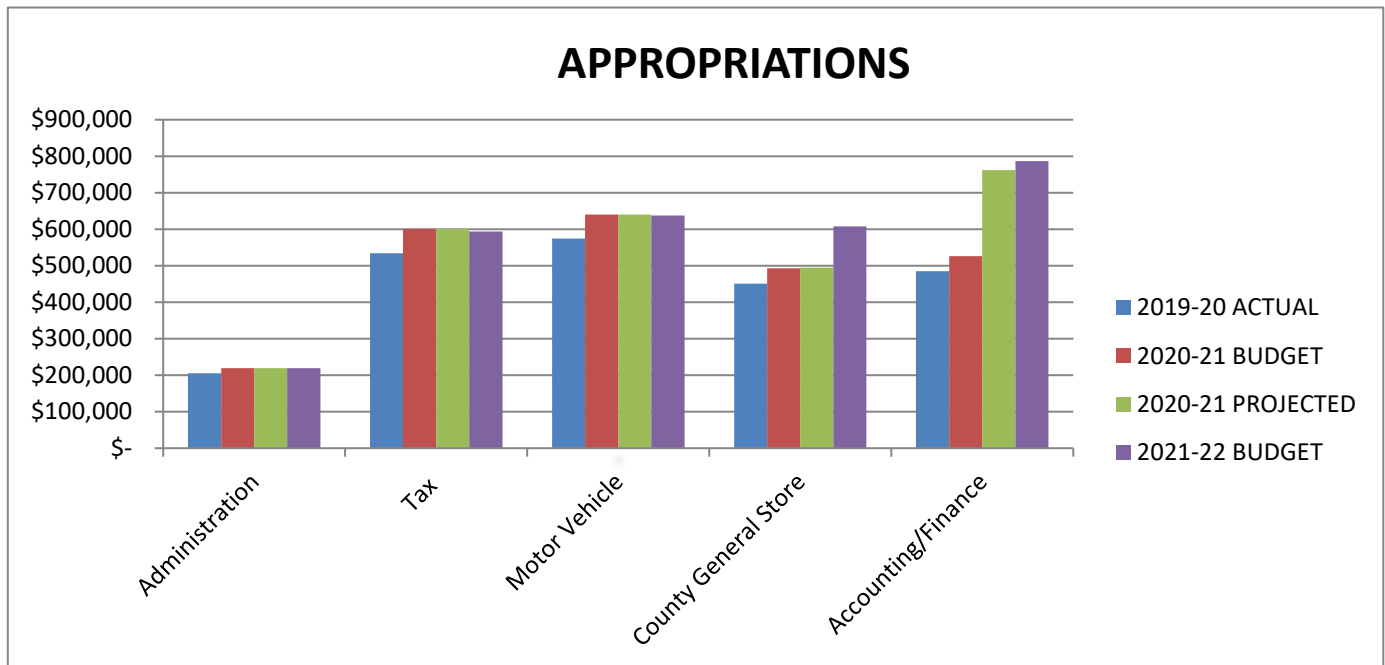
PROGRAM DESCRIPTION:

Provide professional accounting, cash handling, and investment services to Scott County following generally accepted accounting principles.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Investment earnings at least 10 basis points above Federal Funds rate.	Invest all idle funds safely, with proper liquidity, and at a competitive rate.	99.62%	98.80%	90%	90%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Treasurer Administration (30.1000)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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
TOTAL POSITIONS		1.60	1.60	1.60	1.60	1.60	1.60

APPROPRIATION SUMMARY:												
Salaries	\$	148,430	\$	152,321	\$	158,947	\$	158,947	\$	158,468	\$	158,468
Benefits		51,280		48,181		50,707		50,707		51,804		51,804
Purchase Services & Expenses		7,317		4,267		7,830		7,830		7,330		7,330
Supplies & Materials		1,400		810		1,850		1,850		1,850		1,850
TOTAL APPROPRIATIONS	\$	208,427	\$	205,579	\$	219,334	\$	219,334	\$	219,452	\$	219,452



ANALYSIS

There are no organizational changes in this program for FY22.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22						
PROGRAM: Tax Collection (3001)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC						
AUTHORIZED POSITIONS:													
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	6.50	7.00	7.00	7.00						
TOTAL POSITIONS		7.30	7.30	7.30	7.80	7.80	7.80						
REVENUE SUMMARY:													
Penalties & Interest on Taxes	\$	690,085	\$	314,158	\$	590,000	\$	590,000					
Charges for Services		241,646		7,018		204,900		204,900					
Miscellaneous		165		593		-		-					
TOTAL REVENUES		\$	931,896	\$	321,769	\$	794,900	\$	794,900				
APPROPRIATION SUMMARY:													
Salaries	\$	326,192	\$	343,040	\$	379,695	\$	379,695	\$	375,909	\$	375,909	
Benefits		163,969		163,307		186,422		186,422		180,979		180,979	
Capital Outlay		1,170		2,210		1,200		1,200		1,200		1,200	
Purchase Services & Expenses		9,902		7,934		14,200		14,200		16,700		16,700	
Supplies & Materials		12,167		17,382		19,000		19,000		19,000		19,000	
TOTAL APPROPRIATIONS		\$	513,400	\$	533,873	\$	600,517	\$	600,517	\$	593,788	\$	593,788
ANALYSIS													
Budgeted revenues remain the same as FY21.													
FY22 purchase services & expenses increased due to the charges for SMS messages sent from the upgraded Q-Matic system to confirm and remind customers of appointments.													

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Motor Vehicle (3002)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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	6.50	7.00	7.00	7.00
TOTAL POSITIONS		7.80	7.80	7.80	8.30	8.30	8.30
REVENUE SUMMARY:							
Charges for Services	\$ 1,775,197	\$ 1,796,814	\$ 1,807,550	\$ 1,793,550	\$ 1,793,550	\$ 1,793,550	
Miscellaneous	-	-	-	-	-	-	-
TOTAL REVENUES	\$ 1,775,197	\$ 1,796,814	\$ 1,807,550	\$ 1,793,550	\$ 1,793,550	\$ 1,793,550	
APPROPRIATION SUMMARY							
Salaries	\$ 346,378	\$ 364,392	\$ 404,185	\$ 404,185	\$ 402,545	\$ 402,545	
Benefits	166,817	170,670	195,215	195,215	190,320	190,320	
Purchase Services & Expenses	3,980	3,299	5,930	5,930	8,530	8,530	
Supplies & Materials	34,731	36,441	34,700	34,700	36,200	36,200	
TOTAL APPROPRIATIONS	\$ 551,906	\$ 574,802	\$ 640,030	\$ 640,030	\$ 637,595	\$ 637,595	
ANALYSIS							
FY21 projected and FY22 budgeted revenues decreased due to vehicle use tax fees and security interest notation fees trending down over the past few years.							
FY22 purchase services & expenses increased due to the charges for SMS messages sent from the upgraded Q-Matic system to confirm and remind customers of appointments.							
FY22 budgeted supplies and materials increased due to general price increases in supplies.							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22						
PROGRAM: County General Store (3003)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC						
AUTHORIZED POSITIONS:													
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	4.00	4.00	5.00	5.00						
TOTAL POSITIONS		6.10	6.10	6.10	6.10	7.10	7.10						
REVENUE SUMMARY:													
Miscellaneous	\$	-	\$	-	\$	-	\$	-					
TOTAL REVENUES		\$	-	\$	-	\$	-	\$	-				
APPROPRIATION SUMMARY:													
Salaries	\$	292,656	\$	306,077	\$	325,088	\$	325,088	\$	393,231	\$	393,231	
Benefits		108,508		121,573		129,976		129,976		176,974		176,974	
Purchase Services & Expenses		29,057		21,842		34,635		35,705		34,205		34,205	
Supplies & Materials		3,359		1,696		3,450		3,450		3,450		3,450	
TOTAL APPROPRIATIONS		\$	433,580	\$	451,188	\$	493,149	\$	494,219	\$	607,860	\$	607,860
ANALYSIS													
This program has no revenues.													
FY22 salary and benefit expenses increased due to the request of one new Multi-Service Clerks for the County General Store.													
FY21 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. There was also a decrease in the projected FY21 rent expense for CGS.													
FY22 budgeted purchase services & expenses decreased over all due to the lower rent expense budgeted for CGS. The budget also includes an increase due to the charges for SMS messages sent from the upgraded Q-Matic system to confirm and remind customers of appointments.													

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Accounting/Finance (3004)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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
18-AFSCME Cashier		1.00	1.00	1.00	-	-	-
18-AFSCME Accounting Clerk		3.00	3.00	3.00	3.00	3.00	3.00
TOTAL POSITIONS		5.20	5.20	5.20	5.20	5.20	5.20
REVENUE SUMMARY:							
Charges for Services	\$	-	\$	-	\$	246,000	\$ 246,000
Use of Money & Property		893,994		656,953		800,000	200,000
Miscellaneous		5,210		7,280		9,500	9,500
TOTAL REVENUES	\$	899,204	\$	664,233	\$	809,500	\$ 455,500
APPROPRIATION SUMMARY:							
Salaries	\$	287,800	\$	290,045	\$	308,952	\$ 308,952
Benefits		130,976		150,025		158,009	168,259
Purchase Services & Expenses		53,633		42,853		56,700	292,400
Supplies & Materials		2,060		2,501		2,800	2,800
TOTAL APPROPRIATIONS	\$	474,469	\$	485,424	\$	526,461	\$ 762,161
ANALYSIS							
FY21 projected and FY22 budgeted use of money and property revenue decreased due to the significant decline in interest rates paid on investments. When COVID-19 appeared the rates fell and there does not seem to be any rate increases on the horizon.							
FY21 projected and FY22 budgeted charges for service revenue increased due to the amounts collected by a third party for online and in-office payments made with a credit card, debit card and e-check. These fees are kept by the third party so there is an increase in expense to offset the revenue to be recorded.							
FY21 projected and FY22 budgeted purchase services and expenses increase is due to the fees collected by a third party for online and in-office payments made with a credit card, debit card and e-check. A 4% annual increase in a maintenance contract is included in the increase. The County also went through a banking request for proposal process during FY20 that resulted in a new contract with lower bank fees. This decrease is included in the purchase services and expenses.							

BI-STATE REGIONAL COMMISSION

Director: Denise Bulat, Phone: 309-793-6300, Website: 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.

ACTIVITY/SERVICE:	Metropolitan Planning Organization (MPO)	DEPARTMENT:	Bi-State		
BUSINESS TYPE:	Core	RESIDENTS SERVED:			All Urban
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET:	\$27,074
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Urban Transportation Policy & Technical Committee meetings		17	19	18	18
Urban Transportation Improvement Program document		1	1	1	1
Mississippi River Crossing meetings		7	6	4	4
Bi-State Trail Committee & Air Quality Task Force meetings		8	6	7	8

PROGRAM DESCRIPTION:

Regional Urban Transportation Planning

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Road & trail construction; bridge coordination, air quality, transit, GIS, grant applications	Maintain the region's eligibility for federal /state highway funds.	\$5.85 Million of transportation improvement programmed	\$3.98 Million of transportation improvement programmed	\$5.28 Million of transportation improvement programmed	\$5.28 Million of transportation improvement programmed



ACTIVITY/SERVICE:	Regional Planning Agency (RPA)	DEPARTMENT:	Bi-State		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Urban		
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET:	\$2,320
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Region 9 Transportation Policy & Technical Committee meetings		8	5	7	8
Region 9 Transportation Improvement Program document		1	1	1	1
Transit Development Plan		1	1	0	0

PROGRAM DESCRIPTION:

Regional Rural Transportation Planning

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Road & trail construction; air quality, transit, GIS, grant applications	Maintain the region's eligibility for federal /state highway funds.	\$1.4 Million of transportation improvement programmed	\$1.47 Million of transportation improvement programmed	\$1.47 Million of transportation improvement programmed	\$1.47 Million of transportation improvement programmed

ACTIVITY/SERVICE:	Regional Economic Development Planning		DEPARTMENT:	Bi-State	
BUSINESS TYPE:	Core		RESIDENTS SERVED:		All Urban
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET:	\$13,151
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Comprehensive Economic Development Strategy document		1	1	1	1
Maintain Bi-State Regional data portal & website		1	1	1	1
EDA funding grant applications		1	2	3	1
Small Business Loans in region		2	1	5	5

PROGRAM DESCRIPTION:

Regional Economic Development Planning

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%

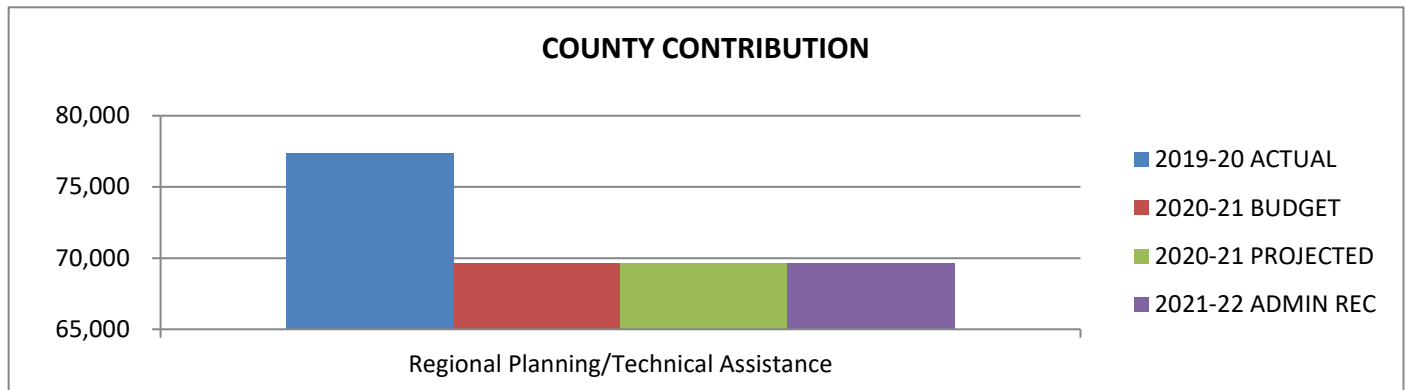
ACTIVITY/SERVICE:	Regional Services	DEPARTMENT:	Bi-State		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Urban		
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET:	\$34,810
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Joint purchasing bids and purchases		14	14	15	15
Administrator/Elected/Department Head meetings		39	29	15	29

PROGRAM DESCRIPTION:

Coordination of Intergovernmental Committees & Regional Programs

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Regional Plan/Tech Assistance (3600)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
TOTAL POSITIONS		24.50	24.50	23.50	23.50	23.50	23.50
REVENUE SUMMARY:							
Membership Fees		314,633	319,931	287,938	287,938	287,938	287,938
Charges for Services		519,282	408,821	453,987	452,262	466,127	466,127
Federal/State Funding		88,215	139,385	388,615	313,615	463,615	463,615
Transportation		811,545	833,617	942,365	942,365	942,365	942,365
SUB-TOTAL REVENUES		\$ 1,733,675	\$ 1,701,754	\$ 2,072,905	\$ 1,996,180	\$ 2,160,045	\$ 2,160,045
Scott County Contribution		77,355	77,355	69,619	69,619	69,619	69,619
TOTAL REVENUES		\$ 1,811,030	\$ 1,779,109	\$ 2,142,524	\$ 2,065,799	\$ 2,229,664	\$ 2,229,664
APPROPRIATION SUMMARY:							
Personal Services		\$ 1,570,939	\$ 1,616,620	\$ 1,728,869	\$ 1,708,309	\$ 1,831,202	\$ 1,831,202
Equipment		3,623	4,500	4,500	4,500	4,500	4,500
Expenses		203,446	237,316	297,893	297,893	297,893	297,893
Occupancy		57,991	57,991	57,991	57,991	57,991	57,991
TOTAL APPROPRIATIONS		\$ 1,835,999	\$ 1,916,427	\$ 2,089,253	\$ 2,068,693	\$ 2,191,586	\$ 2,191,586



ANALYSIS

Member government dues are set by the Bi-State Board. Bi-State dues paid by Scott County in FY 21 were \$69,619, down 10% from FY 20. Dues for FY 22 are again set at \$69,619.

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.

ACTIVITY/SERVICE:	Outreach	DEPARTMENT:		39.3901	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:		700	
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$165,614
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Unduplicated # Served (enrolled and not enrolled)		2,132	1653 (Enrolled - 1049/ Not Enrolled - 604)	2,000	2,050
# of clients at low or extremely low income (federal stds/enrolled clients)		830	909	1,520	1,558
Total Client Contacts (directly with and on behalf of clients enrolled and not enrolled)		17,374	17,998	18,000	18,500
# 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 HBCS.		N/A	1,163 (Not reported in 2018-2019)	1,104	1,435
# of clients being enrolled in Federal and State benefit programs (Medicare, Medicaid, Food Assistance, Elderly Waiver, HUD Housing, Rent Reimbursement Refund, etc...)		600	602	655	675

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		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Client maintains a level of independence and remains at home for a longer length of time.	80% of the clients enrolled in the program will be in their home at the end of the fiscal year.	92%	93%	90%	90%



ACTIVITY/SERVICE:	Adult Day Services	DEPARTMENT: CASI 39.3903		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:		228
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET: \$48,136
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
				2021-22 PROJECTED
Unduplicated participants	90	66	N/A	30
Admissions	32	15	N/A	10
# of VA Assisted Participants	22	20	N/A	10
# of Medicaid Assisted Participants	32	N/A	N/A	20

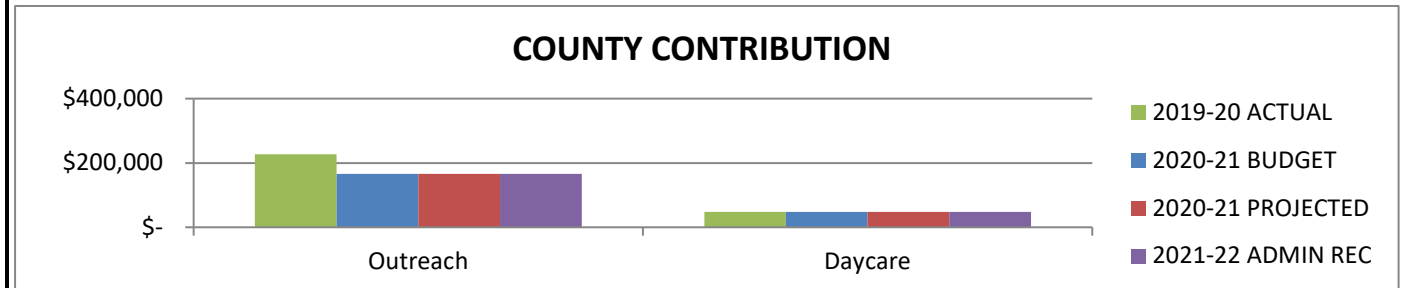
PROGRAM DESCRIPTION:

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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 will be measured by surveys done twice a year.	98%	98%	N/A	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.	75% of adult day services participants continue to live in their current home environment at the end of the fiscal year.	75%	95%	N/A	75%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Outreach to Older Persons (39.3901)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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
TOTAL POSITIONS	6.00	6.00	7.00	7.00	7.00	7.00

REVENUE SUMMARY:						
Medicaid Waiver ADC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Title III B	-	-	-	-	-	-
Veteran's Administration	-	-	-	-	-	-
United Way	-	-	-	-	-	-
Contributions	48	-	-	-	250	250
Miscellaneous	950	1,060	1,500	1,500	1,500	1,500
CDBG	-	-	-	-	-	-
Day Foundation	-	-	-	-	-	-
Supplemental Grants	-	-	-	-	-	-
ADC meals	-	-	-	-	-	-
Admin Revenue Allocation	-	-	135,305	135,305	135,305	135,305
Transportation/ADC	-	-	-	-	-	-
SUB-TOTAL REVENUES	\$ 998	\$ 1,060	\$ 136,805	\$ 136,805	\$ 137,055	\$ 137,055
Scott County Contribution	\$ 227,114	\$ 227,114	\$ 227,114	\$ 213,750	\$ 167,112	\$ 165,614
TOTAL REVENUES	\$ 228,112	\$ 228,174	\$ 363,919	\$ 350,555	\$ 304,167	\$ 302,669
APPROPRIATION SERVICES						
Personal Services	\$ 156,377	\$ 368,442	\$ 350,889	\$ 364,139	\$ 364,139	\$ 364,139
Expenses	4,052	1,512	2,350	700	2,350	2,350
Supplies	552	217	244	200	200	200
Occupancy	-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$ 160,981	\$ 370,171	\$ 353,483	\$ 365,039	\$ 366,689	\$ 366,689



ANALYSIS

The Center for Active Seniors, Inc. (CASI) continues to provide a variety of services to seniors in our communities. CASI staff complete comprehensive assessments, determining needs and then connecting seniors to additional resources and benefits so they can remain in their own homes longer, avoiding premature nursing home placement. The worldwide pandemic has had a very large impact on CASI as they were forced to close Jane's Place from March to June 2020. Jane's Place has also been closed since the beginning of FY21 (July 2020). Jane's Place is a high risk environment as it is a locked unit providing very basic care to seniors. CASI asked the county if the funds for Jane's Place could be moved to the Outreach Program during the closure/pandemic in FY20 and FY21. The Outreach program has been very busy as the workers have been going to the homes of seniors checking on them and providing services.

Scott County provides funding for two programs: Jane's Place at \$48,136 and the Outreach Program at \$165,614, for a total of \$213,750. CASI staff have asked that the funds for Jane's Place continue fund the Outreach program until Jane's Place reopens, hopefully by late summer or early fall of 2021.

The funding levels of \$48,136 and \$165,614 for a total of \$213,750 is recommended for the two programs. The funds for Jane's Place should continue to be utilized by the Outreach program so seniors can be assessed and helped in their own homes.

Issues:

1. Pandemic impacts on seniors and programming.
2. Stable funding

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Day Care/Older Persons (39.3903)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
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	1.00	1.00	3.00	3.00
Adult Day Center Nursing Assistant		-	-	-	-	0.50	0.50
Adult Day Center Facilitators		6.00	6.00	7.50	7.50	3.00	3.00
Adult Day Center Aides		-	-	-	-	0.25	0.25
TOTAL POSITIONS		8.00	8.00	9.50	9.50	7.75	7.75
REVENUE SUMMARY:							
Medicaid Waiver ADC	\$	64,227	\$ 64,227	\$ 59,000	\$ 59,000	\$ 32,113	\$ 32,113
Title III B		19,646	19,646	19,648	19,648	9,823	9,823
Veteran's Administration		46,219	46,219	\$ 50,000	\$ 50,000	\$ 23,109	\$ 23,109
United Way				-	-		
Contributions		2,418	2,418	700	700	1,209	1,209
Miscellaneous		-	-	-	-	-	-
CDBG				-	-		
Day Foundation		-	-	-	-	-	-
Project Income		210,697	210,697	200,000	190,000	105,349	105,349
Supplemental Grants		7,000	7,000	5,000	2,000	3,500	3,500
ADC meals		5,222	5,222	5,000	5,000	2,611	2,611
Admin Revenue Allocation		284,853	284,853	284,853	284,853	284,853	284,853
Transportation/ADC meals		992	992	2,000	2,000	496	496
SUB-TOTAL REVENUES	\$	641,274	\$ 641,274	\$ 626,201	\$ 613,201	\$ 463,063	\$ 463,063
Scott County Contribution		48,136	48,136	48,136	-	48,136	48,136
TOTAL REVENUES	\$	689,410	\$ 689,410	\$ 674,337	\$ 613,201	\$ 511,199	\$ 511,199
APPROPRIATION SUMMARY:							
Personal Services	\$	555,852	\$ 574,345	\$ 584,798	\$ 578,565	\$ 442,858	\$ 442,858
Equipment		2,188	102	500	500	2,000	2,000
Expenses		47,772	49,538	55,005	55,005	28,237	28,237
Supplies		4,749	3,179	5,000	5,000	2,374	2,374
Occup		17	10	20	20	8	8
TOTAL APPROPRIATIONS	\$	610,578	\$ 627,174	\$ 645,323	\$ 639,090	\$ 475,477	\$ 475,477
ANALYSIS							
<p>The Center for Active Seniors, Inc (CASI) has provided day services to seniors at Jane's Place, but the worldwide pandemic has impacted the program resulting in a temporary closure. The day program, Jane's Place, is a high risk environment where staff are assisting seniors with eating, hygiene needs and restroom usage. Jane's Place provides families a break from taking care of their loved ones.</p> <p>CASI staff plan to reopen Jane's Place in the late summer or early fall depending on the positivity rate of Covid-19 in the community. The reopening will result in a lower number of individuals in the program. CASI will need to work hard to rebuild the interest in the program.</p> <p>FY22 funding will remain at \$48,136.</p> <p>Issues:</p> <ol style="list-style-type: none"> 1. Rebuilding the program attendance and marketing 							

Center for Alcohol & Drug Services, Inc. (CADS)

Director: Dennis Duke, phone: 563-322-2667, Website: 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.

ACTIVITY/SERVICE:	Detoxification, Evaluation & Treatment	DEPARTMENT:		
BUSINESS TYPE:	Core	RESIDENTS SERVED:		800
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: 295,432
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Number of admissions to the detoxification unit.		755	757	760

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		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Clients will successfully complete detoxification.	Clients who enter detoxification will successfully complete that process and not discharge against advice.	95%	95%	95%	90%
Clients will successfully complete detoxification.	Clients who complete detoxification will transition to a lower level of care.	50%	62%	62%	55%



ACTIVITY/SERVICE: Criminal Justice Program		DEPARTMENT: CADS		
BUSINESS TYPE:	Core	RESIDENTS SERVED:		225
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$352,899
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
Number of criminal justice clients provided case management.		509	509	575
Number of Clients admitted to the Jail Based Treatment Program.		91	91	90
Number of Scott County Jail inmates referred to Country Oaks.		50	50	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).

PERFORMANCE MEASURE		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Case management will improve the retention of high risk criminal justice clients in treatment.	An average of eight case management contacts will be provided to the 225 high risk criminal justice clients.	22	19	20	20
Case management will improve the retention of high risk criminal justice clients in treatment.	Clients will stay engaged in treatment for at least 125 days.	138	139	135	135
Offenders who complete the in-jail portion of the program and return to the community will continue with services at CADS.	Clients will remain involved with treatment services for at least 30 days after release from jail.	90%	81%	85%	85%
Offenders who complete the in-jail portion of the program and return to the community will continue with services at CADS.	Clients will successfully complete all phases of the Jail Based Treatment Program.	65%	69%	67%	67%
Inmates referred from the Scott County jail will successfully complete treatment.	Scott County Jail inmates referred to residential, half way house, outpatient, or continuing care will successfully complete that program.	86%	93%	90%	90%

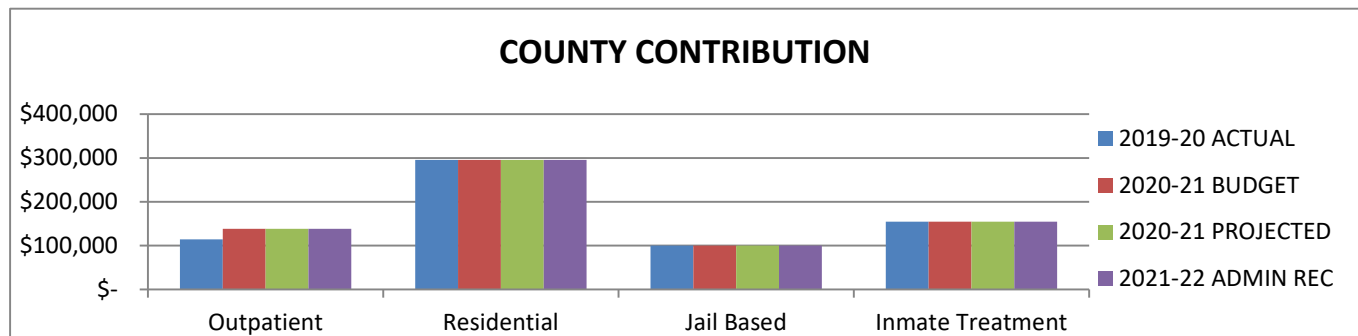
ACTIVITY/SERVICE: Prevention		DEPARTMENT: CADS		
BUSINESS TYPE: Community Add On		RESIDENTS SERVED:		1500
BOARD GOAL: Performing Organization		FUND: 01 General	BUDGET:	\$40,000
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Number of Scott County Residents receiving indicated or selective prevention services.		1,847	2,088	750
				750

PROGRAM DESCRIPTION:

CADS will conduct 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.

PERFORMANCE MEASURE		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Indicated and selective populations receiving prevention services will gain skills and education related to substance abuse issues.	Scott County residents receiving programming will report an increase of substance abuse knowledge or life skills in dealing with substance use issues.	92%	100%	92%	92%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY PROGRAM: Outpatient Services (3801, 3805)	2018-19 ACTUAL	2019-20 ACTUAL	2020-21 BUDGET	2020-21 PROJECTED	2021-22 REQUEST	2021-22 ADMIN REC
TOTAL POSITIONS	12.55	11.40	13.65	15.50	15.50	15.50
REVENUE SUMMARY:						
I.D.S.A. Treatment	\$ 759,013	\$ 343,153	\$ 687,950	\$ 817,978	\$ 817,978	\$ 817,978
I.D.S.A. Prevention	285,606	266,148	204,729	182,689	182,689	182,689
Scott County Jail Based Project	-	-	-	-	-	-
DASA	-	-	-	-	-	-
Rock Island County	-	-	-	-	-	-
United Way	-	-	-	-	-	-
Client Fees	35,715	47,478	47,584	47,584	47,584	47,584
Insurance Payments	260,352	158,582	141,541	197,966	197,966	197,966
Interest	-	-	-	-	-	-
Seventh Judicial District	-	-	-	-	-	-
Contributions	-	-	-	-	-	-
County Commitments	-	-	-	-	-	-
Scott County Jail	-	-	-	-	-	-
Local Schools	-	-	-	-	-	-
U S Fed Probation	-	-	-	-	-	-
Medicaid, Illinois	-	-	-	-	-	-
Contractual Fees/Payment	70,356	87,454	75,716	78,634	78,634	78,634
Other Operating Revenue	7,711	6,523	13,420	88,224	88,224	88,224
SUB-TOTAL REVENUES	\$ 1,418,753	\$ 909,338	\$ 1,170,940	\$ 1,413,075	\$ 1,413,075	\$ 1,413,075
Substance Abuse Treatment	24,442	12,136	30,000	30,000	30,000	30,000
IDPH Substance Abuse Funds	8,147	4,045	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
TOTAL COUNTY CONTRIBUTION	130,589	114,181	138,000	138,000	138,000	138,000
TOTAL REVENUES	\$ 1,549,342	\$ 1,023,519	\$ 1,308,940	\$ 1,551,075	\$ 1,551,075	\$ 1,551,075
APPROPRIATION SUMMARY:						
Personal Services	\$ 666,548	\$ 625,294	\$ 655,228	\$ 705,284	\$ 705,284	\$ 705,284
Equipment	4,456	44,490	-	1,732	1,732	1,732
Expenses	148,510	135,553	175,486	121,620	121,620	121,620
Supplies	30,966	18,968	17,360	20,820	20,820	20,820
Occupancy	25,562	32,127	23,277	20,040	20,040	20,040
TOTAL APPROPRIATIONS	\$ 876,042	\$ 856,432	\$ 871,351	\$ 869,496	\$ 869,496	\$ 869,496



ANALYSIS

Scott County portion of CADS budget remains unchanged for 2021-2022. The projections for performance measures in the Detoxification, Evaluation and Treatment Activity/Service have each been reduced by 10%. CADS has reported difficulties in its outpatient treatment program due to restrictions imposed by the COVID pandemic. Census is lower due to distancing requirements, and compliance is reduced due to restrictions related to social distancing, personal interaction, and menu / dining restrictions. Other Activity / Service measures are unchanged. Goals consistent with BFO.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Residential Services (3802, 3804)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
TOTAL POSITIONS		27.60	27.90	31.80	32.90	32.90	32.90
REVENUE SUMMARY:							
I.D.S.A. Treatment	\$	971,893	\$ 1,952,283	\$ 1,154,975	\$ 1,400,904	\$ 1,400,904	\$ 1,400,904
United Way		-	-	-	-	-	-
Client Fees		31,309	595,417	581,495	491,795	491,795	491,795
Insurance Payments		596,030	728,863	661,970	564,133	564,133	564,133
Interest		-	-	-	-	-	-
Contributions		-	-	-	-	-	-
County Commitments		27,417	-	27,286	-	-	-
US Fed Probation		(10,760)	-	-	-	-	-
Contractual Fees		11,932	-	14,708	-	-	-
Other Operating Revenue		1,500	15,076	-	13,520	13,520	13,520
SUB-TOTAL REVENUES	\$	1,629,321	\$ 3,291,639	\$ 2,440,434	\$ 2,470,352	\$ 2,470,352	\$ 2,470,352
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
TOTAL COUNTY CONTRIBUTION		395,432	395,432	395,432	395,432	395,432	395,432
TOTAL REVENUES	\$	2,024,753	\$ 3,687,071	\$ 2,835,866	\$ 2,865,784	\$ 2,865,784	\$ 2,865,784
APPROPRIATION SUMMARY:							
Personal Services	\$	1,363,242	\$ 1,747,418	\$ 1,660,716	\$ 1,557,728	\$ 1,557,728	\$ 1,557,728
Equipment		5,063	53,722	7,132	9,728	9,728	9,728
Expenses		86,001	76,593	131,024	151,408	151,408	151,408
Supplies		177,296	186,075	152,074	158,940	158,940	158,940
Occupancy		46,953	75,976	48,587	91,968	91,968	91,968
TOTAL APPROPRIATIONS	\$	1,678,555	\$ 2,139,784	\$ 1,999,533	\$ 1,969,772	\$ 1,969,772	\$ 1,969,772
ANALYSIS							
Scott County portion of CADS budget remains unchanged.							

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22						
PROGRAM: Jail Based Assessment/Treatment (3803)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC						
AUTHORIZED POSITIONS:													
Counselors		6.00	6.00	6.00	5.00	5.00	5.00						
Program Managers		0.40	0.40	0.40	0.10	0.10	0.10						
TOTAL POSITIONS		6.40	6.40	6.40	5.10	5.10	5.10						
REVENUE SUMMARY:													
IDSA Treatment	\$	-	\$	-	\$	-	\$	-					
Interest		-		-		-		-					
7th Judicial		102,336		211,708		116,864		90,264					
Contributions		-		-		-		-					
Contractual Fees		14,214		28,427		9,476		-					
SUB-TOTAL REVENUES		\$	116,550	\$	240,135	\$	145,291	\$	99,740	\$	90,264	\$	90,264
Jail Based Assessment & Treatment			154,899		154,899		154,899		154,899		154,899		154,899
TOTAL REVENUES		\$	271,449	\$	395,034	\$	300,190	\$	254,639	\$	245,163	\$	245,163
APPROPRIATION SUMMARY:													
Personal Services	\$	244,517	\$	251,197	\$	257,096	\$	295,704	\$	295,704	\$	295,704	
Equipment		108		-		-		-		-		-	
Expenses		14,023		6,681		14,120		2,644		2,644		2,644	
Supplies		4,900		5,727		5,884		5,220		5,220		5,220	
Occupancy		120		-		-		-		-		-	
TOTAL APPROPRIATIONS		\$	263,668	\$	263,605	\$	277,100	\$	303,568	\$	303,568	\$	303,568
ANALYSIS													
Scott County portion of CADS budget remains unchanged.													

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2019-20	2020-21	2020-21	2021-22
PROGRAM: All others/CADS		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
President	-	-	-	-	-	-	-
COO	-	-	-	-	-	-	-
Director of Financial Operations	1.00	1.00	1.00	-	-	-	-
HR	-	-	-	-	-	-	-
Program Managers	-	-	-	0.20	0.20	0.20	0.20
Manager, Quality	2.00	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	1.00
Grants & Contracts Specialist	-	-	-	1.00	1.00	1.00	1.00
Analyst, Revenue Cycle	8.00	6.00	8.00	2.00	2.00	2.00	2.00
Patient Account Representative Biller	-	-	-	1.00	1.00	1.00	1.00
Support Services Technician	3.00	1.00	2.40	8.00	8.00	8.00	8.00
Counselors	3.00	1.80	5.00	3.70	3.70	3.70	3.70
Peer Recovery Specialist	1.00	1.00	1.00	-	-	-	-
Patient Safety Technician	1.05	1.20	1.05	1.00	1.00	1.00	1.00
RN/LPN	1.00	1.00	1.00	-	-	-	-
TOTAL POSITIONS	21.05	16.00	22.45	18.90	18.90	18.90	18.90
REVENUE SUMMARY:							
IDSA Treatment	\$ 102,315	\$ 107,525	\$ 58,311	\$ 75,216	\$ 75,216	\$ 75,216	\$ 75,216
DASA	77,844	17,760	64,700	34,676	34,676	34,676	34,676
Rock Island County	34,742	46,435	51,660	14,276	14,276	14,276	14,276
United Way	-	-	-	-	-	-	-
Client Fees	16,754	33,631	34,785	34,785	34,785	34,785	34,785
Insurance Payments	227,240	69,254	72,033	132,731	132,731	132,731	132,731
Interest	-	-	-	-	-	-	-
Contributions	1,252	266	836	-	-	-	-
US Fed Probation	19,690	8,319	-	-	-	-	-
Medicaid, Illinois	13,695	3,932	24,557	8,972	8,972	8,972	8,972
Contractual Fees/Payment	41,902	12,969	9,064	-	-	-	-
Other Operating Revenue	723	34,573	29,868	-	-	-	-
SUB-TOTAL REVENUES	\$ 536,157	\$ 334,664	\$ 345,814	\$ 300,656	\$ 300,656	\$ 300,656	\$ 300,656
Scott County Contribution	-	-	-	-	-	-	-
TOTAL REVENUES	\$ 536,157	\$ 334,664	\$ 345,814	\$ 300,656	\$ 300,656	\$ 300,656	\$ 300,656
APPROPRIATION SUMMARY:							
Personal Services	\$ 1,222,087	\$ 1,081,830	\$ 1,292,448	\$ 935,688	\$ 935,688	\$ 935,688	\$ 935,688
Equipment	6,862	48,735	22,488	-	-	-	-
Expenses	699,275	741,157	537,656	1,061,252	1,061,252	1,061,252	1,061,252
Supplies	70,213	29,521	27,092	20,380	20,380	20,380	20,380
Occupancy	53,995	58,201	50,256	44,960	44,960	44,960	44,960
TOTAL APPROPRIATIONS	\$ 2,052,432	\$ 1,959,444	\$ 1,929,940	\$ 2,062,280	\$ 2,062,280	\$ 2,062,280	\$ 2,062,280
ANALYSIS							
Scott County portion of CADS budget remains unchanged.							

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.

ACTIVITY/SERVICE:	Scott County Population Data	DEPARTMENT:	40.4001		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	13,414		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$302,067
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Visits of clients below 100% Federal Poverty Level		7,224	7,728	7,172	7,200
Visits of clients below 101 - 138% Federal Poverty Level		1,271	1,792	1,792	1,800
Visits of clients above 138% Federal Poverty Level		1,975	2,440	2,248	2,500
# of prescriptions filled for those living in Scott County and using the sliding fee scale		6,704	6,600	6,668	6,800
Scott County Resident Affordable Care Act Assisted		307	324	330	325
Scott County Resident Affordable Care Act Enrolled - Marketplac		21	32	32	25
Scott County Resident Affordable Care Act Enrolled - Medicaid E		27	92	100	75

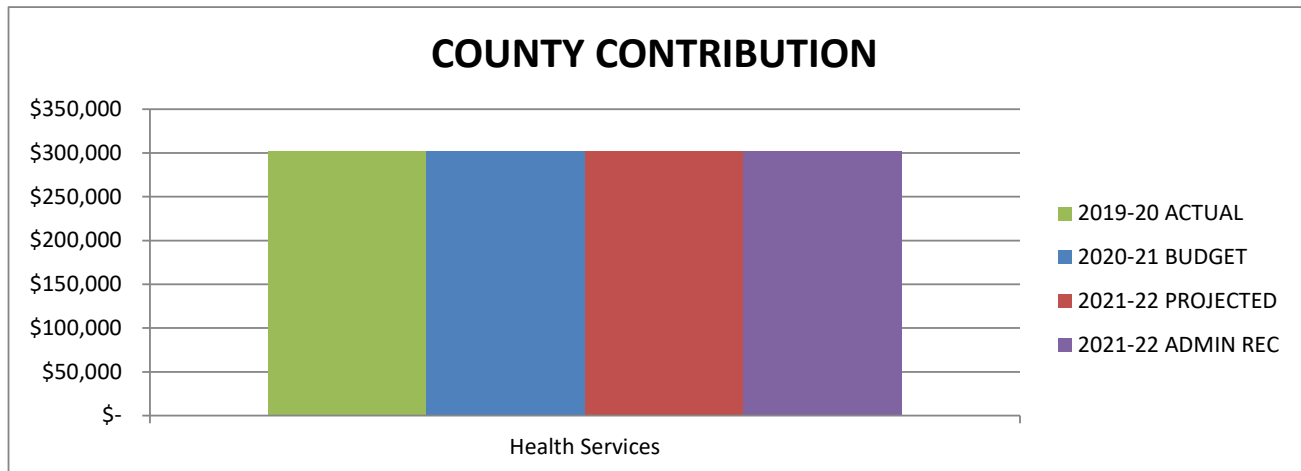
PROGRAM DESCRIPTION:

CHC provides comprehensive primary health care for the Quad City Population in need on a sliding fee scale basis.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	\$634,074	\$696,221	\$834,683	\$918,151
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%	89%	91%	91%



FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2021-22	2021-22	2021-22						
PROGRAM: Health Serv-Comm Services (40.4001)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC						
AUTHORIZED POSITIONS:													
TOTAL POSITIONS		291.04	291.04	302.57	313.77	320.77	320.77						
REVENUE SUMMARY:													
IA St Dept Health/Senior Health	\$	-	\$	-	\$	-	\$	-					
IA St Dept Health/Child Health		-		-		-		-					
HHS-UHI		4,091,905		3,555,638		4,256,011		4,356,011					
Patient Fees		22,990,978		23,856,182		27,494,994		28,457,319					
HHS-Homeless		294,338		245,282		330,168		330,168					
Other		3,176,759		3,437,639		4,128,251		4,231,458					
SUB-TOTAL REVENUES	\$	30,553,980	\$	31,094,741	\$	36,057,326	\$	36,209,424	\$	37,374,956	\$	37,374,956	
Scott County Contribution- Health Services Other													
Scott County Contribution-Comm Services		302,067		302,067		302,067		302,067		302,067		302,067	
TOTAL SCOTT COUNTY CONTRIBUTIONS	\$	302,067	\$	302,067	\$	302,067	\$	302,067	\$	302,067	\$	302,067	
TOTAL REVENUE	\$	30,856,047	\$	31,396,808	\$	36,359,393	\$	36,511,491	\$	37,677,023	\$	37,677,023	
APPROPRIATION SUMMARY:													
Personal Services	\$	21,895,947	\$	23,119,196	\$	23,669,768	\$	24,261,512	\$	25,110,665	\$	25,110,665	
Equipment		1,087,995		1,096,034		271,316		1,112,398		1,140,207		1,140,207	
Expenses		4,496,510		4,844,824		6,035,197		6,186,077		6,340,728		6,340,728	
Supplies		2,217,449		3,035,701		3,711,897		3,804,694		3,899,811		3,899,811	
Occupancy		871,422		832,646		1,040,446		1,066,457		1,093,118		1,093,118	
TOTAL APPROPRIATIONS	\$	30,569,323	\$	32,928,401	\$	34,728,624	\$	36,431,137	\$	37,584,531	\$	37,584,531	



ANALYSIS

Community Health Care (CHC) provides quality health care to citizens in Scott County. CHC offers comprehensive primary health care for citizens in need on a sliding fee scale. This allows people to afford medical care and allows them to get the care they need right away, avoiding the hospital emergency rooms which are much more costly.

CHC offers primary care as well as programs for the treatment of diabetes, mental health and substance use. Staff at CHC assist citizens with applications for insurance if needed.

CHC continues to work with the Community Services Department so citizens can access medical appointments and/or medication prescriptions faster. Although Covid-19 created a large drop in patient volume in FY20, resulting in an overall decrease in revenue, the patient volume has increased in the first quarter of FY21.

It is recommended to fund CHC for FY22 at the same level as previous years, \$302,067.

DURANT AMBULANCE

Mark Heuer 563-785-4540 www.durantfire.org

ACTIVITY/SERVICE:	Durant Ambulance	DEPARTMENT:		
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	7,500	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$20,000
OUTPUTS	2018-19	2019-20	2020-21	2021-22
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Number of 911 calls responded to.	675	659	750	750
Number of 911 calls answered.	695	700	760	760
Average response time.	na	13.9	12	12

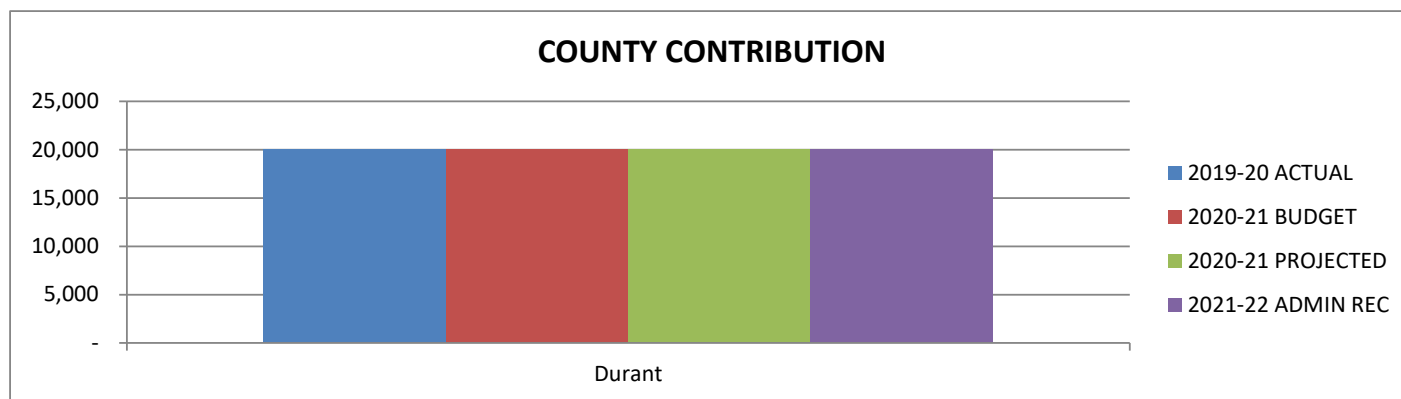
PROGRAM DESCRIPTION:

Emergency medical treatment and transport

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Respond to all 911 requests in our area	Responded to 99% of all 911 requests in our area	753/765=98%	659/700 Responded to 94% of calls for service	Will respond to 99% of calls for service.	Will respond to 99% of calls for service.
Respond within 20 minutes to 88% of 911 calls	Responded within 15 minutes to 90% of the 911 requests in our area.	Responded within 15 minutes to 80% of calls in our area.	Responded within 20 minutes to 93% of Scott County calls	Respond within 20 minutes to 90% of calls in our area.	Respond within 20 minutes to 90% of Calls in Scott County.



FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Emergency Care & Transfer (4200)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
Volunteers		20.00	20.00	22.00	20.00	20.00	20.00
TOTAL POSITIONS		20.00	20.00	22.00	20.00	20.00	20.00
REVENUE SUMMARY:							
Political Subdivision Contracts	\$	14,149	\$ 18,503	\$ 18,000	\$ 18,500	\$ 18,500	\$ 18,000
Services		438,635	455,990	420,000	530,000	530,000	420,000
Contributions		7,945	27,850	10,000	12,000	12,000	10,000
Other		(142,250)	(112,568)	(79,000)	(113,500)	(133,500)	(79,000)
SUB-TOTAL REVENUES	\$	318,479	\$ 389,775	\$ 369,000	\$ 447,000	\$ 427,000	\$ 369,000
Scott County Contribution		20,000	20,000	20,000	20,000	20,000	20,000
TOTAL REVENUES	\$	338,479	\$ 409,775	\$ 389,000	\$ 467,000	\$ 447,000	\$ 389,000
APPROPRIATION SUMMARY:							
Equipment	\$	187,544	\$ -	\$ 42,000	\$ 79,000	\$ 200,000	\$ 200,000
Expenses		240,020	248,950	347,000	280,000	285,000	285,000
Supplies		17,094	19,072	19,000	20,000	20,000	20,000
Occupancy		6,234	6,010	7,000	6,500	6,500	6,500
TOTAL APPROPRIATIONS	\$	450,892	\$ 274,032	\$ 415,000	\$ 385,500	\$ 511,500	\$ 511,500



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 has not submitted a BFO, but historically it has varied only in the percentage of calls answered and responded to with the time on scene target, based on volunteer staffing information. Goals same as BFO Activity/Service.

EMA

Dave Donovan, 563-505-6992, www.iascema.com



MISSION STATEMENT: The Scott County Emergency Management Agency exists under Iowa Code 29C for the purposes of county-wide preparedness, mitigation, response, recovery, detection, protection and prevention of natural or man-made disasters.

ACTIVITY/SERVICE:	Emergency Planning	DEPARTMENT:	68A		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	80 EMA	county-wide	
BOARD GOAL:	Performing Organization	FUND:		BUDGET:	\$375,031
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Revise and update multihazard plan in ESF format		10%	100%	50%	100%
Update Radiological Emergency Response Plans		50%	50%	25%	50%
Update Ancillary Plans and Annexes		50%	52%	50%	75%
Maintain approved county-wide mitigation plan		annual plus mitigation updates	25%	50%	100%

PROGRAM DESCRIPTION:

IAW Iowa Code 29C.9(6) Emergency planning means the annual maintenance of: the Scott County Multi-Hazard Emergency Operations Plan; Scott County Radiological Emergency Response Plans, and ancillary support plans (evacuation, debris management, volunteer management, etc.)

PERFORMANCE MEASUREMENT		2017-18 ACTUAL	2018-19 ACTUAL	2019-20 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
5 year project. Re-write emergency plan to reflect 15 emergency support functions	Achieving the desired outcome ensures coordinated response and recovery operations for any hazard event in Scott County	10%	100%	50%	100%
Annual update of Scott County Off-Site Radiological Emergency Response Plan (risk county Exelon)	Achieving the desired outcome ensures coordinated response operations and safety for Scott County citizens	50%	50%	25%	50%
Annual update of Scott County Off-Site Radiological Emergency Response Plan (host county DAEC)	Achieving the desired outcome ensures coordinated response operations to support evacuees from Linn County	50%	50%	50%	75%
Mitigation Planning	Assist County in producing a mitigation plan that is accepted by FEMA Plan completed pending local, state and federal approval	Perform annual maintenance and mitigation action updates	25%	50%	100%



ACTIVITY/SERVICE:	Training	DEPARTMENT:	EMA 68A	RESIDENTS SERVED:	Responders
BUSINESS TYPE:	Core	FUND:	80 EMA	BUDGET:	\$78,495
BOARD GOAL:	Performing Organization				
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
EMA Coordinator Training		100%	100%	100%	100%
Coordinate annual RERP training		100%	65%	50%	100%
Coordinate or provide other training as requested		100%	75%	50%	100%

PROGRAM DESCRIPTION:

Maintenance of dissemination of training and exercise opportunities for Scott County responders

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2019-20 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	100%	65%	50%	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	100%	75%	50%	100%

ACTIVITY/SERVICE:	Organizational	DEPARTMENT:	EMA 68A	County-wide	
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	80 EMA	BUDGET:	\$348,866
BOARD GOAL:	Performing Organization	FUND:	80 EMA	BUDGET:	\$348,866
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Grant coordination activities		100%	100%	100%	100%
Information dissemination		100%	100%	50%	100%
Support to responders		met requests	100%	50%	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%	50%	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%	50%	100%

ACTIVITY/SERVICE:	Exercises	DEPARTMENT:	EMA 68A		
BUSINESS TYPE:	Foundation	RESIDENTS SERVED:	80 EMA	County-wide	
BOARD GOAL:	Performing Organization	FUND:		BUDGET:	\$78,495
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
RERP		100%	100%	40%	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

PERFORMANCE MEASUREMENT		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%	50%	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.

ACTIVITY/SERVICE:	Training	DEPARTMENT:	SECC		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	89 SECC	BUDGET:	county-wide \$129,750
BOARD GOAL:	Performing Organization	FUND:			
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Increase number of cross-trained personnel		0%	100%	10%	14%
Achieve Professional Accreditation		0%	25%	25%	50%

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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	0%	10%	10%	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.	0%	25%	25%	50%



ACTIVITY/SERVICE:	Communication	DEPARTMENT:	SECC	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	89 SECC	County-wide
BOARD GOAL:	Performing Organization	FUND:		BUDGET: \$5,735,646
OUTPUTS		2018-2019	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Re-evaluation to Improve internal communications		100%	25%	25%
Improve external communications with partner agencies		100%	50%	50%
Improve customer service		95%	25%	25%
Reinvent SECC's website		70%	0%	0%

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).

PERFORMANCE MEASUREMENT		2018-2019	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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%	25%	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%	50%	50%	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.	ongoing evaluation	25%	25%	35%
By reinventing SECC's website we can enhance our public outreach programing.	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.	25%	0%	0%	50%

ACTIVITY/SERVICE:	Management and Planning	DEPARTMENT:	SECC	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	89 SECC	County-wide
BOARD GOAL:	Performing Organization	FUND:		BUDGET: \$349,788
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Revise hiring process		100%	100%	100%
Develop a succession plan		0%	ongoing evaluation	ongoing evaluation
Improve interagency coordination		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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2019-20	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	100%	Ongoing Evaluation	Ongoing evaluation	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.	0%	Ongoing Evaluation	Ongoing evaluation	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).	75%	50%	50%	50%

ACTIVITY/SERVICE:	Public Awareness	DEPARTMENT:	SECC	
BUSINESS TYPE:	Core	RESIDENTS SERVED:	89 SECC	County-wide
BOARD GOAL:	Great Place to Live	FUND:		BUDGET: \$5,800
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED
Re-energize the Education Team		100%	50%	25%
Develop Public Outreach Program		85%	Re-evaluate	Re-evaluate

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.

PERFORMANCE MEASUREMENT		2018-19	2019-20	2019-20	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	100%	50%	25%	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.	85%	Re-evaluate	Re-evaluate	25%

ACTIVITY/SERVICE:	Infrastructure/Physical Resources	DEPARTMENT:	SECC	
BUSINESS TYPE:	Core	RESIDENTS SERVED:		County-wide
BOARD GOAL:	Financially Responsible	FUND:	89 SECC	BUDGET: \$4,023,173
OUTPUTS	2018-19	2019-20	2020-21	2021-22
	ACTUAL	ACTUAL	PROJECTED	PROJECTED
Evaluate Interior/Exterior of Building	100%	Ongoing Evaluation	Ongoing	Ongoing
Evaluate Building Access and Security	100%	100%	100%	100%
Update CAD System	80%	100%	100%	50%
Update Radio System	40%	25%	75%	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.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
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.	100%	Ongoing Evaluation	Ongoing	Ongoing
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%	100%	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.	100%	85%	100%	50%

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Emergency Preparedness (480)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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
TOTAL POSITIONS	1.63	1.63	2.20	2.20	2.20	2.20

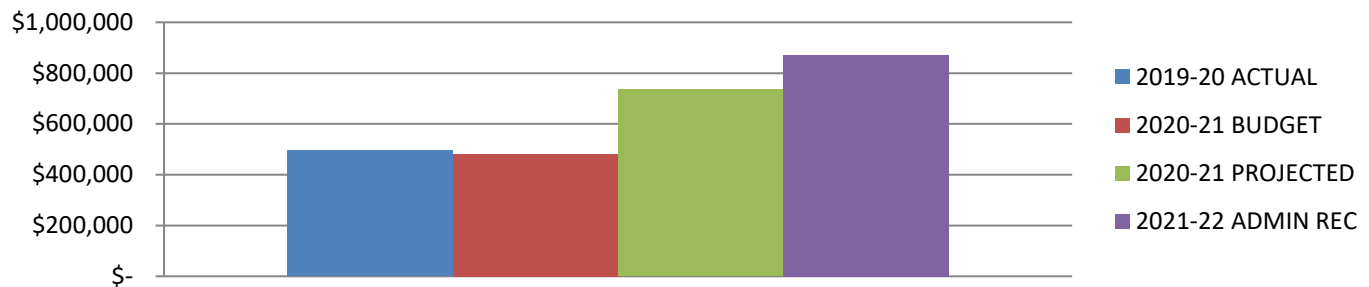
REVENUE SUMMARY:

Intergovernmental	\$ 45,771	88,805	39,000	472,517	450,833	450,833
County Contribution	218,000	218,000	218,000	218,000	250,000	250,000
Use of Money & Property	6,364	4,646	5,000	3,500	3,500	3,500
Fines & Forfeitures	56,304	129,336	46,000	91,000	36,500	36,500
TOTAL REVENUES	\$ 326,439	\$ 440,787	\$ 308,000	\$ 785,017	\$ 740,833	\$ 740,833

APPROPRIATION SUMMARY:

Salaries	\$ 152,439	\$ 131,476	\$ 145,516	\$ 138,049	\$ 191,952	\$ 191,952
Benefits	57,404	61,417	81,091	67,250	93,630	93,630
Capital Outlay	5,595	42,851	92,650	353,067	377,533	377,533
Purchase Services & Expenses	94,622	250,267	152,650	168,400	198,550	198,550
Supplies & Materials	7,936	9,671	10,000	8,650	10,500	10,500
Other Financing	-	-	-	-	-	-
TOTAL APPROPRIATIONS	\$ 317,996	\$ 495,682	\$ 481,907	\$ 735,416	\$ 872,165	\$ 872,165

COUNTY CONTRIBUTION



ANALYSIS

There are no changes in Emergency Preparedness personnel for FY22. The County contribution is expected to increase by \$32,000 or 15% in FY22.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Scott Emergency Comm Center (489)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
805-A SECC Director	1.00	1.00	1.00	1.00	1.00	1.00
505-A Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00
332-A Technical Support Coordinator	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
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
TOTAL POSITIONS	60.50	60.50	61.50	61.50	61.50	61.50

REVENUE SUMMARY:						
Intergovernmental	\$ 16,974	\$ 6,000	\$ 15,050	\$ 12,000	\$ 12,000	\$ 12,000
Use of Money and Property	78,868	52,345	71,000	37,000	37,000	37,000
Fines & Forfeitures	26,180	276	250	300	300	300

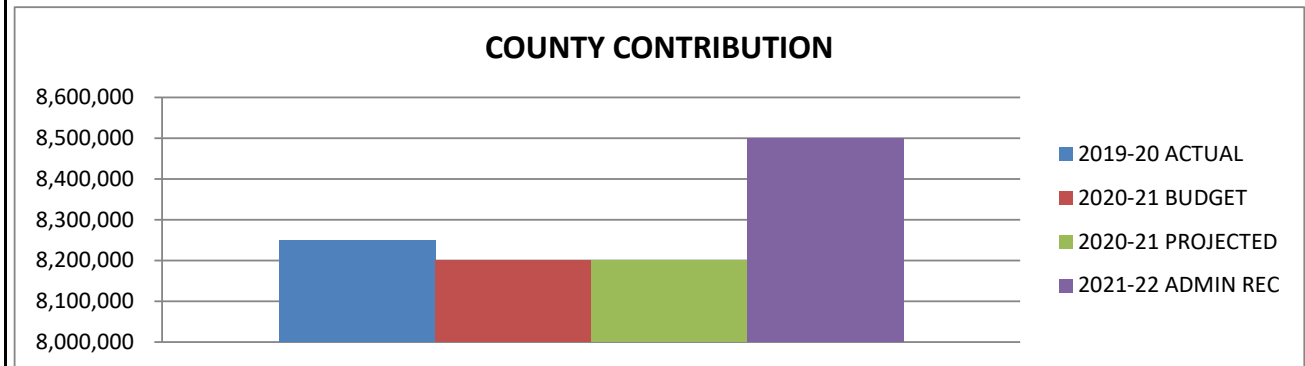
SUB-TOTAL REVENUES	\$ 122,022	\$ 58,621	\$ 86,300	\$ 49,300	\$ 49,300	\$ 49,300
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Scott County Contribution	8,100,000	8,250,000	8,200,000	8,200,000	8,500,000	8,500,000
Bond Financing	-	2,773,398	5,216,906	7,722,943	1,544,000	1,544,000

TOTAL REVENUES	\$ 8,222,022	\$11,082,019	\$13,503,206	\$15,972,243	\$10,093,300	\$10,093,300
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APPROPRIATION SUMMARY:						
Salaries	\$ 3,188,337	\$ 3,372,110	\$ 3,536,000	\$ 3,479,000	\$ 3,609,000	\$ 3,609,000
Benefits	1,270,019	1,381,384	1,398,075	1,352,000	1,445,600	1,445,600
Capital	1,694,311	1,955,909	5,781,406	8,296,942	2,205,500	2,205,500
Purchase Services & Expenses	2,273,205	2,243,453	2,246,145	2,337,395	2,234,007	2,234,007
Supplies	24,781	19,546	33,500	28,450	33,050	33,050
Debt Services	689,200	699,000	708,400	708,400	717,000	717,000

TOTAL APPROPRIATIONS	\$ 9,139,853	\$ 9,671,402	\$13,703,526	\$16,202,187	\$10,244,157	\$10,244,157
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ANALYSIS

There are no changes in SECC personnel for FY22. Scott County's contribution is expected to increase by \$300,000 and bond financing is expected to decrease by over \$6 million.

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.

ACTIVITY/SERVICE:	Public service - Community reach	DEPARTMENT:		Library	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:		27,864	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET:	\$380,952
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
Physical items checked out		155,352	125,550	132,000	135,000
People visiting physical locations		113,694	81,763	52,000	85,000
Program attendance		33,653	37,360	22,000	38,000
Meeting room use		1,546	844	200	950
New services added		11	17	3	3
Notary/Proctoring		146	156	45	150
Library cardholders		14,185	14,840	14,400	14,500

PROGRAM DESCRIPTION:

Provide a variety of library materials, information and programming for people of all ages.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Provide a variety of library materials	Maintain a physical circulating collection	155,352	125,550	132,000	135,000
Serve a variety of age groups	Provide access to physical locations throughout the county	113,694	81,763	52,000	85,000
Provide a variety of programming options	Increase program attendance	33,653	37,360	22,000	38,000
Provide free community gathering space	Provide free meeting room use at 4 branches for non-profits	1,546	844	200	950
Vary services based on changing demands	Try new programs, services, and materials	11	17	3	3
Meet community needs for extra services	Provide notary and proctoring services within established policies	146	156	45	150
Library cardholders	Maintain a current database of library users	14,185	14,840	14,400	14,500



ACTIVITY/SERVICE:	Public Service-Digital	DEPARTMENT:	Library	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:		27,864
BOARD GOAL:	Performing Organization	FUND:	Choose One	BUDGET: \$83,000
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
				2021-22 PROJECTED
# of downloads - digital materials		28,228	35,671	28,000
# of streamed items - digital materials		6,515	15,397	68,000
				30,000
# of hits on local databases		55,518	51,325	52,000
				53,000

PROGRAM DESCRIPTION:

Go Digital Initiative-Digital interaction

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Provide access to digital materials to library cardholders	Maintain digital databases and services	90,261	102,393	148,000	108,000

ACTIVITY/SERVICE:	Public Service-Communications	DEPARTMENT:	Library	
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:	27,864	
BOARD GOAL:	Performing Organization	FUND:	01 General	BUDGET: \$106,638
OUTPUTS		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED
				2021-22 PROJECTED
Staff interaction		24,756	26,756	22,000
Newsletter reach		1,786	1,860	1,650
Annual report produced		1	1	1
Website hits		69,922	209,768	160,000
Social media followers		2,395	2,964	4,000

PROGRAM DESCRIPTION:

Tell the library story in a variety of formats and using numerous platforms.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Staff physical locations and provide online and phone support for the community	Number of customer service contacts	24,756	26,756	22,000	23,000
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	69,922	209,768	160,000	175,000
Communicate with the public via social media	Maintain social media presence on relevant platforms	2,395	2,964	4,000	4,500

ACTIVITY/SERVICE:	Administration	DEPARTMENT:	Library		
BUSINESS TYPE:	Core Service	RESIDENTS SERVED:		27,864	
BOARD GOAL:	Extend our Resources	FUND:	01 General	BUDGET: \$30,575	
OUTPUTS		2018-19	2019-20	2020-21	2020-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Appropriations from Scott County		580,036	587,575	595,213	601,165
Average Service Hours Per Week		194	156 (Buildings closed due to COVID-19)	194	187
Total Employees		29	29	28	28

PROGRAM DESCRIPTION:

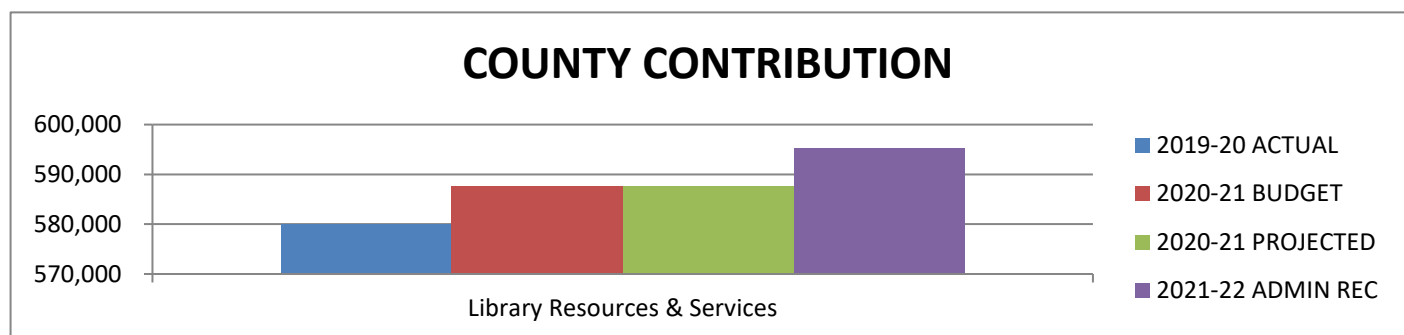
To provide administration of the library budget while providing superior library service to the residents of Scott County.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2020-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
Prepare reports and provide data to shape the direction of library services.	Library Board will meet at least 10 times per year.	10	8 (2 meetings cancelled due to COVID-19)	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	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Library Resources & Services (67.1000)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
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
TOTAL POSITIONS	16.29	16.29	16.29	16.29	16.29	16.29

REVENUE SUMMARY:						
Grants and Reimbursements	-	-	-	-	-	-
Intergovernmental	\$ 1,205,170	\$ 1,220,948	\$ 1,230,137	\$ 1,232,770	\$ 1,238,011	\$ 1,238,011
Charges for Services	15,400	10,010	9,088	9,088	10,504	10,504
Miscellaneous	33,230	19,929	3,250	5,650	6,250	6,250
SUB-TOTAL REVENUES	\$ 1,253,800	\$ 1,250,887	\$ 1,242,475	\$ 1,247,508	\$ 1,254,765	\$ 1,254,765
Scott County Contribution	580,036	580,036	587,575	587,575	595,213	595,213
TOTAL REVENUES	\$ 1,833,836	\$ 1,830,923	\$ 1,830,050	\$ 1,835,083	\$ 1,849,978	\$ 1,849,978

APPROPRIATION SUMMARY:						
Salaries	\$ 632,299	\$ 647,003	\$ 677,851	\$ 677,851	\$ 681,851	\$ 681,851
Benefits	202,881	216,012	229,000	231,000	236,400	236,400
Capital Outlay	189,460	134,829	113,546	121,888	111,546	111,546
Purchase Services & Expenses	202,493	186,639	190,580	185,769	193,489	193,489
Supplies & Materials	35,985	32,756	31,498	31,000	31,479	31,479
TOTAL APPROPRIATIONS	\$ 1,263,118	\$ 1,217,239	\$ 1,242,475	\$ 1,247,508	\$ 1,254,765	\$ 1,254,765



ANALYSIS

Revenues for the Library have been very stable for the last few years. Revenues for FY22 are projected to be \$1,849,978 which is less than a 1% increase over the \$1,833,836 in FY 19. Also appropriations over that same time frame are down less than 1%; 1,254,765 in FY 22 from \$1,263,118 in FY 19.

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.

ACTIVITY/SERVICE:	911 Ambulance Response	DEPARTMENT:	Medic		
BUSINESS TYPE:	Core	RESIDENTS SERVED:	county-wide		
BOARD GOAL:	Great Place to Live	FUND:	01 General	BUDGET:	\$0
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
Requests for ambulance service		32,314	32,496	35,334	35,750
Total number of transports		23,854	23,787	24,654	25,000
Community CPR classes provided		293	145		
Child passenger safety seat inspections performed		18	30		

PROGRAM DESCRIPTION:

Provide advanced level pre hospital emergency medical care and transport.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 Budget
OUTCOME:	EFFECTIVENESS:	na			
Urban Code 1 Response times will be < 7 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	84.64%	85.00%	87.00%
Urban Code 2 Response times will be < 09 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	92.41%	90.00%	90.00%
Urban Code 3 Response times will be < 14 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	95.28%	94.00%	94.00%
All Urban Average Response times		N/A	6:59:00 AM	7:10:00 AM	7:10:00 AM
Rural Code 1 Response times will be <14 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	89.730%	91.000%	91.000%
Rural Code 2 Response times will be <17 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	95.420%	92.000%	92.000%
Rural Code 2 Response times will be <19 minutes 59 seconds	Response time targets will be achieved at > 90% compliance	N/A	95.890%	94.000%	94.000%
All Rural Average Response times		N/A	10:33:00 AM	10:50:00 AM	10:50:00 AM
Increased cardiac survivability from pre-hospital cardiac arrest	% of cardiac arrest patients discharged alive	all arrests-18.58%, VF/VT arrests-37.84%	all arrests-15.74%, VF/VT arrests-30.0%	all arrests-12%, VF/VT 15%	all arrests-15%, VF/VT 18%



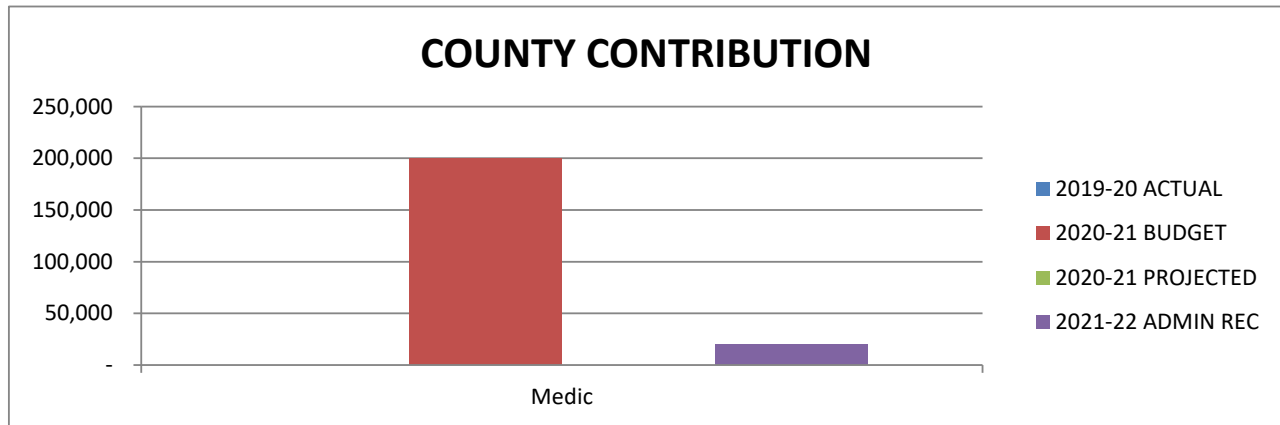
FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Medic Emergency Med Svcs (47)	ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:						
Director	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor Paramedic, EMT	66.00	66.00	66.00	66.00	66.00	66.00
Medical Director	0.20	0.20	0.20	0.20	0.20	0.20
Secretary/Bookkeeper	1.00	1.00	1.00	1.00	1.00	1.00
Manager	5.00	5.00	5.00	5.00	5.00	5.00
System Status Controller	13.00	13.00	14.00	14.00	14.00	14.00
Support Staff	1.00	1.00	1.00	1.00	1.00	1.00
Wheelchair/Shuttle Operator	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	88.20	88.20	89.20	89.20	89.20	89.20

REVENUE SUMMARY:

Net Patient Revenue	\$ 8,917,901	\$ 9,273,383	\$ 9,734,412	\$ 9,516,495	\$ 9,878,423	\$ 9,878,423
Other Support	929,374	1,099,697	937,927	882,989	838,950	838,950
Genesis Medical Center	-	-	-	-	-	-
Trinity Medical Center	-	-	-	-	-	-
SUB-TOTAL REVENUE	\$ 9,847,275	\$ 10,373,080	\$ 10,672,339	\$ 10,399,484	\$ 10,717,373	\$ 10,717,373
Scott County Contribution	120,974	-	200,000	-	200,000	20,000
TOTAL REVENUES	\$ 9,968,249	\$ 10,373,080	\$ 10,872,339	\$ 10,399,484	\$ 10,917,373	\$ 10,737,373

APPROPRIATION SUMMARY:

Personal Services	\$ 7,077,370	\$ 7,778,865	\$ 7,852,257	\$ 7,705,324	\$ 8,034,379	\$ 8,034,379
Equipment	5,281	4,450	1,876	2,968	4,000	4,000
Expenses	2,577,539	2,641,063	2,873,773	2,800,658	2,989,440	2,989,440
Supplies	281,853	305,969	289,208	374,289	325,000	325,000
Occupancy	31,720	25,910	30,918	31,023	31,500	31,500
TOTAL APPROPRIATIONS	\$ 9,973,762	\$ 10,756,258	\$ 11,048,031	\$ 10,914,262	\$ 11,384,318	\$ 11,384,318



ANALYSIS

The MEDIC contract is an "up to" guarantee of yearly loss. That number will be available after the 2021-2022 audit, and submitted for payment.

No significant budget changes for 2020-2021. Personal services increases range 3% - 4% with the exception of health insurance, which will increase 12.5%. Transition to a 28E may affect this, as health insurance could be from Scott County policy.

Projection of expense over revenue increased 29%, less than 20-21 FY. This number is based on the holdback for bad debt, and has historically been much lower at the yearly audit.

BFO remains the same. Goals are consistent with Activity/Service.

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.

ACTIVITY/SERVICE:	Business Attraction / Expansion	DEPARTMENT:	GDRC
BUSINESS TYPE:	Core	RESIDENTS SERVED:	All Residents
BOARD GOAL:	Economic Growth	FUND:	01 General
		BUDGET:	\$0

OUTPUTS	2017-18 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
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	2017-18 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
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OUTCOME:	EFFECTIVENESS:				
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.	The Shriner land is still being investigated. Personnel transitions by both GDRC and Shriners have moved follow up negotiation to a 2019-2020 time frame. The new Executive Director has transitioned well. Between current and past Executive Director, marketing calls were made. Sales literature is pending availability of new aerials that will ready early in the 2019-2020 year. Portions of the web site were updated. Balance is pending new aerials. No current prospects for lots 6 and 15	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.	Complete re-certification process to maintain EIIC Certified Site Status. Respond to 5 RFI's from prospects presented by chamber/state/city. Organize and hold 11 GDRC Board meetings. Organize and hold 2 EIIC owners Association Board meetings. Conduct 24 marketing calls in Scott County/Davenport. Complete update of sales literature and web site with new aerials when available. Complete negotiations on control of additional 158 acres.	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



**GREATER
DAVENPORT
REDEVELOPMENT
CORPORATION**

Quad Cities Chamber

Director: Paul Rumler, Phone: 563-322-1706, Website: 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.

ACTIVITY/SERVICE:	Business Attraction	DEPARTMENT: Quad Cities Chamber			
BUSINESS TYPE:	Quality of Life	RESIDENTS SERVED:			All Residents
BOARD GOAL:	Economic Growth	FUND:	01 General	BUDGET:	\$0
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
New Projects		33	43	60	35
Businesses Attracted		1	3	2	2
Number of Jobs		250	17	150	150
Capital Investment		N/A	\$14,925,000	\$25M	\$25M
Targets Identified		110	N/A	300	300
Industry Trade Shows/Conferences/Prospect Forums		9	10	7	3
Site Selector Meetings/External Conversations		73	108	100	100
Marketing -Website Visits		27,183	151,948**	135,000	150,000

PROGRAM DESCRIPTION: Business Attraction

Marketing the Quad Cities externally for the purpose of attracting new investment and generating high quality jobs

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 ACTUAL	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
New Projects		33	43	60	35
Businesses Attracted		1	3	2	2
Number of Jobs		250	17	150	150
Capital Investment		N/A	\$14.9M	\$25m	\$25M
Targets Identified		110	N/A	300	300
Industry Trade Shows/Conferences/Prospect Forums		9	10	7	3
Site Selector Meetings/External Conversations		73	108	100	100
Marketing-Website Visits		27,185	151,948**	135,000	135,000



ACTIVITY/SERVICE:		Business Expansion		DEPARTMENT: Quad Cites Chamber	
BUSINESS TYPE:		Quality of Life		RESIDENTS SERVED: All residents	
BOARD GOAL:		Economic Growth		FUND:	01 General
OUTPUTS		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
New Projects		26	11	30	15
Business Retained and Expanded		11	4	6	5
New Jobs		980	29	500	250
Capital Investment		\$85.6 M	\$820,000	\$75M	\$75M
Number of BRE/Company Visits		145	75	100	100
Number of Assists Made		462	334	500	400

Helping retain and expand existing companies in the Quad Cities.

PERFORMANCE MEASUREMENT		2018-19 ACTUAL	2019-20 BUDGETED	2020-21 PROJECTED	2021-22 PROJECTED
OUTCOME:	EFFECTIVENESS:				
New Projects		26	11	30	15
Businesses Retained & Expanded		11	4	6	5
Number of Jobs		980	29	500	250
Capital Investment		\$85.6 M	\$820,000.00	\$75M	\$75M
Number of BRE/Company Visits		145	75	100	100
Number of Assists Made		462	334	500	400

FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Regional Econ Develop (4901, 4903)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
CEO		0.30	0.30	0.10	0.10	0.10	0.10
President		0.55	0.55	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	1.00	1.10	1.10	1.10	1.10
Administrative Secretary		0.50	0.50	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	0.35	0.50	0.50	0.50	0.50
Marketing Staff		0.80	0.80	1.00	1.00	1.00	1.00
TOTAL POSITIONS		4.75	4.75	4.85	4.85	4.85	4.85

REVENUE SUMMARY:

Private Sector Members	\$ 473,451	\$ 891,286	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
Public Sector Members	338,759	302,909	405,000	405,000	423,000	423,000
Other	118,054	582,392	200,000	200,000	400,100	400,100
SUB-TOTAL REVENUES	\$ 930,264	\$ 1,776,587	\$ 1,705,000	\$ 1,705,000	\$ 1,923,100	\$ 1,923,100

Arsenal Lobbying Funding						
Scott County Contribution - QC First	42,654	43,506	45,000	45,000	47,000	47,000
Scott County Contribution-GDRC	30,000	30,000	30,000	30,000	30,000	30,000

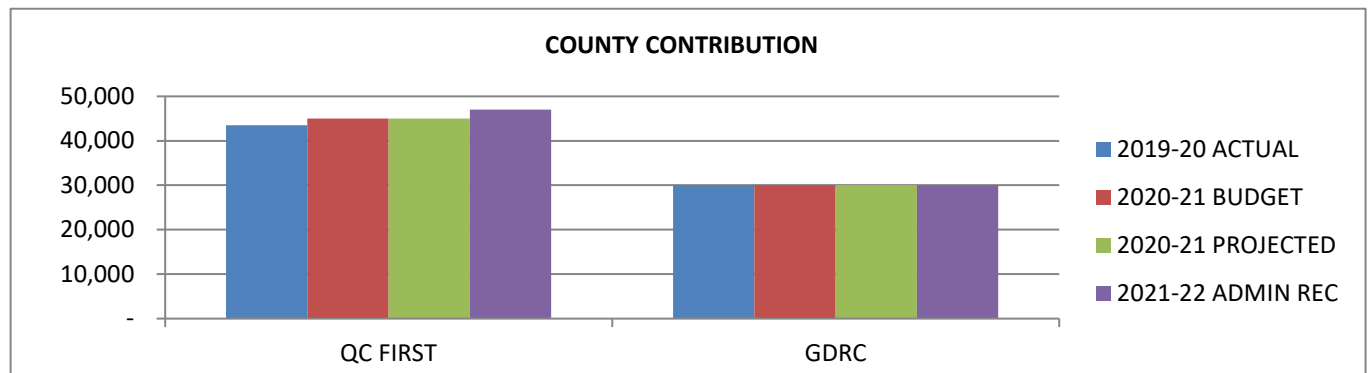
TOTAL COUNTY CONTRIBUTION	72,654	73,506	75,000	75,000	77,000	77,000
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TOTAL REVENUES	\$ 1,002,918	\$ 1,850,093	\$ 1,780,000	\$ 1,780,000	\$ 2,000,100	\$ 2,000,100
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APPROPRIATION SUMMARY:

Personal Services	\$ 838,470	\$ 930,527	\$ 1,100,019	\$ 1,110,000	\$ 1,135,000	\$ 1,135,000
Allocated Overhead	-	189,361	203,000	203,000	203,000	203,000
Total Direct Overhead	1,308	289	1,400	1,400	500	500
Total Business Attractions	276,832	705,432	399,000	399,000	631,000	631,000

TOTAL APPROPRIATIONS	\$ 1,116,610	\$ 1,825,609	\$ 1,703,419	\$ 1,713,400	\$ 1,969,500	\$ 1,969,500
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ANALYSIS

Scott County's annual contributtribution for regional economic development efforts are a contribution of \$47,000 to Quad Cities First, the regional marketing arm of the Quad Cities Chamber and \$30,000 for the Greater Davenport Redevelopment Corporation (GDRC) the publi-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.

ACTIVITY/SERVICE:	External Marketing to Visitors	DEPARTMENT:	QCCVB	
BUSINESS TYPE:	Community Add On	RESIDENTS SERVED:	All residents	
BOARD GOAL:	Great Place to Live	FUND:	Choose One	BUDGET: \$0
OUTPUTS		2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	PROJECTED

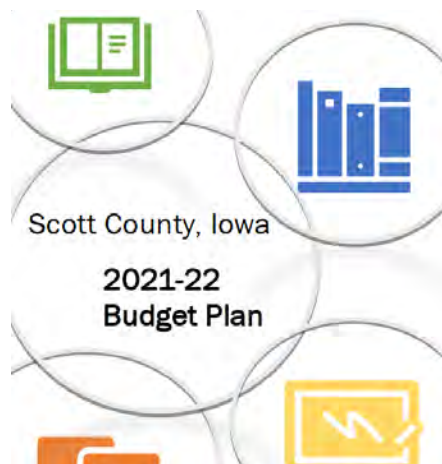
PROGRAM DESCRIPTION:

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		2018-19	2019-20	2020-21	2021-22
		ACTUAL	ACTUAL	PROJECTED	PROJECTED
OUTCOME:	EFFECTIVENESS:				
Increase Hotel/Motel taxes and Retail Sales Taxes to the County	Increase of 5% over previous Fiscal Year	\$ 4,892,175.00	\$ 4,645,288	\$ 2,750,000	\$ 3,000,000
Increase visitor inquiries processed, documented and qualified	Increase of 2% over previous Fiscal Year	\$ 386,048.00	\$ 229,078	\$ 150,000	\$ 175,000
Increase group tour operator inquiries processed, documented and qualified	Increase of 2% over previous Fiscal Year	\$ 1,489.00	\$ 730	\$ 400	\$ 500
Increase convention/meeting planner and trade show leads	Increase of 2% over previous Fiscal Year	\$ 2,907.00	\$ 1,492	\$ 600	\$ 750



FINANCIAL & AUTHORIZED POSITIONS SUMMARY		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
PROGRAM: Regional Tourism Development (5400)		ACTUAL	ACTUAL	BUDGET	PROJECTED	REQUEST	ADMIN REC
AUTHORIZED POSITIONS:							
TOTAL POSITIONS		10.50	10.50	12.00	9.00	9.00	9.00
REVENUE SUMMARY:							
Davenport	\$ 375,000	\$ 375,000	\$ 500,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000
Bettendorf	195,432	186,111	210,000	145,240	145,240	145,240	145,240
Moline	266,596	247,592	295,000	172,900	172,900	172,900	172,900
Rock Island	75,222	61,320	97,000	70,000	70,000	70,000	70,000
East Moline	5,000	-	3,000	6,000	6,000	6,000	6,000
Rock Island County	73,757	68,186	80,500	46,900	46,900	46,900	46,900
Silvis	1,000	1,000	1,000	1,000	1,000	1,000	1,000
LeClaire	10,000	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	5,000
Eldridge	3,000	3,000	3,000	3,000	3,000	3,000	3,000
State of Illinois/LTCB Grant	291,437	294,319	325,000	200,000	200,000	200,000	200,000
State of Illinois/Marketing Partnership Grant	12,500	43,983	75,000	-	-	-	-
State of Illinois/International Grant	19,500	13,161	25,000	-	-	-	-
Other Grants	84,834	95,420	75,000	30,000	30,000	30,000	30,000
Interest	8,085	21,248	18,000	10,500	10,500	10,500	10,500
Miscellaneous Income	248,460	356,189	50,000	10,000	10,000	10,000	10,000
Mississippi Valley Welcome Center	-	-	-	-	-	-	-
Membership Income	58,328	56,544	65,000	52,500	52,500	52,500	52,500
Publications Income	9,504	11,753	9,000	3,000	3,000	3,000	3,000
Joint Projects Income	-	-	500	500	500	500	500
Friends of QC Grant	-	-	-	-	-	-	-
Corporate Donations	-	-	25,000	10,000	10,000	10,000	10,000
QC Sports Commission Income	69,430	70,297	52,310	70,485	70,485	70,485	70,485
SUB-TOTAL REVENUES	\$ 1,812,085	\$ 1,915,123	\$ 1,919,310	\$ 1,217,025	\$ 1,217,025	\$ 1,217,025	\$ 1,217,025
Scott County Contribution	70,000	70,000	70,000	70,000	70,000	70,000	70,000
TOTAL REVENUES	\$ 1,882,085	\$ 1,985,123	\$ 1,989,310	\$ 1,287,025	\$ 1,287,025	\$ 1,287,025	\$ 1,287,025
APPROPRIATION SUMMARY:							
Personal Services	\$ 594,028	\$ 702,411	\$ 741,000	\$ 659,923	\$ 659,923	\$ 659,923	\$ 659,923
Equipment	-	-	-	-	-	-	-
Expenses	1,049,857	868,371	1,101,696	771,078	771,078	771,078	771,078
Supplies	5,471	6,030	7,500	3,000	3,000	3,000	3,000
Occupancy	107,506	86,488	94,030	107,600	107,600	107,600	107,600
TOTAL APPROPRIATIONS	\$ 1,756,862	\$ 1,663,300	\$ 1,944,226	\$ 1,541,601	\$ 1,541,601	\$ 1,541,601	\$ 1,541,601
<div> <div> <div>100,000</div> <div>50,000</div> <div>-</div> </div> <div> <div>2019-20 ACTUAL</div> <div>2020-21 BUDGET</div> <div>2020-21 PROJECTED</div> <div>2021-22 ADMIN REC</div> </div> <div> <div>Regional Tourism</div> </div> </div>							
ANALYSIS							
<p>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.</p>							



Scott County, Iowa

**2021-22
Budget Plan**

SUPPLEMENTAL INFORMATION

SUPPLEMENTAL INFORMATION

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Did you know?

Scott County is part of the Quad Cities.
The Quad Cities is a group of cities on
the Iowa and Illinois border on the
Mississippi.

We have lots to do here -
[find out more!](#)

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 Comprehensive Annual Financial Report (CAFR) of the County are based on generally accepted accounting principles, include the same funds (other than the entity-wide funds included in the CAFR), and meets the criteria set forth by the Government Finance Officers Association for its Certificate of Achievement for Excellence in Financial Reporting.

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 MH-DD Fund, the Rural Services Basic Fund and the Secondary Roads Fund.

Mental Health & Disabilities Services Fund - This fund accounts for state revenues allocated to the County to be used to provide mental health, and disability services. The Mental Health & Disabilities Service 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:


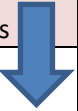
Public Safety and Legal Services
Physical Health and Social Services
Mental Health & Disabilities Services
County Environment and Education Services
Roads and Transportation Services
Government Services to Residents
Administration (interprogram) Services
Debt Service
Capital Projects

Did you know?

Public Health encompasses a wide variety of things. Among them is testing your well water. Scott County Health Department offers free well testing.

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.

SCOTT COUNTY, IOWA BUDGET CALENDAR

	Board of Supervisors	County Administration	Citizens and State	Departments and Authorized Agencies
July	New Fiscal Year Begins July 1, 2021 to June 30, 2022			
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 Budget by resolution. Strategic Planning		Certification by Auditor and State Department of Management	
April		Prepare final budget document. Review budget amendment needs		
May	Adopt Budget Amendment 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 30th**. 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 2022 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.

MISCELLANEOUS STATISTICS ABOUT SCOTT COUNTY

DATE OF INCORPORATION: December 31, 1837

Form of Government: County Board/County Administrator

Population ^v	172,943	Snowmobile Trails, Total Miles [*]	86
Area in Square Miles ^v	468.2	Acres of Industrial Lands [*]	
		Unincorporated	13.3
Median Age of Population ^v	38	Building Permits [*]	
Miles of Roads and Streets [*]		(non Davenport / Bettendorf)	
Interstate Highways	90	Issued in year ended 6/30/20	1,172
State Highways	97	Value of Issued Permits	\$29,586,144
Non-Urban	564		
Urban	<u>1,094</u>	Last General Election 11/3/20 [*]	
Total Miles	<u>1,675</u>	Registered Voters	132,790
		Votes Cast	93,053
Farming Acres ⁺	219,935	Percent	70.08%
Number of Farms	684		
Average Size of Farm (Acres)	322	Last City/School Boards Election 11/5/19	
		Registered Voters	126,644
Scott County Employees [*]		Votes Cast	18,729
Board Members	5	Percent	14.79%
Elected Officials	5		
Full time equivalents	512.97	Licensed businesses allowed to sell and serve alcohol [*]	
		Unincorporated	20
# School Districts in Scott County [*]	7		
# Cities within Scott County [*]	17		
Recreation: Parks			
County Recreation Areas	8		
# of Acres	2,509		
Golf Courses [*]			
Private	2	^v www.census.gov	
Public	4		
Municipal	5	+ www.agcensus.usda.gov	

^{*}County Staff/Offices/Website

MISCELLANEOUS STATISTICS ABOUT SCOTT COUNTY (cont.)

Ten Principal Taxpayers as of June 30, 2022

Organization	Taxable Value	% of Total Taxable Value \$9,370,202,787
MID AMERICAN ENERGY	200,818,258	2.14%
IOWA AMERICAN WATER COMPANY	62,403,052	0.67%
GLP CAPITAL LP	58,758,021	0.63%
STERLITE CORPORATION	57,721,581	0.62%
RHYTHM CITY CASINO LLC	57,200,787	0.61%
KRAFT HEINZ FOODS COMPANY	43,545,339	0.46%
MACERICH NORTH PARK MALL LLC	38,552,175	0.41%
ARCONIC INC	38,131,491	0.41%
THF DAVENPORT NORTH DEVELOPMENT	31,863,871	0.34%
JOHN DEERE CONSTRUCTION & FORESTRY CO	29,025,095	0.31%
Total	\$618,018,670	6.60%

Source: County tax rolls. 2020 Assessment Year Total Valuation without gas and electric utilities \$9,370,202,787

Ten Principal Employers as of June 30, 2020

Employer	Rank	% of Total County Employment
Davenport Community Schools	1	2.9%
John Deere Davenport Works	2	2.3%
Arconic	3	2.3%
Kraft Heinz	4	1.8%
Genesis Medical Ctr (all Scott Co Locations)	5	1.8%
Tri City Engineering & Integration	6	1.4%
Rhythm City Casino	7	1.1%
Cobham Mission Equipment	8	1.0%
City of Davenport	9	0.9%
Bettendorf Event Center	10	0.7%

Source:
InfoGroup, Reference USA Gov and Individual Employers (October 2020)
Date accessed: 10/10/20

MISCELLANEOUS STATISTICS ABOUT SCOTT COUNTY

POPULATION	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Population 2019 estimated	172,943	131,228	226,706	490,161	151,140	141,879
Population 2010	165,223	131,086	211,243	430,631	130,882	147,541

RACE	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
White	85.6%	84.5%	88.4%	85.0%	83.0%	82.7%
African American	7.8%	9.7%	5.9%	7.1%	7.3%	11.0%
Native American	0.4%	0.4%	0.3%	0.4%	0.4%	0.6%
Asian	3.0%	2.5%	2.6%	5.1%	6.8%	2.7%
Hispanic	6.9%	4.5%	3.4%	8.5%	5.8%	13.1%
Native Hawaiian	0.1%	0.4%	0.1%	0.1%	0.1%	0.0%
Two or More Races	3.1%	2.5%	2.7%	2.4%	2.5%	2.9%

HOUSING	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Housing Units	74,659	58,320	98,063	204,633	65,046	66,171
Owner Occupied	69.5%	65.7%	74.4%	67.2%	59.7%	68.7%
Median Value/Owner-Occupied	158,200	143,100	153,700	171,800	216,900	117,000
Median Gross Rent	\$779	\$769	\$743	\$879	\$968	\$733

EDUCATION	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
High School Graduate or Higher	92.9%	91.3%	94.7%	91.5%	95.3%	88.9%
Bachelor's Degree or Higher	31.9%	28.6%	33%	36.1%	53%	23.2%

TRANSPORTATION	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Travel Time to Work in Minutes	19.0	16.1	18.6	19.5	19.0	19.1

BUSINESSES	Scott, IA	Black Hawk, IA	Linn, IA	Polk, IA	Johnson, IA	Rock Island, IL
Total Employment	81,654	63,375	120,369	265,640	64,348	60,656
Total Annual Payroll (\$1,000)	\$3,422,832	\$2,608,836	\$5,909,260	\$14,001,799	\$2,823,093	\$3,107,032

Date accessed 4/5/21

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

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.com/hr/policies>

The following table highlights budget compliance and financial management policies for the FY 2022 Budget or FY 2020 Comprehensive Annual Financial Report:

Policy	Compliance Area	Complete / evidence
Office of the Administrator	Develop budget / capital plan	FY 2022 Budget
Office of the Administrator	Authority to fill vacancies in authorized positions	FY 2022 Budget – Authorized Positions
Budget and Financial Management	Property tax revenue collections will not generally exceed the cost of living of the previous year	FY 2022 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 2022 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 2022 Budget
Budget and Financial Management	Current County expenditures will be funded by current revenues unless specifically approved by the Board of Supervisors	FY 2022 Budget
Budget and Financial Management	Capital Improvements will be identified on the basis of long-range projected needs rather than immediate needs.	FY 2022 Budget

Budget and Financial Management	The Board of Supervisors recognizes a commitment of county funds necessary to be awarded certain grants from the State.	FY 2022 Budget – Commitment to Nahant Marsh for CAT Grant.
Budget and Financial Management	Long-term borrowing will only be utilized to fund capital improvements and not operating expenditures.	FY 2022 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 2020 Comprehensive Annual Financial Report was issued January 22, 2021 due to the delay in auditing CARES Act Federal Expenditures.
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, 2020.

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

Scott County General Policy 33 - County Financial Management Policy

https://www.scottcountyiowa.net/hr/pub/policies_general/33_Budget_and_Financial_Management.pdf

Scott County General Policy 2 - County Cash Handling Procedures Policy

https://www.scottcountyiowa.net/hr/pub/policies_general/02_Cash_Handling_Procedures.pdf

Scott County General Policy 18 - County Investment Policy

https://www.scottcountyiowa.net/hr/pub/policies_general/18_Investment_Policy.pdf

Excerpts from the Code of Iowa:

Chapter 24 - Local Budget Law

Page 446

Chapter 331 - County Home Rule

Page 450

(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.

No municipality shall certify or levy in any fiscal year any tax on property subject to taxation unless and until the following estimates have been made, filed, and considered, as hereinafter provided:

1. The amount of income thereof for the several funds from sources other than taxation.
2. The amount proposed to be raised by taxation.
3. The amount proposed to be expended in each and every fund and for each and every general purpose during the fiscal year next ensuing, which in the case of municipalities shall be the period of twelve months beginning on the first day of July of the current calendar year.
4. A comparison of such amounts so proposed to be expended with the amounts expended for like purposes for the two preceding years.

24.4 Time of filing estimates.

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

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shall be held not less than ten nor more than twenty days before the hearing. Provided that in municipalities of less than two hundred population such estimates and the notice of hearing thereon shall be posted in three public places in the district in lieu of publication. For any other municipality such publication shall be in a newspaper published therein, if any, if not, then in a newspaper of general circulation therein.

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 to 24.32, so far as applicable. A local budget shall be amended by May 31 of the current fiscal year to allow time for a protest hearing to be held and a decision rendered before June 30. An amendment of a budget after May 31 which is properly appealed but 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, and this chapter, and sections 8.39 and 11.1 to 11.5, constitutes a simple misdemeanor, and is sufficient ground for removal from office.

24.25 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

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of the local government and to the first ten property owners whose names appear upon the protest, at least five days before the date fixed for the hearing. At all hearings, the burden shall be upon the objectors with reference to any proposed item in the budget which was included in the budget of the previous year and which the objectors propose should be reduced or excluded; but the burden shall be upon the certifying board or the levying board, as the case may be, to show that any new item in the budget, or any increase in any item in the budget, is necessary, reasonable, and in the interest of the public welfare.

24.29 Appeal.

The state board may conduct the hearing or may appoint a deputy. A deputy designated to hear an appeal shall attend in person and conduct the hearing in accordance with section 24.28, and shall promptly report the proceedings at the hearing, which report shall become a part of the permanent record of the state board.

24.30 Review by and powers of board.

It shall be the duty of the state board to review and finally pass upon all proposed budget expenditures, tax levies and tax assessments from which appeal is taken and it shall have power and authority to approve, disapprove, or reduce all such proposed budgets, expenditures, and tax levies so submitted to it upon appeal, as herein provided; but in no event may it increase such budget, expenditure, tax levies or assessments or any item contained 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 through 270.7.*

(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, 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 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.

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. “*Cash flow reduction amount*” means the amount calculated under subsection 4 and used to reduce a county budgeted amount under subsection 9 for fiscal years beginning on or after July 1, 2023.

c. “*County budgeted amount*” means the amount calculated under subsection 9 and certified for levy under subsection 6.

d. “*County services fund*” means a county mental health and disabilities services fund created pursuant to this section.

e. “*Population*” means the population shown by the latest preceding

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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.

f. “*Region*” means a mental health and disability services region formed in accordance with section 331.389.

g. “*Regional per capita expenditure target amount*” means the amount determined in subsection 8 for each region.

h. “*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. 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. 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. 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.

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 be reserved in the county services fund to address cash flow obligations in the next fiscal year, subject to the limitations of this subsection.

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.

c. For each fiscal year beginning on or after July 1, 2023, of a county’s cash flow amount maintained in the county services fund or of the region’s cash flow amount attributable to the county under section 331.391, subsection 4, paragraph “b”, an amount equal to the county’s cash flow reduction amount shall be used to fund the county’s financial obligations for the payment of services provided under the regional service system management plan under section 331.393.

d. (1) For each fiscal year beginning on or after July 1, 2023, each county’s cash flow reduction amount shall be equal to the sum of the county’s cash flow amount in the county services fund plus the most recent amount certified by the region for the county under section 331.391, subsection 4, paragraph “b”, minus forty percent of the gross expenditures from the county services fund in the fiscal year preceding the fiscal year in progress. However, the cash flow reduction amount shall not be less than zero and shall not exceed the county budgeted amount determined under subsection 9 prior to any reduction resulting from the cash flow reduction amount.

(2) For the applicable fiscal years, each county’s cash flow reduction amount calculated pursuant to this paragraph shall result in a reduction of the county budgeted amount determined pursuant to subsection 9.

5. Receipts from the state or federal government 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, the county shall certify a levy for payment of services. For each 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 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, 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 the regional per capita expenditure target amount multiplied by the county’s population, and, for fiscal years beginning on or after July 1, 2023, reduced by the amount of the county’s cash flow reduction amount for the fiscal year calculated under subsection 4, if applicable.

b. If a county officially joins a different region, the county’s budgeted amount 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 the new region’s regional per capita expenditure target amount multiplied by the county’s population, and, for fiscal years beginning on or after July 1, 2023, reduced by the amount of the county’s cash flow reduction amount for the fiscal year calculated under subsection 4, if applicable.

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

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..... 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.
- 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 for the general basic levy to the total general basic levy for the current year, and an amount equivalent to the moneys derived by the general fund from military service tax credits under chapter 426A, 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

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of current taxes actually collected and apportioned for the rural services basic levy to the total rural services basic levy for the current year and an amount equivalent to the moneys derived by the rural services fund from military service tax credits under chapter 426A, 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. 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 subsection does not apply to appropriations made or the value of in-kind care and treatment provided pursuant to section 347.7, subsection 1, paragraph "c".

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.

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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 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

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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.

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.

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;

331.439 Eligibility for state payment. Repealed by its own terms;

331.440 Mental health, intellectual disability, and developmental disabilities services — central point of coordination process — state case services. Repealed by its own terms;

331.440A Adult mental health, mental retardation, and developmental disabilities services funding decategorization pilot project. Repealed by its own terms

<https://www.legis.iowa.gov/law/iowacode>

SCOTT COUNTY IOWA

PAY PLAN

2022



Effective July 1, 2021

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Scott County Salary Rate Table for FY 2022
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
15: Cody Homestead Site Coordinator													
\$15.38	\$15.77	\$16.16	\$16.57	\$16.98	\$17.40	\$17.84	\$18.29	\$18.74	\$19.21	\$19.69	\$20.18	\$20.69	\$21.21

16: Office Assistant													
\$16.15	\$16.56	\$16.97	\$17.39	\$17.83	\$18.27	\$18.73	\$19.20	\$19.68	\$20.17	\$20.68	\$21.19	\$21.72	\$22.27

18. Senior Office Assistant													
\$17.81	\$18.25	\$18.71	\$19.18	\$19.66	\$20.15	\$20.65	\$21.17	\$21.70	\$22.24	\$22.80	\$23.37	\$23.95	\$24.55

19. Golf Maintenance Technician; Official Records Clerk; Sex Offender Registry Specialist													
\$18.70	\$19.17	\$19.64	\$20.14	\$20.64	\$21.16	\$21.68	\$22.23	\$22.78	\$23.35	\$23.94	\$24.53	\$25.15	\$25.78

20. Alternative Sentencing Coordinator; Court Compliance Coordinator; Medical Lab Technician; Pioneer Village Site Coordinator													
\$19.63	\$20.12	\$20.63	\$21.14	\$21.67	\$22.21	\$22.77	\$23.34	\$23.92	\$24.52	\$25.13	\$25.76	\$26.40	\$27.06

21: Administrative Assistant; Bailiff; Custodial Supervisor; Desktop Support Technician; Equipment Mechanic-Conservation; Inmate Services Specialist; Medical Assistant; Park Maintenance Technician													
\$20.61	\$21.13	\$21.66	\$22.20	\$22.75	\$23.32	\$23.91	\$24.50	\$25.12	\$25.74	\$26.39	\$27.05	\$27.72	\$28.42

22: Community Based Youth Counselor; Detention Youth Counselor; Golf Maintenance Crew Leader; Park Maintenance Crew Leader													
\$21.65	\$22.19	\$22.74	\$23.31	\$23.89	\$24.49	\$25.10	\$25.73	\$26.37	\$27.03	\$27.71	\$28.40	\$29.11	\$29.84

23: Bailiff Sergeant; Benefits Specialist; Payroll Specialist; Senior Administrative Assistant													
\$22.73	\$23.30	\$23.88	\$24.48	\$25.09	\$25.71	\$26.36	\$27.02	\$27.69	\$28.38	\$29.09	\$29.82	\$30.57	\$31.33

Scott County Salary Rate Table for FY 2022
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
24: Classification Specialist; Community Dental Consultant-Maternal, Child, & Adolescent; Community Dental Consultant-Adult; GIS/ Election Systems Technician; Grant Accounting Specialist; Mental Health Advocate; Naturalist; Park Ranger; Planning & Development Specialist; Veteran Affairs Director													
\$23.86	\$24.46	\$25.07	\$25.70	\$26.34	\$27.00	\$27.67	\$28.37	\$29.08	\$29.80	\$30.55	\$31.31	\$32.09	\$32.90
25: Engineering Technician; Executive Assistant; Purchasing Specialist													
\$25.06	\$25.68	\$26.33	\$26.98	\$27.66	\$28.35	\$29.06	\$29.79	\$30.53	\$31.29	\$32.08	\$32.88	\$33.70	\$34.54
26: Child Health Consultant; Elections Supervisor; Inmate Programs Coordinator; Juvenile Detention Shift Supervisor; Motor Vehicle Supervisor; Paralegal; Paralegal/Executive Secretary; Senior Engineering Technicaian; Tax Accounting Specialist													
\$26.31	\$26.97	\$27.64	\$28.33	\$29.04	\$29.77	\$30.51	\$31.27	\$32.06	\$32.86	\$33.68	\$34.52	\$35.38	\$36.27
27: Case Expeditor; Child Care Nurse Consultant; Community Health Consultant; Community Health Interventionist; Community Tobacco Consultant; Community Transformation Consultant; Corrections Food Service Supervisor; Environmental Health Specialist; ERP Budget Analyst; Facilities Maintenance Manager; GIS Analyst, Human Resources Generalist; Maternal, Child, Adolescent Health Nurse; Mechanic Supervisor; Paralegal Audio/Video Production Specialist; Public Health Nurse; Roadside Vegetation Specialist; Technology Systems Specialist- Public Safety													
\$27.63	\$28.32	\$29.02	\$29.75	\$30.49	\$31.26	\$32.04	\$32.84	\$33.66	\$34.50	\$35.36	\$36.25	\$37.15	\$38.08
28: Clinical Services Specialist; County General Store Manager; Environmental Education Program Manager; Investigator-Attorney's Office; Network Systems Administrator; Programmer/ Analyst													
\$29.01	\$29.73	\$30.48	\$31.24	\$32.02	\$32.82	\$33.64	\$34.48	\$35.34	\$36.23	\$37.13	\$38.06	\$39.01	\$39.99
29: Case Aide Supervisor/Coordinator of Disability Services; Community Health Manager; Coordinator of Disability Services; Correctional Health Nurse; Corrections Sergeant; Environmental Health Manager; Public Health Services Manager													
\$30.46	\$31.22	\$32.00	\$32.80	\$33.62	\$34.46	\$35.32	\$36.20	\$37.11	\$38.04	\$38.99	\$39.96	\$40.96	\$41.99

Scott County Salary Rate Table for FY 2022
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
30: Fleet Manager; Golf Pro Manager; Office Administrator; Secondary Roads Superintendent													
\$31.98	\$32.78	\$33.60	\$34.44	\$35.30	\$36.18	\$37.09	\$38.01	\$38.96	\$39.94	\$40.94	\$41.96	\$43.01	\$44.08
31: Clinical Services Manager; Correctional Health Manager; Corrections Lieutenant; Information Security Analyst; Park Manager; Senior Programmer/Analyst; Webmaster													
\$33.58	\$34.42	\$35.28	\$36.16	\$37.06	\$37.99	\$38.94	\$39.91	\$40.91	\$41.94	\$42.98	\$44.06	\$45.16	\$46.29
32: Assistant Attorney; Network Infrastructure Manager; Risk Manager; Sheriff's Lieutenant													
\$35.26	\$36.14	\$37.04	\$37.97	\$38.92	\$39.89	\$40.89	\$41.91	\$42.96	\$44.03	\$45.13	\$46.26	\$47.42	\$48.60
33: Assistant Jail Administrator; Operations Manager - Auditor; Operations Manager - Treasurer													
\$37.02	\$37.95	\$38.90	\$39.87	\$40.86	\$41.89	\$42.93	\$44.01	\$45.11	\$46.23	\$47.39	\$48.57	\$49.79	\$51.03
34: Deputy Conservation Director; Deputy Health Director; GIS Manager; Juvenile Detention Center Director; Programmer/Analyst Manager													
\$38.87	\$39.84	\$40.84	\$41.86	\$42.91	\$43.98	\$45.08	\$46.21	\$47.36	\$48.55	\$49.76	\$51.00	\$52.28	\$53.59
35: Assistant County Engineer; Finance Manager; Planning & Development Director													
\$40.82	\$41.84	\$42.88	\$43.95	\$45.05	\$46.18	\$47.33	\$48.52	\$49.73	\$50.97	\$52.25	\$53.55	\$54.89	\$56.26
36: Accounting & Tax Manager; Senior Assistant Attorney													
\$42.86	\$43.93	\$45.03	\$46.15	\$47.31	\$48.49	\$49.70	\$50.94	\$52.22	\$53.52	\$54.86	\$56.23	\$57.64	\$59.08
37: Budget & Administrative Services Director; Community Services Director; Facility & Support Services Director; Information Technology Director													
\$45.00	\$46.12	\$47.28	\$48.46	\$49.67	\$50.91	\$52.19	\$53.49	\$54.83	\$56.20	\$57.60	\$59.04	\$60.52	\$62.03

Scott County Salary Rate Table for FY 2022
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
38: Conservation Director													
\$47.25	\$48.43	\$49.64	\$50.88	\$52.15	\$53.46	\$54.79	\$56.16	\$57.57	\$59.01	\$60.48	\$61.99	\$63.54	\$65.13
39: Health Director													
\$49.61	\$50.85	\$52.12	\$53.43	\$54.76	\$56.13	\$57.53	\$58.97	\$60.45	\$61.96	\$63.51	\$65.09	\$66.72	\$68.39
40: County Engineer													
\$52.09	\$53.39	\$54.73	\$56.10	\$57.50	\$58.94	\$60.41	\$61.92	\$63.47	\$65.06	\$66.68	\$68.35	\$70.06	\$71.81
41: Assistant County Administrator/Human Resources Director													
\$54.70	\$56.06	\$57.47	\$58.90	\$60.37	\$61.88	\$63.43	\$65.02	\$66.64	\$68.31	\$70.02	\$71.77	\$73.56	\$75.40

SCOTT COUNTY SALARY RATE TABLE FOR FY 2022
PPME (SECONDARY ROADS UNIT)

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
18r: Parts & Inventory Clerk									
\$17.81	\$18.25	\$18.71	\$19.18	\$19.66	\$20.15	\$20.65	\$21.17	\$21.70	\$22.24
22r: Roads Maintenance Worker; Mechanic									
\$21.65	\$22.19	\$22.74	\$23.31	\$23.89	\$24.49	\$25.10	\$25.73	\$26.37	\$27.03
23r: Senior Roads Maintenance Worker									
\$22.73	\$23.30	\$23.88	\$24.48	\$25.09	\$25.71	\$26.36	\$27.02	\$27.69	\$28.38
24r: Senior Mechanic; Heavy Equipment Operator; Signs Technician; Roadside Vegetation Technician									
\$23.86	\$24.46	\$25.07	\$25.70	\$26.34	\$27.00	\$27.67	\$28.37	\$29.08	\$29.80
25r: Senior Signs Technician									
\$25.06	\$25.68	\$26.33	\$26.98	\$27.66	\$28.35	\$29.06	\$29.79	\$30.53	\$31.29
26r: Crew Leader									
\$26.31	\$26.97	\$27.64	\$28.33	\$29.04	\$29.77	\$30.51	\$31.27	\$32.06	\$32.86

SCOTT COUNTY SALARY RATE TABLE FOR FY 2022
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
16: Custodian; Elections Clerk; Grounds Maintenance Worker; Office Assistant													
\$16.15	\$16.56	\$16.97	\$17.39	\$17.83	\$18.27	\$18.73	\$19.20	\$19.68	\$20.17	\$20.68	\$21.19	\$21.72	\$22.27
17: Multi-Service Clerk; Receptionist													
\$16.96	\$17.38	\$17.82	\$18.26	\$18.72	\$19.19	\$19.67	\$20.16	\$20.66	\$21.18	\$21.71	\$22.25	\$22.81	\$23.38
18: Accounting Clerk (Treasurer); Senior Office Assistant													
\$17.81	\$18.25	\$18.71	\$19.18	\$19.66	\$20.15	\$20.65	\$21.17	\$21.70	\$22.24	\$22.80	\$23.37	\$23.95	\$24.55
19: Civil Records Specialist; Facility Maintenance Worker; Licensing Specialist; Platroom Specialist; Real Estate Specialist; Senior Elections Clerk; Vital Records Specialist													
\$18.70	\$19.17	\$19.64	\$20.14	\$20.64	\$21.16	\$21.68	\$22.23	\$22.78	\$23.35	\$23.94	\$24.53	\$25.15	\$25.78
20: Revenue Collection Specialist; Victim & Witness Specialist													
\$19.63	\$20.12	\$20.63	\$21.14	\$21.67	\$22.21	\$22.77	\$23.34	\$23.92	\$24.52	\$25.13	\$25.76	\$26.40	\$27.06
21: Accounts Payable Specialist; Case Aide; Fine Collections Specialist; Legal Secretary													
\$20.61	\$21.13	\$21.66	\$22.20	\$22.75	\$23.32	\$23.91	\$24.50	\$25.12	\$25.74	\$26.39	\$27.05	\$27.72	\$28.42
22: Intake Coordinator; Senior Victim & Witness Specialist													
\$21.65	\$22.19	\$22.74	\$23.31	\$23.89	\$24.49	\$25.10	\$25.73	\$26.37	\$27.03	\$27.71	\$28.40	\$29.11	\$29.84
23: Electronic Systems Technician; Senior Facility Maintenance Worker													
\$22.73	\$23.30	\$23.88	\$24.48	\$25.09	\$25.71	\$26.36	\$27.02	\$27.69	\$28.38	\$29.09	\$29.82	\$30.57	\$31.33
24: Building Inspector; Senior Electronic Systems Technician													
\$23.86	\$24.46	\$25.07	\$25.70	\$26.34	\$27.00	\$27.67	\$28.37	\$29.08	\$29.80	\$30.55	\$31.31	\$32.09	\$32.90

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2022
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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4S: Sergeant									
\$38.22		\$39.75		\$41.34		\$42.99			

8S: Deputy									
\$27.50	\$28.61	\$29.76	\$30.94	\$32.19	\$32.99	\$33.80	\$34.66	\$35.53	\$36.42

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2022
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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10S: Corrections Officer													
\$21.64	\$22.50	\$23.40	\$24.34	\$25.31	\$26.33	\$27.38	\$28.48	\$29.61	\$30.80				

18: Corrections Custodial Officer; Corrections Food Service Officer													
\$17.81	\$18.25	\$18.71	\$19.18	\$19.66	\$20.15	\$20.65	\$21.17	\$21.70	\$22.24	\$22.80	\$23.37	\$23.95	\$24.55

Did you know?

Scott County Human Resources processed
3,474 applications for jobs in FY21.

**SCOTT COUNTY SALARY RATE TABLE FOR FY 2022
ELECTED OFFICIALS**

Position	Annual Salary
Auditor	\$92,768
County Attorney	\$154,957*
Recorder	\$92,768
Sheriff	\$142,596
Treasurer	\$92,768
Board Member, Board of Supervisors	\$44,370
Chair, Board of Supervisors	\$47,370

* 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 2022
DEPUTY OFFICE HOLDERS**

Position	Annual Salary
Deputy Auditor – Tax	\$78,853
First Assistant Attorney	\$131,713*
Second Deputy Recorder	\$78,853
Chief Deputy Sheriff	\$121,207
Chief Deputy Sheriff – Captain	\$118,355

* 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 2022
TEMPORARY AND SEASONAL STAFF**

Position	Rate
Seasonal Health Worker & Planning Intern	\$9.90 to \$14.38/hour depending on skills, education & experience
Seasonal Maintenance Worker (Roads)	\$13.66/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 Correctional Health Nurse	\$26.98/hour \$30.46/hour
Bailiff	\$20.61/hour
Detention Youth Counselor/Comm. Based Youth Counselor	\$21.65/hour
Election Officials	\$10.00/hour
Election Chairpersons	\$12.00/hour
Election Clerk	\$13.33/hour
CONSERVATION	
Wapsi Center: Assistant Naturalist Maintenance/Resident Caretaker	\$12.00-\$14.00/hour \$13.65/hour
Cody Homestead: Attendants/Concession Workers	\$9.00-\$11.00/hour

SCOTT COUNTY SALARY RATE TABLE FOR FY 2022
GROUP: Z TEMPORARY AND SEASONAL STAFF

CONSERVATION

Glynns Creek:

Seasonal part-time Golf Managers	
Food Service	\$11.00-\$13.00/hour
Pro Shop	\$12.50-\$14.50/hour
Assistant Golf Pro	\$14.00-\$16.00/hour
Seasonal Golf Pro Shop Personnel	\$10.50-\$12.50/hour
Golf Course Rangers, Starters, Cart Persons	\$9.00-\$11.00/hour
Concession Stand Workers	\$9.00-\$11.00/hour
Groundskeepers	\$10.00-\$12.00/hour

Scott County & West Lake Parks:

Pool/Beach Manager	\$15.50-\$17.50/hour
Assistant Beach/Pool Manager	\$12.00-\$14.00/hour
Pool/Beach Lifeguards (includes WSI)	\$9.50-\$11.50/hour
Concession Workers	\$9.00-\$11.00/hour
Park Attendant	\$10.50-\$12.50/hour
Maintenance	\$10.00-\$12.00/hour
Skilled Maintenance	\$12.50-\$14.50/hour
Park Patrol (non-certified)	\$12.50-\$14.50/hour
Park Patrol (certified)	\$18.00-\$20.00/hour

Pioneer Village:

Day Camp Counselors	\$10.00-\$12.00/hour
Apothecary Shop Concession Workers	\$9.00-\$11.00/hour
Maintenance/Resident Caretaker	\$13.65/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.

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.

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?
If you have a wallet sized birth certificate and were born in Iowa, you can exchange that for a full size birth certificate free of charge -
At the Recorder's 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?
The Sheriff's Office accepts credit card payments for civil paper service, weapons permits, bonds and inmate commissary funds?

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.

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.

