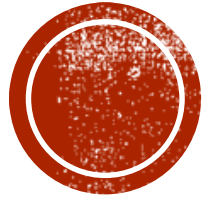


JEFFERSON COUNTY RECOMMENDED 2021 BUDGET

*As recommended by Finance Committee and
County Administrator*





BUDGET DEVELOPMENT



BUDGET IN TRANSITION

- FY 2020 results
 - Fiscal First Aid/Triage
 - Learning Lessons
 - Service Impact/New Ideas
- Economic Impacts
- Flexibility/Sustainability/Resilient
- COVID -19
- Plans and Impacts
 - Plans
 - Comprehensive Plan/Farm Land Preservation Plan
 - Outdoor Recreation
 - Facilities
 - Structure
 - Policy Implications



ECONOMIC UNKNOWNNS

- Post Election Impacts
- Unemployment
- Discretionary spending (sales tax)
 - Mixed results
 - Mixed analysis
- Fed impact to interest rates and our investments
- Federal budget and stimulus
- State Budget
 - FY 2020-2021 – Status; action taken; end of 1st year (positive)
 - \$300 million reduction
 - FY 2021-2023 – Where does next budget go/what is on the table



STRUCTURE FUTURE

- Proposed budget was to provide flexibility and sustainability
 - Unknown economic impacts
 - Policy direction and implementation of policy
 - Facilities – collaborative space or silos – shared efforts; reduce duplication
 - Planning Process – How to manage implementation? what skill sets are needed?
 - Future structure and functional needs
 - New visions
 - Developing a bridge fund for filling roles; sustainable goals for future years
- Following Departments impacted
 - Administration
 - Land and Water Conservation
 - Funding restored for PT position/ongoing analysis
 - Land Information (GIS)
 - * reporting status
 - Parks * - Director
 - Fair Park
- Other potential Departments Involved –
 - Zoning
 - Highway
 - Economic Development
- 1st Quarter of 2021



COMP PLAN



IMPLEMENTATION

Implementation Matrix Example

Measure:

Direction for the county to move toward to meet the vision and goals for the future of the county.

Action/Program	Timeline	Lead Agency	Supporting Agency	Plan Tool
Activities that the county can act upon to complete work towards the measure. These may include specific actions to be complete or can include a general direction to be considered during the decision-making process	<p>Understanding the priority or timeliness of when an action should occur:</p> <ul style="list-style-type: none">• On-Going: existing efforts that should continue to be completed• Short-Term: Actions to be completed in the next 5 years• Mid-Term: Actions to be completed in the next 5-10 years• Long-Term: Actions to be completed in the next 10-20 years	Jefferson County governmental entity (department, commission, etc.) that will be responsible for leading the action	Local, county, regional, or state agencies groups, and resources that can support the completion of the action	Reference to existing documents, policies, regulations, or agencies that can assist the county in implementation



PRIORITY BASED BUDGETING (PG 9)

Safety	Economy	Infrastructure	Health and Well-being	Smart Growth and Natural Resources
Prepares and responds to emergencies	Attracts, retains, and develops businesses	Supports a transportation plan to connect resources and residents	Ensures basic needs of safety, shelter, and food are met for all residents	Develops strategic land-use plans, zoning plans and regulatory policies that are clear and fairly managed
Provides safe travel and mobility	Creates a desirable place to work	Develops a reliable and connected system of roads, trails, and sidewalks	Supports active lifestyles for all residents through access to parks, education, and cultural opportunities	Encourages collaboration with the county government to improve long-term planning coordination, economic development, and overall relations
Supports a safe environment with clean soil, water, and air	Provides infrastructure to support commerce	Supports access to parks and open spaces for recreation	Promotes public health and keeps the community safe from disease	Encourages energy conservation, sustainability, recycling and resource preservation
Enforces the law and protects property	Develops a strong workforce that supports above average educational opportunities	Maintains infrastructure and plans for future development, including broadband expansion	Fosters an educational atmosphere that benefits all residents	Promotes business and residential growth that balances with our agricultural heritage
Protects the most vulnerable (children, elderly, and disabled)	Maintains and advances key agricultural economic drivers	Maintains and improves county roads, highways, and buildings	Preserves the small town feel throughout the County	Preserves historically significant buildings and the agricultural heritage of the County
Resources	Decision Making	Workforce	Collaboration	Compliance
Protects, maintains, manages, and invests in its human, financial, physical and technology resources	Makes policy decisions in an open and transparent manner	Attracts, develops, equips, retains and values an high-quality workforce, and dedicated to service excellence	Seeks opportunities for collaboration and shared services with public and private partners	Balances policy, regulation and compliance

PUBLIC HEALTH/ COVID – 19

Concerns

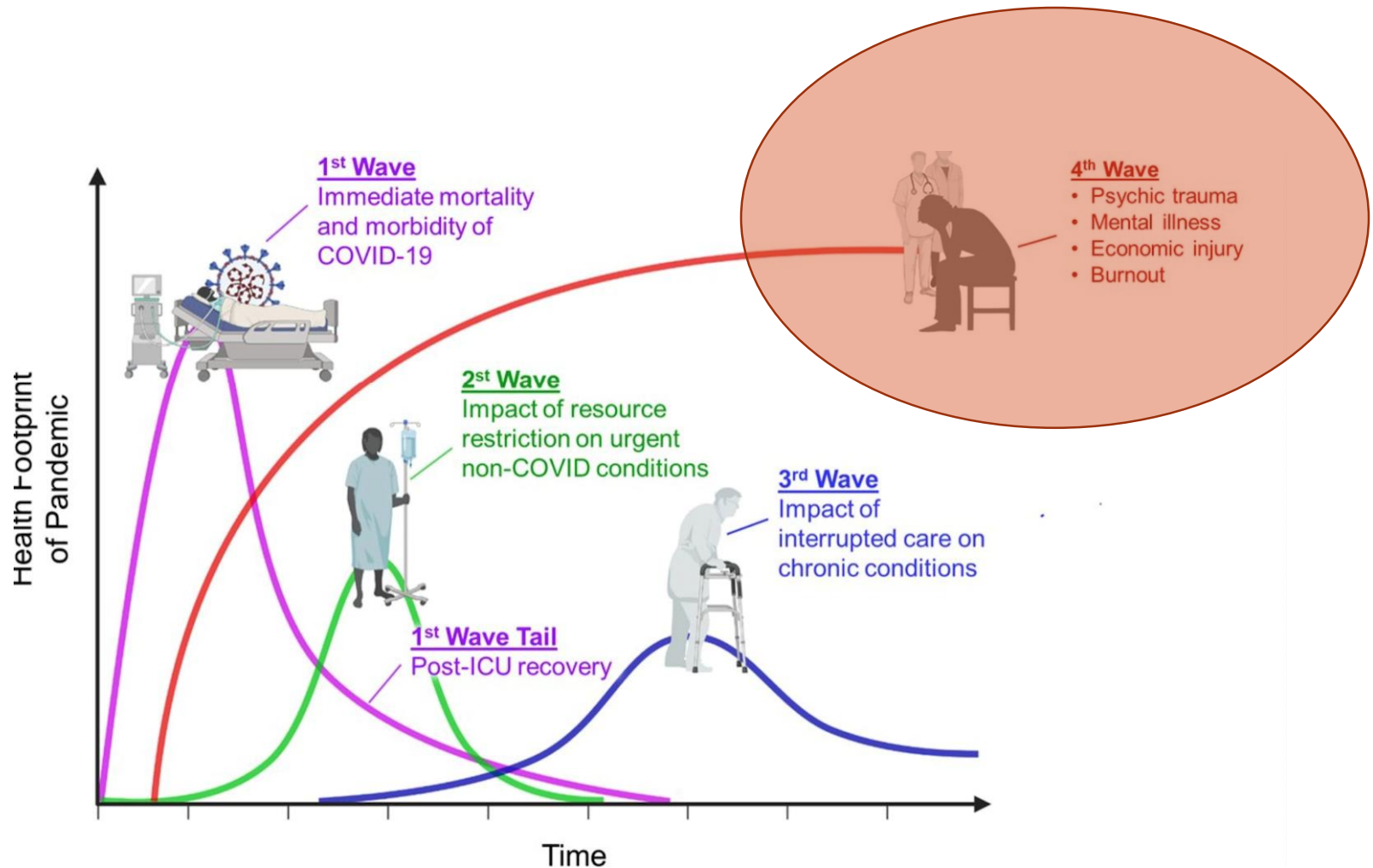
- Public health context
 - Unknowns of 2021
 - State/Fed Requirements
 - Case Rate
 - Vaccine
 - Other Duties
- Known structure going into 2020
 - Utilizing fund balance
- FY 2020 – Additional \$1 million
 - Known for 2021 - \$436K
 - Grant through 2022
 - Contingency \$100k

Current Staffing

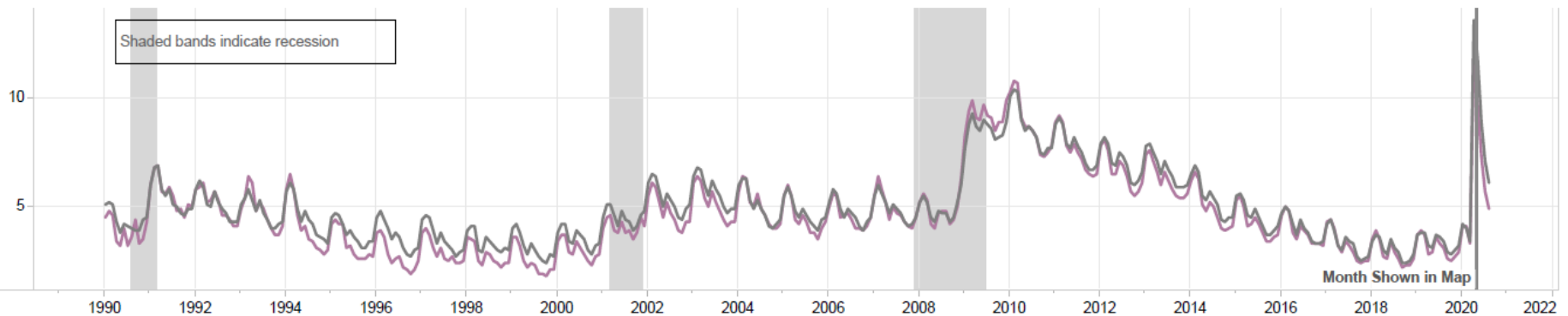
- 28 Staff working on Response
- 7 – Maxim Contract
- 3 – Contracted Staff
- 9 – LTE County Positions
- 2 – County Staff Reallocated P/T
- 7 – Regular Staff
- Volunteer/Students



COVID-19



UNEMPLOYMENT STATUS



March:

Labor Force: 45,650

Employment: 44,161

Unemployment: 1,489

Unemployment Rate: 3.3%

August:

Labor Force: 46,858

Employment: 44,579

Unemployment: 2,279

Unemployment Rate: 4.9%

- Initial claims

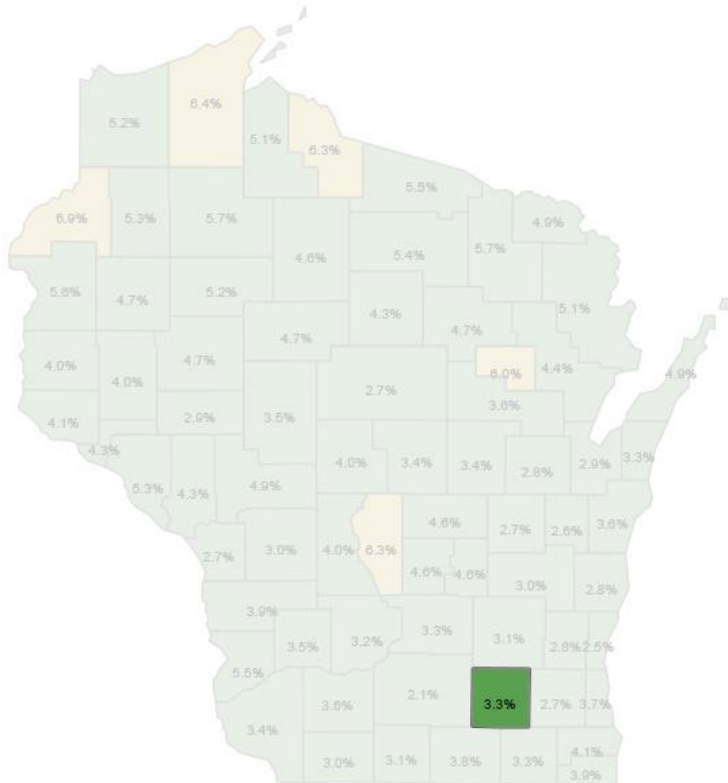
- 73 – week 11
- 529 – Week 12
- 1,345 week 13 * peak
- 136 Week 40

- Weekly claims

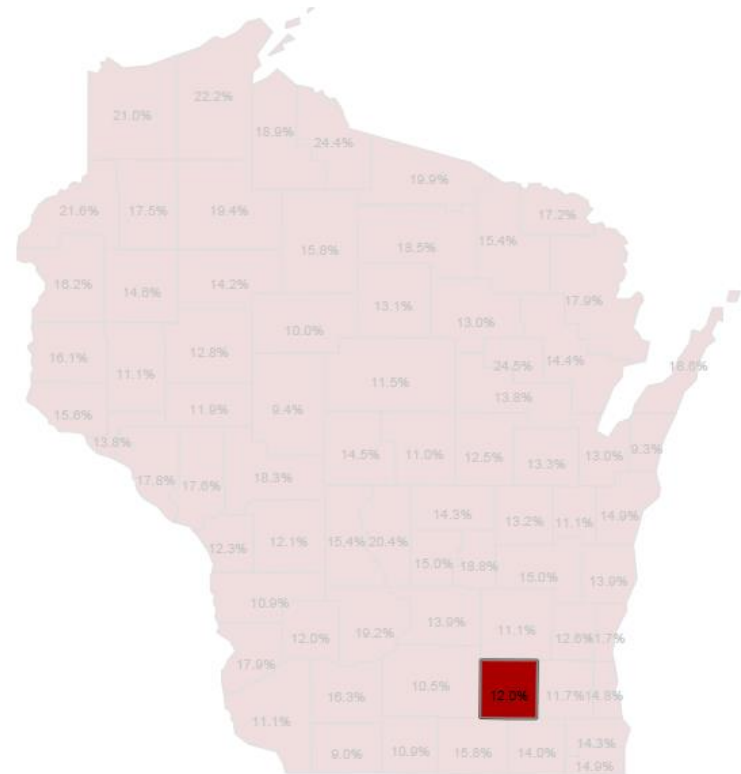
- 581 – week 12
- 1,169 – week 13
- 2,415 – week 14
- 3,596 - week 17 * peak
- 1,261 – week 40



UNEMPLOYMENT BY MONTH - 2020



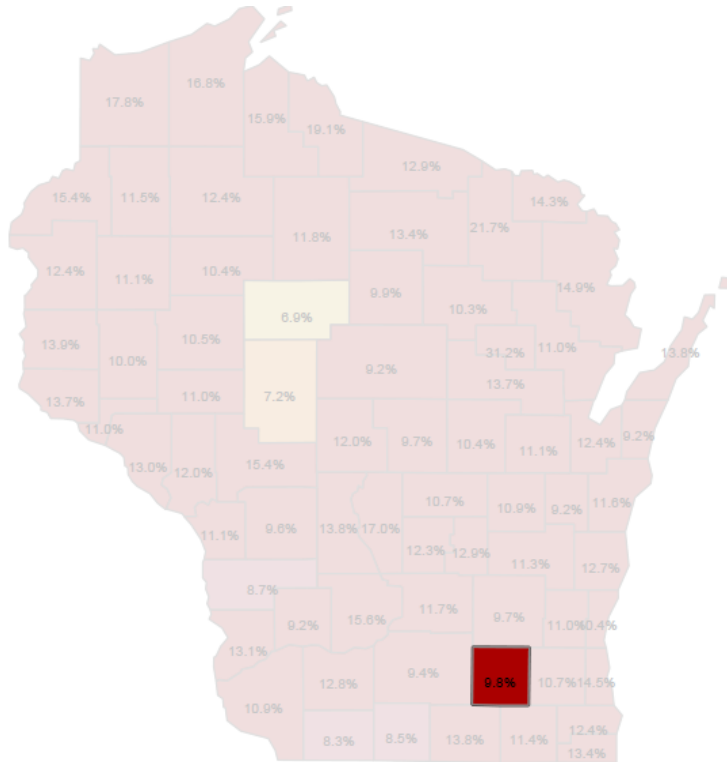
March 3.3%



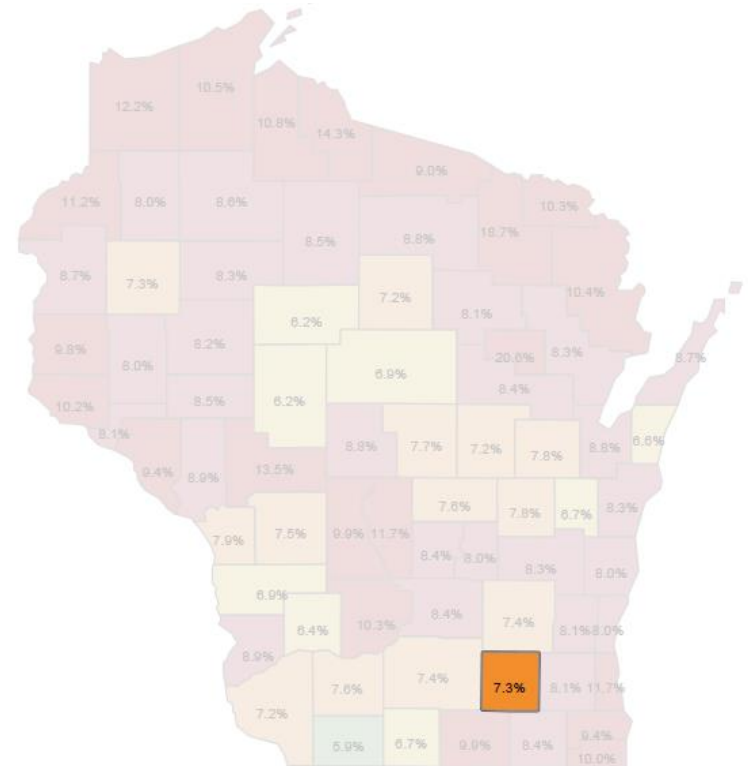
April 12%



UNEMPLOYMENT BY MONTH - 2020



May 9.8%



June 7.3%

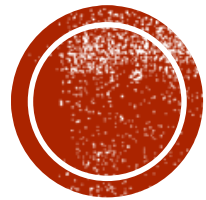


UNEMPLOYMENT BY MONTH - 2020

July 5.7%

Aug 4.9%





BUDGET OVERVIEW



TABLE OF CONTENTS

- Organization Structure (pg. 1)
- Administrator's Message/Budget Award (pg. 3-8, 10)
- County Profile (pg. 11-20)
- Strategic Plan (pg. 21-48) *
- Budget and Accounting (pg.49-58)
- Summary of Budget Info (pg. 59 - 104)
 - Fee Schedule – (pg. 92-104)
- General Fund (pg. 105 - 296)
- Health Department (pg. 297-324)
- Highway Department (pg. 325 - 383)
- Human Services (pg. 385- 428)
- Management Information Systems (MIS) (pg. 429 - 438)
- Fleet Management – (pg. 439 – 444)
- Debt Service (pg. 441 - 428)
- Capital Projects (pg. 445- 456)
- Glossary (pg. 457- 464)



COUNTY PROFILE

- County Map (pg. 11)
- County Statistics (pg. 12)
- General and Economic Information – (pg. 13-14)
- Population by municipality – (pg. 15)
- EAV by municipality – (pg. 16)
- EAV of taxable property – (pg. 17)
- EAV – (pg. 18)
- Outstanding Debt per Capita (pg. 19)
- Principal taxpayer – (pg. 20)



DEPARTMENT SECTIONS

- Department Budget Layout
 - Department Mission
 - Department Goal – Tied to Strategic Goals
 - Program Evaluation/Performance Measurement
 - Factors influencing program/service delivery and accomplishments
 - Organizational Chart
 - Financial Summary
 - Summary Highlights
 - Summary of Capital
 - Property Tax Graph
 - Staffing FTE
 - Detailed Data



BUDGET SUMMARY

- Budget Summary with Mill rate – (pg. 60)
- Budget by Classification – (pg. 61)
- General Fund Budget – Rev and Exp (pg. 62)
- Budget Summary by Department – (pg. 63– 64)
- Budget Summary by Fund – (pg. 65)
- Operating v. Capital Levy Recap – (pg. 66)



BUDGET SUMMARY — P. 60

	ESTIMATED EXPENDITURES	ESTIMATED REVENUES	NET EXPENSES	OTHER FINANCE SOURCES	COUNTY TAX LEVY
GOVERNMENTAL FUNDS					
100 -- General Fund	\$ 35,645,791	\$ 18,484,883	\$ 17,160,908	\$ 3,089,778	\$ 14,071,130
240 -- Health Department	1,561,591	687,744	873,847	-	873,847
250 -- Human Services	27,450,384	18,420,321	9,030,063	100,742	8,929,321
300 -- Debt Service Fund	1,640,318	-	1,640,318	119,243	1,521,075
400 -- Capital Projects Fund	-	-	-	-	-
750 -- MIS Department	1,735,267	1,707,267	28,000	28,000	-
PROPRIETARY FUNDS					
500 -- Highway Department	12,413,255	6,627,668	5,785,587	100,000	5,685,587
INTERNAL SERVICE FUND					
710 - Fleet Management	226,500	37,500	189,000	189,000	-
TOTAL	<u>\$ 80,673,106</u>	<u>\$ 45,965,383</u>	<u>\$ 34,707,723</u>	<u>\$ 3,626,763</u>	

TOTAL TAX LEVY **31,080,960**

LESS NON-COUNTYWIDE LEVY:

Health Department	(873,847)
County Library System	<u>(1,155,430)</u>

PROPOSED COUNTYWIDE TAX LEVY (As defined by statutes implemented in 1992) **\$ 29,051,683**



BUDGET SUMMARY

ESTIMATED EXPENDITURES

Governmental Funds

- 100 – General Funds - \$35,645,791
- 240 – Health Department - \$1,561,591 (non-COVID)
- 250 – Human Services - \$27,450,384
- 300 – Debt Service Fund - \$1,640,318
- 400 – Capital Project Fund - carryover
- 750 – MIS - \$1,735,267

Proprietary Funds

- 500 – Highway Department - \$12,413,255

Internal Service Fund

- 710 – Fleet Management - \$226,500

TOTAL EXPENDITURES - \$80,673,106

(pg. 60) – FY 20 - \$85,139,626



BUDGET SUMMARY

ESTIMATED REVENUES

Governmental Funds

- 100 – General Funds - \$18,484,883
- 240 – Health Department - \$687,744
- 250 – Human Services - \$18,420,321
- 300 – Debt Service Fund - \$0
- 750 – MIS - \$1,707,267

Proprietary Funds

- 500 – Highway Department - \$6,627,668

Internal Service Fund

- 710 – Fleet Management - \$37,500

TOTAL REVENUES - \$45,965,383

(pg. 60) – FY 20 - \$46,471,122



BUDGET SUMMARY

OTHER FINANCING SOURCES

Governmental Funds

- 100 – General Funds - \$3,089,778
- 240 – Health Department -
- 250 – Human Services – \$100,742
- 300 – Debt Service - \$119,243
- 750 – MIS Department - \$28,000

Proprietary Funds

- 500 – Highway Department - \$100,000

Internal Service Fund

- 710 – Fleet Management - \$189,000

TOTAL OTHER FINANCING SOURCES - \$3,626,763

FY 20 - \$8,574,844 (pg. 60)

(Complete Breakdown on pg. 82)



BUDGET SUMMARY

COUNTY TAX LEVY

Governmental Funds

- 100 – General Funds - \$14,071,130
- 240 – Health Department - \$873,847
- 250 – Human Services - \$8,929,321
- 300 – Debt Service Fund - \$1,521,075

Proprietary Funds

- 500 – Highway Department - \$5,685,587

TOTAL LEVY - \$31,080,960

(pg. 60)



BUDGET SUMMARY

COUNTY TAX LEVY SUMMARY

- Total Tax Levy - \$31,080,960
- Non-Countywide Tax Levy
 - Health Department - \$873,847
 - County Library System - \$1,155,430
- Total Countywide Tax Levy - \$29,051,683 (pg. 60)



BUDGET SUMMARY

GENERAL REVENUES

- Sales Tax – Total of \$6,372,598 (conservative/on-line sales tax)(pg. 107)
- General State Shared Revenues – status quo at \$1,177,209 (pg. 107)
- Utility State Shared Revenue – \$881,799 (pg. 107) – decrease
- Personal Property Aid - \$102,833 (pg. 107) – decreasing
- DOR determined increase by 1.8% county wide
 - Equates to \$508,900 capturing new growth



BUDGET SUMMARY

CONTINGENCY FUNDS/GENERAL EXPENSES

- **Contingency (pg. 107)**
 - **General Contingency - \$518,579**
 - Capital reserve
 - **Vested Benefit Contingency - \$300,000**
 - Per County Ordinance
 - RLF
 - **Contingency Other - \$105,960 - Health**
 - Strategic plan (slide 39) - carryover

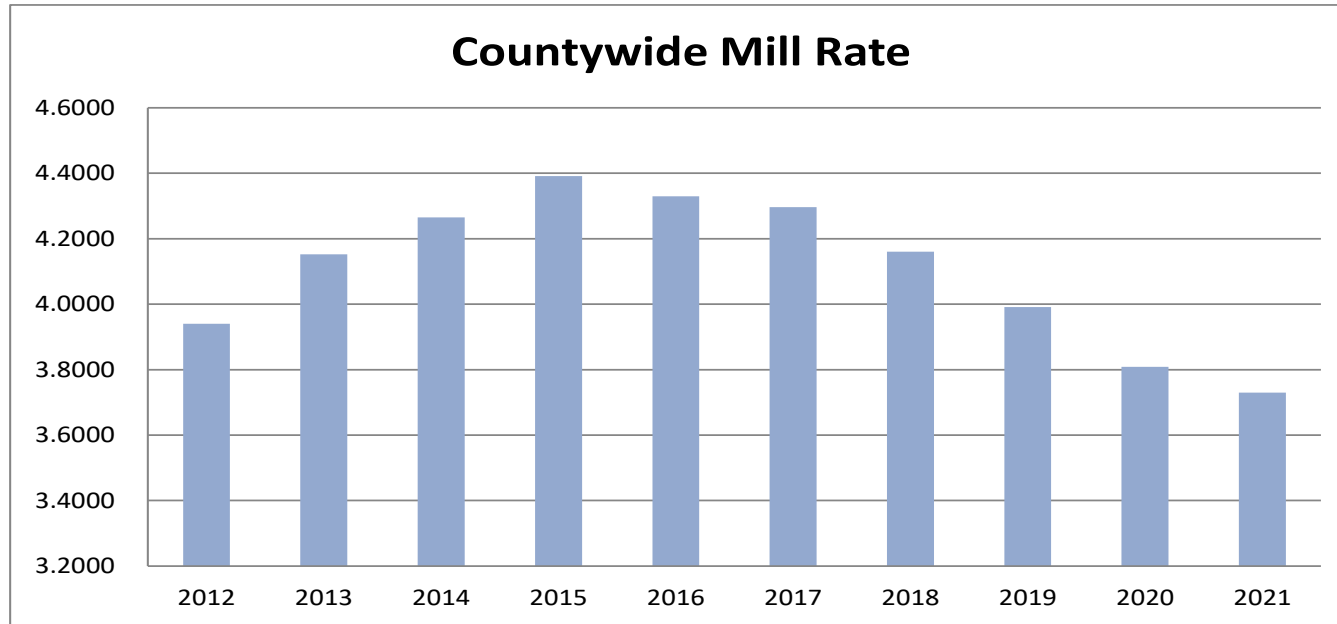


MILL RATE/PROPERTY TAX/EAV (PG. 60)

Year	Equalized Value	Tax Levy	Levy \$ Change	Chg from Pr Yr	Mill Rate	Chg from Pr Yr
2011	6,376,446,700	24,812,837	522,728	2.15%	3.8913	5.92%
2012	6,278,889,500	24,739,600	(73,237)	-0.30%	3.9401	1.25%
2013	6,006,273,200	24,938,651	199,051	0.80%	4.1521	5.38%
2014	5,884,774,300	25,101,310	162,659	0.65%	4.2655	2.73%
2015	6,036,629,100	26,510,891	1,409,581	5.62%	4.3917	2.96%
2016	6,177,155,800	26,743,522	232,631	0.88%	4.3294	-1.42%
2017	6,299,618,300	27,068,827	325,305	1.22%	4.2969	-0.75%
2018	6,575,416,500	27,357,982	289,155	1.07%	4.1606	-3.17%
2019	6,923,882,000	27,636,322	278,340	1.02%	3.9914	-4.07%
2020	7,363,259,200	28,045,222	408,900	1.48%	3.8088	-4.58%
2021	7,789,414,400	29,051,683	1,006,461	3.59%	3.7296	-2.08%



COUNTY WIDE MILL RATE (PG. 68)

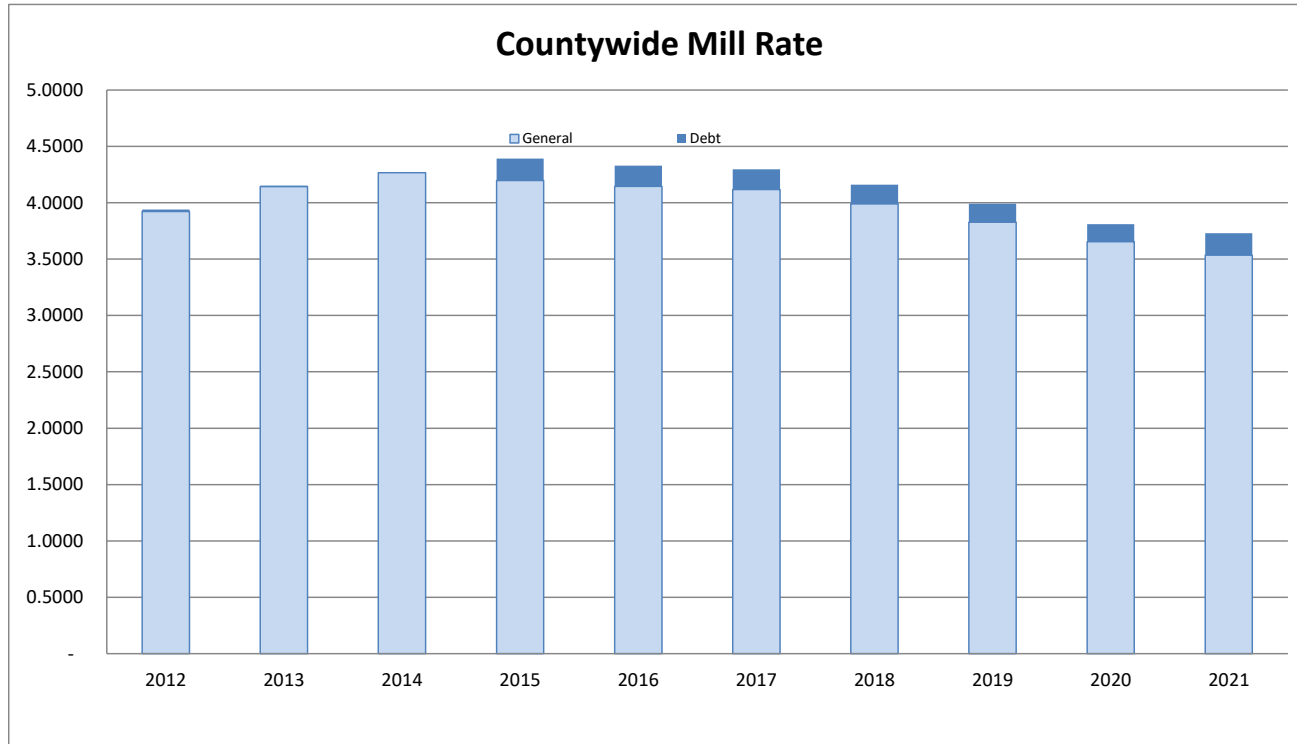


Year	Equalized Value	Tax Levy	Levy \$ Change	Chg from Pr Yr	Mill Rate	Chg from Pr Yr
2012	6,278,889,500	24,739,600	(73,237)	-0.30%	3.9401	1.25%
2013	6,006,273,200	24,938,651	199,051	0.80%	4.1521	5.38%
2014	5,884,774,300	25,101,310	162,659	0.65%	4.2655	2.73%
2015	6,036,629,100	26,510,891	1,409,581	5.62%	4.3917	2.96%
2016	6,177,155,800	26,743,522	232,631	0.88%	4.3294	-1.42%
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2019	6,923,882,000	27,636,322	278,340	1.02%	3.9914	-4.07%
2020	7,363,259,200	28,045,222	408,900	1.48%	3.8088	-4.58%
2021	7,789,414,400	29,051,683	1,006,461	3.59%	3.7296	-2.08%



COUNTY WIDE MILL RATE – OPERATION/DEBT

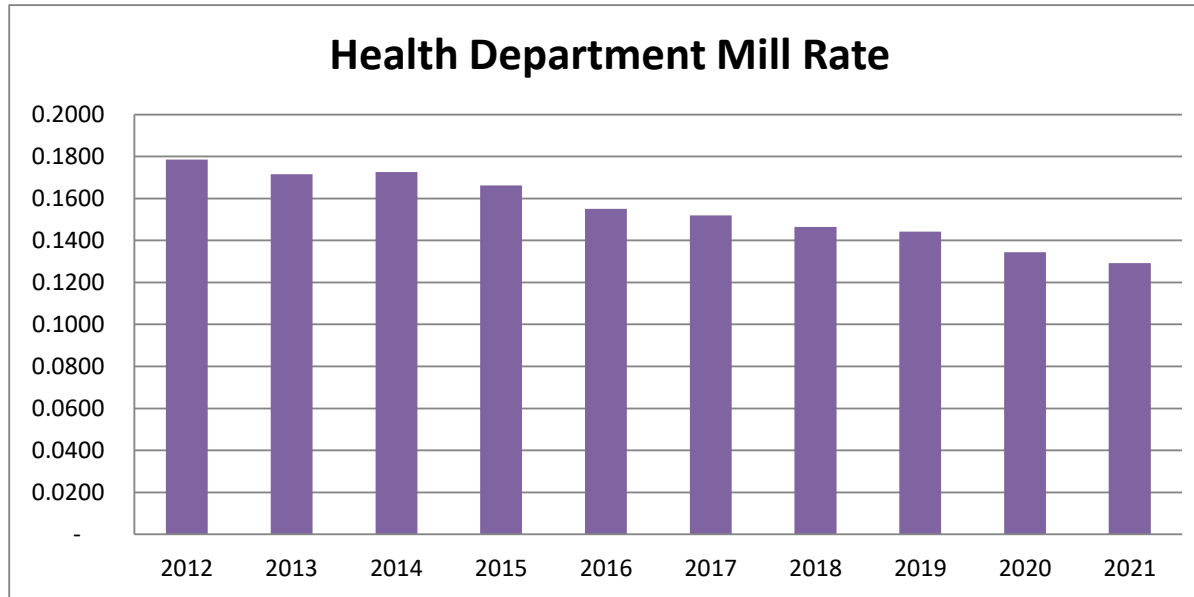
(PG. 69)



Year	Equalized Value	General Levy	Debt Levy	Tax Levy	Levy \$ Change	Chg from Pr Yr	Mill Rate General	Mill Rate Debt	Total Mill Rate	Chg from Pr Yr
2012	6,278,889,500	24,629,856	109,744	24,739,600	(73,237)	-0.30%	3.9226	0.0175	3.9401	1.25%
2013	6,006,273,200	24,884,067	54,584	24,938,651	199,051	0.80%	4.1430	0.0091	4.1521	5.38%
2014	5,884,774,300	25,101,310	-	25,101,310	162,659	0.65%	4.2655	-	4.2655	2.73%
2015	6,036,629,100	25,330,795	1,180,096	26,510,891	1,409,581	5.62%	4.1962	0.1955	4.3917	2.96%
2016	6,177,155,800	25,605,238	1,138,284	26,743,522	232,631	0.88%	4.1452	0.1842	4.3294	-1.42%
2017	6,299,618,300	25,934,484	1,134,343	27,068,827	325,305	1.22%	4.1168	0.1801	4.2969	-0.75%
2018	6,575,416,500	26,223,964	1,134,018	27,357,982	289,155	1.07%	3.9882	0.1725	4.1606	-3.17%
2019	6,923,882,000	26,502,980	1,133,342	27,636,322	278,340	1.02%	3.8278	0.1637	3.9914	-4.07%
2020	7,363,259,200	26,908,779	1,136,443	28,045,222	408,900	1.48%	3.6545	0.1543	3.8088	-4.58%
2021	7,789,414,400	27,530,608	1,521,075	29,051,683	1,006,461	3.59%	3.5344	0.1953	3.7296	-2.08%



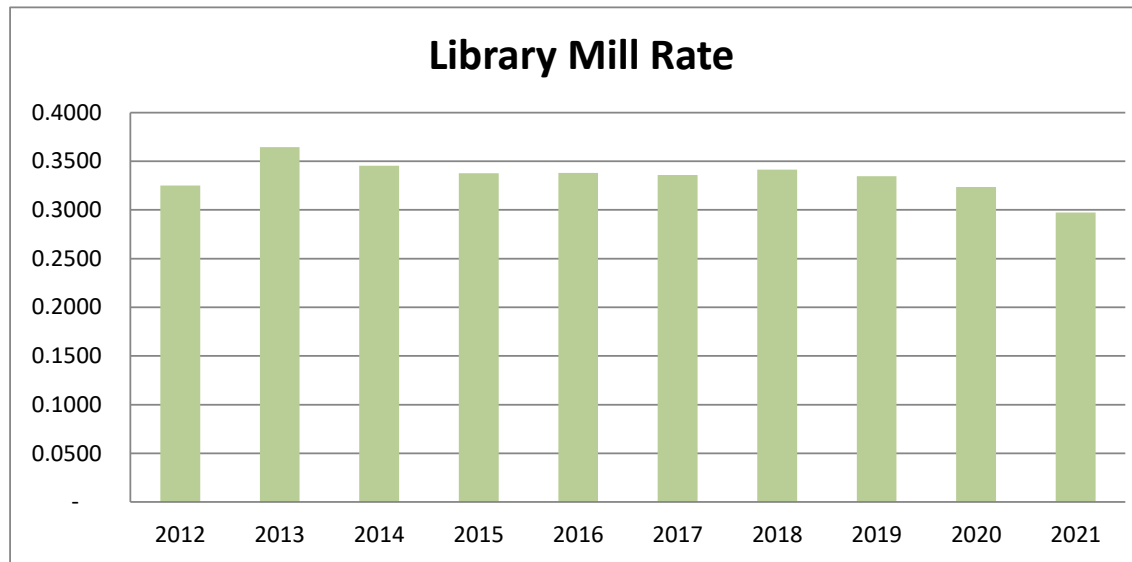
NON-COUNTYWIDE MILL RATE (PG. 70)



Year	Equalized Value	Tax Levy	Levy \$ Change	Chg from Pr Yr	Mill Rate	Chg from Pr Yr
2012	5,435,621,100	970,621	73,060	8.14%	0.1786	9.88%
2013	5,228,755,000	897,264	(73,357)	-7.56%	0.1716	-3.90%
2014	5,140,193,000	887,279	(9,985)	-1.11%	0.1726	0.59%
2015	5,264,281,400	875,223	(12,056)	-1.36%	0.1663	-3.68%
2016	5,406,040,400	838,207	(37,016)	-4.23%	0.1551	-6.74%
2017	5,518,888,600	838,207	-	0.00%	0.1519	-2.04%
2018	5,755,900,600	842,691	4,484	0.53%	0.1464	-3.60%
2019	5,986,490,500	863,411	20,720	2.46%	0.1442	-1.49%
2020	6,377,897,300	857,526	(5,885)	-0.68%	0.1345	-6.78%
2021	6,762,646,500	873,847	16,321	1.90%	0.1292	-3.89%



NON-COUNTYWIDE MILL RATE



Year	Equalized Value	Tax Levy	Levy \$ Change	Chg from Pr Yr	Mill Rate	Chg from Pr Yr
2012	3,070,355,400	997,622	177	0.02%	0.3249	2.71%
2013	2,936,690,500	1,070,294	72,672	7.28%	0.3645	12.17%
2014	2,940,292,600	1,015,778	(54,516)	-5.09%	0.3455	-5.21%
2015	2,996,447,200	1,012,092	(3,686)	-0.36%	0.3378	-2.23%
2016	3,075,552,200	1,039,235	27,143	2.68%	0.3379	0.04%
2017	3,186,165,700	1,070,311	31,076	2.99%	0.3359	-0.59%
2018	3,294,897,100	1,124,932	54,621	5.10%	0.3414	1.63%
2019	3,439,851,600	1,151,101	26,169	2.33%	0.3346	-1.99%
2020	3,682,710,800	1,190,912	39,811	3.46%	0.3234	-3.36%
2021	3,885,268,900	1,155,430	(35,482)	-2.98%	0.2974	-8.04%



MISCELLANEOUS ITEMS

- Fees –
 - In proposed budget no change
 - Amendment for Sheriff and Parks – committee approved
- Carryover
 - Assistance for flood mitigation
 - Policy conversation
 - Health Reserve
 - Staffing model
- Register in Probate/Clerk of Court
- Drainage Districts
- Other Insurance



FUND BALANCE POLICY APPLICATION (P.79)

- \$33,156,695 Audited as of Dec 31st 2019
 - Less Non-spendable fund balance - \$2,250,509
 - Less Restricted - \$2,086,405
 - Less Committed - \$381,471
 - Less Assigned - \$5,636,388
 - Less Assigned Vested - \$3,146,284
 - Less 3 month operations (\$76,453,142) - \$19,113,285 (per month = \$6,371,095)
- Unassigned Fund Balance = \$879,144
- Budgeted general fund balance applied = \$877,563
- Health Department Projected to be within policy; no exception needed
- Summary of Fund Balance Projections – (pg 80- 81)
- Fund Balance Report – (pg. 81b)



PERSONNEL OVERVIEW

- Total Wages and Benefits
 - FY -2021 - \$48,743,391
- Includes all position changes
- Adjust existing health insurance program
 - Offers current plan design, but will be increase cost
 - Offer a new plan; goal is to minimize cost for staff and county
 - Choice impacts employer HSA contribution
 - Last year of 7.5% cap; 9.9 %
 - Impacts of COVID
- Provide market rate/COLA increase of 1.0%
- Suspend steps
- Monitor revenue; especially sales tax to restore these measures mid-year
- Cost of 1% COLA - \$295,000
- Cost of Steps – over \$380,000



PERSONNEL CHANGES (PG. 83-86)

- Administration – Management Analysis/Public Relations
- Health Department – officially eliminate jail nursing positions that are now contracted for
- Clerk of Courts
 - Unfund intern
 - Update RIP/Juvenile Clerk to non-cost sharing
- County Clerk – Unfund benefits for .48 FTE
- Economic Development – Create Investor Relations position but is unfunded until alternative revenue is available (non- levy position)
- Land & Water – Water Resource Manager - .5 FTE with benefits
- LIO – Director Position; look at GIS Needs
- Medical Examiner – create a .48 FTE Deputy Medical Examiner
- Fair Park Position – Work through stability of revenue streams/structure
- Parks – Flexibility of leadership role/Parks Director/ adds .5 maintenance position
- Sheriff – Structure changes related to dispatch center



PERSONNEL CHANGES — HUMAN SERVICES

Human Services-Administrative Services Division	Accounting Specialist II (1.0 FTE)	Create
	Advanced Accountant (1.0 FTE)	Eliminate
	Accounting Supervisor (1.0 FTE)	Create
Human Services-Behavioral Health Division	Alternate Care Coordinator (1.0 FTE)	Eliminate
	Psychosocial Rehab Worker (1.0 FTE)	Create
	CCS Service Facilitator II (1.0 FTE)	Create
	LPN-CCS (1.0 FTE)	Unfund
	Jail Case Manager/Psychotherapist (1.0 FTE)	Eliminate
	Psychotherapist (1.0 FTE)	Create
Human Services - Child and Family Division	Children's Long Term Support and Services Coordinator I (1.0 FTE)	Create
	Family Well Being Specialists, Pool positions (3.5 FTE)	Create



PERSONNEL AUTHORIZATION

2020	2021	Change	Type
527.0	531.0	4.0	Full-time Position
27.0	25.0	(2.0)	Part-time Position
30.0	30.0	0.0	County Board Supervisors (PT)
36.0	34.0	(2.0)	Seasonal/Occasional/LTE/Student
620.0	620.0	0.0	Total County Positions
16.7	18.3	1.6	State Positions
636.7	638.3	1.6	Total Positions
26.0	28.0	(2.0)	Unfunded Positions
610.7	610.3	(0.4)	Total Funded Positions

- Position Changes (pg. 83-86)
- 2021 Authorized Positions (pg. 87-91)



MISCELLANEOUS CAPITAL ITEMS

- Fleet program implementation – phase 2 of 4
- Flood plan mitigation program – continuance guidance needed
 - Over \$300k match needed
 - Future of program for acquisition
 - Planning/On-going operations/Maintenance
- Potential Park Projects could be added; fund raising impacts
- Interurban
 - Work Continues on engineering
 - Planning for a 2021 Bid Let/ Construction 2022
 - Stewardship Grant



OPERATIONAL CAPITAL (PG 447-448)

Department	Bus Unit	Account Number	Description	Requested Amount	Administrator Budget	Related Funding	Budget Carryover	Bonded Debt	Use of Fund Balance	Levy Request	Class
Parks	12801	594811	Replace 2007 Ford F-250	54,000	54,000	(8,500)	-	-	-	(45,500)	CR
Parks	12801	594810	Tractor Mower	30,000	30,000	(5,000)	-	-	-	(25,000)	CR
Parks	12801	594810	Replace mower hauler trailer	9,500	9,500	(2,000)	-	-	-	(7,500)	CR
Parks	12801	594810	Replace Polaris Ranger	16,000	16,000	(4,000)	-	-	-	(12,000)	CR
Parks	12803	594821	Carlin Weld - Disc Golf Expansion	10,000	-	-	-	-	-	-	CR
Parks	12803	594810	Carlin Weld - Gate Operator	5,000	5,000	-	-	-	-	(5,000)	CR
Parks	12804	594822	Korth Park Shelter Curtains	20,000	20,000	-	-	-	-	(20,000)	CR
Parks	12804	594821	Korth Park Playground Upgrades	15,000	-	-	-	-	-	-	CR
Parks	12808	594821	Holzhueter State Park parking lot resurface	10,000	10,000	-	(10,000)	-	-	-	CR
Parks	12808	594822	Replace shelter roof Cappies Landing	5,000	5,000	(5,000)	-	-	-	-	CR
Parks	12810	594821	Engineering for Interurban Trail	49,869	-	-	-	-	-	-	CR
Parks	12811	594821	Dog Park - Update entrance areas 2 & 3	36,000	36,000	(36,000)	-	-	-	-	CR
Parks Total:				260,369	185,500	(60,500)	(10,000)	-	-	(115,000)	
Central Services	11201	594822	Replace jail door operator system	127,715	127,715	-	-	-	-	(127,715)	GG
Sheriff	13101	594811	Replace patrol SUVs (4)	154,600	154,600	-	-	-	(154,600)	-	PS
Sheriff	13101	594811	Squad propane units (5)	35,000	35,000	-	-	-	(35,000)	-	PS
Sheriff	13101	594811	Replace Sergeant Patrol Squad	42,000	42,000	-	-	-	(42,000)	-	PS
Sheriff	13101	594811	Replace Sheriff or Chief squad	36,000	36,000	-	-	-	(36,000)	-	PS
Sheriff	13101	594810	HD Cameras for squads	33,000	33,000	-	-	-	(33,000)	-	PS
Sheriff	13101	594818	Forensics software	7,031	7,031	-	-	-	(7,031)	-	PS
Sheriff	13101	594818	CSI server	150,000	150,000	-	-	-	(150,000)	-	PS
Sheriff	13101	594818	CSI TRaCs interface	17,690	17,690	-	-	-	(17,690)	-	PS
Sheriff	13104	594810	Wireless internet points	7,000	7,000	-	-	-	(7,000)	-	PS
Sheriff	13105	594822	Addition/Insulate training facility outbuilding	45,000	45,000	-	-	-	(45,000)	-	PS
Sheriff	13105	594810	Secure gate at training facility	17,500	17,500	-	-	-	(17,500)	-	PS
Sheriff	13106	594822	Remodel booking area	15,000	15,000	-	-	-	(15,000)	-	PS
Sheriff Total:				559,821	559,821	-	-	-	(559,821)	-	
UW-Extension	13301	594813	Upgrade sound system in Rooms 8 & 9	8,000	8,000	-	-	-	-	(8,000)	CR
UW-Extension	13301	594813	Replace chairs in Rooms 8 & 9	12,000	12,000	-	-	-	-	(12,000)	CR
UW-Extension	13301	594813	Replace carpet in Extension and CLTS offices	15,000	15,000	-	-	-	-	(15,000)	CR
UW-Extension Total				35,000	35,000	-	-	-	-	(35,000)	
Register of Deeds	13001	594818	Pintegrity software	10,000	10,000	-	-	-	-	(10,000)	GG
Land Information	12505	594811	Land Surveyor Truck	30,000	30,000	-	-	-	-	(30,000)	GG
Land Information	12503	594810	LIDAR data projection for county website	10,000	10,000	(10,000)	-	-	-	-	GG
Land Information	12503	594810	Scanner/Plotter	8,500	8,500	(8,500)	-	-	-	-	GG
Land Information	12503	594810	NG 911	5,500	5,500	(5,500)	-	-	-	-	GG
Land Information	12503	594810	GPS Unit	22,000	22,000	(22,000)	-	-	-	-	GG
Land Information	12503	594810	ROD Back Indexing	25,000	25,000	(25,000)	-	-	-	-	GG
Land Information Total:				101,000	101,000	(71,000)	-	-	-	(30,000)	



OPERATIONAL CAPITAL (PG. 447-448)

Department	Bus Unit	Account Number	Description	Requested Amount	Administrator Budget	Related Funding	Budget Carryover	Bonded Debt	Use of Fund Balance	Levy Request	Class
Fair Park	12101	594810	Replace Bobcat Skid Steer	34,000	34,000	(27,500)	-	-	-	(6,500)	CR
Fair Park	12101	594810	Carryall utility cart	16,000	16,000	-	-	-	-	(16,000)	CR
Fair Park	12101	594810	Security cameras	10,000	10,000	-	-	-	-	(10,000)	CR
Fair Park	12101	594810	Replace doors and windows	18,000	18,000	-	-	-	-	(18,000)	CR
Fair Park	12101	594821	Blacktop seal coating	25,000	25,000	-	-	-	-	(25,000)	CR
Fair Park	12101	521219	Market study	30,000	-	-	-	-	-	-	CR
Fair Park Total:				133,000	103,000	(27,500)	-	-	-	(75,500)	
General Fund totals				1,226,905	1,122,036	(159,000)	(10,000)	-	(559,821)	(393,215)	
Human Services	61169899	591818	Programming	131,484	131,484	-	-	-	(65,742)	(65,742)	HH
Highway-Equipment	53282	594811	Tractors/Mowing equipment (9)	650,000	650,000	(650,000)	-	-	-	-	PW
Highway-Equipment	53282	594819	Asphalt Paver	600,000	600,000	(600,000)	-	-	-	-	PW
Highway-Equipment	53282	594819	Road sweeper (2)	120,000	120,000	(120,000)	-	-	-	-	PW
Highway-Equipment	53282	594819	Highway maintenance-support equipment	175,000	175,000	(175,000)	-	-	-	-	PW
Highway-Equipment	53282	594819	Small trucks	125,000	125,000	(125,000)	-	-	-	-	PW
Highway Equipment Total:				1,670,000	1,670,000	(1,670,000)	-	-	-	-	
Highway-Projects	53312		Rehabilitation - CTH N (Whitewater - Jefferson)	3,600,000	3,600,000	(1,000,000)	-	-	-	(2,600,000)	PW
Highway-Projects	53312		Rehabilitation - CTH N (Jefferson - CTH B)	1,150,000	1,150,000	-	-	-	-	(1,150,000)	PW
Highway Project Total:				4,750,000	4,750,000	(1,000,000)	-	-	-	(3,750,000)	
MIS	77001	594818	VM Server 6	20,000	20,000	(20,000)	-	-	-	-	GG
MIS	77001	594810	UPS for Courthouse EOL	45,000	45,000	(45,000)	-	-	-	-	GG
MIS	77001	594810	Camera replacement	4,500	4,500	(4,500)	-	-	-	-	GG
MIS	77006	594810	Replacement copier	28,000	28,000	-	-	-	(28,000)	-	GG
MIS Total:				97,500	97,500	(69,500)	-	-	(28,000)	-	
Fleet Management	710	594811	Fleet program	300,000	189,000	-	-	-	(189,000)	-	GG
Grand Totals				8,175,889	7,960,020	(2,898,500)	(10,000)	-	(842,563)	(4,208,957)	
Highway Equipment				1,670,000	1,670,000	(1,670,000)	-	-	-	-	
Highway Project				4,750,000	4,750,000	(1,000,000)	-	-	-	(3,750,000)	
General (Human, MIS, General Gov, Capital Projects)				1,755,889	1,540,020	(228,500)	(10,000)	-	(842,563)	(458,957)	
CD			Conservation and Development	-	-	-	-	-	-	-	CD
CR			Culture/Recreation/Education	428,369	323,500	(88,000)	(10,000)	-	-	(225,500)	CR
GG			General Government	636,215	525,215	(140,500)	-	-	(217,000)	(167,715)	GG
HH			Health and Human Services	131,484	131,484	-	-	-	(65,742)	(65,742)	HH
PS			Public Safety	559,821	559,821	-	-	-	(559,821)	-	PS
PW			Public Works	6,420,000	6,420,000	(2,670,000)	-	-	-	(3,750,000)	PW
Grand Totals				8,175,889	7,960,020	(2,898,500)	(10,000)	-	(842,563)	(4,208,957)	



2021 HIGHWAY PROJECTS

CTH N Rehab – Jefferson
to Whitewater \$3.6
million (\$2.6 million
levy; \$1 million MLS
grant – state DOT)

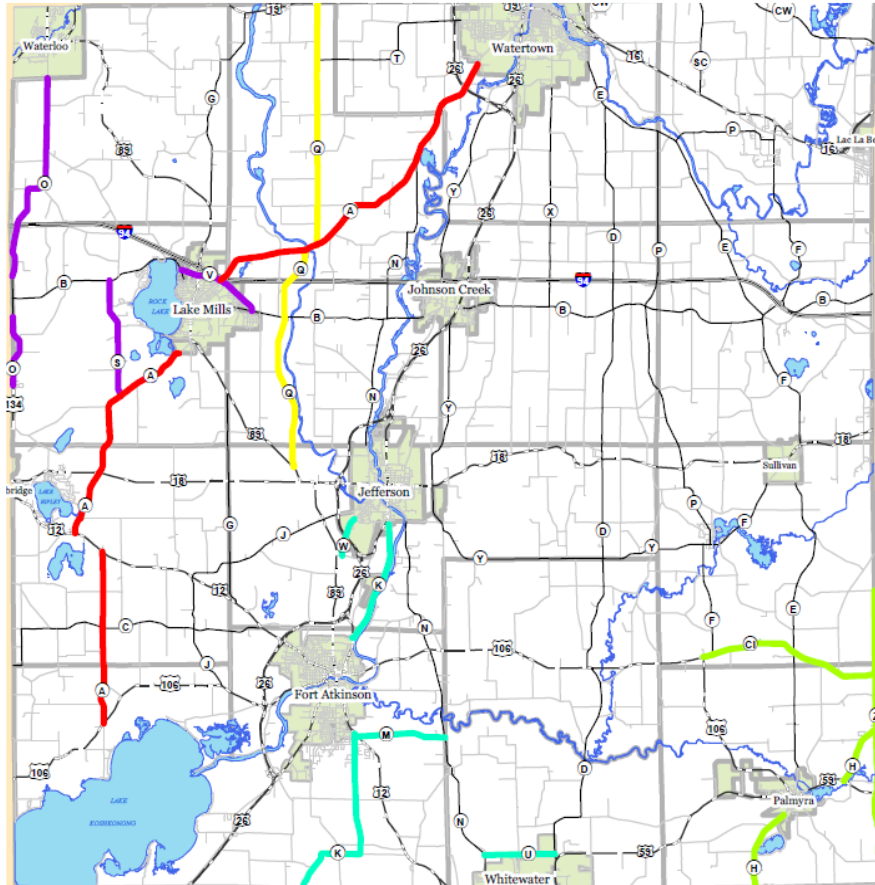
CTH N Resurface –
North of Jefferson –
\$1.15 million



PROJECT TYPE
Rehabilitation
Resurface

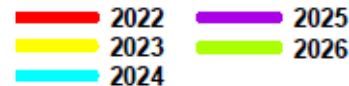


HIGHWAY 5 YEAR PLAN

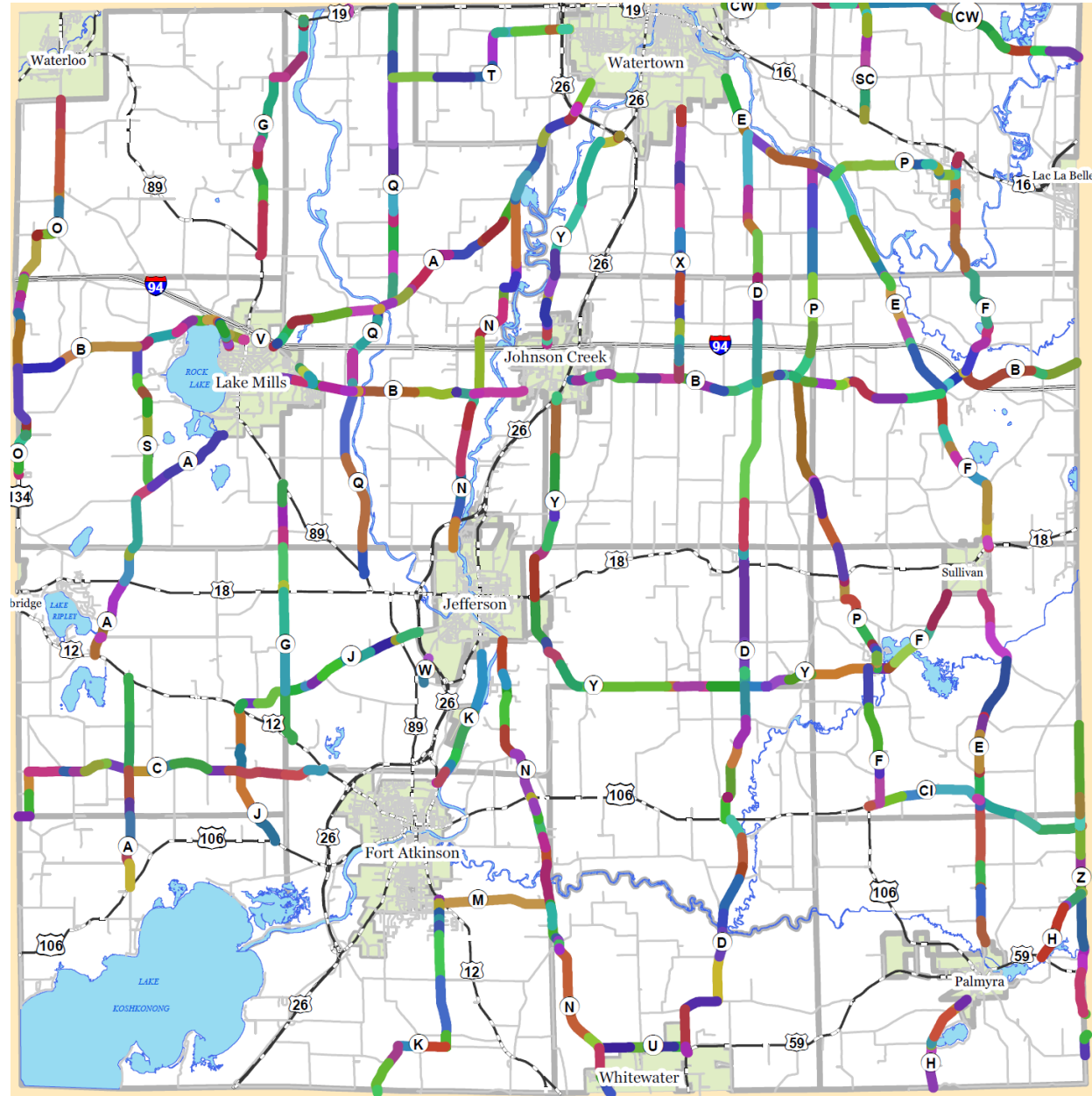


- 2022 Projects –
 - CTH A - STH 106 – CTH S - \$ 3 million
 - CTH S – CTH A – CTH B - \$1.15 million
- 2023 Project – CTH Q – STH 89 – STH - \$4.3 million
- 2024 Project – CTH K – Rock County – Jefferson - \$3.7 million
- 2025 Project – CTH D – STH 59 – CTH E - \$4 million
- 2026 Project – CTH O – Dane to Waterloo - \$3.1 million

PROJECT YEAR



2005



CTH SEGMENT



Segments: 577

ROAD CLASSIFICATION

- Interstate
- State
- Local

FEATURES

- City or Village
- Township
- Open Water



Jefferson County Highway Department

20 YEAR

County Highways

Hwy	Length
A	21.5
B	23.0
C	8.1
D	21.7
E	17.2
F	15.8
G	11.7
H	4.0
J	8.3
K	8.7
M	2.5
N	18.6
O	9.0
P	14.9
Q	12.9
S	3.2
T	4.9
U	2.0
V	2.3
W	1.2
X	6.1
Y	18.6
Z	4.5
CI	5.1
CW	6.2
SC	2.6

20 YEAR COUNTY CORRIDOR IMPROVEMENT PLAN

Corridor Project	Year	Corridor Miles	Improvement Miles	Notes
CTH N	1	18.6	13.8	MLS Funding (\$1.0M)
CTH A	2	21.5	10.0	CHIP Funding (\$200K)
CTH Q	3	12.9	12.9	CHIP Funding (\$200K)
CTH K CTH W CTH M CTH U	4	14.2	14.2	
CTH O CTH S CTH V	5	14.6	14.6	

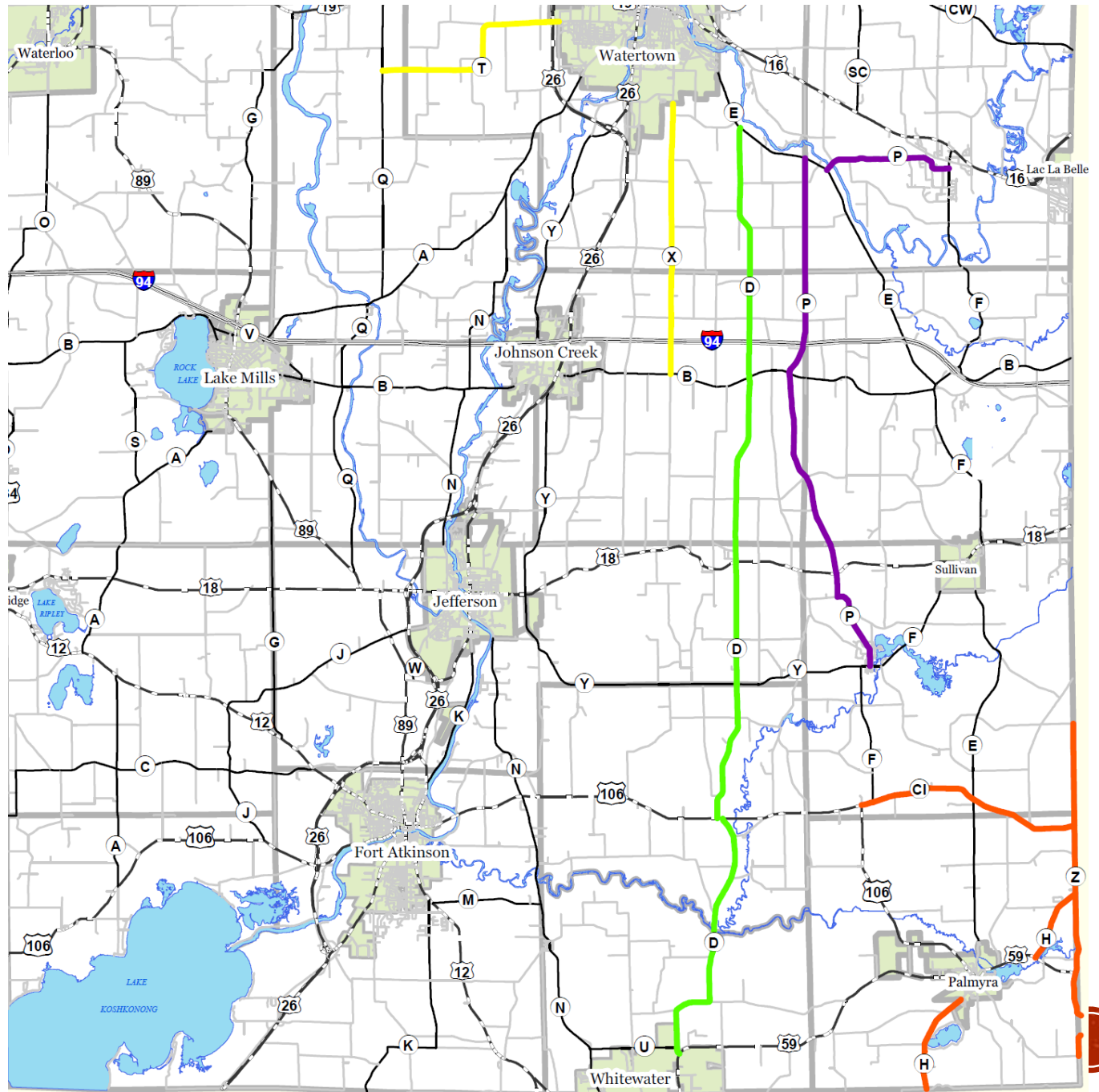
CTH CI CTH H CTH Z	6	13.6		
CTH D	7,8	21.7		
CTH T CTH X	9	11.0		
CTH P	10	14.9		

CTH G	11	11.7		
CTH F	12	15.8		
CTH E	13,14	17.2		
CTH C	15	8.1		

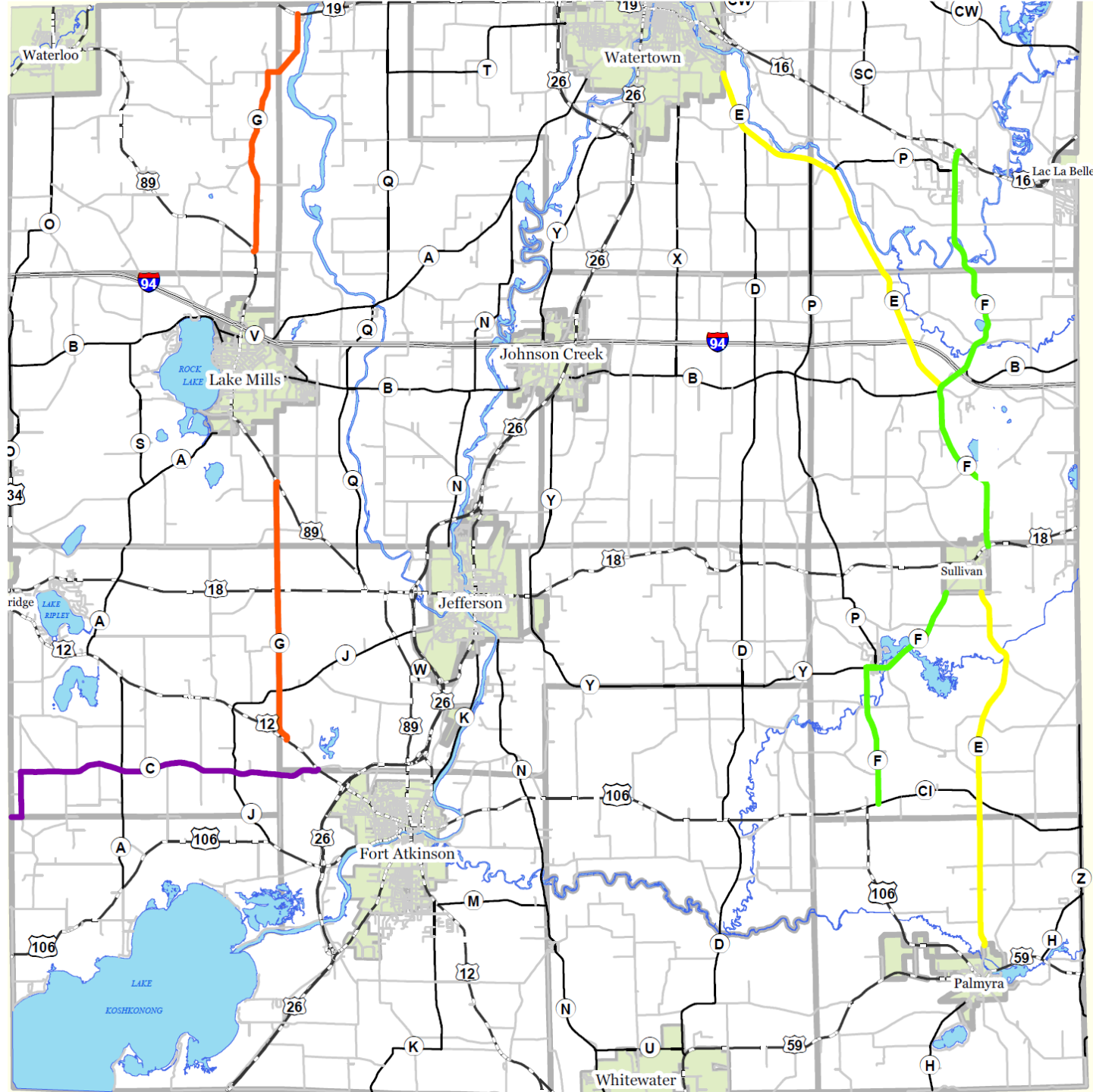
CTH Y	16	18.6		
CTH J	17	8.3		
CTH B	18,19	23.0		
CTH CW CTH SC	20	8.8		



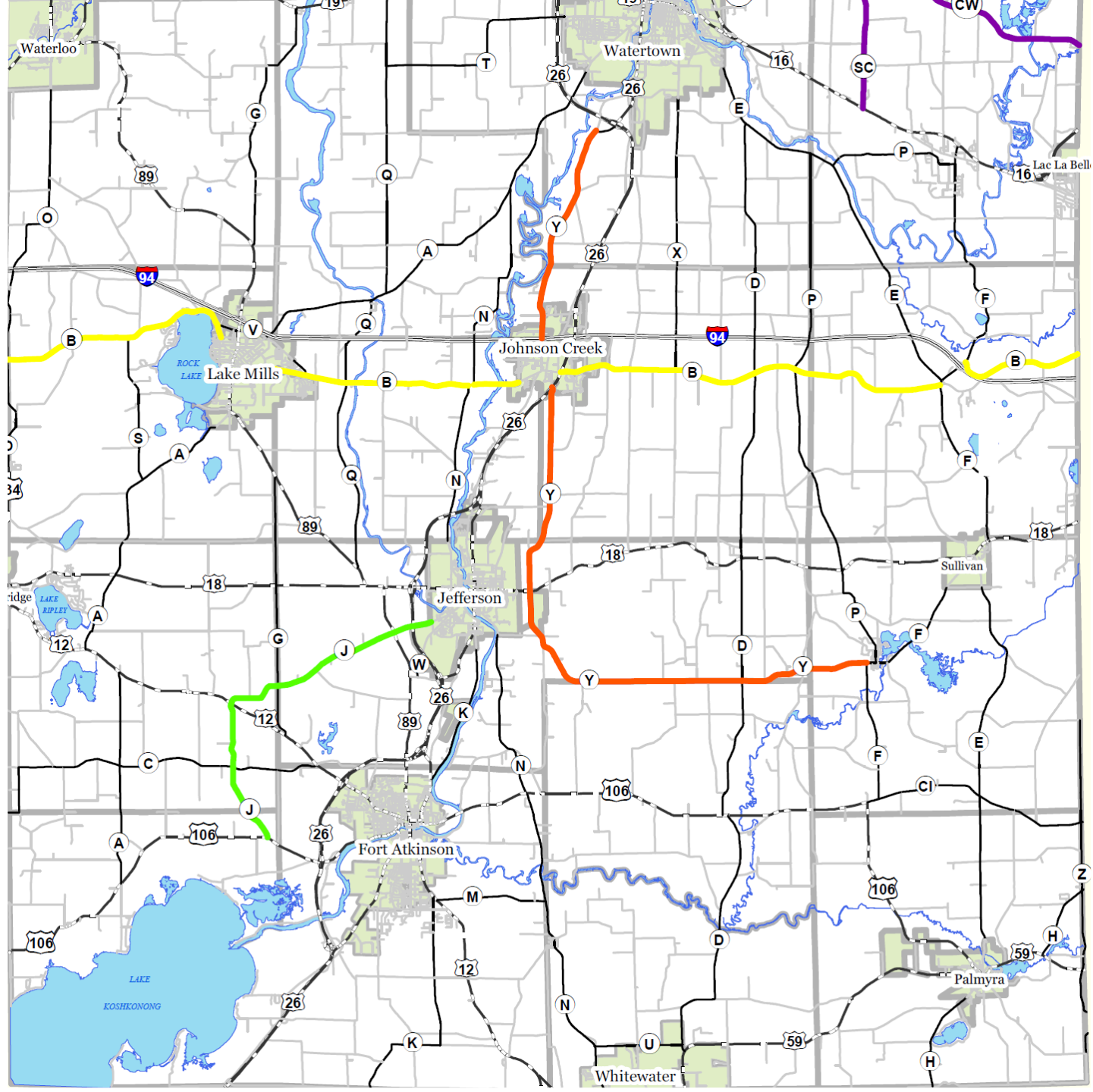
26-30



31-35



36-40



STRATEGIC PLAN IMPLEMENTATION

- Comprehensive Plan/Farmland Preservation Plan – consultant has been approved- anticipating end of 2020/beginning of 2021
 - Transportation/Housing/Intergovernmental – base data that will assist in future/additional work
 - Update – on schedule as laid out last year; additional studies done or being completed; implementation a key focus
- Broadband – Initial project developed and approved by County Board; plan of action developed in FY 2020 and included in budgets
 - Update – PSC grant awarded (\$1.1M); efforts continue with partners; communications project, other efforts continue
- Priority Based Budgeting – Completed; on-going efforts to utilize data
- Marketing Plan – Is a key project, will look at moving forward in FY 2020
 - Update – Focus groups and continued impacts show an interest in efforts; derailed by COVID and capacity
- Shared Services – efforts with SRF and Wisconsin Policy Forum on going; initial rounds complete
 - Update – Initial work complete; EMS study to be released soon. Discuss next steps of collaboration.
- Opportunity Zone – Finance Committee has provided direction to continue efforts for County owned property; all in an OZ
 - Update – Continued efforts for reviewing feasibility
- Staff Assistance – LTE has been contracted with to assist with management analyst position; efforts have been contracted with for Admin Manual/Personnel Ordinance review
 - Update – Efforts have been halted by COVID and telecommuting; LTE time has gone to help with aspects of COVID
- Facilities and Internal operations – have been reviewed
 - Update – Waiting on policy guidance and budget



CAPITAL BUDGET UPDATES

- Old Highway Site – may be some residual, but should be in a position of substantial completion of park (Rock River Landing) and land sale
- Facilities
 - South Campus: Significant work has started; will be some carryover into 2021 (parking lot, road, interior work; potential additional work)
 - Courthouse/Sheriff/Jail Facilities – study complete
- 911 Infrastructure
 - Final design complete
 - Final microwave path analysis
 - Engineering on-going
 - Equipment install
 - Coordination for tower construction *
 - Acceptance next year
- No new dollars added, will show as carryover/projects in progress

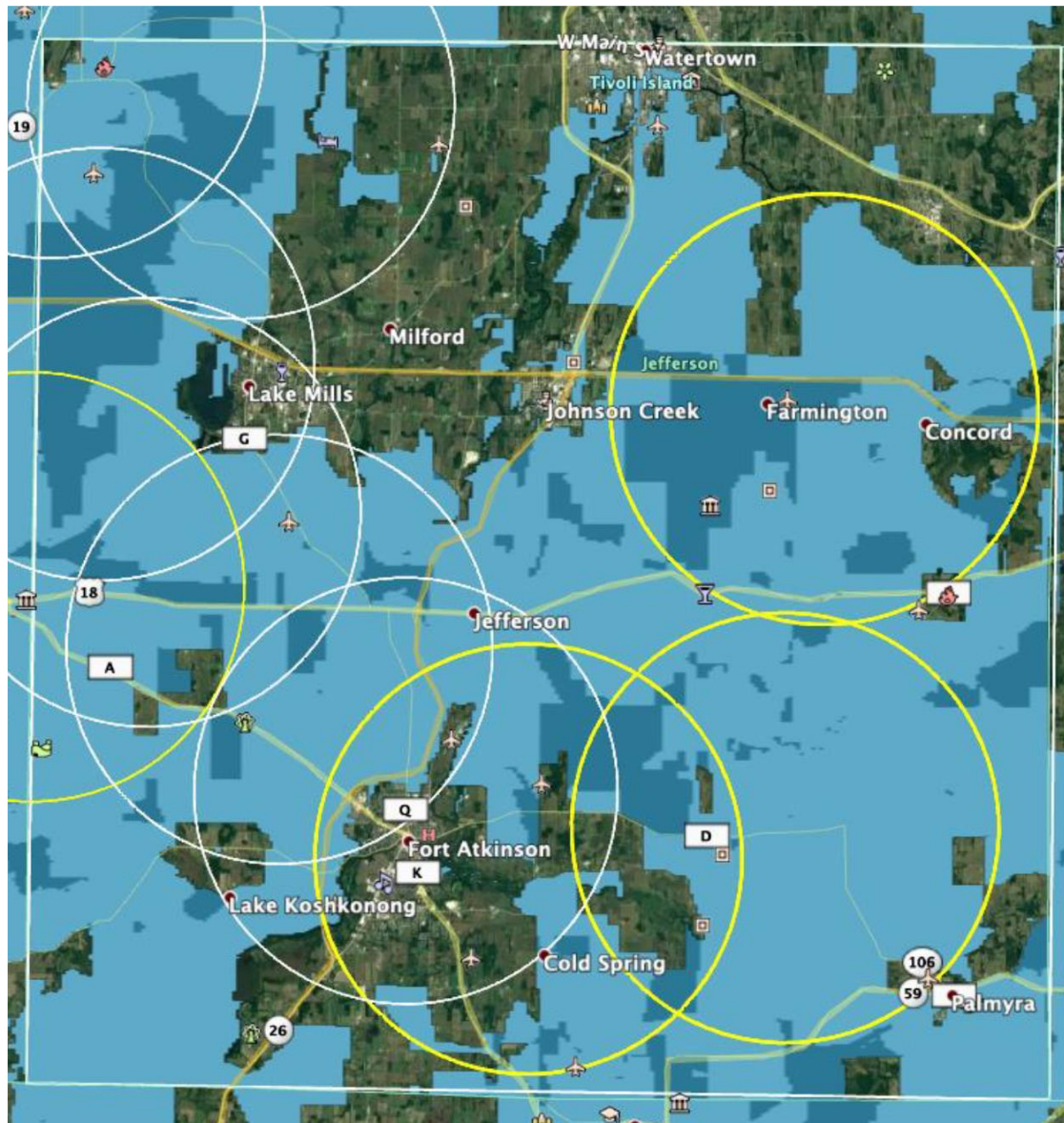


BROADBAND

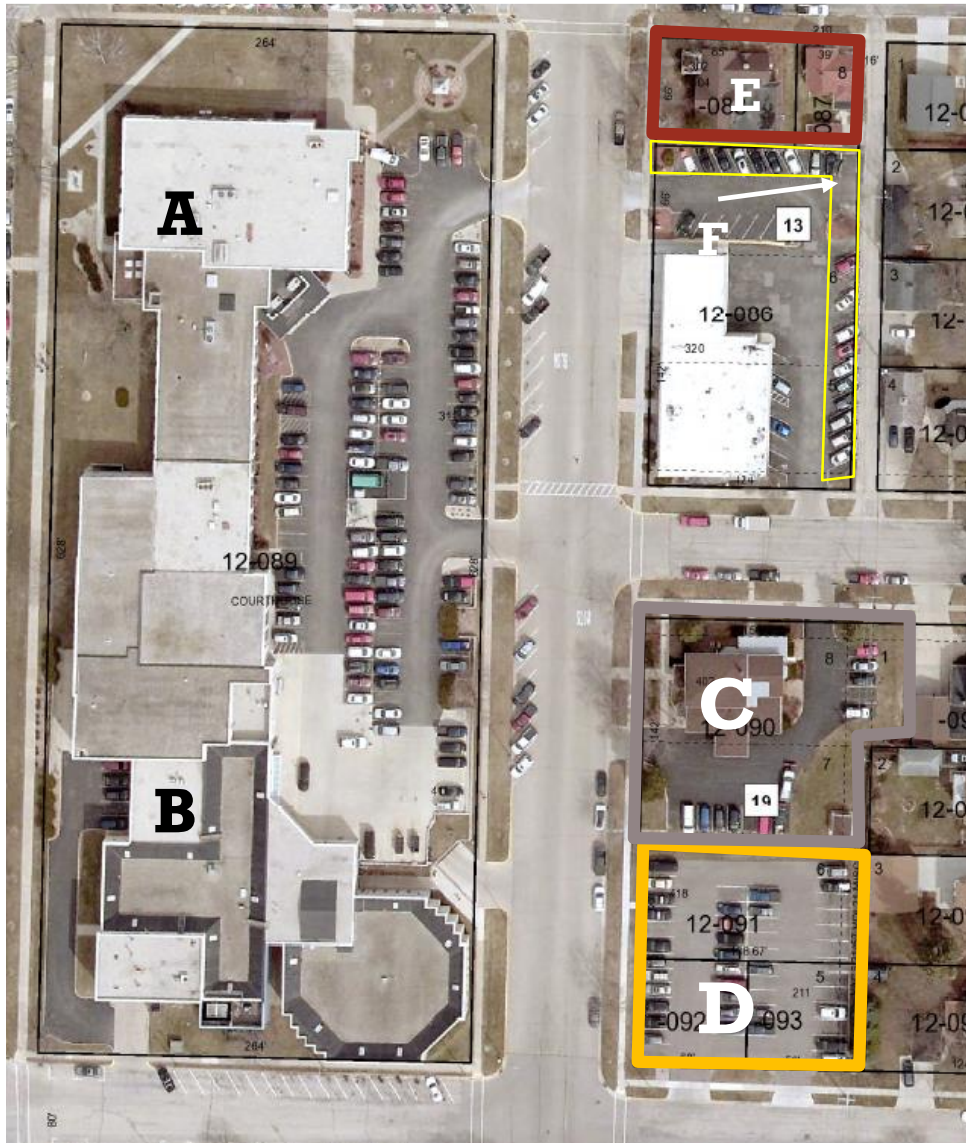
- Applied for PSC Grant – Dec 19
- Not awarded but scored well.
- Maintained Partnerships
 - Multiple private partners
 - ThriveED
 - Dodge County
- Looked to how to maximize investment with telecommunications projects
- Continued efforts with PSC; requested to provide a revised grant for use of CAREs dollars.
- Notified of grant last week of \$1.118 million; complete by end of year
- Prepping for 2021 Grant



BROADBAND MAPS



COURTHOUSE CAMPUS



- A - Courthouse – 1961 and 1966
- B- Sheriff/Jail – 1991
- C – MIS – 1880
- D – County Parking
- E – County property
- F – Parking Lease



-
- This detailed floor plan of the 1st floor of the University of Illinois at Chicago shows a complex arrangement of rooms and departments. The plan is color-coded and includes numerous labels for specific areas, such as the 'LAND RECONSTRUCTION' area in the top left, the 'RESEARCH DEPT.' in the top center, and the 'AUDITORIUM' in the top right. The central part of the plan features a large 'RESEARCH DEPT.' and a 'RESEARCH DEPT.' area. The bottom left shows the 'RESEARCH DEPT.' and 'RESEARCH DEPT.' areas. The bottom right shows the 'RESEARCH DEPT.' and 'RESEARCH DEPT.' areas. The plan also includes a large circular auditorium in the top right corner. The overall layout is a mix of rectangular and irregular shapes, with many rooms labeled with their names and square footages.

SOUTH CAMPUS FACILITIES



- A –Lueder Haus – 1996
- B – Health and Human Services – 1980 and 1995
- C – Hillside – 1938
- D – Maintenance Shed
- E – Workforce Development - 1999



OTHER COUNTY FACILITIES

- Park Maintenance Facility
 - City of Jefferson – 2002
- Sheriff Annex
 - Fort Atkinson – 1972 (2013/14)
- Sheriff Training Facility
 - Lake Mills – 1936
- Fair Grounds – Jefferson
 - Activity Center – 1976
 - Dairy and Horse Barn – 1998/1999
 - Fair Park Maintenance – 1998
 - 13 other facilities on grounds
- Park Facilities – 19 County parks -14 parks have shelters
- Highway – Central Shop and Two Satellite Facilities
 - Four Salt Storage Facilities
 - Brine Facilities



FINANCIAL OUTLOOK

Challenges

- Infrastructure
- Information Technology
- Alcohol/Drugs
- Out of state placements
- Hospitalizations
- Position/Personnel Funding
- Sustainable Revenue
- State Budget/Legislation

Opportunities

- AA2 Rating
- Balance Sheet - liabilities funded
- Solid Fund Balance
- Limited Debt
- Alternative revenue
- Collaboration/Partnerships
- Location
- Proactive Planning



POLICY CONVERSATION

- Priority Based Budgeting/Strategic Plan/Comp Plan
 - Operational needs
 - How to accomplish goals/Implement Policy
 - What is success? Define outcomes
 - ALICE DATA
 - Data analysis/GIS
- Capital Budget
 - Reset
 - Functionality
 - Funding
- Personnel – recruitment/retention/skills/development
- Financial Forecasting
- The crystal ball
 - Services
 - IT
 - Structure
 - Collaboration
 - How do we prepare for the next 10-20 years to serve?
- What data/outcomes do we want to see changed?
 - What inputs need to be changed to effect outcomes?



BUDGET TIMELINE

- Oct 13 – Presentation of proposed budget
- Oct 14 – Budget Posted on-line
- Oct 13- Nov 2 – Supervisors' amendment are prepare and submitted to Administrators office
- Oct 27 – Public Hearing
- Nov 5 – Finance Committee reviews proposed amendment(s) to make recommendation to County Board
- Nov 10 – County Board takes up 2021 Budget and considers action on amendment(s)
- If you need assistance or have questions, please reach out to Administration or Finance





JEFFERSON COUNTY
OFFICE OF THE COUNTY
ADMINISTRATOR

320 S. Main Street Room 111
Jefferson, WI 53549
Telephone (920) 674-7101
Website: jeffersoncountywi.gov

BEN WEHMEIER
County Administrator

TAMMIE J. JAEGER
Administrative Assistant
Confidential

“Jefferson County: Responsible government advancing quality of life.”

TO: Jefferson County Board of Supervisors
FROM: Benjamin Wehmeier, County Administrator
DATE: October 13, 2020
SUBJECT: 2021 Budget – Supervisor Amendments

As part of the 2021 Budget development process, individual Supervisors may submit proposed amendments to the Recommended Budget. This process enables Supervisors to provide their proposed amendment is and what their intended impact is on the 2021 Budget.

Supervisors are reminded that the 2021 Recommended Budget includes a new growth calculation of new property tax that can be captured of \$501,622 (1.799%) based on the new growth in the County. This is the maximum allowed by State law. All of these funds are dedicated to capital equipment. Accordingly, for operations purposes if additional funds are sought for a specific program or operation, a corresponding reduction of a program, department or capital item should be included as part of the budget amendment process. Our continued recommendation is that one-time revenue sources should only be used for one-time projects or programs, unless additional sustainable revenue streams or on-going expenditure efficiencies are determined.

Attached, for your use, is a copy of the 2021 Budget Supervisor Amendment form. Feel free to make copies of this form if you wish to submit more than one amendment. Remember, only one amendment may be included on each form. This form will also be e-mailed to Supervisors so that they can make their own copies or the Administrator's Office may be contacted for further assistance.

The following is a schedule of when and how these Amendment forms will be processed and reviewed:

October 13, 2020	Supervisors receive Amendment forms and guidelines from the County Administrator.
October 14, 2020	Proposed Budget On-line

- Oct 14– Nov 2, 2020 Supervisors prepare any proposed Amendments to the Recommended Budget and submit them to the County Administrator's Office no later than noon on November 2, 2020.
- October 27, 2020 Public Hearing on the Recommended Budget
- November 2, 2020 Amendments are due to the County Administrator's Office no later than noon on this date.
- November 3 – 4, 2020 County Administrator, Finance Director and Department Heads review proposed amendment forms and calculate the fiscal and operational impact of each proposed amendment as they are submitted to the Administrator's Office. Supervisors who submit a proposed amendment may be contacted if further explanation is needed.
- November 5, 2020 Finance Committee meets to review the proposed amendments and takes action on a recommendation to the County Board, for each proposed amendment.
- November 10, 2020 County Board meets to consider action on any proposed amendments and then adopts the 2021 Budget.

The County utilizes a formal Supervisory Amendment process in order to make it more structured and understandable for Board members. In addition, it gives staff and the Finance Committee the opportunity to analyze any proposed amendments so that the County Board can make informed decisions when they meet to adopt the budget. In order to provide the Committee and staff with sufficient time to review proposed amendments, Supervisors are asked to submit their amendments as soon as possible after October 13th.

Feel free to contact either myself or Marc DeVries if you have any questions regarding this process. I would request that you have questions concerning the budget that these are brought through my office so we can coordinate a full response.

Sincerely,



Benjamin P. Wehmeier
County Administrator

cc: Department Heads

**2021
Jefferson County
Proposed Supervisor Amendment**

By Supervisor(s) _____

Amendment # TBD

To amend the 2021 Recommended Budget (as amended by the Finance Committee),
I (we) hereby propose:

I (we) estimate that this proposed amendment would increase / decrease (circle one) the tax levy
by \$ _____

I (we) also propose offsetting any tax levy increase / decrease (circle one) with
a tax levy Increase / decrease (circle one) to the following department(s) and/or program area(s):

THIS SECTION FOR FINANCE DEPARTMENT STAFF USE

Bus Unit Description	Bus Unit	Account Number	Expenditure Increase (Decrease)	Revenue Increase (Decrease)	Other Sources Increase (Decrease)	Net Levy Increase (Decrease)
			\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -

Totals **\$ - \$ - \$ - \$ -**

Finance Member	Aye	Noe
Jaeckel, George		
Jones, Dick		
Kutz, Russell		
Nelan, Conor		
Rinard, Amy		
Result	0	0

Fiscal note:

County Board voting record:

Ayes	
Noes	
Abstain	
Absent	