

# Jackson County 2011 Budget

Work Session Presentation  
June 4, 2010





# Budget Theme

## Keep the Course

- County is in a strong financial position because of the board's fiscal prudence
  - Improved Bond Rating
- We're making progress on our strategic plan
- We can't rest – we must continue to push ourselves to do things better, cheaper, and faster





# Budget Tactics

## Keep the Course

- Long-term planning
  - Five-year fiscal planning
- Conservative estimates of revenues
- Reducing Expenditures
- Participative
  - Department Heads and Elected Officials Working Together
- Open





# New Budget Look

- Departments asked to describe how their program impacts the strategic plan.
- Strategic plan targets have been identified for each program.
- Departments identified other performance measures.

Sheriff's Department

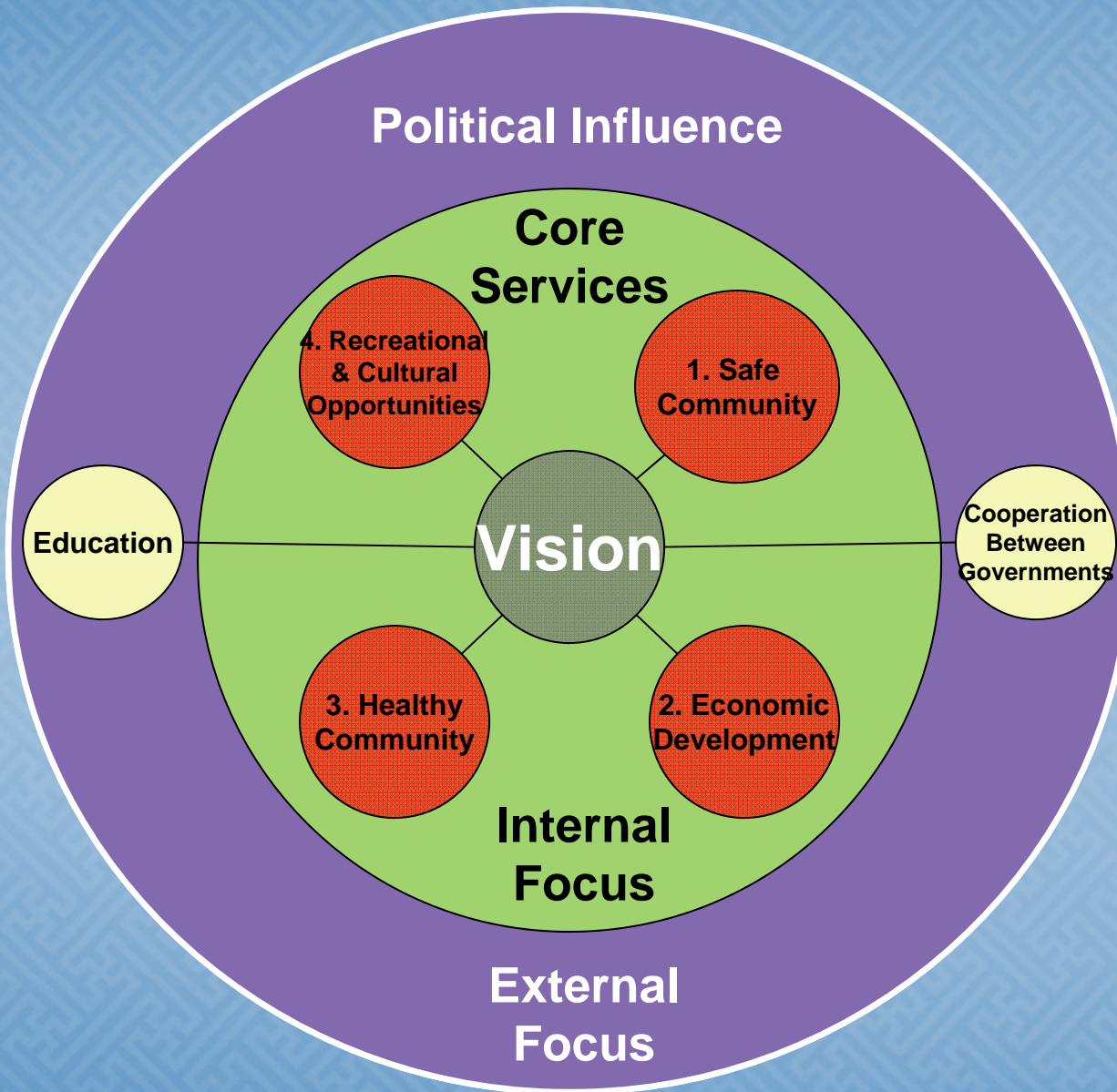
Sheriff's Department

Sheriff's Department

Other Key Indicators						
Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Target	2011 Target
Calls for Service	24,389	26,641	26,795	33,034	33,000	33,000
Felony Arrests	434	503	444	455	450	450
Misdemeanor Arrests	619	900	887	836	800	800
OWI Arrests	267	204	277	260	250	260
Deputies (Road Patrol)	29	29	29	29	29	29
Complaints per Deputy	841	919	924	1,139	1,139	1,139
Felony Arrests per Deputy	15	17	15	18	15	15
Misdemeanor Arrests per Deputy	21	31	31	29	27	27
OWI Arrests per Deputy	9	7	10	9	9	9
Case Clearance	NA	NA	42.3%	31.7%	32%	34%

Jackson County 2011 Budget 145

# Jackson Board of Commissioners Strategic Priorities



## Organizational Goals

Improved Work Environment

## Core Values

Integrity

Leadership

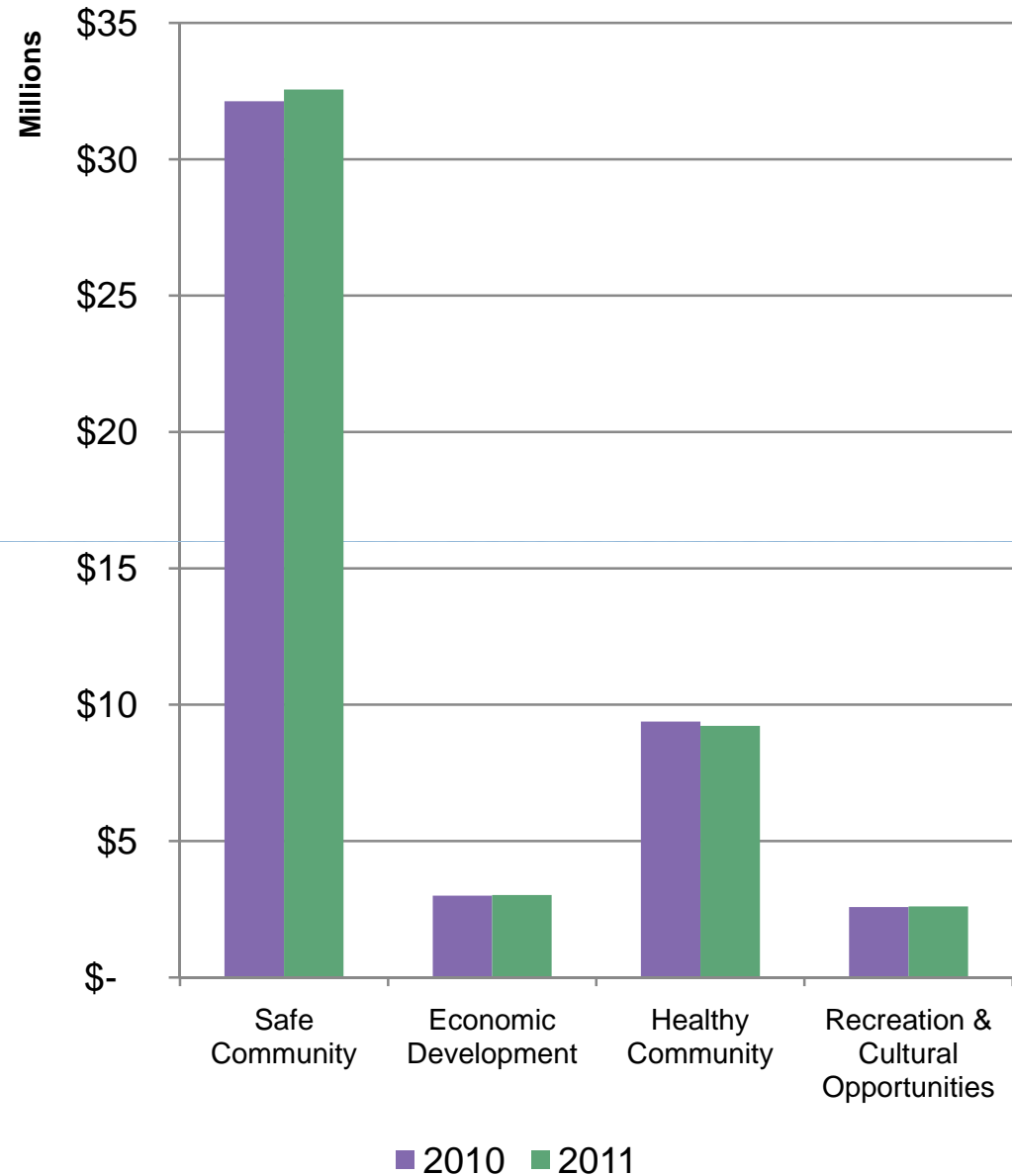
Collaboration

Responsiveness

Accountability

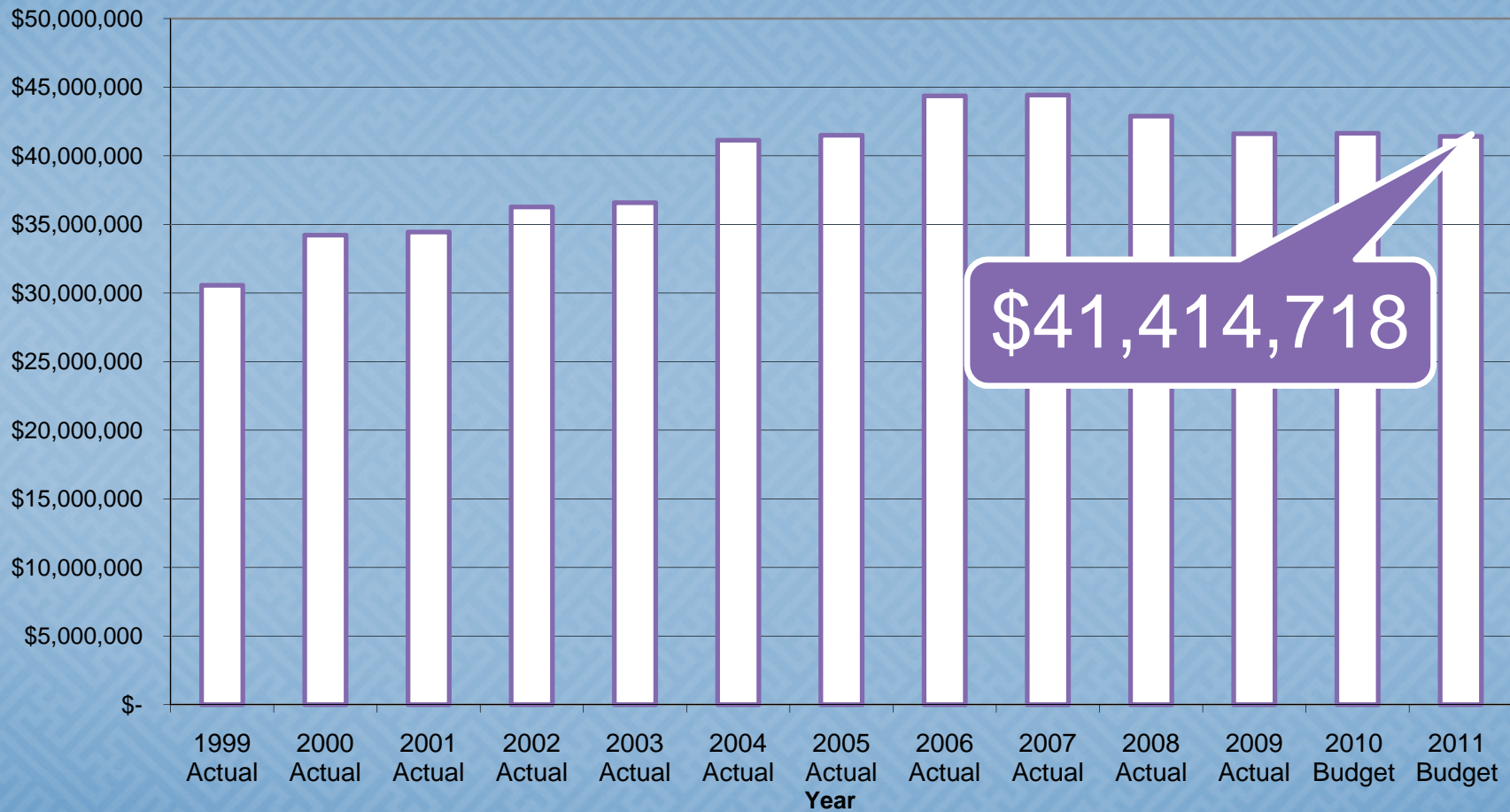
# Spending Change by Strategic Priorities

1. Safe Community
2. Economic Development
3. Healthy Community
4. Recreational & Cultural Opportunities





# General Fund Budget History





# 2011 Projection

**Retreat Projection**

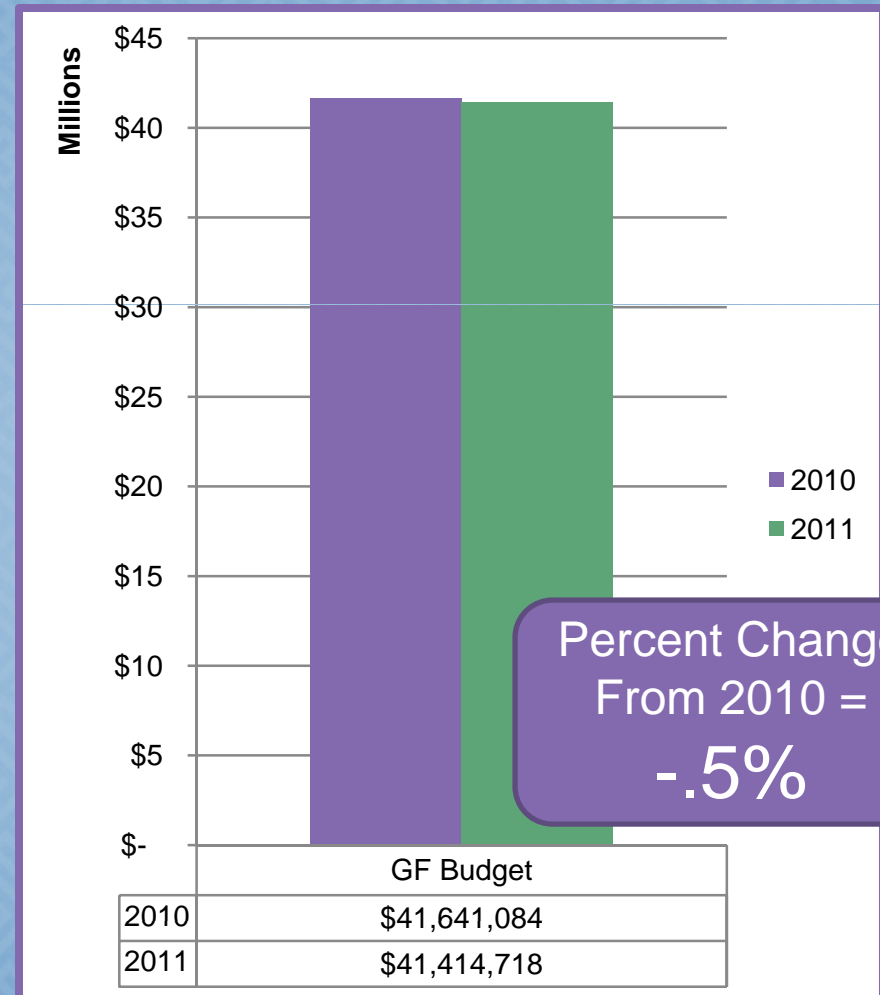
**\$41,292,128**

**Recommended Budget**

**\$41,414,718**

**Change**

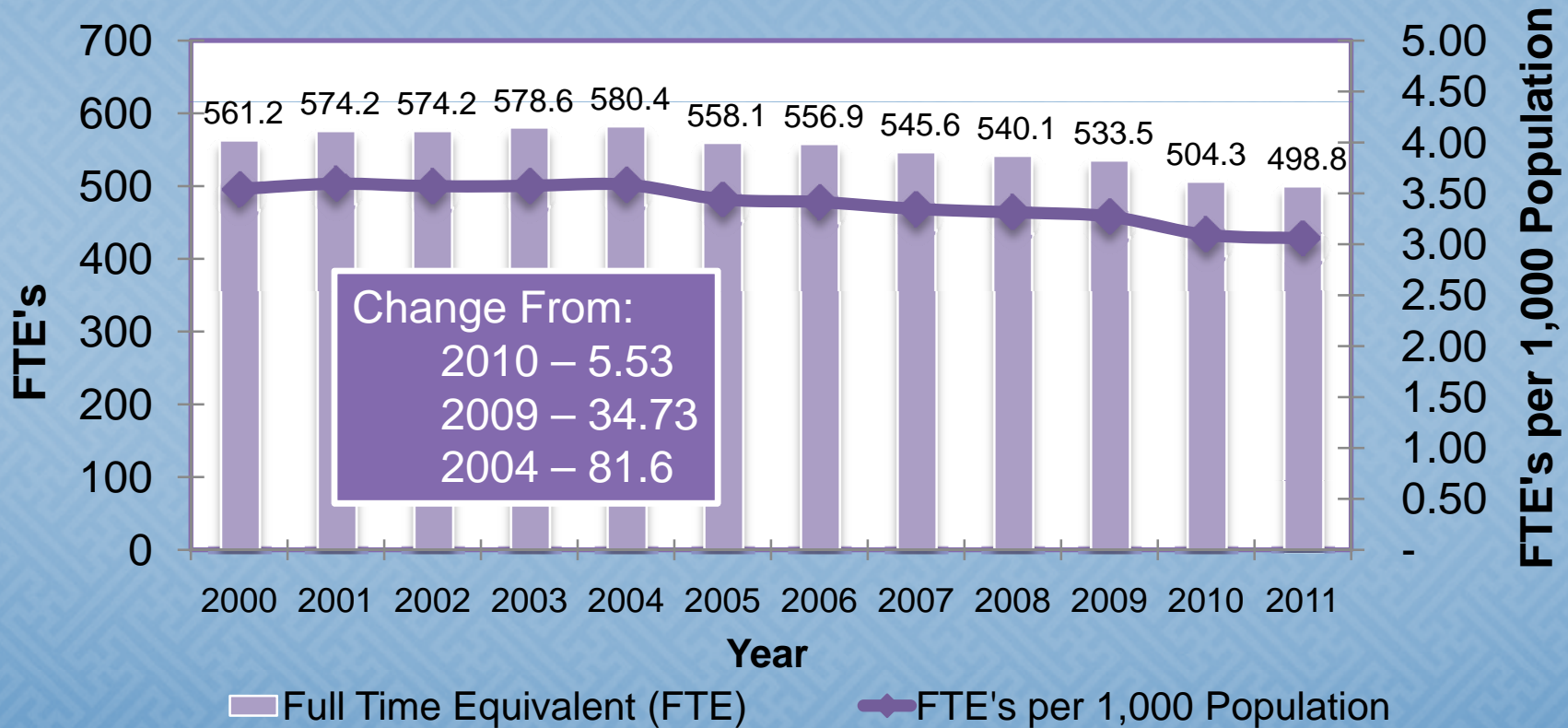
**\$122,590**





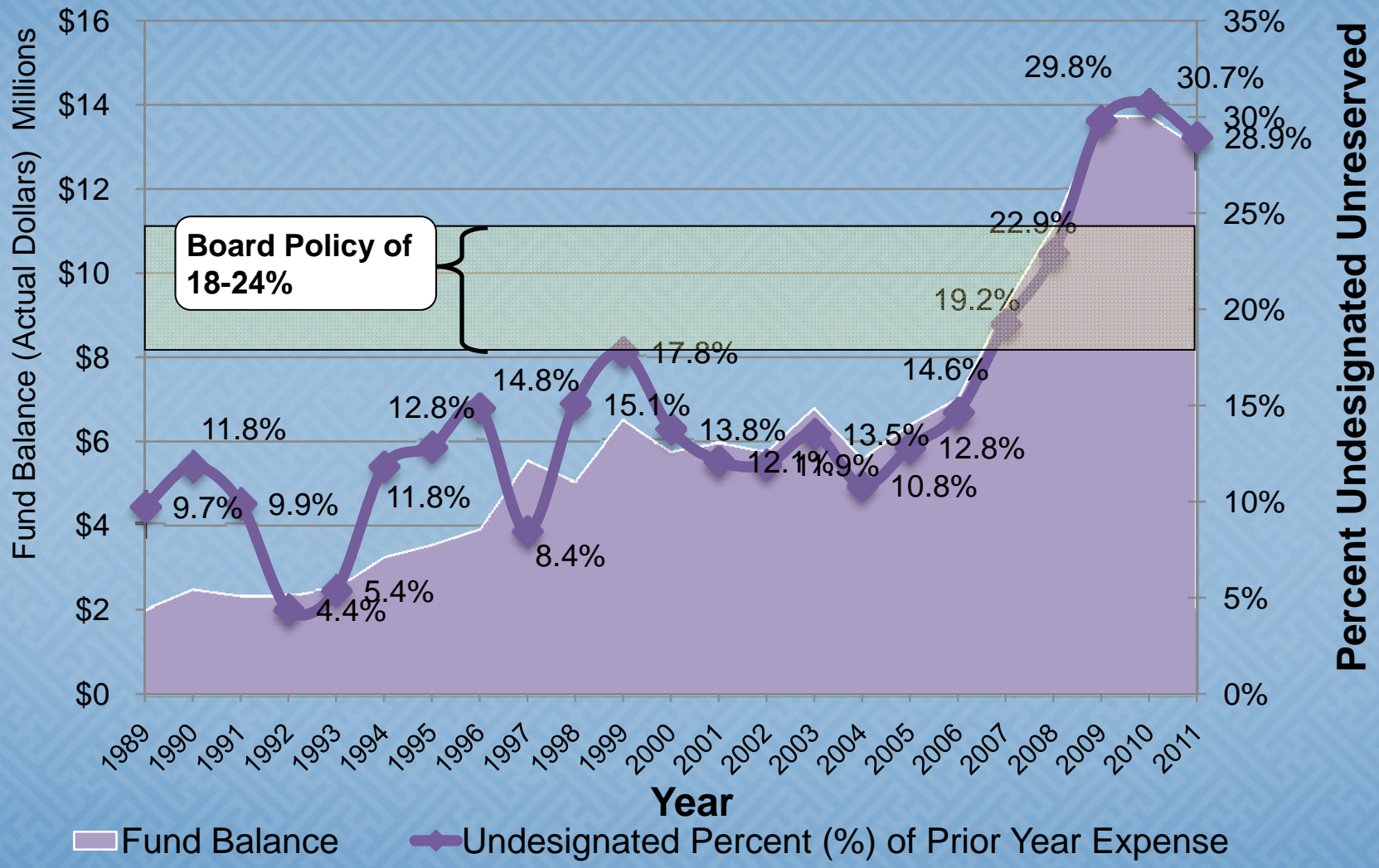
# FTE Reductions

## County Full Time Equivalent (FTE) History (Service Level Impact)





# Fund Balance History



# Revenues





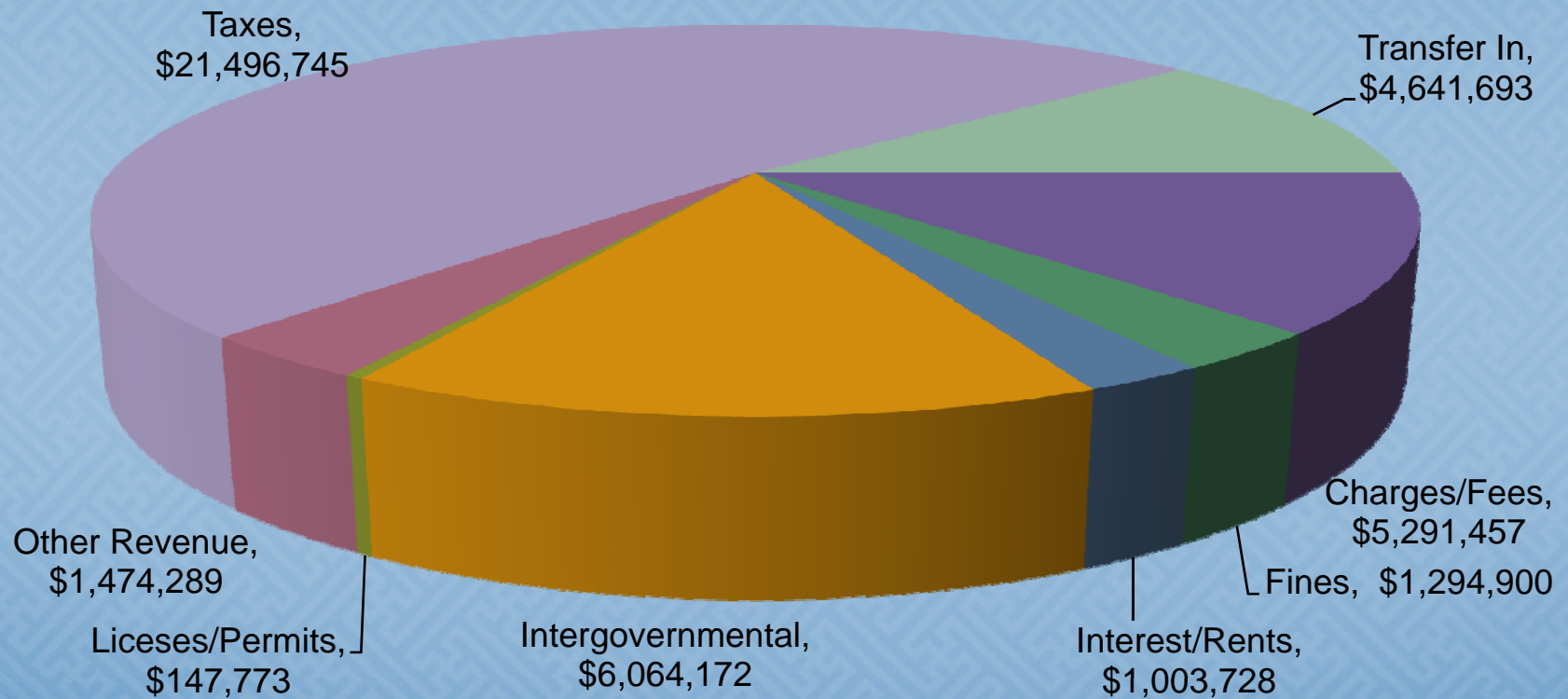
# Major Revenue Impacts

Source	Net Impact
Property Tax Revenue	\$ (639,240)
Revenue Sharing	\$ 700,000
Register of Deeds	\$ (120,000)
County Clerk	\$ (37,327)
<b>Total</b>	<b>\$ (96,567)</b>



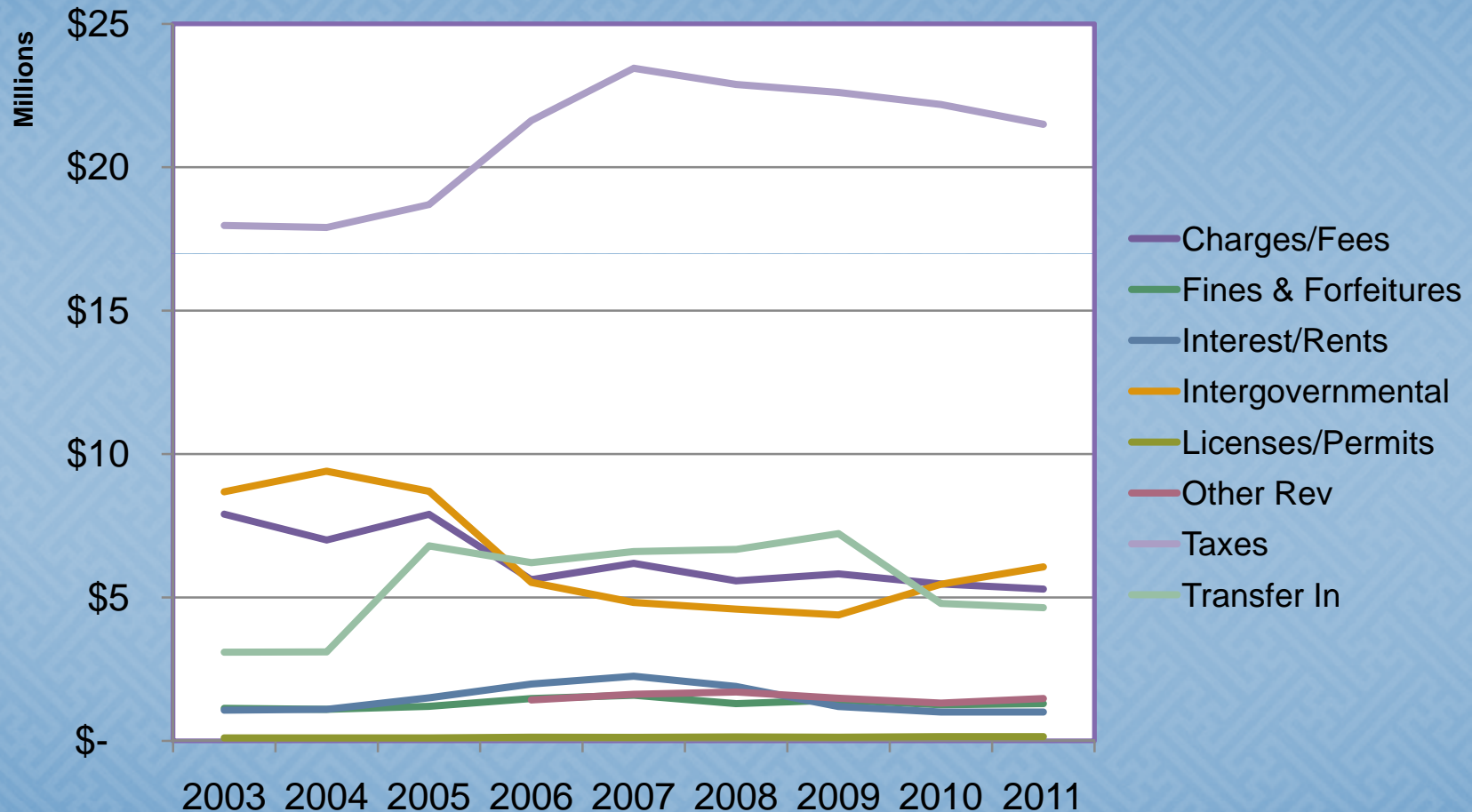
# Total Revenues: \$41,414,718

## General Fund Revenues By Type





# Revenues By Type



# Expenditures





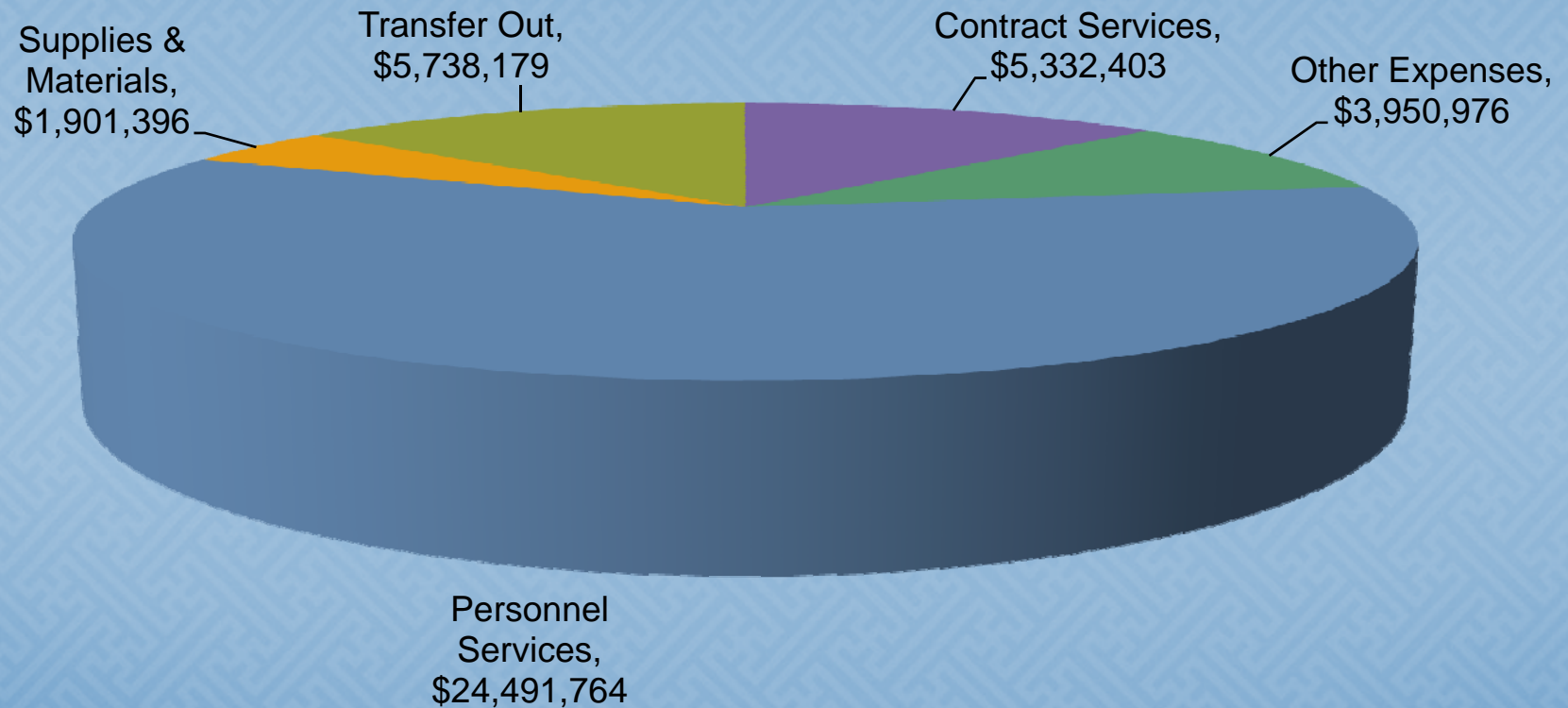
# Major Expense Impacts

Cost	Details	Actual Impact
Health Insurance	Health Care Fund strong and can absorb one year's increase	\$0
Retirement Premium	Market Impacts	\$296,471
Wages – No cost of living	7 of 9 contracts finalized with 0% for 2011	\$0
Step Increases	According to contracts	\$317,845
FOC Transfer	Reduced indirect costs	\$110,938
Transfer Out Decreases	Child Care and Fund Balance	(\$531,653)
Health Care Reimbursement	From Health Fund Reserve for Health Department Employees	(\$199,875)
<b>Total Impact</b>		<b>\$5,798</b>



# GF Expenditures: \$41,414,718

## General Fund Expenditures by Type





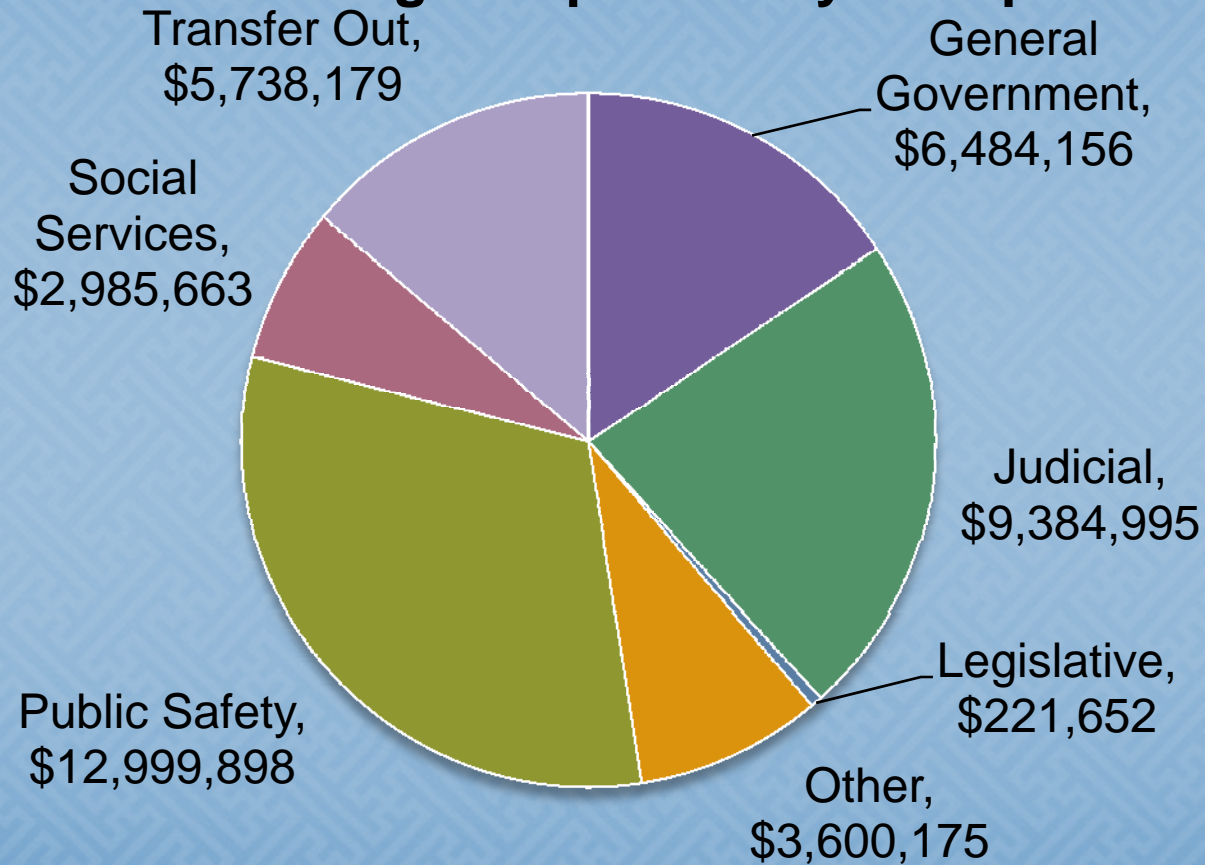
# Expense by Category





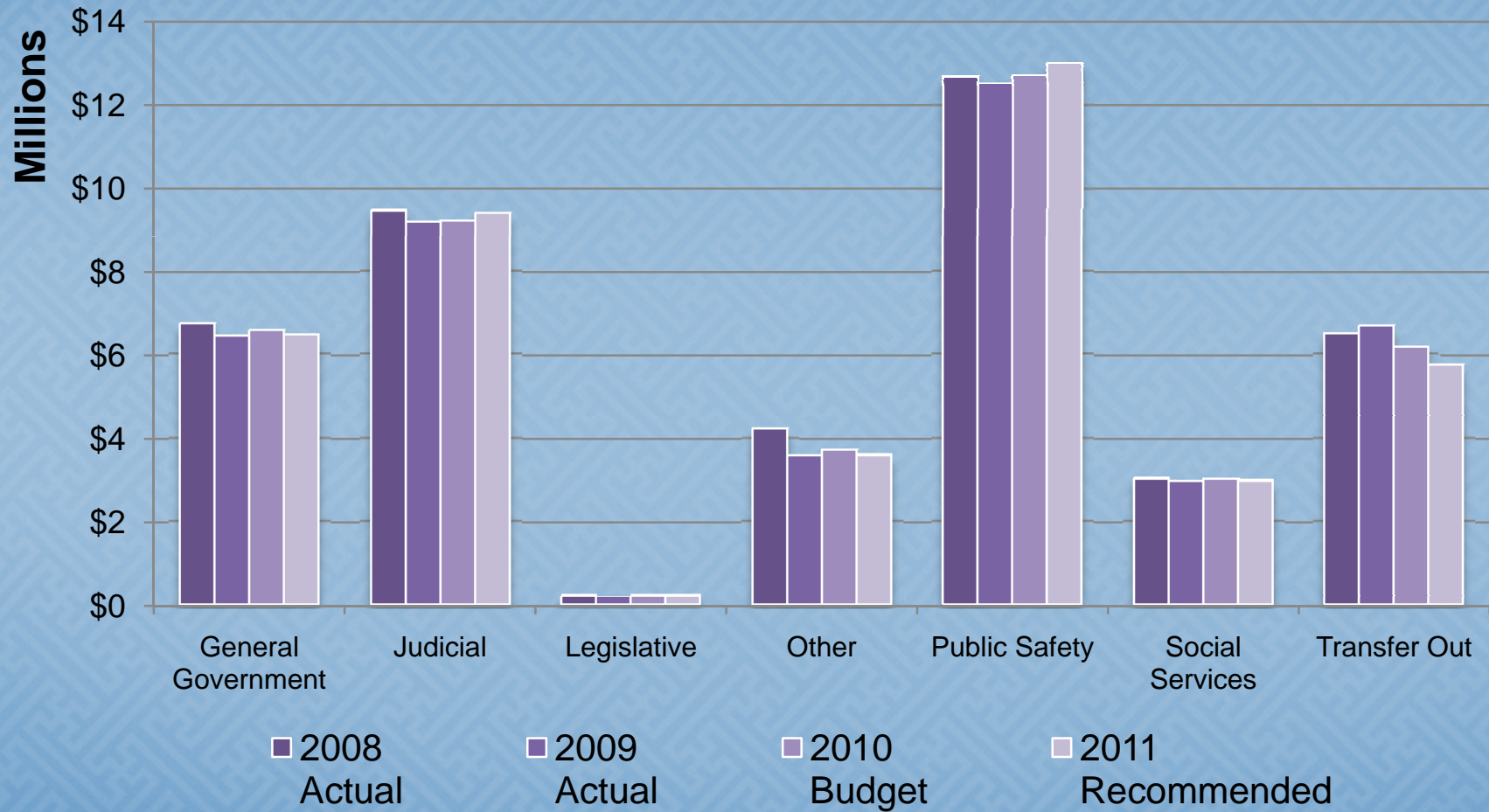
# GF Expenditures: \$41,414,718

## 2011 Budget Expenses by Group





# Expenses by Group



# Public Safety

SHERIFF, ROAD PATROL, LARNET, MARINE LAW ENFORCEMENT, EMERGENCY DISPATCH, COUNTY JAIL, CHANTER ROAD JAIL, COMMUNITY CORRECTIONS, EMERGENCY MANAGEMENT, TRUANCY GRANT, ANIMAL SHELTER, ANIMAL CONTROL





# Public Safety

Program	2009 Actual	2010 Budget	2011 Budget
Animal Control	\$191,040	\$240,856	\$239,933
Animal Shelter	\$237,588	\$230,453	\$310,457
Community Corrections	\$194,639	\$224,000	\$202,200
County Jail	\$5,582,670	\$5,652,193	<b>\$5,817,755</b>
County Sheriff	\$4,192,561	\$4,198,014	<b>\$4,236,651</b>
Emergency Dispatch	\$1,234,738	\$1,381,929	\$1,385,104
Emergency Management	\$165,422	\$169,660	\$171,444
Lawnet Narcotics Grant	\$230,648	\$222,650	\$225,575
Marine Law Enforcement	\$81,357	\$66,455	\$80,646
Road Patrol	\$256,543	\$214,484	\$211,854
Safe Street Gun Project	\$1,091	\$0	\$0
Truancy Grant	\$163,340	\$116,511	\$118,279
<b>Grand Total</b>	<b>\$12,531,637</b>	<b>\$12,717,205</b>	<b>\$12,999,898</b>

# General Government

PUBLIC ELECTIONS, ADMINISTRATOR/ CONTROLLER,  
CLERK, GIS, ADMINISTRATIVE SERVICES, PRINTING,  
EQUALIZATION, HUMAN RESOURCES, REGISTER OF  
DEEDS, REMONUMENTATION, TREASURER, AFTER  
SCHOOL, ISD GRANT, MSU EXTENSION, INFORMATION  
TECHNOLOGY, MAINTENANCE, FLEET, DRAIN  
COMMISSIONER





# General Government

Program	2009 Actual	2010 Budget	2011 Budget
Administrative Services	\$581,373	\$575,969	<b>\$535,106</b>
Administrator/Controller	\$314,685	\$305,185	\$308,557
After School Program	\$11,049	\$0	\$0
Blackstone Complex	\$13,229	\$12,463	\$12,463
County Clerk	\$928,003	\$908,911	<b>\$953,338</b>
County Treasurer	\$124,537	\$101,263	\$99,213
Courthouse Maintenance	\$574,687	\$600,753	\$599,982
Drain Commissioner	\$172,513	\$190,528	\$187,000
Equalization	\$484,935	\$494,032	\$512,100
GIS	\$220,052	\$167,091	\$169,575
Human Services Building	\$303,192	\$348,786	<b>\$313,737</b>
Information Technology	\$775,260	\$910,193	<b>\$948,381</b>
ISD Grant	\$20,282	\$0	\$0
MSU Extension	\$315,663	\$337,417	\$335,356
Northlawn Maintenance	\$275,482	\$244,483	\$261,369



# General Government Cont.

Program	2009 Actual	2010 Budget	2011 Budget
Public Elections	\$139,230	\$167,267	<b>\$139,762</b>
Register of Deeds	\$301,441	\$314,623	\$309,539
Remonumentation	\$53,053	\$64,594	\$68,043
Tower Building Maintenance	\$836,282	\$819,031	<b>\$719,923</b>
Woolworth Maintenance	\$9,600	\$10,712	\$10,712
<b>Grand Total</b>	<b>\$6,454,548</b>	<b>\$6,573,301</b>	<b>\$6,484,156</b>

# Judicial

CIRCUIT COURT, JURY COMMISSION, 12<sup>TH</sup>  
DISTRICT COURT, CIRCUIT COURT PROBATION,  
PROSECUTING ATTORNEY, PUBLIC DEFENDER,  
PROSECUTING ATTORNEY FAMILY DIVISION,  
PROSECUTING ATTORNEY VICTIMS RIGHTS,  
DISTRICT COURT INTENSIVE PROBATION





# Judicial

Program	2009 Actual	2010 Budget	2011 Budget
12 <sup>th</sup> District Court	\$3,419,566	\$3,319,074	\$3,399,289
Circuit Court	\$2,178,174	\$2,144,367	\$2,186,866
Circuit Court Probation	\$15,280	\$15,315	\$15,316
District Court Intensive Probation	\$166,916	\$135,503	\$150,598
Jury Commission	\$192,858	\$226,921	\$216,539
Prosecuting Attorney	\$1,760,930	\$1,752,426	\$1,821,591
Prosecuting Attorney/ Child Support	\$217,816	\$226,594	\$228,048
Prosecuting Attorney/ Victim Rights	\$190,487	\$187,198	\$188,566
Public Defender	\$1,037,355	\$1,200,000	\$1,178,182
<b>Grand Total</b>	<b>\$9,179,382</b>	<b>\$9,207,398</b>	<b>\$9,384,995</b>

# Legislative

## BOARD OF COMMISSIONERS





# Legislative

Program	2009 Actual	2010 Budget	2011 Budget
Board of Commissioners	\$215,094	\$221,652	\$221,652
Grand Total	\$215,094	\$221,652	\$221,652

# Social Services

ABSTINENCE PROGRAM, MEDICAL EXAMINER, IN-HOME SERVICES, SENIOR CENTER, SENIOR CITIZENS PROGRAM, HOME DELIVERED MEALS, CONGREGATE MEALS, GRANDPARENTS PROGRAM, GERIATRIC MENTAL HEALTH, VETERANS BURIAL, VETERANS AFFAIRS





# Social Services

Program	2009 Actual	2010 Budget	2011 Budget
Congregate Meals	\$313,943	\$350,220	\$359,057
Geriatric Mental Health	\$191,907	\$179,978	\$180,545
Grandparents Program	\$51,786	\$49,165	\$0
Home Delivered Meals	\$1,009,619	\$1,056,018	<b>\$1,019,202</b>
In Home Services	\$558,057	\$570,085	<b>\$623,967</b>
Medical Examiners	\$330,070	\$312,776	\$309,664
Senior Center	\$95,880	\$82,114	\$82,444
Senior Citizens Program	\$270,964	\$264,921	\$256,153
Veterans Affairs	\$115,269	\$120,425	\$119,931
Veterans Burial Claims	\$32,195	\$34,740	\$34,700
<b>Grand Total</b>	<b>\$2,969,690</b>	<b>\$3,020,442</b>	<b>\$2,985,663</b>

# Other

RETIREE BENEFITS, CONTINGENCY, APPROPRIATIONS,  
MISCELLANEOUS EXPENDITURES





# Other

Program	2009 Actual	2010 Budget	2011 Budget
Appropriations	\$824,533	\$815,967	\$802,397
Contingency	\$0	\$329,424	<b>\$265,403</b>
Misc Expenses	\$1,111,147	\$1,078,500	\$1,063,750
Retirees Benefits	\$1,640,894	\$1,494,348	\$1,468,625
<b>Grand Total</b>	<b>\$3,576,574</b>	<b>\$3,718,239</b>	<b>\$3,600,175</b>



# Appropriations

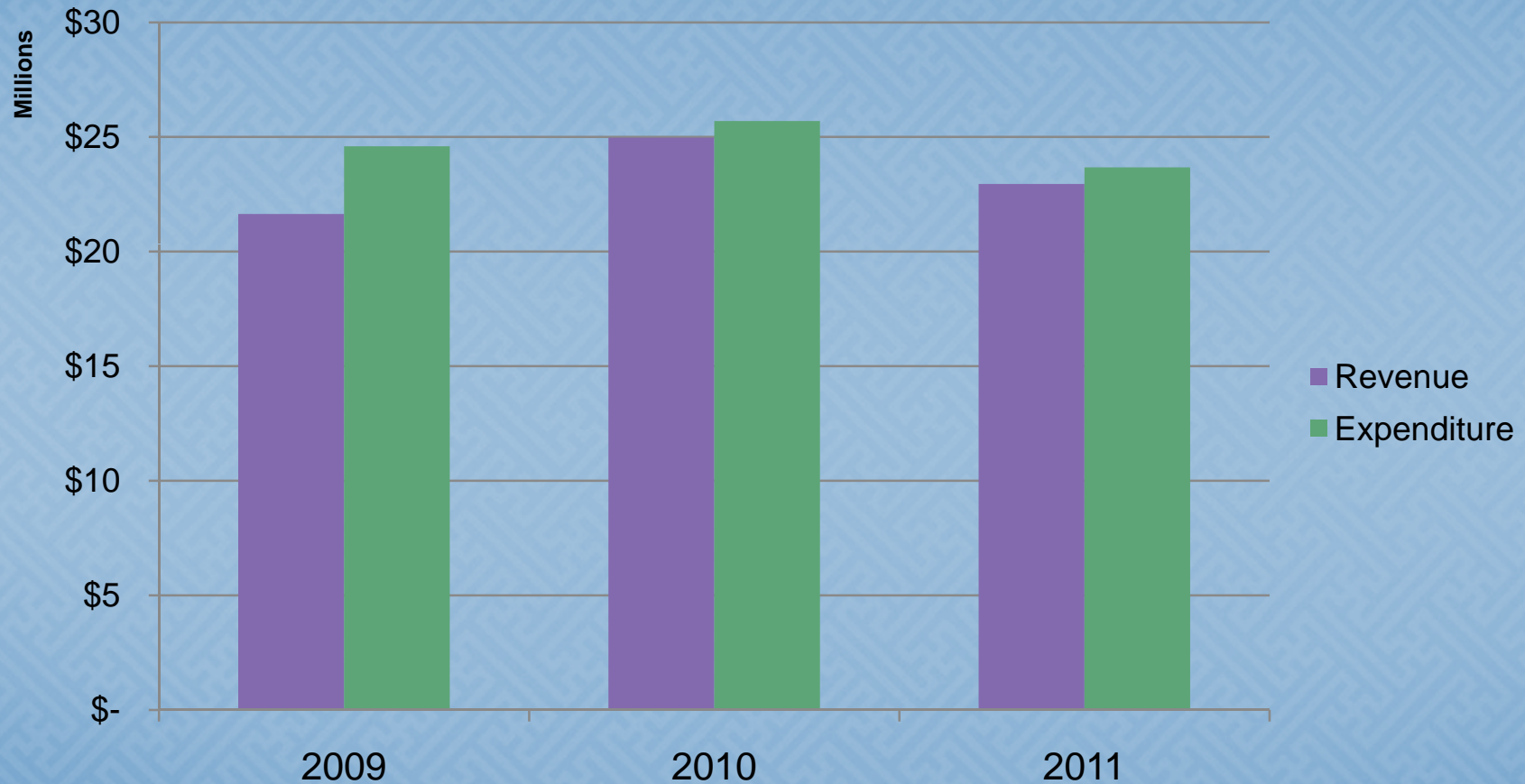
Program	2009 Actual	2010 Budget	2011 Budget
Conservation District	\$20,000	\$10,000	\$10,000
Region II Aging	\$11,814	\$11,814	\$11,814
Food Systems Economic Partnership	\$15,000	\$7,500	\$7,500
Region II Planning Commission	\$55,340	\$55,340	\$55,340
Enterprise Group	\$100,000	\$100,000	\$100,000
Jackson Transit Authority	\$100,000	\$100,000	\$100,000
Jackson Traffic Safety Guardian	\$127,223	\$133,000	\$134,600
RSVP	\$35,000	\$35,000	\$35,000
Substance Abuse	\$15,000	\$7,500	\$7,500
Substance Abuse	\$345,156	\$355,813	\$340,643
<b>Grand Total</b>	<b>\$824,533</b>	<b>\$815,967</b>	<b>\$802.397</b>

# Other Funds





# History of Other Funds



Does not include transfers in and transfers out to the general fund.



# Other Funds

	2009		2010		2011	
	REVENUE	EXPENSE	REVENUE	EXPENSE	REVENUE	EXPENSE
Parks	\$962,041	\$947,859	\$890,353	\$890,353	\$905,630	\$905,630
Friend of Court	\$2,914,607	\$2,828,604	\$2,918,948	\$2,918,948	\$2,867,115	\$2,867,115
Golf Courses	\$594,840	\$595,976	\$627,003	\$627,003	\$625,846	\$625,846
Health Department	\$4,015,278	\$3,838,071	\$4,174,826	\$4,174,826	\$4,047,068	\$4,047,068
Public Improvement	\$407,253	\$606,256	\$823,178	\$823,178	\$442,500	\$442,500
Airport Runway Project	\$129,870	\$139,452	\$100,000	\$100,000	\$50,000	\$50,000
Falling Waters Trail	\$102,875	\$44,148	\$201,379	\$201,379	\$15,000	\$15,000
Sparks Park Renovation	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Automation	\$143,007	\$57,870	\$135,000	\$135,000	\$162,250	\$162,250
Budget Stabilization	\$0	\$0	\$244,656	\$244,656	\$250,000	\$250,000



# Other Funds

	2009		2010		2011	
	REVENUE	EXPENSE	REVENUE	EXPENSE	REVENUE	EXPENSE
Revenue Sharing Reserve	\$0	\$3,414,907	\$1,412,797	\$1,412,797	\$0	\$0
Omnibus Forfeiture	\$331	\$0	\$10,000	\$10,000	\$10,000	\$10,000
PA Drug Enforcement	\$38,822	\$24,812	\$35,000	\$35,000	\$35,000	\$35,000
Sheriff Drug Enforcement	\$36,751	\$37,161	\$35,000	\$35,000	\$35,000	\$35,000
Joint Narcotics Forfeiture	\$207,583	\$172,786	\$275,000	\$275,000	\$275,000	\$275,000
Law Library	\$6,468	\$6,558	\$6,500	\$6,500	\$6,500	\$6,500
CAA Grant	\$241,525	\$241,525	\$300,000	\$300,000	\$300,000	\$300,000
Jail Millage	\$2,143,017	\$2,159,394	\$2,100,000	\$2,100,000	\$2,173,000	<b>\$2,173,000</b>
Aging Millage	\$1,089,662	\$1,122,187	\$1,065,000	\$1,065,000	\$1,034,500	<b>\$1,034,500</b>
Michigan Justice Training Grants	\$68,591	\$83,777	\$60,000	\$60,000	\$60,000	\$60,000



# Other Funds

	2009		2010		2011	
	REVENUE	EXPENSE	REVENUE	EXPENSE	REVENUE	EXPENSE
Jackson County FIA	\$366,624	\$329,505	\$900,000	\$900,000	\$900,000	\$900,000
Child Care	\$5,698,934	\$5,016,276	\$5,666,408	\$5,666,408	\$5,768,644	\$5,768,644
Veteran's Trust	\$34,759	\$37,223	\$55,000	\$55,000	\$55,000	\$55,000
Airport Maintenance of Effort	\$477,343	\$483,195	\$505,038	\$505,038	\$502,322	\$502,322
Equipment	\$463,777	\$374,546	\$713,500	\$713,500	\$237,100	\$237,100
(1) Sheriff Equipment	\$0	\$618,100	\$0	\$726,225	\$0	\$726,225
Fair	\$823,880	\$918,100	\$861,575	\$861,575	\$841,075	\$841,075



# Capital Funds

- Funds still remain from 2010 for computer replacement that will carryover to 2011.
- At some time in the future we may need to supplement the Delinquent Tax Revolving Fund to support capital needs.

**Capital Fund Requested & Recommended**





# Capital Funds

Public Improvement	
Carpet Replacement	\$10,000
Aerial Imagery (GIS)	\$40,000
Other	\$15,000
Building Modifications	\$139,500
Parks	\$25,000
Roof Replacement/Repair	\$88,000
Tuck Pointing	\$90,000
Fire escape repair	\$35,000
<b>Total</b>	<b>\$442,500</b>

Airport Runway	
Runway Realignment	\$50,000
<b>Total</b>	<b>\$50,000</b>

Equipment	
Computers	\$6,200
Imaging Scanners	\$10,000
Parks	\$25,000
Vehicles	\$165,000
Other	\$16,900
<b>Total</b>	<b>\$237,100</b>



**Total:  
\$729,600**



# Long Term Objectives

- Minimize impact to citizen services
- Become more efficient
- Make progress on strategic objectives
- Reduce fund balance from 30% to 24%
- Minimize exposure to State uncertainty





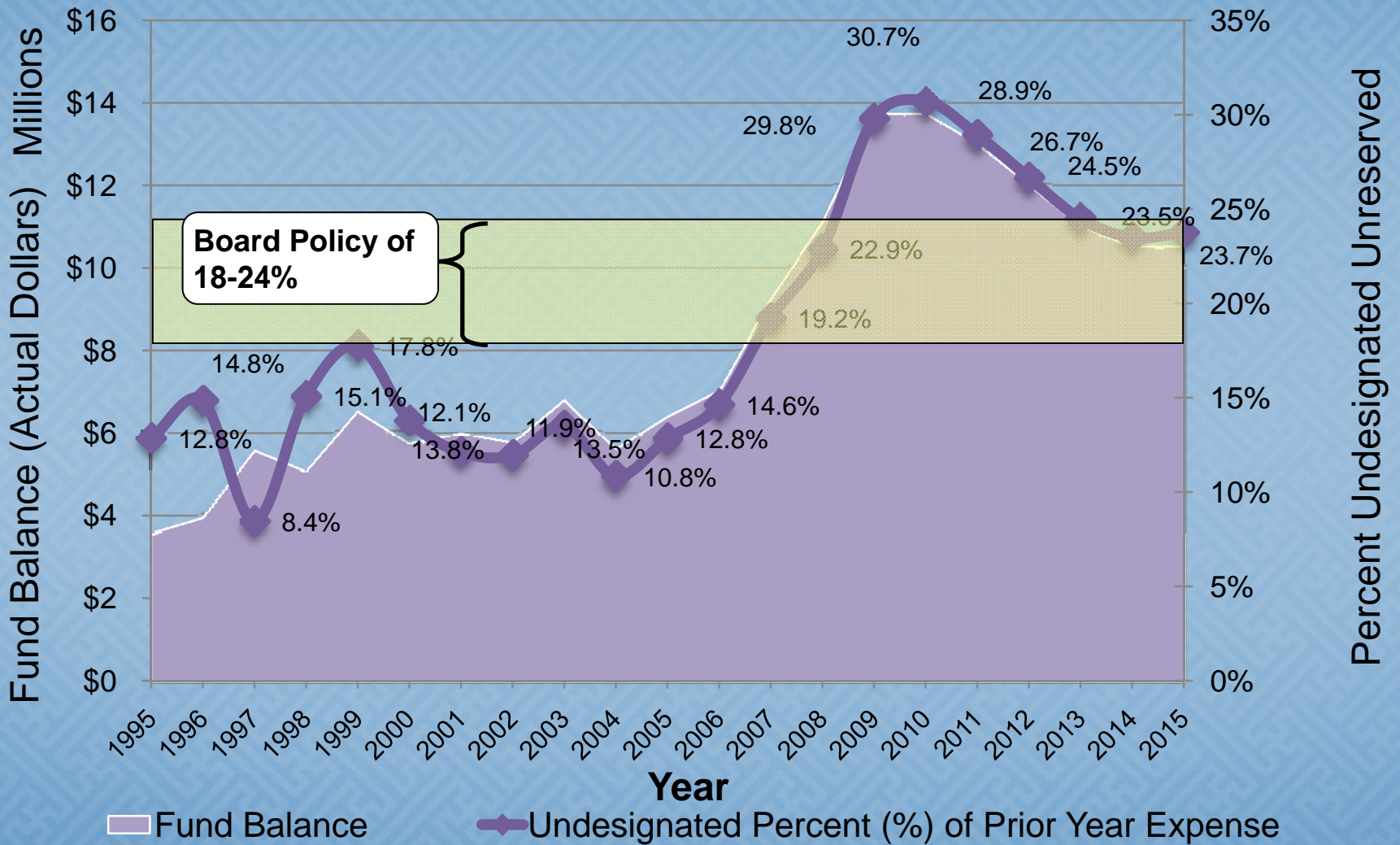
# Five - Year Plan

<b>Revenues</b>					
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
GF Revenue	\$38,627,762	\$38,027,762	\$37,627,762	\$37,227,762	\$37,227,762
Revenue Sharing	\$1,800,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Fund Balance/Stablization	\$986,956	\$1,000,000	\$1,000,000	\$1,000,000	\$500,000
<b>Total</b>	<b>\$41,414,718</b>	<b>\$41,027,762</b>	<b>\$40,627,762</b>	<b>\$40,227,762</b>	<b>\$39,727,762</b>
<b>Expenditures</b>					
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Base	\$41,414,718	\$41,414,718	\$41,027,762	\$40,627,762	\$40,227,762
Cuts		(\$386,956)	(\$400,000)	(\$400,000)	(\$500,000)
<b>Total</b>	<b>\$41,414,718</b>	<b>\$41,027,762</b>	<b>\$40,627,762</b>	<b>\$40,227,762</b>	<b>\$39,727,762</b>

- Uses fund balance at responsible rate
- Pushes staff to become more efficient
- Spreads cuts over time
- Reasonable expectations of the State



# Fund Balance Projection





# Opportunities

## **Number 1 Strategy: Safe Community**

- Fund Sheriff's Deputy to Road Patrol through the five-year plan
  - \$80,000 per year
  - Approximate cost over five years: \$400,000



# Opportunities

## **Number 2 Strategy: Economic Development**

- Seed money for Riverwalk Hotel demolition  
\$200,000
  - May attract matching dollars from private sources or Federal Government
- If full revenue sharing comes in 2011 – project could be fully funded at \$1,700,000



# Opportunities

**Number 3 Strategy: Healthy Communities**

**Number 4 Strategy: Recreational & Cultural Opportunities**

- \$100,000 one time funds to invest in county recreation facilities



# Opportunities

## **Internal Strategy: Improved Work Environment**

- Have to consider future compensation for employees
  - No increases currently planned for two years





# Opportunities

## Contingency Plan - Based on Additional Revenue Sharing

Revenue	2011	2012	2013	2014	2015
Revenue Sharing	\$1,600,000	\$1,230,000	\$1,068,500	\$915,075	\$769,321
<b>Total</b>	<b>\$1,600,000</b>	<b>\$1,230,000</b>	<b>\$1,068,500</b>	<b>\$915,075</b>	<b>\$769,321</b>
Expenditure	2011	2012	2013	2014	2015
Strategic Priorities	\$1,600,000	\$1,030,000	\$768,500	\$515,075	\$269,321
Wage COLA*	\$0	\$200,000	\$300,000	\$400,000	\$500,000
<b>Total</b>	<b>\$1,600,000</b>	<b>\$1,230,000</b>	<b>\$1,068,500</b>	<b>\$915,075</b>	<b>\$769,321</b>

\*Projected 2012-1%, 2013-1.5%, 2014-2%, 2015-2.5%

- ❑ Assumes full Revenue Sharing funding in 2011 and 5% reduction per year.



# Wrap-Up

## Things are going well

- Clear Vision
- Still providing quality services
- Culture is changing
- Working together
- Thinking long-term

## Next

- Public Hearing and Adoption – June 15



# Questions