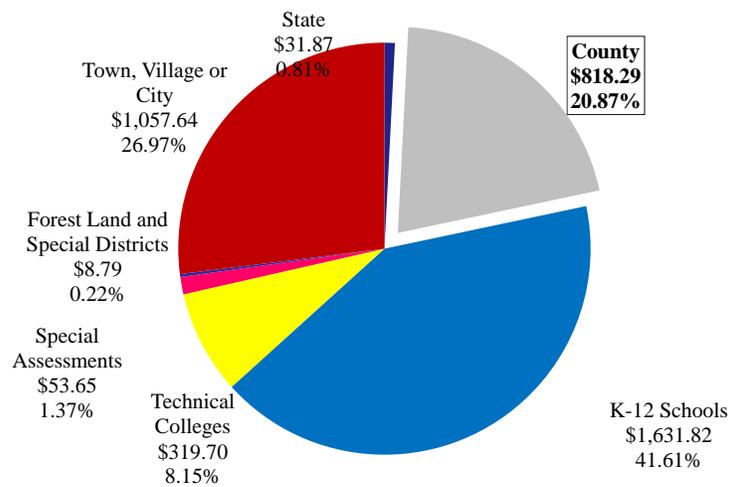


Sauk County, Wisconsin 2014 Final Budget Hearing

County Board Review
November 12, 2013



Allocation of Average Tax Bill Between Taxing Jurisdictions

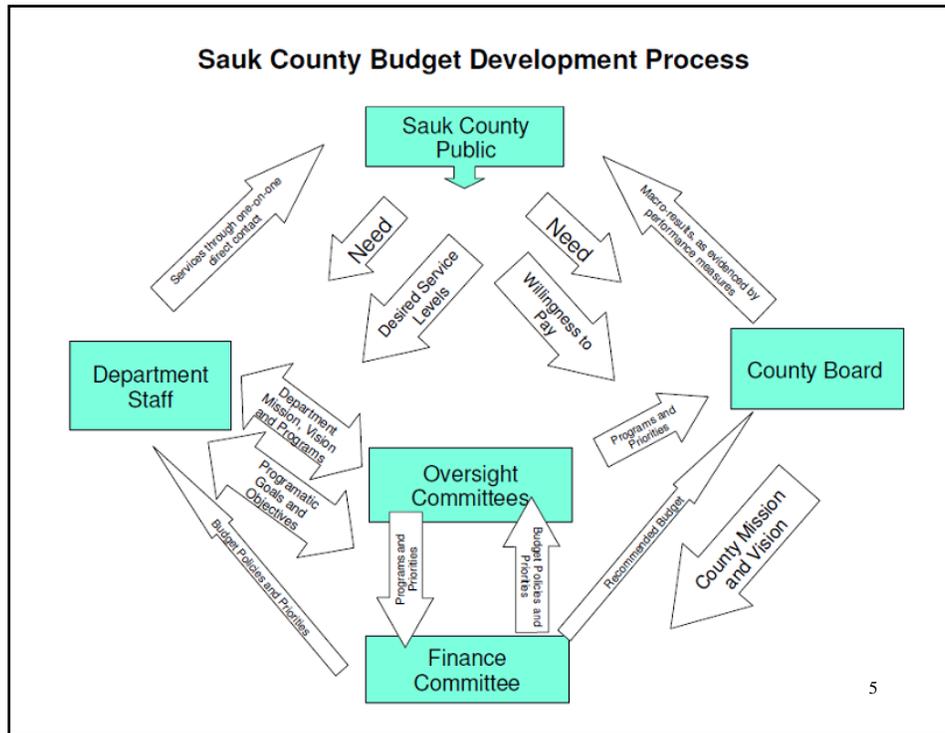


What is a Budget?

- It is a policy document
 - Is reflective of the constituencies' desired type and level of service
 - Encompasses the unique flavor of the locality
- It is an operations guide
 - Provides direction on policy implementation in a detailed form

What is a Budget?

- It is a planning document
 - Embodies the mission, vision and goals of the organization
 - Incorporates strategic plan of the organization
- It is a communications device
 - Providing transparency
 - Providing accountability
 - Providing information to the electorate



Mission Statement

To provide essential services to the residents of Sauk County in a fiscally responsible manner that promotes safety, economic development, and stewardship of natural resources while encouraging the development of cultural, social, and community values that enhance human dignity.

Strategic Issues

Definition:

A description of key issues that the organization chooses to address to close the gap between idealism (as expressed in the vision) and reality.

Top Five Strategic Issues 2013 - 2015

- 1 Analyze / identify the most effective means of approaching future criminal justice issues; specifically alcohol- and drug-related crimes (Specialty courts, and human services programming for the clients of the court system).
- 2 Identify potential community forums for dealing with substance abuse: prescription drug, opiates, heroin, and alcohol.
- 3 Implementation of the Sauk County Classification and Compensation Analysis; ability to retain employees and compete in the marketplace with limited resources. This will incorporate possible elements of the Affordable Care Act.
- 4 Maintaining local control in the face of federal and state constraints.
- 5 Research combined approach for developing programs to reduce recidivism and find alternatives to incarceration that change behavior.

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Levy Limits

One limit exists: % Increase in actual dollars

- Levy increase limit of net new construction (0.461%), or 0%; whichever is greater.
- “Allowable levy”
- Exemptions were taken for debt service, library and bridge aids.
- Dollar threshold based on limits above: \$29,098,272

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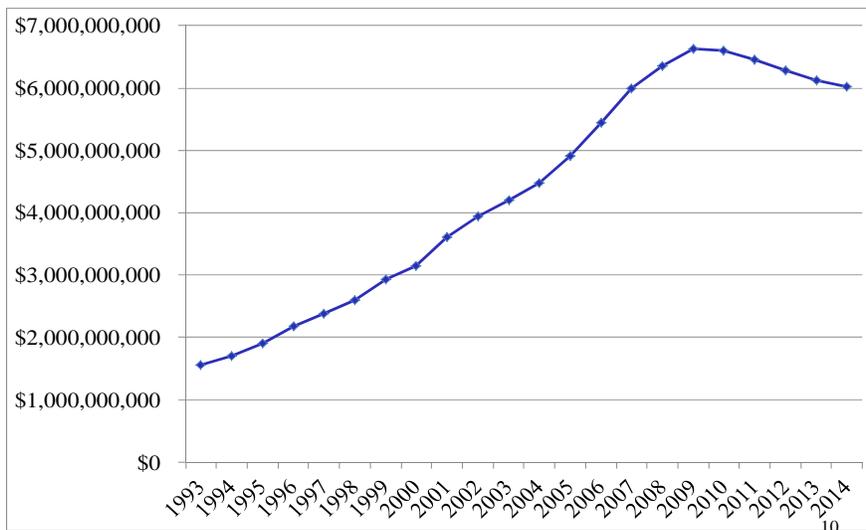
2014 Proposed Budget

- Increase in levy dollars from the prior year of \$566,975, for a total levy of \$29,098,272.
 - Unused capacity: \$ 0
- Mill Rate: \$4.83
- Total Percent Change in Dollars Levied: 1.99%
- Total Uses: \$79,475,339

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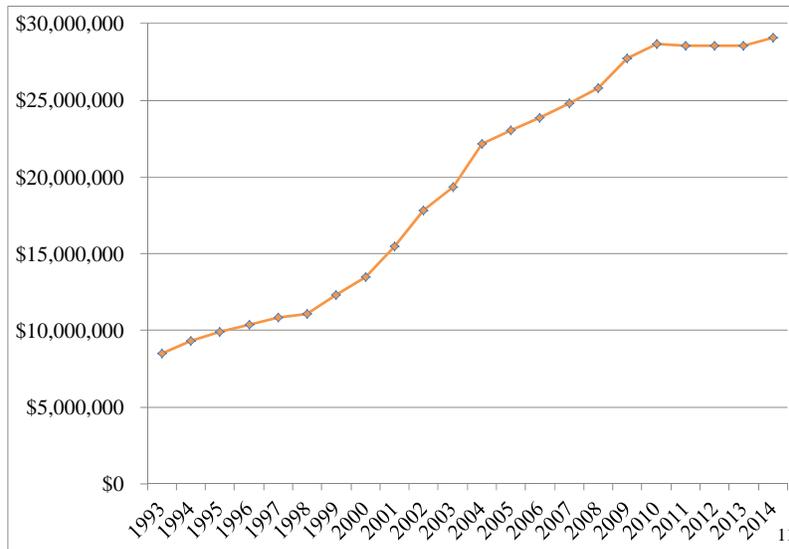
Equalized Value

Tax Increments Excluded

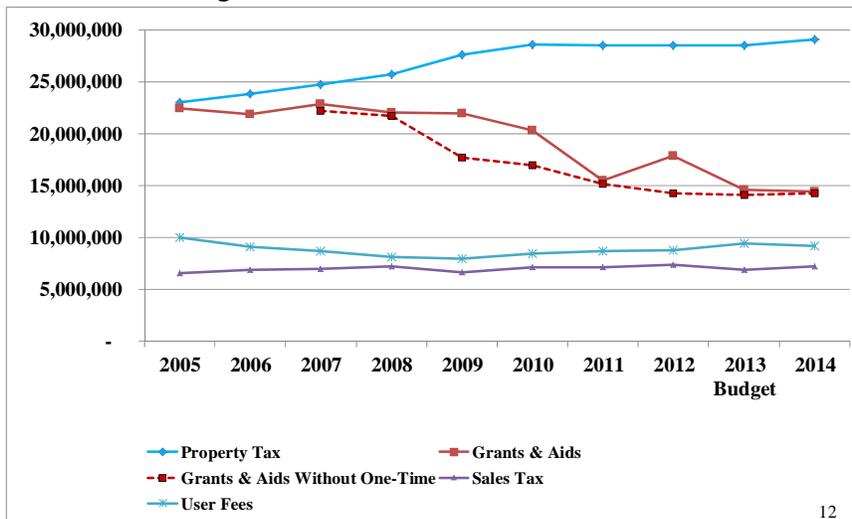


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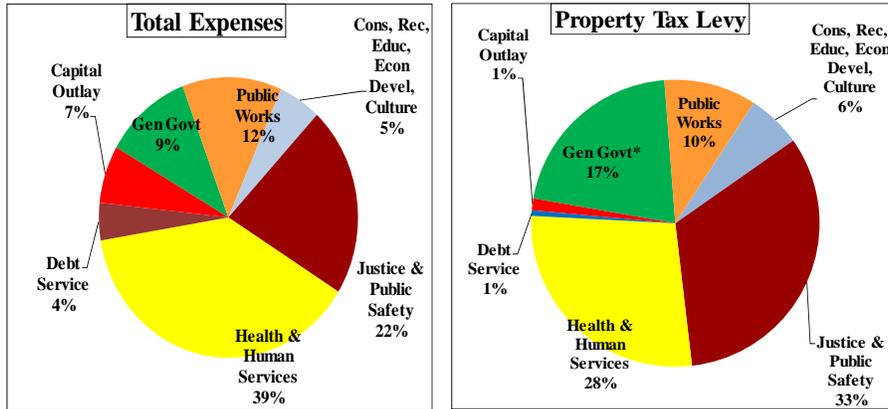
Property Tax Levy



Ten Year History Major Revenue Sources



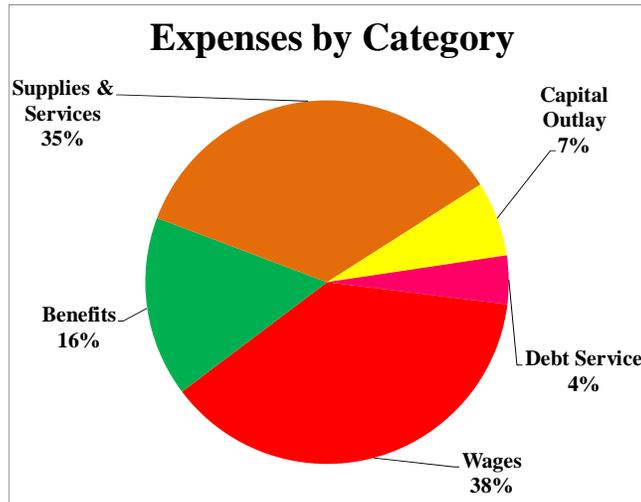
2014 Expenses by Functional Area



*Because significant non-departmental revenues are accounted for as a function of "General Government," the net impact of these functions is to reduce the total levy by \$1,482,205. The actual levy expenditures, net of non-departmental revenues and transfers is \$8,134,265.

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Expenses by Category



Labor costs total 54% of the 2014 budget. If capital outlay is excluded, labor costs are 60% of the operating budget.

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Allocation of Sauk County's Portion of the Property Tax



County property taxes are also reduced by revenues from sales tax by \$202.48 for an average property. This brings the total County portion of property tax to \$818.29.
2013 paid 2014 levy (2014 budget)

Budget Policies

1 - Sauk County will provide **necessary services** to those most in need within the limits established by the availability of resources and statutory authority. Balancing of dollar costs with social costs shall be a conscious effort. To that end, preventative programs and services are encouraged whenever possible.

2 - Sauk County will protect, maintain, and enhance its **financial reserves** and provide the oversight necessary to assure its citizens and creditors of its **financial and institutional stability**. Revenue enhancements to offset operational costs and improve financial health will be pursued.

3 - The most costly programs funded by Sauk County property tax dollars are those that respond to **social need**. Social need tends to be greatest when economic growth, which provides key County funding through the property tax and sales tax, is least. This **inverse relationship relative to state limitations will be recognized**.

Budget Policies

4 - Sauk County will consciously **consider reducing the level of services** provided when reductions in departmental revenue can be directly **related to reductions in state or federal aid**.

5 - Even if not mandated, **programs and services should be encouraged if they hold down costs elsewhere**. The "elsewhere" could be within a department, within the County's operations, and even with other local units of government.

6 - The impact of decisions on the future should always be strongly considered - not just the impact on the next budget year or five years in the future, but generations in the future. The **transition to future budgets should be smooth, honest, and within long-term plans**.

7 - The County's **physical assets shall be properly and timely maintained**. Deferring maintenance so that other programs can be provided is strongly discouraged.

Trends for 2014 and Beyond

- Message to constituency:
 - 2014 = Transition (maintaining financial flexibility, targeted prevention and intervention programming)
- Labor contracts expiring at the end of 2013
 - 1.66% max increase in contracts Jan, 2014
- Programmatic evaluation and prioritization
- Restructure of operations
- Service reductions

Trends for 2014 and Beyond

- Revenue projections:
 - Declining equalized values in 2014 (-1.64%)
 - Continued flattening in equalized value growth and net new construction in subsequent years
 - Moderate growth in sales tax
 - Continuing decline in grants and aids in mandated program areas – ***loss of local control***
- The County will need to look for long term reductions in service as structural gaps emerge (efficiency measures, programmatic reductions).

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