



# **St. Croix County Recommended Budget**

# **2013**

**St. Croix County government promotes the safety, health and welfare of our citizens through innovation and cooperation while providing services in a fiscally responsible and accessible manner.**

**Presented by:  
Patrick Thompson  
County Administrator  
November 5, 2012**

# Building a Team

Administrator

June 8, 2011

Finance Director

Corporation Counsel

Community Development Director

June 6, 2012

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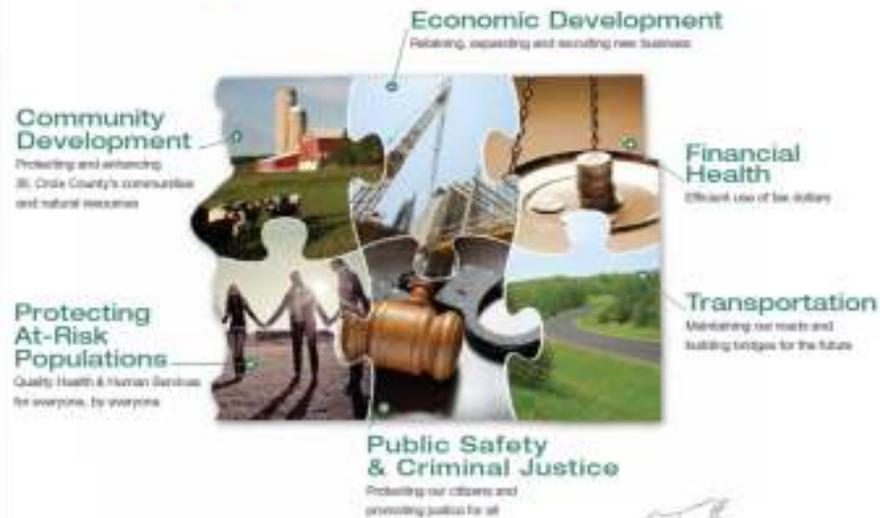
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# ST. CROIX COUNTY

*Wisconsin*  
Innovation Through Cooperation

## Strategic Plan Priority Areas



### Mission Statement

St. Croix County government provides the safety, health and welfare of its citizens through innovation and cooperation while providing services in a fiscally responsible and accessible manner.



# **INNOVATION**

## **Leading the Way**

*Adapting to cultural changes*

*Finding new ways to deliver services*

**ROWE**

**IQM2**

**SOCIAL MEDIA**

# Hudson Star-Observer

**St. Croix County has plunged full-scale into the 21st century, at least communication-wise**

**Five new Facebook pages have been operating over the last six months as an experiment in alternative communication.**



St. Croix County's main page  
Emergency Support Services  
Public Health  
Recycling  
St. Croix Industries

“Our budget was cut by the state which forced us to cut one of our two newsletters a year,” she said. The new social media helped her department pick up the slack to inform the public about recycling events.

As it turns out, recycling page friends are 70 percent female and 40 percent of the total reaches the 35-44-year-old demographic.  
Jennifer Havens, Recycling Specialist



# SOCIAL MEDIA

Just wanted to say thank you to you both for spearheading the work group on Social Media. I am sitting in “*Social Media for Natural Disaster Response and Recovery*” training in Madison. From responses of others we are way ahead of the curve on using Social Media.

It's nice to know we can be proactive.

Janet M. Smith, Administrative Assistant  
Emergency Support Services



# **COOPERATION**

**Strategic Planning**

**Lean Government**

**P4P Implementation**

**Health Insurance Changes**

**Responsiveness Survey**

**Community Development Merger**

# COOPERATION



## EDC INITIATIVES

## COUNTY LAND

Sale of Emerald Tower and Vine Street Professional Bldg parcels

Access to Govt Center Trails

## COOPERATIVE PURCHASING

Fuel Consortium

## Law Enforcement Services

Providing contract services to 3 local agencies

# **2013 Strategic Initiatives**

**Ongoing Strategic Planning**

**Nursing Home Business Plan**

**Long range plan for sale of County assets**

**Long range capital improvement plan**

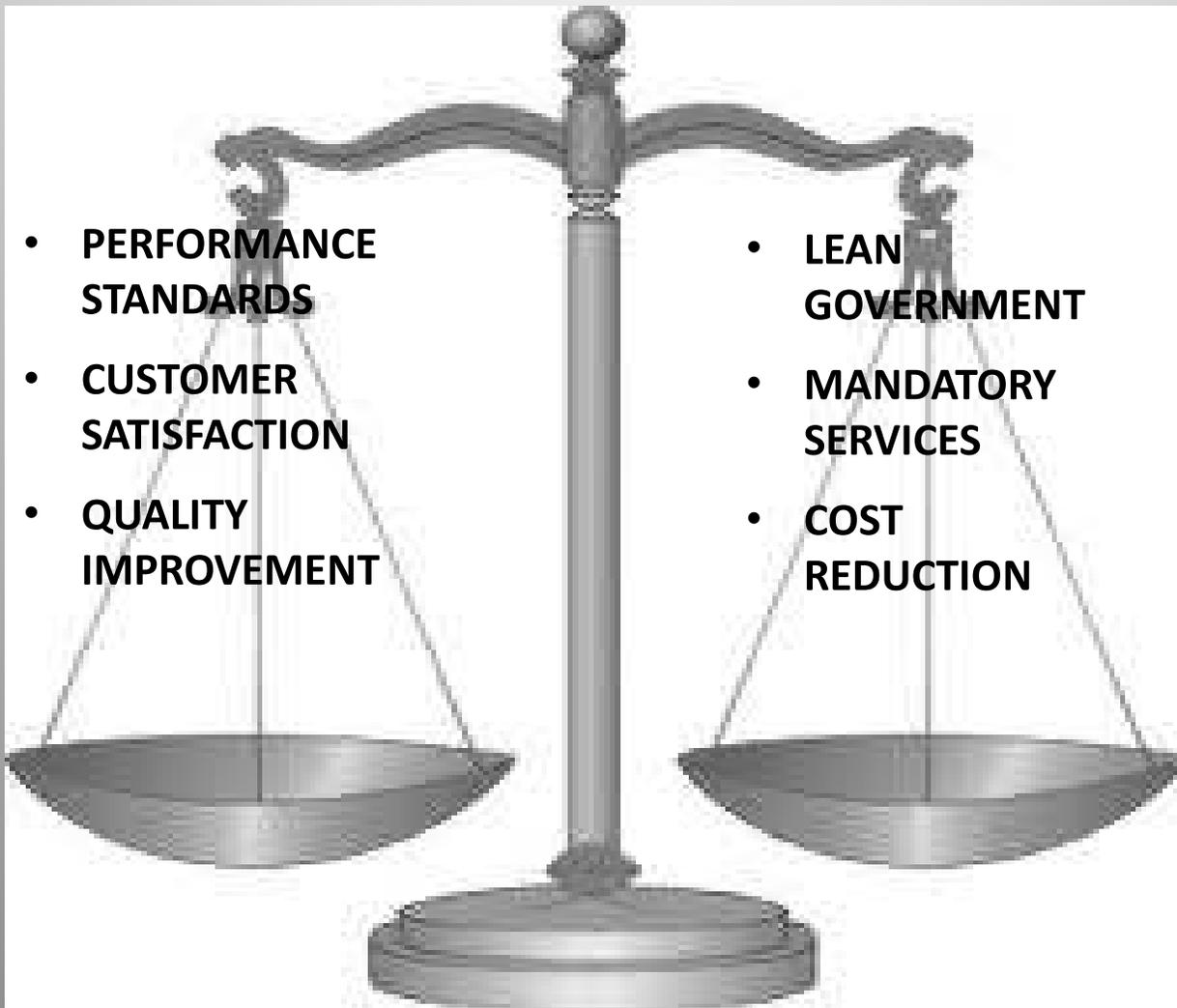
**Ongoing P4P implementation**

**Facility Issues**

**Centralized Fleet Management**

# 2013 Budget Challenge

## Balance Competing Priorities



# 2013 BUDGET OBJECTIVES



Zero Increase  
Controllable  
Levy



Health  
Insurance  
Impact  
Stabilized



Implementation  
Pay for  
Performance

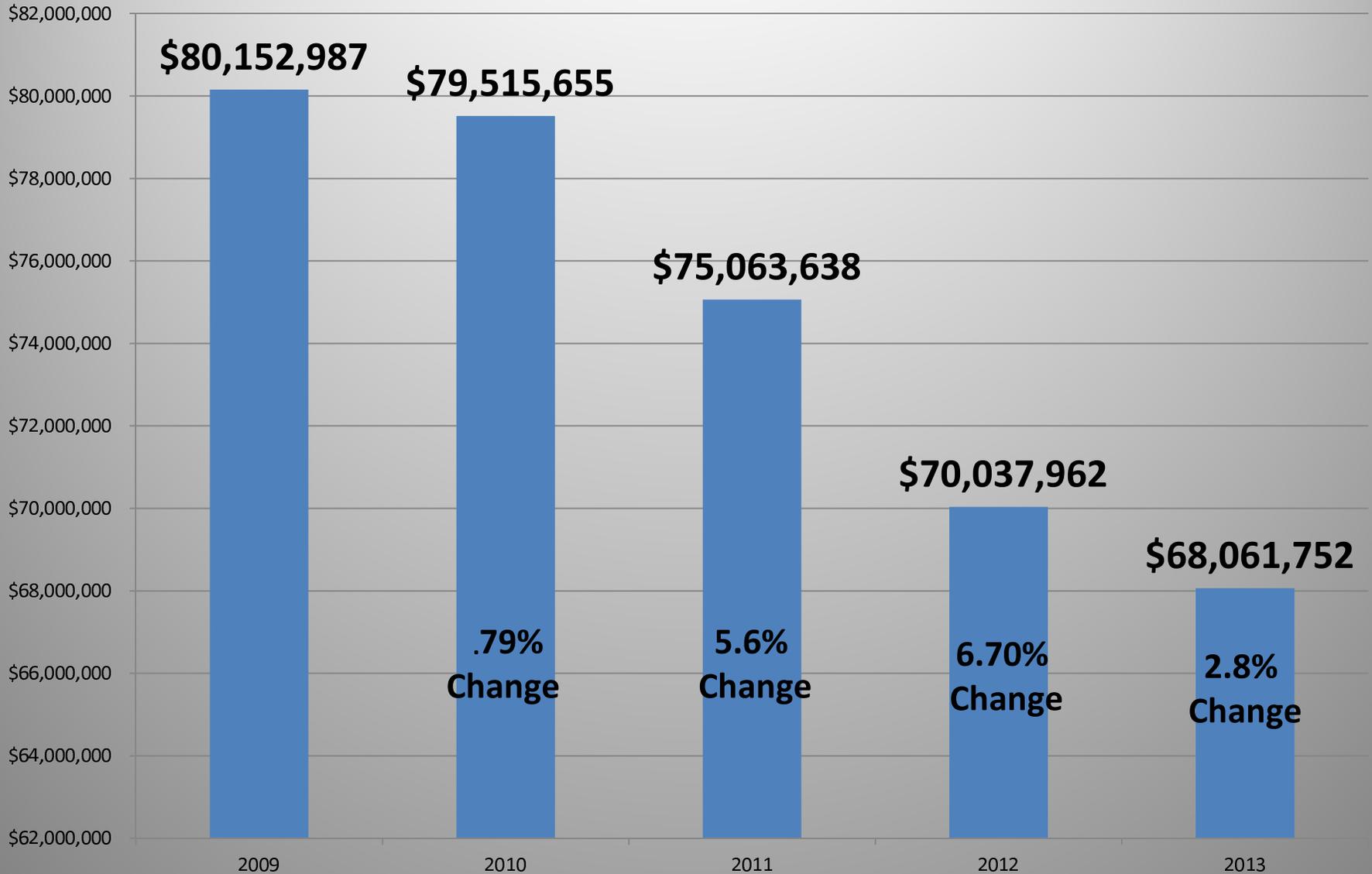


Zero Unassigned  
General Fund  
Use



**COUNTY ADMINISTRATOR BUDGET OBJECTIVES**

## Change in Total County Budget - Revenues & Expenditures 2009 - 2013



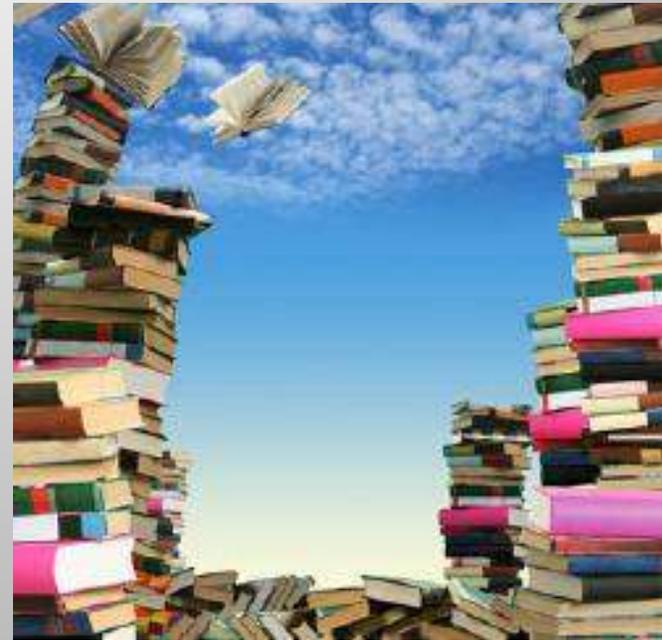
# 2013 Property Tax Levy

## 0.43% Decrease

<b>Property Tax Levy Items</b>	<b>2013 Recommended Budgeted Amount</b>
<b>County Operating Levy Decrease</b>	<b>(\$ 50,000)</b>
<b>Library Levy Increase</b>	<b>\$ 48,012</b>
<b>Bridge Aid Levy Decrease</b>	<b>(\$ 118,565)</b>
<b>SUB TOTAL</b>	<b>(\$ 120,553)</b>

# Library Funding

Year/Rate	Amount
2011 100% Reimbursement	\$ 941,067
2012 100% Reimbursement	\$1,015,029
2013 100% Reimbursement	\$1,063,041
2013 vs. 2012 Increase	\$ 48,012



# FUND BALANCES PRESERVED

General Fund unassigned fund balance remains  
at approximately 30+%

\$259,607 in Sales Tax Fund was applied



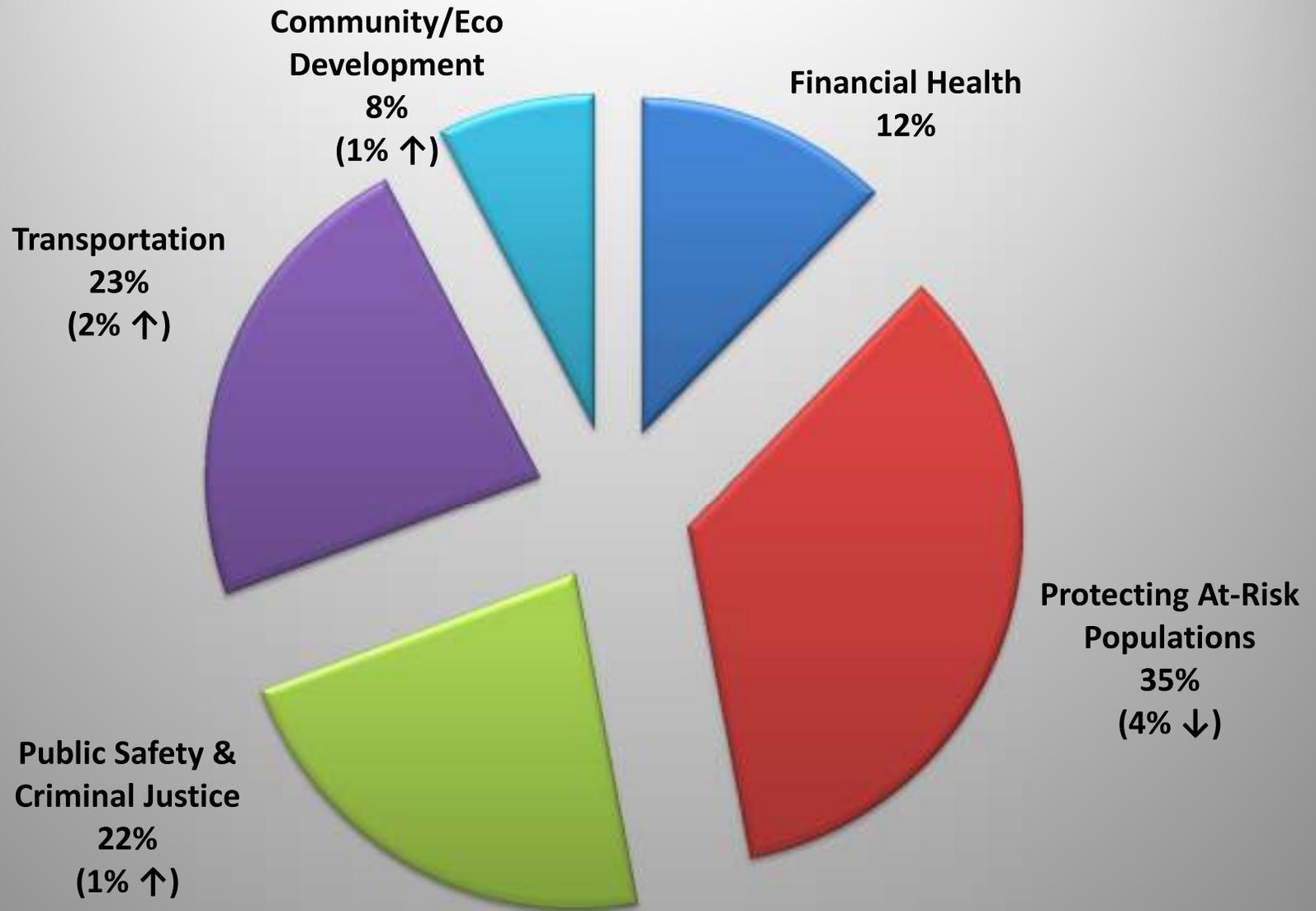
# REVENUE DETAIL

	2011 Actual	2012 Budget	2013 Recommended	2013 Change from 2012
<b>BUDGETED REVENUES</b>				
Total General Property Taxes	27,466,143	27,847,925	27,727,372	(120,553)
Total Other Taxes	5,135,692	5,005,618	5,019,499	13,881
Total Interest & Penalties	1,174,368	1,050,000	988,985	(61,015)
Total State and Federal Aids	12,951,489	13,670,125	12,627,658	(1,042,467)
Total Fines and Fees	1,984,257	1,673,410	1,864,910	191,500
Total Charges for Services	23,696,800	19,210,924	17,795,385	(1,415,539)
Total Miscellaneous	447,912	229,000	231,500	2,500
Total Surplus Applied	-	1,350,960	1,806,443	455,483
<b>TOTAL REVENUES</b>	<b>72,856,661</b>	<b>70,037,962</b>	<b>68,061,752</b>	<b>(1,976,210)</b>

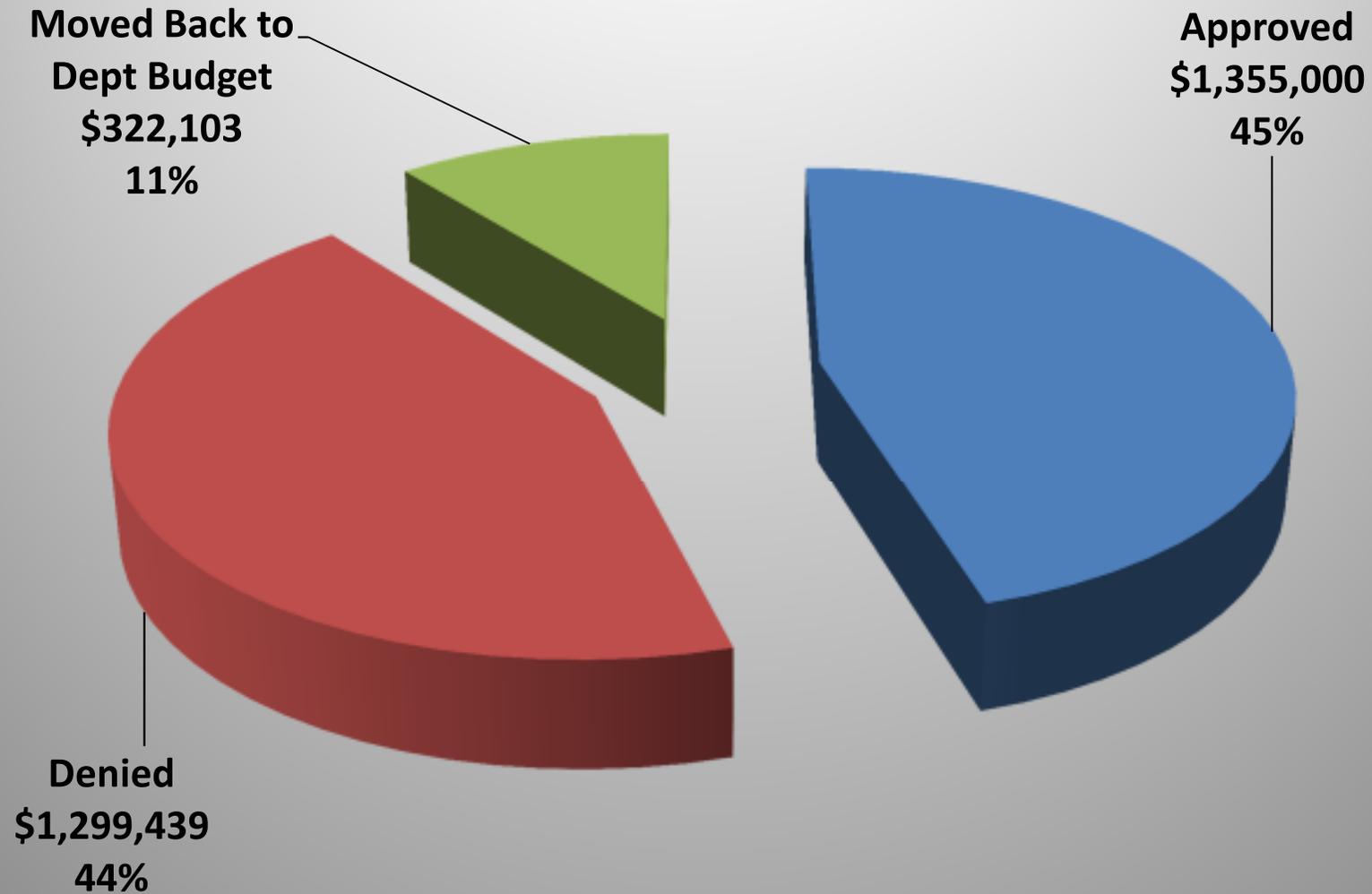
# EXPENSE DETAIL

	2011 Actual	2012 Budget	2013 Recommended	2013 Change from 2012
<b>BUDGETED EXPENSES</b>				
Total General Government	11,174,465	10,743,589	11,159,362	415,773
Total Capital Project Fund	1,976,396	750,000	1,355,000	605,000
Total Public Safety	11,210,599	11,237,410	11,251,428	14,018
Total Health and Human Services	28,322,898	26,415,452	22,912,739	(3,502,713)
Total Highways	15,810,030	14,234,864	15,020,746	785,882
Total County Aid Bridges	0	207,550	177,970	(29,580)
Total Education & Recreation	1,905,755	2,017,182	1,993,063	(24,119)
Total Conservation and Development	2,218,150	2,185,138	2,510,305	325,167
Total Debt Service	2,040,593	1,996,777	1,531,139	(465,638)
Total Reserve for Contingencies	9,500	250,000	150,000	(100,000)
<b>TOTAL EXPENSES</b>	<b>74,668,386</b>	<b>70,037,962</b>	<b>68,061,752</b>	<b>(1,976,210)</b>

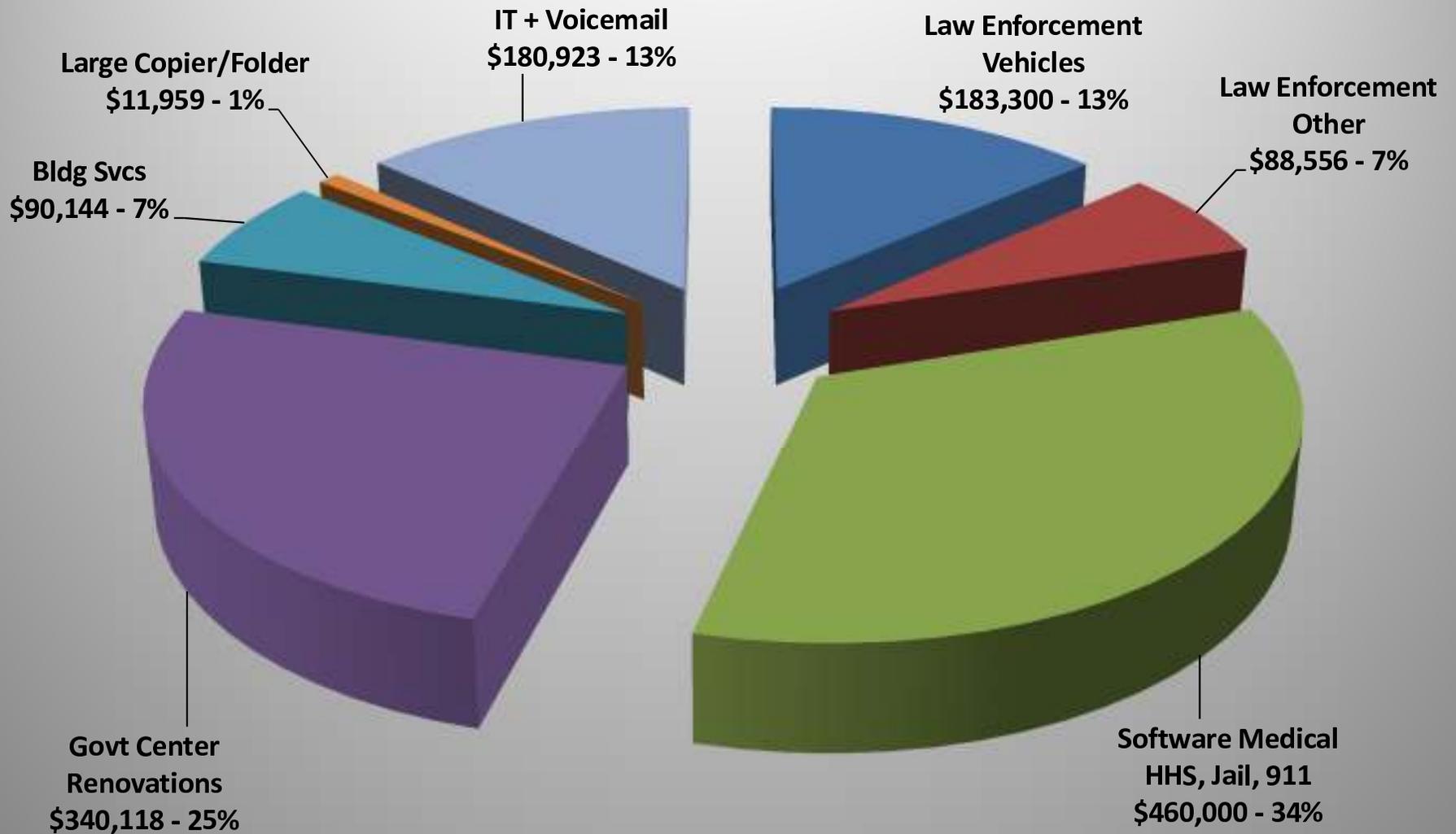
# 2013 (v. 2012) Budget Expenses by Priority Area



# 2013 Capital Requests



# APPROVED CAPITAL PROJECTS



# **VALUING HUMAN RESOURCES**

**P4P implementation**

**\$400,000 budgeted**

**Unless negotiated, zero automatic pay increases**

# How are compensation determinations made?



- To ensure accuracy and integrity, evaluations will be reviewed at designated checkpoints.
- Rating matrix will produce a weighted numerical value used to determine a definitive compensation result.
- An employee determines his/her evaluation result based on accountability, effort, performance and outcomes.

# **P4P**

## **Elements to Success**

**Long-term commitment of Board and Leadership**

**Adequate funding**

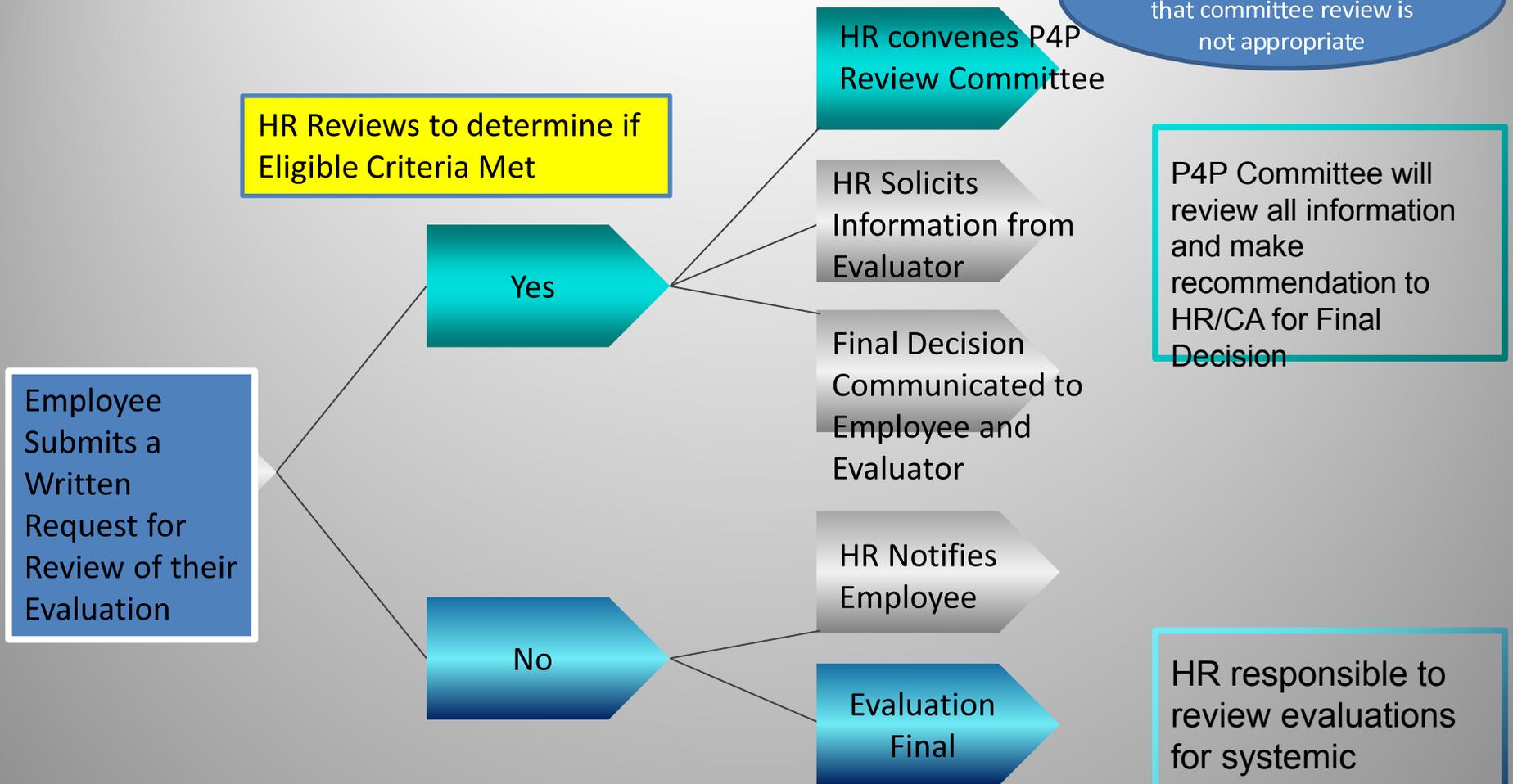
**Leadership accountability**

**Performance management training**

**Rigorous and continuous evaluation process**

**Checks, balances and adjustments as experience and data  
develop**

# P4P Review Process



# STAFFING LEVELS

## NEW

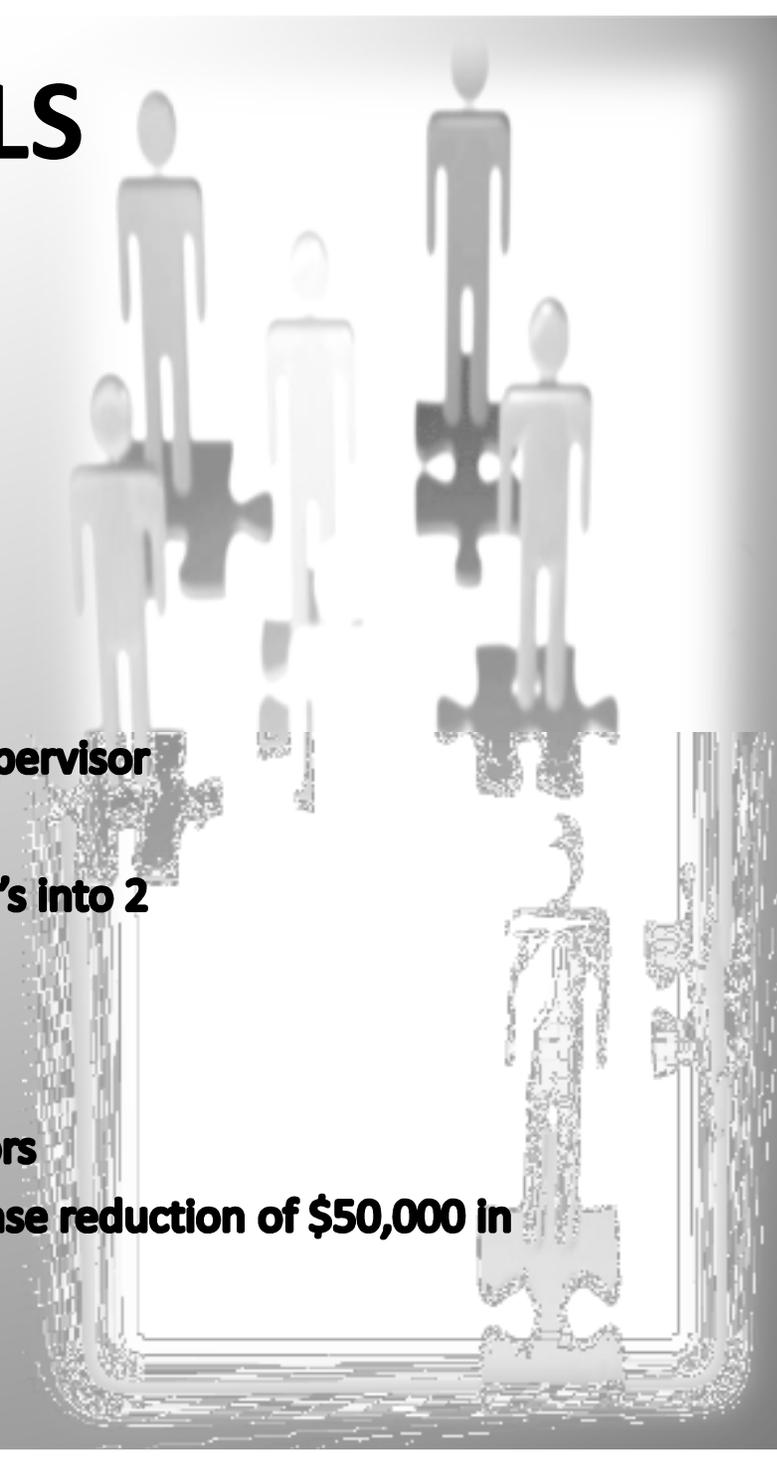
- 1.00 part-time Judicial, no benefits

## ELIMINATED/REDUCED

- 1.00 FTE - Assistant Corporation Counsel
- 1.00 FTE - Custodian
- .50 FTE - Administrative Secretary
- .50 FTE - Public Health Nurse
- 1.00 FTE - Behavioral Health Clinical Svcs Supervisor
- .40 FTE - Deputy Register of Deeds
- .75 FTE - combined 2.75 Real Property FTE's into 2

## REVISED

- 4 contract positions add benefits
- 3 positions reclassified to working supervisors
- 0.5375 FTE increase but approximate expense reduction of \$50,000 in Telecommunicator adjustments



# HEALTH INSURANCE

## Past Challenges

- **Late renewal rate lock**  
**Required budget amendments**
- **Poor claims history**  
**Premium increases**
- **Premium Policy required use of surplus**  
**No Fund Balance to smooth up/down claim costs**

## 2013 Renewal

- **Premium policy changes**  
**Fund Balance**
- **Earlier renewal rate lock**  
**Accurate numbers budgeted**
- **Plan changes and negotiation of lasered claims**  
**2.83% premium ↑ (v. projected 18.49%)**

# WISCONSIN RETIREMENT 2013 Rate Increases

Category	2011	2012	2013
General	5.8%	5.9%	6.65%
Elected	6.65%	7.05%	7.00%
Protective	10.8%	10.9%	11.65%



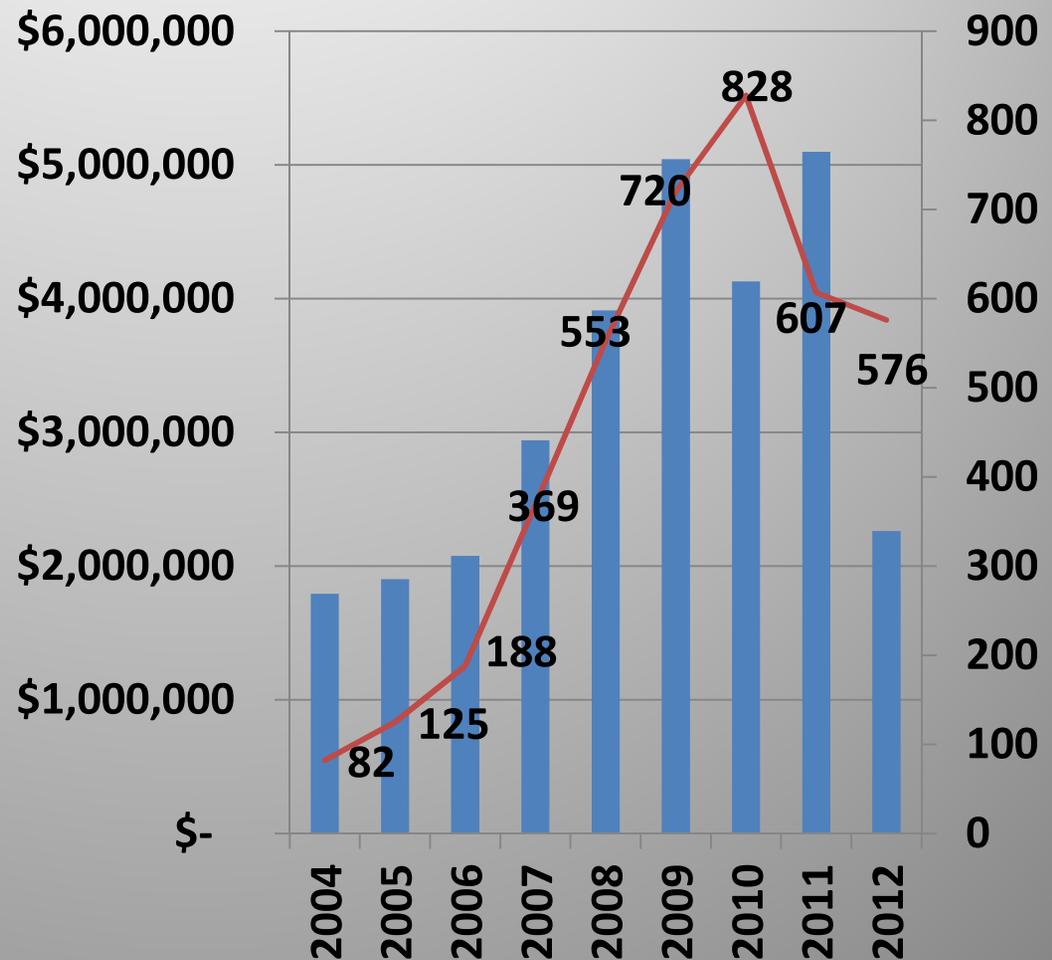
# CHALLENGES

## Current and Future

### Unsettled Economy

1. Foreclosures
2. Unpaid Property Taxes
3. Tax deeded properties - Increasing costs
4. Another year with a small increase (0.461%) in net new construction
5. Ongoing decrease in equalized value

Foreclosures and Tax Delinquencies (in millions)  
2004 – 9/30/12



# CHALLENGES

## Current and Future

### Decreasing State Revenues

- Unknown impact of the next Governor's Biennial Budget in 2014

- Levy Limits
- Revenues



- Southwest Family Care Alliance is the new MCO. How will this impact SCI Revenues?

# CHALLENGES

## Current and Future



- Staff Retention & Recruitment
- Capital Improvements
- Nursing Home Business Plan