



Dakota County, Minnesota

2022

Budget Workshop – 2

August 24, 2021



A premier county in which to live and work.



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Longstanding Dakota County principles for financial management

Structural balance:

- Match ongoing spending commitments with ongoing revenue streams to avoid future 'cliffs'

Multi-year perspective:

- Recognize (and plan to fund) the future 'tails' of current spending decisions

Prudent reserve levels and uses

- Maintain sufficient reserves to ride through the economic cycle
- Spend one-time funds for one-time purposes only

Realistic budget plans and effective management

- Prudent estimates of revenues and costs in the budget
- Monitor and manage the adopted budget carefully

(These principles were developed in this form out of a Board financial planning workshop in 2009, and have been used in the budget process since that time.)

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2022 Budget/Levy Decision Schedule

- August 24– County Board Budget Workshop #2
- September 7– County Manager Recommendation of maximum levy
- September 21– County Board Adoption of maximum levy
- November 2-5 – County Board Budget Hearings

YEAR END PROJECTIONS

Total Operating Budget Year-End Projections by Major Categories

Dakota County
Year-End Projections by Total Account Group
As of 6/30/21

Description	YTD Actual	% of Budget	Year-End Projection	% of Budget	Budget	Balance
41 - Property Taxes	\$ 40,346,604	29%	\$ 140,431,858	100%	\$ 140,431,858	\$ -
42 - Charges for Services	\$ 14,606,900	48%	\$ 30,476,211	100%	\$ 30,419,676	\$ 56,535
43 - Other Revenues	\$ 6,202,635	46%	\$ 13,627,011	101%	\$ 13,432,778	\$ 194,233
44 - Fines and Forfeitures	\$ 4,931	16%	\$ 38,697	129%	\$ 30,000	\$ 8,697
45 - Licenses & Permits	\$ 999,107	71%	\$ 1,672,061	119%	\$ 1,402,826	\$ 269,235
46 - Federal Revenue**	\$ 27,913,875	53%	\$ 50,913,929	97%	\$ 52,380,585	\$ (1,466,656)
47 - State Revenue	\$ 20,472,613	33%	\$ 61,747,405	99%	\$ 62,308,179	\$ (560,774)
48 - Other Intergovernmental Rev	\$ 1,296,075	21%	\$ 5,760,578	95%	\$ 6,063,766	\$ (303,188)
49 - Other Financing Sources	\$ 75,024	0%	\$ 26,184,769	87%	\$ 30,192,569	\$ (4,007,800)
Total Revenues	\$ 111,917,764	33%	\$ 330,852,519	98%	\$ 336,662,237	\$ (5,809,718)
51 - Salaries	\$ 70,543,000	46%	\$ 148,190,306	96%	\$ 153,682,042	\$ 5,491,736
52 - Benefits	\$ 22,796,348	44%	\$ 46,412,249	91%	\$ 51,254,226	\$ 4,841,977
53 - Dept/County Support	\$ 11,887,439	48%	\$ 24,593,575	99%	\$ 24,841,995	\$ 248,420
54 - Travel/Training	\$ 392,281	19%	\$ 1,228,423	58%	\$ 2,117,970	\$ 889,547
55 - Office Support	\$ 1,038,380	35%	\$ 2,579,613	88%	\$ 2,931,378	\$ 351,765
56 - Materials/Supplies	\$ 1,247,900	52%	\$ 2,199,375	91%	\$ 2,416,896	\$ 217,521
57 - Citizen/Client Related Service	\$ 33,958,669	36%	\$ 90,067,827	96%	\$ 93,615,868	\$ 3,548,041
58 - Interdepartmental (Chargeback)	\$ (1,803,976)	18%	\$ (9,922,457)	97%	\$ (10,229,337)	\$ (306,880)
59 - Capital, Debt, Other Financing	\$ 4,036,550	25%	\$ 12,023,399	75%	\$ 16,031,199	\$ 4,007,800
Total Expenses	\$ 144,096,591	43%	\$ 317,372,310	94%	\$ 336,662,237	\$ 19,289,927
Projected Contribution to Fund Balance					\$ 13,480,209	

** Federal Revenues do not include the \$41,666,150 of ARPA dollars received on 6/16/21. Actual ARPA Revenues/Budgets will be recognized as associated programs or project costs are developed by the County Board.

A majority of the Charges for Services deficit is Interest Earnings and Library Fines

Federal, State, and Other Intergovernmental are grant revenues offset by salary and purchase of service surpluses.

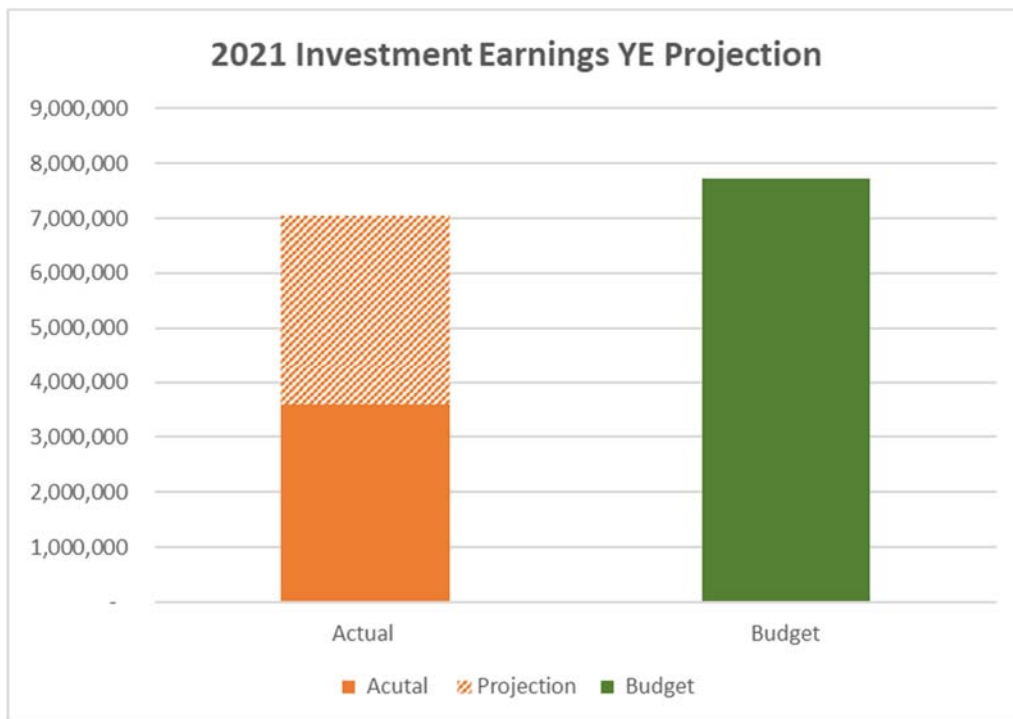
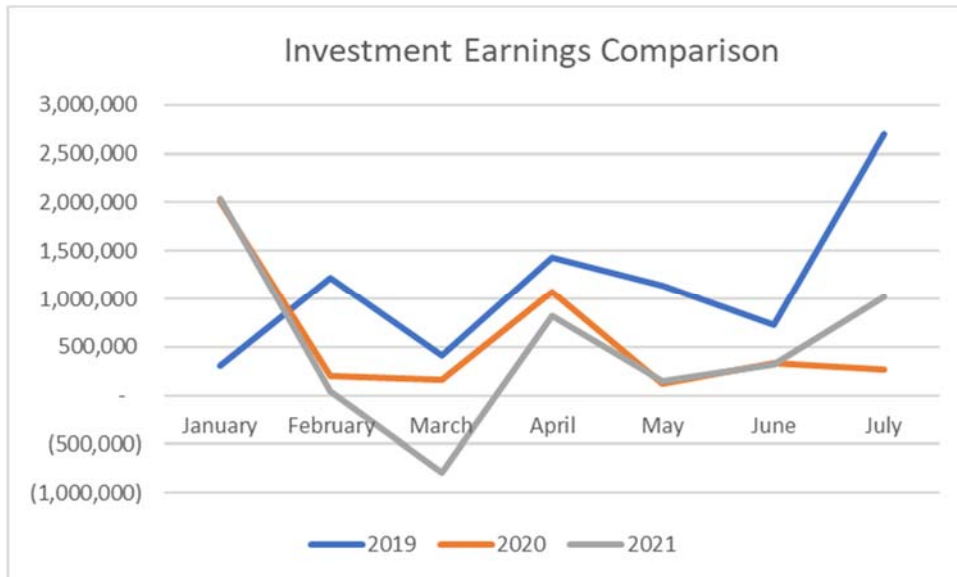
Salary and Benefits surplus results from approximately 95 vacant FTEs.

Client related services majority is funded by grants and offset by the revenue deficits.

Financial Snapshot

Revenues

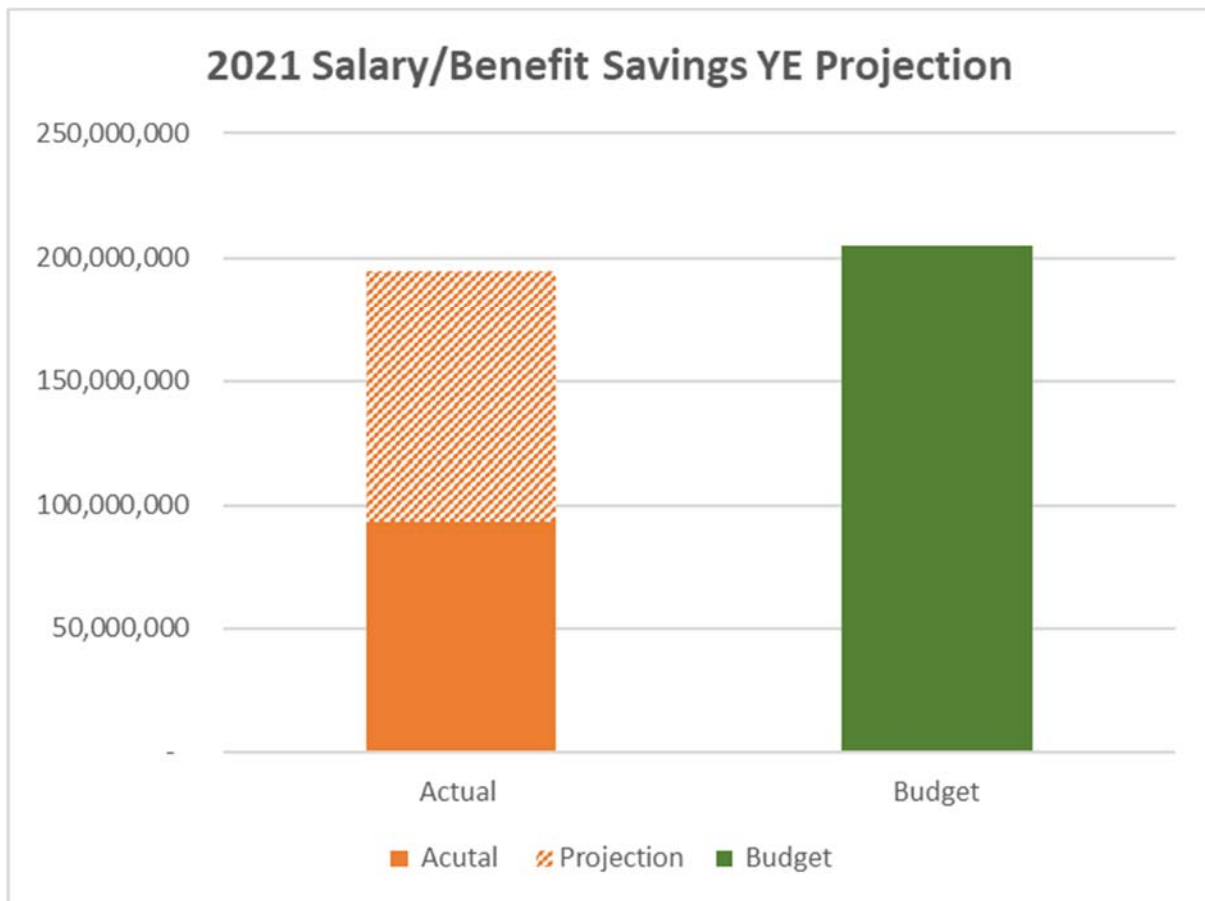
Investment Earnings:



Financial Snapshot

Expenses

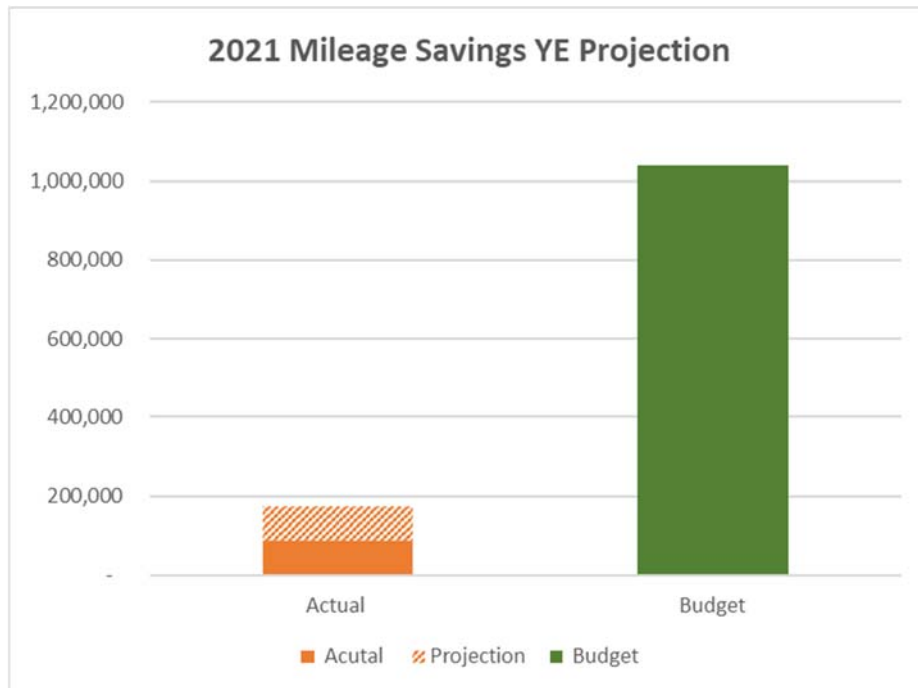
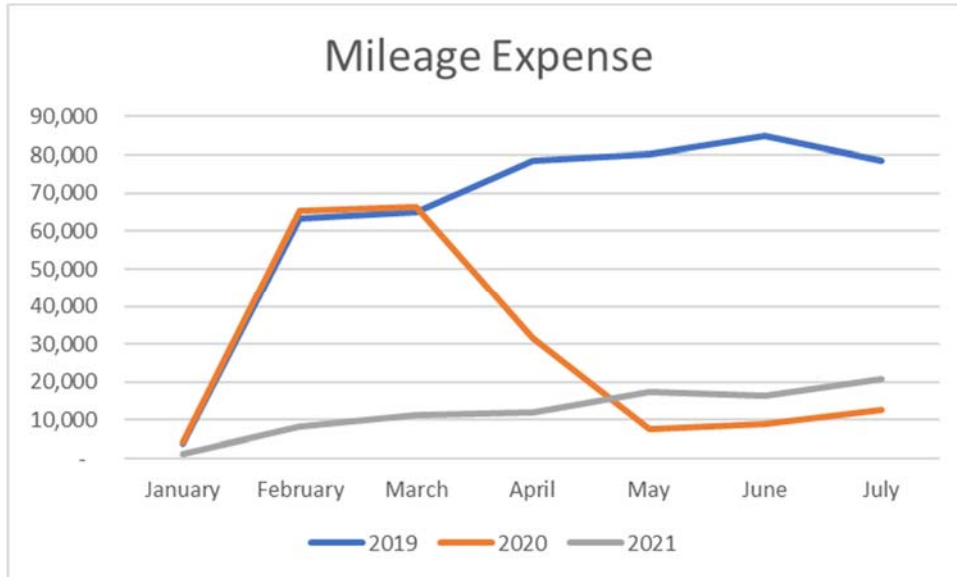
Salary/Benefit Savings: Projected \$10.3 Million Surplus



Financial Snapshot

Expenses (Continued)

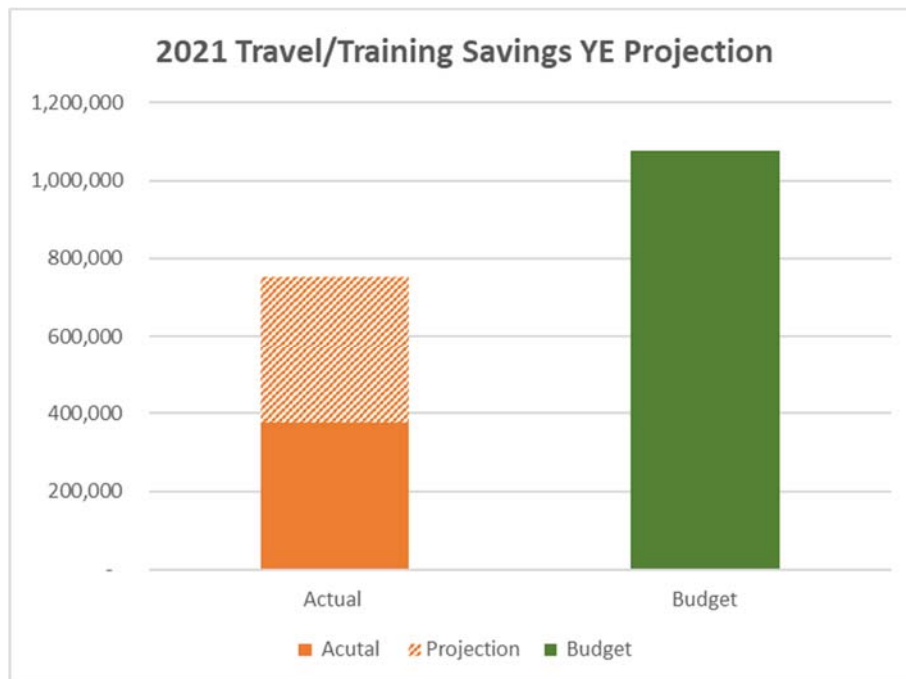
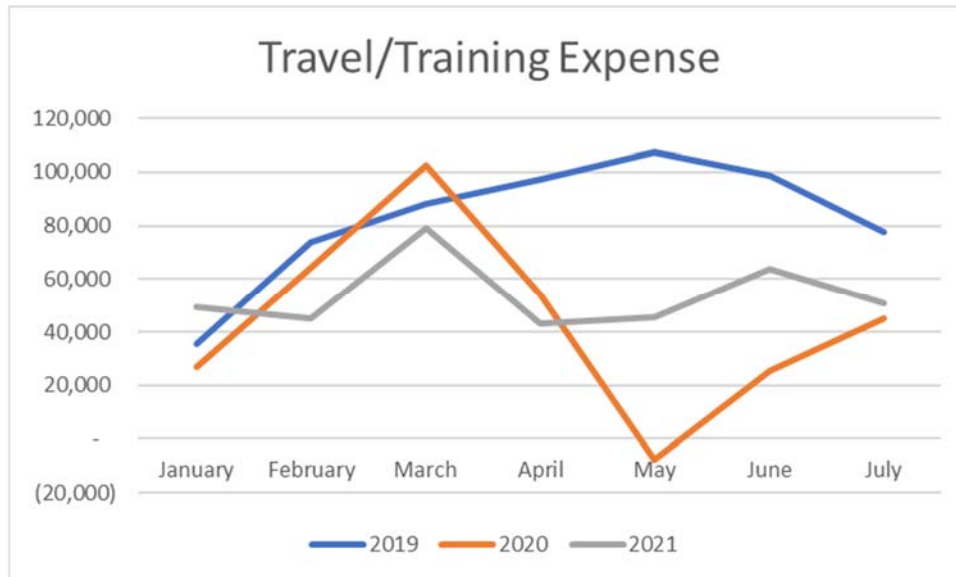
Mileage:



Financial Snapshot

Expenses (Continued)

Travel/Training:



FINANCIAL PLANNING ASSUMPTIONS & DIVISION BUDGET PRIORITIES

2022 Budget Planning Assumptions

- Operating budget expense savings in travel, printing, and mileage
- CIP levy amount same as 2021
- Shift non-permanent salary expenses from levy funding to fund balance
- Additional State/Federal Revenues in Community Services Division
- Fees/Charges for Services adjusted based on preliminary 2022 Fee Schedule and history

Held Positions by General Type

\$2 Million

As of 8/5/2021

		Level of Mandate		
		None	Indirect	Direct
Who Does it Face?	Internal Support	11.8 16 \$1.1M		
	Client	1.0 1.5 \$200K	8.3 14 \$400K	0 3 \$0
	Public Facing	4.6 6 \$300K		

Internal Support-No Mandate:

1.0 Communications
 1.0 Information Technology
 1.0 OPA
 1.8 Physical Development Admin
 2.0 Facilities Management/Parks
 1.0 Community Services Admin
 1.0 Social Services
 2.0 Community Corrections
 1.0 EEA

Client Support No Mandate:

1.0 County Attorney

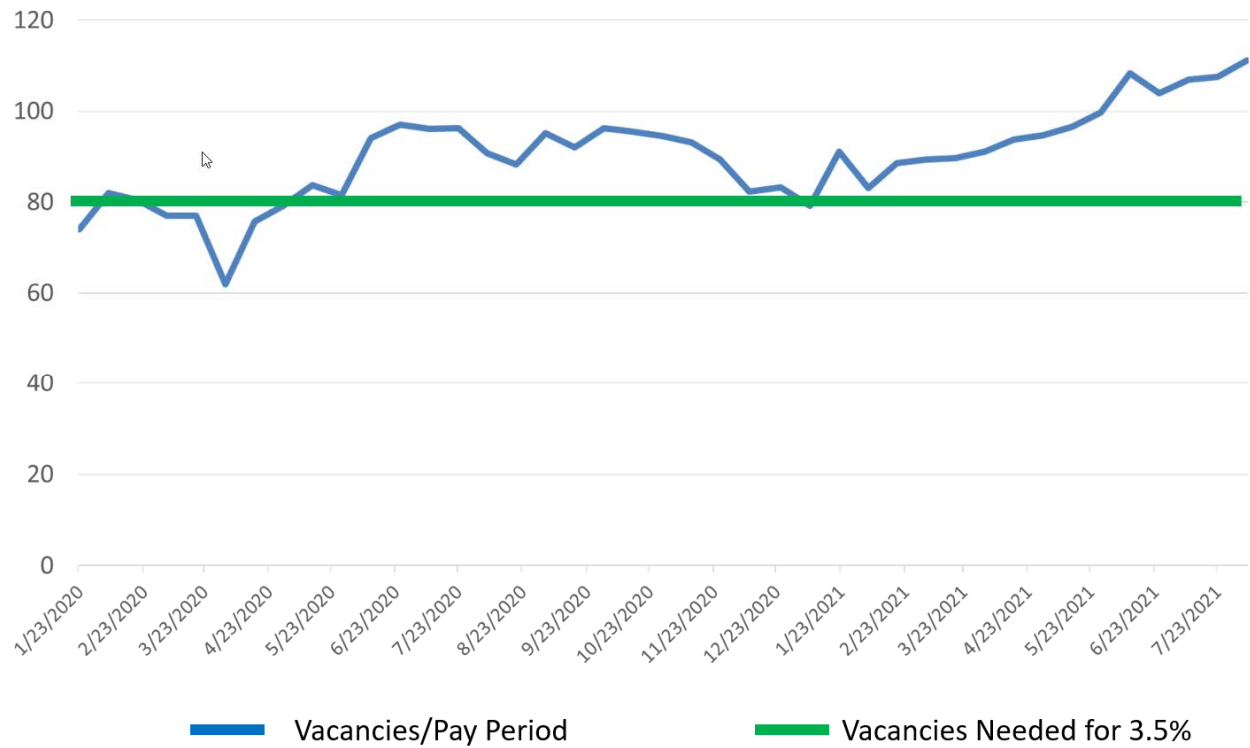
Public Facing No Mandate:

4.6 Library

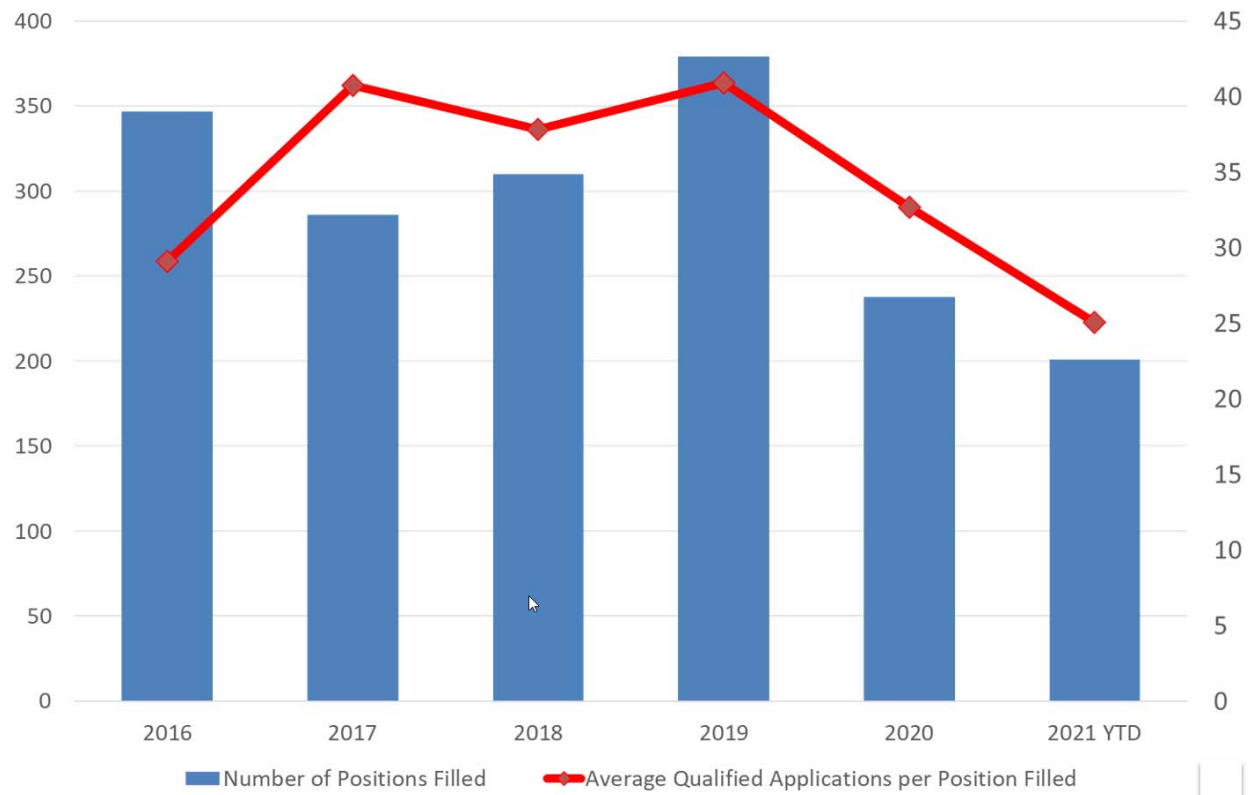
Client Support Indirect Mandate:

1.3 Public Health
 4.3 EEA
 2.0 Community Corrections
 0.7 Social Services


Vacancy History



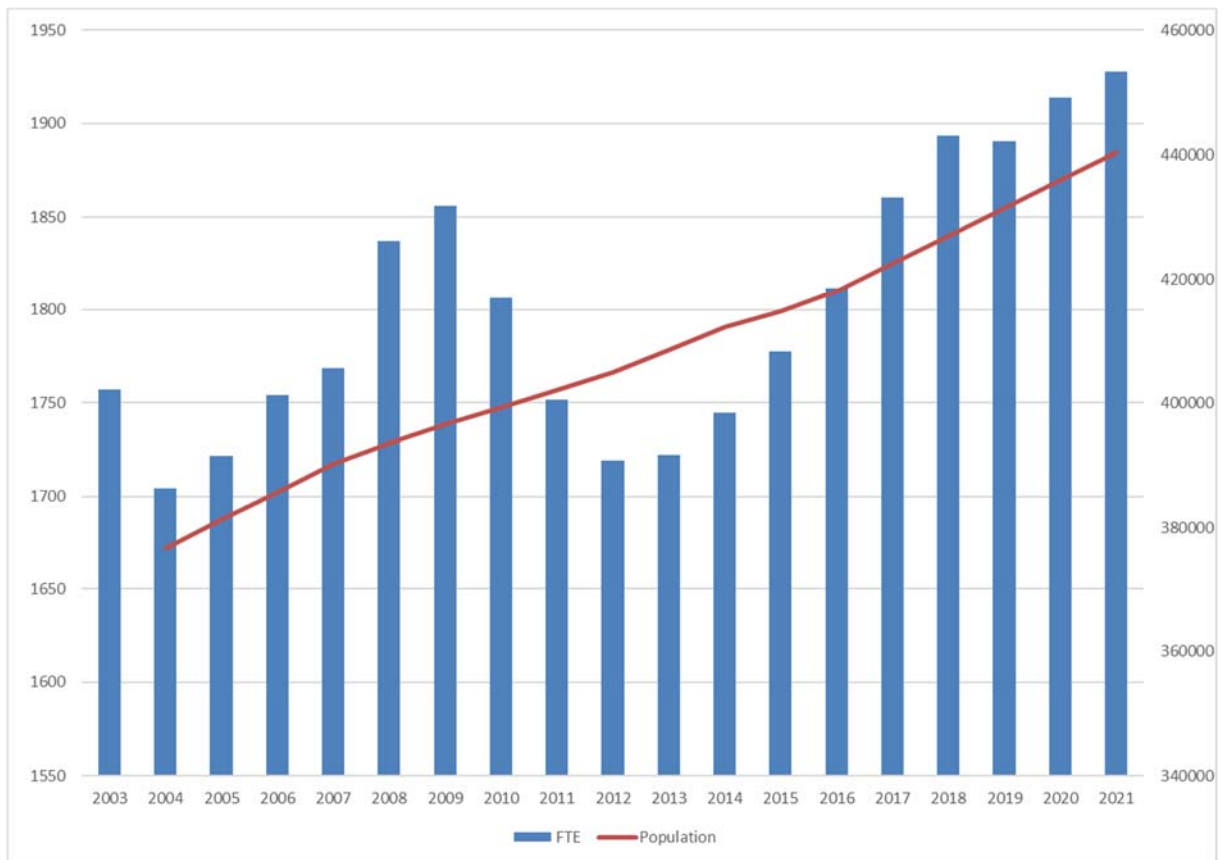
Filled Positions vs Average Qualified Applicants/Position



2022 Planning Base Adjustments

		<u>\$ millions</u>
Total Net Permanent Personnel Cost Growth		\$ 3.90
Preliminary Inflation on Existing Contracts		<u>\$ 0.20</u>
Total Net Preliminary Cost Growth (Levy Pressure)		\$ 4.10
<u>Less:</u>		
3.5% Vacancy Savings (0.5% increase)		\$ (1.00)
Travel/Training, Office Support Costs, Printing Reductions		\$ (0.60)
Health Insurance		<u>\$ (0.48)</u>
Remaining gap to cover		\$ 2.02
<u>Less: Additional Revenues/Expense Savings</u>		
Change Fellow fundings/PD Planning Intern		\$ (0.25)
Additional Revenues		\$ (1.77)
Shift Financing from Levy to Special Funds		
LMA		
Total Additional Savings		\$ (2.02)
New Net Levy Pressure	9	<u>\$ -</u>

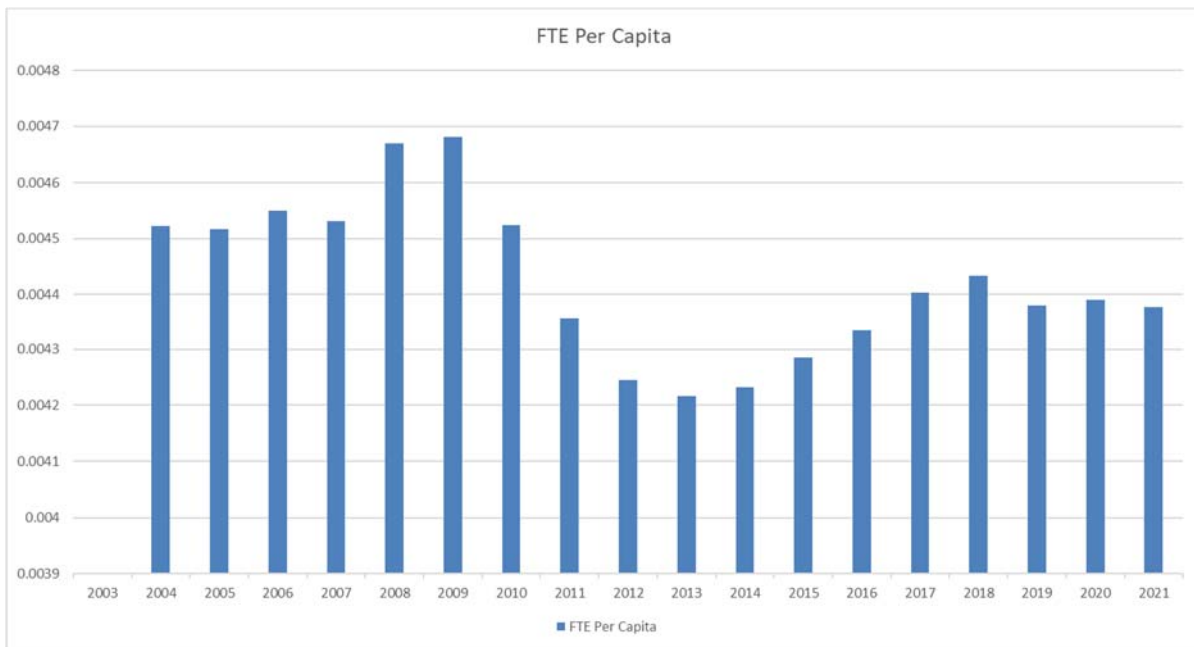
FTE History



On average FTEs have increased by 30 per year since 2013. Of that approximately 10-14 FTEs per year were levy funded.

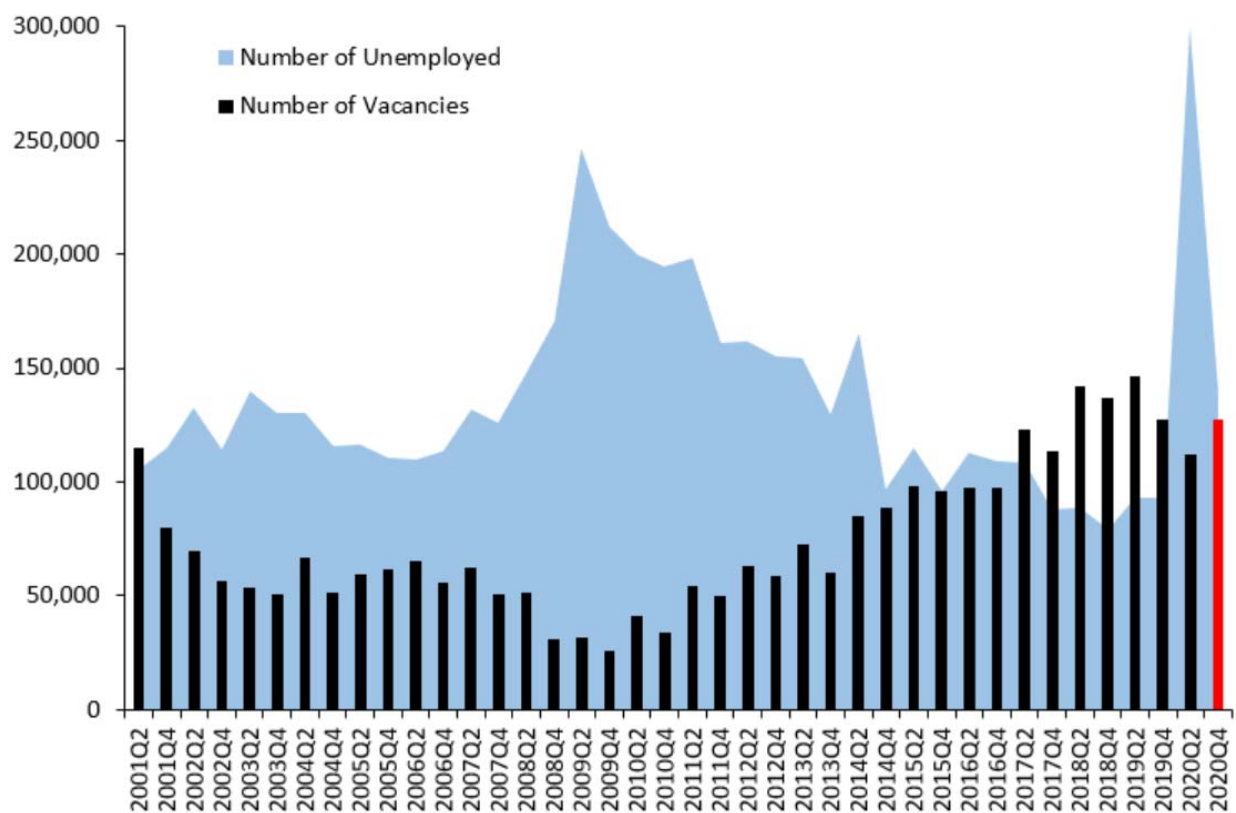
The decrease in 2019 is due to the elimination of FTEs associated with temporary employees.

FTEs Per Capita



In 2021 the FTEs per capita is still below the pre-recession high in 2009.

MN Job Vacancies and Unemployed Workers



Summary of 2022 New Requests by Division

2022 Budget Summary Report - Operations

Requested Changes to Planning Base Summary

as of 8/19/2021

Division Summary	FTE	Total New Expenses	External Revenue	Internal Funding Sources	Levy	Possible ARP Funding
Countywide Operations	-	-	-	-	-	
County Administration	-	-	-	-	-	
Physical Development	2.00	550,610	-	400,000	150,610	
Operations, Management and Budget	-	1,248,905	-	1,248,905	-	
Public Service and Revenue	-	228,948	-	113,948	-	
County Attorney	-	-	-	-	-	
County Sheriff	5.50	1,063,645	-	525,000	538,645	
Medical Examiner	-	-	-	-	-	
Community Services	54.25	9,424,522	5,009,396	1,469,183	2,945,943	2,923,755
Total Requests	61.75	\$12,516,630	\$5,009,396	\$3,757,036	\$3,635,198	\$2,923,755

Physical Development Division

Division Summary	FTE	Total New Expenses	External Revenue	Internal Funding Sources	Levy	Possible ARP Funding
Environmental Resources						
Organics Incentive		400,000	-	400,000	-	
Total Requested Changes	-	400,000	-	400,000	-	
Operations Management Services						
Park Keeper II - FTE	1.00	75,305			75,305	
Buildings Maintenance II - FTE	1.00	75,305			75,305	
Total Requested Changes	2.00	150,610	-	-	150,610	
Physical Development Division Total	2.00	550,610	-	400,000	150,610	

Sheriff

Division Summary	FTE	Total New Expenses	External Revenue	Internal Funding Sources	Levy	Possible ARP Funding
County Sheriff						
Additonal General Duty Deputy assigned to patrol	3.00	316,885			316,885	
- Squad cars/Equipment		200,000		200,000	-	
Evidence Technician	0.50	40,827			40,827	
Electronic Forensic Analyst	1.00	105,628			105,628	
Expansion of body-worn cameras		325,000		325,000	-	
1.0 FTE PSA to support coord. of services for jail inmates	1.00	75,305			75,305	
County Sheriff Total	5.50	1,063,645	-	525,000	538,645	

Operations Management Budget Division

Division Summary	FTE	Total New Expenses	External Revenue	Internal Funding Sources	Levy	Possible ARP Funding
Risk						
800 MHz CEP		316,128		316,128	-	
Increase Loss Reserve Fund		182,777		182,777	-	
Total Requested Changes	-	498,905	-	498,905	-	
Information Technology						
Project Portfolio Management Tool		250,000		250,000	-	
Acquisition/Implementation of Customer Relations Mgmt (CRM)		500,000		500,000	-	
Total Requested Changes	-	750,000	-	750,000	-	
OMB Division Total	-	1,248,905	-	1,248,905	-	

Public Service and Revenue Division

Division Summary	FTE	Total New Expenses	External Revenue	Internal Funding Sources	Levy	Possible ARP Funding
Elections						
Modems for ballot counters - CEP		60,000		60,000	-	
Total Requested Changes	-	60,000	-	60,000	-	
PSR Admin						
Law Library - Revenue Loss Replacement		115,000		115,000	-	
Total Requested Changes	-	115,000	-	115,000	-	
Library						
Replace Public copier/printers - CEP		53,948		53,948	-	
Total Requested Changes	-	53,948	-	53,948	-	
PS&R Division Total	-	228,948	-	113,948	-	

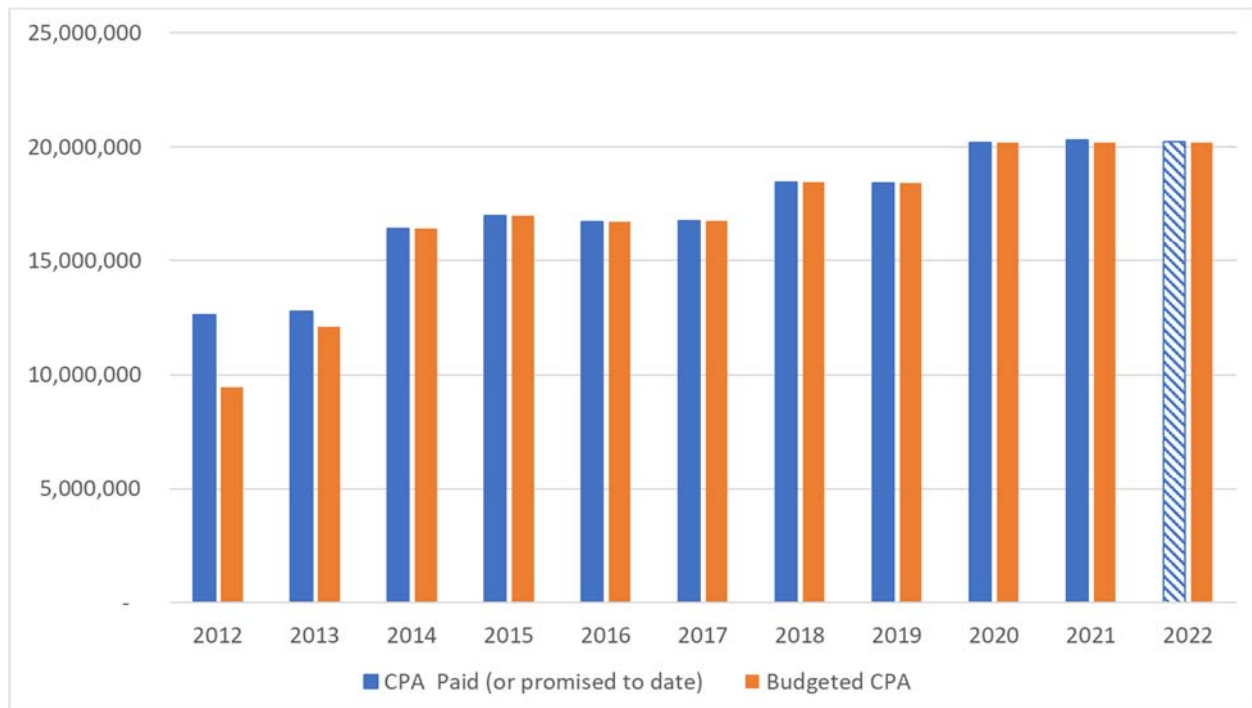
* 2022 base budget includes funding for Sunday library hours FTE costs

Community Services

Division Summary	FTE	Total New Expenses	External Revenue	Internal Funding Sources	Levy	Possible ARP Funding
Community Services Admin.						
P2PW Service Manager	1.00	126,792	63,396		63,396	✗
P2PW Social Worker	1.00	110,243	46,512		63,731	✗
Total Recommended Changes	2.00	237,035	109,908	-	127,127	
Employment and Economic Assistance						
FAS II Position	0.25	44,376	22,188		22,188	
Emergency Cash Assistance		15,000			15,000	✗
Funding to cover reduced Community Living Infrastructure Grant			(18,734)	18,734	-	
Housing Financial Worker Position	1.00	88,756	44,378	44,378	-	
Time-Limited FAS II Positions	8.00	710,050	355,025	355,025	-	
Total Recommended Changes	9.25	858,182	402,857	418,137	37,188	

Division Summary	FTE	Total New Expenses	External Revenue	Internal Funding Sources	Levy	Possible ARP Funding
Social Services						
Expand Crisis Follow-up, Coordinated	7.00	631,684		200,000	431,684	✗
Mental Health. Expand Mobile Crisis Response	10.00	1,123,594	600,000		523,594	✗
Mental Health. Community Agency Partnerships		300,000	300,000		-	✗
MH Civil Commitment Screening and Case Mgmt	2.00	220,486			220,486	✗
Limited Term Child Welfare Staffing (Truancy, Family Assessment, PSOP	2.00	220,486			220,486	✗
Emergency Rental Assistance	10.00	1,109,599	1,109,599		-	
SHU Team	5.50	579,784	125,662	454,122	-	
Emergency Shelter		3,130,000	2,268,000		862,000	✗
Travel Trainer	0.50	52,975		52,975	-	
Communities of Color Outreach		400,000			400,000	✗
MnCHOICES Assessment	2.00	220,486		198,437	22,049	
Consumer Directed Services (CDS) Admin Support	1.00	93,370	93,370		-	
Employ Accord Staff	2.00	145,512		145,512	-	
System Trainer	1.00	101,329			101,329	✗
Total Requested Changes	43.00	8,329,305	4,496,631	1,051,046	2,781,628	
Community Services Division Total	54.25	9,424,522	5,009,396	1,469,183	2,945,943	

County Program Aid



Since 2012 the County has received the full amount of certified CPA. In 2010 Dakota County saw the largest un-allotment of funds which was 22% of the certified amount.

Levy Management Account (LMA)

History

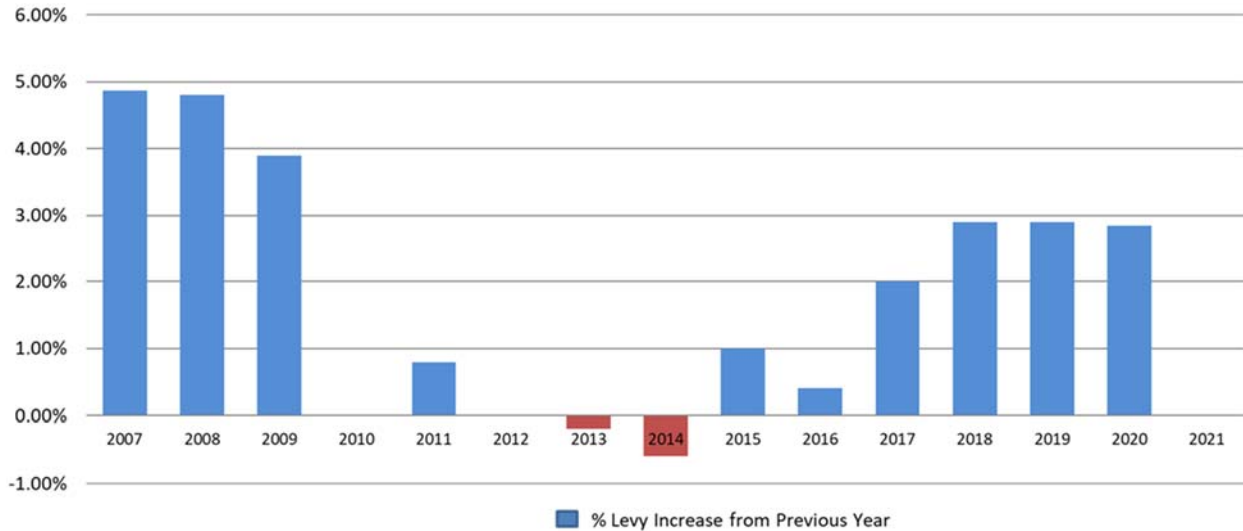
in Millions

	2014	2015	2016	2017	2018	2019	2020	2021	Total
Levy Management Account Additions	\$4.68	\$3.85	\$8.09	\$1.58	\$5.00	\$1.06	\$0.00	\$0.01	\$24.26
Levy Management Account Uses (Levy Reduction)		(\$3.11)	(\$3.67)	(\$5.95)	(\$3.03)	(\$2.51)	\$0.00	\$0.00	(\$18.26)
Annual Levy Management Account Change	\$4.68	\$0.75	\$4.42	(\$4.37)	\$1.97	(\$1.45)	\$0.00	\$0.01	\$6.00
Cumulative Available LMA	\$4.68	\$5.42	\$9.84	\$5.47	\$7.44	\$5.99	\$5.99	\$6.00	

Additions to LMA

- Debt Payoff
- Self Funded Health Insurance
- 3% Salary Savings
- Recognition of CPA in Operations
- Budgeted Expense Reductions

County Levy History



Prior to impacts of the *Great Recession* annual levy growth ranged between 4% and 6%. During the recession and after, the County maintained low levy growth through a combination of spending reductions, reallocation of revenues, utilization of fund balance to pay off debt, and other levy management practices. Long term cost and service pressures remain in the same range that they were before the recession.

2022 PROPERTY TAX BASE AND MARKET VALUES

2022 Property Tax Base

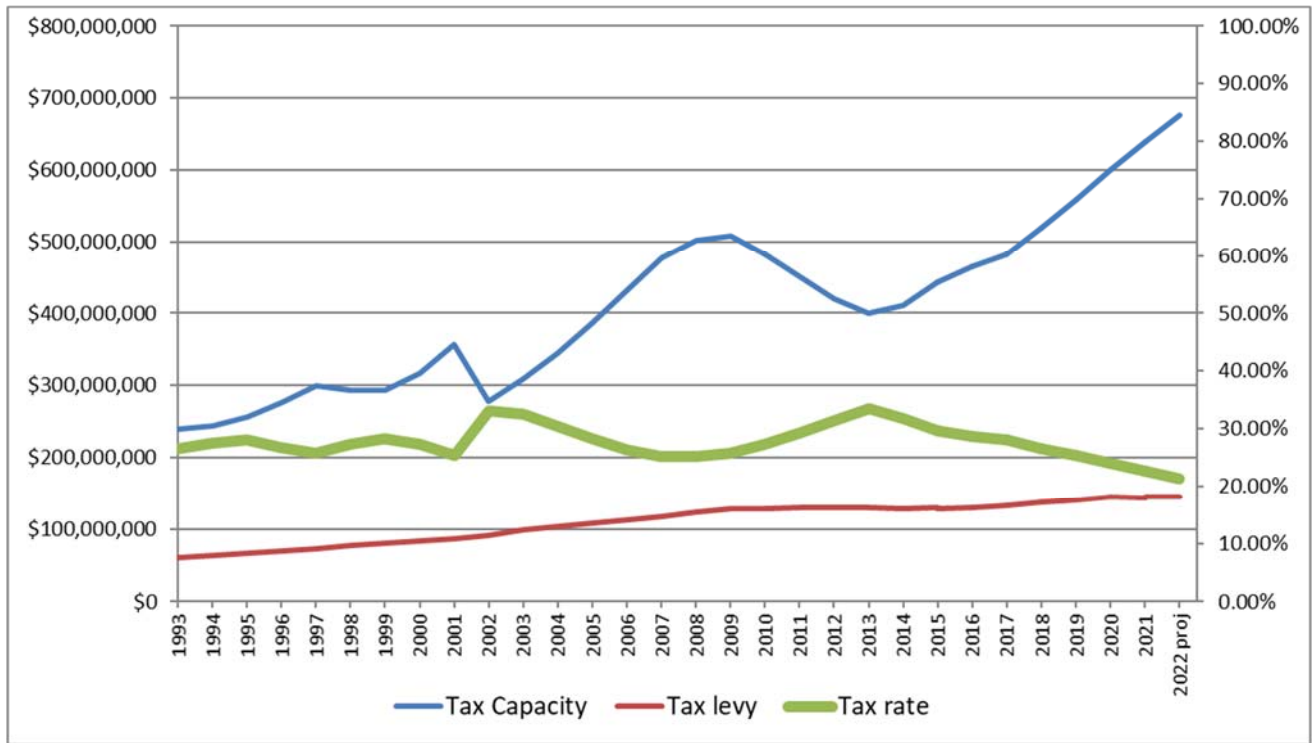
- Total county net tax capacity will increase by 5.76% for taxes payable in 2022

If tax levy collected remains at 2021 total, County tax rate will decrease 5.67%

If County tax rate from 2021 is maintained, total County tax collections would increase approximately \$8.9 million next year

- Trends in values vary by property type

Tax Base, Levy, and Rate Trends



Market Value Summary

- Property Taxes Payable in 2022 (2021 EMV):
- Residential Average Increase 3-7%

Median Market Value \$308,300 (+5.8%)

Mean Market Value \$329,698 (+5.6%)

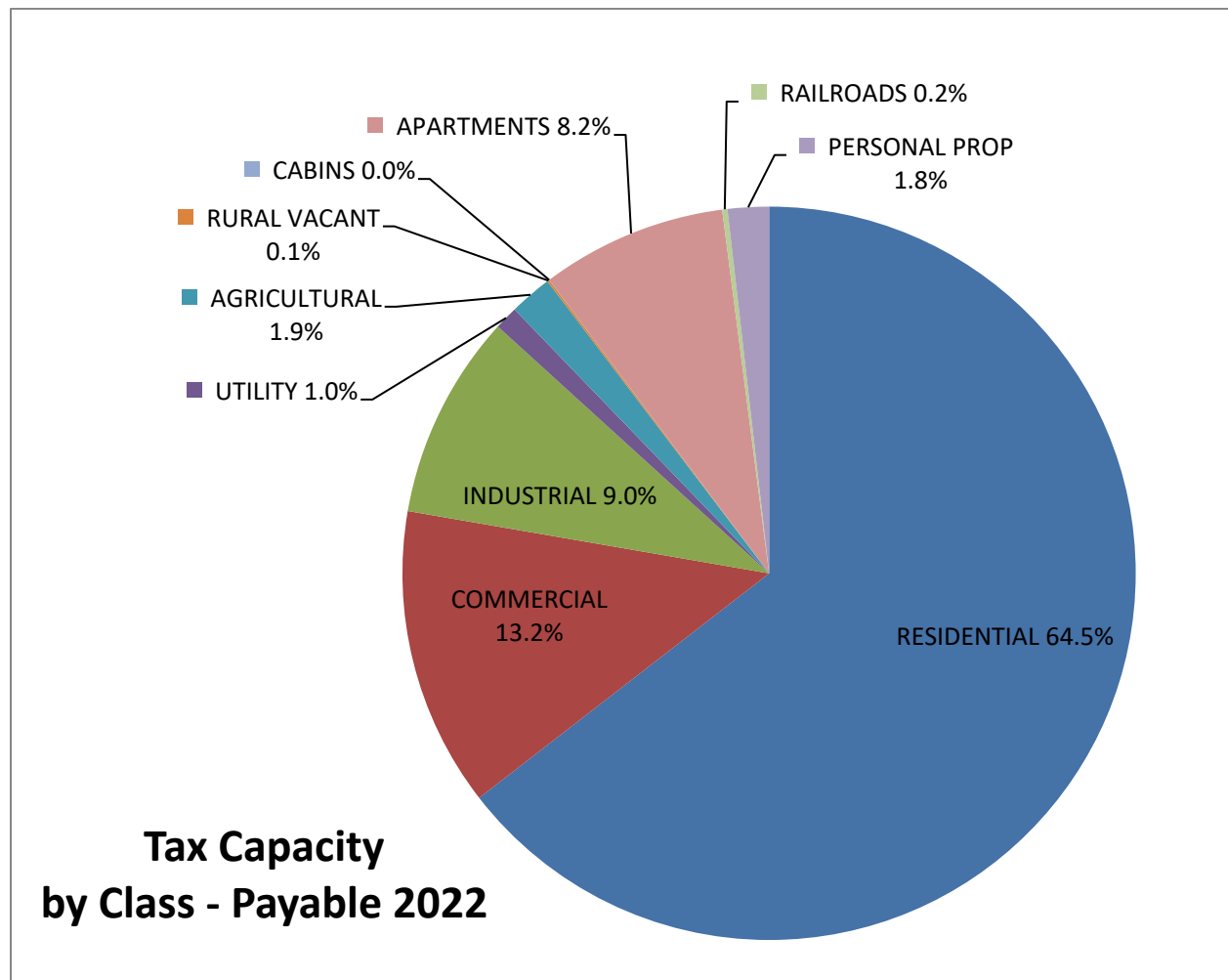
- Apartments – 8.4% aggregate increase
- Commercial/Industrial – 1.97% aggregate increase
- Agriculture:

EMV increased 2.5%

TMV increased 6.55%

Residential Property is 64.5% of the Payable 2022 Tax Base

- up from 63.8% for Payable 2021



2022 Property Tax Trends and Impacts: Homes

Median Residential Homestead

2021 EMV: \$291,400

2022 EMV: \$308,300

Median MV Increase: 5.80%

Levy	County Tax		
Increase	Change	%	Change
0.00%	\$3.37		0.53%
1.00%	\$10.61		1.67%
3.00%	\$25.09		3.94%

*The Homestead Market Value Exclusion phases out at a rate of 9% as market value increases above \$76,000. It phases out entirely at \$413,800.

2022 Property Tax Trends and Impacts: Farmland

Agricultural per Acre
Pay 2021 EMV: \$7,903
Pay 2022 EMV \$8,000
Median MV Increase: 1.23%

Levy	County Tax		
Increase	Change	%	Change
0.00%	(\$0.40)	-4.51%	
1.00%	(\$0.31)	-3.43%	
3.00%	(\$0.11)	-1.27%	

2022 Property Tax Trends and Impacts: Business Property

Agricultural per Acre
Pay 2021 EMV: \$7,903
Pay 2022 EMV \$8,000
Median MV Increase: 1.23%

Levy	County Tax		
Increase	Change	%	Change
0.00%	(\$0.40)	-4.51%	
1.00%	(\$0.31)	-3.43%	
3.00%	(\$0.11)	-1.27%	

2022 Property Tax Trends and Impacts: Apartments

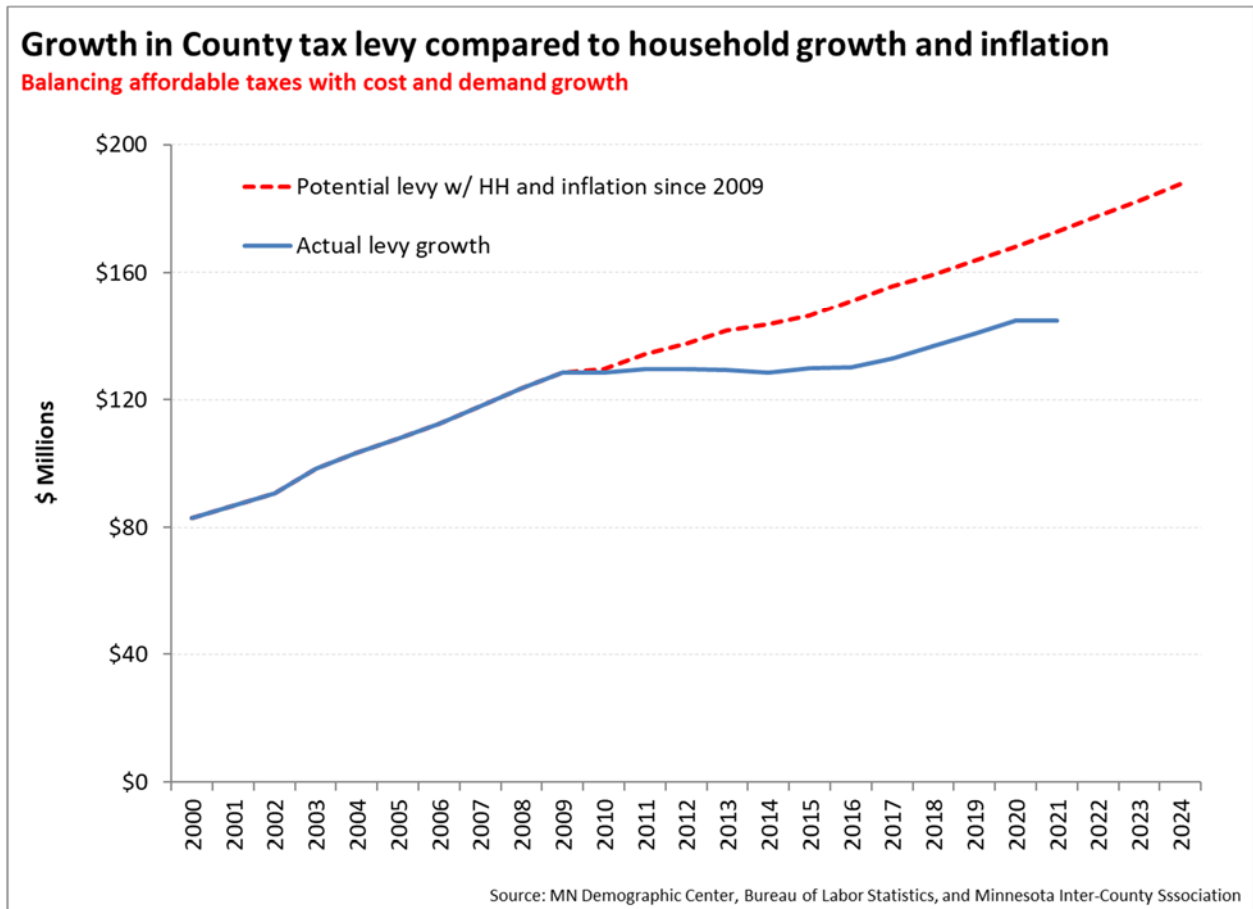
Mid-Sized Apartment

Pay 2022 EMV: \$1,000,000

Median MV Increase: 3.72%

Levy	County Tax		
Increase	Change	%	Change
0.00%	(\$53.19)	-2.16%	
1.00%	(\$25.92)	-1.05%	
3.00%	\$28.61	1.16%	

Levy and Household Growth



Held Vacancy Justification

Community Services Vacancies

Department	Position	Position Description	What do we give up by not filling?	What is the workaround if eliminated?	Possible Non-Levy Funding Source
COMMUNITY CORRECTIONS	1109201097	PROGRAM ASSOCIATE SR	Inability to cover WSC greeter duties at the JSC, shift work, or virtual visits and therapy for youth. Once court operations resume, the multiple SPA vacancies will make it impossible to manage regular workload in addition to court backlog.	Divisional coverage, JSC shift coverage, and virtual visiting for youth could no longer be provided. The remaining Senior Program Associates would have to cover the workload and court backlog, likely not able to sustain the volume and lengthening the amount of time clients are not connected to a probation officer after court.	None
COMMUNITY CORRECTIONS	1109201258	PROGRAM ASSOCIATE SR	Inability to cover WSC greeter duties at the JSC, shift work, or virtual visits and therapy for youth. Once court operations resume, the multiple SPA vacancies will make it impossible to manage regular workload in addition to court backlog.	Divisional coverage, JSC shift coverage, and virtual visiting for youth could no longer be provided. The remaining Senior Program Associates would have to cover the workload and court backlog, likely not able to sustain the volume and lengthening the amount of time clients are not connected to a probation officer after court.	None

COMMUNITY CORRECTIONS	3510000342	ASSISTANT PROBATION OFFICER	We cannot resume juvenile restitution work crews without this position and will be unable to offer in person victim empathy or DOC diversion groups until the position has been filled. This position is also used for transporting youth to numerous in-person groups which need to resume because virtual methods have not been effective for youth. This position is responsible for collecting fingerprints. There is currently a backlog of 123 youth that need fingerprints collected.	Juvenile work crews and in person groups would be severely limited, if conducted at all. Depending on the population at New Chance, temporarily reassigning an assistant probation officer could be an option for crews but staff are currently assisting with the staffing shortage at the JSC. Cognitive behavioral groups would need to continue virtually and have not been successful to date. The fingerprint backlog would continue to grow. Transportation for juvenile clients would likely need to be contracted out or we would need to rely on agents to transport youth to groups such as Next Level and Career Success.	None
COMMUNITY CORRECTIONS	3521000930	PROBATION OFFICER	This position can remain held until court volume and caseload sizes increase.	Caseload would be divided and absorbed by other probation officers within the department.	None

COMMUNITY CORRECTIONS	3509102330	ON CALL APO JSC	On-call positions work at the JSC in place of fulltime APOs that may be on vacation or sick. If we do not fill the position, we would likely have to use more overtime to cover the shifts that the parttime staff work, due to mandated staffing levels in the facility.	Use more overtime to cover the shifts that the parttime staff work due to mandated staffing levels in the facility.	None
COMMUNITY SERVICES ADMIN	3400100542	MGR PERF AND PROJECTS MGMT	There have been significant gaps in our capacity for data analytics, Outcomes Based Accountability/PSI management, and overall performance measurement at a divisional level.	Most of the work previously managed by this position would not get done due to lack of capacity or expertise. In the few instances where some of the work could be delegated to other staff, doing so would require those staff to eliminate some of their current responsibilities due to individual capacity limitations.	None (possible exception: ARP funding to support a portion of this FTE if intent is to dedicate a portion of the position's time to ARP reporting and data tracking.)
E&EA	1105000945	INFORMATION SYSTEMS SPEC SR	This position has been frozen since last Summer. This freeze has us down 1 ISS staff. ISS staff are stretched thin due to increased IT needs from more remote work. EEA ISS ticket requests have increased 40% YOY.	The only available workarounds are what we have been doing: <ul style="list-style-type: none"> • Pull the ISS supervisor in to help with tickets • Increase wait time for ticket completion, which can leave workers idle Triage tickets based on priority of need	None

E&EA	3306101649	IN FINANCIAL ASSISTANT SPECIALIST	This is a 0.1 FTE financial worker position that was transitioned to an intermittent position to support the needs of a specific worker. There is still a significant need for additional financial worker capacity so the funding from this position would be critical to reallocate to support a portion of an additional financial worker FTE.	There is no workaround other than to reallocate the workload to existing financial workers which will only add to already over-burdened caseload sizes and put the county at risk of not complying with required eligibility processing timelines.	None
E&EA	3310000602	CHILD SUPPORT SPECIALIST	EEA working on a proposal to reclassify 2.25 FTE (3 positions) Child Support Specialist vacancies to a 1.0 FTE Child Support Officer & 1.0 FTE Child Support Officer Trainer to better align staffing with critical business needs. Only reason this is on hold is due to time it takes to revise the corresponding PDs and move thru the formal reclassification approval process.	<p>There is no sufficient work around if 2.5 FTEs are lost. The consequences will be:</p> <ul style="list-style-type: none"> Continued backlog of cases needing child support orders Less timely service and longer waits for clients to receive child support <p>Continued higher % of cases without court orders, with a potential risk of a corrective action plan if we fall below 80% (FFY 2020 we were at 83.69, and we have dropped 6.9% since FFY 2015)</p>	None

E&EA	3306002127	FINANCIAL ASSISTANT SPEC II	Need* is there to full this position; however, we are unable to fill a .75 FAS position due to State and county training schedules and challenge for the staff to successfully pass probation. We need to get approval to move this to a 1.0 FTE as the workload has increased and is continuing to increase significantly to merit it.	Caseloads will remain too high, which will impact our ability to meet the customers' needs effectively and efficiently within our processing standards this will cause additional burden and stress on the existing staff as they will push themselves beyond healthy to try to meet the need. Resulting in staff needing to take leaves of absences to manage the negative health impacts.	None
E&EA	1109100757	PROGRAM ASSOCIATE	This position was upgraded to a 1.0 in the 2020 budget. EEA has held this position for some time. However, looking at the METS case increases over the last year (27%), there has been and will continue to be increased need for admin support to help keep up with the caseload.	Given the increase in METS cases and the administrative work needed to process them, the only work around would be overtime for FAS II positions.	None
E&EA	1109100893	PROGRAM ASSOCIATE	This is a front desk/lobby position. Holding this position until re-opening plans are finalized.	We are working to improve EEA's tech infrastructure to build more client self-serve options, but those solutions don't replace demand for face-to-face interaction. The work around for a smaller team at the front desk depends on overall demand, but usually results in longer wait times and a fuller lobby.	None

E&EA	3310001491	CHILD SUPPORT SPECIALIST	EEA working on a proposal to reclassify 2.25 FTE (3 positions) Child Support Specialist vacancies to a 1.0 FTE Child Support Officer & 1.0 FTE Child Support Officer Trainer to better align staffing with critical business needs. Only reason this is on hold is due to time it takes to revise the corresponding PDs and move thru the formal reclassification approval process.	There is no sufficient work around if 2.5 FTEs are lost. The consequences will be: <ul style="list-style-type: none"> Continued backlog of cases needing child support orders Less timely service and longer waits for clients to receive child support Continued higher % of cases without court orders, with a potential risk of a corrective action plan if we fall below 80% (FFY 2020 we were at 83.69, and we have dropped 6.9% since FFY 2015)	None
PUBLIC HEALTH	3014000699	PUBLIC HEALTH NURSE	This has been a critical FTE pool to increase 5 current PHNs time to work on COVID.	If this FTE goes away there is no capacity to increase positions if additional COVID work is needed.	None
PUBLIC HEALTH	3014000962	PUBLIC HEALTH NURSE	This position is needed to meet the demands of the new family home visiting model adopted during COVID.	Due to decreased home visits this position was put on hold. As PHNs get back to home visiting this position will be needed to meet the needs of home visiting and increase medical billing revenue.	None
SOCIAL SERVICES	3220001727	SOCIAL WORKER	Part-time childcare licensing social worker. Position has been vacant for extended period with no immediate need to hire.	PCN could be redirected to another more urgent need for .5 FTE Adoption/Foster Care Licensing position identified in 2022 budget process.	None

SOCIAL SERVICES	3220001867	SOCIAL WORKER	Part-time crisis response unit social worker. Not an immediate need though will need to evaluate staffing model if SS becomes the primary response for more community calls currently directed to law enforcement.	PCN could be used to partially off-set new position requests for a new Mobile Crisis Response Pilot identified in 2022 budget process.	None
SOCIAL SERVICES	3250000152	SUPERVISOR SOCIAL SERVICES			None

Physical Development Held Vacancies

Department	Position	Position Description	What do we give up by not filling?	What is the workaround if eliminated?	Possible Non-Levy Funding Source
FACILITIES MANAGEMENT	8016000804	BUILDING SERVICES TECHNICIAN	Maintenance request response time and setups will be delayed.	After hours snow removal will need to be contracted to an outside vendor, and room setup requests will need to be taken care of by the requestor.	none
FACILITIES MANAGEMENT	8111000462	PARKKEEPER II	Reduced capacity to maintain summer and winter operations while the parks/trail system is growing.	Inability to meet customer expectations.	none
PARKS	7507202260	NATURAL RESOURCES TEMP	A reduction in volunteer utilization and ability to hire temporary staff will result in a delay of restoration plan progress.	Contracting for work, or reduction of expectations for program goals.	Environmental Legacy Fund
PHYSICAL DEVELOPMENT ADMIN	7101502064	PLANNING INTERN	Reduced planning capacity as a result of required data collection and analysis, and material preparation for public engagement.	Contracting for tasks at a higher cost; or reduce the number of plans in process.	none
PHYSICAL DEVELOPMENT ADMIN	5511500985	PROGRAM SERVICES ASSISTANT SR	Provision of administrative support to program and service managers to give them time to focus on their service delivery.	Program staff complete their own administrative tasks without administrative support, with the potential to delay progress or response on their program or service.	none
FLEET MANAGEMENT	2437102133	FLEET TRAINEE	The trainees often become regular employees filling vacancies.	Lower level tasks must be completed by higher paid employees	none
FACILITIES MANAGEMENT	620700232	OPERATIONS MGMT INTERN	The trainees often become regular employees filling vacancies.		none

OMB Held Vacancies

Department	Position	Position Description	What do we give up by not filling?	What is the workaround if eliminated?	Possible Non-Levy Funding Source
INFORMATION TECHNOLOGY	6305201939	IT APPLICATIONS DEVELOPER	<p>IT would have reduced capacity to:</p> <ul style="list-style-type: none"> • Work with customers and develop computer applications to fit their needs • Enter data into purchased applications without duplicating data entry and constantly verifying accuracy in order to ensure data availability 	<p>Additional IT project options:</p> <ul style="list-style-type: none"> • Outsource projects at a higher cost and loss of efficiency related to knowledge of business • Prioritize and/or delay projects 	No non-levy funding sources.
OFFICE OF PERFORMANCE/ ANALYSIS	1224000332	MANAGEMENT ANALYST III	<p>OPA would have reduced capacity for research, evaluation, and process improvement projects as well as loss of skill set associated with an advanced level management analyst position.</p>	<p>Additional OPA projects options:</p> <ul style="list-style-type: none"> • Prioritize significant countywide projects over smaller process improvement projects • Delay projects • Outsource projects at a higher cost and possible loss of efficiencies gained through customer knowledge 	No non-levy funding sources.

Administration Held Vacancies

Department	Position	Position Description	What do we give up by not filling?	What is the workaround if eliminated?	Possible Non-Levy Funding Source
COMMUNICATION		COMMUNICATIONS SPECIALIST LEAD	Go to one countywide print newsletter per year (with additional print/postage savings).	To preserve two countywide newsletters, including two park department inserts each year, limited available support for any additional communication requests including events (both internal and external), client support (other than already established relationships), strategic communication and marketing plans, photo shoots and more.	None

PS&R Held Vacancies

Department	Position	Position Description	What do we give up by not filling?	What is the workaround if eliminated?	Possible Non-Levy Funding Source
LIBRARY	4112001298	INFORMATION ASSISTANT SR	No Sunday Hours in the Library	None	N/A
LIBRARY	4112001781	INFORMATION ASSISTANT SR	No Sunday Hours in the Library	None	N/A
LIBRARY	4112001479	INFORMATION ASSISTANT SR	No Sunday Hours in the Library	None	N/A
LIBRARY	4112001610	INFORMATION ASSISTANT SR	No Sunday Hours in the Library	None	N/A
LIBRARY	4121000815	LIBRARIAN	No Sunday Hours in the Library	None	N/A

County Attorney Held Vacancies

Department	Position	Position Description	What do we give up by not filling?	What is the workaround if eliminated?	Possible Non-Levy Funding Source
ATTORNEY	6085000066	CHIEF DEPUTY COUNTY ATTORNEY	This position is being held for salary savings only due to position being granted a leave of absence by the County Board	None	None

Budget Development Process

- August 18 - County Board Budget Workshop #2
- September 7 - GGP Budget Update
- September 21 - County Board Adoption of maximum levy
- November 2-5 – County Board Budget Hearings
- November 30 – CIP Public Hearings
- November 30 – County Board Budget Public Hearing (“Truth-In-Taxation”)
- December 14 – County Board Adoption of 2022 Budget