



Johnson County Government

Reorganization Strategies

KSGFOA Fall 2010 Conference
Scott Neufeld, Budget Director



Background Information

- Est. Population - 559,141
- 20 Cities
- 6 School Districts
- Total Budget (incl. \$146m rsvs.) - \$794m
- 38 Departments
- 7 Member Board of County Commissioners
- Elected Sheriff and District Attorney
- 5 Governing Boards



Johnson County Board of County Commissioners – Strategic Goals

- 1. To be responsible stewards of the taxpayers money.**
- 2. To provide the best possible mandatory and discretionary services.**
- 3. To build a Community of Choice where people want to live and work.**
- 4. To empower employee innovation and productivity.**



Organizational Culture

- Distributed power structure
- Inclusive, consensus-driven
- Long-term strong, steady growth
- High service levels
- Low tax rate
- Affluent, educated community



Revenues

- 26% (\$167m) - Ad Valorem
- 25% (\$163m) - Fees/Charges
- 13% (\$83m) - Sales/Other Tax



Expenditures

- 25% (\$199m) – Infrastructure (incl. WW)
- 24% (\$188m) – Public Safety
- 12% (\$ 99m) – Health & Human Services
- 9% (\$ 70m) – Support Services
- 9% (\$ 69m) – Culture & Recreation
- 2% (\$ 19m) – Records & Taxation
- .5% (\$ 4m) – Debt Service



Responding to Recession

- December, 2008

- Implemented Salary Freezes
- Instituted Hiring Review Process
- Reduced Capital & Operating Expenditures

- 2009

- Sales/Use Tax & Mortgage Registration Down
- Ending Fund Balances Up



Multi-Year Strategies

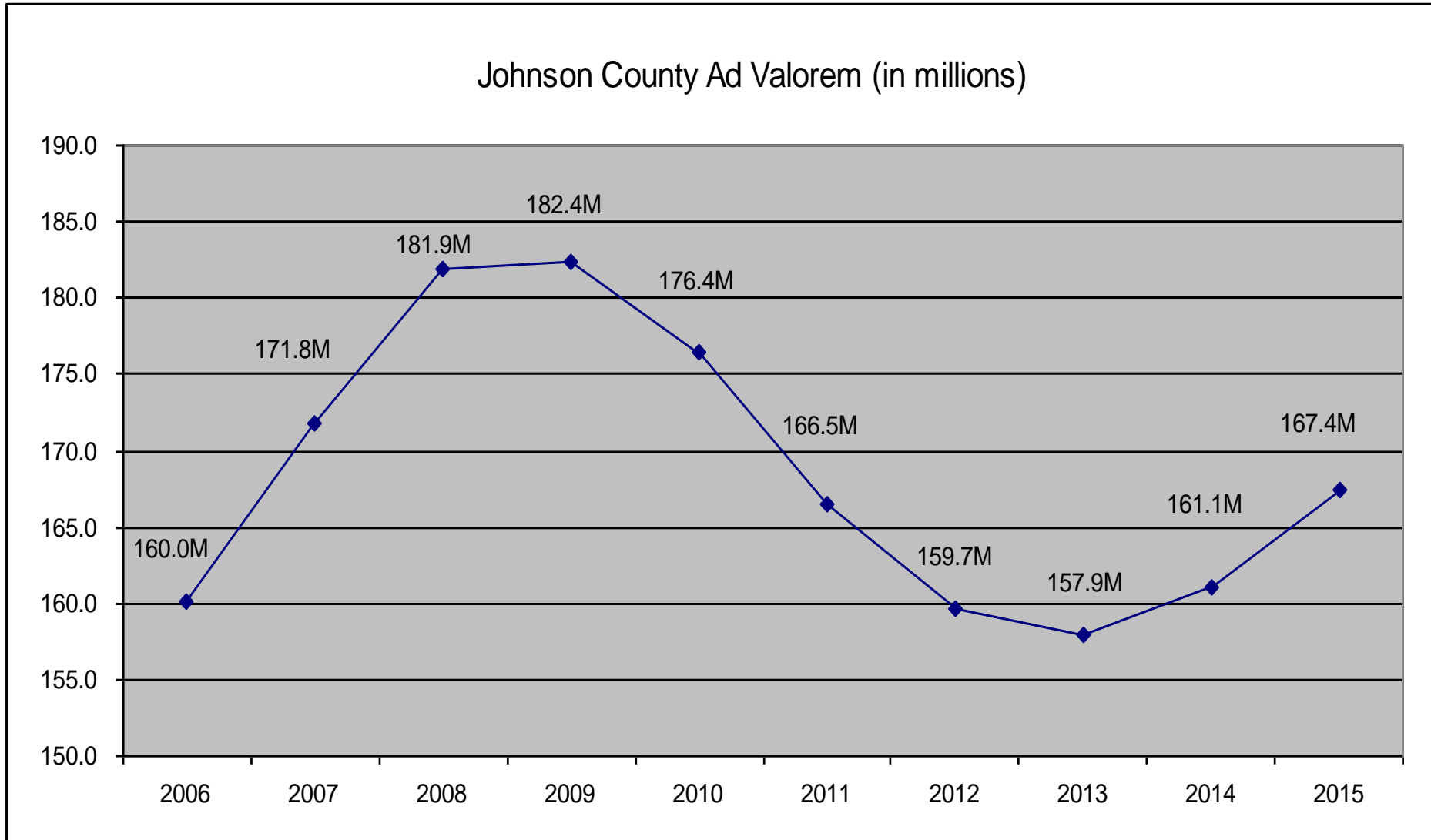
- Short-term (through FY 2009 Budget)
 - Assess impact of recession to Johnson County (6 mos.)
 - Maintain flexibility during assessment time
- Mid-term (through 2011 Budget)
 - Revise revenue projections
 - Reduce expenditures with some use of fund balance
- Long-term (through 2015 Budget)
 - Prioritize services in order to align expenditures with revenues



2010 Budget Process

- Department Service Prioritization
- Strategic Program Area Service Prioritization
- Three levels budget reduction targets
- \$5.5 million in budget reductions taken
- 32 FTEs reduced through attrition
- Minimal Service Impacts

Johnson County Ad Valorem





2011 Budget Process

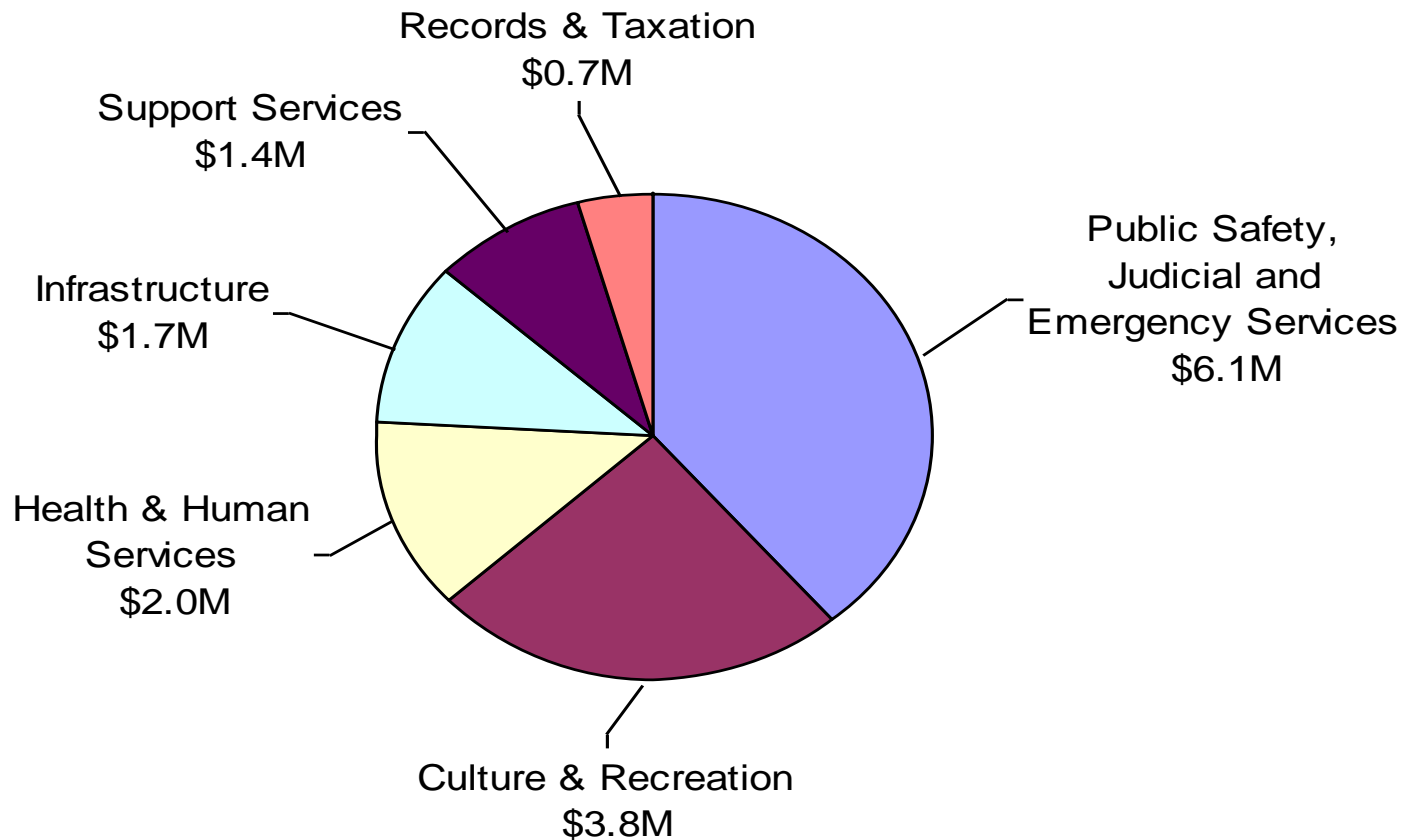
- Three levels of budget reduction targets for FY2011 & FY2012
- Reductions prioritized by Strategic Program Areas
- \$15.7 million in budget reductions taken
- 159 FTEs reduced through attrition
- Minimal Service Impacts



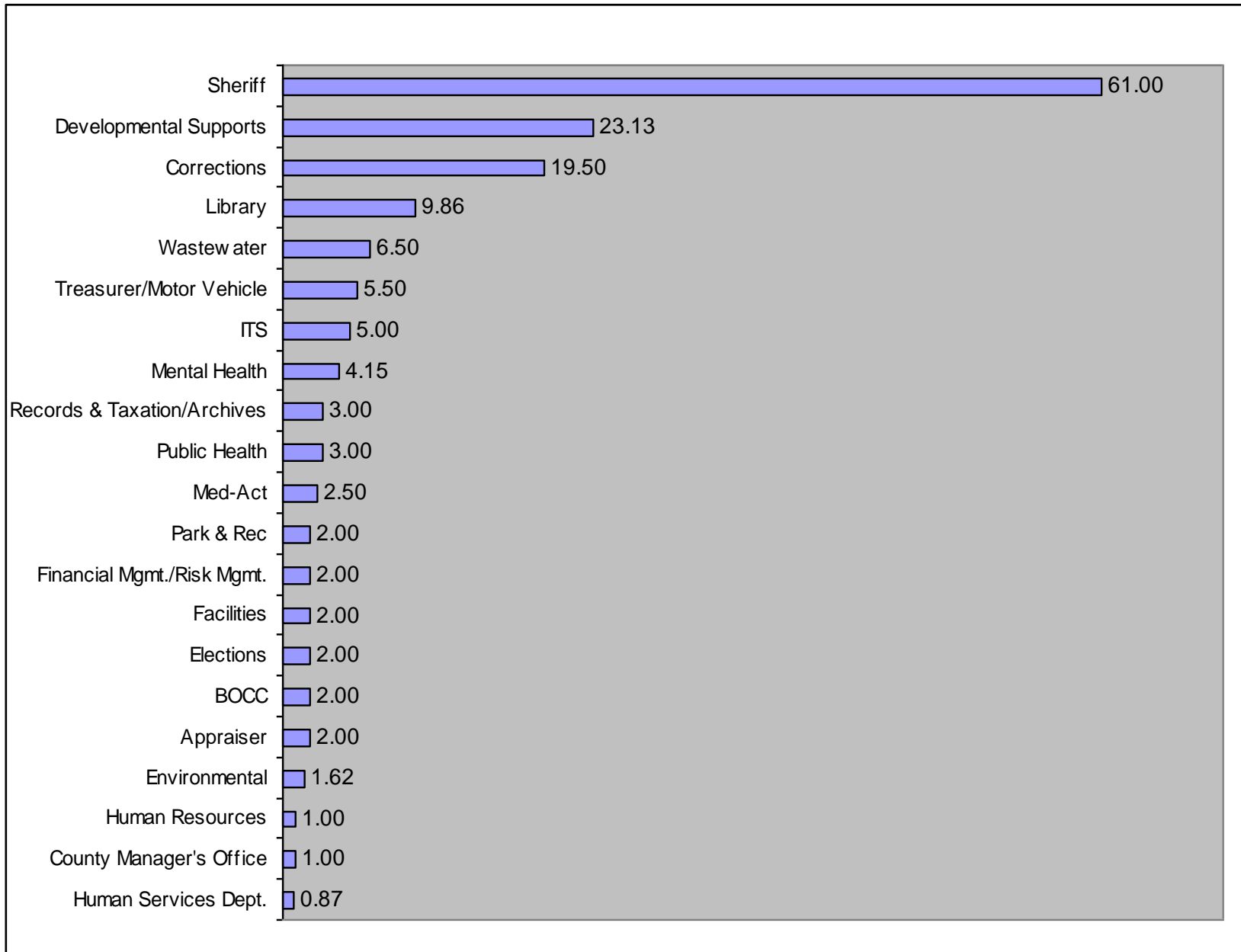
Balancing the Budget – Values

- Maintain a flat mill levy at 23.213 mills
- Minimize impacts to service delivery
- Avoid employee layoffs
- Preserve competitive pay plan
- Long-term outlook

Balancing the Budget – Budget Reductions by Strategic Program Area (\$15.7 million)



Department FTE Budget Reductions



Balancing FY 2012-2015 Budgets

	Mill Levy	Use of Fund Balance	On-Going Department Budget Reductions	Cumulative Department Budget Reductions
FY 2012	23.213	\$19.5M	\$11.3M	\$11.3M
FY 2013	23.213	\$17.3M	\$12.3M	\$23.6M
FY 2014	23.213	\$8.3M	\$16.2M	\$39.8M
FY 2015	23.213	\$0.7M	\$13.0M	\$52.8M



Impact of Reductions Going Forward

- Ever-increasing impact on services
- Ever-increasing impact on staffing levels
- Potential to negatively impact workforce



Extending the Mid-Term

- On-going departmental efficiencies
- Multi-year staffing targets
- Review of departmental structures
- Review of organizational structure
- Review of cross-department and support functions



Current Initiatives

- Optimization & Organization Study
- Services & Staffing Plan Analysis
- Attrition maximization
 - Hiring Review Process Changes
 - Job-skills matching
 - Incentives
- Vacancy Impact Analysis & Reporting

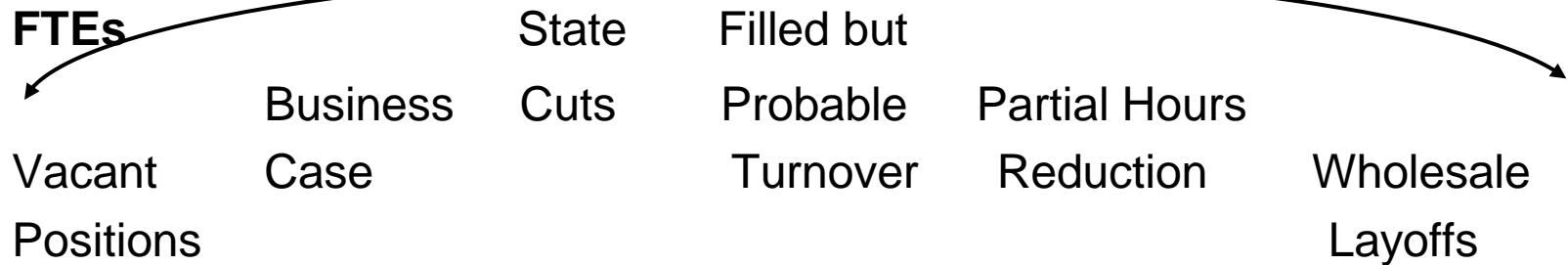


Foundations for the Long-Term

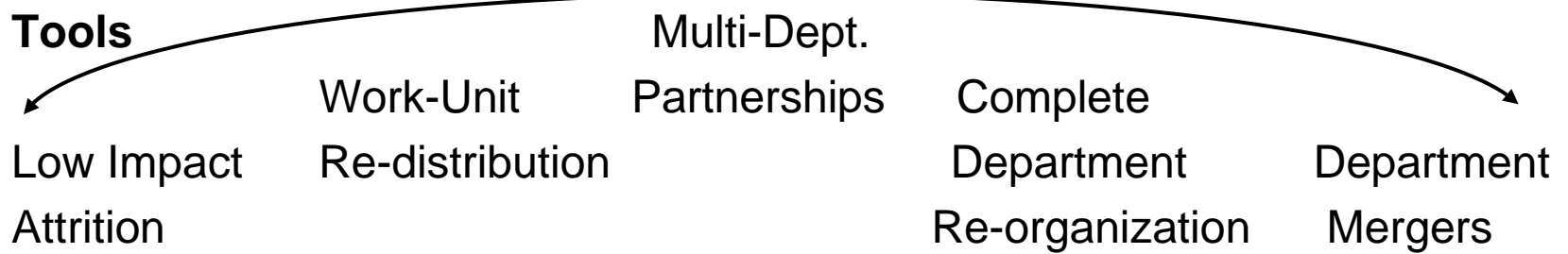
- Review of Efficiencies
- Community Input
- Affirmation/update of Goals & Values
- Prioritization of Services

Multi-Year Spectrums

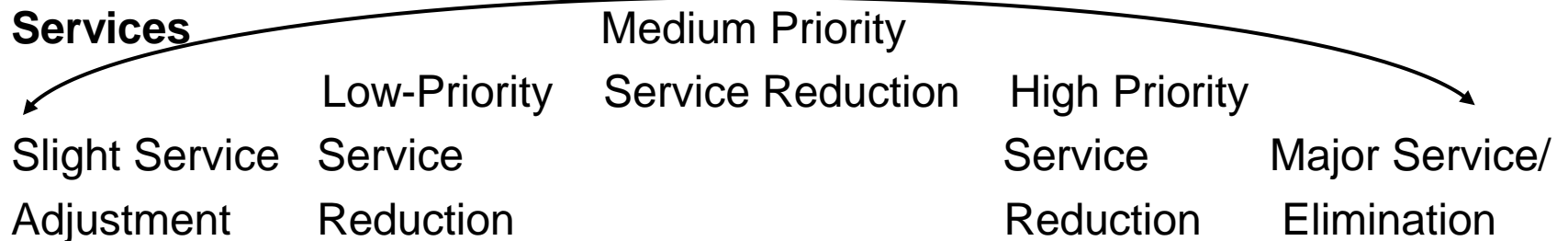
FTEs



Tools



Services



Public Service, Public Values, Public Leadership

