

FINANCIAL AND MANAGEMENT POLICIES

Dane County is accountable to its citizens, businesses, employees, and other governmental units for the use of public dollars. Its resources should be used wisely to ensure adequate funding for the services, public facilities and infrastructure necessary to meet the community's present and future needs. These financial and management policies are intended to serve as a framework to achieve and maintain the fiscal stability required to accomplish the County's policy goals and objectives.

Balanced Budget

The budget shall equal the sum of revenues generated in the current period and undesignated fund balances applied from prior years. The Adopted 2012 Budget is a balanced budget.

Budget Control

- 1) Expenditures by departments and county officers shall be restricted to amounts designated as appropriations in the budget.
- 2) Where an appropriation contains both revenues and expenditures and revenues are less than projected, the department shall reduce its spending in proportion unless the Personnel & Finance Committee, or the County Board approves otherwise in accordance with Section 65.90(5) of the Wisconsin State Statutes.
- 3) Expenditures in excess of the amount appropriated for any department or program shall require either Personnel & Finance Committee approval or County Board approval, in accordance with Section 65.90(5) of the Wisconsin State Statutes.
- 4) The Personnel & Finance Committee is authorized to approve transfers between separately appropriated items within a department and to supplement appropriations for a department from the contingent fund, subject to Section 65.90(5)(b) of the Wisconsin State Statutes. The Personnel & Finance Committee shall act in consultation with and upon the recommendation of the department's oversight committee.
- 5) No funds shall be expended nor committed for the purchase, lease, rent or building of real estate unless the Personnel & Finance Committee and the supervisor of the district in which any such real estate is located are

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- notified in writing of the proposed purchase, lease, rent or building at least 15 days prior to introduction of the resolution authorizing the purchase, lease rent or building.
- 6) Notwithstanding provisions contained in Chapter 25, Dane County Ordinances, no disbursement of funds shall be made to non-county agencies for which a separate appropriation has been made, until a contract has been adopted by the County Board and approved by the County Executive.
 - 7) The Department of Administration shall provide quarterly written reports to the County Board regarding actual year-to-date and projected year-end expenses and revenues compared to budgets for each program, showing totals by appropriation. The report shall highlight appropriations projected to be over-expended at year-end. The report shall be reviewed regularly with the Personnel & Finance Committee and shall be reviewed with other standing committees upon request.
 - 8) No expenditure in excess of \$2,500 for operating capital items not included in the detail of the county's accounting system, shall occur without County Executive approval.
 - 9) Purchase of an operating capital item may not exceed 10% or \$100, whichever is greater, of the amount allocated in the detail of the county's accounting system provided a sufficient unexpended balance remains from previously purchased operating capital items.
 - 10) No operating capital expenditures may be incurred prior to April 1 of each year without prior approval of the County Executive.
 - 11) Capital Projects to be financed with borrowed funds may not proceed in advance of borrowing except with prior approval of the County Board and County Executive.
 - 12) All agencies having limited term employee or overtime lines shall not expend in excess of the amount allocated in the detail of the accounting system in either category without the following approvals: 1) Up to 10% more than the amount allocated in the detail of the accounting system may be expended with the written approval of the County Executive. 2) Actual and anticipated expenditures greater than 10% more than the amount allocated in the accounting system may be expended only with the approval of the Personnel & Finance Committee.
 - 13) The Executive's Office shall quarterly report in writing to the Personnel & Finance Committee on LTE/Overtime over-expenditures authorized by the County Executive.
 - 14) Any department or office may employ students under a Work Study Program. Salaries of these students are to be paid by the appropriate academic institution in which they are enrolled. Dane County will reimburse participating institutions for the County's share of the cost.

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- 15) Contracting with temporary help agencies is prohibited for work in excess of fifteen (15) workdays unless approved in advance by the County Executive.
- 16) Any authorized budgeted position that becomes vacant shall not be refilled without prior approval of the County Executive.
- 17) Any authorized budgeted position that remains vacant for more than six months shall not be filled without approval of the Personnel & Finance Committee and the County Executive.
- 18) Any permanent transfer of an authorized, budgeted position between departments, or within a department between programs or divisions if the appropriation is at the program or division level, shall be considered a change in the adopted budget which shall require prior authorization by the County Board under Section 65.90(5) of the Wisconsin State Statutes.
- 19) Any temporary transfer of an authorized, budgeted position between departments, or within a department between programs or divisions if the appropriation is at the program or division level, for a period in excess of three months shall require an interdepartmental or other agreement, as appropriate, subject to prior review by the Personnel & Finance Committee.
- 20) Any department head may reassign staff within the department as necessary to meet day to day staffing needs. Any reassignment which creates a new function or organizational unit or which is intended to or will result in budgetary changes at the program level shall require the prior review of the Personnel & Finance Committee.
- 21) Prior to implementing a hiring or spending freeze, or both, the County Executive shall meet with and provide information to the County Board at a regularly scheduled County Board meeting concerning the financial situation that would require the imposition of such a freeze.
- 22) Revenues proposed by the Executive in the executive budget or approved by the Board shall not include revenue from the sale of a county asset unless there has been an accepted offer to purchase with a closing date during the ensuring fiscal year.

These policies are intended to avoid depleting the General Fund's reserve balance and ensure financial stability, control expenditures related to staff while maintaining good working relationships with the various organizations which represent members of the employee workforce and the non-represented staff, and ensure that County citizens are being provided with the necessary service levels in an efficient manner.

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The Adopted Operating and Capital Budget Appropriation Resolutions may contain additional budgetary control provisions that relate to the specific budget year.

Capital Improvement Plan Policies

- 1) The County shall balance the needs for both maintenance of capital assets and the provision of on-going direct services to citizens. In the process, the County will make every effort to maintain and, where appropriate, enhances its capital inventory.
- 2) The County shall only commit to implementing capital projects within its ability to finance improvements using short and long-term resources. The issuance of debt to finance capital improvements is predicated on the County's ability to service the debt over the life of the issue, without jeopardizing the availability of tax dollars for operating requirements.
- 3) Financing decisions shall balance the use of pay-as-you-go (current financial resources) financing with long-term financing (debt). This use of current financial resources to finance capital improvements reflects the County's restraint in incurring long-term obligations. At the same time, financing decisions should consider the useful life of improvements and spread the cost over their useful life. This ensures that projects are paid for by those who benefit from them.
- 4) The County shall encourage the leveraging of resources to maximize capital improvement efforts. This includes participation in intergovernmental programs, public/private partnerships, utilization of service charges/user fees, and the issuance of debt.
- 5) Capital improvement decisions shall consider the impact of operating and maintenance costs to ensure the County's ability to maintain the capital asset and realize the best ongoing financial outcome.

Debt Policies

- 1) The County shall be conservative in its issuance of debt.

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- 2) The County shall restrict long-term borrowing to capital improvements or projects that cannot be financed from current revenues and where the issuance of long-term debt is required, it will be repaid within the project's useful life.
- 3) The County shall, in most circumstances, issue 10-year notes instead of longer-term bonds.
- 4) The County shall issue longer-term bonds only for the Conservation Fund and major building projects.
- 5) The County shall maintain a segregated Debt Service Fund to provide to principal and interest payments.
- 6) The County shall not incur long-term debt to support ongoing operations.
- 7) The County shall maintain a sound relationship with all bond-rating agencies and keep them informed about current projects and other important fiscal events.

Fund Balance Policies

- 1) The General Fund shall maintain a budget reserve equal to 3% of total operating expenditures. For purposes of this reserve, the Alliant Energy Center and the Human Services Fund are included in the total expenditures.
- 2) The Highway Fund shall maintain a budget reserve equal to 2% of total operating expenditures.
- 3) The Library Fund shall maintain a budget reserve equal to 1% of total operating expenditures.
- 4) The Public Health Fund shall maintain a budget reserve equal to 1% of total operating expenditures.
- 5) Any estimated fund balances in excess of the budget reserve amount in the General, Highway, Library and Public Health funds are used to reduce the property tax levy.
- 6) The Human Services, Badger Prairie Health Care Center, Printing & Services, Consolidated Food Services and Bridge Aid funds shall maintain no reserves. Any estimated fund balances in these funds are used to reduce the property tax levy.