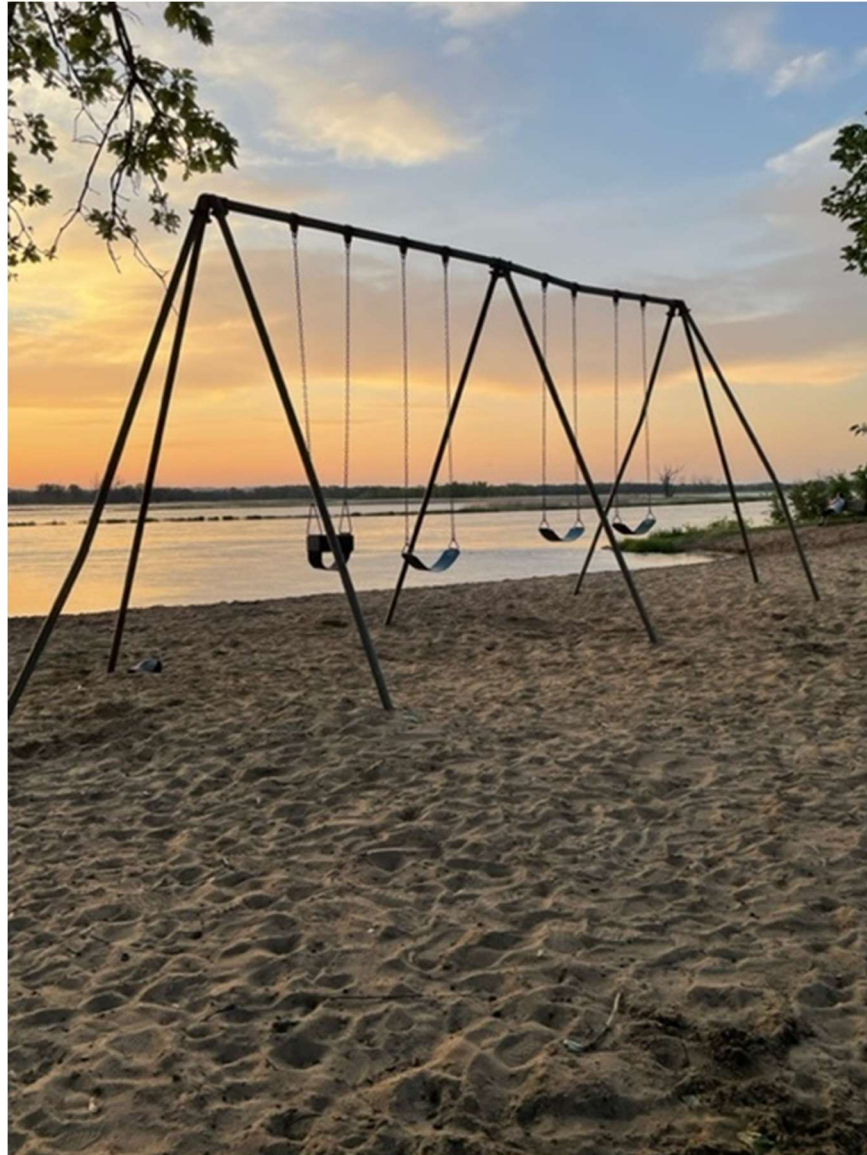


Popular Annual Financial Report

2021

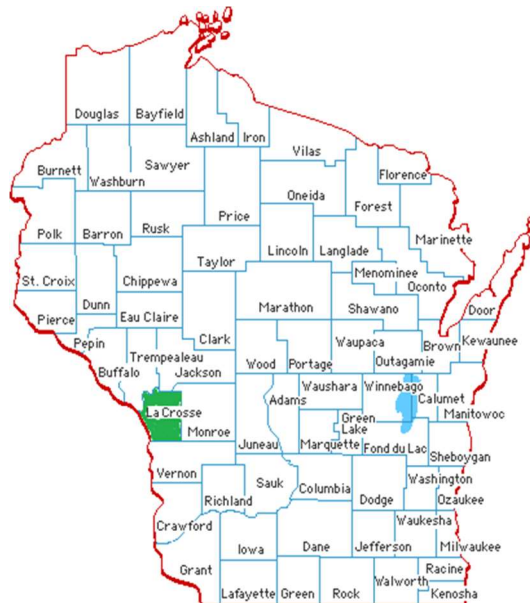


La Crosse County, Wisconsin

For the Year Ended December 31, 2021

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Purpose of Report

The Popular Annual Financial Report (PAFR) is an unaudited summary report of the financial activities of the County and is prepared primarily from detailed information contained in the County's 2021 Annual Comprehensive Financial Report (ACFR), with selected information from earlier years. Certain amounts in the prior year comparatives noted in this report have been reclassified to conform to the current year's presentation.



The ACFR is prepared in accordance with generally accepted accounting principles (GAAP) and includes audited financial statements. As such, it provides much more detail as well as full disclosure of all material events, both financial and non-financial. The GAAP presentation also includes the County's component unit (a related organization) and information on individual funds.

The information in the ACFR by its nature can be technical and complex and as such, not as useful to citizens wishing to gain an overview of the County's finances. The PAFR has been prepared to simplify the information in the ACFR and better inform the public about the overall financial condition of the County, without the heavy use of technical accounting terms or excessive detail. The financial data presented in the PAFR does not include the component unit and fiduciary funds and is not intended to provide a complete financial picture of the County in accordance with GAAP.

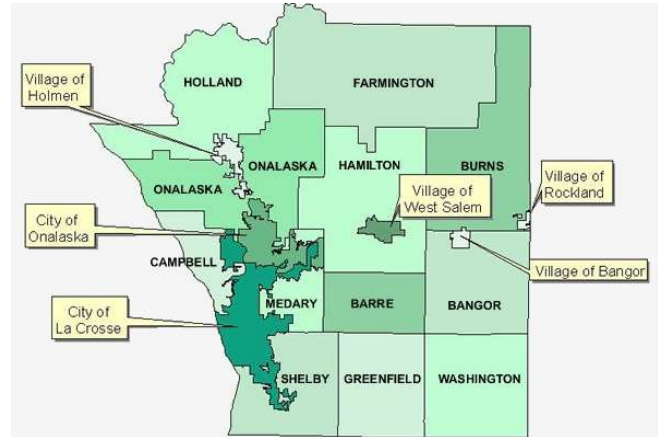
Questions or feedback concerning any of the information provided in this report or requests for additional financial information may be directed to the County Finance Department via telephone at 608-785-9580 or via email at financedept@lacrossecounty.org

The ACFR, the PAFR, and the budget are available on the County's website at:
<https://lacrossecounty.org/finance/financial-reports>

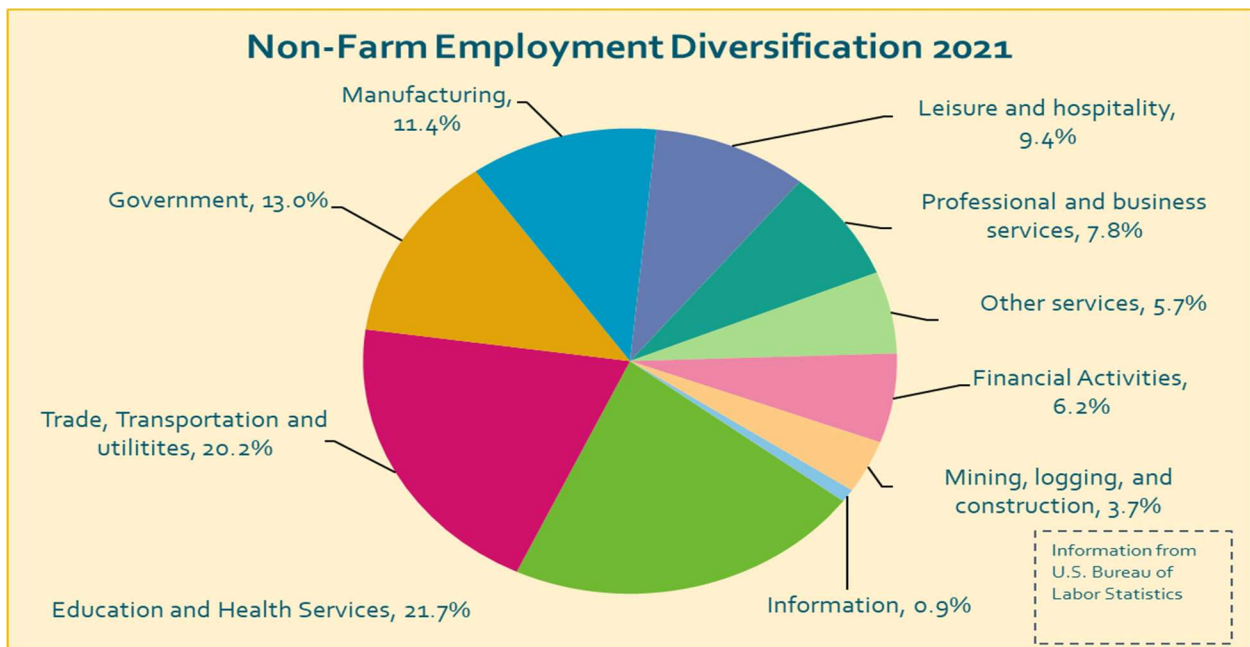
Community and Demographics

La Crosse County, organized in 1851, is located in southwest Wisconsin, along the Mississippi River to the west and beautiful bluffs and farmland to the east. The area provides excellent year-round recreational opportunities including river recreation, hunting, fishing, downhill skiing, and bike trails. La Crosse hosts a variety of semi-professional sports teams and also the state's only weekly racing NASCAR-sanctioned track at the La Crosse Fairgrounds Speedway.

The City of La Crosse is the county seat of La Crosse County, which includes two cities, four villages, and twelve townships. The County occupies a land area of 481 square miles and serves a population of 120,331 (2021 estimate). Since 2012, population within the County has risen 4.1%.

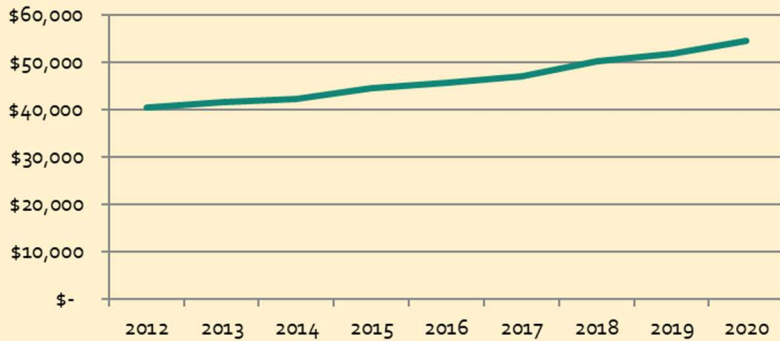


Due in large part to its excellent transportation connections, solid workforce, and well diversified economy, La Crosse County has continued its growth as an employment center for the Coulee Region – serving a regional population of over 400,000. The area also boasts significant natural resources and growing cultural amenities that contribute to the continued success of the tourism industry, as well as the attraction of employers to the area.



La Crosse County is a major employment center drawing people from surrounding areas and is well diversified. The top 5 employers in La Crosse County in 2021 were Gundersen Health System, Kwik Trip, Mayo Clinic Health System, The Trane Company, and the University of Wisconsin-La Crosse.

La Crosse County Per Capita Personal Income

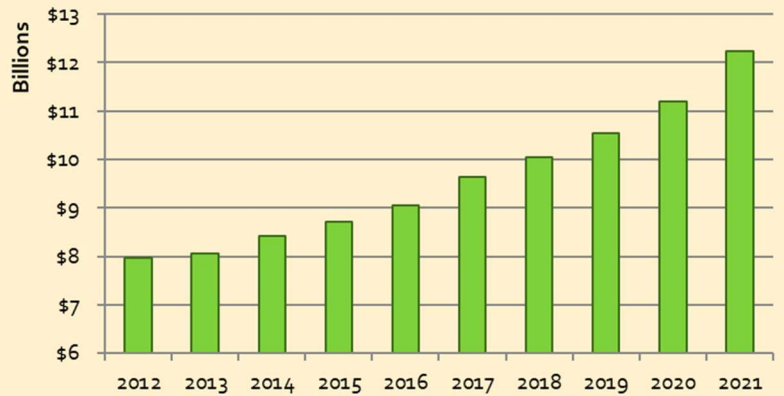


Per Capita Personal Income in the County has risen 34.6% since 2012 to \$54,532.

Note: The data for 2021 is not available at this time.

Over the past 10 years, the equalized value of taxable property in the County has increased 53.4%, resulting in a taxable equalized value of \$12,238,688,900.

La Crosse County Equalized Value



Unemployment Rate



The La Crosse-Onalaska, WI-MN Metropolitan Statistical Area (MSA) has maintained a lower unemployment rate than the State and Federal rates for the last 10 years.

The Health Department received the 2021 Triangle of Achievement Award from the La Crosse Area Development Corporation (LADCO). The award was presented jointly to the Health Department, Gundersen Health System, and Mayo for “exceptional leadership” through the COVID-19 pandemic.



The project to reconstruct County Highway G1, which links to Goose Island, recently received an award from the American Council of Engineering Companies of Wisconsin. The award recognized the work of engineering firm Short Elliott Hendrickson, Inc., on the La Crosse County Highway Department Project. The project widened the roadway to provide multi-modal access to Goose Island, with new boat launches to give visitors easy access to fishing and recreation spots. The project also included special environmental measures and was also supported by the La Crosse County Facilities Department.

Paula Silha, Chronic Disease and Injury Prevention Manager for the Health Department, was named Health Care Worker of the Year for the 94th Assembly District by State Rep. Steve Doyle.



These recognitions continue to show how La Crosse County is a leader in its work across all departments to make this County a great place to live.

County Government

La Crosse County is governed by 29 board supervisors, elected to 2-year terms. The County Board of Supervisors serves as the legislative and policymaking body of the County. The Board Chairperson, Monica Kruse (elected April 2020), is responsible for providing directives of the Board to the appropriate officials and departments of the County. The County Administrator is Steve O'Malley and is tasked with carrying out policies and ordinances of the Board, preparing the annual budget, appointing department heads and overseeing the day-to-day operations of the County.

County services include the maintenance of public records, a 5-branch circuit court system, public safety and law enforcement, highway maintenance and construction, public health, human services, elderly programs, solid waste management, household hazardous waste center, zoning and conservation, library services, county parks, veteran's affairs and an extension service. The County owns and operates two separate skilled nursing homes as well as an assisted living center, a senior housing apartment complex, an adult family home, and 3 community based residential facilities. The County is self-insured for health, liability and worker's compensation.

The County's fiscal year is from January 1st to December 31st. In November of each year, the Board passes the budget for the next year. The annual budget serves as the foundation for financial planning and control.

As of December 31, 2021, the County Board of Supervisors, terms expiring April 2022, are listed below:

- | | | |
|--------------------------------|------------------------------------|-----------------------------|
| District 1 - Andrea Richmond | District 11 - Patrick Scheller | District 21 - Vicki Burke |
| District 2 - Ralph Geary | District 12 - Randy Erickson | District 22 - Pam Viner |
| District 3 - Barb Janssen | District 13 - Tina Tryggestad | District 23 - Matt Nikolay |
| District 4 - Maureen Freedland | District 14 - Margaret Larson | District 24 - Kevin Hoyer |
| District 5 - Gary Mathu | District 15 - Monica Kruse | District 25 - David Hundt |
| District 6 - Roger Plesha | District 16 - Dan Ferries | District 26 - Dan Hesse |
| District 7 - Gary Padesky | District 17 - Jack Pogreba | District 27 - Thomas Jacobs |
| District 8 - Peg Isola | District 18 - Noelle Weber Strauss | District 28 - Karen Keil |
| District 9 - Dawn Wacek | District 19 - Rick Cornforth | District 29 - Jamie O'Neill |
| District 10 - Kim Cable | District 20 - Steve Doyle | |



LA CROSSE COUNTY
Exceptional services. Extraordinary place.

Awards & Recognition

County Administrator Steve O'Malley received the 2021 Norman N. Gill Award for Individual Excellence. Per the Wisconsin Policy Forum, O'Malley received this award because of his strong fiscal stewardship in La Crosse County since 2003: La Crosse County has a per-capita tax levy rate that is among the lowest of any Wisconsin county, and a credit rating that is among the highest. O'Malley was also recognized for his willingness to seek out creative partnerships to provide services including road projects or nursing home care at a regional level through the Mississippi Valley Health Service Commission. The Wisconsin Policy Form also acknowledged that O'Malley's colleagues also credit him for taking a proactive approach on issues of equity in the workplace, a collaborative approach to labor relations, and a prominent role in community involvement.

The Government Finance Officers Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to the County of La Crosse for its Popular Annual Financial Report for the fiscal year ended December 31, 2020. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

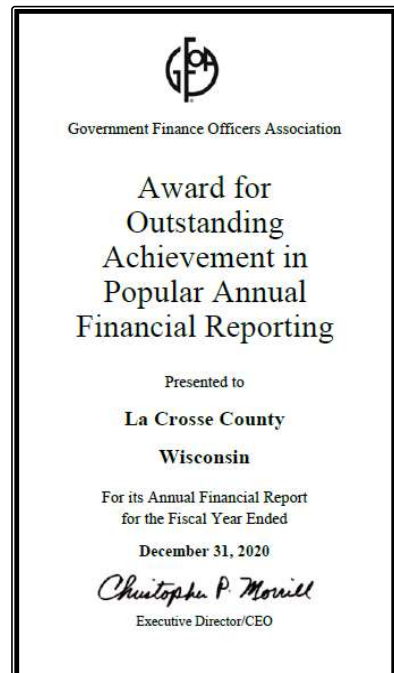
In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability and reader appeal.

An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. The County of La Crosse has received a Popular Award for the 7th consecutive year.

We believe our current report continues to conform to the Popular Annual Financial Reporting requirements, and we are submitting it to the GFOA to determine its eligibility for another Award.

The County of La Crosse ACFR for the year ended 2020, from which information throughout this report has been drawn, was awarded the Certificate of Achievement for Excellence in Financial Reporting by GFOA. This was the 16th consecutive year that the County has achieved this prestigious award. The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting.

In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized ACFR, whose contents conform to the program standards. Such a ACFR must satisfy both GAAP and applicable legal requirements. A Certificate of Achievement is valid for a period of one year only. We believe that our current ACFR continues to conform to the Certificate of Achievement Program's requirements, and we are submitting it to the GFOA to determine its eligibility for another Certificate.



Financial Highlights

The information provided is summarized and represents only selected funds and therefore is not in accordance with generally accepted accounting principles (GAAP) and is not intended to represent all of the County's funds, component unit, and fiduciary funds. The following table is a summary of select financial data for the past three years.

Financial Summary			
	2021	2020	2019
Net Position			
Assets and Deferred Outflows	\$ 427,879,295	\$ 385,266,170	\$ 365,952,426
Liabilities and Deferred Inflows	210,332,203	186,571,705	183,923,399
Total Net Position	217,547,092	198,694,465	182,029,027
Revenues			
Governmental Activities	\$ 119,784,640	\$ 122,125,232	\$ 113,979,125
Business-type Activities	31,933,729	33,316,345	34,042,750
Total Revenues	151,718,369	155,441,577	148,021,875
Expenses			
Governmental Activities	\$ 104,109,978	\$ 108,051,566	\$ 106,033,285
Business-type Activities	28,755,764	30,724,573	32,422,715
Total Expenses	132,865,742	138,776,139	138,456,000
Capital Assets			
Governmental Activities	\$ 154,026,032	\$ 148,534,121	\$ 141,735,245
Business-type Activities	34,118,797	34,962,493	36,969,202
Total Capital Assets	188,144,829	183,496,614	178,704,447
Long-Term Obligations			
Governmental Activities	\$ 68,872,048	\$ 66,353,052	\$ 76,505,178
Business-type Activities	32,926,797	34,818,795	38,994,726
Total Long-Term Obligations	101,798,845	101,171,847	115,499,904

Governmental Activities include: general government; public safety; public works; health and human services; culture, recreation and education; and conservation and development.

Business-type Activities include: Hillview Health Care Center, Solid Waste, Lakeview Nursing Home Facility, apartments and assisted living facilities, and household hazardous waste disposal services.

Net Position

The Balance Sheet, known as the Statement of Net Position in governmental financial statements, presents information concerning the County's assets, liabilities, and deferred inflows/outflows of resources. Increases and decreases in net position serve as an indicator of the County's financial position and the results of the County's operations.

Statement of Net Position						
	Governmental Activities		Business-Type Activities		Total	
	2021	2020	2021	2020	2021	2020
Current and Other Assets	\$ 167,215,452	\$ 141,092,828	\$ 39,412,976	\$ 35,416,501	\$ 206,628,428	\$ 176,509,329
Capital Assets	154,026,032	148,534,121	34,118,797	34,962,493	188,144,829	183,496,614
Total Assets	\$ 321,241,484	\$ 289,626,949	\$ 73,531,773	\$ 70,378,994	\$ 394,773,257	\$ 360,005,943
Deferred Outflows of Resources	26,033,548	18,969,281	7,072,490	6,290,946	33,106,038	25,260,227
Current and other liabilities	\$ 23,235,444	\$ 12,576,924	\$ 3,680,353	\$ 3,040,314	\$ 26,915,797	\$ 15,617,238
Long-Term Liabilities	68,872,048	66,353,052	32,926,797	34,818,795	101,798,845	101,171,847
Total Liabilities	\$ 92,107,492	\$ 78,929,976	\$ 36,607,150	\$ 37,859,109	\$ 128,714,642	\$ 116,789,085
Deferred Inflows of Resources	73,486,116	63,659,492	8,131,445	6,123,128	81,617,561	69,782,620
Net Position:	\$ 181,681,424	\$ 166,006,762	\$ 35,865,668	\$ 32,687,703	\$ 217,547,092	\$ 198,694,465
Net Investment in Capital Assets	\$ 98,295,503	\$ 95,361,921	\$ 12,465,758	\$ 12,574,071	\$ 110,761,261	\$ 107,935,992
Restricted	29,300,768	21,526,913	3,292,228	1,918,748	32,592,996	23,445,661
Unrestricted	54,085,153	49,117,928	20,107,682	18,194,884	74,192,835	67,312,812
Total Net Position	\$ 181,681,424	\$ 166,006,762	\$ 35,865,668	\$ 32,687,703	\$ 217,547,092	\$ 198,694,465

The largest portion of the County's net position (50.9%) reflects the investment in capital assets (e.g. land and easements, structures and improvements, infrastructure, and equipment); less any related debt used to acquire those assets that is still outstanding. The County uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Therefore, even though the County's investment in capital assets is reported net of related debt, the resources needed to repay debt cannot come from the capital assets themselves and must be provided from other sources.

An additional portion of the County's net position of \$32.6 million, or 15.0%, represents resources that are subject to external restrictions as to how they may be used. The remaining balance of unrestricted net position of \$74.2 million, or 34.1%, may be used to meet the County's ongoing obligations to citizens and creditors.

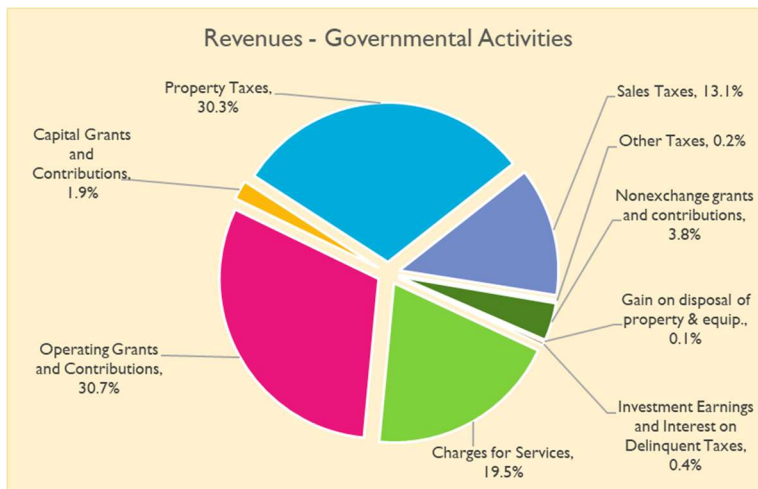
The County's net position increased \$18,852,627 during the current year. Sales tax revenue increased by \$2,345,080 from the previous year; in spite of projections that revenue across the State would decrease because of the continued effects of the COVID-19 pandemic. Because of these projections, the County budgeted \$1.1 million less in sales tax for 2021, and projections for 2022 are showing that the actuals are trending to be higher than budget. An increase in business-type activities was mainly due to an increase in net position for Solid Waste, which had a year very similar to 2020 without any major construction or closure projects.

Revenues

WHERE DOES THE MONEY COME FROM?

Total Revenues - Governmental Activities		
	2021	2020
Program Revenues		
Charges for Services	\$ 23,402,991	\$ 23,276,194
Operating Grants and Contributions	36,751,340	38,837,558
Capital Grants and Contributions	2,326,702	4,856,703
General Revenues		
Property Taxes	36,305,525	35,624,535
Sales Taxes	15,657,528	13,312,448
Other Taxes	228,636	49,021
Nonexchange grants and contributions	4,591,168	4,614,647
Gain on disposal of property & equip.	96,328	50,152
Investment Earnings and Interest on Delinquent Taxes	424,422	1,503,974
Total Revenues- Governmental Activities	\$ 119,784,640	\$ 122,125,232

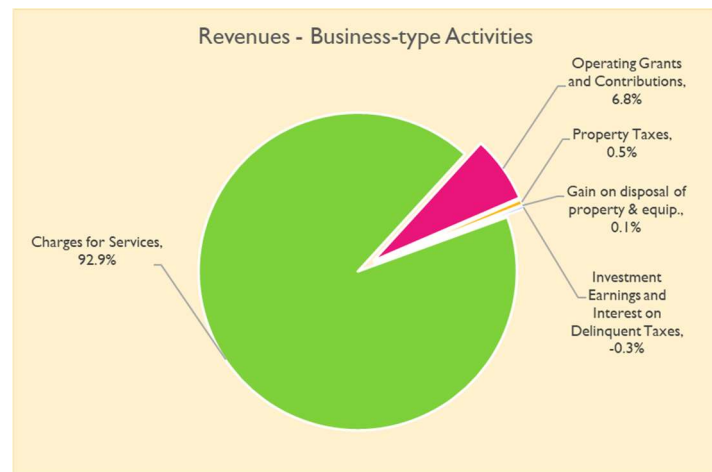
Total Revenues - Business-type Activities		
	2021	2020
Program Revenues		
Charges for Services	\$ 29,666,397	\$ 30,753,327
Operating Grants and Contributions	2,165,682	2,059,156
General Revenues		
Property Taxes	174,648	167,278
Gain on disposal of property & equip.	25,100	12,282
Investment Earnings and Interest on Delinquent Taxes	(98,098)	324,302
Total Revenues- Business-type Activities	\$ 31,933,729	\$ 33,316,345



Governmental activities operating grants and contributions decreased after the initial year of federal and state grants related to the COVID-19 pandemic; however are still higher than the pre-pandemic \$32 million received during 2019. Capital grants and contributions were also elevated during 2020 due to a \$5 million road reconstruction project at Goose Island funded primarily from the Federal Land Access Program.

Business-type activities charges for services decreased as Hillview received \$738K less in charges for services due to the impact of the COVID-19 pandemic. Total patient days declined by 19.7% between 2020 and 2021.

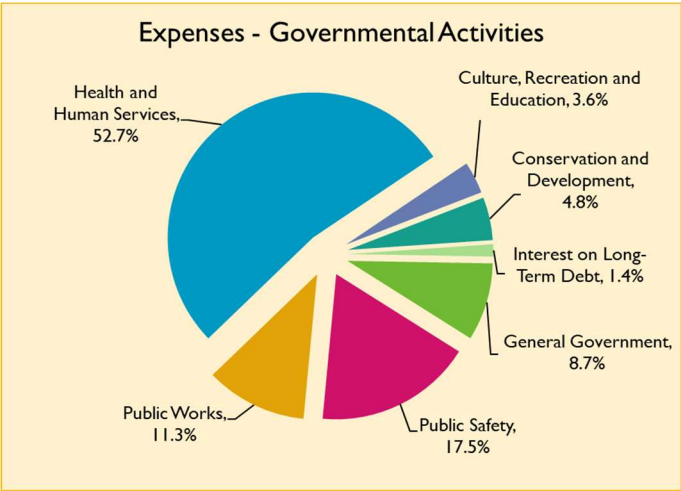
Investment earnings (losses) decreased across both activity types due to significantly lower interest rates during 2021 and the overall decline in the financial market.



Expenses

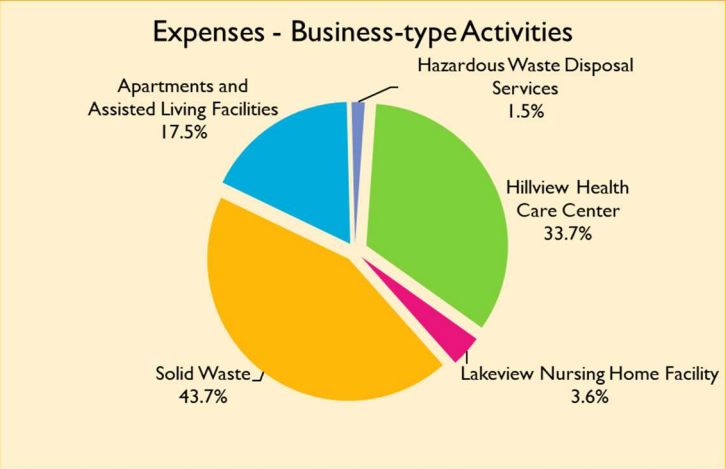
WHERE DOES THE MONEY GO?

Total Expenses - Governmental Activities			Total Expenses - Business-type Activities		
	2021	2020		2021	2020
General Government	\$ 9,021,022	\$ 9,923,678	Hillview Health Care Center	\$ 9,697,077	\$ 11,425,280
Public Safety	18,244,803	19,110,843	Lakeview Nursing Home Facility	1,035,586	1,071,756
Public Works	11,755,655	11,466,853	Solid Waste	12,560,847	12,349,546
Health and Human Services	55,002,182	56,423,175	Apartments and Assisted Living Facilities	5,030,774	5,372,383
Culture, Recreation and Education	3,705,231	3,765,482	Hazardous Waste Disposal Services	431,480	505,608
Conservation and Development	4,965,788	5,828,675			
Interest on Long-Term Debt	1,415,297	1,532,860			
Total Expenses - Governmental Activities	\$ 104,109,978	\$ 108,051,566	Total Expenses - Business-type Activities	\$ 28,755,764	\$ 30,724,573



Governmental activities expenses decreased in all activity areas except public works. The largest percentage decrease coming from conservation and development due to a program called Community Development Block Grant (CDBG) Close finalizing during the prior year. During 2020, the County paid \$1.5 million to the State of Wisconsin from the original CDBG revolving loan program. The funds were put into a grant program at the State, and the Village of Bangor was able to apply for those funds for the reconstruction of County Highway B, which runs through the Town.

Business-type activities expenses decreased primarily due to a lower census at Hillview Health Care Center. Management is working on a plan for the future of the Hillview Campus, as the nursing home building is now over 40 years old and needs substantial improvements.



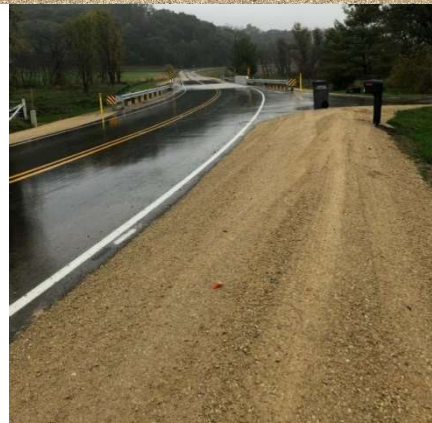
Capital Assets

WHAT DO WE OWN?

The County needs more than just dollars to provide its citizens with services, and as such, many types of assets are required to keep the County performing and delivering its various services. Capital assets include land, buildings, improvements, highway trucks, sheriff vehicles, machinery and equipment, bridges, culverts, and curbs.

Capital Assets	Governmental activities		Business-type activities		Total	
	2021	2020	2021	2020	2021	2020
	Capital Assets					
Land	\$ 3,646,015	\$ 3,646,015	\$ 943,173	\$ 943,173	\$ 4,589,188	\$ 4,589,188
Land Improvements	5,880,062	5,854,139	39,590,106	39,421,610	45,470,168	45,275,749
Buildings	89,841,569	89,755,254	28,745,679	28,704,093	118,587,248	118,459,347
Machinery and equipment	31,649,323	30,091,828	8,877,107	8,706,245	40,526,430	38,798,073
Infrastructure	132,266,140	126,377,674	-	-	132,266,140	126,377,674
Intangibles	9,791,489	9,560,722	370,695	370,695	10,162,184	9,931,417
Construction in progress	6,902,409	2,571,005	800,380	127,823	7,702,789	2,698,828
Total capital assets	279,977,007	267,856,637	79,327,140	78,273,639	359,304,147	346,130,276
Less:						
Accumulated Depreciation	125,950,975	119,322,516	45,208,343	43,311,146	171,159,318	162,633,662
Total Net Capital Assets	\$ 154,026,032	\$ 148,534,121	\$ 34,118,797	\$ 34,962,493	\$ 188,144,829	\$ 183,496,614

Within the governmental activities, the most substantial change in capital assets was due to construction in progress of the new highway shop in St. Joseph which will be completed in 2022 and the infrastructure additions for road reconstruction. Within the business-type activities, the only significant change was due to the Solid Waste Department acquiring additional clay to be used for upcoming construction.



Long-Term Obligations

WHAT DO WE OWE?

As of December 31, 2021, the County's long-term obligations totaled \$101,798,845 of which \$79,227,222 was debt outstanding. During the year, the County issued \$7,755,000 of general obligation promissory notes which was used for highway road reconstruction and the St. Joseph Highway shop. The County retired \$1,005,000 of 2010 debt early related to pension liability and the business fund, and refunded 2010, 2013 and 2014 debt in the amount of \$4,825,000.

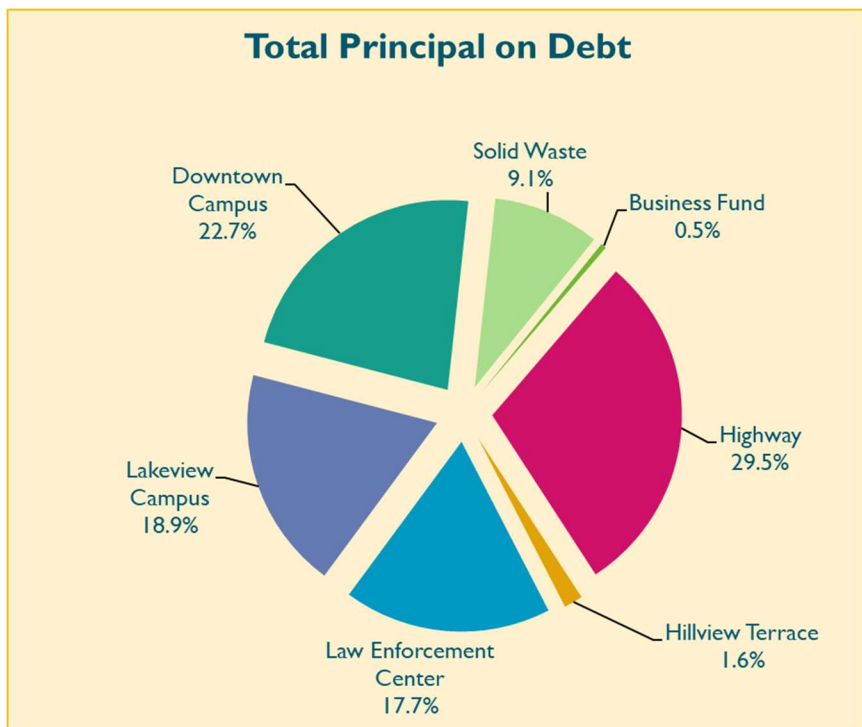
Long-Term Obligations			
	Governmental	Business-Type	Total
	Activities	Activities	
Due within 1 year:			
Compensated Absences	\$ 2,755,759	\$ 566,725	\$ 3,322,484
Bonds and Notes Payable	6,290,021	2,263,304	8,553,325
Landfill Post Closure Costs	30,091	13,031	43,122
	9,075,871	2,843,060	11,918,931
Due longer than 1 year:			
Compensated Absences	7,035,880	-	7,035,880
Post Employment Benefit Liability	3,021,393	-	3,021,393
Bonds and Notes Payable	49,358,597	21,315,300	70,673,897
Landfill Post Closure Costs	380,307	8,768,437	9,148,744
Net Pension Liability	-	-	-
	59,796,177	30,083,737	89,879,914
Total Long-Term Obligations	68,872,048	32,926,797	101,798,845

HOW'S OUR CREDIT?

External credit ratings are very important and have a direct influence on the County's ability to (1) minimize borrowing cost and (2) successfully borrow money to complete the acquisition and construction of long-lived capital assets.

The County maintains an "Aa1" rating from Moody's Investors Services for general obligation debt. An "Aa1" is graded as high quality and a very low credit risk to investors. This means the County has a proven track record, the financial strength, and the ability to repay short-term debt.

The County's debt per capita is \$598.



Investments

HOW SAFE IS OUR MONEY?

The County investment practices and policies are based upon state law and prudent money management. The County's first priority is to maintain the safety of the principal of the investments, which mitigates credit risk.

The County structures the investment portfolio, with the assistance of our investment advisor, to be sure that securities mature concurrently with cash needs and anticipated demands. This mitigates liquidity risk.

Cash and Investments	
Deposits	\$ 11,738,240
Petty Cash	6,008
Cash on Hand	35,494
Investments	109,889,122
Total	\$ 121,668,864
Investments	
Investment Types:	Fair Value
U.S. Treasury Notes	\$ 2,798,565
U.S. Agency Securities	39,426,939
U.S. Small Business Administration	5,378,974
Corporate Issues	5,849,371
State of WI Local Government Investment Pool	39,030,670
Mutual Funds - other than bond funds	17,404,603
Total Investments	\$ 109,889,122

Types of Risk:

Credit Risk – the risk that the County will not recover its investments due to the inability of the counterparty to fulfill its obligation.

Liquidity Risk – the risk that the County will not be able to sell an investment security quickly enough to meet cash flow needs or demands.

Custodial Credit Risk – the risk that, in the event of the failure of the counterparty, the County will not be able to recover the value of its deposits, investments, or collateral securities that are in the possession of an outside party (i.e. the County's safekeeping institution).

A variety of investments are used to minimize the exposure to the risk of loss. The County policy also requires all funds on deposits with any financial institution be secured with collateral securities. This mitigates the exposure to the risk of loss and custodial credit risk.

The County policy requires only the highest and second highest rated securities may be purchased which means there is a very to exceptionally strong capacity to meet financial commitments. In addition, the U.S. Treasury securities and notes are backed by the full faith and credit of the U.S. government and are considered the safest investments in the world.

Finally, the investment portfolio is designed to attain the highest market rate of return, taking into account economic cycles and the investment risk constraints and liquidity needs of the County. The return on investment is of secondary importance compared to the safety and liquidity objectives.

General Fund

The General Fund accounts for the County’s main operating activities and is used to account for all financial resources except those which are required to be accounted for in another fund. Citizens, other governments, and rating agencies typically look at a municipality’s general fund to determine the health and current trends within it.

Unassigned Fund Balance Compared to Expenditures				
	2021		2020	
	General Fund	Percentage of Expenditures	General Fund	Percentage of Expenditures
Total Expenditures	\$ 35,518,849	-	\$ 38,732,885	-
Unassigned Fund Balance	24,836,150	69.9%	24,308,616	62.8%
Total Fund Balances	37,496,928	105.6%	35,665,809	92.1%

As a measure of the General Fund’s ability to pay off short-term obligations, it is useful to compare unassigned fund balance and total fund balance to total fund expenditures.

County policy requires the ratio of unassigned general fund balance to total operating expenditures be maintained at 25 to 50%. As of December 31, 2021, the ratio is 69.9%. County policy limits the use of unassigned fund balance to funding of capital expenditures, prepayment of outstanding debt, start-up costs of new programs, other non-recurring expenditures, or emergencies. The General Fund closed out the year with a gain of \$1,831,119. The original budget projected a deficit of \$2,999,410.

One of the main reasons for the increase in General Fund balance was sales tax revenue increased \$2,345,080 from the previous year and was \$3,686,643 higher than budget. Because of the pandemic, sales tax revenue was expected to decline, but did not. Sales tax continues to be strong in early 2022. In addition, Register of Deeds fees were \$357,788 higher than budget, as home sales continued to be strong in La Crosse County, along with low interest rates for refinancing. Parks revenue continued to be strong and was over budget by \$199,187. Major improvements have been completed at Goose Island, and this continues to draw tourist to La Crosse County.

Consolidated Courts expenditures were \$215,742 less than budgeted. Salary and fringe savings totaled \$88,610, and other savings were due to the pandemic and placing a hold on jury trials throughout the year. Information Technology expenditures were less than budget by \$224,172. Several positions remained unfilled during 2021. Central dispatch expenditures were less than budget by \$253,301. This was mainly due to salary and fringe savings of \$239,690 from position vacancies. Jail and court services expenditures were also less than budget by \$329,143. Salary and fringe savings totaled \$33,593. Due to the pandemic, the jail census remained low throughout 2021, thereby savings of \$208,776 were in food preparation, bedding and medical services.

Ratios and Trends

HOW ARE WE DOING?

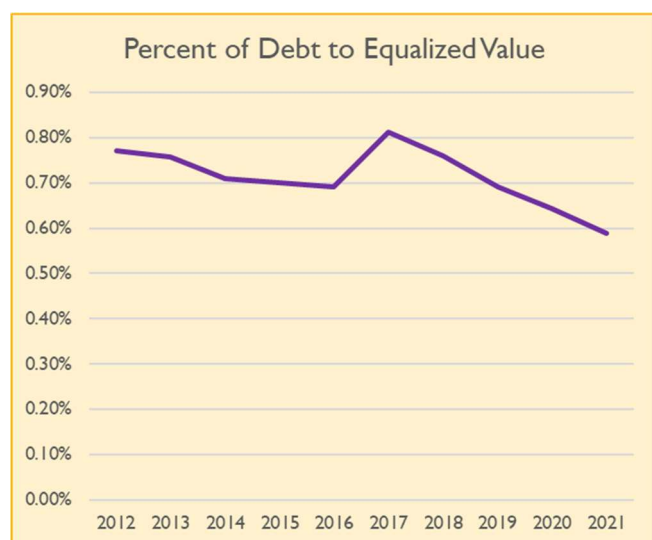
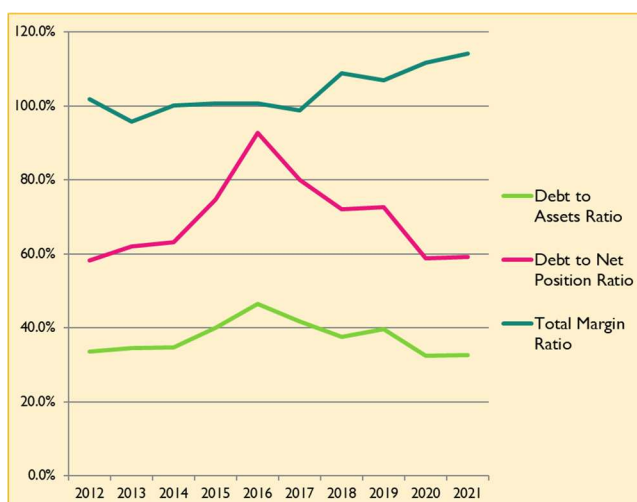
Looking at key financial ratios and trends over several years enables the County to have a clearer picture of where it has been and where it is going.

Primary Government										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Debt to Assets Ratio	33.5%	34.6%	34.8%	40.0%	46.4%	41.7%	37.5%	39.7%	32.4%	32.6%
Debt to Net Position Ratio	58.3%	62.0%	63.2%	74.8%	92.7%	80.0%	72.0%	72.6%	58.8%	59.2%
Total Margin Ratio	101.8%	95.8%	100.2%	100.8%	100.7%	98.8%	108.8%	106.9%	111.6%	114.2%

Debt to Assets Ratio focuses on the extent to which total assets are financed with long-term debt and is a measure of the government's leverage. A lower ratio is desired as a high ratio implies an over reliance on debt for financing assets.

Debt to Net Position Ratio focuses on the ability to meet long-term obligations and is a measure of the government's solvency. A high ratio is desired.

Total Margin Ratio focuses on whether the government lived within its financial means during the fiscal year. A ratio of 100% or higher is desired.



Wisconsin statutes limit the total indebtedness of the County to 5% of equalized value. As noted in the chart to the left, the County has been well under this limit.

Overall Summary: The ratios for the past 10 years show the County has strived to keep debt manageable, taking advantage of historically low interest rates while still providing quality services and replacing aging facilities and infrastructure for citizens.

Major Initiatives

WHAT ARE WE DOING?

Study Committee Related to Policing

On November 8, 2021, the County Board approved the creation of a study committee related to policing. This committee was formed to explore the concept of a Citizen Advisory Board or Police Oversight Committee. The membership of the committee will be made up of various stakeholders. The committee will consider and make recommendations to the Board regarding the name, feasibility and framework for any future committee including scope and authority.



Redistricting

The County Board adopted a Supervisory District Plan utilizing 2020 federal census data. The intent of the plan was to uphold the principle of “ONE PERSON, ONE VOTE” so that district boundaries would have substantially equal populations. One of the other guiding principles was to keep neighborhoods, communities of interest, minority communities, political subdivisions and geographic and natural boundaries intact. The final plan increased the number of supervisory districts from 29 to 30 in La Crosse County, with the first election to be held in April 2022.

American Rescue Plan Act

On March 11, 2021, the federal government passed the American Rescue Plan Act to respond to the COVID-19 public health emergency and its negative economic impacts. The County’s estimated appropriation is \$23 million, of which \$11,461,612 was received in June 2021, with the remaining expected in June 2022. The funds are to cover costs financially obligated by December 31, 2024. In 2021, the County Board spent time collaborating, reviewing, and prioritizing uses for the American Rescue Plan Act dollars. In December 2021, the Board approved the use of up to \$705,950 for allowable COVID-19 expenditures. In January 2022, the Board identified eight additional projects areas for the remaining American Rescue Plan Act allocation.

Long-Term Financial Planning

HOW ARE WE PLANNING FOR THE FUTURE?

As part of long-range planning, the County prepares a five-year comprehensive capital improvement plan. This process makes certain that capital project needs are reviewed and evaluated on an annual basis to ensure that all projects are identified, priorities established, and the possible ways to finance them are considered for making recommendations to the County Board during the annual budget process.

County Administration and Finance staff expect the County's financial condition to remain healthy due to conservative budgeting and maintaining strong reserve levels, yet we recognize that our greatest challenges will be: 1) Potential economic impacts due to worldwide conflicts and increase in federal interest rates; 2) Continued unmet road needs in the County; 3) Exposure to enterprise risk through County-owned nursing homes and 4) Managing the timing of the County's cash flow.





LA CROSSE COUNTY
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