Douglas County 2027 Proposed Budget

Did you know?

Douglas County funds 45 community partners, who provide behavioral health, human services, economic development, heritage, and land management services for the community.

Things to Know

Assessed Property Value
11.5% of your home's value.

Mill Levy or **Mill Rate**
One mill is $1.00 per $1,000 of assessed valuation. For a home valued at $200,000, the assessed value would be 11.5%, or $23,000. One mill would be $23 in tax dollars. Multiplying the value of one mill by the mill levy equals the amount of taxes owed.

Revenue
Money received by the county from external sources. This can come from taxes, utilities, the state, and more.

Supplemental Requests
Requests for funds to cover new programs or positions.

Transfers Out
Cash flow from one fund to another.

The County Administrator prepares the proposed budget for consideration by the Board of County Commissioners. The County Commission will hold public hearings on the proposed budget starting July 6 from 9:00 a.m. to noon in the County Commission Chamber at the Historic Courthouse, 1100 Mass. St. Deliberations will continue into the next week and are expected to wrap up by July 15. The budget hearing will be held on August 26.

The proposed 2027 budget has a flat mill levy of 40.669 mills.



Assessed value: $69,000
County Property Tax: $2,805



Assessed value: $34,500
County Property Tax: $1,405



Assessed value: $23,000
County Property Tax: $935

Your property taxes can be calculated by dividing the **mill rate** by 1,000 and then multiplying it by the **assessed value** of your home.

Revenues

Most of Douglas County's revenues come from property taxes, about 70%. Of the remaining revenues, the countywide 1-cent sales tax will provide an estimated $10.1 million in revenue in 2027. The ¼ cent sales tax for behavioral health will provide an additional $7.2 million in revenue. Both interest income and sales tax revenue have flattened out after substantial increases in the past several years.

Did you know?

Road and bridge improvements, as well as most facility repairs and improvements, are funded "pay as you go." The 2027 proposed budget includes $5.4 million for the Capital Improvement Plan (CIP). Also, funds have been reallocated for an expanded pavement maintenance program.

Programs and Services

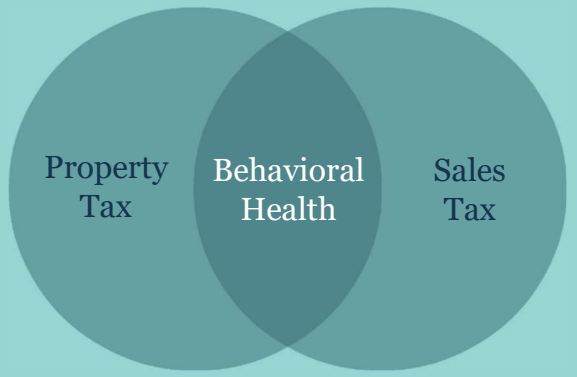
During the budget review process, the County Commission has the opportunity to lower the tax rate and to consider adding services. Departments and community partners have submitted nearly 60 supplemental requests for consideration totaling more than $8.1 million. Included in these requests are a request for $1.5 million for Youth Recovery Center capital support from Bert Nash and a $700,000 request for Information Technology's software and contractual services.

Behavioral Health

The 2027 budget combines property tax and sales tax support into one fund to consolidate financial support for dozens of mental health and substance abuse services in the community. This provides $11.7 million in annual funding for services such as the Treatment and Recovery Center, supportive housing, and intensive case coordination.

Did you know?

The last time the County's mill levy was below its current rate of 40.669 was almost 15 years ago in 2013.



Summaries

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Estimated Levies for 2027 Douglas County Budget

Value of one mill for 2027 budget: $ 2,270,481

Fund Number	Fund Name	2027 Recommended Budget (includes non-appropriated)	2026 Ad Valorem Tax Needed	Ad Valorem Tax with 2% Delinq	2026 Estimated Mill Levy	2025 Mill Levy	2024 Mill Levy
100	General	$ 116,933,230	$ 70,707,041	$ 72,121,182	31.129	32.072	32.960
201	Road and Bridge	$ 11,112,255	$ 5,296,588	$ 5,402,520	2.332	2.757	2.533
218	Employee Benefits	$ 23,950,726	$ 16,373,217	$ 16,700,681	7.208	5.840	5.805
	Total	$ 151,996,211	$ 92,376,846	$ 94,224,383	40.669	40.669	41.298

Funds Supported by Other Revenue				
Fund Number	**Fund Name**	**2027 Recommended Budget (includes non-appropriated)**	**Source of funds**	**Use of funds**
224	Special Parks & Rec	$ 297,463	10% Liquor Drink Tax	Maintain & improve public parks
225	Special Alcohol Programs	$ 176,747	10% Liquor Drink Tax	Support substance abuse treatment programs
227	Municipalities Fight Addiction	$ 314,060	National opioid settlements	Reduce opioid use and mitigation
235	Emergency Telephone	$ 1,065,157	User fee on phone bills	Emergency dispatch services
245	Motor Vehicle Operations	$ 1,632,127	Vehicle registration fees	Treasurer operations
301	Bond and Interest	$ 713,341	Special assessments and CIDs	Debt payments
302	Local County Sales Tax 1%	$ 8,235,409	1% County Sales Tax	Debt payments
303	MH Services County Sales Tax .25%	$ 35,613,921	.25% MHS County Sales Tax	Mental health services and facilities
	Total	$ 48,048,225		
Douglas County Budget Grand Total		$ 200,044,436		

History of Assessed Valuation Increases	
2022	12.44%
2023	10.98%
2024	6.89%
2025	5.70%
2026	4.93%

2026 Estimated Value for 2026 Levies/2027 Budget		Percent Change from 2026 to 2027 Budget	2025 Value for 2025 Levies/2026 Budget (November)	
Real Estate with TIF/RHID Increment Incl	2,118,986,195	4.7%	Real Estate with TIF Increment	2,024,290,774
TIF Increment Value (RE Only)	(11,486,313)	-18.5%	TIF Value (RE Only)	(14,090,664)
RHID Increment Value (RE Only)	(1,538,401)	173.2%	RHID Value (RE Only)	(563,061)
Personal Prop (incl Oil & Gas)	15,114,664	-8.4%	Personal Prop (incl Oil & Gas)	16,502,882
State Assessed (Public Utility)	195,741,672	7.7%	State Assessed (Public Utility)	181,796,210
Total Assessed Value	2,316,817,817	4.9%	Total Assessed Value	2,207,936,141
Delinquency Rate	*2.0%*		*Delinquency Rate*	*2.0%*
Total Assessed Value w/ Delinq Rate	**2,270,481,461**	4.9%	Total Assessed Value w/ Delinq Rate	**2,163,777,418**

Personal Property Assessed Values History		
2022	$16,772,079	-14.40%
2023	$17,243,857	2.81%
2024	$16,869,663	-2.17%
2025	$16,381,620	-2.89%
2026	$15,114,664	-7.73%

Real Estate Assessed Values History-Residential, Agriculture, & Vacant Lots		
2022	$1,265,540,969	1.96%
2023	$1,521,439,166	20.22%
2024	$1,608,079,792	5.69%
2025	$1,577,214,309	-1.92%
2026	$1,639,448,494	3.95%

State Assessed Values History		
2022	$129,532,633	-0.33%
2023	$174,423,953	34.66%
2024	$169,657,727	-2.73%
2025	$181,846,371	7.18%
2026	$195,741,672	7.64%

Real Estate Assessed Values History-Commercial & Industrial		
2022	$351,748,606	8.33%
2023	$384,673,727	9.36%
2024	$418,057,675	8.68%
2025	$448,923,158	7.38%
2026	$466,512,987	3.92%

Fund Balance by Fund

Fund Type	Fund Name	2028 Est. Fund Balance	% of 2027 Budgeted Expenditures	2027 Total Expense Budget*	2027 Est. Fund Balance		2026 Total Budget*	2026 Actual Fund Balance		2025 Total Budget*	2025 Actual Fund Balance		2024 Total Budget*	2024 Actual Fund Balance	
General	General Fund	21,104,097	22%	95,283,820	23,585,422	25%	93,599,086	25,666,810	25%	92,563,567	22,024,256	25%	85,972,281	21,845,539	25%
Special Purpose	Road and Bridge	2,222,451	25%	8,889,804	2,966,510	33%	8,718,566	2,865,092	34%	7,919,183	2,674,949	34%	7,696,377	2,608,175	34%
Special Purpose	Employee Benefits	3,991,787	20%	19,958,939	5,588,036	28%	17,533,265	6,788,159	40%	14,323,794	8,501,701	40%	14,447,448	5,752,054	40%

*Fund balance percentages are calculated using total expenses in accordance with GFOA recommendations. These calculations exclude cash-basis reserve amounts and all non-appropriated totals.

Non-Levied Special Purpose/Debt Service Funds	2027 Est. Fund Balance
Special Parks & Recreation	$271,949
Special Alcohol Programs	$142,665
Municipalities Fight Addiction	$251,320
Emergency Telephone Service	$365,157
Motor Vehicle Operations	$358,315
Bond & Interest Fund	$509,541
Local County Sales Tax 1%	$3,485,409
MH Services Co Sales Tax .25%	$23,066,427

Non-Levied Capital Funds	2027 Est. Fund Balance
Equipment Reserve	$13,615,348
Ambulance Capital Reserve	$6,174,654
Capital Improvement Plan	$48,198,535

General Fund Summary

Dept		Expenditure Summaries	% Change	2027 Budget	2026 Estimate	2026 Budget	2026 Actual YTD	2025 Budget	2024 Actual	2023 Actual
101		COMMUNITY PARTNERS	0.00%	0	0	0	0	0	0	8,970,128
101	B1	COMMUNITY PARTNERS-ECONOMIC DEVELOPMENT	0.00%	676,095	676,095	676,095	257,525	936,096	1,207,919	0
101	B2	COMMUNITY PARTNERS-HEALTH & HUMAN SERV	6.04%	1,972,793	1,941,302	1,860,485	746,864	1,802,635	1,683,915	0
101	B3	COMMUNITY PARTNERS-HERITAGE & LAND MGMT	3.01%	1,206,120	1,186,177	1,170,901	598,023	1,174,672	1,145,699	0
101	B4	COMMUNITY PARTNERS-TARGETED POPULATIONS	0.00%	2,298,700	2,361,200	2,298,700	876,122	3,065,895	3,505,368	0
102		FAIRGROUNDS	0.00%	174,000	174,000	174,000	42,839	170,500	139,326	164,024
151		DISTRICT ATTORNEY	-1.05%	3,795,199	3,677,240	3,835,371	1,427,703	3,316,199	2,979,328	2,665,836
152	10	DISTRICT COURT OPERATIONS	1.36%	2,083,617	2,022,175	2,055,735	826,318	1,892,276	1,362,026	1,290,332
153		COURT TRUSTEE	-15.62%	428,045	517,014	507,262	230,550	578,733	580,730	532,519
201		SHARED COSTS***	36.26%	12,726,963	10,795,550	9,340,085	85,595	11,091,835	6,792,830	1,514,222
202		HERITAGE CONSERVATION	1.58%	339,093	339,093	333,810	34,194	312,793	283,015	278,949
204		SENIOR RESOURCES**	3.64%	871,911	1,008,191	841,280	343,943	219,163	0	0
302		APPRAISER	2.44%	1,458,557	1,387,407	1,423,777	553,538	1,206,904	1,080,481	930,789
303		COMMISSIONERS	-65.66%	1,082,193	1,572,358	3,151,667	523,414	1,190,278	751,330	710,767
304		ADMINISTRATION	3.16%	3,263,155	3,030,255	3,163,066	1,928,012	5,780,836	2,421,235	1,508,202
304	47	ADMINISTRATION (CJC)	-42.51%	173,665	169,370	302,098	49,769	207,495	213,795	207,118
304	43	ADMINISTRATION (HUMAN SERVICES)	64.75%	823,638	663,827	499,944	210,937	491,725	493,111	472,542
305	10	COUNTY CLERK	0.80%	840,906	866,305	834,264	354,179	684,827	633,587	600,393
305	20	COUNTY CLERK ELECTIONS	1.10%	1,159,043	1,134,384	1,146,446	395,661	1,082,434	972,657	702,465
306		COUNTYWIDE	1.85%	1,431,515	1,420,630	1,405,450	691,330	1,390,800	1,513,469	968,228
307	30	INFORMATION TECHNOLOGY GIS	2.99%	301,237	290,987	292,485	118,982	250,859	300,581	157,612
307	10	INFORMATION TECHNOLOGY	16.40%	3,765,436	3,408,781	3,234,804	1,523,540	2,583,983	2,410,177	1,995,947
308		MAINTENANCE	6.60%	2,374,211	2,224,268	2,227,215	860,678	1,800,377	1,671,951	1,480,291
310		REGISTER OF DEEDS	3.53%	629,580	608,227	608,099	253,494	521,205	493,061	453,968
311	46	RECYCLING AND HAZARDOUS WASTE	0.00%	130,000	130,000	130,000	20,775	130,000	124,149	124,161
311		SUSTAINABILITY MANAGEMENT	1.53%	397,930	356,690	391,935	106,469	362,171	245,067	267,218
312		TRANSFERS OUT	-9.28%	10,775,582	14,852,690	11,877,690	1,187,500	12,327,690	16,136,909	13,641,519
313		TREASURER	-49.97%	417,907	726,695	835,258	370,994	724,598	550,057	454,454
314		UTILITIES	7.22%	1,637,200	1,647,200	1,527,000	760,608	1,408,900	1,307,262	1,215,391
315		UTILITIES BUILDING MAINTENANCE	-7.50%	37,000	37,000	40,000	12,804	73,000	32,624	28,061
316		ZONING	2.49%	774,851	1,123,058	756,058	358,161	670,431	569,086	470,383
402		CIP CAPITAL PROJECTS	0.00%	5,377,380	5,377,380	5,377,380	0	5,377,380	14,996,549	5,352,269
451		CORONER	-10.66%	279,200	279,200	312,500	62,575	285,300	220,950	198,630
452		EMERGENCY COMMUNICATION CENTER	-37.88%	893,293	1,381,623	1,438,116	(52,848)	1,322,195	925,087	717,856
453		EMERGENCY MANAGEMENT	3.45%	456,468	452,461	441,251	187,445	405,400	371,440	419,467
454		FIRST RESPONDERS	-9.79%	63,150	63,150	70,000	19,771	70,000	38,653	61,880
454	45	FIRST RESPONDERS RAPID INTERVENTION TEAM	-45.11%	11,390	11,390	20,750	850	20,750	35,725	20,750
455	40	SHERIFF JAIL	0.43%	12,675,899	12,368,026	12,621,297	4,584,613	11,891,975	10,733,104	8,923,521
455	10	SHERIFF OPERATIONS	9.22%	10,698,915	9,838,604	9,795,962	614,300	9,611,004	8,498,569	7,567,513
456	10	CRIMINAL JUSTICE SERVICES (CJS) OPERATIONS	-16.83%	407,708	409,938	490,209	1,288	430,812	312,035	102,737
456	90	CJS YOUTH SERVICES	8.34%	2,224,744	2,085,822	2,053,475	872,079	2,010,444	1,814,879	1,543,220
456	95	CJS ADULT SERVICES	-1.16%	1,276,624	1,255,600	1,291,641	451,781	1,330,763	1,523,806	1,352,724
502		FLEET OPERATIONS	4.34%	1,907,237	1,886,294	1,827,875	817,469	1,764,923	1,436,544	1,300,028
503		PARKS & VEGETATION	5.29%	965,670	948,345	917,128	415,101	812,474	779,161	712,132
		BEHAVIORAL HEALTH PROJECTS*		0	0	0	0	0	0	1,775,514
		Expenditure Summaries TOTAL	1.80%	95,283,820	96,706,002	93,598,564	23,724,945	92,782,730	93,287,247	71,853,760
		Non-Appropriated								
309		NON-APPROPRIATED BALANCE		21,104,097	0	19,438,146	0	17,920,734		
		Non-Appropriated TOTAL		21,104,097	0	19,438,146	0	17,920,734	0	0
		Expenditures & Non-Appropriated TOTAL		116,387,917	96,706,002	113,036,710	23,724,945	110,703,464	93,287,247	71,853,760
		BASED ON COUNTY ADMINISTRATOR'S PROPOSED CURRENT BUDGET								

* BHP MOVED TO TRANSFERS OUT IN 2024

** SENIOR RESOURCES NEW IN 2025 Q4

*** AMBULANCE FUND MOVED TO SHARED COSTS IN 2024

2027 Community Partnerships

Douglas County, KS

Agency	County Base Funding	Obligations/Restrictions	Total Agency Budget	% of Co Funding to total agency budget	2027 Beginning Unrestricted Fund Balance	Fund Balance % to Budget
Economic Development:						
EDC of Lawrence & Douglas County-Lawrence Chamber	$205,000	operating expenses and basic economic development programming, including Business Retention & Expansion; Workforce Development; Business Recruitment & Marketing; Entrepreneurship & Start-Ups; Site & Infrastructure Capacity	$871,529	23.52%	-$78,938	-9.06%
KU Innovation Park	$115,000	operations support for economic development and entrepreneurial support	$5,467,475	2.10%	$1,132,857	20.72%
KU Small Business Development Center	$40,000	provides comprehensive support to current and aspiring entrepreneurs	$394,500	10.14%	$0	0.00%
Peaslee Tech Training Center	$200,000	operations and facility support	$1,368,435	14.62%	$985,139	71.99%
sub-total	**$560,000**					
Health & Human Services:						
Family Promise of Lawrence	$50,000		$1,859,000	2.69%	$885,754	47.65%
Just Food of Douglas County Inc	$65,000	general operating support for main food bank and food pantry of Douglas County	$2,224,195	2.92%	$2,885,365	129.73%
Kansas Statewide Homeless Coalition	$79,985		$79,986	100.00%	$294,146	367.75%
Lawrence Community Shelter	$296,000	general operating support, emergency shelter offers 125 beds for adults and children experiencing homelessness.	$4,491,140	6.59%	$139,981	3.12%
Lawrence Humane Society	$156,559	contract with Douglas County to provide stray animal housing, emergency veterinary care, and other impound services	$3,790,500	4.13%	$602,736	15.90%
Lawrence-Dg Co Housing Authority- New Horizons	$125,000	general operating support for Landlord Liason Program and New Horizon's Transitional Housing Program rental assistance and case management	$205,367	60.87%	$78,492	38.22%
Lawrence Dg Co Public Health	$1,028,082	general operating support for essential public health services, Douglas County funding provides matching funds for grants	$4,873,164	27.97%	$1,365,358	28.02%
Lawrence Dg Co Public Health-Health Insurance	$334,919	health insurance (funds remain with the County)				
Tenants to Homeowners	$100,000	develops and stewards affordable home ownership and rentals for income-eligible residents	$1,725,500	5.80%	$497,522	28.83%
sub-total	**$2,235,545**					
Heritage & Land Management:						
Dg Co Conservation District	$85,833	operating expenses and 2 PT employees salary and benefits	$217,000	39.55%	$73,008	33.64%
Dg Co Extension Council	$603,439	supports base programming and operating expenses, the support from the County creates leverage for funding from KSU	$1,151,018	56.32%	$313,938	27.27%
Dg Co Extension Council-Health Insurance	$44,801	health insurance (funds remain with the County)				
Dg Co Fair Board	$17,000	operations support	$161,000	10.56%	$54,081	33.59%
Freedom's Frontier National Heritage Area (FFNHA)	$9,737	provides direct benefits for programming and operations for each historical partner and counts as a reimbursement to leverage federal "matching funds"	$595,700	1.63%	$341,552	57.34%
FFNHA Clinton Lake Historical Society	$29,821	historical society	$40,600	73.45%	$68,517	168.76%
FFNHA Dg Co Historical Society (Watkins)	$289,160	historical society	$911,605	31.72%	$173,462	19.03%
FFNHA Eudora Area Historical Society	$14,605	historical society	$72,605	20.12%	$54,893	75.60%
FFNHA Lecompton Historical Society	$79,740	historical society	$200,000	39.87%	$92,663	46.33%
FFNHA Santa Fe Trail Historical Society	$6,330	historical society	$21,300	29.72%	$31,989	150.18%
Heritage Conservation Projects	$210,000	HCC grant projects approved by Commission	$210,000	100.00%		0.00%
sub-total	**$1,390,466**					

2027 Community Partnerships

Douglas County, KS

Agency	County Base Funding	Obligations/Restrictions	Total Agency Budget	% of Co Funding to total agency budget	2027 Beginning Unrestricted Fund Balance	Fund Balance % to Budget
Targeted Populations:						
Child Advocacy Center of Dg Co	$40,000		$534,723	7.48%	$55,646	10.41%
Cottonwood Inc	$686,000	overall operating support, support individuals with I/DD who are not Medicaid eligible, and provide support for individuals in community employment Vocational Rehabilitation Services	$19,220,000	3.57%	$12,373,750	64.38%
Dg Co CASA, Inc	$20,000	general operating support to court appointed advocates for abused and neglected children	$1,064,024	1.88%	$1,941,062	182.43%
Dg Co Visiting Nurses Association	$260,000	supports nursing, rehabilitation, personal & hospice care regardless of insurance coverage or ability to pay	$8,518,263	3.05%	$7,734,252	90.80%
Independence Inc.	$215,000	supports transportation and core services. County funds are used for local match for funding from KDOT	$8,485,000	2.53%	$3,112,040	36.68%
Jayhawk Area Agency on Aging	$145,000	helps cover administrative costs and match for Older Americans Act funds	$4,845,878	2.99%	$1,919,893	39.62%
Kansas Holistic Defenders	$454,700	general operating support to provide indigent criminal defense services for misdemeanor offenses in Dg Co District Court	$1,147,932	39.61%	$108,668	9.47%
O'Connell Children's Shelter	$253,000	supports Prevention programs- Prevention Case Management, Truancy Prevention/Diversion, Specialized Case Management	$6,005,000	4.21%	$1,176,286	19.59%
STA Care Center	$35,000	operations support of crisis support for survivors of sexual violence and their families	$1,003,997	3.49%	$419	0.04%
The Willow Domestic Violence Center	$50,000	operations support for shelter, services and support to domestic violence and human trafficking survivors in Douglas, Jefferson and Franklin Counties	$2,572,920	1.94%	$620,102	24.10%
Trinity In-Home Care Inc.	$120,000	operations support for in-home support services to the elderly or disabled	$1,109,300	10.82%	$127,692	11.51%
Van Go Inc.	$20,000	operations support for job-training program and social services to at-risk teens	$1,093,228	1.83%	$537,902	49.20%
sub-total	**$2,298,700**					
Behavioral Health Agreement Partners:						
Artists Helping the Homeless	$448,686		$691,100	64.92%	$77,195	11.17%
Bert Nash Mental Health Center	$4,167,847		$43,116,696	9.67%	$8,457,957	19.62%
DCCCA	$960,772	residential and outpatient SUD services, specialty courts, MAT, peer-led social detox, prevention	$2,906,193	33.06%	$10,728	0.37%
Heartland Community Health Center	$233,580	general operating support for MAT and SUD services	$28,847,226	0.81%	$6,093,535	21.12%
Heartland RADAC	$739,920	substance use treatment and recovery services	$11,413,900	6.48%	$5,339,705	46.78%
Mental Health America of the Heartland	$519,552		$1,434,667	36.21%	$222,441	15.50%
Mirror Inc.	$200,000		$406,125	49.25%	$224,617	55.31%
Treatment and Recovery Center	$1,613,038		$12,405,459	13.00%	-$1,002,319	-8.08%
sub-total	**$8,883,395**					
Grand Total	**$15,368,106**					

2027 Behavioral Health Projects Budget

Agency/Program/Revenue Description	2026 BH Budget	2026 BH Re-Estimate	2027 BH Budget	Program Code	Program Notes
Budget/Fund Balance	(19,768,056)	(22,237,102)	(23,066,428)		
.25% County Sales Tax	(6,600,000)	(7,145,423)	(7,185,492)		2025 collections totaled $7,114,348
Transfer from General	(5,195,687)	(5,422,690)	(4,470,582)		Enter budgeted transfer from 10031200 92036, reduced transfer by 952,108
Miscellaneous Revenue	(873,936)	(891,420)	(891,420)		TRC Rent (Facility rent increases by 2% each year)
30330000 Total Revenue	**(32,437,679)**	**(35,696,635)**	**(35,613,922)**		
Bert Nash Mental Health Care Center	1,370,610	1,370,610	1,370,610	BNCBHPA 61100	Sliding Scale
Bert Nash Mental Health Care Center	268,696	341,696	341,696	BNCBHPB 61100	Behavioral Health Court, this includes the additional two beds Transitions totaling $73,000 in 2026
Court Alternatives	99,500	99,500	99,500	DGCBHPA 61100	
DCCCA	38,455	38,455	38,455	DCABHPA 61100	Behavioral Health Court
DCCCA	212,267	212,267	212,267	DCABHPB 61100	Drug Court
Specialty court study	150,000	75,000	-	DGCBHPA 61100	
Behavioral Health Admin	117,346	134,112	134,112	DGCBHPB 50920	Salary Expenses for BH Director
Benefits	30,935	35,636	35,396	DGCBHPB 50920	Quarterly JE's from EB fund
30320300 Behavioral Health Projects Subtotal	**$2,287,809**	**$2,307,276**	**$2,232,036**	**BHP**	
Alive Inc Peer Sup Proj	-	37,500	-	ALIPEERA 61100	
Anchor Pointe Peer Supp Proj	-	29,888	-	ANCPEERA 61100	
Child Comm Ctr Peer Sup Proj	-	15,000	-	CCCPEERA 61100	Contract total is $40,500. $10,612 is allocated from the Sunflower Grant - BAS 06.03.26
DG Peer Sup Proj	231,000	15,794	231,000	DGCPEERA 61100	Additional Community Partners, Allocations will be made in 2027
Family Promise Peer Sup Proj	-	15,000	-	FPLPEERA 61100	
Just Foods Peer Sup Proj	-	32,500	-	FODPEERA 61100	
RADAC Peer Sup Proj	-	77,600	-	RADPEERA 61100	
The Mirror Peer Sup Proj	-	7,500	-	MIRPEERA 61100	
303203A1 PEER Subtotal	**$231,000**	**$230,782**	**$231,000**	**PEER**	
Bert Nash Mental Health Care Center	578,500	578,500	578,500	BNCPSYCHA 61100	
Heartland CHC	158,550	158,550	158,550	CHCPSYCHA 61100	
303203A2 PSYCH Subtotal	**$737,050**	**$737,050**	**$737,050**	**PSYCH**	
Bert Nash Mental Health Care Center-ACT	200,000	-	-		ACT
Bert Nash Mental Health Care Center-CS Uncomp Care	-	1,444,878	1,444,878	BNCICTA 61100	Crisis System - uncompensated care allocation
Bert Nash Mental Health Care Center-MRT	425,000	445,000	445,000	BNCICTB 61100	
ECC/DgCo Crisis Line	326,020	-	-		
303203A3 ICT Subtotal	**$951,020**	**$1,889,878**	**$1,889,878**	**ICT**	
RADAC	662,700	739,920	739,920	RADICCA 61100	
303203A4 ICC Subtotal	**$662,700**	**$739,920**	**$739,920**	**ICC**	

2027 Behavioral Health Projects Budget

Program/Agency	2026 BH Budget	2026 BH Re-Estimate	2027 BH Budget	Program Code	Program Notes
DCCCA	150,000	150,000	150,000	DCAPREVA 61100	Engage Douglas County
HeadQuarters	-	-	-		The county paid $85,000 in 2026 for services rendered in prior year
Lawrence-Douglas County Public Health	27,500	27,500	27,500	HDPPREVA 61100	Suicide Prevention Program
MyStrength	28,500	-	-	MYSPREVA 61100	
303203A5 PREVENTION Subtotal	**$206,000**	**$177,500**	**$177,500**	**PREV**	
Bert Nash Mental Health Care Center	645,000	233,335	-	BNCHOUSEA 61100	Transitions Housing Operating (partial payments of $46,667
Artists Helping the Homeless	428,000	454,186	454,186	AHHHOUSEA 61100	Meraki and Kairos House Operating & Maint
DCCCA	-	104,400	104,400	DCAHOUSEA 61100	Client Rental Assistance
MHAH	-	519,552	519,522	MHAHOUSEA 61100	Supportive Housing Pool Allocation
Supportive Housing Pool	600,000	80,448	80,448	DGCHOUSEA 61100	Remaining Pool Allocation
Treatment and Recovery Housing Maintenance	161,315	-	-		
303203A6 HOUSING Subtotal	**$1,834,315**	**$1,391,921**	**$1,158,556**	**HOUSE**	
Bert Nash Mental Health Care Center	860,041	358,355	-	BNCINTA 61100	WRAP
DCCCA Detox Pool	-	100,000	-	DCAINTB 61100	Detox Pool
DCCCA MAT Pool	-	155,650	-	DCAINTC 61100	MAT Pool
DCCCA SUD Pool	-	200,000	-	DCAINTA 61100	SUD Pool
DG SUD Pool		214,456	-	DGCINTA 61100	Unallocated 2026 SUD pool funding
Detox Pool	334,806	-	389,456		135, 456 was not allocated at 2026 re-estimate.
Heartland CHC MAT Pool	-	75,000	-	CHCINTC 61100	MAT Pool
Lawrence-Douglas County Public Health	-	-	-	HDPINTA 61100	Mobile Integrated Health (MIH) APRN (APRN budgeted in the general fund 100101B2)
MAT Pool	311,300	-	230,650		
RADAC Detox Pool	-	5,000	-	RADINTB 61100	Detox Pool
SUD & IOP Pool	300,000	-	405,000		
The Mirror Detox Pool	-	75,000	-	MIRINTB 61100	Detox Pool
The Mirror SUD Pool	-	200,000	-	MIRINTA 61100	SUD Pool
The Mirror SUD Services	-	79,000	-	MIRINTD 61100	Professional Services related to SUD
303203A7 INTERVENTION Subtotal	**$1,806,147**	**$1,462,461**	**$1,025,106**	**INT**	
Professional Services	54,178	110,000	75,000	DGCADMA 61100	2027 base budget is $75,000, 2026 includes contracts for needs assessments, workshops and consultation
303203A8 BHADMIN Subtotal	**$54,178**	**$110,000**	**$75,000**	**ADM**	
Crisis System Operations	-	-	-		
Bert Nash Mental Health Care Center	1,613,038	1,613,038	1,613,038	BNCTRCA 61100	Treatment and Recovery Center
303203A9 TRC Subtotal	**$1,613,038**	**$1,613,038**	**$1,613,038**	**TRC**	

2027 Behavioral Health Projects Budget

Program/Agency	2026 BH Budget	2026 BH Re-Estimate	2027 BH Budget	Program Code	Program Notes
.Bond Interest	123,903	123,903	112,503	DGCADMB 61100	
.Bond Principal	380,000	380,000	390,000	DGCADMB 61100	
.Cash Basis Reserve	-	-		DGCADMC 61100	
Behavioral Health Projects	9,200	-	-	-	
Bert Nash Mental Health Care Center	**-**	**700,000**	-	DGCADMD 61100	Solvency funding
Child Advocacy Center	**-**	10,000	-	DGCADMD 61100	Mental health therapy for children & caregivers impacted by child abuse (one-time)
Cardinal Housing Network	**-**	247,000	-	DGCADMD 61100	Capital improvements 1126 Ohio (One-time)
Crisis System Solvency	**1,000,000**	-	-	DGCADMD 61100	Allocated to BNC
DCCCA	**-**	174,940	-	DGCADMD 61100	Housing Solar panels
Family Shelter	**750,000**	**-**	-	DGCADMD 61100	
HeadQuarters	**-**	300,000	-	DGCADMD 61100	Solvency (one-time)
Lawrence-Douglas County Public Health	58,000	15,500	-	DGCADMD 61100	One-time Suicide Prevention Program
Permanent Supportive Housing	**171,512**	**-**	-	DGCADMD 61100	HUD Grant Replacement (MH Sales Tax Eligible)
The Mirror	124,818	19,039	-	DGCADMD 61100	Carryover funds from 2025; Jail Agreement is paid with GF $$
30330000 DEBT Subtotal	**$2,617,433**	**$1,970,382**	**$502,503**	**DBT**	
Total budget	**(19,436,989)**	**(23,066,428)**	**(25,232,335)**		
Total Ongoing Expenses	11,011,978	11,182,768	10,381,587		
Total Ongoing Revenue	(12,669,623)	(13,459,533)	(12,547,494)		
Over/(Under)	**(1,657,645)**	**(2,276,766)**	**(2,165,908)**		

Debt Service Schedule

Paid from Bond & Interest Fund 301

	North 600 Road Improv		SE Lawr Sanitary Sewer		Yankee Tank CID			Total Paid
	Series 2008		**Series 2009A**		**Series 2012E**			**From**
updated 5/28/2026	**Principal** Mar/Sept	**Interest**	**Principal** Mar/Sept	**Interest**	**Principal** Feb/Aug	**Interest**	Subtotals	**Bond and** Interest
2027		950.00	-	15,087.50		1,200.00	195,000.00	
	20,000.00	950.00	165,000.00	15,087.50	10,000.00	1,200.00	34,475.00	229,475.00
2028		475.00	-	11,581.25		1,000.00	205,000.00	
	20,000.00	475.00	175,000.00	11,581.25	10,000.00	1,000.00	26,112.50	231,112.50
2029	-	-	-	7,862.50		800.00	190,000.00	
	-	-	180,000.00	7,862.50	10,000.00	800.00	17,325.00	207,325.00
2030			-	4,037.50		600.00	200,000.00	
			190,000.00	4,037.50	10,000.00	600.00	9,275.00	209,275.00
2031			-	-		400.00	10,000.00	
			-	-	10,000.00	400.00	800.00	10,800.00
2032						200.00	10,000.00	
					10,000.00	200.00	400.00	10,400.00
2033					-	-		
					-	-		
					-	-		
					-	-		
					-	-		
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					-	-		
					-	-		
	40,000.00	2,850.00	710,000.00	77,137.50	60,000.00	8,400.00	898,387.50	898,387.50
	42,850.00		**787,137.50**		**68,400.00**		**898,387.50**	

Total Principal	40,000.00	710,000.00	60,000.00	810,000.00
Total Interest	2,850.00	77,137.50	8,400.00	88,387.50
	42,850.00	787,137.50	68,400.00	**898,387.50**

Debt Service Schedule

Paid from Sales Tax Fund 302

	Judicial & Law Enforcement Center and Public Safety Building Renovation Series 2025A		Refinanced Series 2013 (2024-2033) Series 2020B			Total Paid From Sales Tax
	Principal Mar/Sept	Interest	Principal Mar/Sept	Interest	Subtotals	
2027		1,263,000.00	-	66,832.50	2,655,000.00	
	1,655,000.00	1,263,000.00	1,000,000.00	66,832.50	2,659,665.00	5,314,665.00
2028		1,221,625.00	-	56,832.50	2,760,000.00	
	1,740,000.00	1,221,625.00	1,020,000.00	56,832.50	2,556,915.00	5,316,915.00
2029		1,178,125.00	-	46,632.50	2,865,000.00	
	1,825,000.00	1,178,125.00	1,040,000.00	46,632.50	2,449,515.00	5,314,515.00
2030		1,132,500.00	-	36,232.50	2,980,000.00	
	1,915,000.00	1,132,500.00	1,065,000.00	36,232.50	2,337,465.00	5,317,465.00
2031		1,084,625.00	-	25,582.50	3,095,000.00	
	2,010,000.00	1,084,625.00	1,085,000.00	25,582.50	2,220,415.00	5,315,415.00
2032		1,034,375.00	-	17,445.00	3,210,000.00	
	2,110,000.00	1,034,375.00	1,100,000.00	17,445.00	2,103,640.00	5,313,640.00
2033		981,625.00	-	8,920.00	3,330,000.00	
	2,215,000.00	981,625.00	1,115,000.00	8,920.00	1,981,090.00	5,311,090.00
2034		926,250.00			2,330,000.00	
	2,330,000.00	926,250.00			1,852,500.00	4,182,500.00
2035		868,000.00			2,445,000.00	
	2,445,000.00	868,000.00			1,736,000.00	4,181,000.00
2036		806,875.00			2,565,000.00	
	2,565,000.00	806,875.00			1,613,750.00	4,178,750.00
2037		742,750.00			2,695,000.00	
	2,695,000.00	742,750.00			1,485,500.00	4,180,500.00
2038		675,375.00			2,830,000.00	
	2,830,000.00	675,375.00			1,350,750.00	4,180,750.00
2039		604,625.00			2,970,000.00	
	2,970,000.00	604,625.00			1,209,250.00	4,179,250.00
2040		530,375.00			3,120,000.00	
	3,120,000.00	530,375.00			1,060,750.00	4,180,750.00
2041		452,375.00			3,275,000.00	
	3,275,000.00	452,375.00			904,750.00	4,179,750.00
2042		370,500.00			3,440,000.00	
	3,440,000.00	370,500.00			741,000.00	4,181,000.00
2043		284,500.00			3,610,000.00	
	3,610,000.00	284,500.00			569,000.00	4,179,000.00
2044		194,250.00			3,790,000.00	
	3,790,000.00	194,250.00			388,500.00	4,178,500.00
2045		99,500.00			3,980,000.00	
	3,980,000.00	99,500.00			199,000.00	4,179,000.00
						-
	50,520,000.00	28,902,500.00	7,425,000.00	516,955.00	87,364,455.00	87,364,455.00
	79,422,500.00		**7,941,955.00**		**87,364,455.00**	
Total Principal	50,520,000.00		7,425,000.00		57,945,000.00	
Total Interest	28,902,500.00		516,955.00		29,419,455.00	
	79,422,500.00		7,941,955.00		**87,364,455.00**	

Paid from MH Sales Tax Fund 303

	Recovery & Crisis Center Series 2020A			Total Paid From MH Sales Tax
	Principal Mar/Sept	Interest	Subtotals	
2027	-	56,251.25	390,000.00	
	390,000.00	56,251.25	112,502.50	502,502.50
2028	-	50,401.25	400,000.00	
	400,000.00	50,401.25	100,802.50	500,802.50
2029	-	44,401.25	415,000.00	
	415,000.00	44,401.25	88,802.50	503,802.50
2030	-	38,176.25	425,000.00	
	425,000.00	38,176.25	76,352.50	501,352.50
2031	-	31,801.25	440,000.00	
	440,000.00	31,801.25	63,602.50	503,602.50
2032	-	29,601.25	445,000.00	
	445,000.00	29,601.25	59,202.50	504,202.50
2033	-	27,153.75	450,000.00	
	450,000.00	27,153.75	54,307.50	504,307.50
2034	-	24,566.25	455,000.00	
	455,000.00	24,566.25	49,132.50	504,132.50
2035	-	21,722.50	460,000.00	
	460,000.00	21,722.50	43,445.00	503,445.00
2036	-	18,617.50	465,000.00	
	465,000.00	18,617.50	37,235.00	502,235.00
2037	-	15,246.25	475,000.00	
	475,000.00	15,246.25	30,492.50	505,492.50
2038	-	11,683.75	480,000.00	
	480,000.00	11,683.75	23,367.50	503,367.50
2039	-	7,963.75	485,000.00	
	485,000.00	7,963.75	15,927.50	500,927.50
2040	-	4,083.75	495,000.00	
	495,000.00	4,083.75	8,167.50	503,167.50
	6,280,000.00	763,340.00	7,043,340.00	7,043,340.00
	7,043,340.00		**7,043,340.00**	
Total Principal	6,280,000.00		6,280,000.00	
Total Interest	763,340.00		763,340.00	
	7,043,340.00		**7,043,340.00**	

Total Outstanding Debt **95,306,182.50**

2026 Equipment Reserve Balances

Org Key	Department	Balance
60230400	Administration	$146,673.35
60230200	Appraiser	$14,424.97
60230300	Commissioners	$17,560.19
60215210	Court Operating	$220,479.39
60215300	Court Trustee	$3,526.67
60245600	Criminal Justice Services	$89,360.39
60215100	District Attorney	$34,782.73
60245205	ECC Radios	$95,955.76
60271400	Economic Development Initiatives	$421,621.49
60230520	Elections	$147,762.51
60245200	Emergency Communications Center	$168,296.01
60245300	Emergency Management	$225,822.18
60210200	Fairgrounds	$125,312.17
60245400	First Responders	$33,999.00
60250200	Fleet Operations	$232,169.50
60230730	Geographic Information System	$6,070.29
60220200	Heritage Conservation HCC	$252,428.76
60230710	Information Technology	$1,113,368.76
60230800	Maintenance	$677,979.52
60250300	Parks & Vegetation	$314,285.33
60250100	Public Works	$3,018,067.45
60245445	Rapid Intervention Team	$104,378.85
60272200	Register of Deeds Tech	$443,358.64
60231000	Register of Deeds	$1,733.45
60279500	Ridge Court Building	$54,894.29
60220400	Senior Resources	$10,000.00
60245510	Sheriff	$692,184.61
60272300	Sheriff Building Maintenance	$312,014.56
60272400	Sheriff Technology	$776,310.71
60272500	Sheriff Vehicles	$75,104.05
60231100	Sustainability Management	$123,060.02
60272600	Tax System	$141,271.82
60231310	Treasurer Motor Vehicle Operating	$13,181.45
60231300	Treasurer	$40,093.49
60231600	Zoning & Building Codes	$11,762.52
Grand Total		**$10,234,290.68**

Public Works Department Equipment Reserve Funds

	2026	2027	2028	2029	2030
Projected Fund Balance Forward	$4,033,708	$3,918,477	$3,724,477	$4,102,977	$3,760,477
Planned Expenditures	$1,220,231	$1,325,000	$562,500	$1,523,500	$1,377,500
Estimated Auction Revenue	$305,000	$331,000	$141,000	$381,000	$344,000
Transfer from Road & Bridge Fund 201	$675,000	$675,000	$675,000	$675,000	$675,000
Transfer from Fleet Fund 100-502	$30,000	$30,000	$30,000	$30,000	$30,000
Transfer from Parks & Veg Fund 100-503	$95,000	$95,000	$95,000	$95,000	$95,000
Total transfer from three funds	$800,000	$800,000	$800,000	$800,000	$800,000
End Balance	$3,918,477	$3,724,477	$4,102,977	$3,760,477	$3,526,977

Public Works Department - Equipment Replacement Plan 6/10/2026

FIXED ASSET	UNIT #	YEAR	MAKE	MODEL	PURCHASED	COST	CURRENT METER	REPLACE YEAR	REPLACEMENT	ESTIMATED COST
	107SP	2013	Fairbanks	Truck mount sprayer system		$14,512.25	0.	2026	Truck mount sprayer system	$30,000
FA001209	211	2016	Ford	F550 4x4	10/16/2015	$84,086.00	120,146.	2026	F550 4x4	$90,000
FA000418	211A	2015	Boss	Plow	9/9/2015		0.	2026	Plow	$20,000
FA000419	211C	2015	Warren	Salt/sand spreader			0.	2026	Spreader	$30,000
FA000442	301	2012	John Deere	770G Motor Grader	7/27/2012	$259,595.07	6,491.9	2026	770G Motor Grader	$300,000
FA000444	301B	2012	HandyHitch	Walk N Roll WR9055			0.	2026	Walk N Roll WR9055	$40,000
FA001432	502	2014	John Deere	624K Wheel Loader	12/31/2014	$175,388.00	3,162.	2026	624K Wheel Loader	$300,000
FA001385	511	2016	CAT	299D2XHP Track Loader	8/19/2016	$110,019.34	3,454.	2026	299D2XHP Track Loader	$140,000
	511A	2016	Loftness	71" G4 Carbide Cutter	8/15/2016		0.	2026	71" G4 Carbide Cutter	$45,000
	511U1	2008	Bobcat	Smooth Bucket			0.	2026	Smooth Bucket	$3,000
	511U6	2014	Bobcat	Stump Grinder			0.	2026	Stump Grinder	$10,000
FA001260	6	2016	Ford	F150 4x4	2/23/2016	$25,248.00	137,836.	2026	F350 with a plow	$63,864
FA000463	709	2013	Crafco	Crack Fill Machine	10/1/2013	$39,279.46	1,983.	2026	Crack Fill Machine	$78,776
FA000629	107	2014	Ford	F450 4x4	3/6/2014	$34,036.00	111,458.	2026	F450 4x4	$69,591
FA001464	1	2017	Chevrolet	Tahoe	3/16/2017	$36,135.00	81,432.	2027	F150 4x4 Crew Cab	$50,000
FA001422	200	2017	Mack	GU813 Dump Truck	12/8/2016	$176,941.00	134,871.	2027	GU813 Dump Truck	$230,000
	200A	2016	Henke	Plow 11x36 STD	12/8/2016	$11,602.00	0.	2027	Plow 11x36 STD	$20,000
	200C	2016	Warren	Sander FSHx14x50x55	12/8/2016	$22,546.00	0.	2027	Sander FSHx14x50x55	$30,000
FA000379, FA	218	2007	International	7400 Distributor	9/25/2006	$114,028.60	53,351.	2027	7400 Distributor	$120,000
FA001672	407	2017	John Deere	6145M Tractor	7/17/2018	$104,007.14	4,049.	2027	6145M Tractor	$175,000
FA000457	407C	2013	Schulte	Rotary Cutter XH1000		$19,788.40	0.	2027	Rotary Cutter XH1000	$30,000
FA002134	407D	2021	Top Gun	Highline BP663-Round Bale M	11/9/2021	$46,250.00	0.	2027	Highline BP663-Round Bale M	$50,000
FA001527	505	2017	CAT	938M Rubber Tire Loader	8/24/2017	$211,150.00	3,460.	2027	938M Rubber Tire Loader	$300,000
	505A	2017	John Deere	JRB-Front Hitch			0.	2027	JRB-Front Hitch	$15,000
	505F	2020	JRB	JRB 416 Loader Forks	11/18/2020	$7,550.00	0.	2027	JRB 416 Loader Forks	$10,000
FA001433	509	2014	Bobcat	S770 Uni Loader	5/23/2014	$75,728.65	3,067.9	2027	Mini Excavator	$175,000
	509U1	2014	Bobcat	Smooth Bucket			0.	2027	selling with 509 but not replac	$0
	509U3	2008	Bobcat	Root Grappler			0.	2027	selling with 509 but not replac	$0
	509U5	2014	Bobcat	Millhead		$13,169.80	0.	2027	selling with 509 but not replac	$0
FA000415	606	2003	Hamm	Big Vibratory Roller		$70,455.00	2,685.	2027	Big Vibratory Roller	$90,000
FA000451	804	2004	Genie	S-60 Lift	2/6/2013	$28,500.00	3,977.	2027	S-60 Lift	$30,000

Public Works Department - Equipment Replacement Plan 6/10/2026

FIXED ASSET	UNIT #	YEAR	MAKE	MODEL	PURCHASED	COST	CURRENT METER	REPLACE YEAR	REPLACEMENT	ESTIMATED COST
FA000622	104	2014	Ford	F450 4x4	3/6/2014	$34,036.00	69,380.	2028	F450 4x4	$75,000
	104F	2014	Fairbank	Back Fuel Tank			0.	2028	Back Fuel Tank	$1,000
	104SP	2014	Fairbanks	Truck mount sprayer system			0.	2028	Truck mount sprayer system	$30,000
FA001261	110	2016	Ford	F150 4x2	2/23/2016	$22,465.00	71,340.	2028	F150 4x2	$50,000
FA001619	222	2018	Mack	GU812-Dump Truck	1/31/2018	$211,412.05	89,877.	2028	GU812-Dump Truck	$240,000
	222A	2018	Henke	Plow	1/31/2018	$10,261.00	0.	2028	Plow	$25,000
	222C	2018	Warren	2420-10 304 SS-Spreader	3/8/2018	$17,923.00	0.	2028	2420-10 304 SS-Spreader	$30,000
	222D	2018	Warren	U-10 Chipper Box	3/8/2018	$13,891.00	0.	2028	U-10 Chipper Box	$20,000
	222E	2018	Economy	ESL 2 2017 Flat Bed	3/8/2018	$5,540.00	0.	2028	ESL 2 2017 Flat Bed	$7,500
	222T	2018	Varitech	93140-Spreader	1/31/2018	$19,523.00	0.	2028	93140-Spreader	$25,000
	403	2018	John Deere	Z970R-Mower	8/7/2018	$14,820.99	1,608.	2028	Z970R-Mower	$20,000
	511U10	2017	John Deere	PA30 Auger	7/18/2017	$3,665.00	0.	2028	PA30 Auger	$7,000
	511U7	2021	Bale Spear	Round Bale			0.	2028	Round Bale	$2,000
FA000323	511U9	2013	Kuhns	Hay Grapple MFG510F			0.	2028	Hay Grapple MFG510F	$5,000
FA000461	700	2013	Sullair	Air Compressor	8/30/2013	$16,750.00	1,969.	2028	Air Compressor	$25,000
FA001856	111	2019	Ford	F350 4x4	8/22/2019	$44,912.00	123,152.	2029	F350 4x4	$60,000
	111A	2019	Boss	Plow			0.	2029	Plow	$10,000
	111F	2019	Delta Steel	Back Fuel Tank			0.	2029	Back Fuel Tank	$1,000
FA001876	112	2019	Ford	F350 4x4	11/5/2019	$41,964.00	150,324.	2029	F350 4x4	$60,000
	112A	2019	Boss	Plow			0.	2029	Plow	$10,000
	112F	2019	Delta Steel	Back Fuel Tank			61.12	2029	Back Fuel Tank	$1,000
FA001886	135	2019	Ford	Ranger CC	3/26/2018	$39,220.00	87,232.	2029	Ranger CC	$40,000
FA001782	201	2019	Mack	GR64F Dump Truck	1/2/2019	$169,789.23	102,884.	2029	GR64F Dump Truck	$300,000
FA001783	201A	2019	Henke	Plow	1/2/2019	$9,180.00	0.	2029	Plow	$25,000
	201B	2019	Henke	Wing Plow	1/7/2019	$9,180.00	0.	2029	Wing Plow	$20,000
FA000403	201C	2009	Warren	Salt/sand spreader			0.	2029	Spreader	$30,000
FA001942	201T	2020	Varitech	1850 gallon Anti-Ice System	7/21/2020	$22,724.00	0.	2029	1850 gallon Anti-Ice System	$25,000
FA001761	203	2019	Mack	GR64F Dump Truck	12/10/2018	$169,789.23	91,752.	2029	GR64F Dump Truck	$300,000
	203A	2019	Henke	Plow			0.	2029	Plow	$25,000
	203B	2019	Henke	Wing Plow			0.	2029	Wing Plow	$20,000
	203C	2019	Warren	Salt/sand spreader			0.	2029	Spreader	$30,000

Public Works Department - Equipment Replacement Plan 6/10/2026

FIXED ASSET	UNIT #	YEAR	MAKE	MODEL	PURCHASED	COST	CURRENT METER	REPLACE YEAR	REPLACEMENT	ESTIMATED COST
FA001760	219	2019	Mack	Granite 64FR-Dump Truck	10/22/2018	$201,126.23	99,838.	2029	Granite 64FR-Dump Truck	$300,000
	219A	2019	Henke	Plow			0.	2029	Plow	$25,000
	219B	2019	Henke	Wing Plow			0.	2029	Wing Plow	$25,000
	219C	2019	Warren	Salt/sand spreader			0.	2029	Spreader	$30,000
FA001322, FA	220	2016	Mack	GU713-Water Truck	5/5/2016	$104,775.00	61,158.	2029	GU713-Water Truck	$120,000
	220A	2016	John Deere	Pony Motor			1,258.	2029	Pony Motor	$1,500
FA001699	260	2019	Hull	GT 34 Trailer	10/16/2018	$8,795.00	0.	2029	GT 34 Trailer	$15,000
FA002483	604	2019	Bomag	BMP8500-Sheeps Foot	3/28/2024	$19,000.00	334.	2029	BMP8500-Sheeps Foot	$20,000
	724	2014	Mikasa	Vibra Plate			0.	2029	Vibra Plate	$5,000
FA000434	802	2009	Finn	B70T StrawBlower	11/19/2009	$18,000.00	268.	2029	B70T StrawBlower	$25,000
FA001904	113	2020	Ford	F350 4x4	2/12/2020	$45,361.00	150,747.	2030	F350 4x4	$60,000
	113A	2020	Boss	Power-V XT Plow			0.	2030	VXT Plow	$10,000
	113F	2020	Better Built	Back Fuel Tank			73.91	2030	Back Fuel Tank	$1,500
FA001954	115	2020	Ford	F350 4x4	8/31/2020	$46,410.00	145,143.	2030	F350 4x4	$60,000
FA001962	115A	2020	Boss	VXT Plow	8/31/2020	$7,046.00	0.	2030	VXT Plow	$10,000
	115F	2020	Fairbank	Back Fuel Tank			0.	2030	Back Fuel Tank	$1,000
FA001835	206	2020	Mack	GR64B Dump Truck	6/28/2019	$194,235.64	90,843.	2030	GR64B Dump Truck	$300,000
	206A	2020	Henke	11' Henke Plow			0.	2030	11' Henke Plow	$25,000
FA000427	206C	2008	Warren	Salt/sand spreader			0.	2030	Spreader 12 yard	$30,000
FA001814	213	2020	Mack	GR64BT-Semi	4/17/2019	$135,477.91	47,660.	2030	GR64BT-Semi	$180,000
FA001686	228	2018	Ford	F550 4x4	8/10/2018	$116,602.00	26,130.	2030	F550 4x4	$150,000
FA001953	4	2020	Ford	F150 4x4	7/31/2020	$36,321.00	125,898.	2030	F150 4x4	$45,000
FA001947	404	2020	John Deere	Z970R-Mower	7/29/2020	$15,349.29	934.	2030	Z970R-Mower	$20,000
FA001304	507	2015	Volvo	EC220EL Track hoe	10/1/2015	$176,151.00	2,715.	2030	EC220EL Track hoe	$280,000
FA002026	603	2018	Hamm	HD14i Medium Roller	1/8/2021	$55,195.00	511.	2030	HD14i Medium Roller	$65,000
FA002009	6-A	2020	Ver-Mac	Message Board	10/28/2020	$8,032.50	0.	2030	Message Board	$15,000
	712	2000	Schaben	Water Tank			0.	2030	Water Tank	$75,000
FA000439	800	2010	C-ARC	ABT78-HD/2072Boat	3/24/2010	$18,880.00	0.	2030	ABT78-HD/2072Boat	$25,000
	801T	2010	Haul-Rite	ABT78-HD/2072Boat Trailer	3/24/2010		0.	2030	ABT78-HD/2072Boat Trailer	$10,000
	WR2	2010	Schaben	Trailer sprayer			0.	2030	Trailer sprayer	$15,000

LAW ENFORCEMENT CENTER 111
E. 11TH STREET LAWRENCE, KS
66044-2990
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JAY T. ARMBRISTER
SHERIFF

STACY SIMMONS
UNDERSHERIFF

CORRECTIONS FACILITY
3601 E. 25TH STREET
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5616
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To: Douglas County Board of Commissioners
From: Sheriff Jay T. Armbrister
Ref: 2027 Budget Requests-
Additional Information Operations Division 10045510 Additional Information Corrections Division 10045540

Additional information for a few categories that would not fit within the formal budget process requests due to space constraints.

Equipment Reserve Accounts

Sheriff's Office Equipment Reserve (60245510)

As of June 2026, the amount in this line item is $605,532. Mental health checks ($40,000), gym equipment for the Public Safety Building ($70,000), and a specialized camera that can detect bruising and other forensic evidence on all skin types for detectives total $170,000 in encumbrances. In addition, the Public Safety building will need several equipment purchases not included in the construction contract, leaving approximately $335,000. This amount should sustain a large criminal case, additional equipment not budgeted for, and immediate needs of a natural disaster.

Jail Building Equipment Reserve (60272300)

As of June 2026, the amount in this account is $312,015. We have 2 items in this account encumbered for body alarms and a new coating for the kitchen floor. Each of these items is $50,000 for a total of $100,000. This leaves $212,000 for building issues that are not budgeted for throughout the year. The Correctional Facility is almost 28 years old and is showing signs of wear that need repair or replacement, but these needs have not been budgeted for. In addition, we add security equipment as needed throughout the year, which cannot wait until the next budget cycle.

Contractual Summary Continuation (Corrections Division 10045540)

Professional Services (61100) $45,000 to $50,000 ($5,000)
Reason: Reentry Case Managers have taken on responsibilities outside of the facility to oversee housing, employment, and transportation for individuals transitioning into the community.

Building Maintenance (60910) $140,000 to $150,000 ($10,000)
Reason: Inflation/facility age, increase for rising costs. 2026 showed an additional $50,000 for a one-time flooring replacement. This is an overall decrease of $40,000.

Contract Labor (69015) $25,000 to $27,500 ($2,500)
Reason: County maintenance must hire outside contractors to provide maintenance outside of their scope. Labor/parts/supplies are increasing in cost.

Professional Medical Services (69070) – Although no significant monetary change has taken place with these contracts, due to the sizable expenditure, a synopsis is provided. The Sheriff's Office has contracts to provide medical care, mental health care, and treatment for substance use disorders. The current TKHealth contract for medical services is $1,205,000. Adjusting this for potential CPI cost increases for care will likely raise this amount to approximately $1,247,000.

The Sheriff's Office contracts with Bert Nash for inmate mental health care. The contract amount for 2026 was approximately $236,000 plus $30,000 for after-hours inmate mental health screenings. After a decrease in staff salaries and an increase in administrative fees by Bert Nash, the updated amount for 2027 is estimated to be $260,000 plus $30,000 for after-hours mental health screenings.

The Sheriff's Office began a new partnership with Mirror Inc. in 2025 to provide treatment for substance use disorder within the correctional facility as well as medication-assisted treatment (MAT) post-release. We have decreased from 2 contract staff to one for these services. The cost of these services is $103,200 (Mirror) and $100,000 (MAT) for a total of $203,200. The prior contract with two staff was $107,600 and $100,000 (MAT).

Due to a decrease in staff, the overall Professional Medical Services budget will increase by $200.

Information Technology

Changes were made to the Information Technology budget. We have multiple IT line items. The 3 main ones are Operations Software Maintenance (60955), Corrections Software Maintenance (60955), and IT Equipment Reserve (60272400). The equipment reserve line item is for hardware and although asked for separately by divisions, it is placed into a single line item for the budget year.
Line items and division placement were streamlined for the 2027 budget. Some software/hardware were moved into or out of line items/divisions and relocated between the 3 main line items.

60955 Software Maintenance Corrections Division-
The requested increase to this line-item from 2026 is $80,000.

- Multi-Factor Authentication $70,000 This is new software that complies with a federally mandated multi-factor authentication requirement for agencies utilizing a records management system (RMS). Although the county already has MFA, this additional security mandate is more restrictive and requires an additional MFA once on the network to access the RMS. This system is the backbone for Douglas County public safety. It holds all records, evidence, vehicle stops, calls for service, etc. The Sheriff's Office is the custodian of this system for all Douglas County first-responder agencies, except KU Public Safety. Users include the Sheriff's Office, Baldwin City Police Department, Eudora Police Department, Lawrence Police Department, Douglas County Dispatch, Douglas County Fire and Medical and Douglas County Consolidated Fire. Every employee accessing the system must have the upgraded software to have log-on permissions.
- Policy Software (new) $8,000
- Security Software $33,000
- Inmate Medical Monitoring (new) $7,200

60955 Software Maintenance -Operations Division-
The request for 2027 is monetarily the same as the 2026 budget request although we do have increases in software:

- Multi-Factor Authentication $70,000 (described in the Corrections Software)
- Guardian Alliance, Interview Now, Detective software and Vector Solutions for a total of $36,000

Information Technology Equipment Reserve (60272400) Both Divisions Combined
As of June 2026, the IT equipment reserve account has $802,98. Once the 2026 budgeted purchases have been made, the excess reserve amount for hardware will be approximately $260,000 combined between the Operations Division and Corrections Division. This amount remains for unknown hardware issues or new required purchases not currently budgeted.

The 2027 IT Equipment Reserve line items (combined) show a $180,000 lower request than 2026. However, cell phone service and Cradle Points (items that provide the network connection to each patrol vehicle) were removed from the IT Equipment Reserve and placed into a separate line-item Mobile Phones (60220) for $160,000.

Sheriff's Office Fleet Vehicles (Both Divisions) - Budget Line-Item Impacts

The Sheriff's Office has 6 Dodge Durangos needing to be replaced in 2027, and we are asking for 2 new F-150 police package trucks to be added to the fleet. Many of the line items in the 2027 budget request have been impacted by vehicles. Officer Equipment, Vehicle Equipment Reserve, Vehicle Installation, Vehicle Equipment, Vehicle Parts, Vehicle Supplies, Firearms, IT hardware, IT Software, and Miscellaneous Commodities are the main lines. To equip a law enforcement vehicle, purchases must be made from each.

As of January of 2026, the 6 replacement vehicles' mileages range from 75,788 to 107,777. By January of 2027, they will be close to 200,000 miles. They are being replaced by F-150 police package trucks.
They have shown to stay mechanically sound longer than the Durango but come at a cost of $5,000 more per truck for $51,000 each or $306,000 total. The Durangos will be sold either as an intact police vehicle to outside law enforcement agencies (minus the equipment we can re-use) or stripped of Law Enforcement equipment and sold on Purple Wave by Douglas County Public Works

Some new equipment will need to be purchased to fit within the F-150 configuration and some can be placed back into service from the Durango. The grappler/specialty bumper (new system we are working on purchasing for all vehicles), front to back seat divider, lights, equipment, and truck bed boxes and cover will need to be new. The camera and computer systems, radar, ticket writer, and a high majority of the in-car vehicle cargo equipment will be placed into the F-150.

We also ask to add 2 additional new F-150 patrol vehicles to the fleet as new deputies are filling Operations Division patrol FTE positions. As a side note, 2 additional new patrol vehicles, in addition to the 2 for the 2027 budget, will be requested in 2028 to fill the remaining patrol FTEs.

The approximate cost to add (not replace) an F-150 to the patrol fleet is $105,700. This does not include the deputy's uniform or their equipment. A summary breakdown follows:

- Ford F-150 Police Package Vehicle $51,000
- Computer Components- Mobile Data Computer, Dock, Stand, Cradle Point, Ticket Writer/ Printer $8,000
- Axon in-Car Camera $3,200
- Grappler $6,500
- Truck Equipment- Decked System, Bed Cover, Specialty Bumper $8,000
- Additional Equipment: Rifle, Rifle Rack, Ballistic Shield, Stop Sticks, Medical Bag, AED, Sensory Bag, Breach Tools, Cold Weather Equipment, Additional Ammunition, Fire Extinguisher $11,000
- Equipment Installation of Light Bar, Partition, Switches, All other Major Equipment $14,000
- Vehicle Radio (Purchased by Dispatch) $5,000

Local County Sales Tax
General Fund 10000000 41020

updated 06/05/26

Includes Sales Tax and Compensating Use Tax

Received towards the end of each month from the State of Kansas

% to prior year

Year	January	February	March	Qtly	April	May	June	Qtly	July	August	September	Qtly	October	November	December	Qtly	YTD Totals
2023	793,393	954,038	768,537	*9.7%*	744,430	798,196	784,806	*0.9%*	776,784	870,218	710,415	*-2.9%*	857,873	838,432	794,206	*8.5%*	***9,691,327***
	7.5%	*8.0%*	*14.5%*		*11.5%*	*-0.2%*	*-6.4%*		*9.8%*	*13.0%*	*-25.3%*		*31.8%*	*-1.9%*	*0.5%*		*4.0%*
2024	827,178	895,818	747,711	*-1.8%*	757,636	818,136	775,919	*1.0%*	830,605	826,688	791,268	*3.9%*	880,570	756,426	845,328	*-0.3%*	***9,753,282***
	4.3%	*-6.1%*	*-2.7%*		*1.8%*	*2.5%*	*-1.1%*		*6.9%*	*-5.0%*	*11.4%*		*2.6%*	*-9.8%*	*6.4%*		*0.6%*
2025	858,250	1,030,818	752,465	*6.9%*	728,969	871,584	799,658	*2.1%*	875,370	773,383	840,295	*1.7%*	913,003	822,159	851,167	*4.2%*	***10,117,120***
	3.8%	*15.1%*	*0.6%*		*-3.8%*	*6.5%*	*3.1%*		*5.4%*	*-6.4%*	*6.2%*		*3.7%*	*8.7%*	*0.7%*		*3.7%*
2026	834,829	995,629	748,426	*-2.4%*	825,403	831,696	832,000	*3.7%*	830,000	830,000	830,000	*0.0%*	862,000	862,000	862,000	*0.0%*	***10,143,983***
	-2.7%	*-3.4%*	*-0.5%*		*13.2%*	*-4.6%*	*4.0%*		*-5.2%*	*7.3%*	*-1.2%*		*-5.6%*	*4.8%*	*1.3%*		*0.3%*
2027	860,000	860,000	860,000	*0.0%*	815,000	815,000	815,000	*-1.8%*	830,000	830,000	830,000	*0.0%*	862,000	862,000	862,000	*0.0%*	***10,101,000***
	3.0%	*-13.6%*	*14.9%*		*-1.3%*	*-2.0%*	*-2.0%*		*0.0%*	*0.0%*	*0.0%*		*0.0%*	*0.0%*	*0.0%*		*-0.4%*

2027 Budget

Budget Scenarios

1-Using same percentage change as 2025																	
	890,490	1,186,163	757,249		701,385	928,524	824,124		922,547	723,514	892,360		946,631	893,605	857,046		***10,523,638***
	3.8%	*15.1%*	*0.6%*		*-3.8%*	*6.5%*	*3.1%*		*5.4%*	*-6.4%*	*6.2%*		*3.7%*	*8.7%*	*0.7%*		*4.0%*
2-Adjust by percentage	**101%**																
	866,833	1,041,126	759,990		736,258	880,300	807,655		884,123	781,116	848,698		922,133	830,381	859,678		***10,218,291***
	1.0%	*1.0%*	*1.0%*		*1.0%*	*1.0%*	*1.0%*		*1.0%*	*1.0%*	*1.0%*		*1.0%*	*1.0%*	*1.0%*		*1.0%*
3-Adjust by 3 year average (2023-2025)																	
	826,273	960,225	756,238		743,678	829,305	786,794		827,586	823,429	780,659		883,816	805,672	830,234		***9,853,910***
	-3.7%	*-6.8%*	*0.5%*		*2.0%*	*-4.9%*	*-1.6%*		*-5.5%*	*6.5%*	*-7.1%*		*-3.2%*	*-2.0%*	*-2.5%*		*-2.6%*

Mental Health Services County Sales Tax
Fund 30300000 41035

Year	January	February	March	Qtly	April	May	June	Qtly	July	August	September	Qtly	October	November	December	Qtly	YTD Totals
2023	538,790	652,070	525,283	*9.8%*	508,806	545,554	536,403	*1.4%*	530,920	594,769	485,548	*-2.3%*	586,332	573,044	542,818	*9.2%*	***6,620,337***
	6.6%	*8.5%*	*15.0%*		*12.0%*	*0.3%*	*-6.0%*		*10.3%*	*13.7%*	*-24.8%*		*32.6%*	*-1.2%*	*1.1%*		*4.4%*
2024	565,353	616,069	514,213	*-1.2%*	521,039	562,646	533,612	*1.7%*	571,221	568,210	543,865	*4.5%*	605,246	519,917	581,022	*0.2%*	***6,702,414***
	4.9%	*-5.5%*	*-2.1%*		*2.4%*	*3.1%*	*-0.5%*		*7.6%*	*-4.5%*	*12.0%*		*3.2%*	*-9.3%*	*7.0%*		*1.2%*
2025	589,904	726,559	530,365	*8.9%*	513,804	614,325	563,629	*4.6%*	616,993	545,109	592,271	*4.2%*	642,970	578,995	599,423	*6.8%*	***7,114,348***
	4.3%	*17.9%*	*3.1%*		*-1.4%*	*9.2%*	*5.6%*		*8.0%*	*-4.1%*	*8.9%*		*6.2%*	*11.4%*	*3.2%*		*6.1%*
2026	587,917	701,158	527,069	*-1.7%*	581,278	585,711	586,000	*3.6%*	585,000	585,000	585,000	*0.0%*	607,000	607,000	607,000	*0.0%*	***7,145,134***
	-0.3%	*-3.5%*	*-0.6%*		*13.1%*	*-4.7%*	*4.0%*		*-5.2%*	*7.3%*	*-1.2%*		*-5.6%*	*4.8%*	*1.3%*		*0.4%*
2027	605,000	605,000	605,000	*-0.1%*	584,000	584,000	584,000	*-0.1%*	585,000	585,000	585,000	*0.0%*	607,000	607,000	607,000	*0.0%*	***7,143,000***
	2.9%	*-13.7%*	*14.8%*		*0.5%*	*-0.3%*	*-0.3%*		*0.0%*	*0.0%*	*0.0%*		*0.0%*	*0.0%*	*0.0%*		*0.0%*

2027 Budget

Budget Scenarios

1-Using same percentage change as 2025																	
	615,522	856,865	547,025		506,670	670,751	595,334		666,433	522,947	644,986		683,047	644,785	618,406		***7,572,770***
	4.3%	*17.9%*	*3.1%*		*-1.4%*	*9.2%*	*5.6%*		*8.0%*	*-4.1%*	*8.9%*		*6.2%*	*11.4%*	*3.2%*		*6.4%*
2-Adjust by percentage	**101%**																
	595,803	733,825	535,669		518,942	620,468	569,265		623,163	550,560	598,194		649,400	584,785	605,417		***7,185,492***
	1.0%	*1.0%*	*1.0%*		*1.0%*	*1.0%*	*1.0%*		*1.0%*	*1.0%*	*1.0%*		*1.0%*	*1.0%*	*1.0%*		*1.0%*
3-Adjust by 3 year average (2023-2025)																	
	564,682	664,900	523,287		514,550	574,175	544,548		573,045	569,363	540,562		611,516	557,319	574,421		***6,812,366***
	-4.3%	*-8.5%*	*-1.3%*		*0.1%*	*-6.5%*	*-3.4%*		*-7.1%*	*4.4%*	*-8.7%*		*-4.9%*	*-3.7%*	*-4.2%*		*-4.2%*

Register of Deeds Tech Fund

60331000-60947		**$3,000**
Office Equipment Maintenance		
	$0	Kodak Alaris (paid through 2027)
	$3,000	Wide-Format Scanner Annual Maintenance - Drexel

60331000-61100		**$32,700**
Professional Services		
	$29,000	Catalis - Annual Support
	$2,500	Microfilm
	$1,200	TrieData E-Certify, Maximum Service Charge

60331000-81010		**$2,000**
Equipment		
	$2,000	Miscellaneous Equipment

60331000-82000	**$0**
Computer Equipment	

60331000-82025	**$0**
Software	

60331000-82030		**$15,000**
Technology Hardware/Software		
	$15,000	Potential Software Add-Ons

60331000-92020		**$0**
Transfer to Equipment Reserve		
	$0	End of Year Transfer

60331000-99085		**$1,500**
Miscellaneous Expenses		
	$1,500	Miscellaneous Expenses

TOTAL **$54,200**

Remainder of Fund Balance is earmarked for future Records Preservation project

Register of Deeds Office					
Annual Revenues			**Reveunues Through May 15th**		
2021	$ 1,767,292.87		2021	$ 676,556.26	
2022	$ 1,143,733.15	-35%	2022	$ 480,477.50	-29%
2023	$ 873,942.36	-24%	2023	$ 305,970.11	-36%
2024	$ 936,143.47	7%	2024	$ 312,130.81	2%
2025	$ 1,095,128.86	17%	2025	$ 357,171.34	14%
2026	$ 1,215,593.03	11%	2026	$ 397,922.21	11%

2027 Budget Request Index

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Budget Request

FUND: 100 General Fund **DEPT: 000 NA** **ORG KEY: 10000000 General Fund**

TYPE	DESCRIPTION
Department	Financial Information The County prepares its budget using a modified version of standard government accounting rules for all tax-supported funds, including the General Fund. Day-to-day activity is tracked using cash coming in and going out, but financial reports are adjusted at year-end to match required government reporting standards. State law requires an annual budget for all non-exempt funds, showing estimated revenues and expenditures for the coming year. The budget uses the modified accrual basis and the encumbrance method, meaning obligations such as purchase orders and contracts are recorded as expenditures when they are committed, not just when they are paid. The General Fund serves as the primary repository for most county revenues. While other levied funds receive ad valorem taxes directly, the General Fund's largest revenue source is ad valorem tax. For the 2027 Budget, additional key revenue streams include investment income and the County's share of the 1% Countywide Sales Tax. All proceeds from this sales tax are initially deposited into the General Fund, with half transferred to the Sales Tax Fund to support debt service obligations. K.S.A. 79-1946 Each fund is organized to include specific accounts that classify its revenues and expenditures. Douglas County utilizes the following account categories to record and report these financial activities: 31000 - Fund balance 40000 - Revenues 50000 - Personnel expenditures 60000 - Contractual expenses 70000 - Commodities 80000 - Capital outlay 90000 - Miscellaneous expenses, agency appropriations and transfers
Revenue	Fund Balance Carryover of unspent funds from the previous year. Ad Valorem Tax Property-based tax revenue generated from the mill levy, calculated using the budget and assessed valuation. Includes real estate, personal property, and state-assessed public utility taxes.

Budget Request

FUND: 100 General Fund **DEPT: 000 NA** **ORG KEY: 10000000 General Fund**

TYPE	DESCRIPTION
	County Fees User fees collected for services provided by County offices, such as recording, district court, sheriff, delinquent tax, and election filing fees. Delinquent Tax Taxes on real estate, personal property, and public utilities paid after their due dates. Fees and Interest on Delinquent Taxes Charges and interest assessed on late payments of Ad Valorem taxes, back taxes, sheriff warrants, and motor vehicle taxes. Interest Earnings from County bank accounts and investments managed by the County Treasurer, including long- and short-term instruments and the Kansas Municipal Investment Pool. Local County Sales Tax A voter-approved 1% countywide sales tax (effective January 1, 1995). Half of proceeds support the 1-cent Local County Sales Tax Fund for debt service on County capital projects. Motor Vehicle Tax Assessed at 20% of a vehicle's value for vehicles registered in Douglas County. All taxpayers are subject to the same average levy as defined in K.S.A. 79-5105(c)(3). Recreational Vehicle Tax Assessed on motor homes using a flat rate based on vehicle age plus an additional amount based on weight. Reimbursements Repayment of amounts previously remitted by the County. For 2027, many of the estimates were prepared by using a three-year average of actual revenue received.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
31000	Fund Balance	(23,585,422)	0	(25,666,810)	(20,520,714)	0%	(25,666,810)	(22,024,256)	(21,845,539)	(16,174,967)
40100	AdValorem Tax	(70,707,041)	0	0	(69,471,216)	0%	0	0	0	0
40105	Real Estate Tax	0	0	(64,118,730)	0	0%	(61,019,584)	(61,355,070)	(58,393,271)	(51,377,170)

Budget Request

FUND: 100 General Fund **DEPT: 000 NA** **ORG KEY: 10000000 General Fund**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
40110	Personal Property Tax	0	0	(532,600)	0	0%	(498,550)	(579,197)	(595,268)	(555,831)
40115	Public Utility Tax	0	0	(5,828,930)	0	0%	(5,828,932)	(5,589,859)	(5,894,309)	(4,195,951)
40135	Delinquent Tax	0	0	0	(498,000)	0%	0	0	0	0
40140	Delinquent Real Estate Tax	(565,000)	0	(565,000)	0	0%	(473,630)	(681,352)	(569,860)	(510,256)
40145	Delinquent Personal Prprty Tax	(13,865)	0	(13,865)	0	0%	(7,809)	(14,384)	(16,138)	(10,251)
40150	Delinquent State Assessed Tax	0	0	0	0	0%	0	0	0	0
40205	Big Truck Tax	(25,108)	0	(27,525)	(27,945)	0%	(23,531)	(29,819)	(30,427)	(25,518)
40210	Commercial Motor Vehicle Tax	(99,600)	0	(99,650)	(98,000)	0%	(96,437)	(100,369)	(105,481)	(98,906)
40215	Delinquent Big Truck Tax	(670)	0	(1,010)	0	0%	(1,351)	(1,050)	(1,270)	(420)
40220	Recreational Vehicle Tax	(39,754)	0	(41,220)	(40,955)	0%	(21,627)	(42,708)	(44,040)	(39,918)
40225	Vehicle Rental Excise tax	(46,950)	0	(46,950)	(52,000)	0%	(24,610)	(55,163)	(53,429)	(48,755)
40230	Motor Vehicle Tax	(4,697,118)	0	(4,508,930)	(4,674,650)	0%	(2,573,560)	(4,881,336)	(4,912,623)	(4,325,627)
40235	Watercraft Tax	0	0	(42,763)	(45,750)	0%	(40,665)	(51,062)	(55,849)	(36,827)
40240	Delinquent Watercraft Tax	0	0	(2,405)	0	0%	(2,217)	(2,741)	(2,554)	(1,921)
41005	Mineral Production Tax	(165)	0	(165)	0	0%	(162)	(189)	(142)	(248)
41015	Spec Alcohol Tax	(17,732)	0	(17,556)	(45,000)	0%	(6,345)	(13,413)	(49,948)	(44,885)
41020	1% County Sales Tax	(10,101,000)	0	(10,144,290)	(9,500,000)	0%	(5,067,875)	(10,117,120)	(9,753,282)	(9,691,327)
42050	County Fees	(18,500)	0	(18,500)	(60,000)	0%	(30,827)	(77,960)	(58,620)	(63,162)
42055	Interest on Delinquent Tax	(699,015)	0	(699,015)	(500,000)	0%	(620,706)	(897,724)	(587,363)	(591,701)
42100	County Clerk Fees	(3,070)	0	(3,070)	(2,000)	0%	0	0	(8,886)	(2,139)
42150	Court Fees	(33,500)	0	(33,500)	(25,000)	0%	(23,853)	(41,413)	(35,954)	(28,699)
42200	Court Trustee Fees	(275,000)	0	(275,000)	(260,000)	0%	(146,188)	(275,241)	(310,636)	(321,634)
42400	Register of Deeds Fees	(770,810)	0	(770,810)	(600,000)	0%	(459,774)	(865,361)	(723,367)	(678,707)
42405	Reg Deeds Heritage Fees	(30,000)	0	(30,000)	(30,000)	0%	(30,034)	(30,000)	(30,000)	(30,000)

Budget Request

FUND: 100 General Fund **DEPT: 000 NA** **ORG KEY: 10000000 General Fund**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
42450	Public Works Fees	(33,820)	0	(33,820)	(35,000)	0%	(11,066)	(29,894)	(38,565)	(31,556)
42500	Sheriff Fees	(44,580)	0	(44,580)	(40,000)	0%	(22,470)	(43,040)	(47,443)	(48,417)
42550	Treasurer Fees	(6,250)	0	(6,250)	(4,000)	0%	(2,193)	(5,383)	(7,565)	(5,806)
42600	Building & Zoning Permits	(315,000)	0	(313,000)	(250,000)	0%	(140,799)	(361,120)	(286,334)	(290,291)
43011	City of Lawrence Admin Fees	(200,000)	0	(195,425)	(245,000)	0%	(207,806)	(216,447)	(219,731)	(235,324)
43065	City of Lecompton	0	0	0	0	0%	0	0	(1,128)	(893)
45005	Sale of Chemicals	(100,000)	0	(105,665)	(100,000)	0%	(86,748)	(100,490)	(106,135)	(126,450)
45006	Sale of Commodities	(2,000)	0	(1,705)	(1,500)	0%	(557)	(2,306)	(1,199)	(1,492)
46030	Miscellaneous Reimbursements	(14,000)	0	(13,725)	(5,000)	0%	(11,753)	(11,556)	(5,605)	(24,019)
48100	Interest	700,000	0	0	1,202,830	(42%)	0	3,345,867	1,548,306	824,069
48101	Interest Earned on DDA/SAV	(375,000)	0	(375,710)	(400,000)	0%	(181,292)	(442,319)	(540,014)	(144,795)
48102	Interest Earned on CD	(4,600,000)	0	(5,000,000)	(6,500,000)	0%	(1,058,535)	(7,944,096)	(8,470,527)	(4,466,630)
48103	Interest Earned on MIP	(2,750)	0	(2,750)	(20,000)	0%	0	(7,673)	0	0
48200	Fairgrounds Rental Income	(136,350)	0	(136,340)	(130,000)	0%	(79,791)	(118,350)	(158,215)	(132,457)
48220	Lease of County Property	0	0	0	0	0%	0	0	0	(4,058)
49000	Miscellaneous Revenues	(37,590)	0	(37,590)	(12,000)	0%	(3,462)	(68,539)	(29,787)	(26,980)
49150	Other Miscellaneous Revenues	(36,570)	0	(36,570)	(45,000)	0%	(41,612)	(39,426)	(43,231)	(37,277)
Revenues - Total		**(116,933,230)**	**0**	**(119,791,424)**	**(113,035,900)**	**0%**	**(104,513,159)**	**(113,771,561)**	**(112,485,427)**	**(93,607,197)**
90999	Expenses Amended Budget Only	0	0	0	0	0%	0	0	0	0
Miscellaneous Expenditures - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
49220	Transfer from Motor Vehicle Op	0	0	0	0	0%	0	0	0	0

Budget Request

FUND: 100 General Fund **DEPT: 000 NA** **ORG KEY: 10000000 General Fund**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
49240	Transfer from Other Fund	0	0	0	0	0%	0	(655)	(2,826,077)	(92,102)
Transfers	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**(655)**	**(2,826,077)**	**(92,102)**
10000000 - Total		**(116,933,230)**	**0**	**(119,791,424)**	**(113,035,900)**	**0%**	**(104,513,159)**	**(113,772,217)**	**(115,311,505)**	**(93,699,299)**
000	**- Total**	**(116,933,230)**	**0**	**(119,791,424)**	**(113,035,900)**	**0%**	**(104,513,159)**	**(113,772,217)**	**(115,311,505)**	**(93,699,299)**

Budget Request

FUND: 100 General Fund **DEPT: 101 Community Partners** **ORG KEY: 10010100 Community Partners**

Narratives are not available

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
91025	Bert Nash Health Insurance	0	0	0	0	0%	0	0	0	0
91030	Bert Nash Comm Mental Hlth Ctr	0	0	0	0	0%	0	0	0	2,738,893
91040	Dg Co CASA	0	0	0	0	0%	0	0	0	60,000
91041	Child Advocacy Center of Dg Co	0	0	0	0	0%	0	0	0	40,000
91045	Cottonwood Inc	0	0	0	0	0%	0	0	0	686,000
91075	Heartland Community Health Ctr	0	0	0	0	0%	0	0	0	227,003
91080	Lawrence Humane Society	0	0	0	0	0%	0	0	0	156,559
91085	Independence Inc	0	0	0	0	0%	0	0	0	215,000
91090	Jayhawk Area Agency on Aging	0	0	0	0	0%	0	0	0	145,000
91095	LDC Public Health Health Ins	0	0	0	0	0%	0	0	0	336,427
91100	LDCPH Sanitary Code	0	0	0	0	0%	0	0	0	30,237
91105	LDC Public Health	0	0	0	0	0%	0	0	0	822,879
91110	LDCPH Screening	0	0	0	0	0%	0	0	0	10,000
91115	Lawrence Community Shelter Inc	0	0	0	0	0%	0	0	0	296,000
91125	Dg Co Legal Aid Society Inc	0	0	0	0	0%	0	0	0	40,000
91130	Senior Resource Center Dg Co	0	0	0	0	0%	0	0	0	549,700
91135	O'Connell Children's Shltr Inc	0	0	0	0	0%	0	0	0	275,495
91140	Dg Co Visiting Nurses Assoc	0	0	0	0	0%	0	0	0	280,000
91145	Douglas County Fair Board	0	0	0	0	0%	0	0	0	12,000
91150	Vinland Fair Board	0	0	0	0	0%	0	0	0	4,000
91154	The STA Care Center	0	0	0	0	0%	0	0	0	30,000
91155	Trinity In-Home Care	0	0	0	0	0%	0	0	0	120,000
91160	Van Go Inc	0	0	0	0	0%	0	0	0	20,000
91165	Just Food of Dg Co Inc	0	0	0	0	0%	0	0	0	100,000
91166	Lawr-Dg Co Housing Authority	0	0	0	0	0%	0	0	0	0

Budget Request

FUND: 100 General Fund **DEPT: 101 Community Partners** **ORG KEY: 10010100 Community Partners**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
91167	The Willow DV Center	0	0	0	0	0%	0	0	0	50,000
91168	Kansas Holistic Defenders	0	0	0	0	0%	0	0	0	454,700
91169	Tenants To Homeowners	0	0	0	0	0%	0	0	0	100,000
91170	Center for Supportive Communit	0	0	0	0	0%	0	0	0	150,000
91300	Dg Co Conservation District	0	0	0	0	0%	0	0	0	85,833
91305	Dg Co Extension Council	0	0	0	0	0%	0	0	0	510,874
91310	Dg Co Extension Cncl Insurance	0	0	0	0	0%	0	0	0	53,419
91315	FFNHA Historical Societies	0	0	0	0	0%	0	0	0	370,109
Agency Appropriations - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**8,970,128**
10010100 - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**8,970,128**

Budget Request

FUND: 100 General Fund **DEPT: 101 Community Partners** **ORG KEY: 100101B1 Economic Development**

TYPE	DESCRIPTION
Department	This department now includes community partners formerly housed under 10020100 (previously Economic Development & Shared Costs; now Shared Costs). The County organizes its community partners into four categories based on the services they provide. This structure helps ensure targeted support, coordinated efforts, and effective allocation of resources. Many partners work across sectors to serve the community in multiple ways. The Economic Development category supports organizations focused on strengthening the local economy. These partners work to expand the County's tax base, provide job training, assist entrepreneurs, and offer business development services. Investments in this area promote a resilient and sustainable economy, increase employment opportunities, encourage small-business growth, and attract new investment. Through strategic partnerships, these organizations help drive innovation and enhance Douglas County's long-term economic vitality.
Transfers & Misc	91171- KU Small Business Development funding was previously included with EDC/Lawrence Chamber funding on 91410 91435- Ongoing support for KU Innovation Park (KUIP) and the West Lawrence facility, managed by KUIP, owned by Douglas County and the City of Lawrence per agreement. 91440- One time payment in 2024 for KUIP Capital, Phase III of KUIP. 91445- Peaslee Tech did include a Mortgage balloon payment of $200,000 that was also approved by BOCC for 2018 – the Mortgage payment ended in 2025.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
91171	KU Small Business Development	40,000	0	40,000	40,000	0%	20,000	40,000	0	0
91410	EDC of Douglas County	205,000	0	205,000	205,000	0%	51,250	205,000	340,005	0
91411	Baldwin City Chamber of Commer	0	0	0	0	0%	0	0	10,000	0
91420	KU Innovation Park FKA BTBC	115,000	0	115,000	115,000	0%	28,750	175,000	150,000	0
91435	KUIP West Bond Pymt	116,095	0	116,095	116,095	0%	107,525	82,089	82,914	0
91440	KUIP Capital	0	0	0	0	0%	0	0	225,000	0
91445	Dwayne Peaslee Tech Trning Ctr	200,000	0	200,000	200,000	0%	50,000	400,000	400,000	0
Agency Appropriations - Total		**676,095**	**0**	**676,095**	**676,095**	**0%**	**257,525**	**902,089**	**1,207,919**	**0**
100101B1 - Total		**676,095**	**0**	**676,095**	**676,095**	**0%**	**257,525**	**902,089**	**1,207,919**	**0**

Budget Request

FUND: 100 General Fund **DEPT: 101 Community Partners** **ORG KEY: 100101B2 Health & Human Services**

TYPE	DESCRIPTION
Department	The county splits its community partners into four categories based on the services they provide. These categories are designed to address various needs within the community, ensuring targeted support and effective resource allocation. Many of these partners work collaboratively across sectors and serve the community in a variety of ways. This community partner budget supports organizations which primarily provide safety net services, supported by the General Fund. Additionally, some partners offer animal control services in the unincorporated areas of Douglas County. This category is essential for addressing vital human services to a broad spectrum of the community. By funding these services, the county helps to create a healthier and safer community, providing critical support to those in need.
Transfers & Misc	91075- Heartland Health Center funding moved to Behavioral Health Sales Tax Fund since it supports substance abuse medication-assisted treatment (MAT). 91166- LDCHA funding included $50,000 for New Horizons program and $50,000 for Landlord Liaison program. LDCHA applied for Landlord Liaison funding in 2023 & 2025 only.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
91075	Heartland Community Health Ctr	0	0	0	0	0%	0	0	0	0
91080	Lawrence Humane Society	156,559	0	156,559	156,560	0%	0	156,559	156,559	0
91095	LDC Public Health Health Ins	321,319	0	289,828	209,010	54%	209,010	176,160	178,240	0
91105	LDC Public Health	933,915	0	933,915	933,915	0%	257,021	975,916	863,116	0
91115	Lawrence Community Shelter Inc	296,000	0	296,000	296,000	0%	148,000	296,000	296,000	0
91165	Just Food of Dg Co Inc	65,000	0	65,000	65,000	0%	32,500	40,000	40,000	0
91166	Lawr-Dg Co Housing Authority	100,000	0	100,000	100,000	0%	100,000	100,000	50,000	0
91169	Tenants To Homeowners	100,000	0	100,000	100,000	0%	25,000	100,000	100,000	0
Agency Appropriations - Total		**1,972,793**	**0**	**1,941,302**	**1,860,485**	**6%**	**771,531**	**1,844,635**	**1,683,915**	**0**
100101B2 - Total		**1,972,793**	**0**	**1,941,302**	**1,860,485**	**6%**	**771,531**	**1,844,635**	**1,683,915**	**0**

Budget Request

FUND: 100 General Fund **DEPT: 101 Community Partners** **ORG KEY: 100101B3 Heritage & Land Management**

TYPE	DESCRIPTION
Department	The county splits its community partners into four categories based on the services they provide. These categories are designed to address various needs within the community, ensuring targeted support and effective resource allocation. Many of these partners work collaboratively across sectors and serve the community in a variety of ways. This community partner budget supports organizations working to preserve the county's historical legacy and promote responsible land management practices. By investing in these areas, these partners help maintain cultural heritage, support agricultural education, and encourage responsible stewardship of natural resources in Douglas County.
Transfers & Misc	. 91305 - The supplemental request for the Extension Council that matches the increase in state funding was included in the proposed budget. 91315 - 2026 includes one-time funds approved by the BOCC

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
91145	Douglas County Fair Board	17,000	0	17,000	17,000	0%	8,500	17,000	17,000	0
91150	Vinland Fair Board	0	0	0	0	0%	0	0	4,000	0
91300	Dg Co Conservation District	85,833	0	85,833	85,835	0%	21,458	64,375	85,833	0
91305	Dg Co Extension Council	609,146	0	603,438	588,599	3%	301,720	588,599	549,354	0
91310	Dg Co Extension Cncl Insurance	64,748	0	38,776	38,337	69%	38,337	56,355	55,698	0
91315	FFNHA Historical Societies	429,393	0	441,130	441,130	(3%)	237,417	454,393	433,814	0
Agency Appropriations - Total		**1,206,120**	**0**	**1,186,177**	**1,170,901**	**3%**	**607,432**	**1,180,722**	**1,145,699**	**0**
100101B3 - Total		**1,206,120**	**0**	**1,186,177**	**1,170,901**	**3%**	**607,432**	**1,180,722**	**1,145,699**	**0**

Budget Request

FUND: 100 General Fund **DEPT: 101 Community Partners** **ORG KEY: 100101B4 Targeted Populations**

TYPE	DESCRIPTION
Department	The county splits its community partners into four categories based on the services they provide. These categories are designed to address various needs within the community, ensuring targeted support and effective resource allocation. Many of these partners work collaboratively across sectors and serve the community in a variety of ways. This community partner budget focuses on supporting specific populations, including the elderly, people with disabilities, children in need, and victims of domestic violence. This category ensures that vulnerable groups receive the necessary services and support to improve their quality of life. By funding initiatives aimed at these populations, the county addresses critical social issues, promotes inclusivity, and fosters a supportive environment for all residents of Douglas County.
Transfers & Misc	91130- The Senor Resource Center transitioned to a County Department in the fourth quarter of 2025. 91135 - In 2026, the O'Connell Children's shelter allocation was reduced by $67,495 to eliminate the Police Protective Custody bed allocation. 91170 - In 2026, the Center for Supportive Communities was transitioned out as community partner. Funding for the 2025-2026 school year concluded the transition.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
91040	Dg Co CASA	20,000	0	20,000	20,000	0%	10,000	20,000	60,000	0
91041	Child Advocacy Center of Dg Co	40,000	0	40,000	40,000	0%	25,000	40,000	40,000	0
91045	Cottonwood Inc	686,000	0	686,000	686,000	0%	171,500	686,000	1,072,800	0
91085	Independence Inc	215,000	0	215,000	215,000	0%	93,370	215,000	210,669	0
91090	Jayhawk Area Agency on Aging	145,000	0	145,000	145,000	0%	60,417	145,000	145,000	0
91130	Senior Resource Center Dg Co	0	0	0	0	0%	0	274,850	549,700	0
91135	O'Connell Children's Shltr Inc	253,000	0	253,000	253,000	0%	105,417	320,495	275,495	0
91140	Dg Co Visiting Nurses Assoc	260,000	0	260,000	260,000	0%	130,000	260,000	260,000	0
91154	The STA Care Center	35,000	0	35,000	35,000	0%	17,500	35,000	35,000	0
91155	Trinity In-Home Care	120,000	0	120,000	120,000	0%	60,000	120,000	120,000	0
91160	Van Go Inc	20,000	0	20,000	20,000	0%	10,000	20,000	20,000	0
91167	The Willow DV Center	50,000	0	50,000	50,000	0%	25,000	50,000	115,000	0
91168	Kansas Holistic Defenders	454,700	0	454,700	454,700	0%	188,210	376,420	451,704	0
91170	Center for Supportive Communit	0	0	62,500	0	0%	62,500	150,000	150,000	0

Budget Request

FUND: 100 General Fund **DEPT: 101 Community Partners** **ORG KEY: 100101B4 Targeted Populations**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
Agency Appropriations	- Total	2,298,700	0	2,361,200	2,298,700	0%	958,913	2,712,765	3,505,368	0
100101B4 - Total		2,298,700	0	2,361,200	2,298,700	0%	958,913	2,712,765	3,505,368	0
101	- Total	6,153,708	0	6,164,774	6,006,181	2%	2,595,401	6,640,211	7,542,901	8,970,128

Budget Request

FUND: 100 General Fund **DEPT: 102 Fairgrounds** **ORG KEY: 10010200 Fairgrounds**

TYPE	DESCRIPTION
Department	The Douglas County Fairgrounds is one of the county's flagship facilities. It is made up of nearly 20 different buildings and multiple outdoor use areas for visitors, events and activities. The buildings at the fairgrounds include facilities for large scale events that need to be covered, indoor horseback riding and livestock/pet showing, small, medium and large conditioned event spaces, outdoor arenas, RV/camping facilities with supportive infrastructure, county government storage, commercial kitchen, office space, and maintenance operations support facilities. The Douglas County Fairgrounds host hundreds and hundreds of events each year including the annual County Fair, 4th of July celebrations, auctions, annual swap meet, corporate and civil trainings/classes, not for profit events and fundraisers, rodeos/barrel racing, parties, and other events. Douglas County staff stationed at the fairgrounds are maintenance department staff. This group provides all facility upgrades/updates and repair maintenance as well as all custodial services for the fairgrounds. This staff also provides all landscaping and mowing service for all of the county owned buildings in Douglas County. The fairgrounds is a vibrant, active, constantly evolving hub of activity that represents the great things that Douglas County as an organization has to offer to citizens. We take great pride in our role in providing such a versatile, well maintained, multipurpose facility in the middle of the City of Lawrence for all to enjoy.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60910	Buildings Maintenance	57,500	0	57,500	57,500	0%	22,423	52,060	18,438	43,456
Contractual	**- Total**	**57,500**	**0**	**57,500**	**57,500**	**0%**	**22,423**	**52,060**	**18,438**	**43,456**
71055	Operations & Maintenance Suppl	66,500	0	66,500	66,500	0%	21,986	66,496	70,888	70,569
Commodities	**- Total**	**66,500**	**0**	**66,500**	**66,500**	**0%**	**21,986**	**66,496**	**70,888**	**70,569**
92020	Transfer to Equipment Reserve	50,000	0	50,000	50,000	0%	(28,740)	50,000	50,000	50,000
Transfers	**- Total**	**50,000**	**0**	**50,000**	**50,000**	**0%**	**(28,740)**	**50,000**	**50,000**	**50,000**
10010200 - Total		**174,000**	**0**	**174,000**	**174,000**	**0%**	**15,669**	**168,556**	**139,326**	**164,024**
102 - Total		**174,000**	**0**	**174,000**	**174,000**	**0%**	**15,669**	**168,556**	**139,326**	**164,024**

Budget Request

FUND: 100 General Fund **DEPT: 151 District Attorney** **ORG KEY: 10015100 District Attorney**

TYPE	DESCRIPTION
Department	The Douglas County District Attorney's Office, led by District Attorney Dakota Loomis, is responsible for prosecuting violations of state law, promoting public safety, and advancing a fair and equitable justice system for the community. The office represents the State of Kansas in felony, misdemeanor, juvenile offender, and child in need of care (CINC) cases, while working collaboratively with law enforcement, courts, and community partners. The office is staffed by attorneys, legal assistants, Victim/Witness specialists, investigators, management personnel, and law student interns who support case review, charging decisions, victim advocacy, litigation, and case resolution. In addition to traditional prosecution, the office plays a key role in alternative justice initiatives, including Behavioral Health Court, Drug Court, Diversion, Restorative Justice, Expungement, and Veteran's Court, which aim to reduce recidivism and address underlying causes of criminal behavior. A central responsibility of the office is its Special Victims Unit (SVU), which handles the prosecution of sexual offenses and other highly sensitive cases. These matters are often complex, time-intensive, and require close coordination with law enforcement and victim advocacy partners to ensure survivors are supported throughout the process. As caseloads grow and demands increase, maintaining timely and trauma-informed prosecution has become more challenging. To address this, the office is seeking to strengthen SVU capacity by adding a dedicated Sex Crimes prosecutor and legal assistant, allowing for more focused case management, improved responsiveness, and stronger outcomes for victims and the community. Through these efforts, the District Attorney's Office remains committed to strengthening community safety through the pursuit of truth and justice while adapting to the evolving needs of Douglas County.
Revenue	Our administration remains committed to leveraging grant funding whenever possible, despite the ongoing uncertainty of these revenue sources. Currently, two key grant programs help fund critical personnel: two prosecutors and one Victim/Witness Specialist. Our office was re-awarded the Federal S.T.O.P. Violence Against Women Act (VAWA) grant for 2026, totaling approximately $104,349 – an increase of over $20,000 from 2025. The county match for these positions is approximately $34,783. We utilized this grant program to fund two positions at 50% to include a Senior Assistant Attorney charging and prosecuting felony Domestic Violence and Stalking cases and an Assistant District Attorney managing and prosecuting misdemeanor Domestic Violence cases. Additionally, the office continues to receive funding through the Federal Victims of Crime Act (VOCA) grant. The most recent award totals $62,635 with a county match of $15,659 for benefits. This supports a Victim/Witness Specialist focused on serving survivors of domestic violence and stalking who works closely with both prosecutors funded under VAWA. These grants are vital to sustaining specialized services for vulnerable populations, and county support ensures the continuity and effectiveness of these efforts.
Personnel	The District Attorney's Office reached full staffing in April 2026 and is supported by an experienced team of prosecutors. Our only remaining vacancy is a 0.4 FTE attorney position, which has been difficult to fill despite 16 months of recruitment efforts. Recent staffing changes have strengthened team cohesion and contributed to a more stable work environment. Even at full staffing, caseload demands exceed available resources, requiring the office to restructure and work creatively to maintain high-quality service. The County's 2024 compensation study continues to support recruitment and retention through more competitive salaries and updated

Budget Request

FUND: 100 General Fund **DEPT: 151 District Attorney** **ORG KEY: 10015100 District Attorney**

TYPE	DESCRIPTION
	position classifications. Annual step and merit increases remain important to maintaining competitiveness. In March 2026, a Senior Assistant District Attorney was promoted to Deputy District Attorney. The office chose not to fill a vacant Chief Assistant Attorney position and redistributed those responsibilities within the existing leadership structure. The original 2026 budget included two Chief Assistant Attorneys and seven Senior Assistant District Attorneys but the current structure has one Chief Assistant Attorney and eight Senior Assistant District Attorneys. Due to increased operational needs, the Assistant to the District Attorney assumed additional responsibilities supporting criminal legal assistants. The office elected not to fill the Lead Legal Assistant position and instead created an Administrative Specialist role to support office administration. The office also restructured Victim/Witness staffing in 2026. The Lead Victim/Witness Specialist position was eliminated, and all four positions were consolidated under the Victim/Witness Specialist classification. The Media/Information Technology Specialist was reclassified as Financial and Budget Coordinator in October 2025. The office added a 0.2 FTE Program Coordinator position to support the Property Crimes Compensation Fund with approval from County Commission.
Contractual	"Other Contract" line – The District Attorney's Office requests continued funding of $75,000 to support contracts for special prosecutions and appellate matters, ensuring adequate resources for complex or conflict cases.
Transfers & Misc	The District Attorney's Office requests an annual transfer of $20,000, when a year-end budget surplus is available, to support future vehicle replacement and necessary equipment updates. Following the purchase of two vehicles in 2024 and the anticipated replacement of one due to a 2025 accident within the next 5–6 years, this ongoing contribution will help offset future costs. Expenses that were previously reflected on line 99095 will now be expensed to the District Attorney's Property Crimes Compensation account.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
46030	Miscellaneous Reimbursements	0	0	0	0	0%	(1,079)	0	(475)	(252)
49650	Special Purpose State Grants	0	0	0	0	0%	0	0	0	(149,002)
49700	Federal Grants	(160,000)	0	(160,000)	(110,000)	0%	(47,893)	(84,575)	(110,228)	(10,111)
Revenues	**- Total**	**(160,000)**	**0**	**(160,000)**	**(110,000)**	**0%**	**(48,972)**	**(84,575)**	**(110,703)**	**(159,365)**
50130	Finance & Budget Coordinator	43,096	0	43,096	0	0%	25,651	9,930	0	0
50560	Deputy District Attorney	145,080	0	145,080	141,900	2%	49,630	119,509	159,860	123,017
50565	Chief Assistant Attorney	143,988	0	143,988	265,509	(46%)	71,314	133,811	157,805	225,345
50571	Senior Assistant Attorney	1,002,753	0	1,002,753	690,919	45%	497,637	784,664	439,404	410,696
50580	Assistant Attorney I	274,760	0	274,760	377,573	(27%)	136,704	284,843	614,847	577,843

Budget Request

FUND: 100 General Fund **DEPT: 151 District Attorney** **ORG KEY: 10015100 District Attorney**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50600	Assistant To District Attorney	77,841	0	77,841	72,871	7%	38,584	70,388	0	59,432
50601	Director of Administration DA	0	0	0	0	0%	0	0	68,672	9,433
50770	Investigator DA	116,500	0	116,500	108,847	7%	67,574	126,186	107,846	98,879
50855	Comms and Media Coordinator	0	0	0	0	0%	0	0	61,221	74,757
51011	Administrative Assistant I	48,776	0	48,776	48,170	1%	23,904	48,874	7,280	0
51030	Administrative Specialist I	60,239	0	60,239	0	0%	29,445	3,677	0	0
51040	Administrative Secretary	0	0	0	0	0%	0	0	36,513	37,416
51165	Law Clerk District Attorney	79,344	0	79,344	95,213	(17%)	26,176	101,278	62,607	56,946
51170	Digital Media Specialist	0	0	0	45,520	(100%)	0	2,926	73,295	63,215
54570	District Attorney	205,710	0	205,710	192,597	7%	101,970	193,150	203,049	187,388
55611	Assistant Attorney III	254,160	0	254,160	300,316	(15%)	106,697	162,072	0	0
55622	Chief of Staff	144,824	0	144,824	135,595	7%	71,789	130,951	0	0
56520	Discovery Diversion Assistant	0	0	0	0	0%	0	0	0	0
56570	Legal Assistant	590,988	0	590,988	612,786	(4%)	294,806	544,351	478,689	436,829
56575	Legal Assistant Lead	0	0	0	75,377	(100%)	0	6,671	90,201	71,172
56585	Victim Witness Specialist	205,021	0	205,021	120,331	70%	100,565	168,126	18,071	0
56586	Victim Witness Spc Lead	0	0	20,270	70,303	(100%)	20,270	71,064	6,795	0
56590	Victim Witness Coordinator	0	0	0	0	0%	0	0	110,739	174,611
56591	Senior Victim Witness Coord	0	0	0	0	0%	0	0	39,398	0
57515	Admin Services Manager	0	0	0	0	0%	0	28,300	8,564	0
57625	Program Coordinator	14,616	0	14,560	0	0%	2,503	0	0	0
58030	Adjustment To Pay Plan	103,564	0	0	93,409	11%	0	0	0	0
58035	Longevity Pay	4,280	0	2,680	2,680	60%	0	0	0	0
58070	Employee Benefits Payout	0	0	0	0	0%	7,597	13,910	15,471	15,065
58200	Merit Pay	28,009	0	0	85,555	(67%)	0	0	0	0

Budget Request

FUND: 100 General Fund **DEPT: 151 District Attorney** **ORG KEY: 10015100 District Attorney**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
58250	Overtime	15,000	0	15,000	15,000	0%	9,329	7,920	10,145	8,326
58270	Temp Office Clerk	40,000	0	40,000	40,000	0%	0	0	9,476	10,403
Personnel - Total		**3,598,549**	**0**	**3,485,590**	**3,590,471**	**0%**	**1,682,145**	**3,012,599**	**2,779,949**	**2,640,774**
60100	Travel (fkaTravel-Training-Ed)	5,000	0	5,000	5,000	0%	0	4,150	7,269	2,752
60220	Mobile Telephones	17,000	0	17,000	9,500	79%	7,962	16,655	18,451	9,516
60260	Cable	500	0	500	250	100%	255	489	457	465
60305	Classified Ads	10,000	0	10,000	10,000	0%	2,362	5,865	5,332	9,713
60320	Printing & Binding	5,000	0	5,000	5,000	0%	1,230	6,077	1,972	3,896
60405	Association Dues	25,000	0	20,000	11,000	127%	4,350	20,151	14,563	14,914
60410	Subscriptions	17,000	0	17,000	17,000	0%	7,957	15,059	17,488	14,876
60815	Equipment Rental	0	0	0	0	0%	0	0	0	0
60955	Software Maintenance	0	0	0	0	0%	0	0	0	0
61030	Court Costs for Library	5,000	0	5,000	5,000	0%	2,604	4,417	4,632	2,717
61037	Expert Witness Fees	30,000	0	30,000	30,000	0%	0	35,772	10,329	13,796
61083	Records Expenses	3,000	0	3,000	3,000	0%	847	257	959	152
61105	Public Education	3,750	0	3,750	3,750	0%	3,075	2,060	621	325
61110	Sexual Assault Exam Fees	50,000	0	50,000	50,000	0%	1,450	33,800	46,300	26,100
61245	Transcripts	30,000	0	30,000	30,000	0%	3,582	11,521	16,667	13,318
61255	Witness Fees & Travel	30,000	0	30,000	30,000	0%	2,072	18,526	15,092	9,704
69055	Other MiscellaneousContractual	75,000	0	75,000	75,000	0%	20,975	46,374	89,574	20,602
Contractual - Total		**306,250**	**0**	**301,250**	**284,500**	**8%**	**58,722**	**221,171**	**249,706**	**142,845**
81000	Furniture & Equipment	10,000	0	10,000	10,000	0%	585	768	548	459
82000	Computer Equipment	15,000	0	15,000	15,000	0%	1,195	936	981	1,695
83000	Service Equipment	400	0	400	400	0%	0	0	68	0
Capital Outlay - Total		**25,400**	**0**	**25,400**	**25,400**	**0%**	**1,780**	**1,705**	**1,597**	**2,154**

Budget Request

FUND: 100 General Fund **DEPT: 151 District Attorney** **ORG KEY: 10015100 District Attorney**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
99075	Ks Pros Tng Asst Fund	0	0	0	0	0%	0	0	0	1,740
99085	Miscellaneous Expense	5,000	0	5,000	5,000	0%	1,383	5,648	7,392	12,083
99095	Property Crimes Compensation	0	0	0	20,000	(100%)	7,846	4,675	1,387	5,604
Miscellaneous Expenditures - Total		**5,000**	**0**	**5,000**	**25,000**	**(80%)**	**9,229**	**10,323**	**8,779**	**19,427**
92020	Transfer to Equipment Reserve	20,000	0	20,000	20,000	0%	0	20,000	50,000	20,000
Transfers - Total		**20,000**	**0**	**20,000**	**20,000**	**0%**	**0**	**20,000**	**50,000**	**20,000**
10015100 - Total		**3,795,199**	**0**	**3,677,240**	**3,835,371**	**(1%)**	**1,702,905**	**3,181,223**	**2,979,328**	**2,665,836**
151 - Total		**3,795,199**	**0**	**3,677,240**	**3,835,371**	**(1%)**	**1,702,905**	**3,181,223**	**2,979,328**	**2,665,836**

Budget Request

FUND: 100 General Fund **DEPT: 152 District Court** **ORG KEY: 10015210 District Court Operations**

TYPE	DESCRIPTION
Department	The District Court's 2027 budget request reflects a prioritization of access to justice initiatives through the Self-Help Center. Douglas County District Court is the 7th Judicial District and has nine divisions. District Judges preside over Divisions 1 through 7, and Pro Tem Judges (who are appointed by the Chief Judge), preside over the Pro Tem Division, the Juvenile Division and the Protection From Abuse/Protection From Stalking docket. A division typically employs one Judge, an administrative assistant, and a court reporter. The District Court Clerk is an office of the court that performs various administrative and statutory duties for the court system. These duties include maintaining records of the courts, securing and paying jurors and grand jurors, managing legal filings, issuing summonses and licenses, and implementing court orders. The District Court Clerk assists Judges, lawyers, criminal justice staff and the public. The Court Services Office supervises adult offenders on probation. The Court Service Officers complete pre-sentence investigation reports, criminal record checks, urinalysis testing and other assignments as requested by the judiciary. The Court Services Domestic Unit conducts investigations and provides other services to the Court in family law cases. The Douglas County Self-Help Center (SHC) guides self-represented litigants through court processes, connects them to legal and housing resources, and supports eviction resolution efforts including mediation. In 2024 the SHC served 1,892 people. The Citizen Review Board (CRB) staff recruit, train, and oversee community members who review Child in Need of Care (CINC) cases based on the Kansas Code for Care of Children. CRB meet with the children and make recommendations to the CINC Judge. The Michael J. Malone Douglas County Law Library is a Kansas practice focused law library for the Bench, the Bar and the public. A 5-member Board of Trustees governs the Law Library.
Revenue	Revenues have decreased as more court costs are waived due to indigency.
Personnel	The District Court's 2027 personnel budget request reflects a prioritization of access to justice initiatives through the Self-Help Center. To better align funding with that priority, the Court is not seeking funding for the open Programmer II Data Analyst position, and the District Court Trustee is not seeking funding for a current .5 FTE attorney position. The Court and Court Trustee eliminated those positions to make room for the supplemental requests for a 1.0 FTE Court Navigator position and .5 FTE Eviction Diversion Coordinator. Both positions are currently full-time and operating under the direction of the Self-Help Director. The Court Navigator is paid through ARPA funds that expire this year and the Eviction Diversion Coordinator is funded 50% from county funds and 50% from grants that expire. This budget request reflects the urgency of maintaining the significant progress that has been made in increasing access to justice for the citizens of Douglas County through these two positions. The District Court's 2027 budget request reduces funding in a number of lines in order to absorb as much of the cost of the supplemental requests as possible within a relatively flat budget. The reductions sought for 2027 include a $29,000 reduction for the Trial Court Clerk II positions and elimination of the $82,612 Programmer II Data Analyst position. Elimination of the Programmer II Data Analyst position is feasible due to the ongoing coordination and collaboration with the County IT Data Analyst. The Kansas Supreme Court announced a 1% pay increase for all non-judicial judicial branch employees effective July 1, 2026. The District Court's 2027 budget request includes a 1% pay increase for non-judicial employees to maintain parity between the state paid and the county paid court employees.
Contractual	Travel and training include the cost for court staff and judges to travel to and attend required conferences.

Budget Request

FUND: 100 General Fund **DEPT: 152 District Court** **ORG KEY: 10015210 District Court Operations**

TYPE	DESCRIPTION
	Care and Treatment funding is compensation for attorneys representing Douglas County residents who are subject to involuntarily treatment at the State Hospital due to mental illness. This funding line includes legal representation for Behavioral Health Court participants. The Contract Reporter line has been used to hire contract reporters for court hearings given a lack of availability of official court reporters. We are using a contract reporter to evaluate closed cases that no longer require retention of evidence. This project will conclude at the end of 2026 so additional funding for 2027 is not requested. Juvenile Panel Attorney reflects contract juvenile panel attorneys: $360,000 ($5,000.00 per month for six attorneys), Douglas County Legal Aid contract to provide representation on juvenile offender misdemeanor cases: $24,000, and $41,000 for conflict attorneys, juvenile appeals attorneys, felony juvenile offenders and guardian-ad-litem (GAL) representation. Legal Defense reflects Misdemeanor defense counsel representation, including drug court. Forensic Evaluation funds are used to pay for indigent defendants who need assessments/evaluations to address drug abuse and/or mental health issues.
Commodities	Funds used for online legal research and legal books.
Capital Outlay	Software includes the cost of software for specialized child support calculator.
Transfers & Misc	Cost for records ordered by the court and for any other unexpected expenses. Costs of journal entries from other courts for pre-sentence investigation reports.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
46030	Miscellaneous Reimbursements	(12,000)	0	(15,000)	(15,000)	0%	(6,907)	(6,885)	(20,250)	(17,324)
46050	Law Library Reimbursements	(26,625)	0	(26,625)	(26,625)	0%	(13,323)	(26,180)	(25,425)	(30,229)
49650	Special Purpose State Grants	(10,000)	0	(10,000)	(5,000)	0%	(11,647)	(15,169)	(9,502)	(1,195)
Revenues	**- Total**	**(48,625)**	**0**	**(51,625)**	**(46,625)**	**0%**	**(31,877)**	**(48,233)**	**(55,176)**	**(48,747)**
50520	Administrative Hearing Officer	281,907	0	271,064	271,000	4%	136,884	241,294	202,174	183,425
50555	Programmer I	68,686	0	68,346	67,994	1%	34,445	67,283	67,125	55,894
50556	Programmer II	0	0	0	82,612	(100%)	0	0	24,232	66,420
50572	Self Help Legal Director	86,692	0	86,263	93,313	(7%)	33,324	54,996	(76,975)	76,635

Budget Request

FUND: 100 General Fund DEPT: 152 District Court ORG KEY: 10015210 District Court Operations

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50573	Eviction Diversion Coordinator	67,000	0	33,334	33,044	103%	12,745	33,634	8,308	16,044
50575	Research Attorney	0	0	0	0	0%	0	332	1,398	188
50630	Bailiff	0	0	0	0	0%	0	0	0	0
50750	Hearing Officer Clerk	112,994	0	112,435	111,890	1%	56,667	110,700	106,593	97,889
50780	Law Librarian/Manager	26,899	0	26,765	26,624	1%	13,566	26,400	25,644	24,244
51011	Administrative Assistant I	42,127	0	41,919	24,088	75%	20,098	28,134	37,761	43,224
51014	Court Navigator	64,378	0	0	0	0%	0	0	0	0
51020	Administrative Officer	16,863	0	16,779	16,694	1%	6,447	17,414	17,728	13,325
51130	Trial Court Clerk I	0	0	0	0	0%	0	0	0	0
51131	Trial Court Clerk II	100,000	0	100,000	129,914	(23%)	35,218	75,538	55,368	41,927
51160	Law Clerks	26,000	0	0	0	0%	0	0	0	0
51260	Research Clerk I	0	0	0	0	0%	0	0	0	0
51261	Research Clerk II	16,863	0	16,779	16,694	1%	9,457	17,711	18,481	17,875
54520	Citizen Review Board Director	43,833	0	43,616	43,393	1%	22,482	43,438	41,609	39,818
58030	Adjustment To Pay Plan	0	0	0	0	0%	0	0	0	0
58250	Overtime	0	0	0	0	0%	203	767	374	472
58275	Temp Labor	0	0	0	5,000	(100%)	0	0	0	0
Personnel	**- Total**	**954,242**	**0**	**817,300**	**922,260**	**3%**	**381,537**	**717,643**	**529,820**	**677,379**
60100	Travel (fkaTravel-Training-Ed)	35,000	0	35,000	35,000	0%	6,722	29,396	26,893	38,351
60220	Mobile Telephones	30,000	0	25,000	25,000	20%	8,531	20,344	27,704	9,742
60230	Postage	1,500	0	1,500	1,600	(6%)	88	17	1,324	0
60305	Classified Ads	500	0	1,000	1,000	(50%)	0	0	0	398
60310	Legal Publications	0	0	500	500	(100%)	0	0	0	0
60320	Printing & Binding	5,000	0	5,000	6,000	(17%)	5,602	1,587	4,124	7,698
60405	Association Dues	16,000	0	16,000	16,000	0%	3,909	13,649	9,310	12,223

Budget Request

FUND: 100 General Fund **DEPT: 152 District Court** **ORG KEY: 10015210 District Court Operations**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60520	Liability Insurance	3,000	0	3,000	3,000	0%	0	2,172	0	2,172
60947	Office Equipment Maintenance	10,000	0	10,000	15,000	(33%)	770	5,339	5,943	6,892
61100	Professional Services	1,000	0	1,000	1,000	0%	0	5,000	5,650	500
61205	Care and Treatment Counsel	85,000	0	80,000	60,000	42%	48,070	71,116	58,898	12,398
61210	Contract Reporter	0	0	25,000	25,000	(100%)	14,700	20,983	22,972	1,334
61220	Interpreting Services	70,000	0	65,000	60,000	17%	31,904	63,750	42,750	19,636
61225	Juror Fees & Travel	65,000	0	70,000	70,000	(7%)	17,413	44,121	57,408	29,193
61230	Juvenile Panel Attorney	425,000	0	458,000	458,000	(7%)	193,687	298,890	306,898	274,236
61235	Legal Defense	250,000	0	250,000	200,000	25%	79,341	224,026	153,521	131,634
61245	Transcripts	30,000	0	27,000	33,000	(9%)	15,961	21,373	27,233	21,925
61250	Urinalysis	10,000	0	10,000	10,000	0%	619	6,524	5,328	6,117
61255	Witness Fees & Travel	0	0	0	0	0%	204	245	620	0
61510	Forensic Evaluation	30,000	0	30,000	30,000	0%	11,900	21,704	19,430	14,775
69045	Microfilming	50,000	0	85,000	70,000	(29%)	119,070	75,817	67,601	28,344
Contractual - Total		**1,117,000**	**0**	**1,198,000**	**1,120,100**	**0%**	**558,491**	**926,053**	**843,606**	**617,567**
70130	Office Supplies	6,000	0	8,000	7,000	(14%)	254	7,218	6,743	2,009
79015	Books	20,000	0	20,000	20,000	0%	11,262	17,535	26,379	21,862
79045	Emergency Clothing	0	0	500	500	(100%)	0	0	0	0
Commodities - Total		**26,000**	**0**	**28,500**	**27,500**	**(5%)**	**11,517**	**24,753**	**33,122**	**23,872**
81010	Equipment	5,000	0	5,000	7,500	(33%)	1,628	2,234	2,966	7,992
82025	Software	10,000	0	10,000	10,000	0%	963	6,012	4,492	7,034
Capital Outlay - Total		**15,000**	**0**	**15,000**	**17,500**	**(14%)**	**2,591**	**8,246**	**7,458**	**15,026**
99085	Miscellaneous Expense	20,000	0	15,000	15,000	33%	5,101	3,332	3,196	5,235
Miscellaneous Expenditures - Total		**20,000**	**0**	**15,000**	**15,000**	**33%**	**5,101**	**3,332**	**3,196**	**5,235**
10015210 - Total		**2,083,617**	**0**	**2,022,175**	**2,055,735**	**1%**	**927,360**	**1,631,794**	**1,362,026**	**1,290,332**

Budget Request

FUND: 100 General Fund **DEPT: 152 District Court** **ORG KEY: 10015210 District Court Operations**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
152	- Total	2,083,617	0	2,022,175	2,055,735	1%	927,360	1,631,794	1,362,026	1,290,332

Budget Request

FUND: 100 General Fund **DEPT: 153 Court Trustee** **ORG KEY: 10015300 Court Trustee**

TYPE	DESCRIPTION
Department	The Trustee office was established in 1995 by the Judges of the 7th Judicial District Court. The Trustee has statutory authority to enforce child support and maintenance and to seek modification of child support. The Trustee is responsible for the collection and enforcement of all non-Title IV-D cases in the County. The Trustee monitors payment of support and maintains the Kansas Payment Center records throughout the life of the case. Trustee staff and attorneys maintain judgment interest calculations, perform child support reviews, file motions to modify child support, seek contempt findings for failure to pay, track down employers and draft, file and serve income withholding orders on employers. Staff attorneys appear weekly in front of the Judge Pro Tem for the support docket. In 2025, the Trustee collected $5,451,774.00 in child support and maintenance for citizens of Douglas County. In addition to the above outlined statutory functions of support enforcement, the Trustee administers the Douglas County Domestic Mediation Program (this program provides a low-cost alternative for County residents who are mediating parenting plan issues). The Trustee also administers the Inmate Worker Program (this program provides inmates at the County jail the opportunity to work off court ordered financial obligations) and assists the Court with processing DUI fine waivers. The Trustee's office is housed in the Judicial and Law Enforcement Center and is conveniently accessible to the public. Trustee staff provide a high level of customer service to Douglas County residents. Staff are available and respond promptly and professionally to questions, inquiries, and requests for assistance from customers, attorneys, and other court staff. Trustee staff work hard to make a difference in the lives of those served.
Revenue	The Trustee earns a 5% fee on amounts collected. In 2025 the Trustee's office collected a total of $5,451,774.00 for child and spousal support. This resulted in fee revenues for the County totaling $272,589.00. The actual budget for 2025 was $516,226.00 reflecting a shortfall of $243,637.00 when comparing 2025 revenue to expenses. The District Court elected to have the Trustee discontinue court debt collections effective December 31, 2024. This resulted in a decline in revenues for 2025 of an estimated $49,000.00 annually. However, this reduction in revenue was offset by a reduction in personnel costs. Support enforcement revenues are expected to continue to remain steady for 2026 and 2027.
Personnel	Personnel costs make up over 98% of the Trustee's budget. Personnel costs will decrease significantly in 2027. Five long-term Trustee employees will be retiring by the end of 2026. Three of these positions will be filled. Two positions will be eliminated in 2027 due to the shifting staffing needs of the office since the discontinuation of the court debt collections contract. The positions to be eliminated are: a full-time Paralegal position (vacant as of July 1, 2026, due to employee retirement); a part-time temp Court Trustee Clerk II position (held vacant since June 2024). In support of the Court's critical need for funding of two impactful Self-Help Center roles, and to help make room in the Court's overall budget for funding of those roles, the .5 FTE Assistant Court Trustee attorney position will be eliminated.
Contractual	2027 budget request is the same amount of on-going funding from previous year's budget.
Commodities	2027 budget request is the same amount of on-going funding from previous year's budget.
Capital Outlay	2027 budget request is the same amount of on-going funding from previous year's budget.

Budget Request

FUND: 100 General Fund **DEPT: 153 Court Trustee** **ORG KEY: 10015300 Court Trustee**

TYPE	DESCRIPTION
Transfers & Misc	2027 budget request is the same amount of on-going funding from previous year's budget.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50570	Assistant Court Trustee	0	0	50,467	50,220	(100%)	25,474	49,842	48,152	45,498
51130	Trial Court Clerk I	0	0	0	0	0%	0	0	0	0
51190	Office Manager	62,212	0	61,904	61,595	1%	31,200	66,928	74,024	56,817
55670	Court Trustee	108,689	0	108,552	108,016	1%	54,710	107,593	104,248	98,498
55675	Deputy Court Trustee	103,479	0	103,369	102,858	1%	52,857	102,490	99,307	93,836
55680	Court Trustee Clerk II	0	0	0	0	0%	0	25,012	92,058	63,848
55681	Court Trustee Clerk III	45,999	0	53,531	0	0%	23,897	28,163	0	20,764
56540	Paralegal	97,316	0	128,841	156,320	(38%)	82,590	148,961	157,985	147,194
58030	Adjustment To Pay Plan	0	0	0	0	0%	0	0	0	0
58275	Temp Labor	0	0	0	17,903	(100%)	0	0	0	0
Personnel	**- Total**	**417,695**	**0**	**506,664**	**496,912**	**(16%)**	**270,728**	**528,989**	**575,773**	**526,455**
60100	Travel (fkaTravel-Training-Ed)	500	0	500	500	0%	0	0	155	0
60230	Postage	100	0	100	100	0%	0	0	0	0
60320	Printing & Binding	1,500	0	1,500	1,500	0%	1,246	0	0	1,469
60405	Association Dues	1,950	0	1,950	1,950	0%	800	825	1,110	1,560
Contractual	**- Total**	**4,050**	**0**	**4,050**	**4,050**	**0%**	**2,046**	**825**	**1,265**	**3,029**
70130	Office Supplies	1,000	0	1,000	1,000	0%	0	837	668	34
79015	Books	700	0	700	700	0%	0	0	0	0
Commodities	**- Total**	**1,700**	**0**	**1,700**	**1,700**	**0%**	**0**	**837**	**668**	**34**
81010	Equipment	700	0	700	700	0%	0	115	0	0
82025	Software	1,200	0	1,200	1,200	0%	0	0	740	740
Capital Outlay	**- Total**	**1,900**	**0**	**1,900**	**1,900**	**0%**	**0**	**115**	**740**	**740**
99085	Miscellaneous Expense	2,700	0	2,700	2,700	0%	1,353	1,928	2,284	2,261

Budget Request

FUND: 100 General Fund **DEPT: 153 Court Trustee** **ORG KEY: 10015300 Court Trustee**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
Miscellaneous Expenditures	- Total	2,700	0	2,700	2,700	0%	1,353	1,928	2,284	2,261
10015300 - Total		428,045	0	517,014	507,262	(16%)	274,127	532,694	580,730	532,519
153	- Total	428,045	0	517,014	507,262	(16%)	274,127	532,694	580,730	532,519

Budget Request

FUND: 100 General Fund **DEPT: 201 Shared Costs** **ORG KEY: 10020100 Shared Costs**

TYPE	DESCRIPTION
Department	Programs and agreements to shared expenses with Peaslee Tech, City of Lawrence, and City of Eudora.
Revenue	46030 Reimbursements for Peaslee Tech Director Salary.
Personnel	55810 - Peaslee director salary
Transfers & Misc	91070 & 91120 Health Facility Building Maintenance & Lawrence Douglas County Planning amounts provided by City of Lawrence per current inter-local agreements. City Planning estimates 1/6 of Planning budget. 91410- EDC of Lawrence -moved to 100101B1 91435- Bond payment paid to City of Lawrence 94005- TDD Sales Tax rebate agreement for Oread and 9th & New Hampshire TDDs with City 94006- Eudora Sales Tax rebate agreement for Nottingham TDD with City of Eudora. 94010- Ambulance services funded from this line with closure of Ambulance Fund 240 on 1/1/2024. The 2026 Expansion for LDCFM was budgeted under Commission contingency. The 2026 Re-Estimate has been moved to shared cost line 94010.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
46010	Econ Devel Loan Repayment	0	0	0	(15,900)	0%	0	(15,847)	(11,886)	(15,847)
46030	Miscellaneous Reimbursements	(161,695)	0	(161,695)	(150,795)	0%	(75,560)	(161,880)	(200,210)	(110,205)
Revenues - Total		**(161,695)**	**0**	**(161,695)**	**(166,695)**	**0%**	**(75,560)**	**(177,728)**	**(212,096)**	**(126,052)**
55810	Peaslee Center Director	161,695	0	161,695	150,795	7%	80,056	153,795	151,278	132,764
58035	Longevity Pay	0	0	360	0	0%	0	0	0	0
Personnel - Total		**161,695**	**0**	**162,055**	**150,795**	**7%**	**80,056**	**153,795**	**151,278**	**132,764**
94005	City Lawrence TDD Sales Tax	50,585	0	50,585	55,000	(8%)	26,021	62,865	58,493	51,172
94006	City Eudora TDD Sales Tax	27,375	0	27,375	25,000	10%	14,854	14,008	40,742	0
94010	City Lawrence EMS Service	11,985,000	0	10,169,000	8,754,000	37%	0	9,089,898	6,139,449	0
Miscellaneous Expenditures - Total		**12,062,960**	**0**	**10,246,960**	**8,834,000**	**37%**	**40,875**	**9,166,771**	**6,238,684**	**51,172**
91070	Health Facility Bldg Maint	264,550	0	229,900	232,650	14%	94,746	200,600	265,461	206,891
91120	Lawrence DgCo Planning	345,453	0	318,330	289,335	19%	0	343,085	349,503	333,183
91410	EDC of Douglas County	0	0	0	0	0%	0	0	0	205,000
91411	Baldwin City Chamber of	0	0	0	0	0%	0	0	0	0

Budget Request

FUND: 100 General Fund **DEPT: 201 Shared Costs** **ORG KEY: 10020100 Shared Costs**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
	Commer									
91412	Eudora Chamber of Commerce	0	0	0	0	0%	0	0	0	0
91420	KU Innovation Park FKA BTBC	0	0	0	0	0%	0	0	0	150,000
91435	KUIP West Bond Pymt	0	0	0	0	0%	0	0	0	86,264
91440	KUIP Capital	0	0	0	0	0%	0	0	0	75,000
91445	Dwayne Peaslee Tech Trning Ctr	0	0	0	0	0%	0	0	0	400,000
Agency Appropriations - Total		**610,003**	**0**	**548,230**	**521,985**	**17%**	**94,746**	**543,685**	**614,964**	**1,456,338**
10020100 - Total		**12,672,963**	**0**	**10,795,550**	**9,340,085**	**36%**	**140,118**	**9,686,524**	**6,792,830**	**1,514,222**
201 - Total		**12,672,963**	**0**	**10,795,550**	**9,340,085**	**36%**	**140,118**	**9,686,524**	**6,792,830**	**1,514,222**

Budget Request

FUND: 100 General Fund **DEPT: 202 Heritage Conservation** **ORG KEY: 10020200 Heritage Conservation**

TYPE	DESCRIPTION
Department	The Heritage Conservation Office serves Douglas County by providing technical assistance and administrative support to promote the conservation of the county's natural and cultural heritage. The Heritage Conservation Office: - Supports the advisory functions of the Heritage Conservation Council (HCC). Guided by an updated Strategic Plan, the HCC is a seven-member advisory board that oversees heritage conservation initiatives in Douglas County. HCC also acts as the advisory body to maintain Douglas County's status as a Certified Local Government, a National Parks Service designation that enables access to grants and other opportunities through the Kansas State Historic Preservation Office. - Administers the Natural and Cultural Heritage Grant Program. Funding recommendations are made by the appointed HCC members, and staff works to communicate with potential applicants; facilitates payments and ensure compliance with grant reporting requirements; and provides administrative support related to organizing and building a successful grant program. - Leads other projects related to the county's heritage conservation initiatives, including collaborating with community heritage organizations, coordinating heritage survey projects, and supporting the implementation of the Douglas County Open Space Plan.
Personnel	Heritage Conservation Coordinator is now budgeted as Program Coordinator.
Transfers & Misc	Beginning in 2024, the funds for HCC grants were transferred from the General Fund to Equipment Reserves (Natural and Cultural Heritage Grant Program- $210,000; Heritage Events and Celebrations Fund- $24,000). This change is to simplify program accounting since most grant projects will not be completed within the same fiscal year.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
57620	Heritage Conservation Coordntr	0	0	0	0	0%	0	0	51,484	48,495
57625	Program Coordinator	80,263	0	80,263	74,980	7%	39,849	74,213	7,273	0
58250	Overtime	0	0	0	0	0%	253	659	1,019	966
Personnel	**- Total**	**80,263**	**0**	**80,263**	**74,980**	**7%**	**40,102**	**74,872**	**59,776**	**49,461**
61100	Professional Services	24,830	0	24,830	24,830	0%	0	15,000	300	17,888
Contractual	**- Total**	**24,830**	**0**	**24,830**	**24,830**	**0%**	**0**	**15,000**	**300**	**17,888**
99085	Miscellaneous Expense	0	0	0	0	0%	344	1,423	1,389	570
Miscellaneous Expenditures	**- Total**	**0**	**0**	**0**	**0**	**0%**	**344**	**1,423**	**1,389**	**570**
92020	Transfer to Equipment Reserve	0	0	0	0	0%	0	230,000	221,550	123,567

Budget Request

FUND: 100 General Fund **DEPT: 202 Heritage Conservation** **ORG KEY: 10020200 Heritage Conservation**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
Transfers	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**230,000**	**221,550**	**123,567**
91320	Heritage Conservation Projects	234,000	0	234,000	234,000	0%	0	4,000	0	87,463
Agency Appropriations	**- Total**	**234,000**	**0**	**234,000**	**234,000**	**0%**	**0**	**4,000**	**0**	**87,463**
10020200 - Total		**339,093**	**0**	**339,093**	**333,810**	**2%**	**40,447**	**325,295**	**283,015**	**278,949**
202	**- Total**	**339,093**	**0**	**339,093**	**333,810**	**2%**	**40,447**	**325,295**	**283,015**	**278,949**

Budget Request

FUND: 100 General Fund **DEPT: 203 Behavioral Health Projects** **ORG KEY: 10020300 Behavioral Health Projects**

Narratives are not available

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
99121	Behavioral Health Projects	0	0	0	0	0%	0	0	0	1,775,514
Miscellaneous Expenditures - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**1,775,514**
10020300 - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**1,775,514**
203 - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**1,775,514**

Budget Request

FUND: 100 General Fund **DEPT: 204 Senior Resources** **ORG KEY: 10020400 Senior Resources**

TYPE	DESCRIPTION
Department	The Senior Resource Center now has just over two full quarters as a department of the County. Much has become clear regarding the new financial landscape for SRC as a department, allowing for some mid-year budget adjustments for 2026. At the same time, a few elements are still being understood as we move through the first full year. Personnel is-- as expected-- the primary expense for SRC. Incremental adjustments continue to occur to bring SRC staff into full adoption of the County's paygrade structure. Other operating expenses have been absorbed by their respective departments within the existing County structure. A handful of expenses are still being reviewed for their appropriate place within the general fund or as SRC budget items. Revenue from SRC's department is also mostly settled, with two KDADS grants still in progress to be received directly by the County. The Friends of the SRC (FSRC) officially launched in November of 2025 and is directly paying for specific reoccurring program expenses (ex. monthly newsletter, class instructors), as well as special projects (ex. FSRC's AHTF grant program applicants) and enhancements for the department (ex. new song books for the Sing Your Heart Out group). As the FSRC settles into its new financial projections, this will continue to be explored by the FSRC board of directors.
Revenue	2027 revenue projections from SRC include fares from Senior Wheels riders, sub-rental of the SRC building, and KDOT and KDADS (State of KS) grants. This income is mostly settled, with grants in progress to be received directly by the County. Course correction from the initial merger budget is reflected in the 2026 adjusted budget. Change to Other Grants: Friends of the SRC (FSRC) officially launched in November of 2025. Initially, support from FSRC was planned to be turned over to the County in a "block grant" model, as seen in Other Grants in SRC's 2026 Budget. However, it has become evident that it is more efficient for the FSRC to pay the identified expenses directly. Conversely, any revenue received in support of these expenses goes directly to the FSRC. For example, FSRC pays for the graphic design, printing, and postage of the monthly newsletter (BSL). Revenue generated from ads and subscriptions is paid to FSRC. Additionally, FSRC received funding from the Douglas County Community Foundation in 2025 in support of the expenses related to BSL. So, all revenue and expenses for BSL have remained within the FSRC. Additionally, it was determined that the digital version of BSL should "live" on the Friends website (www.SRCFriends.org) because of new Federal requirements on government sites, with a simple link from the County site to the FSRC site. Since the FSRC site is managed by the same publication company that creates the newsletter, it is very seamless and financially logical. Other examples of FSRC paying program expenses directly includes specific reoccurring program expenses (ex. yoga class instructors), as well as special projects (ex. FSRC's AHTF grant program applicants) and enhancements for the SRC programs (ex. new song books for the Sing Your Heart Out group). As the FSRC settles into its new financial projections, this will continue to be assessed by the FSRC board of directors and communicated with the County.

Budget Request

FUND: 100 General Fund **DEPT: 204 Senior Resources** **ORG KEY: 10020400 Senior Resources**

TYPE	DESCRIPTION
Personnel	2026 vs. 2027 personnel differences: When SRC staff were transitioned to the County, they were brought in at the lowest point of the scale for their new paygrade, regardless of their tenure at SRC. This meant the staff who had been with SRC for over 30 years were at the same pay rate as another County employee who had just started their position. So, although SRC staff received a pay increase simply by joining the County staff, their expertise and time in the "department" were not initially recognized. Therefore, 30% compression was applied to SRC staffs' compensation starting Jan. 1, 2026. In 2027, there is a supplemental request to complete the remaining 70% of compression. See attached spreadsheet under supplemental request. Other personnel items of note: 1) SRC currently has eight Senior Wheels staff as Driver I, with two open positions. Each works an average of 25 to 30 hours per week. Due to a miscalculation at the time of the merger, the available positions were not correctly calibrated with the number of FTE hours. There is a supplemental request for .9 FTE increase in order to bring on two more part time Driver I staff to correct this oversight and allow Senior Wheels to function at program capacity. 2) SRC has three staff as Program Specialist II. 3) SRC has two staff as Program Supervisor II. 4) One PT staff person originally on the SRC team has been transitioned to the County's administrative team, per the 2026 budget approval (Administrative Specialist I).
Contractual	SRC has existing agreements with vendors to complete various business tasks. In the course of the transition plan, it was determined which of these agreements would be cost efficient to maintain and ensure the quality desired by the County. These agreements are to continue for the foreseeable future. This includes tasks such as staff development and trainings, specialized department online platform subscriptions, phone service (finishing a past contract before moving phones to the County's contract) and custodial services for the Center. Course corrections from the initial merger budget are reflected in the adjusted 2026 budget.
Commodities	Senior Wheels gas expense is now fully absorbed into the Public Works budget. Therefore, the 2026 adjusted budget reflects this change.
Transfers & Misc	SRC brought seven high-quality wheelchair accessible vehicles to the County merge. Five of these vehicles have been purchased through KDOT's 5310 grant program (an 80:20 match). The remaining three were privately purchased because the KDOT program is limited in frequency with which a grant vehicle can be acquired. New wheelchair accessible (ADA) vans current cost between $60,000 and $70,000 each due to the price of the vehicle plus the wheelchair modification. These vehicles experience significant wear-and-tear due to daily in-town driving and impact of wheelchairs, some of which are extremely heavy. SRC typically needs to retire-and-replace an average of one vehicle per year. SRC applies for the KDOT grant every year, but it is not always awarded. If/ when a vehicle is out of service, the health and wellbeing of riders is negatively impacted because of the limited other transportation options in Douglas County. Therefore, SRC aspires to be prepared to maintain a fleet of at least seven reliable vehicles at all times.

Budget Request

FUND: 100 General Fund **DEPT: 204 Senior Resources** **ORG KEY: 10020400 Senior Resources**

TYPE	DESCRIPTION
	There is a one-time supplemental request to seed a fund to replace aging Senior Wheels wheelchair accessible vehicles, allowing SRC and Public Works to ensure this critical need can be met through an anticipated strategic and thoughtful purchasing plan.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
46030	Miscellaneous Reimbursements	0	0	0	(10,000)	0%	0	0	0	0
49000	Miscellaneous Revenues	(40,000)	0	(50,500)	(50,500)	0%	(6,982)	(475)	0	0
49650	Special Purpose State Grants	(30,000)	0	(30,000)	0	0%	(25,116)	(8,471)	0	0
49800	Other Grants	0	0	0	(75,000)	0%	0	0	0	0
Revenues	**- Total**	**(70,000)**	**0**	**(80,500)**	**(135,500)**	**0%**	**(32,098)**	**(8,946)**	**0**	**0**
50806	Program Specialist I	63,141	0	63,141	64,650	(2%)	32,598	20,778	0	0
50807	Program Specialist II	160,590	0	160,590	153,075	5%	82,707	44,466	0	0
50808	Driver I	129,268	0	129,268	117,585	10%	70,479	33,010	0	0
50809	Driver II	39,355	0	39,355	34,112	15%	19,813	8,701	0	0
51011	Administrative Assistant I	67,442	0	67,442	64,556	4%	34,436	15,788	0	0
51030	Administrative Specialist I	0	0	0	12,527	(100%)	88	2,824	0	0
51035	Administrative Specialist II	53,839	0	53,839	54,739	(2%)	29,390	13,486	0	0
55636	Senior Center Manager	123,714	0	123,714	115,795	7%	61,534	28,386	0	0
57510	Admin Services Supervisor	70,762	0	70,762	66,242	7%	35,164	16,516	0	0
57633	Program Supervisor II	147,580	0	147,580	130,817	13%	73,506	33,032	0	0
58030	Adjustment To Pay Plan	24,578	0	0	32,204	(24%)	0	0	0	0
58200	Merit Pay	6,642	0	0	27,078	(75%)	0	0	0	0
58250	Overtime	0	0	0	0	0%	110	75	0	0
Personnel	**- Total**	**886,911**	**0**	**855,691**	**873,380**	**2%**	**439,825**	**217,061**	**0**	**0**
60120	Other Travel Costs	0	0	0	0	0%	23	13	0	0
60605	Utility Assistance	10,000	0	10,000	10,000	0%	0	0	0	0
60970	Vehicle Maintenance	0	0	0	0	0%	217	415	0	0

Budget Request

FUND: 100 General Fund **DEPT: 204 Senior Resources** **ORG KEY: 10020400 Senior Resources**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61100	Professional Services	35,000	0	63,000	63,000	(44%)	0	86	0	0
Contractual	**- Total**	**45,000**	**0**	**73,000**	**73,000**	**(38%)**	**241**	**514**	**0**	**0**
72010	Gasoline	0	0	0	20,400	(100%)	0	534	0	0
Commodities	**- Total**	**0**	**0**	**0**	**20,400**	**(100%)**	**0**	**534**	**0**	**0**
92020	Transfer to Equipment Reserve	10,000	0	160,000	10,000	0%	0	10,000	0	0
Transfers	**- Total**	**10,000**	**0**	**160,000**	**10,000**	**0%**	**0**	**10,000**	**0**	**0**
10020400 - Total		**871,911**	**0**	**1,008,191**	**841,280**	**4%**	**407,968**	**219,163**	**0**	**0**
204	**- Total**	**871,911**	**0**	**1,008,191**	**841,280**	**4%**	**407,968**	**219,163**	**0**	**0**

Budget Request

FUND: 100 General Fund **DEPT: 302 Appraiser** **ORG KEY: 10030200 Appraiser**

TYPE	DESCRIPTION
Department	The property tax system begins with the Appraiser's Office. The three primary functions of the office are to discover, list, and value both real and personal property. Additional tasks include mailing annual value notices, processing value appeals, handling exemption applications, and assisting the public with property assessment information. The duties of the County Appraiser include certifying the appraisal roll by June 1 each year. The Appraiser applies uniform property valuations and classifications so there is a fair distribution of the property tax burden. The department is regulated by the Kansas Dept of Revenue to ensure accurate values are produced and state statutes are followed. The department consists of 15 full-time staff who oversee roughly 42,000 real property parcels and 3,000 personal property accounts, for a total of 45,000 accounts annually valued. Staff is required to perform an on-site or digital review of real property at least once every six years. The department verifies sale transactions and visits the property to confirm data. Staff appraisers are also required to visit a property when changes occur due to new construction or revised parcel boundaries. The property record is also thoroughly reviewed with the owner when the value is appealed. All personal property accounts are reviewed annually. These tasks result in each appraiser examining between 1,500 and 5,000 properties per year. The management team creates annual work plans and modifies as needed to ensure all statutory requirements are met. Staff development involves a mixture of in-house training and external appraisal coursework for professional development. It typically takes one to two years for a new appraiser to attain the skills to list property. It takes an additional two to five years to learn how to appropriately value property. Typical management/senior level appraisers at Douglas County have 10+ years' experience with the ability to calibrate the valuation models.
Personnel	In 2025, state legislators removed some personal property from the tax roll, which has reduced accounts from about 6,700 to 3,000. At the end of 2025, there was turnover of the Appraisal Manager position overseeing the Real Property Division and it was filled internally by an Appraiser III. The vacated Appraiser III position was filled internally by an Appraiser I from the Real Property Division. The vacated Appraiser I position in the Real Property Division has been intentionally left unfilled and its tasks are being spread among the three staff members in the Personal Property Division. With the reduction in the number of accounts, Personal Property staff have begun cross training with Real Property staff in 2026. Similar cross-training has begun in the Real Property Division, where there have traditionally been residential property appraisers and commercial property appraisers. Residential staff have begun learning how to list and value commercial property. Having staff with a broader base of real estate and appraisal knowledge better serves the public and creates efficiencies. Although there has been legislation for all personal property to be removed from the tax roll, it is anticipated that items such as mobile homes will stay on the books to be equitable with taxation on all residentially oriented property, as well as oil and gas will likely remain taxable. As such, personal property staff will continue to be needed.

Budget Request

FUND: 100 General Fund **DEPT: 302 Appraiser** **ORG KEY: 10030200 Appraiser**

TYPE	DESCRIPTION
	The county's property appraisal and collections software vendor announced in 2025 that the software will no longer be supported in the next 3-5 years. The Tax Team members (Appraiser/Clerk/Treasurer/IT staff) will begin planning/preparation for a software conversion in 2027. Software conversions are challenging and successful transitions happen with clean data. Personal Property staff will be part of this process, as these team members have experience and knowledge with the software to provide meaningful preparations for the conversion.
Contractual	Object Item "69075 Reappr Appraisal Contr" covers the costs of third-party market studies and appraisals. State law was expanded in 2024 to allow the use of residential appraisals provided during the appeal process and meet certain criteria. In some cases, the county may be required to obtain a third-party appraisal as a test of reasonableness to find resolve in the appeal process/litigation. These costs increased in 2022-2023, but the county had lower needs in 2024-25 due to several appeals waiting for dates at BOTA. These needs are hard to project, as they are a case-by-case basis. There is a concern and risk of this expense increasing as the value appeals for big box and other specialized commercial properties are litigated. In the 2026 legislative session, KSA 79-1460 was expanded to address values during the appeal process of residential or commercial property. Beginning January 1, 2026, if the value has been adjusted in the appeal process, the property's value increase is capped at 5% for each of the next five years. The value change can exceed 5% if the County Appraiser orders an independent appraisal of the property to be performed by a Kansas certified real property appraiser. With 75 appeals pending before BOTA on mostly commercial properties and sections of the county anticipated to have market appreciation greater than 5%, the need for ordering third party appraisals will grow substantially. The budget request for "69075 Reappr Appraisal Contr" has increased accordingly.
Transfers & Misc	$7,200 annual reserve for future vehicle purchase approved in 2024. The department currently has one dedicated vehicle, a 2017 Ford Escape that is 8.5 years old and has 59,000 miles. The vehicle is shared between 13 appraisers. Given the vehicle age and expected staff increases, the department should plan/prepare to purchase a new vehicle in the next four to seven years. Similar vehicles currently have a MSRP of roughly $31,000 and prices have increased 4.5% per year since the last vehicle purchase. If the same vehicle is purchased, the price is expected to be approximately $37,000 in four years and $42,000 in seven years. The department has requested $7,200 per year to save in a reserve account for a future vehicle purchase ($36,000 ÷ 5 years). This reserve account began mid-2024.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50530	Appraisal Assistant	13,221	0	13,221	13,889	(5%)	3,458	3,918	11,047	14,505
50541	Appraiser Manager	191,490	0	191,490	181,969	5%	94,977	179,529	149,520	158,812
50550	Appraiser II	303,052	0	303,052	283,342	7%	153,946	289,654	221,828	183,334
50551	Appraiser III	232,478	0	232,478	227,070	2%	119,070	233,473	204,753	182,012

Budget Request

FUND: 100 General Fund **DEPT: 302 Appraiser** **ORG KEY: 10030200 Appraiser**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50760	Interns	5,000	0	5,000	5,000	0%	0	0	4,939	0
50795	Real Estate Analyst	105,047	0	105,047	98,554	7%	53,378	107,436	105,394	93,205
50890	Sr Pers Prop Appraiser	0	0	0	0	0%	0	0	0	42,237
51012	Administrative Assistant II	58,944	0	58,944	55,123	7%	29,210	54,540	5,331	0
51020	Administrative Officer	0	0	0	0	0%	0	0	39,466	40,930
51040	Administrative Secretary	0	0	0	0	0%	0	0	0	0
51050	Appraiser I	116,322	0	116,322	111,416	4%	30,612	104,750	41,979	52,000
55660	County Appraiser	159,565	0	159,565	149,292	7%	79,077	148,361	140,107	123,879
57520	Deputy Appraiser	122,378	0	122,378	114,234	7%	60,593	113,681	106,176	13,333
58030	Adjustment To Pay Plan	35,854	0	0	45,564	(21%)	0	0	0	0
58035	Longevity Pay	6,080	0	5,480	5,480	11%	0	0	0	0
58120	Incentive Pay	0	0	0	20,000	(100%)	0	0	0	0
58200	Merit Pay	9,696	0	0	38,414	(75%)	0	0	0	0
58250	Overtime	1,000	0	1,000	1,000	0%	29	147	34	357
58270	Temp Office Clerk	0	0	0	0	0%	0	0	0	0
Personnel	**- Total**	**1,360,127**	**0**	**1,313,977**	**1,350,347**	**1%**	**624,349**	**1,235,488**	**1,030,573**	**904,604**
60120	Other Travel Costs	30	0	30	30	0%	0	(286)	0	0
60145	Vehicle Mileage(Business)	7,000	0	7,000	7,000	0%	2,875	4,752	5,338	5,548
60310	Legal Publications	200	0	200	200	0%	122	128	0	85
60320	Printing & Binding	30,000	0	30,000	30,000	0%	21,872	24,243	14,519	11,618
69075	Reappr Appraisal Contr	50,000	0	25,000	25,000	100%	3,281	8,541	22,850	8,935
Contractual	**- Total**	**87,230**	**0**	**62,230**	**62,230**	**40%**	**28,150**	**37,378**	**42,708**	**26,186**
81000	Furniture & Equipment	4,000	0	4,000	4,000	0%	0	0	0	0
Capital Outlay	**- Total**	**4,000**	**0**	**4,000**	**4,000**	**0%**	**0**	**0**	**0**	**0**
92020	Transfer to Equipment Reserve	7,200	0	7,200	7,200	0%	0	7,200	7,200	0

Budget Request

FUND: 100 General Fund **DEPT: 302 Appraiser** **ORG KEY: 10030200 Appraiser**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
Transfers	- Total	7,200	0	7,200	7,200	0%	0	7,200	7,200	0
10030200 - Total		1,458,557	0	1,387,407	1,423,777	2%	652,499	1,280,066	1,080,481	930,789
302	- Total	1,458,557	0	1,387,407	1,423,777	2%	652,499	1,280,066	1,080,481	930,789

Budget Request

FUND: 100 General Fund **DEPT: 303 Commissioners** **ORG KEY: 10030300 Commissioners**

TYPE	DESCRIPTION
Department	The County Commissioners budget provides resources for the five-member Board of County Commissioners. It includes funding for commissioner salaries, as set by state law and county policy, as well as legal services to support the Board's statutory and administrative responsibilities. The budget also includes a contingency allocation for one-time projects or to supplement other county programs as needs arise during the fiscal year. This ensures the Board has the flexibility to address emerging priorities and support county operations effectively. K.S.A. 19-212 defines the County Commissioners' authority over property, finance, infrastructure, governance, public health and welfare.
Personnel	54540- Increase represents County moving from 3 commissioners to 5 commissioners in 2025.
Contractual	60165-Legal services for all county departments as needed. 61100-Little Government Relations contracted amounts.
Transfers & Misc	99120- Contingency amount budget places on this line as a placeholder and spent from the appropriate lines and departments as expense approvals are brought back before the BOCC to be approved. 2026 funding of $2,202,024 included holding funds for further discussions on: $1,540,397 Operational support for LDCFM; $979,312 for blue and added $561,085 for the city's portion, $40,000 Operational support for Eviction Resolution, $150,000 Operational support for Truancy (Offsetting entry under line 61100 Professional Services in 10045690 YS CJS), $321,032 2026 Admin-Permanent Supportive Housing HUD Grant Replacement (MH Sales Tax Eligible), $25,000 Lawrence Douglas County Housing Authority-Supplement to New Horizon Program, $100,000 Contingency funding Tenants to Homeowners, $50,000 Family Promise-Supportive case management services, -$24,405 Extension Council correction (Offsetting entry under line item titled: "Dg Co Extension Council") 94040 represents fund balance set aside for the property tax rebate program. The 2026 Re-estimate reflects the fund balance set aside. Expenses will continue to be attributed to this line item and the revised fund balance amount will be added during re-estimate each year.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
54540	County Commissioners	271,858	0	271,858	254,527	7%	134,758	249,302	142,366	131,221
58030	Adjustment To Pay Plan	7,725	0	0	9,418	(18%)	0	0	0	0
58035	Longevity Pay	0	0	0	280	(100%)	0	0	0	0
58200	Merit Pay	2,110	0	0	7,918	(73%)	0	0	0	0
Personnel	**- Total**	**281,693**	**0**	**271,858**	**272,143**	**4%**	**134,758**	**249,302**	**142,366**	**131,221**

Budget Request

FUND: 100 General Fund **DEPT: 303 Commissioners** **ORG KEY: 10030300 Commissioners**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60100	Travel (fkaTravel-Training-Ed)	0	0	0	1,500	(100%)	0	0	(697)	527
60115	Meals	0	0	0	0	0%	0	0	232	252
60320	Printing & Binding	0	0	0	1,000	(100%)	0	0	0	0
61065	Legal Services	755,000	0	755,000	575,000	31%	221,514	711,887	569,387	410,701
61100	Professional Services	42,500	0	42,500	80,000	(47%)	65,000	44,998	40,043	39,996
Contractual - Total		**797,500**	**0**	**797,500**	**657,500**	**21%**	**286,514**	**756,885**	**608,964**	**451,476**
94040	Property Tax Rebate	0	0	0	0	0%	159,324	30,625	0	0
99085	Miscellaneous Expense	3,000	0	3,000	20,000	(85%)	48	235	0	6,570
99120	Funding Contingency	0	0	0	2,202,024	(100%)	0	0	0	121,500
Miscellaneous Expenditures - Total		**3,000**	**0**	**3,000**	**2,222,024**	**(100%)**	**159,372**	**30,860**	**0**	**128,070**
10030300 - Total		**1,082,193**	**0**	**1,072,358**	**3,151,667**	**(66%)**	**580,644**	**1,037,047**	**751,330**	**710,767**
303 - Total		**1,082,193**	**0**	**1,072,358**	**3,151,667**	**(66%)**	**580,644**	**1,037,047**	**751,330**	**710,767**

Budget Request

FUND: 100 General Fund **DEPT: 304 Administration** **ORG KEY: 10030400 Administration**

TYPE	DESCRIPTION
Department	The County Administrator is the chief executive officer of the County, with overall responsibility for the efficient administration of policies determined by the County Commission. The administrator serves at the pleasure of the County Commission and is responsible for the implementation of their goals. Specific duties include personnel, budget preparation, purchasing, finance, risk management, coordination of county operations with other local governments and agencies and development of proposals to improve county operations.
Revenue	46030- Misc. reimbursements and risk management reimbursements
Personnel	Management Information Analyst is now budgeted as Risk Management Coordinator Finance Analyst in now budgeted as Program Specialist I HR Specialist is now budgeted as Benefits Administrator Administrative Specialist is now budgeted as Administrative Assistant III Data Analyst was transferred to IT to work countywide Purchasing Analyst is now budgeted as Procurement Coordinator Budget Administrator is now budgeted as Budget Analyst Management Analyst is now budgeted as Assistant to the County Administrator Part-time intern was added in 2026. Administrative Specialist I was added as part of 2026 Budget process to assist with Communications. This position was previously part of the Senior Resource Center.
Contractual	60140-FMLA, Supervisor and other mandatory training by HR also includes $2500 honorariums for heritage programs. 60510-Risk Management Insurance, Fair Insurance and Cyber Insurance increases. 61100-Careerbuilder, EAP, LMH Wellness, Validity, Maestro, MyRC & Lockton Brokerage Services. KSHC $79,985 was moved to 10030443 Housing & Human Services budget.
Transfers & Misc	99085- 2025 budget represents $100,000 allocated to 5 year solid waste plan.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
46030	Miscellaneous Reimbursements	(191,465)	0	(191,465)	(40,000)	0%	(58,477)	(238,556)	(20,615)	(497,002)
Revenues	**- Total**	**(191,465)**	**0**	**(191,465)**	**(40,000)**	**0%**	**(58,477)**	**(238,556)**	**(20,615)**	**(497,002)**
50760	Interns	7,620	0	8,500	0	0%	111	0	0	5,870
50790	Management Information Analyst	0	0	0	0	0%	0	0	79,921	84,355
50806	Program Specialist I	61,450	0	61,450	57,650	7%	30,484	56,832	308	0

Budget Request

FUND: 100 General Fund **DEPT: 304 Administration** **ORG KEY: 10030400 Administration**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50820	HR Specialist	0	0	0	0	0%	0	0	51,935	53,374
50821	Benefits Administrator	81,432	0	81,432	76,066	7%	40,331	75,506	7,402	0
50850	Purchasing Director	0	0	0	0	0%	0	0	0	0
50855	Comms and Media Coordinator	97,656	0	97,656	91,434	7%	48,409	90,753	84,439	77,530
50911	Criminal Justice Coordinator	0	0	0	0	0%	0	0	10,802	0
50920	Behavioral Health Admin	0	0	0	0	0%	0	5,845	122,002	111,399
51011	Administrative Assistant I	0	0	0	23,354	(100%)	0	0	0	0
51013	Administrative Assistant III	62,849	0	62,849	58,986	7%	30,342	57,023	5,750	0
51030	Administrative Specialist I	32,570	0	32,570	0	0%	13,436	0	37,763	18,186
51031	Administrative Coordinator	0	0	0	0	0%	0	0	0	2,819
51110	Executive Assistant	78,384	0	78,384	73,351	7%	38,909	73,402	68,841	19,142
51120	Executive Secretary	0	0	0	0	0%	0	0	0	46,129
54510	County Administrator	293,280	0	293,280	274,321	7%	149,159	284,771	260,058	238,210
54511	Deputy County Administrator	209,092	0	209,092	195,458	7%	107,413	200,933	76,481	0
55035	Budget Analyst	75,105	0	75,105	0	0%	28,776	11,433	0	0
55625	Asst to the County Administrtr	96,340	0	96,340	0	0%	47,740	37,857	0	0
55626	Capital Projects Coordinator	133,089	0	133,089	124,821	7%	66,016	123,848	119,495	109,560
55630	Asst County Administrator	155,807	0	155,807	145,784	7%	77,215	144,579	124,226	113,251
55635	Human Resources Manager	144,051	0	144,051	134,697	7%	71,372	133,441	108,774	98,402
57535	Finance Manager	137,119	0	137,119	128,036	7%	67,901	127,056	91,154	83,297
57540	Budget Administrator	0	0	0	107,783	(100%)	0	39,474	88,756	86,033
57685	Data Analyst	0	0	0	0	0%	0	0	25,603	0
57690	Management Analyst	0	0	0	85,817	(100%)	0	50,593	58,092	47,376
57691	Purchasing Analyst	0	0	0	0	0%	0	0	49,735	51,343
57692	Finance Analyst	0	0	0	0	0%	0	0	0	0

Budget Request

FUND: 100 General Fund **DEPT: 304 Administration** **ORG KEY: 10030400 Administration**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
57693	Procurement Coordinator	80,200	0	80,200	75,001	7%	39,738	74,176	7,273	0
57694	Risk Management Coordinator	124,111	0	124,111	116,239	7%	61,530	116,287	11,286	0
58030	Adjustment To Pay Plan	56,115	0	0	71,533	(22%)	0	0	0	0
58035	Longevity Pay	5,440	0	4,680	5,640	(4%)	0	0	0	0
58120	Incentive Pay	0	0	0	0	0%	0	0	0	0
58200	Merit Pay	16,298	0	0	60,095	(73%)	0	0	0	0
58250	Overtime	800	0	800	0	0%	108	623	210	73
Personnel - Total		**1,948,808**	**0**	**1,876,515**	**1,906,066**	**2%**	**918,989**	**1,704,429**	**1,490,306**	**1,246,350**
60140	Training	15,935	0	15,935	30,000	(47%)	1,200	15,247	5,927	26,627
60305	Classified Ads	4,500	0	4,500	8,000	(44%)	7,037	5,618	0	369
60510	Risk Management Insurance	1,256,432	0	1,055,825	975,000	29%	1,067,468	951,320	723,794	603,637
61044	Employee Appreciation	15,815	0	15,815	15,000	5%	11,198	18,275	18,798	10,376
61085	Medical Services	8,130	0	8,130	9,000	(10%)	2,335	9,082	9,543	7,863
61100	Professional Services	180,000	0	220,000	260,000	(31%)	112,454	158,776	184,258	109,724
Contractual - Total		**1,480,812**	**0**	**1,320,205**	**1,297,000**	**14%**	**1,201,691**	**1,158,318**	**942,320**	**758,596**
99085	Miscellaneous Expense	25,000	0	25,000	0	0%	26,317	48,744	9,225	259
Miscellaneous Expenditures - Total		**25,000**	**0**	**25,000**	**0**	**0%**	**26,317**	**48,744**	**9,225**	**259**
10030400 - Total		**3,263,155**	**0**	**3,030,255**	**3,163,066**	**3%**	**2,088,520**	**2,672,936**	**2,421,235**	**1,508,202**

Budget Request

FUND: 100 General Fund **DEPT: 304 Administration** **ORG KEY: 10030443 Housing & Human Services**

TYPE	DESCRIPTION
Department	Housing and Human Services sub-department provides leadership and administrative support to ensure the greatest return on Douglas County's investments in rent/utility assistance, homelessness prevention, permanent supportive housing, and contractual agreements with service providers, and other collective impact efforts. Budget includes the Housing Stabilization Collaborative (HSC) rent/utility assistance program (RUAP), and administration of the Flexible Housing Pool (FHP) Program in partnership with Mental Health America of the Heartland and the Lawrence Douglas County Housing Authority. Housing Stabilization Collaborative (HSC) rent/utility assistance program (RUAP) includes $241,500 for FY 2026 and FY 2027. While the total budget for the FHP is $932,551.78 for FY 2026 and FY 2027, however a majority of the expenses (83%) are budgeted in the Behavioral Health Sales Tax Budget, and the remaining 17% of expenditures for FHP are reflected in the Housing and Human Services Contractual Services budget. Additional expenses reflected in the Professional Services line of this budget represent a contractual agreement with the Kansas Statewide Homeless Coalition for a Regional Homeless Coordinator. Overall funding for the HSC Rent and Utility Assistance Program (RUAP) was reduced by 33% due to a reduction in funding from the City of Lawrence's Affordable Housing Trust Fund. In light of funding reductions, the RUAP program was revised in January 2026 to include the following: • Two clear program pathways: Emergency Assistance and Move-In Assistance • Implemented a rolling prioritization in place of a monthly lottery to reduce preventable evictions • Prioritize older adults, people on fixed incomes, and single-parent households, consistent with A Place for Everyone (APFE) and the Community Health Improvement Plan (CHIP) • Ensure limited monthly funding (approximately $40,000) has the highest possible impact.
Revenue	Housing & Human Services maintains the local City of Lawrence Affordable Housing Advisory Board grant. This grant provides revenue that directly supports administrative overhead costs for managing grants and rent/utility assistance for City of Lawrence residents. Grant revenue is not reflected in this sub-department, rather it is included in the County's grant fund.
Personnel	The Housing & Human Services Coordinator (formerly the Housing and Human Services Program Manager) is the only staff member in this subdepartment.
Contractual	Contractual Services includes the Housing Stabilization Collaborative (HSC) rent/utility assistance program (RUAP) which includes $241,500 for FY 2026 and FY 2027, and administration of the Flexible Housing Pool (FHP) Program in partnership with Mental Health America of the Heartland and the Lawrence Douglas County Housing Authority. While the total budget for the FHP is $932,551.78 for FY 2026, a majority of the expenses (83%) are budgeted in the Behavioral Health Sales Tax Budget, and the remaining 17% of expenditures for FHP are reflected in the Housing and Human Services Contractual Services budget which is supported by a $156,864 HUD grant in FY 2026 and an anticipated $321,032 HUD grant in 2027. Additional expenses reflected in the Professional Services line of this budget represent a contractual agreement with the Kansas Statewide Homeless Coalition for a Regional Homeless Coordinator.
Transfers & Misc	3rd party lottery service for the HSC rent/utility assistance program is included in miscellaneous expenditures will phase out in 2027 as it is no longer used for the HSC process.

Budget Request

FUND: 100 General Fund **DEPT: 304 Administration** **ORG KEY: 10030443 Housing & Human Services**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
57627	Housing and Human Svcs Coord	81,474	0	81,474	76,546	6%	40,451	72,801	7,428	0
57695	Human Services Program Manager	0	0	0	0	0%	0	0	61,273	62,956
58030	Adjustment To Pay Plan	2,315	0	0	2,832	(18%)	0	0	0	0
58035	Longevity Pay	0	0	0	0	0%	0	0	0	0
58200	Merit Pay	632	0	0	2,381	(73%)	0	0	0	0
58250	Overtime	0	0	0	0	0%	0	41	0	0
Personnel - Total		**84,421**	**0**	**81,474**	**81,759**	**3%**	**40,451**	**72,843**	**68,701**	**62,956**
60605	Utility Assistance	88,500	0	88,500	165,000	(46%)	34,531	103,082	82,946	80,609
60835	Housing Assistance	562,532	0	405,668	165,000	241%	106,974	214,860	258,510	251,075
61100	Professional Services	87,985	0	87,985	87,985	0%	66,681	98,298	82,476	75,772
Contractual - Total		**739,017**	**0**	**582,153**	**417,985**	**77%**	**208,185**	**416,240**	**423,932**	**407,455**
79090	Client Supplies	0	0	0	0	0%	0	0	0	0
Commodities - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
99085	Miscellaneous Expense	200	0	200	200	0%	96	272	478	2,131
Miscellaneous Expenditures - Total		**200**	**0**	**200**	**200**	**0%**	**96**	**272**	**478**	**2,131**
10030443 - Total		**823,638**	**0**	**663,827**	**499,944**	**65%**	**248,732**	**489,355**	**493,111**	**472,542**

Budget Request

FUND: 100 General Fund **DEPT: 304 Administration** **ORG KEY: 10030447 Criminal Justice Coordination**

TYPE	DESCRIPTION
Department	The Criminal Justice Coordinator budget includes the Criminal Justice Coordinator (CJC) position and funds to support the Coordinator's work with justice system partners to advance the initiatives of the Criminal Justice Coordinating Council (CJCC) and member agencies. Activities supported by these funds generally include technical assistance contracts for evaluations, research, or implementation of best practices. As an example, from fall 2023 through summer 2025, the County contracted with the Justice Management Institute (JMI) to assist with the CJCC's functioning. This series of contracts included assessing the alignment of the CJCC with national standards and assisting the CJCC with developing and implementing recommendations to improve alignment with those standards. Those recommendations included work with JMI to develop revised bylaws that are better aligned with national standards and the development of a three-year strategic plan for the CJCC, which were adopted in June 2024 and February 2025, respectively. Beginning in the fall of 2024, the Criminal Justice Coordinator has supported the specialty court teams as they have completed a process evaluation of their functioning against best practice standards and are in the process of completing an outcomes evaluation with NPC Research.
Personnel	The Data Analyst position was previously assigned to the Criminal Justice Coordinator and later to the Assistant County Administrator due to the inclusion of the position in a broader scope of work across the Administration Department. This position was vacated by the previous staff in June 2025 and upon that vacancy, the position was reallocated to the IT department.
Contractual	The total allocation for 2027 for Consultants and Studies has been realigned to the 3-year annual average.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50775	Criminal Justice Data Analyst	0	0	0	0	0%	0	0	0	0
50911	Criminal Justice Coordinator	118,745	0	118,745	111,207	7%	58,868	110,101	92,709	95,436
57685	Data Analyst	0	0	0	101,686	(100%)	0	45,274	69,046	87,350
58030	Adjustment To Pay Plan	3,374	0	0	3,762	(10%)	0	0	0	0
58035	Longevity Pay	0	0	0	280	(100%)	0	0	0	0
58200	Merit Pay	921	0	0	3,163	(71%)	0	0	0	0
58250	Overtime	0	0	0	0	0%	0	0	0	80
Personnel	**- Total**	**123,040**	**0**	**118,745**	**220,098**	**(44%)**	**58,868**	**155,375**	**161,754**	**182,865**
60100	Travel (fkaTravel-Training-Ed)	0	0	0	0	0%	0	0	0	1,300
60140	Training	0	0	0	0	0%	0	0	0	0
60300	Printing & Publications	0	0	0	0	0%	0	0	0	0
60405	Association Dues	0	0	0	0	0%	0	0	288	0

Budget Request

FUND: 100 General Fund **DEPT: 304 Administration** **ORG KEY: 10030447 Criminal Justice Coordination**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61015	Consultants & Studies	50,625	0	50,625	82,000	(38%)	0	77,173	51,753	22,953
69055	Other MiscellaneousContractual	0	0	0	0	0%	0	0	0	0
Contractual - Total		**50,625**	**0**	**50,625**	**82,000**	**(38%)**	**0**	**77,173**	**52,041**	**24,253**
79000	Miscellaneous Commodities	0	0	0	0	0%	0	0	0	0
Commodities - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
10030447 - Total		**173,665**	**0**	**169,370**	**302,098**	**(43%)**	**58,868**	**232,548**	**213,795**	**207,118**
304 - Total		**4,260,458**	**0**	**3,863,452**	**3,965,108**	**7%**	**2,396,120**	**3,394,838**	**3,128,142**	**2,187,863**

Budget Request

FUND: 100 General Fund **DEPT: 305 County Clerk** **ORG KEY: 10030510 County Clerk**

TYPE	DESCRIPTION
Department	The general government division is responsible for accounts payable, payroll, tax roll maintenance, specials, revenue neutral notices, Property Valuation Division (PVD) abstract submission, document management, cereal malt beverage licenses, cemeteries, homestead/rebate tax assistance, wayfinding services in the courthouse and answering citizen requests/questions. Issues impacting these services have been additional legislation requiring new processes and notifications, payroll growth in county staffing and departments, changes in overall courthouse operations, and increases in accounts payable.
Personnel	57570 Additional funds were added in the 2026 re-estimate for the overhire of a new Deputy Clerk as the long time Deputy Clerk is retiring. 58250 Overtime for tax and payroll, plus support for elections 58270 Temp Hire - Office Clerk not needed at time, possible if new ERP RFP next year
Contractual	61100 Professional Services increased cost for 1099 services
Commodities	70140 Special Forms increased cost of W-2's and from increased number of employees

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
46030	Miscellaneous Reimbursements	0	0	0	0	0%	(3,224)	(20)	0	0
Revenues	**- Total**	**0**	**0**	**0**	**0**	**0%**	**(3,224)**	**(20)**	**0**	**0**
50102	Account Clerk II	0	0	0	0	0%	0	0	73,735	92,768
50103	Account Clerk III	0	0	0	0	0%	0	0	61,005	63,352
50105	Accounting Officer	0	0	0	0	0%	0	0	42,411	43,910
50121	Account Technician	61,784	0	61,784	58,193	6%	30,674	57,820	5,625	0
50140	Payroll Specialist	73,498	0	73,498	69,217	6%	36,488	68,889	59,098	73,504
50141	AP Specialist	78,926	0	78,926	74,667	6%	39,251	74,384	7,245	0
50150	Real Estate Title Manager	92,018	0	92,018	86,151	7%	45,614	85,486	71,005	63,577
51193	Office Associate	57,608	0	57,608	53,891	7%	28,551	53,297	1,356	0
51200	Real Estate Title Associate	57,128	0	57,128	53,432	7%	28,055	52,889	5,184	0
54530	County Clerk	173,262	0	173,262	162,217	7%	85,885	161,404	136,303	124,152
57550	Chief Deputy Clerk	0	0	0	0	0%	0	0	88,726	91,279
57555	Payroll/AP Manager	92,018	0	92,018	86,151	7%	45,614	85,606	72,779	46,564
57570	Deputy County Clerk	112,258	0	172,738	129,456	(13%)	87,968	128,572	7,878	0

Budget Request

FUND: 100 General Fund **DEPT: 305 County Clerk** **ORG KEY: 10030510 County Clerk**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
58030	Adjustment To Pay Plan	25,736	0	0	27,658	(7%)	0	0	0	0
58035	Longevity Pay	3,480	0	3,200	3,200	9%	0	0	0	0
58200	Merit Pay	7,265	0	0	24,031	(70%)	0	0	0	0
58250	Overtime	4,000	0	2,000	4,000	0%	0	0	147	766
58270	Temp Office Clerk	0	0	0	0	0%	0	0	0	0
Personnel	**- Total**	**838,981**	**0**	**864,180**	**832,264**	**1%**	**428,100**	**768,347**	**632,497**	**599,873**
60405	Association Dues	800	0	800	800	0%	300	1,258	300	200
60947	Office Equipment Maintenance	0	0	200	200	(100%)	0	0	0	0
61100	Professional Services	525	0	525	400	31%	508	681	443	126
Contractual	**- Total**	**1,325**	**0**	**1,525**	**1,400**	**(5%)**	**808**	**1,938**	**743**	**326**
70125	Office Equipment/Furniture	100	0	100	100	0%	0	0	0	194
70140	Special Forms	500	0	500	500	0%	306	469	346	0
Commodities	**- Total**	**600**	**0**	**600**	**600**	**0%**	**306**	**469**	**346**	**194**
99085	Miscellaneous Expense	0	0	0	0	0%	0	0	0	0
Miscellaneous Expenditures	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
92020	Transfer to Equipment Reserve	0	0	0	0	0%	0	0	0	0
Transfers	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
10030510 - Total		**840,906**	**0**	**866,305**	**834,264**	**1%**	**425,990**	**770,733**	**633,587**	**600,393**

Budget Request

FUND: 100 General Fund **DEPT: 305 County Clerk** **ORG KEY: 10030520 County Clerk Elections**

TYPE	DESCRIPTION
Department	The election division is responsible for all elections and election administration tasks for Douglas County. The passage of legislation at both the national and state level continue to significantly increase administrative costs. Over the past few years, the legislature has passed laws, i.e. the ballot watermark legislation, which have resulted in further increases in election costs. Kansas is one of a few states where there is no state funding for elections which places the burden on local funding. The Kansas Secretary of State's office has a scheduled replacement of the state-wide voter registration system on the 2027 calendar with no funding allocated, this would require the counties to fund the new system. While historically, odd-year elections require smaller outlays, with RNR requirements the elections budget is maintained at presidential election cycle level, equipment transfers are considered in the off-year cycle to prepare for replacing election equipment. The executive orders on elections issued earlier this year could necessitate unplanned expenses both in 2026 and 2027.
Revenue	The 2024 budget includes reimbursement from the 2024 Presidential Preference Primary and the May 14, 2024 USD 348 Special Bond election. There are no special elections currently planned for 2027, but an entity can call an election at anytime. If a special election is called, the entity will reimburse for direct election costs.
Personnel	There are no additional personnel expenses or additions for 2027.
Contractual	Explanation of costs centers: 60100 Travel costs for certification and training 60230 Postage for notices, changes letters and list maintenance mailings 60320 Printing notices, letters, manuals, signage and election printing 60405 Association Dues membership to the Election Center, IaGo 60805 Building Rental for the election office at 711 W 23rd St, Suite 1, including planned annual increases rental for polling place locations and advance voting locations 60950 Service Equipment annual election equipment service contract (increase due to yearly planned increase in contract fees) 61100 Professional Services delivery company and other professional support fees for election software and hardware 61105 Public Education 61305 Poll Workers for all boards, including election day, pre/post election, audit boards, in-office help 61310 Ballot Scanner Services 69015 Contract Labor for additional election support including warehouse, data entry and other tasks
Commodities	70110 Election Ballots and ballot printing, increase due to watermark law 70115 Election Envelopes increased costs in paper and envelopes 70120 Election Supplies

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
46030	Miscellaneous Reimbursements	0	0	0	0	0%	0	(51,698)	(81,365)	(86,234)

Budget Request

FUND: 100 General Fund **DEPT: 305 County Clerk** **ORG KEY: 10030520 County Clerk Elections**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
Revenues	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**(51,698)**	**(81,365)**	**(86,234)**
50102	Account Clerk II	0	0	0	0	0%	0	0	83,774	86,838
50103	Account Clerk III	0	0	0	0	0%	0	0	51,697	70,314
50142	Elections Specialist	140,418	0	140,418	131,064	7%	69,535	129,656	12,664	0
51180	Office Clerk	0	0	0	0	0%	0	0	0	0
51194	Elections Associate	124,737	0	124,737	116,531	7%	61,790	115,893	11,267	0
51195	Election Warehouse Mgr/Tech Sp	0	0	0	0	0%	0	0	35,987	37,277
57570	Deputy County Clerk	112,689	0	112,689	105,507	7%	55,860	104,398	89,380	78,256
58030	Adjustment To Pay Plan	11,084	0	0	13,312	(17%)	0	0	0	0
58035	Longevity Pay	680	0	640	640	6%	0	0	0	0
58200	Merit Pay	3,035	0	0	10,992	(72%)	0	0	0	0
58250	Overtime	16,000	0	16,000	17,000	(6%)	147	6,103	14,245	4,687
58270	Temp Office Clerk	0	0	20,000	0	0%	2,576	0	0	0
Personnel	**- Total**	**408,643**	**0**	**414,484**	**395,046**	**3%**	**189,908**	**356,049**	**299,014**	**277,371**
60100	Travel (fkaTravel-Training-Ed)	2,000	0	1,500	3,000	(33%)	0	0	0	0
60230	Postage	78,000	0	76,000	78,000	0%	42,135	44,245	67,555	43,123
60320	Printing & Binding	39,000	0	35,000	39,000	0%	6,377	23,816	22,562	26,239
60405	Association Dues	400	0	400	400	0%	0	0	0	150
60805	Building Rental	185,000	0	183,000	185,000	0%	84,119	168,150	169,940	158,680
60950	Service Equipment Maintenance	87,000	0	87,000	87,000	0%	75,665	81,159	86,645	122,871
61100	Professional Services	21,000	0	21,000	21,000	0%	7,867	16,738	23,259	17,585
61105	Public Education	5,000	0	3,000	5,000	0%	0	0	16,151	0
61305	Poll Workers	175,000	0	175,000	175,000	0%	5,213	87,162	226,309	87,093
61310	Ballot Scanner Services	0	0	0	0	0%	0	3,225	3,525	4,125
69015	Contract Labor	18,000	0	5,000	18,000	0%	4,504	25,361	11,529	0

Budget Request

FUND: 100 General Fund **DEPT: 305 County Clerk** **ORG KEY: 10030520 County Clerk Elections**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
Contractual	**- Total**	**610,400**	**0**	**586,900**	**611,400**	**0%**	**225,880**	**449,856**	**627,473**	**459,867**
70110	Election Ballots	90,000	0	90,000	90,000	0%	2,682	50,770	90,208	39,799
70115	Election Envelopes	38,000	0	35,000	38,000	0%	11,818	717	31,930	643
70120	Election Supplies	12,000	0	8,000	12,000	0%	2,964	1,180	5,158	10,999
Commodities	**- Total**	**140,000**	**0**	**133,000**	**140,000**	**0%**	**17,464**	**52,668**	**127,296**	**51,441**
99085	Miscellaneous Expense	0	0	0	0	0%	0	178	238	21
Miscellaneous Expenditures	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**178**	**238**	**21**
92020	Transfer to Equipment Reserve	0	0	0	0	0%	0	0	0	0
Transfers	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
10030520 - Total		**1,159,043**	**0**	**1,134,384**	**1,146,446**	**1%**	**433,251**	**807,053**	**972,657**	**702,465**
305 - Total		**1,999,949**	**0**	**2,000,689**	**1,980,710**	**1%**	**859,241**	**1,577,786**	**1,606,243**	**1,302,859**

Budget Request

FUND: 100 General Fund **DEPT: 306 Countywide** **ORG KEY: 10030600 Countywide**

TYPE	DESCRIPTION
Department	This department finances certain expenses that benefit all Douglas County Offices, which includes Travel-Training-Education, Postage, Legal Publications, Association Dues, Subscriptions, Mobile Telephones, Copier Lease, and Office Supplies.
Contractual	The budgets reflect the 2024 actual year-to-date expenses and 2023 actual history. 60825 Property Lease-no active leases anticipated. (Previously parking lease) 60806 Public Safety Building Rental-moved budget to CJS Ops 100-45610 in 2023. 61005 Audit Services-based on contracted agreement increases. This amount includes audit services for Bert Nash Mental Health Center. 61044 Employee Appreciation-moved to Admin budget 100-30400 61100 Professional Services-moved HR expenses to Admin budget 100-30400. The 2024 expenditures include water damage, fire, and smoke mitigation. 69005 Banking Fees- moved Treasurer's UMB lockbox fees to Treasurer budget 100-31300

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
46030	Miscellaneous Reimbursements	(35,405)	0	(35,405)	0	0%	(81)	(36,489)	(37,138)	(33,981)
Revenues	**- Total**	**(35,405)**	**0**	**(35,405)**	**0**	**0%**	**(81)**	**(36,489)**	**(37,138)**	**(33,981)**
60100	Travel (fkaTravel-Training-Ed)	50,000	0	42,140	140,000	(64%)	55,457	58,895	44,882	43,120
60105	Accomodations	17,500	0	17,285	0	0%	16,994	35,587	21,591	13,479
60110	Education	21,250	0	21,250	0	0%	11,329	16,509	26,827	24,821
60115	Meals	14,000	0	13,830	0	0%	15,242	23,910	15,729	15,690
60120	Other Travel Costs	2,100	0	2,100	0	0%	1,537	24	54	109
60135	Registration Fees	18,600	0	18,550	0	0%	6,071	29,646	20,819	22,316
60140	Training	20,250	0	20,090	0	0%	18,044	28,811	15,003	13,929
60145	Vehicle Mileage(Business)	1,250	0	1,160	0	0%	547	1,183	1,712	1,742
60220	Mobile Telephones	73,000	0	72,580	85,000	(14%)	31,715	71,651	83,010	59,070
60230	Postage	170,000	0	169,855	180,000	(6%)	118,277	144,398	238,210	169,355
60310	Legal Publications	52,000	0	52,045	50,000	4%	3,859	42,523	70,537	49,537
60320	Printing & Binding	23,000	0	22,700	15,000	53%	8,417	38,171	16,494	13,492
60405	Association Dues	40,000	0	39,510	65,000	(38%)	26,536	50,332	18,056	61,968
60410	Subscriptions	11,500	0	11,310	13,000	(12%)	4,580	10,009	12,833	12,610

Budget Request

FUND: 100 General Fund **DEPT: 306 Countywide** **ORG KEY: 10030600 Countywide**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60806	PS Building Rental	0	0	0	0	0%	0	0	0	0
60810	County Records Storage	2,250	0	2,220	2,300	(2%)	8	2,390	4,431	2,213
60815	Equipment Rental	14,000	0	14,135	18,000	(22%)	8,460	15,416	15,190	17,690
60945	Mach & Equip Maintenance	28,000	0	27,765	50,000	(44%)	405	11,967	29,851	41,041
60947	Office Equipment Maintenance	0	0	0	500	(100%)	0	0	0	0
60965	Vehicle Equip Install/Repairs	107,250	0	107,205	90,000	19%	55,731	115,209	99,198	0
60966	Repair Deductibles	0	0	0	0	0%	0	0	0	0
61005	Audit Services	155,000	0	155,000	155,000	0%	68,645	142,725	151,800	118,731
61020	Copier Lease Agreement	64,000	0	64,005	65,000	(2%)	38,373	64,316	66,668	62,985
61100	Professional Services	106,000	0	105,610	75,000	41%	154,100	113,567	204,326	24,064
61225	Juror Fees & Travel	0	0	0	0	0%	0	56	228	343
61255	Witness Fees & Travel	10,000	0	9,930	12,000	(17%)	2,125	6,487	9,998	15,111
69005	Bank Fees & Charges	0	0	0	1,000	(100%)	0	0	0	0
69085	Recycling Services	15,600	0	15,600	20,000	(22%)	8,716	13,833	19,540	13,281
69100	Taxes	80,500	0	80,465	68,000	18%	0	80,465	67,129	59,771
Contractual - Total		**1,097,050**	**0**	**1,086,340**	**1,104,800**	**(1%)**	**655,168**	**1,118,080**	**1,254,115**	**856,468**
70130	Office Supplies	120,000	0	119,855	125,000	(4%)	58,484	115,638	92,462	122,479
75045	Signs	2,500	0	2,470	650	285%	0	288	601	2,003
Commodities - Total		**122,500**	**0**	**122,325**	**125,650**	**(3%)**	**58,484**	**115,926**	**93,062**	**124,481**
81000	Furniture & Equipment	15,770	0	15,770	0	0%	0	7,795	23,744	0
87010	Building Improvements	150,000	0	150,000	150,000	0%	0	0	149,877	0
Capital Outlay - Total		**165,770**	**0**	**165,770**	**150,000**	**11%**	**0**	**7,795**	**173,622**	**0**
99065	Interest on Tax Refunds	65,000	0	65,000	5,000	1,200%	59,014	23,559	4,512	5,765
99085	Miscellaneous Expense	16,600	0	16,600	20,000	(17%)	2,229	11,409	25,296	15,494
Miscellaneous Expenditures - Total		**81,600**	**0**	**81,600**	**25,000**	**226%**	**61,242**	**34,968**	**29,808**	**21,259**

Budget Request

FUND: 100 General Fund **DEPT: 306 Countywide** **ORG KEY: 10030600 Countywide**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
10030600 - Total		1,431,515	0	1,420,630	1,405,450	2%	774,814	1,240,279	1,513,469	968,228
306 - Total		1,431,515	0	1,420,630	1,405,450	2%	774,814	1,240,279	1,513,469	968,228

Budget Request

FUND: 100 General Fund **DEPT: 307 Information Technology** **ORG KEY: 10030710 Information Technology**

TYPE	DESCRIPTION
Department	The Information Technology (IT) Department of Douglas County is vital in supporting the county's operations by providing comprehensive technological solutions and maintaining a robust digital infrastructure. The department manages the county's computer networks, servers, and databases, ensuring these systems are secure, reliable, and accessible to county employees. Regular updates, troubleshooting, and advanced cybersecurity measures are key responsibilities, protecting sensitive information and maintaining smooth operations. With the increasing threat to government entities and recent attacks to local agencies, cyber security is a vital focus to the information technology team. Continuing to enhance our security footprint is critical to Douglas County staying secure and protecting our consumers data. Douglas County currently has one Security Engineer monitoring and maintaining our security posture. Ensuring documentation and disaster recovery processes are in place validated. The IT Department of 14 employees offers essential technical support to county employees, helping resolve hardware and software issues, which is critical for maintaining productivity and ensuring uninterrupted county services. Additionally, the department plays a significant role in strategic planning and implementing new technologies. By researching and integrating innovative solutions, the IT Department helps the county stay current with technological advancements, enhancing efficiency and service delivery. A major function of the department is developing and maintaining the county's websites and online services, which facilitate residents' easier access to information. The IT Department also manages the county's telecommunications and audio-visual systems, ensuring reliable and effective communication across all departments, including maintaining phone systems, email servers, and other communication tools.
Revenue	In 2026 County IT began supporting the hardware and software for the Law Library for the County Courts. A consistent quarterly invoice for County IT services is being invoiced.
Personnel	In the 2027 Proposed Budget, an increase was added to the IT Systems admin role. With the addition in 2026 of a part-time IT Support Specialist, the release of daily tasks (invoicing, software maintenance tracking, hardware tracking, documenting process improvements), allowing newer technology and higher-level projects to be completed. Adding Azure administration responsibilities and technical guidance will bring critical responsibilities to the IT Systems administrator role. As the county adds departments and expansion of the two buildings, this brings additional software and hardware support (additional desktops and equipment). The demands on keeping Douglas County secure and the need to stay current with applications and technology has evolved. We currently have projects waiting on staff to have time to work on and complete. Besides daily tasks and requests, the construction projects of the JLE and PSB will demand the attention of the county infrastructure manager. Building the connectivity and configuration of the network to allow for a secure but efficient network will require time and commitment. County IT title changes during McGrath compensation study were IT Infrastructure Manager, Principal Developer and "IT" Network Admin, Developer, Systems Admin, Analyst and Security Engineer.
Contractual	Pulling all Software contracts under IT has been the focus the last few years as well as adding more security tools.

Budget Request

FUND: 100 General Fund **DEPT: 307 Information Technology** **ORG KEY: 10030710 Information Technology**

TYPE	DESCRIPTION
	Software continues to increase in cost, not the normal 5% yearly increase, some software and hardware costs have increased exponentially. Our Vshpere license in 2024 was $6915.00 and in 2025 it totaled $21,956. Our SAN license in 2024 was $10,939 and in 2025 was $14,866. IT continues to manage the agreements and meet with Department Heads on a monthly basis to stay informed of needs and additions to their workflow and environment. Adding additional hardware and software costs as the county grows, in 2025 IT migrated the Senior Resource Center and the Consolidated Fire Department onto Douglas County hardware and software. Staying current with the Microsoft Operating Systems and Products continues to be challenging while maintaining During the Request for Proposal for a new Enterprise System in 2027, costs could come in early for additional resources to support the workflow documentation and analysis. Adding an additional 100,000 to the budget for these additional resources. Douglas County has many legacy systems that are not only a security concern, but also a management concern. Converting all of the historical information into one system will be a cost to Douglas County but will be beneficial for the future. $50,000 Timeline for the Project is May 1, 2025, to June 30, 2026, Project Readiness, July 1, 2026, to September 1, 2026, RFP Development and Publication, September 1, 2026, to October 31, 2026, Vendor Selection, November 1, 2026, to December 31, 2026, Statement of Work and Contract Negotiation, January 1, 2027, to December 31, 2027, Design and Implementation. Information Technology is needing two new general ledger line items for IT Security Software and Security Hardware allowing us to separate the security costs from other software and hardware costs. Separating these costs out allows for easier cyber insurance and audit requests.
Commodities	We continue to just use one GL account for computer supplies.
Capital Outlay	Douglas County IT continues to work to consolidate applications and hardware at our facilities. With the construction of the PSB and the move of the Sheriff office, badge management for new hires will require a server and software management to be available downtown allowing for a smooth orientation process. Currently, there are multiple camera solutions being used in the county, our goal is to have one system for managing cameras. Adding new camera's and networking to the server will allow for better management and security for the departments. New network switches for current building closets will be needed to update the network to a 10G network. This allows for the connectivity of the new network closets to communicate with the existing closets using a faster network speed. Making sure these switches are updated will be important for the connectivity in the new building. Additional staffing needs for each department will require additional hardware and software licenses.
Transfers & Misc	2025 Actuals reflect an additional year end transfer to bolster the IT reserve account for future hardware needs.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
55010	IT Support Specialist	178,181	0	178,181	131,183	36%	56,570	63,157	6,158	0
55060	Sr Programmer Data Base Anlyst	0	0	0	0	0%	0	0	71,281	69,626

Budget Request

FUND: 100 General Fund **DEPT: 307 Information Technology** **ORG KEY: 10030710 Information Technology**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
55070	IT Infrastructure Manager	155,326	0	155,326	145,220	7%	77,360	144,870	118,194	106,788
55080	IT Network Administrator	188,630	0	188,630	96,549	95%	83,753	95,809	9,387	0
55082	Network Administrator II	0	0	0	0	0%	0	0	74,280	76,728
55084	IT Developer	99,431	0	99,431	185,268	(46%)	49,342	92,514	102,299	97,199
55085	IT Security Engineer	109,578	0	109,578	102,437	7%	54,279	101,349	68,401	0
55086	IT Technology Engineer	0	0	0	0	0%	0	0	0	0
55087	Principal Developer	138,476	0	138,476	129,477	7%	68,648	128,947	12,511	0
55090	PC Specialist I	0	0	0	0	0%	0	0	41,140	46,509
55100	Senior PC Specialist	0	0	0	0	0%	0	0	0	0
55110	Programmer Database Analyst	0	0	0	0	0%	0	0	0	0
55115	Software Specialist	0	0	0	0	0%	0	0	44,797	55,254
55120	Senior Software Specialist	0	0	0	0	0%	0	0	0	0
55122	IT Analyst	0	0	0	151,588	(100%)	21,686	76,549	7,502	0
55125	Systems Support Analyst	0	0	0	0	0%	0	0	62,028	64,518
55130	IT Support Supervisor	111,290	0	111,290	104,567	6%	55,893	105,296	91,823	83,626
55141	IT Web Developer	103,189	0	103,189	96,716	7%	51,165	95,743	80,625	73,453
55142	IT Systems Administrator	99,756	0	95,756	89,554	11%	47,568	88,593	21,477	0
55150	Software Support Supervisor	0	0	0	0	0%	0	0	0	0
55155	IT Project Manager	124,487	0	124,487	116,322	7%	61,662	115,034	103,197	95,216
55710	Info Technology Director	177,250	0	177,250	165,620	7%	87,796	163,831	145,673	131,714
57685	Data Analyst	93,167	0	93,167	0	0%	46,777	0	0	0
58030	Adjustment To Pay Plan	44,316	0	0	46,497	(5%)	0	0	0	0
58035	Longevity Pay	4,640	0	3,520	3,520	32%	0	0	0	0
58200	Merit Pay	12,219	0	0	39,786	(69%)	0	0	0	0
58250	Overtime	0	0	0	0	0%	947	2,498	3,070	5,185

Budget Request

FUND: 100 General Fund **DEPT: 307 Information Technology** **ORG KEY: 10030710 Information Technology**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
Personnel	**- Total**	**1,639,936**	**0**	**1,578,281**	**1,604,304**	**2%**	**763,446**	**1,274,191**	**1,063,843**	**905,815**
60210	Internet Account	50,000	0	50,000	50,000	0%	16,903	28,016	33,076	37,572
60940	Hardware/Software Maintenance	250,000	0	250,000	250,000	0%	83,670	113,641	177,528	186,153
60956	Software Subscription Services	1,500,000	0	1,000,000	800,000	88%	621,677	1,067,359	738,047	605,949
61100	Professional Services	75,000	0	50,000	50,000	50%	21,192	5,930	15,786	15,635
Contractual	**- Total**	**1,875,000**	**0**	**1,350,000**	**1,150,000**	**63%**	**743,441**	**1,214,945**	**964,436**	**845,308**
70105	Computer Equipment & Parts	0	0	0	0	0%	0	0	869	1,023
70106	Computer Supplies	20,000	0	20,000	20,000	0%	823	4,811	7,106	10,918
Commodities	**- Total**	**20,000**	**0**	**20,000**	**20,000**	**0%**	**823**	**4,811**	**7,974**	**11,940**
82030	Technology Hardware/Software	150,000	0	380,000	380,000	(61%)	173,373	441,074	293,383	157,763
Capital Outlay	**- Total**	**150,000**	**0**	**380,000**	**380,000**	**(61%)**	**173,373**	**441,074**	**293,383**	**157,763**
99085	Miscellaneous Expense	500	0	500	500	0%	659	431	541	121
Miscellaneous Expenditures	**- Total**	**500**	**0**	**500**	**500**	**0%**	**659**	**431**	**541**	**121**
92020	Transfer to Equipment Reserve	80,000	0	80,000	80,000	0%	0	380,000	80,000	75,000
Transfers	**- Total**	**80,000**	**0**	**80,000**	**80,000**	**0%**	**0**	**380,000**	**80,000**	**75,000**
10030710 - Total		**3,765,436**	**0**	**3,408,781**	**3,234,804**	**16%**	**1,681,743**	**3,315,453**	**2,410,177**	**1,995,947**

Budget Request

FUND: 100 General Fund **DEPT: 307 Information Technology** **ORG KEY: 10030730 Information Tech GIS**

TYPE	DESCRIPTION
Department	Geographic Information Systems (GIS) play a crucial role in helping collate and analyze vast amounts of data needed to address various issues for Douglas County. GIS tools enable better decisions at all levels of government. GIS helps agencies make informed choices by connecting data with location, visualizing and analyzing land parcels, inventory resources, plan transportation routes, improve public service delivery, manage land development, and emergency management response. The GIS department enables Douglas County agencies to make data-driven decisions, improve services, and enhance overall efficiency by leveraging location-based information. This department has three full-time employees.
Contractual	All GIS software and hardware are being purchased from Information Technology 10030710. In 2024, GIS realized an increased expense for aerial photography. Douglas County has two aerial contracts allowing the most up to date aerial imaging.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50760	Interns	0	0	0	0	0%	0	0	0	0
55030	GIS Analyst	158,312	0	158,312	148,144	7%	78,450	146,563	119,944	42,261
55040	Senior GIS Analyst	0	0	0	0	0%	0	0	0	0
55050	GIS Technician	0	0	0	0	0%	0	0	0	29,942
57610	GIS Manager	124,695	0	124,695	116,490	7%	61,774	115,839	97,395	85,067
58030	Adjustment To Pay Plan	8,014	0	0	9,643	(17%)	0	0	0	0
58035	Longevity Pay	520	0	480	480	8%	0	0	0	0
58200	Merit Pay	2,196	0	0	8,228	(73%)	0	0	0	0
58250	Overtime	0	0	0	0	0%	0	907	258	0
Personnel	**- Total**	**293,737**	**0**	**283,487**	**282,985**	**4%**	**140,224**	**263,309**	**217,598**	**157,270**
60405	Association Dues	1,000	0	1,000	3,000	(67%)	460	390	375	205
61100	Professional Services	6,500	0	6,500	6,500	0%	0	0	82,608	0
Contractual	**- Total**	**7,500**	**0**	**7,500**	**9,500**	**(21%)**	**460**	**390**	**82,983**	**205**
70130	Office Supplies	0	0	0	0	0%	0	0	0	137
Commodities	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**137**
10030730 - Total		**301,237**	**0**	**290,987**	**292,485**	**3%**	**140,684**	**263,699**	**300,581**	**157,612**
307	**- Total**	**4,066,673**	**0**	**3,699,768**	**3,527,289**	**15%**	**1,822,427**	**3,579,152**	**2,710,758**	**2,153,559**

Budget Request

FUND: 100 General Fund **DEPT: 308 Maintenance** **ORG KEY: 10030800 Maintenance**

TYPE	DESCRIPTION
Department	The building maintenance department is responsible for all aspects of maintenance, custodial and grounds keeping for all Douglas County buildings and facilities. This includes but is not limited to emergency, routine maintenance, preventive maintenance, predictive maintenance and asset management on the building envelope (roofs, siding, windows, etc.), internal mechanical systems (HVAC, plumbing), electrical systems, access controls and security and many other items. There are roughly 40 buildings maintained by county staff as well as, parking lots, camp grounds, parks, cemeteries, arenas, etc. Some major facilities include the county jail (24/7/365 facility), fairgrounds, historic courthouse, law enforcement center and the juvenile detention center (24/7/365 facility). We currently have 13 maintenance personnel on staff including three stationed at the DGCO jail, five stationed at the DGCO fairgrounds, three stationed at the Law Enforcement center, one at the Humans Services building and one at the juvenile detention center. Maintenance staff moves from location to location as needed to provide solutions to maintenance problems in a professional and timely manner. We also provide custodial services to nearly all county owned facilities. We currently have six full time and one PT/Temp custodians on staff in building maintenance.
Revenue	Rental revenue represents the income the Maintenance department receives from leasing designated office space to partner agencies at the Human Services building. These leases help offset the overall cost of maintaining department-owned or department-managed facilities by ensuring that available space is used efficiently and contributes financially to operational needs. Under this budget, rental revenue is calculated based on the square footage each tenant occupies and the agreed-upon lease rate, which reflects factors such as building maintenance costs, utilities, custodial support, and long-term facility upgrades. Lease agreements are structured to remain consistent with county policies and competitive with comparable commercial rates while still supporting the department’s broader mission of providing accessible, cost-effective services. The revenue collected through these leases is reinvested into facility operations, including routine maintenance, safety improvements, and capital projects that keep office environments functional and compliant with regulatory standards. By generating rental revenue, the Human Services budget reduces reliance on general fund contributions and strengthens the department’s ability to allocate more resources directly to community programs and client services.
Personnel	The increase in the 2026 re-estimated budget reflects the addition of one Maintenance Technician FTE and two Custodial I positions approved to begin in July 2025. Industry benchmarks show the county is currently understaffed by three to four maintenance technicians based on the total square footage maintained, and this position helps close that gap while supporting consistent service across all county facilities. The 2027 budget increase is primarily driven by the need to staff newly added square footage with the opening of the JLEC tower and the Public Safety Building.

Budget Request

FUND: 100 General Fund **DEPT: 308 Maintenance** **ORG KEY: 10030800 Maintenance**

TYPE	DESCRIPTION
	The two custodial FTEs are necessary to maintain approximately 100,000 square feet of new space. Because these positions work within secure facilities and may encounter sensitive materials, candidates must pass high-level background clearances, which may extend the hiring process. Industry standards recommend one custodian per 25,000 to 30,000 square feet in an office-type environment; therefore, two FTEs are sufficient to meet operational needs until the remodel of the existing JLEC building is completed in 2027. These additional positions ensure new facilities are properly maintained, protect the county's long-term capital investment, and demonstrate responsible stewardship of taxpayer resources. For the 2027 budget, two Facility Maintenance Technician positions are planned to be promoted to Maintenance Specialist in 2027. These promotions are for employee retention, and will be based on increased job knowledge through ongoing training as well as demonstrated work performance.
Contractual	Contractual expenses were accounted for separately in previous years because of the cost sharing arrangement with the City of Lawrence. That agreement has ended, so expenses and budget have been consolidated.
Commodities	The building maintenance department has a full time presence in most of the county buildings. We provide routine, preventive, emergency and predictive maintenance on all county facilities and infrastructure. The department also provides custodial services at most county buildings.
Transfers & Misc	Routinely over the past 5 years, the building maintenance department has been allowed to have a $30,000 per year transfer into our equipment reserve account. This transfer was approved again by the BOCC during the 2026 budget process. The BOCC then approved an additional year end transfer of $450,000 to the Maintenance department equipment reserve account to cover upcoming costs associated with the opening of the new courts tower, the remodel of the existing JLEC building as well as the opening of the Public Safety building on east 25th street. These funds will be used to purchase maintenance and custodial equipment as well as materials needed to outfit the new facilities to meet staff needs across all departments.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
46030	Miscellaneous Reimbursements	(110,000)	0	(110,000)	(94,000)	0%	(53,703)	(118,421)	(113,167)	(117,847)
Revenues	**- Total**	**(110,000)**	**0**	**(110,000)**	**(94,000)**	**0%**	**(53,703)**	**(118,421)**	**(113,167)**	**(117,847)**
50640	Facility Maintenance Worker	52,116	0	52,116	48,881	7%	25,852	48,677	41,326	37,737
50641	Facility Maintenance Tech	267,880	0	294,568	274,082	(2%)	129,592	233,041	191,240	221,601
50642	Facility Maintenance Spc	492,591	0	407,391	371,197	33%	194,445	372,386	308,599	252,582

Budget Request

FUND: 100 General Fund **DEPT: 308 Maintenance** **ORG KEY: 10030800 Maintenance**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50685	Facilities Superintendent	114,318	0	114,318	106,655	7%	56,861	106,786	93,697	84,044
50686	Facilities Manager	217,799	0	217,799	203,350	7%	113,192	207,224	19,972	0
51013	Administrative Assistant III	68,591	0	68,591	63,997	7%	33,960	63,721	6,209	0
51020	Administrative Officer	0	0	0	0	0%	0	0	0	0
51030	Administrative Specialist I	0	0	0	0	0%	0	0	48,645	50,104
52510	Custodian I	267,523	0	223,967	259,363	3%	88,224	159,197	19,138	0
52511	Custodian II	57,838	0	57,838	54,142	7%	22,747	65,299	91,352	65,310
52512	Custodial Worker III	0	0	0	0	0%	0	0	81,967	66,174
52515	JLE Custodial Worker I	0	0	0	0	0%	0	0	531	5,876
52516	JLE Custodial Worker II	0	0	0	0	0%	0	0	32,984	70,871
52517	Custodian Lead	57,065	0	57,065	119,890	(52%)	28,305	85,847	50,042	45,761
55720	Facilities Director	150,378	0	150,378	140,585	7%	74,500	139,073	111,549	100,758
57511	Custodial Supervisor	70,219	0	70,219	0	0%	34,934	9,414	0	0
57670	Maintenance Supervisor	0	0	0	0	0%	0	0	163,189	164,466
58030	Adjustment To Pay Plan	48,484	0	0	56,357	(14%)	0	0	0	0
58035	Longevity Pay	8,640	0	7,320	7,320	18%	0	0	0	0
58200	Merit Pay	13,071	0	0	46,896	(72%)	0	0	0	0
58250	Overtime	60,000	0	75,000	30,000	100%	54,766	63,849	35,060	31,608
58275	Temp Labor	14,198	0	14,198	15,000	(5%)	7,025	12,703	17,869	4,022
Personnel - Total		**1,960,711**	**0**	**1,810,768**	**1,797,715**	**9%**	**864,404**	**1,567,217**	**1,313,368**	**1,200,913**
60135	Registration Fees	0	0	0	0	0%	0	29	0	54
60140	Training	3,000	0	3,000	3,000	0%	0	0	1,394	0
60815	Equipment Rental	6,500	0	6,500	6,500	0%	3,179	13,524	8,314	6,240
60910	Buildings Maintenance	160,000	0	160,000	160,000	0%	76,266	132,893	136,693	73,696
60911	JLE Building Maintenance	0	0	0	0	0%	0	0	17,048	25,487

Budget Request

FUND: 100 General Fund **DEPT: 308 Maintenance** **ORG KEY: 10030800 Maintenance**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60925	Elevator Maintenance	16,000	0	16,000	16,000	0%	6,824	7,245	2,524	6,861
60926	JLE Elevator Maintenance	0	0	0	0	0%	0	0	3,785	3,640
60945	Mach & Equip Maintenance	8,500	0	8,500	8,500	0%	2,444	7,561	9,022	3,277
60950	Service Equipment Maintenance	5,500	0	5,500	5,500	0%	0	4,500	1,284	3,580
61090	Pest Control	21,000	0	21,000	21,000	0%	9,268	15,296	12,578	12,344
61091	JLE Pest Control	0	0	0	0	0%	0	0	0	858
69010	Cleaning Contract Labor	22,000	0	22,000	22,000	0%	10,077	18,309	13,850	13,492
69015	Contract Labor	52,000	0	52,000	52,000	0%	13,320	49,679	37,362	8,572
69016	JLE Contract Labor	0	0	0	0	0%	0	0	0	28,336
Contractual	**- Total**	**294,500**	**0**	**294,500**	**294,500**	**0%**	**121,378**	**249,036**	**243,853**	**186,438**
71055	Operations & Maintenance Suppl	180,000	0	180,000	180,000	0%	99,369	172,504	177,678	130,660
71056	JLE Operations & Maint Supplie	0	0	0	0	0%	0	0	0	44,795
71070	Small Tools & Equipment	10,000	0	10,000	10,000	0%	1,326	10,573	16,491	14,924
74035	Yards & Grounds Materials	9,000	0	9,000	9,000	0%	2,147	7,937	8,728	409
Commodities	**- Total**	**199,000**	**0**	**199,000**	**199,000**	**0%**	**102,842**	**191,015**	**202,896**	**190,787**
92020	Transfer to Equipment Reserve	30,000	0	30,000	30,000	0%	0	480,000	25,000	20,000
Transfers	**- Total**	**30,000**	**0**	**30,000**	**30,000**	**0%**	**0**	**480,000**	**25,000**	**20,000**
10030800 - Total		**2,374,211**	**0**	**2,224,268**	**2,227,215**	**7%**	**1,034,921**	**2,368,846**	**1,671,951**	**1,480,291**
308	**- Total**	**2,374,211**	**0**	**2,224,268**	**2,227,215**	**7%**	**1,034,921**	**2,368,846**	**1,671,951**	**1,480,291**

Budget Request

FUND: 100 General Fund **DEPT: 309 Non-Appropriated** **ORG KEY: 10030900 Non-Appropriated Balance**

TYPE	DESCRIPTION
Department	This budget includes a non-appropriated balance authorized by K.S.A. 79-2927. This balance is restricted to no more than 5% of the total expenditures within the fund. The Cash Basis Reserve represents the budgeted carryover from the proposed budget year into the following fiscal year. To promote responsible financial planning, the recommended minimum level for the Cash Basis Reserve is set at 20% of total expenditures. This amount is in addition to the non-appropriated balance, which is itself limited to 5% of expenditures makes up the total fund balance carried into the new budget year. The county's fiscal year runs from January 1 through December 31. Finance staff have established year-end procedures designed to ensure that all expenditures are properly managed and accounted for in accordance with Government Auditing Standards. It is the policy of the county to maintain a sufficient budgetary fund balance in all budgeted funds. A strong fund balance is essential for ensuring the county's ability to meet both anticipated and unforeseen financial obligations, including those that may arise from natural disasters or economic downturns. If surplus funds are realized at year-end, they may be transferred to non-budgeted reserve funds as permitted by state law and by fund resolutions adopted by the Board of County Commissioners.
Transfers & Misc	For the purposes of the estimated budget, the Non-Appropriated balance and Cash Basis Reserve are temporarily set to zero. Once the budget for the upcoming fiscal year is finalized, updated Cash Basis Reserve and Non-Appropriated amounts will be calculated and assigned to these line items. These updated figures will reflect the projected fund balance carried into the future budget year. Throughout the year, these totals are actively monitored and included in monthly financial reports provided to executive leadership. Fund balance fluctuations most commonly occur in January and June, corresponding with the collection periods for first-half and second-half property tax payments.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
99030	Cash Basis Reserve	16,342,920	0	0	14,698,163	11%	0	0	0	0
99090	Non-Appropriated Balance	4,761,177	0	0	4,738,651	0%	0	0	0	0
Miscellaneous Expenditures - Total		**21,104,097**	**0**	**0**	**19,436,814**	**9%**	**0**	**0**	**0**	**0**
10030900 - Total		**21,104,097**	**0**	**0**	**19,436,814**	**9%**	**0**	**0**	**0**	**0**
309 - Total		**21,104,097**	**0**	**0**	**19,436,814**	**9%**	**0**	**0**	**0**	**0**

Budget Request

FUND: 100 General Fund **DEPT: 310 Register of Deeds** **ORG KEY: 10031000 Register of Deeds**

TYPE	DESCRIPTION
Department	The Register of Deeds Office is tasked with providing accurate and accessible services related to the recording, preservation, and retrieval of all official real estate documents and land records within the county. We maintain the integrity of these vital records, from historical documents to contemporary transactions, ensuring they are safeguarded for future generations. Our staff strives to serve the public and professional communities with respect, professionalism, and transparency, leveraging technology to enhance accessibility while upholding the highest standards of public trust and adhering to legal and ethical requirements. In doing so, we support the foundation of property rights, contribute to the economic vitality of Douglas County, and foster public confidence in the management of vital records. The Register of Deeds budget is very small with no changes from prior years beyond routine personnel adjustments. Overtime, Equipment Transfer, and Heritage Trust Fund remain flat.
Personnel	No personnel changes expected in 2026.
Transfers & Misc	Heritage Trust Fund is collected throughout the year by the Register of Deeds office. By statute, the Register of Deeds collects a small fee per page until $30,000 have been collected. That $30,000 is passed along to the State. Once the county reaches the $30,000 threshold, the county keeps any further revenues as part of the general fund fees.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
51100	Deputy Register Of Deeds	104,108	0	104,108	97,280	7%	51,567	96,562	77,884	70,089
51220	Recording Clerk I	0	0	0	0	0%	0	0	1,802	12,743
51221	Recording Specialist	316,332	0	316,332	295,953	7%	156,757	294,536	248,236	216,327
54580	Register Of Deeds	153,447	0	153,447	143,654	7%	76,062	142,666	134,139	123,792
58030	Adjustment To Pay Plan	16,696	0	0	20,161	(17%)	0	0	0	0
58035	Longevity Pay	3,040	0	2,840	2,840	7%	0	0	0	0
58200	Merit Pay	4,457	0	0	16,711	(73%)	0	0	0	0
58250	Overtime	500	0	500	500	0%	0	96	0	17
Personnel - Total		**598,580**	**0**	**577,227**	**577,099**	**4%**	**284,386**	**533,859**	**462,061**	**422,968**
94020	State of Kansas	30,000	0	30,000	30,000	0%	13,084	30,000	30,000	30,000
Miscellaneous Expenditures - Total		**30,000**	**0**	**30,000**	**30,000**	**0%**	**13,084**	**30,000**	**30,000**	**30,000**
92020	Transfer to Equipment Reserve	1,000	0	1,000	1,000	0%	0	1,000	1,000	1,000
Transfers - Total		**1,000**	**0**	**1,000**	**1,000**	**0%**	**0**	**1,000**	**1,000**	**1,000**

Budget Request

FUND: 100 General Fund **DEPT: 310 Register of Deeds** **ORG KEY: 10031000 Register of Deeds**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
10031000 - Total		629,580	0	608,227	608,099	4%	297,470	564,859	493,061	453,968
310 - Total		629,580	0	608,227	608,099	4%	297,470	564,859	493,061	453,968

Budget Request

FUND: 100 General Fund **DEPT: 311 Sustainability Management** **ORG KEY: 10031100 Sustainability Management**

TYPE	DESCRIPTION
Department	The Sustainability Division works to prioritize and balance a healthy environment, an inclusive community, and a thriving economy through the policies and services provided by Douglas County. Current areas of focus include mitigating and adapting to climate change, conserving open spaces, and supporting a thriving local food system. Each area encompasses multiple co-benefits that contribute to quality of life in the county, including air quality, clean and ample water, biodiversity, and community health and safety. The efforts of the office are highly collaborative with other departments and across organizations, including: • Progressing development of a vision and area plan for the Wakarusa River Valley to balance community growth and conservation priorities. • Investigation and implementation of energy and cost-saving strategies in County facilities, including lighting upgrades and solar installation. Additionally, energy audits of targeted buildings are informing efficiency measures and potential CIP recommendations. • Food system entrepreneur safety trainings and preparation for a public influx during World Cup 2026. Staff regularly monitor, prepare, and manage grant awards to advance this work, including: • A Municipal Investment Fund award (an opportunity initiated from EPA's Greenhouse Gas Reduction Fund) provided for investigation of policy barriers and financing models for energy efficiency and clean energy measures, coalition and market building for clean energy deployment, and creation of a clean energy-ready pipeline of community-serving buildings - all serving to advance goals of Adapt Douglas County. • The Indigenous Food Systems Study, which seeks to highlight strengths through community-driven, seasonally centered engagement and outline recommendations to support Indigenous foodways as part of the holistic local food system in Douglas County, is largely funded through the Kansas Health Foundation's Hunger Free Kansas Transformation Grant.
Revenue	As part of the Municipal Investment Fund (MIF) opportunity, approximately $27,185 will be received in 2026 as reimbursement for staff time spent on the MIF project. An additional $3,178 received, also from MIF, covers staff professional development at the Midwest Climate Summit. Revenues in previous years include reimbursements from City of Lawrence for select Common Ground expenses and wages for a Local Food Fellow funded by K-State Research and Extension (2025 only). No revenues anticipated in 2027.
Personnel	The Division is made up of three full-time permanent staff members: Sustainability Manager: Oversees Division efforts, recommends policy alignment with guiding plans and goals; collaborates with cross-departmental Open Space Team, including leading initiatives overlapping with climate adaptation and land use. Sustainability Impact Analyst: Compiles data and recommendations regarding community and organizational climate mitigation goals, with current particular focus on emissions and energy use; convenes implementation of Adapt Douglas County.

Budget Request

FUND: 100 General Fund **DEPT: 311 Sustainability Management** **ORG KEY: 10031100 Sustainability Management**

TYPE	DESCRIPTION
	Food System Program Coordinator: Supports functions of the Douglas County Food Policy Council; convenes collaborative efforts with community partners in food system advancement; supports implementation of the Food System Plan. Internship opportunities support staff capacity in data analysis, community engagement, and research.
Contractual	Professional Services funds enable the Sustainability Division to pursue further studies, seek diverse expertise, and supplement staff capacity in the focus areas of climate adaptation, open space conservation, and food systems. Expenses to this fund in 2026 and 2027 will include sums for routine mowing and the necessity of plumbing, mechanic or other on-demand land management services at the Common Ground Farm. Additional interdisciplinary services that have been procured in previous years include event facilitation, graphic design, grant writing support, topical advising and review, data analysis, and more. Ability to employ these skills to supplement the effectiveness of Division efforts as need arises is an ongoing asset. Maintaining professional services capacity will not only allow for minor, as-needed services, but for the ability to plan ahead for potential technical and expert service contracts as more efforts in climate action, open space, and food systems move from planning to implementation phases.
Transfers & Misc	In previous years, Miscellaneous Expense has been used to procure materials and services for Common Ground that would then be reimbursed to Sustainability revenue lines by City of Lawrence. A transfer of $54,000 was requested at the end of 2025 to complete in-depth energy audits of the Courthouse and Human Services Building. The work was contracted and budgeted in 2025 from Sustainability Professional Services. It is complete and paid in full as of March 25, 2026.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
43010	City of Lawrence	0	0	0	0	0%	0	(6,674)	(2,062)	(713)
46030	Miscellaneous Reimbursements	0	0	(30,000)	0	0%	(30,364)	(6,551)	(2,179)	(2,900)
Revenues	**- Total**	**0**	**0**	**(30,000)**	**0**	**0%**	**(30,364)**	**(13,225)**	**(4,241)**	**(3,613)**
50737	Food Policy Program Specialist	0	0	0	0	0%	0	0	51,124	31,260
50760	Interns	8,263	0	8,263	12,995	(36%)	1,219	16,068	1,583	3,084
50905	Sustainability Impact Analyst	82,434	0	82,434	77,131	7%	40,900	76,751	68,652	63,490

Budget Request

FUND: 100 General Fund **DEPT: 311 Sustainability Management** **ORG KEY: 10031100 Sustainability Management**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50910	Sustainability Coordinator	0	0	0	0	0%	0	0	0	0
57545	Sustainability Manager	131,147	0	131,147	122,774	7%	65,008	121,707	89,291	79,515
57625	Program Coordinator	77,026	0	77,026	72,307	7%	39,504	74,447	7,232	0
58030	Adjustment To Pay Plan	8,600	0	0	10,658	(19%)	0	0	0	0
58035	Longevity Pay	840	0	520	520	62%	0	0	0	0
58200	Merit Pay	2,320	0	0	9,000	(74%)	0	0	0	0
58250	Overtime	0	0	0	0	0%	0	278	2,394	910
Personnel	**- Total**	**310,630**	**0**	**299,390**	**305,385**	**2%**	**146,630**	**289,252**	**220,275**	**178,259**
60100	Travel (fkaTravel-Training-Ed)	0	0	0	0	0%	2,745	403	31	898
60115	Meals	300	0	300	300	0%	0	314	623	1,132
60320	Printing & Binding	2,500	0	2,500	2,500	0%	160	2,893	1,419	6,836
60405	Association Dues	4,200	0	4,200	3,250	29%	4,200	3,250	1,980	2,250
60410	Subscriptions	250	0	250	250	0%	224	52	0	0
60630	Water Trash Sewer	800	0	800	0	0%	180	719	395	484
61100	Professional Services	74,000	0	74,000	75,000	(1%)	2,964	46,000	13,725	68,557
Contractual	**- Total**	**82,050**	**0**	**82,050**	**81,300**	**1%**	**10,473**	**53,630**	**18,173**	**80,157**
70130	Office Supplies	250	0	250	250	0%	76	106	274	234
Commodities	**- Total**	**250**	**0**	**250**	**250**	**0%**	**76**	**106**	**274**	**234**
99085	Miscellaneous Expense	5,000	0	5,000	5,000	0%	2,452	7,489	7,842	6,476
Miscellaneous Expenditures	**- Total**	**5,000**	**0**	**5,000**	**5,000**	**0%**	**2,452**	**7,489**	**7,842**	**6,476**
92020	Transfer to Equipment Reserve	0	0	0	0	0%	0	54,000	0	0
Transfers	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**54,000**	**0**	**0**
91060	Food Policy Council	0	0	0	0	0%	0	0	2,743	5,705
Agency Appropriations	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**2,743**	**5,705**
10031100 - Total		**397,930**	**0**	**356,690**	**391,935**	**2%**	**129,267**	**391,253**	**245,067**	**267,218**

Budget Request

FUND: 100 General Fund **DEPT: 311 Sustainability Management** **ORG KEY: 10031146 Recycling and Hazardous Waste**

TYPE	DESCRIPTION
Contractual	69085 Recycling drop-off sites in unincorporated Douglas County. 69086 City provided the amount of $45,000 for annual County portion of Household Hazardous Waste Program fee.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
69085	Recycling Services	85,000	0	85,000	85,000	0%	25,969	64,625	79,149	79,161
69086	Household Hazar Waste Services	45,000	0	45,000	45,000	0%	0	45,000	45,000	45,000
Contractual - Total		**130,000**	**0**	**130,000**	**130,000**	**0%**	**25,969**	**109,625**	**124,149**	**124,161**
99085	Miscellaneous Expense	0	0	0	0	0%	0	0	0	0
Miscellaneous Expenditures - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
10031146 - Total		**130,000**	**0**	**130,000**	**130,000**	**0%**	**25,969**	**109,625**	**124,149**	**124,161**
311 - Total		**527,930**	**0**	**486,690**	**521,935**	**1%**	**155,236**	**500,878**	**369,216**	**391,379**

Budget Request

FUND: 100 General Fund **DEPT: 312 Transfers Out** **ORG KEY: 10031200 Transfers Out**

TYPE	DESCRIPTION
Department	The County makes several routine transfers to support key operational and capital needs across funds. Transfers are made to the Workers' Compensation Fund to ensure adequate resources for claims and risk management. Revenue generated from the County's 1% local sales tax is transferred to the Debt Service Fund to support long-term debt obligations. The General Fund also provides a transfer to the Behavioral Health Sales Tax Fund to help sustain operations of the Treatment and Recovery Center, established in 2023. In addition, a transfer is made to the Ambulance Capital Reserve Fund to maintain ongoing capital purchases for Lawrence-Douglas County Fire Medical.
Transfers & Misc	Budgeted transfers include $325,000 to the Workers' Compensation Fund (Fund 256), This amount was reduced slightly in 2027 in reflection of sufficient reserves in the Workers Compensation fund. $4,750,000 to the 1% Local County Sales Tax Fund (Fund 302) is sufficient to cover the debt in Fund 302. $5,422,690 to the 0.25% Mental Health Sales Tax Fund (Fund 303), and $1,230,000 to the Ambulance Capital Reserve Fund (Fund 604). The transfer to fund 604 is less than what was requested by LDCFM, but is consistent from 2026. Fund balance in fund 604 is sufficient to meet the needs. Transfers to the Mental Health fund represent General Fund dollar that were used to support Behavioral Health partners before the Behavioral Health Sales tax was passed. In the 2026 Proposed Budget, this amount was reduced to provide a balanced budget. The re-estimated budget also includes a $1.25 million transfer to the Equipment Reserve Fund (Fund 602) to begin setting aside resources for replacing the County's existing ERP software, which is critical to countywide operations and a one-time transfer of $2 million to strengthen the employee benefits fund (Fund 218) and reduce the level of tax support needed for the future plan year. This strategic use of one-time resources will lessen the levy rate required for the 2027 budget, helping to moderate long term cost pressures while maintaining the financial stability of the County's employee health plan.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
92020	Transfer to Equipment Reserve	0	0	3,125,000	0	0%	0	0	656,641	787,000
92030	Transfer to Other Fund	325,000	0	325,000	475,000	(32%)	0	475,000	3,301,077	5,046,784
92035	Transfer to Sales Tax Fund	4,750,000	0	4,750,000	4,750,000	0%	1,187,500	4,750,000	4,500,000	4,845,664
92036	Transfer to Mental Health Fund	4,470,582	0	5,422,690	5,422,690	(18%)	0	5,422,690	5,195,687	42,930
92045	Transfer to Ambulance Fund	1,230,000	0	1,230,000	1,230,000	0%	0	1,680,000	2,483,504	2,919,141
Transfers - Total		**10,775,582**	**0**	**14,852,690**	**11,877,690**	**(9%)**	**1,187,500**	**12,327,690**	**16,136,909**	**13,641,519**
10031200 - Total		**10,775,582**	**0**	**14,852,690**	**11,877,690**	**(9%)**	**1,187,500**	**12,327,690**	**16,136,909**	**13,641,519**

Budget Request

FUND: 100 General Fund **DEPT: 312 Transfers Out** **ORG KEY: 10031200 Transfers Out**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
312	- Total	10,775,582	0	14,852,690	11,877,690	(9%)	1,187,500	12,327,690	16,136,909	13,641,519

Budget Request

FUND: 100 General Fund **DEPT: 313 Treasurer** **ORG KEY: 10031300 Treasurer**

TYPE	DESCRIPTION
Department	The Treasurer's office is responsible for notification, collection, security, investment and distribution of real estate, personal property and state assessed taxes. This department is fully staffed for all of 2025 with four FTE, which includes one Manager. A recap of 2025. Twice a year the office sends out tax bills. First half is due by December 20th and 2nd half is due by May 10th. In 2025, the Treasurer's office mailed out over 78,000 bills for the second half of 2024 and first half of 2025. For all of 2025 the office collected a total of $281 million Taxpayers have several ways to pay their tax bill. -Online by credit card or check -Mail by check -In person by cash, check or credit card. All tax bills paid by mail get sent to a lockbox service which processes the payment and sends a file back for us to process. Saving the County time and helping staff process large amount of bills quickly. The Treasurer's office will balance and distribute those funds to tax entities in Douglas County five times a year. In 2025, staff paid out $185 million to entities in the County. The Treasurer's office is also responsible for investment and security of county funds. Handling over 350 individual investments, the interest is then distributed to County general fund in accordance with statute. In 2025, the County Treasurer implemented a bid process through the County's Bid's and Tender software. Each time there are available funds a bid is sent to 18 Douglas County banks. The range of funds is from $10 million to $160 million. Through this process the Treasurer's office receives three to four banks. In 2025, the Treasurer's office collected about 320 payment under protest from taxpayers. The paperwork is then transferred to the Appraisers office. The department works cooperatively with the Clerk's, Appraisers, and Administration offices to ensure the tax roll is being maintained.
Revenue	The County Treasurer has been designated by the Board of County Commissioners to handle all investments. In 2025 there was restructuring of investments. Suggestions were made by the Commissioners to look for a bidding process rather than an e-mail sent to banks by the County Treasurer. Letters were sent to all 22 FDIC insured banks in Douglas County, stretching across Lawrence, Baldwin City, and Eudora. 18 responded to the letter and signed up for Bids and Tender. These banks receive notifications when the County is seeking an investment. Three bids have been successful using this process in 2025, the most bank participation received by a bid was four. The County Treasurer is shifting away from the smaller $250,000 investments, transitioning them to $5 million to $10 million blocks,

Budget Request

FUND: 100 General Fund **DEPT: 313 Treasurer** **ORG KEY: 10031300 Treasurer**

TYPE	DESCRIPTION
	making investments an easier process and providing a better forecast of interest In 2025, $305 million in investments with an average interest rate of 3.7%, a slight shift to Treasury bills (t-bills) from Certificate of Deposits, due to higher rates with T-bills. 2026 estimated interest is $5 million. 2027 estimated interest is $6 million. This is dependent on interest rates in 2026, we will take excess funds in 2026 and invest them into 12- or 24-month terms, leaving them to mature in 2027 or 2028. All investments are made with a Douglas County bank, meaning they have a branch within the County.
Personnel	Total of four FTE including one Manager. For 2027, an increase in motor vehicle fees is planned to offset the property tax support for the motor vehicle division of the Treasurer's office. Expenses have been adjusted accordingly.
Contractual	Increase in tax billing process such as postage, printing tax bills, envelopes, lockbox fees, post office box and courier fees.
Commodities	Higher cost of Sympro (investment) software.
Transfers & Misc	Begin transfer to equipment reserve for replacement of desks and file cabinets in the office and vault.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50102	Account Clerk II	0	0	0	0	0%	0	0	72,983	88,588
50103	Account Clerk III	0	0	0	0	0%	0	0	0	0
50104	Account Clerk IV	0	0	0	0	0%	0	0	75,717	77,852
50109	Motor Vehicle Manager	0	0	105,966	0	0%	53,594	14,756	0	0
50110	Assistant Motor Vehicle Supv	0	0	0	0	0%	0	0	16,750	0
50111	Motor Vehicle Supervisor	0	0	82,518	96,382	(100%)	40,933	95,112	23,775	0
50112	Motor Vehicle Specialist	0	0	0	73,706	(100%)	0	63,250	7,158	0
50121	Account Technician	114,109	0	114,109	107,240	6%	56,604	105,653	9,065	0
50620	Accountant / Auditor	97,739	0	97,739	91,308	7%	48,374	90,876	8,750	0

Budget Request

FUND: 100 General Fund **DEPT: 313 Treasurer** **ORG KEY: 10031300 Treasurer**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
54560	County Treasurer	0	0	153,447	143,654	(100%)	76,062	142,706	134,179	123,832
57580	Deputy Treasurer	0	0	103,356	100,976	(100%)	51,819	63,951	48,005	38,758
57590	Taxation Manager	109,536	0	0	104,024	5%	54,248	134,152	96,834	90,167
58030	Adjustment To Pay Plan	20,822	0	0	25,621	(19%)	0	0	0	0
58035	Longevity Pay	3,760	0	3,560	4,680	(20%)	0	0	0	0
58200	Merit Pay	5,941	0	0	22,287	(73%)	0	0	0	0
58250	Overtime	0	0	0	0	0%	80	1,164	505	133
Personnel	**- Total**	**351,907**	**0**	**660,695**	**769,878**	**(54%)**	**381,715**	**711,619**	**493,722**	**419,330**
60100	Travel (fkaTravel-Training-Ed)	0	0	0	0	0%	0	0	307	0
60320	Printing & Binding	0	0	0	0	0%	0	0	0	13,891
60410	Subscriptions	500	0	500	500	0%	0	0	366	514
60805	Building Rental	0	0	0	0	0%	0	0	0	0
60947	Office Equipment Maintenance	2,500	0	2,500	2,500	0%	1,953	536	3,339	1,918
69005	Bank Fees & Charges	0	0	0	0	0%	0	1,986	1,027	9,625
69045	Microfilming	5,000	0	5,000	5,000	0%	0	1,806	319	0
69095	Tax Billing Contract	36,000	0	36,000	36,000	0%	29,046	23,022	35,378	8,057
Contractual	**- Total**	**44,000**	**0**	**44,000**	**44,000**	**0%**	**30,998**	**27,350**	**40,735**	**34,005**
70140	Special Forms	0	0	0	0	0%	0	0	0	119
Commodities	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**119**
82025	Software	17,000	0	17,000	16,380	4%	17,199	16,380	15,600	0
Capital Outlay	**- Total**	**17,000**	**0**	**17,000**	**16,380**	**4%**	**17,199**	**16,380**	**15,600**	**0**
92020	Transfer to Equipment Reserve	5,000	0	5,000	5,000	0%	0	0	0	1,000
Transfers	**- Total**	**5,000**	**0**	**5,000**	**5,000**	**0%**	**0**	**0**	**0**	**1,000**
10031300 - Total		**417,907**	**0**	**726,695**	**835,258**	**(50%)**	**429,913**	**755,350**	**550,057**	**454,454**
313	**- Total**	**417,907**	**0**	**726,695**	**835,258**	**(50%)**	**429,913**	**755,350**	**550,057**	**454,454**

Budget Request

FUND: 100 General Fund **DEPT: 314 Utilities** **ORG KEY: 10031400 Utilities**

TYPE	DESCRIPTION
Department	The Utilities Budget for Douglas County, managed by the IT and Maintenance departments, ensures efficient and reliable services for all departments and residents. This budget covers vital areas such as fiber optics, long-distance communication, special circuits, and telephone systems, including general telephone utilities and maintenance. Enhancements in fiber utilities have increased data transmission speeds and network reliability, ensuring county departments can operate efficiently with better connectivity. Long-distance utilities will be included in the telephone maintenance to help keep costs low. The new phone maintenance agreement is cloud based for a more efficient and cost-effective solution. New features allow departments the opportunity to communicate with multiple options ensuring consistent communication to staff and community partners. Special circuit utilities have been improved for secure and uninterrupted data transmission, which is crucial for various county operations. The portion of the utilities budget controlled by building maintenance are the everyday 24/7 necessities that include electricity to power lighting, technology, security, HVAC systems and all other aspects of operating a buildings and facilities. Natural gas supply to provide a reliable source of heat for our buildings and operations. Water and sewer service to provide clean safe drinkable water to be used by employees, facility operations, and the general public as well as the waste water removal for treatment. Solid waste (trash) services are also included in the Utilities budget.
Contractual	Fiber expense decreased. Removing Midco COWANA account, 823.65 monthly. Effective 6/2026 lowering to 10,000.00 No updates to long distance. Expense for long distance will decrease once UPN is installed. ATT delay in removing lines from bills has led to credits that will continue to be used in 2026. Telephone general includes UPN monthly service, AT&T POTS lines, and MIDCO connectivity. Electric and Natural Gas & Propane were increased in 2026 to accommodate additional facilities. Water Trash Sewer was increased in 2026 to accommodate additional facilities and due to higher City of Lawrence rates and fees.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
43010	City of Lawrence	0	0	0	0	0%	0	0	0	0
Revenues	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
60205	Fiber Optic Line	10,000	0	20,000	20,000	(50%)	10,857	21,296	30,578	27,965
60215	Long Distance	2,000	0	2,000	2,000	0%	2,100	39,308	33,546	23,318
60240	Special Circuits	5,200	0	5,200	2,000	160%	3,089	5,270	5,251	5,223
60245	Telephone General	200,000	0	200,000	108,000	85%	138,362	209,309	96,807	89,043
60250	Telephone Maintenance	0	0	0	0	0%	0	0	25,880	25,880
60610	Electric	825,000	0	825,000	825,000	0%	437,264	697,344	700,517	413,357
60611	JLE Electric	0	0	0	0	0%	0	0	0	217,341

Budget Request

FUND: 100 General Fund **DEPT: 314 Utilities** **ORG KEY: 10031400 Utilities**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60620	Natural Gas & Propane	195,000	0	195,000	195,000	0%	108,275	113,044	103,548	121,631
60621	JLE Natural Gas	0	0	0	0	0%	0	0	0	1,712
60630	Water Trash Sewer	400,000	0	400,000	375,000	7%	186,460	379,673	311,136	273,829
60631	JLE Water Trash Sewer	0	0	0	0	0%	0	0	0	16,093
Contractual - Total		**1,637,200**	**0**	**1,647,200**	**1,527,000**	**7%**	**886,406**	**1,465,244**	**1,307,262**	**1,215,391**
71075	Supplies & Equipment	0	0	0	0	0%	0	0	0	0
Commodities - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
83010	Communications Equipment	0	0	0	0	0%	0	0	0	0
Capital Outlay - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
10031400 - Total		**1,637,200**	**0**	**1,647,200**	**1,527,000**	**7%**	**886,406**	**1,465,244**	**1,307,262**	**1,215,391**
314 - Total		**1,637,200**	**0**	**1,647,200**	**1,527,000**	**7%**	**886,406**	**1,465,244**	**1,307,262**	**1,215,391**

Budget Request

FUND: 100 General Fund **DEPT: 315 Utility Building Maintenance** **ORG KEY: 10031500 Utility Building Maintenance**

TYPE	DESCRIPTION
Department	Utility Building Maintenance covers generator maintenance for six locations: CJS/Youth Services at 330 Industrial Lane, the JLE building at 111 E. 11th Street, the site at 1901 Stratford Road, the Public Safety Building at 3601 East 25th Street, Lecompton, and Globe. Beginning mid 2025 ECC and Sheriff Jail Division pay for generator maintenance out of their general operating budget (60910) due to cost share arrangements with cities in Douglas County.
Contractual	The funding allocation for Communication Equipment Maintenance expenditures was moved to the Emergency Communications Center budget (10045200) and the Emergency Telephone Fund (23530000) beginning in 2026.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60915	Communication Equip Maint	0	0	0	5,000	(100%)	0	0	0	2,481
60930	Equipment Repairs	7,000	0	7,000	5,000	40%	6,954	0	16,233	2,679
60935	Generator Maintenance	30,000	0	30,000	30,000	0%	5,850	2,410	16,391	22,901
Contractual	**- Total**	**37,000**	**0**	**37,000**	**40,000**	**(8%)**	**12,804**	**2,410**	**32,624**	**28,061**
10031500 - Total		**37,000**	**0**	**37,000**	**40,000**	**(8%)**	**12,804**	**2,410**	**32,624**	**28,061**
315	**- Total**	**37,000**	**0**	**37,000**	**40,000**	**(8%)**	**12,804**	**2,410**	**32,624**	**28,061**

Budget Request

FUND: 100 General Fund **DEPT: 316 Zoning** **ORG KEY: 10031600 Zoning**

TYPE	DESCRIPTION
Department	The Zoning and Codes Department is responsible for managing land use regulations and ensuring compliance with building codes within the County. The main duties include enforcing the zoning and subdivision codes, as well as issuing permits for and inspecting new construction. The County contracts with the Lawrence-Douglas County Planning and Development Services office (since 1966) to process rezones, conditional use permits, and site plan applications. Within the Zoning and Codes Department, Zoning staff handle applications for temporary business uses, special events, and fireworks stands/displays. Additionally, staff review vacation rental, agritourism, and home occupation registrations. The department provides staff support to the County's Boards of Zoning and Construction Appeals. Staff also provide information and guidance to the public about local regulations. The goal is to promote organized, safe, and sustainable development that aligns with the county's comprehensive planning objectives.
Revenue	The year-to-date department revenue is $66,158. 2025 totals realized were $351,940. This includes revenue collected through building and zoning permit fees, as well as permit registrations for vacation rentals and home businesses. The revenue is realized at the general fund level, not the department level for these collections.
Personnel	The Zoning and Codes department personnel includes 8 FTE positions: Zoning and Codes Director Chief Building Official Zoning Administrator Planner II Code Enforcement Officer Building Inspector I- it is anticipated this position will be promoted to Building Inspector II in 2027. Permit Technician Zoning Technician IBTS (Institute for Building Technology and Safety) assisted our department with field inspections while we filled a vacant building inspector position. The vacant building inspector position was filled in April of 2026.
Contractual	Professional Services (Line 61100) provides funding for contracted demolition or clean-up work related to code violations. The code includes provisions for reimbursement of these costs by the landowner. In FY 2026, this line item covered contracted field inspections performed by IBTS due to a vacant inspector position, as well as the contracted zoning diagnostic that was approved and encumbered ($75,000) for FY 2026. Dues and Subscriptions (Line 60420) maintains dues related to professional organization certifications (APA, KACPZO, ASFPM, KAFM, ICC).
Commodities	Office Supplies & Books- (Line 70130 & 79015) covers associated costs related to administrative functions i.e. books, office supplies,

Budget Request

FUND: 100 General Fund **DEPT: 316 Zoning** **ORG KEY: 10031600 Zoning**

TYPE	DESCRIPTION
	etc.
Capital Outlay	Our department transfers $8,000 annually to the equipment reserve fund to accumulate funds to replace one county vehicle approximately every 6 years. The next replacement will replace a 2014 Ford Escape.
Transfers & Misc	(Line 99085) requesting to reinstate line item so our department can accurately track field personnel items such as reflective coat, inspection gear, hardhat, etc. Line 92020 reflects a one-time funded supplemental request to continue the Zoning Code Diagnostic review and revision process.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50811	Permit Technician	60,886	0	60,886	57,253	6%	30,231	56,743	5,577	0
50829	Planner I	0	0	0	0	0%	0	0	72,874	69,761
50831	Zoning Administrator	94,002	0	94,002	87,675	7%	46,553	87,145	24,512	0
50832	Planner II	90,055	0	90,055	84,668	6%	44,755	84,045	2,346	0
51030	Administrative Specialist I	0	0	0	0	0%	0	0	81,784	94,203
53540	Building Inspector I	0	0	47,090	76,463	(100%)	13,035	68,203	71,781	66,204
53541	Building Inspector II	69,739	0	0	0	0%	0	0	0	0
53545	Code Enforcement Officer	77,548	0	77,548	72,391	7%	38,597	72,014	71,305	68,218
53575	Zoning Technician	62,139	0	62,139	55,332	12%	30,782	34,034	0	0
55750	Zoning & Codes Director	149,751	0	149,751	140,606	7%	74,313	139,760	116,842	106,444
55755	Building Codes Director	0	0	0	0	0%	0	0	0	0
57740	Chief Building Official	119,789	0	119,789	112,105	7%	59,370	111,117	102,258	57,691
58030	Adjustment To Pay Plan	20,725	0	0	25,400	(18%)	0	0	0	0
58035	Longevity Pay	1,000	0	680	680	47%	0	0	0	0
58200	Merit Pay	5,567	0	0	21,357	(74%)	0	0	0	0
58250	Overtime	3,000	0	3,000	3,000	0%	534	264	1,888	2,836
Personnel	**- Total**	**754,201**	**0**	**704,940**	**736,930**	**2%**	**338,170**	**653,325**	**551,166**	**465,357**
60420	Dues & Subscriptions	1,750	0	4,585	1,750	0%	4,585	3,031	0	1,320

Budget Request

FUND: 100 General Fund **DEPT: 316 Zoning** **ORG KEY: 10031600 Zoning**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61050	Investigations	0	0	0	0	0%	0	0	0	0
61100	Professional Services	8,400	0	104,033	8,400	0%	95,285	1,435	11,417	698
69090	Reproduction Service	0	0	0	0	0%	0	0	0	481
Contractual	**- Total**	**10,150**	**0**	**108,618**	**10,150**	**0%**	**99,870**	**4,466**	**11,417**	**2,499**
70130	Office Supplies	0	0	0	0	0%	0	24	109	29
79015	Books	1,500	0	1,500	1,500	0%	0	0	0	170
Commodities	**- Total**	**1,500**	**0**	**1,500**	**1,500**	**0%**	**0**	**24**	**109**	**199**
99085	Miscellaneous Expense	1,000	0	0	0	0%	0	0	395	1,228
Miscellaneous Expenditures	**- Total**	**1,000**	**0**	**0**	**0**	**0%**	**0**	**0**	**395**	**1,228**
92020	Transfer to Equipment Reserve	8,000	0	308,000	8,000	0%	0	6,000	6,000	1,100
Transfers	**- Total**	**8,000**	**0**	**308,000**	**8,000**	**0%**	**0**	**6,000**	**6,000**	**1,100**
10031600 - Total		**774,851**	**0**	**1,123,058**	**756,580**	**2%**	**438,039**	**663,815**	**569,086**	**470,383**
316 - Total		**774,851**	**0**	**1,123,058**	**756,580**	**2%**	**438,039**	**663,815**	**569,086**	**470,383**

Budget Request

FUND: 100 General Fund **DEPT: 402 CIP Capital Projects** **ORG KEY: 10040200 CIP Capital Projects**

TYPE	DESCRIPTION
Department	Douglas County's 2027–2031 Capital Improvement Plan (CIP) outlines a strategic, five-year schedule of infrastructure and facility investments, focusing primarily on public works and supporting county buildings and grounds. This CIP ensures a balanced approach to maintaining and upgrading essential county infrastructure. It reflects sustained investment in roads and bridges, prioritizing safety and structural integrity, while also preserving funds for facility enhancements and responsive park development. Inflationary adjustments to this allocation may be made based on assessed valuation growth and will be evaluated each budget cycle.
Transfers & Misc	The annual allocation on this line is transferred into the Capital Improvement Plan (CIP) fund to support the County's long-term facilities and road and bridge needs. The total transfer is distributed with 70% of the allocation dedicated to Public Works Road and Bridge projects and 30% allocated to Facilities improvements. For the 2027 budget, no inflationary adjustment was applied to this transfer. Each year, the County Commission reviews and approves the planned projects through the adoption of a five-year Capital Improvement Plan, with all related expenditures detailed in CIP Fund 450.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024Actual	2023 Actual
92030	Transfer to Other Fund	5,377,380	0	5,377,380	5,377,380	0%	0	5,377,380	14,996,549	5,352,269
Transfers	**- Total**	**5,377,380**	**0**	**5,377,380**	**5,377,380**	**0%**	**0**	**5,377,380**	**14,996,549**	**5,352,269**
10040200 - Total		**5,377,380**	**0**	**5,377,380**	**5,377,380**	**0%**	**0**	**5,377,380**	**14,996,549**	**5,352,269**
402 - Total		**5,377,380**	**0**	**5,377,380**	**5,377,380**	**0%**	**0**	**5,377,380**	**14,996,549**	**5,352,269**

Budget Request

FUND: 100 General Fund **DEPT: 451 Coroner** **ORG KEY: 10045100 Coroner**

TYPE	DESCRIPTION
Department	The Coroner department pays for facility fees, autopsy services, external examinations, supplemental labs, body bags, death certificates, death reports, transportation, and indigent cremation services.
Contractual	61025 Coroner Services: Per current Coroner Services Contract: $1,150/case through 12/31/26. No anticipated increase in 2027 per Kelsie Gwartney, Chief of Death Investigations & Administrator, Forensic Medical. Also includes toxicology and external exams. 61026 Facility Fees: Per current Coroner Services Contract: $1,325/case through 12/31/26. No anticipated increase in 2027 per Kelsie Gwartney, Chief of Death Investigations & Administrator, Forensic Medical. 61027 Transportation Services: These services are used when Sheriff's Coroner Division is unavailable to transport. 61028 Cremation Services: Rumsey-Yost has provided this service for 25+ years. $750/cremation. 61100 Professional Services: Per current Coroner Services Contract: Monthly Administration Fees: $500; Death Reports: $50/report; Death Certificates: $75; Cremation Permits: $50.
Commodities	Coroner Supplies has moved to the Sheriff's Office budget.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60220	Mobile Telephones	0	0	0	0	0%	0	0	0	(94)
61025	Coroner Services	124,200	0	124,200	124,200	0%	28,700	82,425	100,650	92,975
61026	Facility Fees	110,000	0	110,000	143,100	(23%)	29,150	73,325	107,650	93,478
61027	Transportation Services	2,000	0	2,000	2,000	0%	150	773	700	621
61028	Cremation Services	12,000	0	12,000	12,000	0%	4,500	10,850	7,150	6,850
61100	Professional Services	31,000	0	31,000	31,000	0%	17,300	14,000	4,800	4,800
Contractual	**- Total**	**279,200**	**0**	**279,200**	**312,300**	**(11%)**	**79,800**	**181,373**	**220,950**	**198,630**
79025	Coroner Supplies	0	0	0	200	(100%)	0	50	0	0
Commodities	**- Total**	**0**	**0**	**0**	**200**	**(100%)**	**0**	**50**	**0**	**0**
10045100 - Total		**279,200**	**0**	**279,200**	**312,500**	**(11%)**	**79,800**	**181,423**	**220,950**	**198,630**
451 - Total		**279,200**	**0**	**279,200**	**312,500**	**(11%)**	**79,800**	**181,423**	**220,950**	**198,630**

Budget Request

FUND: 100 General Fund DEPT: 452 Emergency Communication Center ORG KEY: 10045200 Emergency Communication Center

TYPE	DESCRIPTION
Department	Douglas County Emergency Communications (ECC) is a public safety answering and dispatch point for all emergency police, fire, and medical services in Douglas County with the exception of law enforcement services for The University of Kansas. Our mission is to serve as the communications link between the citizens and public safety agencies, to identify locations and public safety responses, to activate public safety services, and to provide communication support and coordination for all public safety efforts. The ECC also is the P25 Radio Coordinator and System Owner for the Public Safety Radio System in Douglas County.
Revenue	The Douglas County Emergency Communications Center (ECC) is funded through the newly signed Cities / County agreement that provides funding in the following form. 1/3 of the ECC's budgeted expenditures is provided by Douglas County, the remaining 2/3 of the funding is provided by the City of Lawrence, City of Eudora, and the City of Baldwin proportionately based on population density Census data. 2027 budget allocation from each partner in the agreement is as follows City of Lawrence - 60% City of Eudora - 3.67% City of Baldwin - 3% Douglas County 33.33%
Personnel	The ECC employs 36 employees that serve in roles to support call handling, dispatching and technical assistance and support. The ECC also administers and manages the P25 Public Safety Radio system for all public radio needs in the county. In 2024 during the McGrath study implementation, the ECC change the following personnel titles: Comm Officer 1 = Emergency Communicator, Comm Officer 2 = Emergency Communicator Lead, Asst Supervisor = Communications Supervisor, Supervisor = Communications Manager Radio technician = Radio System Specialist, Administrative Officer = Administrative Assistant II We anticipate 3 to 4 additional employees to be eligible for promotion due to proficiency and with the agency to the Lead Position in 2027 The IT Support Specialist, Manager, network admin and IT analyst that are allocated from the sheriffs' budget are budgeted at 20% of Total Salary for IT support for the ECC to in leu of requesting a FTE for IT support..
Contractual	The ECC is requesting increases to line items to cover yearly increases in costs; in 2026 Software maintenance 60955 was increased to accommodate the new Motorola Service agreement that was moved partially to the general fund. In 2026 the ECC transitioned several of the phone connectivity lines to Fiber Optic, abandoning the POTS (plain old telephone service) lines, this will result in a more flexible connectivity at a lower cost. This transition was completed in May of 2026. New fiber lines were needed for the transition to the new building and will level out in 2027 when all moves are completed.
Commodities	The ECC is requesting no changes for the 2027 budget year. Future years we will have to monitor the Training line due to increased

Budget Request

FUND: 100 General Fund DEPT: 452 Emergency Communication Center ORG KEY: 10045200 Emergency Communication Center

TYPE	DESCRIPTION
	training requirements and training costs.
Capital Outlay	The ECC maintains many current and state of the art technologies to serve the public needs to include the following: NG911 – this system utilized the ESInet and broadband connectivity to provide text to 911, enhanced location services to include what 3 word, handset location technology, language translation, and TTY TDD capabilities. Smart 911 – This third-party software allows users to provide critical health and household details that are available to responders in the event that the person makes a call to 911 Motorola Flex Computer Aided Dispatch – This system allows the ECC to seamlessly communicate emergency situations to responders while deploying AVL dispatching services. Priority Dispatch Emergency Medical Dispatch protocols – This system allows call takers to provide current and robust medical instructions to aid callers to provide on scene dispatch life support and at the same time gathers needed information to provide to medical personnel to aid in positive outcomes to those in need. P25 radio system – ECC supports, administers and maintains the public safety radio system allowing for efficient and reliable critical radio communications to all responders in the county. Over the next several years there will be a need to upgrade the P25 radio system, the components that will need updated were installed in 2014 and they have come to the end of their life cycle. These upgrades will potentially be available starting in 2028 with an anticipated end of life and support in 2032. These are tentative time frames and could shift slightly. The anticipated cost of the upgrades in 2026 monies is estimated to be around $3.3 million dollars. in 2025 the ECC completed the Emergency Fire Protocol project and is requesting to return this line item back to prior year totals in Software 82025.
Transfers & Misc	Requesting to continue with these categories as stated in order to maintain current planning for equipment purchases in the future as systems need to be replaced.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
43010	City of Lawrence	(2,124,093)	0	(2,192,790)	(2,192,790)	0%	(1,433,392)	(1,620,299)	(1,655,406)	(1,817,421)
43015	City of Baldwin	(96,550)	0	(109,640)	(109,640)	0%	(21,709)	(94,485)	(54,175)	(20,000)
43020	City of Eudora	(118,112)	0	(134,125)	(134,125)	0%	(98,826)	0	(66,275)	(25,000)
Revenues	**- Total**	**(2,338,755)**	**0**	**(2,436,555)**	**(2,436,555)**	**0%**	**(1,553,927)**	**(1,714,783)**	**(1,775,856)**	**(1,862,421)**
51012	Administrative Assistant II	56,835	0	56,835	53,014	7%	28,109	52,447	5,130	0
51020	Administrative Officer	0	0	0	0	0%	0	0	39,000	34,904
53010	Emerg Comm Dep Director	117,805	0	117,805	109,662	7%	58,268	108,845	85,365	76,320

Budget Request

FUND: 100 General Fund DEPT: 452 Emergency Communication Center ORG KEY: 10045200 Emergency Communication Center

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
53020	Emerg Comm Supervisor	244,463	0	244,463	297,122	(18%)	154,197	292,130	31,013	0
53030	Communications Asst Shift Supv	0	0	0	0	0%	0	0	210,472	272,347
53039	Emergency Communicator	1,235,303	0	1,235,303	1,116,788	11%	622,242	1,041,908	106,660	24,896
53040	Dispatcher/Comms Officer I	0	0	0	0	0%	0	0	677,520	665,325
53041	Emergency Communicator Lead	260,541	0	260,541	263,046	(1%)	91,737	232,517	228,392	223,605
53060	Emergency Communications Mgr	312,866	0	312,866	293,009	7%	167,053	316,801	279,435	257,587
53080	Quality Assurance Specialist	87,884	0	87,884	82,267	7%	47,404	85,886	85,496	79,010
53100	Radio Systems Specialist	75,105	0	75,105	70,366	7%	36,332	67,970	6,383	0
55010	IT Support Specialist	15,171	0	15,171	14,215	7%	7,522	14,210	16,158	9,438
55069	IT Manager	29,579	0	29,579	27,695	7%	14,917	27,942	2,852	0
55070	IT Infrastructure Manager	0	0	0	0	0%	0	0	19,286	20,363
55080	IT Network Administrator	42,549	0	42,549	39,877	7%	14,889	39,892	29,963	27,532
55082	Network Administrator II	0	0	0	0	0%	0	0	28,594	30,182
55085	IT Security Engineer	0	0	0	0	0%	3,465	0	0	0
55122	IT Analyst	34,431	0	34,431	32,268	7%	12,194	32,677	3,446	0
55142	IT Systems Administrator	0	0	0	0	0%	9,406	0	0	0
55160	Radio System Technician	0	0	0	0	0%	0	0	43,834	44,777
55700	Emerg Comm Director	154,220	0	154,220	144,260	7%	76,421	143,294	115,540	104,464
58030	Adjustment To Pay Plan	67,420	0	0	91,128	(26%)	0	0	0	0
58035	Longevity Pay	9,144	0	8,336	8,336	10%	0	0	0	0
58120	Incentive Pay	0	0	0	10,877	(100%)	0	0	0	0
58200	Merit Pay	20,255	0	0	77,651	(74%)	0	0	0	0
58250	Overtime	341,120	0	436,160	436,160	(22%)	129,861	269,075	253,837	267,056
Personnel	**- Total**	**3,104,691**	**0**	**3,111,248**	**3,167,741**	**(2%)**	**1,474,018**	**2,725,594**	**2,268,376**	**2,137,806**

Budget Request

FUND: 100 General Fund DEPT: 452 Emergency Communication Center ORG KEY: 10045200 Emergency Communication Center

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
60100	Travel (fkaTravel-Training-Ed)	22,500	0	22,000	22,000	2%	13,268	30,283	20,758	20,181
60220	Mobile Telephones	4,750	0	4,500	4,500	6%	2,271	1,315	209	211
60230	Postage	200	0	200	200	0%	0	0	0	0
60240	Special Circuits	36,780	0	33,390	33,390	10%	29,210	48,486	20,340	38,156
60261	JLE Cable	750	0	750	750	0%	351	680	652	631
60405	Association Dues	3,600	0	3,500	3,500	3%	0	2,915	170	1,065
60610	Electric	22,500	0	22,000	22,000	2%	7,700	17,250	20,087	20,110
60825	Property Lease	85,000	0	81,000	81,000	5%	78,016	79,307	74,526	70,196
60915	Communication Equip Maint	14,000	0	14,000	14,000	0%	0	112,162	10,241	118,653
60930	Equipment Repairs	2,000	0	2,000	2,000	0%	0	0	325	442
60945	Mach & Equip Maintenance	500	0	500	500	0%	0	210	210	0
60947	Office Equipment Maintenance	2,000	0	2,000	2,000	0%	0	80	247	0
60955	Software Maintenance	386,000	0	375,000	375,000	3%	72,916	94,144	154,119	75,827
61100	Professional Services	500	0	500	500	0%	618	985	1,999	3,252
Contractual	**- Total**	**581,080**	**0**	**561,340**	**561,340**	**4%**	**204,350**	**387,818**	**303,883**	**348,725**
70125	Office Equipment/Furniture	8,000	0	8,000	8,000	0%	798	851	1,677	3,292
70130	Office Supplies	7,500	0	7,500	7,500	0%	2,339	6,245	7,028	6,769
71085	Training Materials	30,000	0	30,000	30,000	0%	16,332	30,033	24,827	20,790
71090	Uniforms	3,000	0	3,000	3,000	0%	0	1,854	719	661
79000	Miscellaneous Commodities	1,590	0	1,590	1,590	0%	380	648	3,288	1,063
Commodities	**- Total**	**50,090**	**0**	**50,090**	**50,090**	**0%**	**19,849**	**39,632**	**37,539**	**32,573**
81010	Equipment	3,500	0	3,500	3,500	0%	0	2,342	3,391	356
82000	Computer Equipment	13,500	0	13,500	13,500	0%	5,068	10,883	11,633	8,170
82025	Software	2,500	0	2,500	2,500	0%	6,506	154,406	1,356	960
83010	Communications Equipment	5,000	0	5,000	5,000	0%	0	4,428	4,037	946

Budget Request

FUND: 100 General Fund DEPT: 452 Emergency Communication Center ORG KEY: 10045200 Emergency Communication Center

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
Capital Outlay	**- Total**	**24,500**	**0**	**24,500**	**24,500**	**0%**	**11,574**	**172,060**	**20,417**	**10,431**
99085	Miscellaneous Expense	1,000	0	1,000	1,000	0%	380	804	728	742
Miscellaneous Expenditures	**- Total**	**1,000**	**0**	**1,000**	**1,000**	**0%**	**380**	**804**	**728**	**742**
92020	Transfer to Equipment Reserve	70,000	0	70,000	70,000	0%	0	650,000	70,000	50,000
Transfers	**- Total**	**70,000**	**0**	**70,000**	**70,000**	**0%**	**0**	**650,000**	**70,000**	**50,000**
10045200 - Total		**1,492,606**	**0**	**1,381,623**	**1,438,116**	**4%**	**156,242**	**2,261,125**	**925,087**	**717,856**
452	**- Total**	**1,492,606**	**0**	**1,381,623**	**1,438,116**	**4%**	**156,242**	**2,261,125**	**925,087**	**717,856**

Budget Request

FUND: 100 General Fund **DEPT: 453 Emergency Management** **ORG KEY: 10045300 Emergency Management**

TYPE	DESCRIPTION
Department	The Department of Emergency Management (EM) advances the County's capability to effectively prevent, respond to, and recover from both natural and man-made disasters as well as other pre-planned events and emergent conditions. This includes coordinating and supporting multi-agency responses through activations of the Emergency Operations Center (EOC) and Alternate EOC, Emergency Management Operations Center (EMOC), and through regularly monitoring incidents that would impact community health and safety. EM educates residents, businesses, and agencies on their role in emergency preparedness and advises City and County Commissions and partner agencies on emergency response and recovery capabilities. The Department manages the Emergency Operations Centers and supports area response agencies operating there. The Department coordinates recovery and continuity planning along with training and exercise efforts of public, private, and non-profit entities including faith-based and those serving vulnerable populations. EM identifies mitigation opportunities, obtains, and manages grants and other outside funding, and is fiscally responsible.
Revenue	Emergency Management does not generate revenue; however, EM applies for the Emergency Management Performance Grant (EMPG) annually to supplement salaries for one full time staff position and one part time position. The amount fluctuates; however, it is usually around $110,000 annually. Additionally, EM applies for the Hazardous Materials Emergency Planning (HMEP) grant annually to pay for projects such as exercises, commodity flow studies and training. The amount received depends on the project.
Personnel	Emergency Management has one full time position, and one half time position funded annually by the Emergency Management Performance Grant (EMPG). The EMPG grant is a federal grant passed through the Kansas Division of Emergency Management (KDEM). The annual amount fluctuates; however, it is typically around $110,000 annually. The positions covered are the EM Planner and EM Program Specialist. 50710 - EM On call personnel. EM has staff that are on call outside normal business hours. The EM Planner and three additional part time employees rotate on call weekly. This line item covers their on call pay and wages when they are called in. 50760 - EM collaborates with local colleges and universities to provide internship opportunities for students. The internships benefit EM by assisting with advancing projects while providing hands on experience for students. EM typically provides two paid internship opportunities annually for three months each.
Contractual	60975 – Outdoor warning siren maintenance $73,530 for 2026 -$46,660 - no increase for 2027 The three annual subscriptions that were included in 60975 for 2026 are moved to new line item 61100 Professional Services for 2027 - $5,500 Commander One - Software to activate sirens

Budget Request

FUND: 100 General Fund **DEPT: 453 Emergency Management** **ORG KEY: 10045300 Emergency Management**

TYPE	DESCRIPTION
	- $13,800 - First Net cellular backup - Cellular service for all sirens and digipeaters - $7,570 Everbridge API - Software interface to automatically notify Everbridge users when sirens are activated 60825 Property Lease - EM has equipment on the Flair radio tower south of Eudora. Historically, EM has not been charged to use the space. As a result of TFCOMM selling the tower in 2025, EM now has a lease of $6,000 annually. 60948 - Other maintenance - $1,650 for asset management, inventory application and the track application moved to new line item 61100 Professional Services for 2027 - $2,000 for river gauge shared cost will be moved to new line item 61100 Professional Services for 2027
Transfers & Misc	92020 - $40,000 transfer for future equipment upgrades for the EOC/Alternate EOC electronic equipment and Emergency Management vehicles

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50610	Emerg Mgmt Deputy Director	101,414	0	101,414	94,962	7%	50,273	93,964	106,579	85,194
50710	EM On Call Personnel	23,000	0	30,000	23,000	0%	11,752	11,333	21,220	20,114
50760	Interns	13,213	0	12,954	12,954	2%	10,401	10,327	6,080	0
55760	Emergency Management Director	157,393	0	157,393	147,183	7%	77,985	145,978	119,366	107,960
58030	Adjustment To Pay Plan	8,456	0	0	9,477	(11%)	0	0	0	0
58035	Longevity Pay	440	0	400	400	10%	0	0	0	0
58200	Merit Pay	2,252	0	0	7,975	(72%)	0	0	0	0
58250	Overtime	0	0	0	1,000	(100%)	464	0	0	649
Personnel	**- Total**	**306,168**	**0**	**302,161**	**296,951**	**3%**	**150,875**	**261,603**	**253,244**	**213,916**
60220	Mobile Telephones	350	0	350	350	0%	184	276	0	0
60255	Weather Radar Service	0	0	100	100	(100%)	720	0	0	0
60260	Cable	925	0	925	925	0%	464	908	911	870
60320	Printing & Binding	1,000	0	1,000	1,000	0%	878	863	392	812

Budget Request

FUND: 100 General Fund **DEPT: 453 Emergency Management** **ORG KEY: 10045300 Emergency Management**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60825	Property Lease	6,000	0	6,000	0	0%	6,000	0	0	0
60915	Communication Equip Maint	2,000	0	2,000	2,000	0%	209	1,184	91	300
60948	Other Maintenance	5,145	0	8,795	8,795	(42%)	184	4,510	2,650	0
60975	Warning Sirens Maintenance	46,660	0	73,530	73,530	(37%)	52,586	61,208	61,089	44,272
61100	Professional Services	30,620	0	0	0	0%	0	0	0	0
61105	Public Education	3,500	0	3,500	3,500	0%	521	2,835	3,223	3,153
Contractual - Total		**96,200**	**0**	**96,200**	**90,200**	**7%**	**61,746**	**71,784**	**68,356**	**49,407**
71090	Uniforms	250	0	250	250	0%	593	454	241	488
79000	Miscellaneous Commodities	4,100	0	4,100	4,100	0%	1,471	2,285	2,225	2,487
79100	Training Supplies	250	0	250	250	0%	36	0	208	125
Commodities - Total		**4,600**	**0**	**4,600**	**4,600**	**0%**	**2,099**	**2,740**	**2,675**	**3,100**
83000	Service Equipment	5,000	0	5,000	5,000	0%	0	1,042	4,491	0
Capital Outlay - Total		**5,000**	**0**	**5,000**	**5,000**	**0%**	**0**	**1,042**	**4,491**	**0**
99085	Miscellaneous Expense	2,500	0	2,500	2,500	0%	821	1,780	1,629	1,506
99125	Incident Expenditures	0	0	0	0	0%	0	0	0	0
99130	Volunteer Support	2,000	0	2,000	2,000	0%	327	1,925	1,045	1,538
Miscellaneous Expenditures - Total		**4,500**	**0**	**4,500**	**4,500**	**0%**	**1,148**	**3,705**	**2,674**	**3,044**
92020	Transfer to Equipment Reserve	40,000	0	40,000	40,000	0%	0	40,000	40,000	150,000
Transfers - Total		**40,000**	**0**	**40,000**	**40,000**	**0%**	**0**	**40,000**	**40,000**	**150,000**
10045300 - Total		**456,468**	**0**	**452,461**	**441,251**	**3%**	**215,869**	**380,874**	**371,440**	**419,467**
453 - Total		**456,468**	**0**	**452,461**	**441,251**	**3%**	**215,869**	**380,874**	**371,440**	**419,467**

Budget Request

FUND: 100 General Fund **DEPT: 454 First Responders** **ORG KEY: 10045400 First Responders**

TYPE	DESCRIPTION
Personnel	50730- This line represents first responder stipends for CFD1
Contractual	61040- First Responder calls to Baldwin City, City of Eudora, and Fire District No. 2 and Fire District No 3. 61100- Professional Services paid IamResponding.com for 3 yr subscription in 2021, renewed in 2025, $13226

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50730	First Responders	12,180	0	12,180	10,000	22%	2,615	12,530	9,031	17,550
Personnel	**- Total**	**12,180**	**0**	**12,180**	**10,000**	**22%**	**2,615**	**12,530**	**9,031**	**17,550**
60955	Software Maintenance	0	0	0	0	0%	0	13,266	0	0
61040	First Responder Call Reimburse	44,270	0	44,270	50,000	(11%)	19,650	44,205	23,190	44,330
61100	Professional Services	6,700	0	6,700	10,000	(33%)	0	4,805	6,432	0
Contractual	**- Total**	**50,970**	**0**	**50,970**	**60,000**	**(15%)**	**19,650**	**62,276**	**29,622**	**44,330**
99085	Miscellaneous Expense	0	0	0	0	0%	0	0	0	0
Miscellaneous Expenditures	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
92020	Transfer to Equipment Reserve	0	0	0	0	0%	0	0	0	0
Transfers	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
10045400 - Total		**63,150**	**0**	**63,150**	**70,000**	**(10%)**	**22,265**	**74,806**	**38,653**	**61,880**

Budget Request

FUND: 100 General Fund **DEPT: 454 First Responders** **ORG KEY: 10045445 Rapid Intervention Team**

TYPE	DESCRIPTION
Department	Douglas County's Rapid Intervention Team (RIT) is designed to protect the safety and survivability of firefighters operating in high-risk emergency environments. Serving as a dedicated rescue unit, RIT is tasked with monitoring operations, rapidly responding to mayday incidents, and executing rescues of trapped, disoriented, or injured firefighters. This aligns with NFPA standards and underscores the RIT's role as an indispensable safety layer on the fireground. The County Commission approved funding for RIT, including a dedicated response vehicle, gear, and ongoing training support. RIT functions under the Incident Command System (ICS). Upon arrival at code incidents or mayday activations, a staging area is established near command, with clear communication between RIT leader and IC.
Contractual	The RIT Training budget has not been utilized in the past five years. The annual allocation was reduced to zero for this reason. The remaining contractual line was adjusted to reflect actual expenditures that occurred in 2025.
Commodities	The Small Tools & Equipment line item was adjusted to reflect actual expenses incurred.
Transfers & Misc	The Rapid Intervention Team's largest operational needs are training, repairs, and the replacement of essential equipment. A budgeted transfer guarantees that when critical safety equipment reaches the end of its service life, the team has the funding to replace it without delay.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60140	Training	0	0	0	5,000	(100%)	0	0	0	0
60945	Mach & Equip Maintenance	3,370	0	3,370	5,000	(33%)	850	3,367	0	0
Contractual	**- Total**	**3,370**	**0**	**3,370**	**10,000**	**(66%)**	**850**	**3,367**	**0**	**0**
71070	Small Tools & Equipment	2,270	0	2,270	5,000	(55%)	0	0	52	0
Commodities	**- Total**	**2,270**	**0**	**2,270**	**5,000**	**(55%)**	**0**	**0**	**52**	**0**
99085	Miscellaneous Expense	0	0	0	0	0%	0	0	0	0
Miscellaneous Expenditures	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
92020	Transfer to Equipment Reserve	5,750	0	5,750	5,750	0%	0	5,750	35,673	20,750
Transfers	**- Total**	**5,750**	**0**	**5,750**	**5,750**	**0%**	**0**	**5,750**	**35,673**	**20,750**
10045445 - Total		**11,390**	**0**	**11,390**	**20,750**	**(45%)**	**850**	**9,117**	**35,725**	**20,750**
454 - Total		**74,540**	**0**	**74,540**	**90,750**	**(18%)**	**23,115**	**83,923**	**74,379**	**82,630**

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045510 Sheriff Operations**

TYPE	DESCRIPTION
Department	The Operations Division is budgeted for 71 personnel to include law enforcement and civilian staff. Additionally, we have seven Information Technology personnel split between; Operations Division, Corrections Division and Dispatch and four Training Unit personnel split between the Operations Division and the Corrections Divisions.
Revenue	The Sheriff's Office Operations Division receives revenues from the following sources throughout the year: Restitution Payments (43060)- These payments are provided for those individuals/entities doing damage to Sheriff's Office property. Sale of Equipment (45010)- This line is from the sale of Sheriff's Office equipment. This does not include vehicles. Miscellaneous Reimbursements (46030)- These reimbursements vary. One example is payment from Kansas University for law enforcement security at sporting and other events. A second example is if per-diem had been paid to an employee, but the event was cancelled. The money is paid back by the employee and placed into this line item. Federal Grants (49700)- Our Survivor Advocate position is partially funded through the federal Violence Against Women (VAWA) grant. The Sheriff's Office is also reimbursed through a Kansas Dept of Transportation federal Special Traffic Enforcement Program grant. This is specific enforcement for seat belt, driving under the influence, and other traffic related parameters.
Personnel	Overtime (58250) from $350,000 to $500,000 ($150,000) Reason: This line item has steadily been around $500,000 higher for multiple years. The 2026 budget was lowered based on staff hiring projections cutting overtime significantly. Currently, May of 2026, Operations Division has 4 unfilled FTE that is being covered with overtime. Projections are to have those positions filled by the beginning of 2027. However, projections for staffing levels do not negate overtime that is paid for vacations, sick, training, event coverage. In 2025, it was determined the job descriptions for several Information Technology positions did not fit the main duties performed by several IT staff. Due to the complexity of the work, and the limited number of staff to complete the work, the Network Administrator was the "catch all" job title. In June of 2026, the following changes took place: 2 IT Analyst positions changed to Systems Administrators 1 IT Network Administrator changed to IT Systems Administrator 1 IT Network Administrator changed to IT Security Engineer It should be noted the Sheriff's Office serves as the Emergency Communication Center's (Dispatch) IT as well. Every IT position is parceled out as follows: .40 FTE Operations Division .40 FTE Corrections .20 FTE Dispatch

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045510 Sheriff Operations**

TYPE	DESCRIPTION
	The Operations Division is requesting 3 new positions for 2027: See Supplemental Budget Requests. 1 IT Support Specialist- 2 Court Room Security Deputies. We request one of these as a Lieutenant position. We currently have 6 part-time checkpoint deputies and 6 full-time courtroom security deputies. The Lieutenant is needed to oversee administrative, accountability, and supervision duties.
Contractual	Several areas of the 2027 budget have increased due to inflation and the cost of service and equipment. The request for each line item and reason follows: Registration Fees (60135)- from $60,000 to $65,000 ($5,000) Reason: With additional FTEs being filled, additional staff need to be trained and current trainers must re-certify in their specialties. Mobile Phones (60220) $78,000 to $96,000 ($18,000) Reason: Data lines, replacement and new to fleet Cradle Points. Phone bill increase for new FTE filled positions. Cable (60260) $500 to $1000 ($500) Reason: Additional hook-up at the Public Safety Building Association Dues (60405) from $7,500 to $8,500 ($1,000) Reason: Additional cost for Kansas Sheriff's Association and National Sheriff's Association agency dues. Equipment Rental (60815) from $100,500 to $232,000 ($131,500) Reason: This line is for Sheriff's Office body cameras, fleet car camera, interview rooms cameras, and Tasers we currently use. Additional costs to fill final FTEs with a corrections academy in Sept of 2026 ending Dec. 2026. New staff will need Axon equipment. We are requesting 2 additional patrol and 1 transport vehicle also needing new equipment. We currently have 5 separate contracts for these systems through Axon with various expiration dates. We will have one contract near the end of 2026. Axon also raised the cost of their service. Expensive but necessary. Software Maintenance (60955) from $410,000 to $412,000 ($2,000) Reason: Cost Increase in service. Vehicle Equipment Install and Repairs (60965) from $85,000 to $130,000 ($45,000) Reason: The Operations Division is requesting 6 patrol vehicles to replace high mileage patrol vehicles, a replacement transport van and 2 new additional patrol vehicles in 2027. Installation of equipment has drastically increased each year since 2024.
Commodities	The Operations Division requests an increase in the following line items for the 2027 Commodities budget. The request for each line item follows:

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045510 Sheriff Operations**

TYPE	DESCRIPTION
	Vehicle Supplies (72035) from $4,000 to $15,000 ($6,000) Reason: Vehicle Parts (72025) will merge with this line item. The amount in this line is $5,000. We are requesting $6,000 due to the rising cost of these commodities. Coroner Supplies (79025) from $15,000 to $20,000 ($5,000) Reason: Purchase a new Ferno Cot. Employee Recognition (79050) from $15,000 to $17,000 ($2,000) Reason: Recognition for staff on Law Enforcement and Corrections Officer weeks. Vehicle Equipment (79080) from $150,000 to $250,000 ($100,000) and created new line Officer Equipment (79081) of $20,000 Reason: Additional law enforcement equipment for fleet vehicles and additional cost of outfitting the F-150 platform X4 Decked system $1500 each Tonneau Cover $1,500 each Grapplers $6,500 each Court Security Van will need transport insert and other misc. equipment $40,000
Capital Outlay	Equipment (81010) $70,000 In 2025, we were over budget in equipment line item. We purchased new radar and Grappler units for patrol vehicles. Grappler units are a tool used by enforcement attached to a specialty bumper to safety end high speed pursuits. The cost consisted of the item, specialty bumper, training for staff, netting, on site trainers, shipping and installation. The total cost of this budget line was $112,140. Purchase: 8 rifle rated ballistic shields for patrol and 2 for Court Room Security. Reason: These shields will be added to patrol vehicles to move closer to areas and/or entry into hostile areas. For Court Room Security, they will allow staff to move through areas, shield employees/citizens and to make entry into hostile areas while taking gun fire. The Sheriff's Office will no longer have additional staff in the building to provide immediate assistance. Equipment (81010) $70,000
Transfers & Misc	92020 Transfers to Equipment Reserve Reason: The Operations Division is requesting a total $747,000 for Information Technology Equipment, the replacement of six F-150 patrol vehicles, one replacement Court Room Security Transport van, 2 new F-150 additions to the fleet. The information technology equipment is $212,000 and will be used to maintain the safety of our law enforcement and records management systems from cyber-attacks and to keep our current systems running effectively. Many of these systems are interconnected and have safety sensitive software and equipment. Therefore, to maintain this security, the Sheriff’s Office will, at the request of the Douglas County Board of County Commissioners, provide an itemized list for their review.

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045510 Sheriff Operations**

TYPE	DESCRIPTION
	Vehicle funding in the amount of $306,000 is requested to replace six high mileage Dodge Durango patrol vehicles with six new Ford F-150 law enforcement pursuit vehicles. These vehicles currently (January 2026) have between 80,000 to 100,000 miles on them. Vehicle funding in the amount of $102,000 is requested to add two additional F-150 law enforcement pursuit vehicles to the fleet for deputies moving to patrol to fill current FTEs. Vehicle funding in the amount of $57,000 to replace Court Room Security's 2012 Ford Econoline transport van with a 2027 Ford Transit Van.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
43060	Restitution Payments	(1,500)	0	(1,500)	(750)	0%	(1,570)	(180)	(30)	(930)
45010	Sale of Equipment	(500)	0	(500)	(500)	0%	0	(350)	(700)	(16,913)
46030	Miscellaneous Reimbursements	(20,000)	0	(41,000)	(35,000)	0%	(43,357)	(53,298)	(31,841)	(52,140)
49700	Federal Grants	(30,000)	0	(30,000)	(20,000)	0%	(15,509)	(29,342)	(41,997)	(17,061)
Revenues - Total		**(52,000)**	**0**	**(73,000)**	**(56,250)**	**0%**	**(60,436)**	**(83,170)**	**(74,567)**	**(87,044)**
50102	Account Clerk II	0	0	0	0	0%	0	0	13,334	14,685
50130	Finance & Budget Coordinator	88,907	0	88,907	83,645	6%	44,227	83,473	9,128	36,538
50510	Advocacy and Outreach Spc	67,108	0	67,108	62,828	7%	33,793	63,788	52,793	49,574
50521	Administrative Training Officr	0	0	0	0	0%	0	0	23,060	25,029
50785	Digital Forensic Examiner	0	0	0	0	0%	0	0	32,466	87,930
50790	Management Information Analyst	0	0	0	0	0%	0	0	66,291	58,262
50855	Comms and Media Coordinator	102,375	0	102,375	95,839	7%	51,049	95,983	90,308	84,922
50880	Special Crime Analyst	96,173	0	96,173	89,951	7%	48,111	91,475	73,787	68,566
50895	Crime Scene Technician	99,869	0	99,869	93,501	7%	49,505	90,922	83,170	0
51012	Administrative Assistant II	22,024	0	22,024	60,051	(63%)	12,807	51,359	5,171	0
51020	Administrative Officer	0	0	0	0	0%	0	0	25,190	11,435
51030	Administrative Specialist I	200,765	0	200,765	362,807	(45%)	113,873	365,531	38,573	0

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045510 Sheriff Operations**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
51035	Administrative Specialist II	195,562	0	195,562	0	0%	81,961	0	0	0
51060	Civil Process Clerk	0	0	0	0	0%	0	0	75,884	73,457
51110	Executive Assistant	82,747	0	82,747	80,263	3%	44,938	85,250	81,994	76,684
51295	Records Clerk	0	0	0	0	0%	0	0	68,201	88,430
51301	Warrants Clerk I	0	0	0	0	0%	0	0	65,803	65,239
51302	Warrants Clerk II	0	0	0	0	0%	0	0	13,236	0
52013	Correction Officer IV	0	0	0	0	0%	0	0	0	33,205
52015	Correction Officer	0	0	0	0	0%	0	0	2,222	4,103
54550	County Sheriff	235,213	0	235,213	220,221	7%	116,596	220,110	194,206	177,968
55010	IT Support Specialist	30,343	0	30,343	28,430	7%	15,043	28,421	17,535	18,876
55069	IT Manager	59,157	0	59,157	55,390	7%	29,835	55,884	5,703	0
55070	IT Infrastructure Manager	0	0	0	0	0%	0	0	38,572	40,726
55080	IT Network Administrator	0	0	10,361	136,753	(100%)	29,778	79,784	59,926	55,063
55082	Network Administrator II	0	0	0	0	0%	0	0	57,188	60,364
55085	IT Security Engineer	44,366	0	33,274	0	0%	6,929	0	0	0
55122	IT Analyst	0	0	24,388	64,536	(100%)	24,388	65,353	6,893	0
55142	IT Systems Administrator	119,300	0	100,389	0	0%	18,812	0	0	0
55650	Captain	301,632	0	301,632	269,519	12%	153,760	303,170	253,712	247,689
55805	Major	188,755	0	182,230	162,071	16%	88,403	230,775	193,667	157,799
55820	Undersheriff	204,332	0	197,807	176,645	16%	95,985	176,829	162,535	152,291
57020	Deputy Sheriff	1,861,703	0	1,799,063	1,744,655	7%	1,015,774	1,964,050	1,381,206	1,148,937
57021	Deputy Sheriff PT	198,895	0	198,895	210,479	(6%)	112,503	221,581	226,294	202,670
57040	Detective Deputy Sheriff	300,693	0	300,693	284,866	6%	155,496	294,151	259,097	244,009
57050	Lieutenant Deputy Sheriff	1,089,963	0	989,963	724,181	51%	514,496	899,265	727,689	616,186
57070	Master Deputy Sheriff	607,128	0	607,128	688,831	(12%)	284,297	568,167	641,328	658,288

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045510 Sheriff Operations**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
57095	Sergeant Detective	125,259	0	125,259	117,262	7%	62,195	117,054	109,599	102,573
57100	Sergeant Deputy Sheriff	499,658	0	499,658	482,683	4%	267,687	527,371	561,896	463,589
57200	Coroner Scene Coordinator	99,431	0	99,431	93,730	6%	52,968	94,112	88,739	84,814
57220	Coroner Scene Investigator	214,697	0	214,697	233,179	(8%)	101,069	197,857	191,066	221,416
57510	Admin Services Supervisor	94,440	0	94,440	88,406	7%	47,063	89,714	9,098	0
57516	Office Manager	0	0	0	0	0%	0	0	75,008	79,170
58030	Adjustment To Pay Plan	190,009	0	0	251,173	(24%)	0	0	0	0
58035	Longevity Pay	27,948	0	24,672	26,632	5%	0	0	0	0
58070	Employee Benefits Payout	0	0	0	0	0%	1,531	7,344	7,158	6,490
58110	Holiday Pay	172,000	0	172,000	172,000	0%	0	0	0	0
58120	Incentive Pay	0	0	0	63,000	(100%)	0	0	0	0
58200	Merit Pay	54,882	0	0	213,385	(74%)	0	0	0	0
58250	Overtime	500,000	0	450,000	350,000	43%	257,233	705,635	692,873	649,818
58270	Temp Office Clerk	36,081	0	36,081	30,000	20%	11,292	27,676	38,768	9,158
Personnel - Total		**8,211,415**	**0**	**7,742,304**	**7,816,912**	**5%**	**3,943,395**	**7,802,086**	**6,820,367**	**6,175,952**
60100	Travel (fkaTravel-Training-Ed)	20,000	0	20,000	20,000	0%	9,911	10,111	10,337	11,143
60105	Accomodations	35,000	0	35,000	35,000	0%	18,161	27,945	30,897	30,967
60115	Meals	25,000	0	25,000	25,000	0%	12,575	15,335	20,422	17,849
60135	Registration Fees	65,000	0	65,000	60,000	8%	35,492	54,186	24,303	15,632
60140	Training	0	0	0	0	0%	0	0	19,854	40,725
60220	Mobile Telephones	96,000	0	78,000	78,000	23%	35,028	79,160	67,324	62,446
60260	Cable	1,000	0	500	500	100%	239	456	1,757	492
60310	Legal Publications	1,000	0	1,000	1,000	0%	0	0	0	0
60320	Printing & Binding	5,000	0	5,000	5,000	0%	3,447	3,683	3,760	4,221
60405	Association Dues	8,500	0	8,000	7,500	13%	4,425	7,097	6,589	3,540

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045510 Sheriff Operations**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60410	Subscriptions	1,000	0	1,000	1,000	0%	799	375	0	0
60805	Building Rental	0	0	26,000	26,000	(100%)	12,133	22,531	24,531	23,805
60815	Equipment Rental	232,000	0	230,000	100,500	131%	135,906	131,767	144,588	144,076
60920	Computer Equipment Maintenance	3,000	0	3,000	3,000	0%	2,001	1,037	0	1,198
60949	Radio Maintenance	0	0	1,000	1,000	(100%)	0	101	0	50
60950	Service Equipment Maintenance	8,000	0	8,000	8,000	0%	1,835	6,409	2,654	7,079
60955	Software Maintenance	412,000	0	410,000	410,000	0%	82,225	229,499	242,900	284,412
60960	Uniform Maintenance	5,000	0	5,000	5,000	0%	595	1,068	863	1,431
60965	Vehicle Equip Install/Repairs	130,000	0	85,000	85,000	53%	13,328	51,221	38,280	66,329
60970	Vehicle Maintenance	12,000	0	12,000	12,000	0%	3,095	10,765	5,673	11,675
61025	Coroner Services	0	0	0	0	0%	0	0	0	3,993
61055	Investigations & Legal Fee	20,000	0	20,000	20,000	0%	2,823	12,453	10,150	20,565
61092	Physical Fitness Program	25,000	0	25,000	25,000	0%	0	28,900	2,040	41,600
61100	Professional Services	58,000	0	58,000	58,000	0%	28,337	28,310	35,846	45,269
61120	Veterinarian Services	1,000	0	1,000	1,000	0%	9,886	751	220	0
69055	Other MiscellaneousContractual	10,000	0	3,000	3,000	233%	411	1,334	1,008	581
Contractual - Total		**1,173,500**	**0**	**1,125,500**	**990,500**	**18%**	**412,652**	**724,493**	**693,996**	**839,077**
70106	Computer Supplies	5,000	0	5,000	5,000	0%	623	2,517	4,154	3,051
70107	Computer Software	7,000	0	14,500	14,500	(52%)	35	2,161	0	0
70125	Office Equipment/Furniture	5,000	0	5,000	5,000	0%	438	4,291	43	16,251
71005	Firearms/Ammunition	50,000	0	65,000	65,000	(23%)	27,881	70,847	65,326	85,611
71015	Court Security Supplies	2,000	0	2,000	2,000	0%	75	465	912	0
71040	Investigation Supplies/Equip	45,000	0	40,000	40,000	13%	1,092	41,377	9,307	6,301
71060	Communications Supplies/Equip	15,000	0	10,000	10,000	50%	1,057	570	2,653	3,303
72010	Gasoline	4,000	0	4,000	4,000	0%	1,653	4,205	3,325	2,209

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045510 Sheriff Operations**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
72025	Vehicle Parts	0	0	4,000	5,000	(100%)	411	906	109	285
72035	Vehicle Supplies	15,000	0	4,000	4,000	275%	714	10,773	6,309	438
79000	Miscellaneous Commodities	15,000	0	15,000	15,000	0%	8,015	14,211	13,744	2,203
79020	Canine Commodities	2,000	0	2,000	2,000	0%	1,160	1,985	857	1,009
79025	Coroner Supplies	20,000	0	15,000	15,000	33%	5,305	1,445	5,950	12,129
79035	Crime Prevention Supplies	0	0	2,000	2,000	(100%)	0	769	2,035	0
79050	Employee Recogniton Costs	17,000	0	15,000	15,000	13%	6,565	14,174	18,403	16,279
79080	Vehicle Equipment	250,000	0	130,000	150,000	67%	58,921	92,658	140,234	91,714
79081	Officer Equipment	20,000	0	20,000	0	0%	0	0	0	0
79100	Training Supplies	2,000	0	2,000	2,000	0%	1,310	1,690	87	1,144
79105	Uniforms & Personal Equip	75,000	0	75,000	75,000	0%	28,070	77,112	72,327	65,070
Commodities - Total		**549,000**	**0**	**429,500**	**430,500**	**28%**	**143,328**	**342,155**	**345,774**	**306,997**
81010	Equipment	70,000	0	0	0	0%	0	112,141	0	0
82000	Computer Equipment	0	0	0	0	0%	0	0	0	5,530
89020	Investigation Equipment	0	0	0	0	0%	0	56,000	0	0
Capital Outlay - Total		**70,000**	**0**	**0**	**0**	**0%**	**0**	**168,141**	**0**	**5,530**
92020	Transfer to Equipment Reserve	747,000	0	614,300	614,300	22%	614,300	718,800	713,000	327,000
Transfers - Total		**747,000**	**0**	**614,300**	**614,300**	**22%**	**614,300**	**718,800**	**713,000**	**327,000**
10045510 - Total		**10,698,915**	**0**	**9,838,604**	**9,795,962**	**9%**	**5,053,239**	**9,672,505**	**8,498,569**	**7,567,513**

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045540 Sheriff Jail**

TYPE	DESCRIPTION
Department	The Corrections Division is budgeted for 98 personnel to include law enforcement and civilian staff. Additionally, we have six Information Technology personnel split between; Operations Division, Corrections Division and Dispatch and four Training Unit personnel split between the Operations Division and the Corrections Divisions.
Revenue	The Corrections Division receives revenue from the following sources throughout the year: The City of Lawrence (43010) - This is a daily housing rate for incarcerated individuals with municipal charges only. The City of Baldwin (43015) - This is a daily housing rate for incarcerated individuals with municipal charges only. The City of Eudora (43020) - This is a daily housing rate for incarcerated individuals with municipal charges only. Restitution Payments (43060) - Payments for causing damage to Sheriff's Office property. Miscellaneous Reimbursement- entities or individuals providing the Sheriff's Office for housing incarcerated individuals or per diem paid out and is returned. State Reimbursements (46040) - Money paid by the Kansas Department of Corrections for housing convicted individuals waiting transfer to prison. Additionally, funds paid by the Kansas Department of Aging and Disability for housing incarcerated individuals with mental health issues awaiting transfer to Larned State Hospital for evaluation and competency restoration. Federal Grants (49700) - Grant money for equipment or programs. These vary each year.
Personnel	The Sheriff's Office Corrections Division is made up of Corrections Officers, Deputies, Food Service, Reentry, Administration, Information Technology, Training, Inmate Support Services, Background Investigators and Registered Offender Specialist. Overtime 58250 from $350,000 to $500,000 ($150,000) Reason: This line item has steadily been around $500,000 higher for multiple years. The 2026 budget was lowered based on staff hiring projections cutting overtime significantly. Currently, May of 2026, the corrections division has 9 open positions for Corrections Officers and must cover overtime for those vacancies and for new deputies from the division to attend the Kansas Law Enforcement Training Academy. A Corrections Academy begins in September of 2026 and ends in December of 2026. However, projections for staffing levels do not negate overtime paid for vacations, sick, training, event coverage and FMLA. We are over hired by one COOK position and will transfer a corrections officer position into this category in 2027 until the extra COOK is back within limits. In 2025, it was determined the job descriptions for several Information Technology positions did not fit the main duties performed by several IT staff. Due to the complexity of the work, and the limited number of staff to complete the work, the Network Administrator was

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045540 Sheriff Jail**

TYPE	DESCRIPTION
	the "catch all" job title. In June of 2026, the following changes took place: 2 IT Analyst positions changed to Systems Administrators 1 IT Network Administrator changed to IT Systems Administrator 1 IT Network Administrator changed to IT Security Engineer It should be noted the Sheriff's Office serves as the Emergency Communication Center's (Dispatch) IT as well. Every IT position is parceled out as follows: .40 FTE Operations Division .40 FTE Corrections .20 FTE Dispatch The Corrections Division is asking for one IT Support Specialist position to be shared between the Corrections Division, Operations Division and Dispatch.
Contractual	The 2027 Contractual budget has increased due to inflation and the cost of service and equipment. This request is to increase line items to a total of $161,700. The additional ask for these line items is as follows: Travel (60100) $5,000 to $8,000 ($3,000) Reason: Staff are required to train annually. Certain certifications and specialized classes are not available on a local level and require staff to attend training elsewhere. Prisoner Transport (60130) - $30,000 TO $50,000 ($20,000) The Sheriff's Office hires an outside company to transport inmates arrested in other states on Douglas County District Court warrants. The 2025 cost for this service was $43,447 and 2024 was $36,120. Mobile Phones (60220) $58,000 to $64,000 ($6,000) Reason: Data lines and replacement Cradle Points. Phone bill increase. Association Dues (60405) $3,000 to $4,000 ($1,000) Reason: Additional cost for Kansas Sheriff's Association and National Sheriff's Association agency dues. Subscriptions (60410) $300 to $500 ($200) Reason: Additional Legal Issues for training. Equipment Rental (60815) $92,000 to $110,000 $(18,000) Reason: This line is for Sheriff's Office body cameras, transport car cameras, and Tasers we currently use. Additional costs to fill final FTEs with a corrections academy in Sept of 2026 ending Dec. 2026. New staff will need Axon equipment. We currently have 5

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045540 Sheriff Jail**

TYPE	DESCRIPTION
	separate contracts for these systems (agency wide) through Axon with various expiration dates. We will have one contract near the end of 2026. Axon also raised the cost of their service. Elevator Maintenance (60125) from $4,000 to $5,000 ($1,000) Reason: After hours call outs and yearly maintenance Service Equipment Maintenance (60955) $2,000 to $7,000 ($5,000) Reason: Recommending an increase due to rising costs and inflation. 2025 cost was $5,722, 2024 was $40,231. This line is difficult to project based on jail maintenance on aging building.
Commodities	2027 Commodities budget has increased $44,500. The additional ask for these line items is as follows: Computer Supplies (70106) $0 to $5,000 ($5,000) Reason: Products needing replaced Operations and Maintenance Supplies (71055) - $135,000 to $140,000 ($5,000) The budget amount for this line item is currently $135,000. The expenditures for 2025 were $132,369, 2024 were $122,576, 2023 were $129,647 and $114,947 in 2022. Recommend increase to $140,000 due to inflation and age of facility and equipment. Communication Supplies and Equipment (71060) $10,000 to $20,000 ($10,000) Reason: The Correctional Facility has several older radios in use that do not meet current encryption standards and need to be replaced. 71065 Inmate/Client Supplies- $0 to $25,000 ($25,000) Reason: This line item was deleted for 2026, and we are asking it to be reinstated for 2027 with the new budgeted line item. Due to changes in federal regulations regarding commission from phone calls and video visitation, we will no longer be receiving this. This commission was exclusively used to purchase inmate supplies, haircuts, clothing/shoes if they had none or released in winter season but came in during the summer and products for indigent inmates Employee Recognition (79050) from $13,000 to $15,000 ($2,000) Reason: Recognition for staff on Law Enforcement and Corrections Officer weeks. Created new line item, Officer Equipment (79081) $3,000, which decreased Vehicle Equipment (79080) to $7,000 from $10,000
Capital Outlay	2027 Capital Outlay Equipment (81010) $12,000 from $10,000.

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045540 Sheriff Jail**

TYPE	DESCRIPTION
	The Correctional Facility is requesting $110,000 to complete the body alarm project, a soft cell and to purchase additional medical monitors for booking. Received $100,000 one-time for 2026 Re-Est to complete the request. Body Alarm System $50,000 Reason: This is a body alarm system for civilian staff to utilize by pushing a button that automatically sends a distress call into central control. Currently there is $50,000 budgeted for this project in the Jail's Equipment Reserve, but an additional $50,000 will be necessary to complete it. This is the original system from 1998, and we can no longer service or find parts to fix it due to its age . Soft Cell- $30,000 Reason: The Correctional Facility needs a second soft specialty cell for inmates in crisis who are a danger to themselves. We use these for suicide watches and close observations. It is not uncommon to have more than one individual needing that cell at a time. Medical Monitors $32,000 Reason: Half of the cells in the Booking area of the Correctional Facility are outfitted with medical monitors that read vital signs of the person within the cell. These monitors assist corrections and medical staff in monitoring inmates who are higher risk due to drug and/or alcohol intoxication and unknown medical conditions. Providing the Correctional Facility these funds will outfit the remaining Booking cells with these monitors.
Transfers & Misc	92020 Transfers to Equipment Reserve Reason: The Operations Division is requesting a total of $179,000 for Information Technology Equipment. The information technology equipment is $179,000 and will be used to maintain the safety of our law enforcement, corrections and records management systems from cyber-attacks and to keep our current systems running effectively. Many of these systems are interconnected between divisions, dispatch and county first responder agencies and have safety sensitive software and equipment. Therefore, to maintain this security, the Sheriff's Office will, at the request of the Douglas County Board of County Commissioners, provide an itemized list for their review.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
43010	City of Lawrence	(800,000)	0	(800,000)	(500,000)	0%	(934,956)	(906,267)	(897,614)	(514,139)
43015	City of Baldwin	(1,000)	0	(2,500)	(2,500)	0%	(532)	(510)	(3,257)	(3,084)
43020	City of Eudora	(2,000)	0	(4,500)	(4,500)	0%	(2,660)	(10,292)	(9,256)	(6,325)
43060	Restitution Payments	(1,000)	0	(750)	(750)	0%	(1,794)	(840)	(721)	(3,324)
46030	Miscellaneous Reimbursements	(5,000)	0	(5,000)	(5,000)	0%	(2,197)	(2,840)	(60,947)	(5,017)
46040	State Reimbursements	(100,000)	0	(150,000)	(100,000)	0%	(112,959)	(335,635)	(404,516)	(567,561)

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045540 Sheriff Jail**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
49700	Federal Grants	0	0	(1,000)	(1,000)	0%	0	0	(605)	(7,706)
Revenues	**- Total**	**(909,000)**	**0**	**(963,750)**	**(613,750)**	**0%**	**(1,055,097)**	**(1,256,385)**	**(1,376,915)**	**(1,107,158)**
50521	Administrative Training Officr	0	0	0	0	0%	0	0	55,184	61,216
51012	Administrative Assistant II	59,834	0	59,834	0	0%	7,630	0	0	0
51030	Administrative Specialist I	143,024	0	143,024	77,189	85%	64,021	117,706	6,448	0
51035	Administrative Specialist II	200,966	0	200,966	189,459	6%	97,229	185,561	20,078	0
51080	Corrections Admin Coordinator	0	0	0	0	0%	0	0	93,975	92,291
51140	Inmate Services Clerk	0	0	0	0	0%	0	0	0	4,270
51155	Regd Offender Services Clerk	0	0	0	0	0%	0	0	43,933	50,249
51510	Cook	383,315	0	383,315	259,288	48%	165,385	309,486	239,961	269,271
51520	Food Services Supervisor	83,604	0	83,604	78,258	7%	41,530	79,176	68,130	63,417
52010	Correction Officer I	0	0	0	0	0%	0	0	(288)	609,496
52011	Correction Officer II	0	0	0	0	0%	0	0	0	244,414
52012	Correction Officer III	0	0	0	0	0%	0	0	0	692,769
52013	Correction Officer IV	0	0	0	0	0%	0	0	0	307,789
52014	Temp Correction Officer	31,965	0	31,965	49,677	(36%)	5,709	21,849	18,984	44,622
52015	Correction Officer	2,710,892	0	2,710,892	2,982,478	(9%)	1,398,302	3,034,652	2,951,997	275,374
52021	Master Corrections Officer	447,312	0	447,312	349,114	28%	242,546	450,380	303,030	0
52030	Corrections Program Coord	0	0	0	0	0%	0	0	45,896	46,955
52080	Case Manager	227,341	0	227,341	212,433	7%	112,642	212,792	184,286	145,513
55010	IT Support Specialist	30,343	0	30,343	28,430	7%	15,043	28,421	17,535	18,876
55069	IT Manager	73,947	0	73,947	55,390	34%	29,835	55,884	5,703	0
55070	IT Infrastructure Manager	0	0	0	0	0%	0	0	38,572	40,726
55080	IT Network Administrator	0	0	10,361	79,753	(100%)	29,778	79,784	59,926	55,063
55082	Network Administrator II	0	0	0	0	0%	0	0	57,188	60,364

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045540 Sheriff Jail**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
55085	IT Security Engineer	44,366	0	33,274	0	0%	6,929	0	0	0
55122	IT Analyst	0	0	24,388	64,536	(100%)	24,388	65,353	6,893	0
55142	IT Systems Administrator	119,300	0	100,389	0	0%	18,812	0	0	0
55650	Captain	301,632	0	301,632	265,865	13%	150,301	276,621	240,757	265,041
55805	Major	167,771	0	167,771	162,071	4%	83,692	159,899	152,916	150,758
57020	Deputy Sheriff	749,676	0	749,676	573,824	31%	456,980	613,713	636,635	665,954
57021	Deputy Sheriff PT	24,104	0	24,104	23,377	3%	4,444	0	0	0
57050	Lieutenant Deputy Sheriff	734,788	0	734,788	806,156	(9%)	392,162	820,575	811,896	763,142
57060	Lobby Officer	70,457	0	70,457	68,353	3%	26,989	51,834	44,171	42,044
57070	Master Deputy Sheriff	481,743	0	481,743	365,651	32%	256,546	451,365	438,340	291,122
57100	Sergeant Deputy Sheriff	528,013	0	528,013	493,436	7%	309,905	540,967	500,539	515,537
57626	Corrections Program Coord	66,628	0	66,628	62,327	7%	33,021	62,426	6,537	0
57720	Re-Entry Program Director	0	0	0	0	0%	0	0	75,434	79,445
57721	Reentry Program Manager	106,822	0	106,822	100,015	7%	52,952	99,700	10,166	0
57725	Re-Entry Clerk	0	0	0	0	0%	0	0	0	0
58030	Adjustment To Pay Plan	236,125	0	0	284,583	(17%)	0	0	0	0
58035	Longevity Pay	24,948	0	22,512	23,432	6%	0	0	0	0
58110	Holiday Pay	277,000	0	277,000	277,000	0%	0	0	0	0
58120	Incentive Pay	0	0	0	63,000	(100%)	0	0	0	0
58200	Merit Pay	62,383	0	0	236,277	(74%)	0	0	0	0
58250	Overtime	500,000	0	600,000	350,000	43%	475,338	808,418	890,376	1,005,461
58270	Temp Office Clerk	10,000	0	5,000	19,000	(47%)	0	0	0	6,512
Personnel - Total		**8,898,299**	**0**	**8,697,101**	**8,600,372**	**3%**	**4,502,109**	**8,526,560**	**8,025,200**	**6,867,690**
60100	Travel (fkaTravel-Training-Ed)	8,000	0	5,000	5,000	60%	4,029	8,291	2,151	3,694
60105	Accomodations	15,000	0	15,000	15,000	0%	6,989	13,309	9,821	21,507

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045540 Sheriff Jail**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
60115	Meals	8,000	0	8,000	8,000	0%	6,320	9,157	10,610	9,341
60130	Prisoner Transport	50,000	0	30,000	30,000	67%	20,179	43,448	36,121	25,116
60135	Registration Fees	40,000	0	40,000	40,000	0%	13,309	28,953	11,676	12,931
60140	Training	0	0	0	0	0%	0	0	16,761	12,726
60220	Mobile Telephones	64,000	0	58,000	58,000	10%	23,352	52,758	38,892	28,405
60260	Cable	4,000	0	4,000	4,000	0%	1,978	2,672	1,306	2,559
60310	Legal Publications	500	0	500	500	0%	0	0	1,292	411
60320	Printing & Binding	4,000	0	4,000	4,000	0%	808	1,569	219	2,324
60405	Association Dues	4,000	0	3,000	3,000	33%	2,360	2,339	2,498	1,738
60410	Subscriptions	500	0	300	300	67%	129	377	200	90
60815	Equipment Rental	110,000	0	92,000	92,000	20%	94,850	91,756	103,122	97,622
60910	Buildings Maintenance	150,000	0	190,000	190,000	(21%)	111,601	181,368	131,193	108,448
60920	Computer Equipment Maintenance	0	0	0	0	0%	345	231	0	4,135
60925	Elevator Maintenance	5,000	0	4,000	4,000	25%	4,868	3,700	3,524	1,295
60949	Radio Maintenance	500	0	500	500	0%	0	0	500	0
60950	Service Equipment Maintenance	7,000	0	2,000	2,000	250%	6,054	5,723	40,232	1,288
60955	Software Maintenance	420,000	0	340,000	340,000	24%	63,884	204,630	252,929	155,983
60960	Uniform Maintenance	5,000	0	5,000	5,000	0%	96	444	922	1,180
60965	Vehicle Equip Install/Repairs	10,000	0	10,000	10,000	0%	8,075	19,385	6,033	50
60970	Vehicle Maintenance	3,000	0	3,000	3,000	0%	0	0	152	555
61035	Dietary Consulting Services	1,500	0	1,500	1,500	0%	0	0	1,250	0
61045	Inmate/Client Services	60,000	0	60,000	60,000	0%	18,744	41,799	20,676	10,945
61090	Pest Control	2,500	0	2,500	2,500	0%	539	1,237	2,188	1,114
61092	Physical Fitness Program	0	0	0	0	0%	0	0	0	2,843

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045540 Sheriff Jail**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
61100	Professional Services	50,000	0	45,000	45,000	11%	26,165	44,240	34,177	31,487
69015	Contract Labor	27,500	0	25,000	25,000	10%	26,224	25,719	14,164	22,188
69040	Medical Care-Prisoners	250,000	0	150,000	250,000	0%	37,909	51,833	188,469	51,265
69055	Other MiscellaneousContractual	0	0	0	0	0%	0	0	694	23
69060	Out-of-County Prisoner Care	350,000	0	350,000	350,000	0%	121,835	245,856	110,415	122,987
69070	Professional Medical Services	1,700,000	0	1,700,000	1,700,000	0%	766,339	1,530,769	1,398,996	1,129,257
69085	Recycling Services	4,000	0	4,000	4,000	0%	0	1,691	3,430	3,285
Contractual	**- Total**	**3,354,000**	**0**	**3,152,300**	**3,252,300**	**3%**	**1,366,983**	**2,613,254**	**2,444,611**	**1,866,792**
70106	Computer Supplies	5,000	0	0	0	0%	1,194	25,668	1,465	830
70107	Computer Software	7,000	0	14,500	14,500	(52%)	0	2,146	0	0
70125	Office Equipment/Furniture	15,000	0	15,000	15,000	0%	12,984	47,385	22,739	2,091
71005	Firearms/Ammunition	51,600	0	51,600	51,600	0%	2,218	23,208	31,240	37,356
71030	Food for Clients or Inmates	600,000	0	600,000	600,000	0%	288,535	492,556	482,902	463,124
71055	Operations & Maintenance Suppl	140,000	0	135,000	135,000	4%	48,341	133,028	122,576	133,365
71060	Communications Supplies/Equip	20,000	0	10,000	10,000	100%	2,426	367	50	467
71065	Inmate/Client Supplies	25,000	0	0	0	0%	569	1,808	33	6,677
71070	Small Tools & Equipment	25,000	0	25,000	25,000	0%	5,960	19,753	9,268	13,604
72010	Gasoline	2,000	0	2,000	2,000	0%	0	248	609	715
72025	Vehicle Parts	0	0	1,000	1,000	(100%)	(160)	0	0	0
72035	Vehicle Supplies	2,000	0	1,000	1,000	100%	394	563	177	0
79050	Employee Recogniton Costs	15,000	0	13,000	13,000	15%	4,363	15,949	6,604	2,695
79065	Jail Supplies	150,000	0	150,000	150,000	0%	48,619	133,722	93,068	114,474
79075	Medical Supplies & Equip	4,000	0	4,000	4,000	0%	1,016	3,658	1,950	3,135
79080	Vehicle Equipment	7,000	0	7,000	10,000	(30%)	0	40,178	4,765	8,076

Budget Request

FUND: 100 General Fund **DEPT: 455 Sheriff** **ORG KEY: 10045540 Sheriff Jail**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
79081	Officer Equipment	3,000	0	3,000	0	0%	0	0	0	0
79100	Training Supplies	5,000	0	5,000	5,000	0%	2,933	13,366	3,182	1,921
79105	Uniforms & Personal Equip	65,000	0	65,000	65,000	0%	25,854	90,144	44,846	44,530
Commodities	**- Total**	**1,141,600**	**0**	**1,102,100**	**1,102,100**	**4%**	**445,247**	**1,043,748**	**825,474**	**833,061**
81000	Furniture & Equipment	0	0	0	0	0%	0	0	9,420	0
81010	Equipment	12,000	0	110,000	10,000	20%	7,536	49,999	112,315	42,135
Capital Outlay	**- Total**	**12,000**	**0**	**110,000**	**10,000**	**20%**	**7,536**	**49,999**	**121,735**	**42,135**
92020	Transfer to Equipment Reserve	179,000	0	270,275	270,275	(34%)	270,275	388,000	693,000	421,000
Transfers	**- Total**	**179,000**	**0**	**270,275**	**270,275**	**(34%)**	**270,275**	**388,000**	**693,000**	**421,000**
10045540 - Total		**12,675,899**	**0**	**12,368,026**	**12,621,297**	**0%**	**5,537,052**	**11,365,176**	**10,733,104**	**8,923,521**
455 - Total		**23,374,814**	**0**	**22,206,630**	**22,417,259**	**4%**	**10,590,291**	**21,037,681**	**19,231,673**	**16,491,034**

Budget Request

FUND: 100 General Fund **DEPT: 456 Criminal Justice Services/YS** **ORG KEY: 10045610 Criminal Justice Services Ops**

TYPE	DESCRIPTION
Department	CRIMINAL JUSTICE SERVICES The mission of Criminal Justice Services is to promote public safety, hold program participants accountable for their behavior, and improve their ability to live productively and responsibly in our community. Oversees programs for at risk youth and criminal justice involved adults that the County operates. The department's dedicated professionals work as a team promoting an environment where the focus is on what our program participants are doing right. We want program participants and their families to feel supported and realize their potential. We offer evidence-based programs and services. Our goal is to help our program participants live successfully in the community. CJS has worked in collaboration with many local organizations to ensure our clients success: Bert Nash Mental Health Center; The Lawrence, Baldwin and Eudora Public School Districts; The University of Kansas Department of Music, and Child Behavior Lab; DCCCA; RADAC Care Coordination; Center for Supportive Communities; O'Connell Children's Shelter; Mirror Inc., and the Lawrence Arts Center to name a few.
Revenue	43010 – City of Lawrence: No changes. This line item varies annually based on judicial use of house arrest and electronic monitoring. Costs increase when more individuals are ordered into these programs and decrease when utilization is lower. 44080 – Kansas Youth Advocacy Program (YAP): No changes. Line item scheduled to expire in FY2025 and will not be included in the FY2026 budget. 44081 – Kansas Vocational Training Scholarship Program: No Changes. Not a budgeted revenue item. Expenditures are reimbursed through the Regional Collaboration Grant and recorded as offsets to program expenses. 46025 – Reimbursements from Other Counties: Increased to $250,000.00 for FY27 based on projected revenue trends and prior years' reimbursement activity. FY26 was also increased to $300,000.00 to reflect the higher amount of revenue received during the current fiscal year. 46030 – Miscellaneous Reimbursements: No changes. 46040 – State Reimbursements: No changes. Prior reimbursements (notably in 2022) were associated with youth held in detention pending JCF placement, delayed due to COVID-19 restrictions. KDOC reimbursed detention costs at a rate of $120.00 per day.

Budget Request

FUND: 100 General Fund DEPT: 456 Criminal Justice Services/YS ORG KEY: 10045610 Criminal Justice Services Ops

TYPE	DESCRIPTION
	49150 – Other Miscellaneous Revenues: No changes.
Personnel	Additional increases reflect standard market adjustments and merit-based salary increases. On-call pay rates remain unchanged from the prior fiscal year.
Contractual	60835 – Housing Assistance Move to Operations Budget from Adult Services budget in 2027 to aligned better with use by Juvenile and Adult services. 60100 – Travel: No changes. Consolidated with Countywide travel beginning in FY2026. Reimbursement expenses hit this line item for the OJA Grant. 60230 – Postage: No changes. 60260 – Cable: No changes 60300 – Print and Publications: No changes 60405 – Association Dues: No changes 60806 – Building Rental: No changes. Costs remain fixed under a five-year agreement, with no adjustments to rent received. 60910 – Buildings Maintenance: No changes. FY2026 budget reflected a 36.25% increase driven by rising costs of maintenance supplies, fuel for service-related activities, and continued roof repairs pending full roof replacement.
Capital Outlay	81055 - Furniture - $15,000 Transferred to Equipment Reserve 2025 No changes.

Budget Request

FUND: 100 General Fund DEPT: 456 Criminal Justice Services/YS ORG KEY: 10045610 Criminal Justice Services Ops

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
43010	City of Lawrence	(50,000)	0	(50,000)	(50,000)	0%	(57,444)	(29,790)	(51,730)	(46,173)
44080	Kansas Youth Advocacy Program	0	0	0	0	0%	0	0	0	0
44081	Kansas Voc Train Schlrshp Pgm	(1,000)	0	(1,000)	(1,000)	0%	(1,300)	(2,034)	(3,039)	(1,499)
46025	Reimbs from Other Counties	(350,000)	0	(300,000)	(200,000)	0%	(243,335)	(511,156)	(245,266)	(428,347)
46030	Miscellaneous Reimbursements	(8,500)	0	(8,500)	(8,500)	0%	(14,538)	(28,140)	(9,707)	(2,623)
46040	State Reimbursements	0	0	0	0	0%	(24,663)	0	0	0
49150	Other Miscellaneous Revenues	(250)	0	(250)	(250)	0%	0	0	0	0
Revenues	**- Total**	**(409,750)**	**0**	**(359,750)**	**(259,750)**	**0%**	**(341,280)**	**(571,120)**	**(309,742)**	**(478,641)**
52040	CJS Operations Manager	132,337	0	132,337	127,807	4%	76,471	141,113	130,409	110,319
55730	Director of Crim Just Services	198,715	0	198,715	186,145	7%	98,523	185,505	173,697	155,402
57515	Admin Services Manager	107,929	0	107,929	100,746	7%	53,440	100,012	75,347	68,144
58030	Adjustment To Pay Plan	12,840	0	0	15,344	(16%)	0	0	0	0
58035	Longevity Pay	2,880	0	2,760	2,760	4%	0	0	0	0
58110	Holiday Pay	2,266	0	2,266	2,266	0%	0	0	0	0
58200	Merit Pay	3,410	0	0	12,901	(74%)	0	0	0	0
58240	On-Call Pay	2,765	0	2,765	2,765	0%	0	0	0	0
58250	Overtime	2,611	0	2,611	2,520	4%	616	861	1,179	1,185
Personnel	**- Total**	**465,753**	**0**	**449,383**	**453,254**	**3%**	**229,050**	**427,490**	**380,632**	**335,050**
60100	Travel (fkaTravel-Training-Ed)	0	0	0	0	0%	9,538	5,104	8,661	11,159
60230	Postage	800	0	450	800	0%	22	221	232	216
60260	Cable	1,800	0	1,800	1,800	0%	944	1,758	1,658	1,450
60300	Printing & Publications	2,650	0	2,200	2,650	0%	465	1,621	253	183
60405	Association Dues	2,900	0	2,300	2,900	0%	1,974	1,633	1,953	3,119
60806	PS Building Rental	138,230	0	138,230	138,230	0%	69,114	138,228	135,219	129,200
60835	Housing Assistance	55,000	0	25,000	0	0%	8,865	0	0	0

Budget Request

FUND: 100 General Fund DEPT: 456 Criminal Justice Services/YS ORG KEY: 10045610 Criminal Justice Services Ops

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60910	Buildings Maintenance	75,000	0	75,000	75,000	0%	20,671	53,555	41,739	45,043
Contractual	**- Total**	**276,380**	**0**	**244,980**	**221,380**	**25%**	**111,594**	**202,121**	**189,714**	**190,369**
70130	Office Supplies	7,750	0	7,750	7,750	0%	2,287	6,080	6,777	6,519
71050	Maintenance Supplies	52,575	0	52,575	52,575	0%	17,034	38,356	42,322	49,163
79090	Client Supplies	0	0	0	0	0%	7,275	0	0	0
Commodities	**- Total**	**60,325**	**0**	**60,325**	**60,325**	**0%**	**26,596**	**44,436**	**49,100**	**55,682**
81005	Furniture	0	0	0	0	0%	0	4,261	2,332	277
Capital Outlay	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**4,261**	**2,332**	**277**
92020	Transfer to Equipment Reserve	15,000	0	15,000	15,000	0%	0	15,000	0	0
Transfers	**- Total**	**15,000**	**0**	**15,000**	**15,000**	**0%**	**0**	**15,000**	**0**	**0**
10045610 - Total		**407,708**	**0**	**409,938**	**490,209**	**(17%)**	**25,959**	**122,188**	**312,035**	**102,737**

Budget Request

FUND: 100 General Fund **DEPT: 456 Criminal Justice Services/YS** **ORG KEY: 10045690 Youth Services CJS**

TYPE	DESCRIPTION
Department	Juvenile Programs: JUVENILE INTAKE AND ASSESSMENT (Serves Children in Need of Care 0-18 YOA, Alleged Juvenile Offenders 10-18 YOA) Operated by CJS since July 2018- County and KDOC Grant Funded. IMMEDIATE INTERVENTION PROGRAM (Diversion) Est. July 2017-County and KDOC Grant Funded CONDITIONS OF RELEASE PROGRAM (Pretrial Supervision) Est. July 1997 (PRETRIAL) -County Funded CASE MANAGEMENT Est. July 1997- County and KDOC Grant Funded JUVENILE COMMUNITY CORRECTIONS (Intensive Supervised Probation, for Moderate to High-risk Youth) Est. July 1997 - County and KDOC Grant Funded DAY SCHOOL Est. APRIL 1998 - County and Unified School District 497 Funded JUVENILE DETENTION Est. 1995 - County Funded Juvenile Corrections Officers perform a variety of functions in addition to supervising youth incarcerated in the JDC: They complete all of the booking functions for all youth alleged to have committed a juvenile offense in Douglas County for the Douglas County Sheriff They monitor and supervise youth court ordered to attend Day school. (licensed for 40 students). Evening and Weekends: They complete Juvenile Intakes (for both juvenile offenders and children in need of care 0-18 YOA). They monitor all clients on electronic monitoring. They notify law enforcement when EM clients violate exclusion zones. They set up electronic monitoring client's equipment. They perform all of the drug testing for specialty court clients. TRUANCY PREVENTION & DIVERSION PROGRAM (Serves Truant and Pre-truant Youth Kindergarten thru 8th Grade) A collaboration between Douglas County Youth Services and the Center for Supportive Communities' CJS has collaborated on Truancy programs since 2006 - County and KDOC Grant Funded
Personnel	52010–52013 – Correction Officer I–IV: These line items are scheduled to expire in FY2030 and have been consolidated into line item 52015 as part of the Sheriff's Office

Budget Request

FUND: 100 General Fund DEPT: 456 Criminal Justice Services/YS ORG KEY: 10045690 Youth Services CJS

TYPE	DESCRIPTION
	Public Safety Pay Study. Increases for Market Adjustments and Merit. On-Call Pay rate stayed the same as last year.
Contractual	61085 Medical Services Increase 11% (to $41,500): Includes $28,000 annually for services through LDCPH. + ARPN $60/HR ($2,000/yr estimate) On call services $68/hr. RN or $90/hr (estimated $2,000) APRN billed in 15 min increments. Additional $9,500 is budgeted to cover unreimbursed medical expenses (physician, dental, and vision-related emergency visits and supplies). These costs are partially offset through reimbursements from other counties and recorded under Miscellaneous Reimbursements (10045610). 61100 – Professional Services: Increased line item to $90,000 to cover translation services for Juveniles ($2,500) and remaining operational support for Truancy ($87,500) from the Commissioners contingency allocation for 2026 Re-estimate. Increased line to $152,500 to cover translation services for Juveniles ($2,500) and operational support for Truancy ($150,000) from the Commissioners contingency allocation for 2027. 61103 – Professional Services Youth Advocacy Program (YAP): No changes. Per KDOC processing changes implemented in February 2020, this line item is scheduled to expire in FY2025. 61104 – Professional Services Vocational Scholarship Program: No changes. Represents expenditures for the Vocational Training Scholarship Program. Costs are reimbursed through line item 44081 (Regional Collaboration/Reinvestment Grant funds) and are not considered a true budgeted expense but are tracked for accounting purposes. 69020 – Food Services: No changes. 69065 – Client Care: No changes.
Commodities	70130 - Office Supplies No changes. Nothing budgeted for this line item - office supplies come from operations or if covered by grant. 71030 - Food for Clients or inmates No changes.

Budget Request

FUND: 100 General Fund **DEPT: 456 Criminal Justice Services/YS** **ORG KEY: 10045690 Youth Services CJS**

TYPE	DESCRIPTION
	71075 - Supplies and Equipment No changes. Note* Purchases are typically made near the end of the fiscal year in bulk to reduce shipping costs. 71090 – Uniforms: No change. Note *Purchases are typically made near the end of the fiscal year in bulk to reduce shipping and embroidery costs. 79075 - Medical Supplies and Equipment No changes 79090 - Client Supplies No changes.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
52010	Correction Officer I	0	0	0	0	0%	0	0	0	200,055
52011	Correction Officer II	0	0	0	0	0%	0	0	0	232,692
52012	Correction Officer III	0	0	0	0	0%	0	0	0	147,515
52013	Correction Officer IV	0	0	0	0	0%	0	0	0	296,107
52015	Correction Officer	1,198,211	0	1,198,211	1,157,124	4%	657,947	1,217,008	1,143,229	96,452
52020	Corrections Officer Supervisor	272,150	0	272,150	258,223	5%	152,112	283,209	288,688	242,205
52075	Juvenile Services Officer	180,737	0	180,737	172,531	5%	94,466	176,031	166,492	146,214
55640	Asst Director Youth Services	145,575	0	145,575	141,191	3%	80,159	146,280	135,172	121,316
58030	Adjustment To Pay Plan	57,802	0	0	69,461	(17%)	0	0	0	0
58035	Longevity Pay	8,800	0	8,120	8,120	8%	0	0	0	0
58110	Holiday Pay	57,496	0	57,496	57,496	0%	0	0	0	0
58200	Merit Pay	13,940	0	0	55,639	(75%)	0	0	0	0
58240	On-Call Pay	3,465	0	3,465	3,465	0%	0	0	0	0
58250	Overtime	20,778	0	20,778	20,935	(1%)	7,137	18,084	15,064	8,216
Personnel	**- Total**	**1,958,954**	**0**	**1,886,532**	**1,944,185**	**1%**	**991,820**	**1,840,612**	**1,748,644**	**1,490,772**

Budget Request

FUND: 100 General Fund **DEPT: 456 Criminal Justice Services/YS** **ORG KEY: 10045690 Youth Services CJS**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61085	Medical Services	41,500	0	37,500	37,500	11%	13,749	35,117	13,768	12,475
61100	Professional Services	152,500	0	90,000	0	0%	0	0	0	15
61103	Prof Srv Youth Advocacy Progrm	0	0	0	0	0%	0	0	0	0
61104	Prof Srv Voc Scholarship Progr	1,000	0	1,000	1,000	0%	1,300	2,264	2,575	1,615
69020	Food Services	25,350	0	25,350	25,350	0%	5,063	10,411	23,195	12,453
69065	Client Care	1,320	0	1,320	1,320	0%	462	980	342	552
Contractual - Total		**221,670**	**0**	**155,170**	**65,170**	**240%**	**20,575**	**48,772**	**39,880**	**27,110**
70130	Office Supplies	0	0	0	0	0%	0	0	0	0
71030	Food for Clients or Inmates	14,000	0	14,000	14,000	0%	5,520	10,768	8,044	8,330
71075	Supplies & Equipment	10,800	0	10,800	10,800	0%	1,944	10,846	7,142	2,917
71090	Uniforms	4,000	0	4,000	4,000	0%	335	3,349	2,475	1,455
79075	Medical Supplies & Equip	1,920	0	1,920	1,920	0%	997	3,036	1,112	2,885
79090	Client Supplies	13,400	0	13,400	13,400	0%	3,989	12,758	7,581	9,750
Commodities - Total		**44,120**	**0**	**44,120**	**44,120**	**0%**	**12,784**	**40,756**	**26,355**	**25,338**
10045690 - Total		**2,224,744**	**0**	**2,085,822**	**2,053,475**	**8%**	**1,025,180**	**1,930,140**	**1,814,879**	**1,543,220**

Budget Request

FUND: 100 General Fund DEPT: 456 Criminal Justice Services/YS ORG KEY: 10045695 Adult Services CJS

TYPE	DESCRIPTION
Department	Adult Programs: PRETRIAL RELEASE SUPERVISION EST. 2017 - County Funded ENHANCED DIVERSION EST. 2019 - County Funded. An adult Diversion option for high needs adult clients offered Enhanced Diversion by the Douglas County District Attorney. BEHAVIORAL HEALTH COURT EST. 2017- County Funded. The Douglas County Behavioral Health Court is a diversion program that was established to more effectively address the needs of program participants with serious mental illness who cycle through the court, detention, and mental health systems. DRUG COURT EST. 2020 - County Funded. Drug Court is a Post Plea Presentence Program that was established to provide accountability and alternatives to incarceration for those with substance use disorders, and help reduce recidivism of program participants, by offering community treatment and a Therapeutic Court Setting. HOUSE ARREST PROGRAM EST. OCT 2017 - County Funded. The House Arrest program monitors clients assigned to Global Position Monitoring (GPS); Clients assigned to House Arrest, and Clients assigned to Soberlink Monitoring (Alcohol Breath Testing) by the Lawrence Municipal and District Court. COMMUNITY SERVICE WORK PROGRAM EST. 1982 - County and City of Lawrence Funded. The department facilitates all Community Service hours ordered by the Lawrence Municipal and District Court. ADULT COMMUNITY CORRECTIONS EST. 1987 - County and KDOC Grant Funded. The department supervises high and moderate risk clients assigned to Intensive Supervised Probation by the 7th Judicial District Court, clients who are Interstate Compact transfers Into Douglas County Kansas, and Courtesy Supervision Cases (The client resides in Douglas County and their court cases originate from another jurisdiction in Kansas).
Personnel	Increases for Market Adjustments and Merit. No On-Call Pay for Adult Services
Contractual	60835 – Housing Assistance Move to Operations Budget from Adult Services budget in 2027 to aligned better with use by Juvenile and Adult services. -Increased 35% ($54,000) due to projected growth in client need. Funds support expenses such as medication, housing assistance, employment-related tools, and treatment services not covered by BNC/DCCCA contracts, as well as other barriers to client success. Estimate based on approximately 58 clients annually at an average of $600 per client. Additional Truancy K-8 barrier reduction

Budget Request

FUND: 100 General Fund DEPT: 456 Criminal Justice Services/YS ORG KEY: 10045695 Adult Services CJS

TYPE	DESCRIPTION
	61100 Professional Services No changes to amount. Purpose changed for Specialty Courts adopting LS-CM risk assessment tool and Carey Guides. 61505 EMD No changes. 61525 Urinalysis No changes.
Commodities	71075 – Supplies & Equipment: No change. 71090 – Uniforms: No change. 79090 – Client Supplies: Decreased 8% ($39,000) decrease due to inventory carryover of drug testing supplies and continued coverage of certain safety products through grants. Includes client incentives and supplies such as UA test cups, sweat patch kits, and related items. Also supports BHC incentives and Drug Court needs, including UA supplies, sweat patch kits, monthly incentives, and graduation supplies. Includes costs not fully covered by grant reimbursements (e.g., CC Grant). UA supplies reduced purchasing needs earlier in the fiscal year resulted from bulk purchasing at a discounted rate at the end of the prior year; additional orders resumed in April 2026, again at a discounted bulk rate.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
51240	Records Assistant	24,419	0	24,419	22,916	7%	12,117	22,812	23,938	18,171
52025	Adult Services Supervisor	94,148	0	94,148	94,148	0%	0	83,454	87,817	76,978
52065	Adult Services Officer I	668,118	0	668,118	579,932	15%	334,575	623,887	574,974	448,164
52066	Adult Services Officer II	83,520	0	83,520	77,005	8%	41,261	76,600	71,906	62,029
55640	Asst Director Youth Services	106,885	0	106,885	141,191	(24%)	58,239	174,975	134,613	122,521
58030	Adjustment To Pay Plan	31,266	0	0	39,722	(21%)	0	0	0	0
58035	Longevity Pay	3,640	0	3,120	4,400	(17%)	0	0	0	0
58200	Merit Pay	7,598	0	0	31,952	(76%)	0	0	0	0

Budget Request

FUND: 100 General Fund DEPT: 456 Criminal Justice Services/YS ORG KEY: 10045695 Adult Services CJS

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
58240	On-Call Pay	0	0	0	0	0%	0	0	0	0
58250	Overtime	5,240	0	5,240	5,225	0%	1,091	3,452	4,200	2,833
Personnel	**- Total**	**1,024,834**	**0**	**985,450**	**996,491**	**3%**	**447,284**	**985,181**	**897,449**	**730,696**
60835	Housing Assistance	0	0	15,000	40,000	(100%)	15,134	26,530	27,523	19,218
61100	Professional Services	27,990	0	27,990	27,990	0%	2,750	12,746	5,261	2,250
61505	Contracted EMD Services	150,000	0	150,000	150,000	0%	49,599	81,705	102,838	102,126
61525	Urinalysis	27,500	0	27,500	27,500	0%	3,919	11,016	17,652	19,240
Contractual	**- Total**	**205,490**	**0**	**220,490**	**245,490**	**(16%)**	**71,402**	**131,997**	**153,274**	**142,834**
71075	Supplies & Equipment	4,100	0	4,100	4,100	0%	1,121	4,567	0	401
71090	Uniforms	3,200	0	3,200	3,200	0%	135	2,513	2,075	266
79090	Client Supplies	39,000	0	42,360	42,360	(8%)	12,563	25,806	21,273	24,443
Commodities	**- Total**	**46,300**	**0**	**49,660**	**49,660**	**(7%)**	**13,819**	**32,887**	**23,348**	**25,109**
91020	DCCCA	0	0	0	0	0%	0	0	181,039	235,389
91021	Court Alternatives	0	0	0	0	0%	0	0	0	0
91030	Bert Nash Comm Mental Hlth Ctr	0	0	0	0	0%	0	0	268,696	218,696
Agency Appropriations	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**449,735**	**454,085**
10045695 - Total		**1,276,624**	**0**	**1,255,600**	**1,291,641**	**(1%)**	**532,504**	**1,150,065**	**1,523,806**	**1,352,724**
456 - Total		**3,909,076**	**0**	**3,751,360**	**3,835,325**	**2%**	**1,583,643**	**3,202,393**	**3,650,720**	**2,998,681**

Budget Request

FUND: 100 General Fund **DEPT: 502 Fleet Operations** **ORG KEY: 10050200 Fleet Operations**

TYPE	DESCRIPTION
Department	The Fleet Maintenance group within Public Works provides maintenance services for all county owned vehicles and equipment, including Sheriff patrol vehicles. In 2025, Fleet began providing maintenance for seven Senior Resource Center transport vehicles. Fleet also provides reimbursable vehicle service for Consolidated Fire District #1. Fleet Mechanics service passenger vehicles, heavy trucks, construction equipment, snow removal equipment, tractors, implements and attachments. Fleet Mechanics provide 24-hour service during snow events and emergencies. Service capabilities include routine maintenance, tire replacement, minor repairs and specialized equipment installation. Major repairs are sent to commercial shops and managed by fleet personnel.
Revenue	Line 46030 reports reimbursements received from CFD#1 for service and repair of their equipment.
Personnel	8 full-time positions are funded within Fleet Operations, General Fund 100-502: 1 Superintendent 1 Lead Mechanic 2 Mechanic II 2 Mechanic I 1 Inventory/Parts Technician 1 Administrative Specialist II 2 temporary positions The 2027 budget request includes these personnel changes: Funding for the existing Administrative Specialist II (51035) has been moved from Fund 201-501 to Fund 100-502 (fleet) to reflect assigned duties. One existing Mechanic I position (55510) has been promoted to Mechanic II (55511).
Contractual	Line 60945 provides funding for major repairs completed by professional service shops. The 2027 budget request increases this line from $160,000 to $170,000 to cover increasing costs. This increase also includes moving Line 60949 Radio Maintenance ($1,800) from Fund 201-501 to the Fleet budget.
Commodities	The Fleet Maintenance budget provides funding for maintenance parts, tires, gasoline, and diesel for all county departments and CFD#1. Sheriff's patrol vehicles and Public Works snow removal operations are the biggest fuel users. The county maintains a partnership with KDOT for fuel supply. The fuel tanks are located on KDOT property across the street from Public Works. Prior year gasoline (72010) and diesel (72005) expenditures have been well below budgeted amounts, however 2026 fuel prices have increased significantly. No increases are proposed for the 2027 budget, based on an assumption that budgeted funds will be adequate.

Budget Request

FUND: 100 General Fund **DEPT: 502 Fleet Operations** **ORG KEY: 10050200 Fleet Operations**

TYPE	DESCRIPTION
	The 2027 budget request increases Line 71025 by $15,000 in response to expenditure history and price increases.
Transfers & Misc	The transfer to equipment reserve (92020) provides funding for anticipated replacement of large shop machinery. The large in-ground cylinder lifts are expected to require service or replacement within a few years.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
46030	Miscellaneous Reimbursements	(110,000)	0	(110,000)	(85,000)	0%	(54,481)	(127,704)	(112,130)	(110,917)
Revenues - Total		**(110,000)**	**0**	**(110,000)**	**(85,000)**	**0%**	**(54,481)**	**(127,704)**	**(112,130)**	**(110,917)**
51035	Administrative Specialist II	55,269	0	55,269	0	0%	27,496	0	0	0
55501	Inventory/Parts Technician	59,529	0	59,529	55,729	7%	29,756	55,443	48,002	4,636
55510	Mechanic I	120,937	0	136,320	170,861	(29%)	76,963	173,349	159,868	185,014
55511	Mechanic II	137,495	0	121,344	68,048	102%	54,607	69,345	9,628	0
55515	Mechanic Lead	74,813	0	74,813	69,802	7%	38,557	70,637	63,780	62,091
55520	Fleet Mechanic Supervisor	0	0	0	0	0%	0	0	63,277	74,373
57731	Public Works Superintendent	92,979	0	92,979	86,736	7%	47,418	87,824	5,435	0
58030	Adjustment To Pay Plan	15,694	0	0	17,596	(11%)	0	0	0	0
58035	Longevity Pay	520	0	240	240	117%	0	0	0	0
58080	Employee Uniform Allowance	1,400	0	1,400	1,400	0%	0	0	0	0
58200	Merit Pay	4,201	0	0	14,063	(70%)	0	0	0	0
58240	On-Call Pay	7,000	0	7,000	6,000	17%	0	0	0	0
58250	Overtime	12,000	0	12,000	12,000	0%	5,975	3,754	5,993	2,637
58275	Temp Labor	30,000	0	30,000	30,000	0%	20,874	20,129	0	0
Personnel - Total		**611,837**	**0**	**590,894**	**532,475**	**15%**	**301,647**	**480,482**	**355,983**	**328,751**
60100	Travel (fkaTravel-Training-Ed)	5,000	0	5,000	5,000	0%	86	999	1,770	3,836
60945	Mach & Equip Maintenance	170,000	0	170,000	160,000	6%	92,758	174,802	171,879	102,621
60960	Uniform Maintenance	2,000	0	2,000	2,000	0%	1,205	2,253	2,299	1,513
61410	Hazardous Waste Contract Svcs	2,000	0	2,000	2,000	0%	560	1,944	2,160	1,484

Budget Request

FUND: 100 General Fund **DEPT: 502 Fleet Operations** **ORG KEY: 10050200 Fleet Operations**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
69090	Reproduction Service	1,400	0	1,400	1,400	0%	0	1,417	730	1,424
Contractual	**- Total**	**180,400**	**0**	**180,400**	**170,400**	**6%**	**94,609**	**181,414**	**178,838**	**110,877**
71025	Equip Parts & Supplies	315,000	0	315,000	300,000	5%	206,260	346,564	289,169	245,943
71055	Operations & Maintenance Suppl	50,000	0	50,000	50,000	0%	14,969	30,934	39,980	19,993
72005	Diesel	275,000	0	275,000	275,000	0%	100,445	159,233	175,822	192,073
72010	Gasoline	380,000	0	380,000	380,000	0%	203,032	272,257	297,507	334,050
72015	Misc Fluids	15,000	0	15,000	15,000	0%	9,680	16,078	14,329	12,114
72020	Oil & Grease	30,000	0	30,000	30,000	0%	9,290	18,397	10,822	16,285
72030	Tire & Tubes	130,000	0	130,000	130,000	0%	48,854	121,365	137,188	104,860
79095	Safety Award	0	0	0	0	0%	0	0	0	0
Commodities	**- Total**	**1,195,000**	**0**	**1,195,000**	**1,180,000**	**1%**	**592,531**	**964,828**	**964,817**	**925,318**
83000	Service Equipment	0	0	0	0	0%	0	21,323	19,036	16,000
Capital Outlay	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**21,323**	**19,036**	**16,000**
92020	Transfer to Equipment Reserve	30,000	0	30,000	30,000	0%	0	30,000	30,000	30,000
Transfers	**- Total**	**30,000**	**0**	**30,000**	**30,000**	**0%**	**0**	**30,000**	**30,000**	**30,000**
10050200 - Total		**1,907,237**	**0**	**1,886,294**	**1,827,875**	**4%**	**934,306**	**1,550,343**	**1,436,544**	**1,300,028**
502 - Total		**1,907,237**	**0**	**1,886,294**	**1,827,875**	**4%**	**934,306**	**1,550,343**	**1,436,544**	**1,300,028**

Budget Request

FUND: 100 General Fund **DEPT: 503 Parks & Vegetation** **ORG KEY: 10050300 Parks & Vegetation**

TYPE	DESCRIPTION
Department	The Parks and Vegetation crew (within the Public Works Department) is responsible for: Roadside mowing along 220 miles of county-maintained roadways, Maintenance of county park facilities, including Lone Star Park and Wells Overlook Park, Enforcement of the state noxious weed law and sale of herbicides to landowners, and Snow and ice removal operations, in combination with other Public Works crews.
Revenue	The State Noxious Weed Law requires the county to sell herbicides at a reduced cost to landowners to treat noxious weeds. Payments are reported under Sale of Commodities in the General Fund. The Parks and Vegetation crew provides herbicide application services to townships, KDOT and the USACE to address noxious weeds on their properties. Reimbursements are reported under the General Fund.
Personnel	7 full-time positions are funded within Parks and Vegetation, General Fund 100-503: 1 Superintendent 1 Equipment Operator Lead 1 Vegetation Control Specialist 4 Vegetation Control Workers 2 temporary seasonal positions The 2027 budget shows one existing Equipment Operator III position (54002) promoted to the newly created Equipment Operator Lead position (54023).
Contractual	Line 69035 - Douglas County employs a seasonal Camp Host to manage campground use at Lone Star Park.
Commodities	Herbicides (Line 74015) are used to treat noxious weeds on county roads and properties, and also on KDOT, township and USACE properties. Herbicides are also sold to landowners for noxious weed treatment. The adopted Vegetation Management Plan provides a summary of Public Works Department herbicide use. Line 74015 has been increased to $160,00 to reflect increasing herbicide sales to landowners.
Transfers & Misc	The transfer to equipment reserve (92020) provides funding for scheduled replacement of mowing tractors, pickups, and other equipment.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
54023	Equipment Operator Lead	91,601	0	91,601	0	0%	47,322	39,935	0	0
54060	Vegetation Control Specialist	77,047	0	77,047	152,069	(49%)	38,957	118,343	144,064	132,858

Budget Request

FUND: 100 General Fund **DEPT: 503 Parks & Vegetation** **ORG KEY: 10050300 Parks & Vegetation**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
54070	Vegetation Control Worker	254,465	0	254,465	237,761	7%	133,219	246,480	189,160	168,110
57710	Park Maintenance Supervisor	0	0	0	0	0%	0	0	78,632	81,505
57731	Public Works Superintendent	112,752	0	112,752	105,089	7%	58,095	112,326	0	0
58030	Adjustment To Pay Plan	12,987	0	0	19,302	(33%)	0	0	0	0
58035	Longevity Pay	2,480	0	2,280	2,280	9%	0	0	0	0
58080	Employee Uniform Allowance	2,200	0	2,200	2,200	0%	0	0	0	0
58200	Merit Pay	4,138	0	0	15,427	(73%)	0	0	0	0
58240	On-Call Pay	14,500	0	14,500	14,500	0%	0	0	0	0
58250	Overtime	18,000	0	18,000	16,000	13%	12,963	15,832	13,252	8,815
58275	Temp Labor	30,000	0	30,000	30,000	0%	17,544	27,820	30,894	18,572
Personnel	**- Total**	**620,170**	**0**	**602,845**	**594,628**	**4%**	**308,100**	**560,736**	**456,002**	**409,860**
60300	Printing & Publications	2,000	0	2,000	2,000	0%	327	2,657	127	402
60405	Association Dues	1,500	0	1,500	1,500	0%	960	1,335	2,095	1,818
60610	Electric	12,000	0	12,000	11,000	9%	4,780	13,121	9,975	10,323
60630	Water Trash Sewer	11,000	0	11,000	10,000	10%	5,246	10,822	9,140	8,662
60910	Buildings Maintenance	0	0	0	0	0%	0	3,699	1,201	1,034
60960	Uniform Maintenance	2,500	0	2,500	2,500	0%	618	1,198	1,522	1,911
69035	Lone Star\Camp Hosts	10,000	0	10,000	9,000	11%	4,380	9,234	9,192	8,681
Contractual	**- Total**	**39,000**	**0**	**39,000**	**36,000**	**8%**	**16,312**	**42,065**	**33,251**	**32,831**
71055	Operations & Maintenance Suppl	28,500	0	28,500	28,500	0%	9,031	23,961	26,911	22,349
74015	Herbicide	160,000	0	160,000	140,000	14%	131,930	142,686	149,067	129,863
74030	Vegetation Commodities	15,000	0	15,000	15,000	0%	0	14,840	11,926	14,335
75030	Aggregate	8,000	0	8,000	8,000	0%	0	7,259	7,005	7,894
79095	Safety Award	0	0	0	0	0%	0	0	0	0
Commodities	**- Total**	**211,500**	**0**	**211,500**	**191,500**	**10%**	**140,961**	**188,746**	**194,908**	**174,441**

Budget Request

FUND: 100 General Fund **DEPT: 503 Parks & Vegetation** **ORG KEY: 10050300 Parks & Vegetation**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
92020	Transfer to Equipment Reserve	95,000	0	95,000	95,000	0%	0	95,000	95,000	95,000
Transfers	**- Total**	**95,000**	**0**	**95,000**	**95,000**	**0%**	**0**	**95,000**	**95,000**	**95,000**
10050300 - Total		**965,670**	**0**	**948,345**	**917,128**	**5%**	**465,373**	**886,546**	**779,161**	**712,132**
503	**- Total**	**965,670**	**0**	**948,345**	**917,128**	**5%**	**465,373**	**886,546**	**779,161**	**712,132**
100	**- Total**	**0**	**0**	**(23,585,422)**	**0**	**0%**	**(72,832,491)**	**(25,666,810)**	**(22,024,256)**	**(21,845,539)**

Budget Request

FUND: 201 Road and Bridge **DEPT: 000 NA** **ORG KEY: 20100000 Road & Bridge**

TYPE	DESCRIPTION
Department	Funding is essential to deliver the full range of Public Works services, including engineering design, plan review, construction inspection, surveying, and permit processing, as well as road and bridge maintenance, grading, and snow and ice removal performed by the Operations Division. Although fleet maintenance and the Parks and Vegetation Division, responsible for noxious weed control, chemical sales, roadside mowing, and park upkeep, are budgeted separately in the General Fund, these functions collectively rely on stable funding to maintain safe transportation infrastructure and quality public spaces throughout the County. K.S.A. 68-5,101
Revenue	Fund Balance Carryover of unspent funds from the previous year. Ad Valorem Tax Property-based tax revenue generated from the mill levy, calculated using the budget and assessed valuation. Includes real estate, personal property, and state-assessed public utility taxes. Delinquent Tax Taxes on real estate, personal property, and public utilities paid after their due dates. Fees and Interest on Delinquent Taxes Charges and interest assessed on late payments of Ad Valorem taxes, back taxes, sheriff warrants, and motor vehicle taxes. Motor Vehicle Tax Assessed at 20% of a vehicle's value for vehicles registered in Douglas County. All taxpayers are subject to the same average levy as defined in K.S.A. 79-5105(c)(3). Recreational Vehicle Tax Assessed on motor homes using a flat rate based on vehicle age plus an additional amount based on weight. Reimbursements Repayment of amounts previously remitted by the County. Special City/County Highway Fund Revenue from the Special City/County Highway Fund reflects the County's share of state motor fuel taxes distributed by the state, dedicated to road and bridge maintenance and improvement.

Budget Request

FUND: 201 Road and Bridge **DEPT: 000 NA** **ORG KEY: 20100000 Road & Bridge**

TYPE	DESCRIPTION
	Sale of Commodities Revenue from the sale of commodities reflects user fees collected for the purchase of dust palliative and other materials. Public Works Fees User fees charged for road maps, entrance permits, oversize permits, labor and equipment.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
31000	Fund Balance	(2,966,510)	0	(2,865,092)	(2,303,169)	0%	(2,865,092)	(2,674,949)	(2,608,175)	(2,363,942)
40100	AdValorem Tax	(5,296,588)	0	0	(5,971,753)	0%	0	0	0	0
40105	Real Estate Tax	0	0	(5,519,375)	0	0%	(5,252,436)	(4,715,182)	(4,679,342)	(4,199,880)
40110	Personal Property Tax	0	0	(45,845)	0	0%	(42,915)	(44,512)	(47,701)	(45,437)
40115	Public Utility Tax	0	0	(501,760)	0	0%	(501,758)	(429,585)	(472,340)	(343,002)
40135	Delinquent Tax	0	0	0	(30,000)	0%	0	0	0	0
40140	Delinquent Real Estate Tax	(46,000)	0	(46,010)	0	0%	(36,425)	(53,196)	(42,854)	(42,391)
40145	Delinquent Personal Prprty Tax	(1,150)	0	(1,150)	0	0%	(604)	(1,142)	(1,216)	(858)
40150	Delinquent State Assessed Tax	0	0	0	0	0%	0	0	0	0
40205	Big Truck Tax	(2,161)	0	(2,213)	(2,150)	0%	(1,886)	(2,202)	(2,234)	(2,317)
40210	Commercial Motor Vehicle Tax	(8,200)	0	(8,162)	(7,900)	0%	(7,425)	(8,029)	(7,788)	(8,052)
40215	Delinquent Big Truck Tax	(60)	0	(75)	0	0%	(100)	(78)	(101)	(36)
40220	Recreational Vehicle Tax	(3,422)	0	(3,364)	(3,145)	0%	(1,689)	(3,358)	(3,248)	(3,317)
40225	Vehicle Rental Excise tax	(3,800)	0	(3,813)	(3,600)	0%	(2,118)	(4,239)	(4,281)	(3,986)
40230	Motor Vehicle Tax	(404,330)	0	(367,348)	(359,250)	0%	(201,214)	(384,226)	(362,304)	(359,335)
40235	Watercraft Tax	0	0	(3,467)	(3,515)	0%	(3,126)	(4,092)	(4,124)	(2,984)
40240	Delinquent Watercraft Tax	0	0	(147)	0	0%	(174)	(203)	(192)	(196)
42450	Public Works Fees	(5,000)	0	(5,262)	(5,000)	0%	(1,310)	(3,588)	(9,861)	(2,420)
44060	Sp City/County Highway	(2,166,534)	0	(2,165,392)	(1,800,000)	0%	(1,467,812)	(1,875,951)	(1,863,814)	(1,900,277)

Budget Request

FUND: 201 Road and Bridge **DEPT: 000 NA** **ORG KEY: 20100000 Road & Bridge**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
45006	Sale of Commodities	(200,000)	0	(200,000)	(180,000)	0%	(199,395)	(183,696)	(167,563)	(137,757)
46015	Hesper Maintenance Reimb	0	0	0	0	0%	0	0	0	0
46030	Miscellaneous Reimbursements	(5,000)	0	(5,000)	(10,000)	0%	(98)	(4,616)	(19,290)	(39,145)
49000	Miscellaneous Revenues	(3,500)	0	(3,481)	(5,000)	0%	(1,926)	(1,966)	(2,379)	(3,726)
49700	Federal Grants	0	0	0	0	0%	0	0	0	0
Revenues - Total		**(11,112,255)**	**0**	**(11,746,956)**	**(10,684,482)**	**0%**	**(10,587,503)**	**(10,394,810)**	**(10,298,807)**	**(9,459,057)**
90999	Expenses Amended Budget Only	0	0	0	0	0%	0	0	0	0
Miscellaneous Expenditures - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
20100000 - Total		**(11,112,255)**	**0**	**(11,746,956)**	**(10,684,482)**	**0%**	**(10,587,503)**	**(10,394,810)**	**(10,298,807)**	**(9,459,057)**
000 - Total		**(11,112,255)**	**0**	**(11,746,956)**	**(10,684,482)**	**0%**	**(10,587,503)**	**(10,394,810)**	**(10,298,807)**	**(9,459,057)**

Budget Request

FUND: 201 Road and Bridge **DEPT: 501 Public Works** **ORG KEY: 20150100 Public Works**

TYPE	DESCRIPTION
Department	Road and Bridge Fund 201-501 is the primary budget fund for the Public Works Department. The Road and Bridge Fund supports these responsibilities: Maintenance of 220 miles of rural roads, including pavement maintenance, traffic signs, and snow removal Maintenance of 161 bridges and 1,108 culverts Design of road and bridge capital improvements Administration of survey records and standards Technical assistance for township road operations Transportation planning and project coordination with state and city agencies Support for emergency operations Public Works Operations are also supported by these budgeted funds: Fleet Operations, General Fund 100-502 Parks and Vegetation, General Fund 100-503 Additional Public Works expenditures are planned and supported within these funds: Capital Improvement Fund 450 Equipment Reserve Fund 602 Special Highway Improvement Fund 601 Special Parks and Recreation Fund 224 Additional information is available in the department overview presented to the BOCC on May 14, 2025.
Personnel	The Public Works Department employs 58 full-time employees, and seven temporary employees. 43 full-time positions are funded within Road and Bridge Fund 201-501: 5 - Management team 3 - Administration 5 - County Surveyor 6 - Engineering and inspections 8 - Paved road crew 6 - Gravel road crew 6 - Bridge crew 4 - Sign crew The Equipment Operator I (54020) is an entry level position used to place new employees. Employees are typically promoted to Equipment Operator II when they obtain a Commercial Driver's License and adequate training.

Budget Request

FUND: 201 Road and Bridge **DEPT: 501 Public Works** **ORG KEY: 20150100 Public Works**

TYPE	DESCRIPTION
	The 2027 budget request includes these personnel changes: Funding for one existing Administrative Assistant II (51012) has been moved from Fund 201-501 to Fund 100-502 (fleet) to reflect assigned duties. Funding for the vacant Deputy Director (55745) has been reassigned to a vacant Civil Engineer III (53512) to be filled in late 2026 or early 2027. Funding for one existing Engineering Technician (53571) has been reassigned to Senior Engineering Technician (53572) based on an anticipated promotion. Four existing Equipment Operator III positions (54002) have been promoted to the newly created Equipment Operator Lead position (54023).
Contractual	Line 60100 (travel) has been increased $5,000 to reflect increased need for personnel training. Line 60949 (Radio Maintenance $1,800) has been moved from Fund 201-501 to Fund 100-502 (fleet). These expenses apply to county maintained vehicles. Line 61100 was increased to $120,000 in 2026 in anticipation of new national bridge inspection requirements. The budget request for 2027 has been reduced to $100,000. This line provides funding for engineering services including materials testing, Lone Star Dam safety inspections, bridge inspections, and other minor contracted services. No change is proposed in line 61420 (Road Maintenance Contracts). This line was increased to $1.7 million in the 2026 budget. Background information is available in the pavement management overview presented to the BOCC on Jun 18, 2025.
Commodities	Line 75005 provides funding for asphalt patches and overlays placed by Public Works staff. Line 75020 provides $330,000 for rock road dust control. Revenue line 45006 includes approximately $160,000 in dust control fees collected from landowners on township-maintained roads. The county funds the remaining $170,000 on county maintained roads. Line 75035 Salt, and Line 75040 Sand, are used to replenish stockpiles for snow and ice removal. Expenditures fluctuate year to year based on the severity of winter storm events.
Transfers & Misc	This budget includes a non-appropriated balance authorized by K.S.A. 79-2927. This balance is restricted to no more than 5% of the total expenditures within the fund. The Cash Basis Reserve represents the budgeted carryover from the proposed budget year into the following fiscal year. To promote responsible financial planning, the recommended minimum level for the Cash Basis Reserve is set at 20% of total expenditures. This amount is in addition to the non-appropriated balance, which is itself limited to 5% of expenditures makes up the total fund balance carried into the new budget year.

Budget Request

FUND: 201 Road and Bridge **DEPT: 501 Public Works** **ORG KEY: 20150100 Public Works**

TYPE	DESCRIPTION
	The county's fiscal year runs from January 1 through December 31. Finance staff have established year-end procedures designed to ensure that all expenditures are properly managed and accounted for in accordance with Government Auditing Standards. It is the policy of the county to maintain a sufficient budgetary fund balance in all budgeted funds. A strong fund balance is essential for ensuring the county's ability to meet both anticipated and unforeseen financial obligations, including those that may arise from natural disasters or economic downturns. The 2027 budget request maintains a $675,000 transfer to equipment reserve funds. This fund provides sustained funding for heavy equipment, heavy trucks and personal vehicles necessary for Road and Bridge Operations. The department maintains an ongoing inventory replacement schedule for all equipment to minimize breakdowns and high maintenance costs.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
50105	Accounting Officer	0	0	0	0	0%	0	0	61,369	65,354
50121	Account Technician	72,307	0	72,307	68,800	5%	50,792	69,335	6,640	0
50805	Public Works Specialist	0	0	0	0	0%	0	0	54,383	55,878
50806	Program Specialist I	69,489	0	69,489	64,999	7%	34,433	64,750	6,292	0
51012	Administrative Assistant II	69,217	0	69,217	119,747	(42%)	35,557	121,262	12,926	0
51020	Administrative Officer	0	0	0	0	0%	0	0	106,525	111,132
51035	Administrative Specialist II	0	0	0	0	0%	408	12,032	0	0
51040	Administrative Secretary	0	0	0	0	0%	0	0	0	0
51120	Executive Secretary	0	0	0	0	0%	0	0	0	0
52510	Custodian I	0	0	0	0	0%	0	0	0	0
53510	Civil Engineer I	116,135	0	116,135	109,683	6%	61,279	109,394	10,694	0
53512	Civil Engineer III	230,578	0	230,578	136,952	68%	92,455	136,769	13,353	0
53550	Engineering Division Manager	0	0	0	0	0%	0	0	120,446	124,245
53560	Engineering Inspection Coord.	0	0	0	0	0%	0	0	94,272	96,157
53571	Engineering Technician	247,679	0	320,946	305,997	(19%)	169,843	311,475	296,270	330,116
53572	Senior Engineering Technician	258,515	0	181,593	172,866	50%	94,914	172,913	161,804	100,024

Budget Request

FUND: 201 Road and Bridge **DEPT: 501 Public Works** **ORG KEY: 20150100 Public Works**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
53620	County Surveyor	122,607	0	122,607	114,485	7%	60,715	114,274	97,110	88,487
54010	Assistant Operations Manager	120,540	0	120,540	115,968	4%	50,892	112,988	93,121	87,909
54020	Equipment Operator I	0	0	49,861	0	0%	11,662	0	10,410	39,796
54021	Equipment Operator II	604,205	0	550,835	588,859	3%	296,928	598,720	469,900	405,114
54022	Equipment Operator III	446,456	0	446,456	712,238	(37%)	244,516	597,786	678,369	631,675
54023	Equipment Operator Lead	344,541	0	344,541	0	0%	174,280	149,611	0	0
55030	GIS Analyst	93,292	0	93,292	87,278	7%	46,224	86,843	70,461	63,843
55740	Public Works Director	189,632	0	189,632	177,396	7%	93,971	176,112	174,664	162,146
55745	Deputy Public Works Director	0	0	0	126,428	(100%)	0	0	0	0
55770	Engineering Inspections Supv	98,115	0	98,115	106,279	(8%)	8,740	107,749	10,217	0
55800	Operations Manager	136,848	0	136,848	118,494	15%	69,067	144,335	165,508	127,960
57515	Admin Services Manager	0	0	0	0	0%	0	32,585	96,588	87,880
57517	Dept Administrator PW	121,960	0	121,960	113,880	7%	60,394	78,185	0	0
57560	Senior Civil Engineer	0	0	0	0	0%	0	0	92,312	97,941
57730	Road & Bridge Maint Supt	0	0	0	0	0%	0	0	291,510	300,764
57731	Public Works Superintendent	438,814	0	438,814	409,812	7%	222,756	415,512	51,588	0
58030	Adjustment To Pay Plan	94,641	0	0	133,488	(29%)	0	0	0	0
58035	Longevity Pay	22,960	0	21,280	24,800	(7%)	0	0	0	0
58080	Employee Uniform Allowance	11,000	0	11,000	11,000	0%	0	0	0	0
58200	Merit Pay	27,673	0	0	109,717	(75%)	0	0	0	0
58240	On-Call Pay	50,000	0	50,000	45,000	11%	0	0	0	0
58250	Overtime	90,000	0	90,000	80,000	13%	57,040	86,892	70,773	74,479
58275	Temp Labor	50,000	0	50,000	50,000	0%	27,326	42,530	54,854	42,123
Personnel	**- Total**	**4,127,204**	**0**	**3,996,046**	**4,104,166**	**1%**	**1,964,193**	**3,742,052**	**3,372,357**	**3,093,022**
60100	Travel (fkaTravel-Training-Ed)	20,000	0	20,000	15,000	33%	11,607	16,630	13,042	11,700

Budget Request

FUND: 201 Road and Bridge **DEPT: 501 Public Works** **ORG KEY: 20150100 Public Works**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
60115	Meals	4,000	0	4,000	4,000	0%	2,376	4,137	3,283	3,306
60230	Postage	300	0	300	300	0%	40	143	103	58
60315	Newspaper Publications	3,000	0	3,000	3,000	0%	1,976	3,508	3,129	2,320
60420	Dues & Subscriptions	4,000	0	4,000	4,000	0%	1,123	2,638	3,402	3,124
60610	Electric	4,500	0	4,500	4,500	0%	2,108	2,810	2,326	2,878
60630	Water Trash Sewer	1,000	0	1,000	1,000	0%	1,064	1,399	1,092	475
60815	Equipment Rental	5,000	0	5,000	5,000	0%	4,266	2,015	3,779	5,596
60910	Buildings Maintenance	5,000	0	5,000	5,000	0%	4,311	5,155	9,826	5,831
60949	Radio Maintenance	0	0	1,800	1,800	(100%)	872	1,018	2,040	779
60960	Uniform Maintenance	12,000	0	12,000	12,000	0%	4,579	8,699	8,239	10,685
61100	Professional Services	100,000	0	120,000	120,000	(17%)	84,652	44,854	77,620	24,262
61415	Highway Striping Contracts	310,000	0	310,000	310,000	0%	0	301,052	303,582	303,984
61420	Road Maintenance Contracts	1,700,000	0	1,700,000	1,700,000	0%	0	1,015,308	1,051,410	1,202,500
69050	Motor Vehicle Lic's & Titles	300	0	300	300	0%	64	125	242	156
69090	Reproduction Service	2,000	0	2,000	2,000	0%	289	654	529	1,427
Contractual - Total		**2,171,100**	**0**	**2,192,900**	**2,187,900**	**(1%)**	**119,326**	**1,410,144**	**1,483,645**	**1,579,079**
70130	Office Supplies	5,000	0	5,000	5,000	0%	936	1,918	3,070	1,262
71010	Barricades	2,000	0	2,000	2,000	0%	3,633	2,000	1,977	2,007
71020	Engineering & Survey Supp	3,000	0	3,000	3,000	0%	1,922	3,280	4,344	2,925
71055	Operations & Maintenance Suppl	35,000	0	35,000	35,000	0%	17,850	31,311	32,501	36,194
71070	Small Tools & Equipment	0	0	0	0	0%	0	0	0	0
72015	Misc Fluids	10,000	0	10,000	10,000	0%	3,414	7,038	5,002	8,863
74010	Fertilizer	2,500	0	2,500	2,500	0%	0	2,310	2,103	2,188
74015	Herbicide	3,500	0	3,500	3,500	0%	0	3,500	2,058	3,347
74025	Seeds	10,000	0	10,000	10,000	0%	0	9,500	9,900	9,200

Budget Request

FUND: 201 Road and Bridge **DEPT: 501 Public Works** **ORG KEY: 20150100 Public Works**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
75005	Asphalt	765,000	0	765,000	765,000	0%	146,319	765,076	758,771	659,830
75010	Cold Mix	3,000	0	3,000	3,000	0%	1,448	7,905	4,952	3,620
75015	Asphalt Seal	35,000	0	35,000	35,000	0%	0	27,783	41,125	36,373
75020	Dust Palliative	330,000	0	330,000	165,000	100%	326,411	327,195	277,198	185,044
75025	Guard Rail	3,000	0	3,000	3,000	0%	0	0	75	2,068
75030	Aggregate	240,000	0	240,000	240,000	0%	112,657	197,926	227,318	239,153
75035	Salt	240,000	0	240,000	240,000	0%	77,907	164,943	197,488	146,281
75040	Sand	45,000	0	45,000	45,000	0%	3,083	24,167	20,588	8,643
75045	Signs	50,000	0	50,000	50,000	0%	19,637	38,493	48,409	49,409
75050	Asphalt Binder	18,000	0	18,000	18,000	0%	6,889	20,351	19,442	14,767
75055	Steel Posts	20,000	0	20,000	20,000	0%	0	14,895	16,594	18,616
76005	Concrete	27,000	0	27,000	27,000	0%	14,274	15,125	16,078	12,881
76010	Culverts	50,000	0	50,000	50,000	0%	4,397	32,492	7,764	47,034
76015	Deck Seal	6,500	0	6,500	6,500	0%	6,321	0	5,202	5,865
76020	Lumber	6,000	0	6,000	6,000	0%	0	1,532	1,560	5,931
76025	Reinforcing Steel	4,000	0	4,000	4,000	0%	1,878	1,209	223	0
79055	Engineering Fabrics	0	0	0	0	0%	0	0	0	0
79095	Safety Award	0	0	0	0	0%	0	0	0	0
Commodities - Total		**1,913,500**	**0**	**1,913,500**	**1,748,500**	**9%**	**748,978**	**1,699,948**	**1,703,742**	**1,501,499**
81005	Furniture	3,000	0	3,000	3,000	0%	0	2,573	1,629	2,282
87005	Easements	0	0	0	0	0%	0	0	0	0
Capital Outlay - Total		**3,000**	**0**	**3,000**	**3,000**	**0%**	**0**	**2,573**	**1,629**	**2,282**
99030	Cash Basis Reserve	1,777,961	0	0	1,529,988	16%	0	0	0	0
99090	Non-Appropriated Balance	444,490	0	0	435,928	2%	0	0	0	0
Miscellaneous Expenditures - Total		**2,222,451**	**0**	**0**	**1,965,916**	**13%**	**0**	**0**	**0**	**0**

Budget Request

FUND: 201 Road and Bridge **DEPT: 501 Public Works** **ORG KEY: 20150100 Public Works**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
92020	Transfer to Equipment Reserve	675,000	0	675,000	675,000	0%	0	675,000	1,062,485	675,000
92030	Transfer to Other Fund	0	0	0	0	0%	0	0	0	0
Transfers - Total		**675,000**	**0**	**675,000**	**675,000**	**0%**	**0**	**675,000**	**1,062,485**	**675,000**
20150100 - Total		**11,112,255**	**0**	**8,780,446**	**10,684,482**	**4%**	**2,832,497**	**7,529,718**	**7,623,858**	**6,850,882**
501 - Total		**11,112,255**	**0**	**8,780,446**	**10,684,482**	**4%**	**2,832,497**	**7,529,718**	**7,623,858**	**6,850,882**
201 - Total		**0**	**0**	**(2,966,510)**	**0**	**0%**	**(7,755,007)**	**(2,865,092)**	**(2,674,949)**	**(2,608,175)**

Budget Request

FUND: 218 Employee Benefits DEPT: 000 NA ORG KEY: 21800000 Employee Benefits

TYPE	DESCRIPTION
Department	The Employee Benefits fund in Douglas County supports a comprehensive package of benefits designed to enhance the well-being and job satisfaction of county employees. This fund encompasses health, dental, and vision insurance, along with long-term disability coverage and participation in the Kansas Public Employees Retirement System (KPERS). The Employee Benefits fund reflects the county's commitment to prioritizing the welfare of its employees, fostering a positive work environment, and maintaining a competitive edge in recruitment. This investment underscores the county's dedication to delivering high-quality services to its residents through a motivated and engaged workforce. K.S.A. 12-16,102
Revenue	Fund Balance Carryover of unspent funds from the previous year. Ad Valorem Tax Property-based tax revenue generated from the mill levy, calculated using the budget and assessed valuation. Includes real estate, personal property, and state-assessed public utility taxes. Delinquent Tax Taxes on real estate, personal property, and public utilities paid after their due dates. Fees and Interest on Delinquent Taxes Charges and interest assessed on late payments of Ad Valorem taxes, back taxes, sheriff warrants, and motor vehicle taxes. Motor Vehicle Tax Assessed at 20% of a vehicle’s value for vehicles registered in Douglas County. All taxpayers are subject to the same average levy as defined in K.S.A. 79-5105(c)(3). Recreational Vehicle Tax Assessed on motor homes using a flat rate based on vehicle age plus an additional amount based on weight. Miscellaneous Reimbursements Repayment of amounts for employee programs like athletic club memberships and computer lease agreements. Other Miscellaneous Revenues Repayment of amounts to cover the cost of fringe benefits for employees whose salaries are funded by state or federal grants. Transfer from General The 2026 Re-estimated Budget includes a one-time transfer from the General Fund to bolster reserves and lessen the need for ad

Budget Request

FUND: 218 Employee Benefits DEPT: 000 NA ORG KEY: 21800000 Employee Benefits

TYPE	DESCRIPTION
	valorem in this fund.
Transfers & Misc	In 2026, staff has included a one-time transfer of $2 million from the General Fund to strengthen the employee benefits fund and reduce the level of tax support needed for future plan years. This strategic use of one-time resources will lessen the levy rate required for the 2027 budget, helping to moderate long term cost pressures while maintaining the financial stability of the County's employee health plan.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
31000	Fund Balance	(5,588,036)	0	(6,788,159)	(6,628,183)	0%	(6,788,159)	(8,501,701)	(5,752,054)	(3,827,757)
40100	AdValorem Tax	(16,373,217)	0	0	(12,648,903)	0%	0	0	0	0
40105	Real Estate Tax	0	0	(11,690,675)	0	0%	(11,125,499)	(10,806,012)	(13,319,189)	(12,228,505)
40110	Personal Property Tax	0	0	(97,110)	0	0%	(90,900)	(102,009)	(135,776)	(132,296)
40115	Public Utility Tax	0	0	(1,062,780)	0	0%	(1,062,781)	(984,500)	(1,344,460)	(998,697)
40135	Delinquent Tax	0	0	0	(90,000)	0%	0	0	0	0
40140	Delinquent Real Estate Tax	(128,122)	0	(128,122)	0	0%	(90,463)	(148,004)	(122,745)	(118,478)
40145	Delinquent Personal Prprty Tax	(3,186)	0	(3,186)	0	0%	(1,482)	(3,224)	(3,457)	(2,365)
40205	Big Truck Tax	(4,578)	0	(6,184)	(4,920)	0%	(5,367)	(6,411)	(6,289)	(6,171)
40210	Commercial Motor Vehicle Tax	(22,959)	0	(22,959)	(22,000)	0%	(17,204)	(22,865)	(22,665)	(22,614)
40215	Delinquent Big Truck Tax	(217)	0	(217)	0	0%	(290)	(219)	(275)	(102)
40220	Recreational Vehicle Tax	(7,248)	0	(9,456)	(7,215)	0%	(4,239)	(9,607)	(9,390)	(9,220)
40225	Vehicle Rental Excise tax	(10,312)	0	(10,312)	(6,000)	0%	(4,487)	(9,716)	(12,187)	(11,604)
40230	Motor Vehicle Tax	(856,419)	0	(1,032,965)	(823,310)	0%	(507,604)	(1,098,967)	(1,047,175)	(998,950)
40235	Watercraft Tax	0	0	(9,789)	(8,055)	0%	(7,162)	(11,646)	(12,009)	(8,401)
40240	Delinquent Watercraft Tax	(432)	0	(432)	0	0%	(497)	(588)	(533)	(478)
46030	Miscellaneous Reimbursements	(56,000)	0	(56,000)	(56,000)	0%	(42,460)	(80,059)	(99,141)	(98,099)
49150	Other Miscellaneous Revenues	(900,000)	0	(900,000)	(850,000)	0%	(545,494)	(916,319)	(1,084,162)	(1,055,226)

Budget Request

FUND: 218 Employee Benefits DEPT: 000 NA ORG KEY: 21800000 Employee Benefits

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
Revenues	**- Total**	**(23,950,726)**	**0**	**(21,818,346)**	**(21,144,586)**	**0%**	**(20,294,088)**	**(22,701,847)**	**(22,971,506)**	**(19,518,962)**
49210	Transfer from General	0	0	(2,000,000)	0	0%	0	0	0	0
Transfers	**- Total**	**0**	**0**	**(2,000,000)**	**0**	**0%**	**0**	**0**	**0**	**0**
21800000 - Total		**(23,950,726)**	**0**	**(23,818,346)**	**(21,144,586)**	**0%**	**(20,294,088)**	**(22,701,847)**	**(22,971,506)**	**(19,518,962)**
000	**- Total**	**(23,950,726)**	**0**	**(23,818,346)**	**(21,144,586)**	**0%**	**(20,294,088)**	**(22,701,847)**	**(22,971,506)**	**(19,518,962)**

Budget Request

FUND: 218 Employee Benefits DEPT: 300 General Government ORG KEY: 21830000 Emp Ben General Government

TYPE	DESCRIPTION
Department	The Employee Benefits Fund plays a crucial role in supporting Douglas County employees. It includes the employer's share of fringe benefits and payroll taxes for all Douglas County staff. Consolidated Fire District No. 1 reimburses this fund through its operating budget (Fund 270), a levied fund for the special district. Key activities within the fund include: Health Insurance Employer Contributions: -Employer-paid health insurance contributions are budgeted and processed through this fund. -Employee deductions are transferred directly to the Employee Benefits Trust account and are neither budgeted nor paid from this fund. Retirement Plan Contributions: - Employer-paid contributions to the Kansas Public Employees Retirement System (KPERS) and the Kansas Police & Firemen's Retirement System (KP&F) are budgeted and paid from this fund. Medicare and Social Security Contributions (OASDI): - Employer contributions for Medicare and Social Security (Old Age, Survivors, and Disability Insurance) are budgeted and paid from this fund. Unemployment Insurance: - Employer contributions designated for state unemployment insurance are budgeted and paid through this fund. Other Fringe Benefits and Wellness Activities: - Employer shares of additional fringe benefits and wellness initiatives are also handled within the fund.
Personnel	58100 – Employer health insurance shares were calculated using existing enrollment data as of June 1, 2026. A premium escalator of 6% was factored in for the plan year that begins June 1, 2027, and continues through the fiscal year-end. 58105 – Employer dental insurance shares were calculated using existing enrollment data as of June 1, 2026. A premium escalator of 6% was factored in for the plan year that begins June 1, 2027, and continues through the fiscal year-end. 58140 – The KP&F employer contribution increased by 0.51% from 24.00% in 2026. The certified rate in 2027 is 24.51%. The amount budgeted also includes additional payout contributions for overtime based on a ratio applied using 2026 actuals to date. 58150 - The KPERS employer contribution decreased by 0.15% from 10.59% in 2026. The certified rate in 2027 is 10.44%. The amount budgeted also includes additional payout contributions for overtime based on a ratio applied using 2025 actuals to date.

Budget Request

FUND: 218 Employee Benefits **DEPT: 300 General Government** **ORG KEY: 21830000 Emp Ben General Government**

TYPE	DESCRIPTION
	58230 - OASDI using current rate of 7.65% and based on projected salary for all county employees. 58280 - Unemployment rates calculated based on .10% of annual salary.
Transfers & Misc	This budget includes a non-appropriated balance authorized by K.S.A. 79-2927. This balance is restricted to no more than 5% of the total expenditures within the fund. The Cash Basis Reserve represents the budgeted carryover from the proposed budget year into the following fiscal year. To promote responsible financial planning, the recommended minimum level for the Cash Basis Reserve is set at 15% of total expenditures. This amount is in addition to the non-appropriated balance, which is itself limited to 5% of expenditures makes up the total fund balance carried into the new budget year. The county's fiscal year runs from January 1 through December 31. Finance staff have established year-end procedures designed to ensure that all expenditures are properly managed and accounted for in accordance with Government Auditing Standards. It is the policy of the county to maintain a sufficient budgetary fund balance in all budgeted funds. A strong fund balance is essential for ensuring the county's ability to meet both anticipated and unforeseen financial obligations, including those that may arise from natural disasters or economic downturns. In addition to these budgetary fund balance, the County maintains an Employee Benefit Trust Account that holds $3 million in cash. This funding serves as a safeguard for a catastrophic plan year, ensuring that the County can absorb unusually high claim activity without affecting financial stability or requiring emergency budget adjustments. The County also strives to maintain a cash balance of $2 million in the Operating Trust Account, which is the account used to pay health claims for all Douglas County employees insured under the plan. This operating balance provides the necessary liquidity to meet ongoing claim obligations throughout the year.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
58100	Health Insurance	9,354,574	0	7,991,530	6,948,198	35%	3,939,197	6,367,878	6,187,858	6,451,905
58105	Dental Insurance	327,205	0	300,362	282,392	16%	143,867	265,846	248,449	218,432
58140	KP&F	2,501,941	0	2,355,026	2,036,439	23%	1,227,339	2,322,006	1,986,053	2,017,138
58150	KPERS	4,051,379	0	3,980,224	3,562,020	14%	1,889,937	3,575,802	3,004,177	2,432,871
58230	Oasdi	3,586,868	0	3,467,521	3,197,351	12%	1,781,111	3,283,358	2,900,287	2,581,556
58280	Unemployment Insurance	45,613	0	45,319	41,772	9%	22,257	57,191	40,641	32,366

Budget Request

FUND: 218 Employee Benefits **DEPT: 300 General Government** **ORG KEY: 21830000 Emp Ben General Government**

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
58285	KPERS 401a ER Contribution	30,359	0	29,328	0	0%	14,538	21,865	0	0
Personnel - Total		**19,897,939**	**0**	**18,169,310**	**16,068,172**	**24%**	**9,018,247**	**15,893,947**	**14,367,465**	**13,734,268**
61150	Employee Wellness Services	0	0	0	0	0%	740	1,578	0	0
Contractual - Total		**0**	**0**	**0**	**0**	**0%**	**740**	**1,578**	**0**	**0**
99010	Athletic Club Payouts	28,000	0	28,000	28,000	0%	0	17,999	18,731	28,581
99030	Cash Basis Reserve	2,993,840	0	0	2,808,809	7%	0	0	0	0
99040	Employee Lease Program	28,000	0	28,000	28,000	0%	2,803	0	82,539	4,059
99085	Miscellaneous Expense	5,000	0	5,000	1,409,093	(100%)	7,343	165	1,070	0
99090	Non-Appropriated Balance	997,947	0	0	802,512	24%	0	0	0	0
Miscellaneous Expenditures - Total		**4,052,787**	**0**	**61,000**	**5,076,414**	**(20%)**	**10,146**	**18,163**	**102,340**	**32,640**
21830000 - Total		**23,950,726**	**0**	**18,230,310**	**21,144,586**	**13%**	**9,029,133**	**15,913,688**	**14,469,805**	**13,766,908**
300 - Total		**23,950,726**	**0**	**18,230,310**	**21,144,586**	**13%**	**9,029,133**	**15,913,688**	**14,469,805**	**13,766,908**
218 - Total		**0**	**0**	**(5,588,036)**	**0**	**0%**	**(11,264,956)**	**(6,788,159)**	**(8,501,701)**	**(5,752,054)**

Budget Request

FUND: 224 Special Parks & Recreation DEPT: 000 NA ORG KEY: 22400000 Spec Parks & Recreation

TYPE	DESCRIPTION
Department	The Special Parks & Recreation Fund finances the purchase of equipment and/or improvements to Douglas County parks. This fund is supported by a 10% tax on alcohol liquor sold by caterers, drinking establishments and clubs in Douglas County and outside the City of Lawrence corporate limits. Per state law, the Special Alcohol tax is distributed three ways. One third goes to the General Fund, one third to the Special Parks & Recreation and one third to the Special Alcohol Fund.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
31000	Fund Balance	(271,949)	0	(276,611)	(312,243)	0%	(276,611)	(262,243)	(226,104)	(198,031)
41015	Spec Alcohol Tax	(17,732)	0	(17,556)	(45,000)	0%	(6,345)	(13,413)	(49,948)	(44,885)
49000	Miscellaneous Revenues	(7,782)	0	(7,782)	(5,000)	0%	(5,836)	(7,782)	(7,782)	(7,782)
Revenues	**- Total**	**(297,463)**	**0**	**(301,949)**	**(362,243)**	**0%**	**(288,792)**	**(283,437)**	**(283,833)**	**(250,697)**
49235	Transfer from Road & Bridge	0	0	0	0	0%	0	0	0	0
Transfers	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
22400000 - Total		**(297,463)**	**0**	**(301,949)**	**(362,243)**	**0%**	**(288,792)**	**(283,437)**	**(283,833)**	**(250,697)**
000 - Total		**(297,463)**	**0**	**(301,949)**	**(362,243)**	**0%**	**(288,792)**	**(283,437)**	**(283,833)**	**(250,697)**

Budget Request

FUND: 224 Special Parks & Recreation DEPT: 504 Parks ORG KEY: 22450400 Spec Parks & Recreation

TYPE	DESCRIPTION
Department	The Special Parks & Recreation Fund finances the purchase of equipment and/or improvements to Douglas County parks. This fund is supported by a 10% tax on alcohol liquor sold by caterers, drinking establishments and clubs in Douglas County and outside the City of Lawrence corporate limits.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
87020	Recreational Facilities	297,463	0	30,000	362,243	(18%)	2,391	6,826	21,590	24,594
Capital Outlay	**- Total**	**297,463**	**0**	**30,000**	**362,243**	**(18%)**	**2,391**	**6,826**	**21,590**	**24,594**
92030	Transfer to Other Fund	0	0	0	0	0%	0	0	0	0
Transfers	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
22450400 - Total		**297,463**	**0**	**30,000**	**362,243**	**(18%)**	**2,391**	**6,826**	**21,590**	**24,594**
504 - Total		**297,463**	**0**	**30,000**	**362,243**	**(18%)**	**2,391**	**6,826**	**21,590**	**24,594**
224 - Total		**0**	**0**	**(271,949)**	**0**	**0%**	**(286,401)**	**(276,611)**	**(262,243)**	**(226,104)**

Budget Request

FUND: 225 Special Alcohol Programs DEPT: 000 NA ORG KEY: 22500000 Special Alcohol Programs

TYPE	DESCRIPTION
Department	The Special Alcohol Programs fund is a designated revenue stream within the county budget, allocated per state statutes. This tax is collected from the sale of alcoholic beverages and is subsequently distributed to various partners and organizations dedicated to addressing alcohol and drug abuse within the community. The Special Alcohol Programs Fund provides funding to substance abuse prevention agencies. This fund is supported by a 10% tax on alcohol liquor sold by caterers, drinking establishments and clubs in Douglas County and outside the City of Lawrence corporate limits. By directing these funds to qualified alcohol and drug abuse partners, the county ensures that resources are effectively utilized to combat substance abuse issues, promote public health, and enhance the overall well-being of its residents.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
31000	Fund Balance	(142,665)	0	(254,420)	(266,815)	0%	(254,420)	(221,817)	(150,546)	(88,134)
41015	Spec Alcohol Tax	(34,082)	0	(33,745)	(45,000)	0%	(18,191)	(32,603)	(71,272)	(62,412)
Revenues	**- Total**	**(176,747)**	**0**	**(288,165)**	**(311,815)**	**0%**	**(272,611)**	**(254,420)**	**(221,817)**	**(150,546)**
22500000 - Total		**(176,747)**	**0**	**(288,165)**	**(311,815)**	**0%**	**(272,611)**	**(254,420)**	**(221,817)**	**(150,546)**
000 - Total		**(176,747)**	**0**	**(288,165)**	**(311,815)**	**0%**	**(272,611)**	**(254,420)**	**(221,817)**	**(150,546)**

Budget Request

FUND: 225 Special Alcohol Programs DEPT: 300 General Government ORG KEY: 22530000 Special Alcohol General Govt

TYPE	DESCRIPTION
Department	The Special Alcohol Programs fund is a designated revenue stream within the county budget, allocated per state statutes. This tax is collected from the sale of alcoholic beverages and is subsequently distributed to various partners and organizations dedicated to addressing alcohol and drug abuse within the community. The Special Alcohol Programs Fund provides funding to substance abuse prevention agencies. This fund is supported by a 10% tax on alcohol liquor sold by caterers, drinking establishments and clubs in Douglas County and outside the City of Lawrence corporate limits. By directing these funds to qualified alcohol and drug abuse partners, the county ensures that resources are effectively utilized to combat substance abuse issues, promote public health, and enhance the overall well-being of its residents.
Contractual	In 2026, the BOCC allocated $25,000 to DCCCA for prevention programs.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
99030	Cash Basis Reserve	176,747	0	0	166,315	6%	0	0	0	0
Miscellaneous Expenditures - Total		**176,747**	**0**	**0**	**166,315**	**6%**	**0**	**0**	**0**	**0**
91005	Alcohol/Drug Abuse Agencies	0	0	145,500	145,500	(100%)	0	0	0	0
Agency Appropriations - Total		**0**	**0**	**145,500**	**145,500**	**(100%)**	**0**	**0**	**0**	**0**
22530000 - Total		**176,747**	**0**	**145,500**	**311,815**	**(43%)**	**0**	**0**	**0**	**0**
300 - Total		**176,747**	**0**	**145,500**	**311,815**	**(43%)**	**0**	**0**	**0**	**0**
225 - Total		**0**	**0**	**(142,665)**	**0**	**0%**	**(272,611)**	**(254,420)**	**(221,817)**	**(150,546)**

Budget Request

FUND: 227 Municipalities Fight Addiction DEPT: 000 NA ORG KEY: 22700000 Municipalities Fight Addiction

TYPE	DESCRIPTION
Department	Since 2021, nine opioid manufacturers, distributors, marketers, retailers, and pharmacies involved in opioids have reached settlements with state attorneys general, resulting in over $55 billion in national settlement funds. Kansas is projected to receive more than $340 million distributed over 18 years. Beginning in 2022, Douglas County has already received over $291,000 from seven settlements, with funds required to be segregated into their own fund and used exclusively for approved purposes, as defined in the memorandum of understanding. These approved purposes include naloxone distribution, treatment programs, prevention initiatives, expansion of syringe service programs, and evidence-based research on abatement strategies.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
31000	Fund Balance	(251,320)	0	(577,870)	(446,410)	0%	(577,870)	(435,410)	0	0
44070	State of Kansas	(62,740)	0	(82,720)	(75,000)	0%	(16,634)	(111,001)	(230,999)	0
49000	Miscellaneous Revenues	0	0	0	0	0%	0	(31,460)	0	0
Revenues	**- Total**	**(314,060)**	**0**	**(660,590)**	**(521,410)**	**0%**	**(594,505)**	**(577,870)**	**(230,999)**	**0**
49240	Transfer from Other Fund	0	0	0	0	0%	0	0	(234,383)	0
Transfers	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**(234,383)**	**0**
22700000 - Total		**(314,060)**	**0**	**(660,590)**	**(521,410)**	**0%**	**(594,505)**	**(577,870)**	**(465,382)**	**0**
000 - Total		**(314,060)**	**0**	**(660,590)**	**(521,410)**	**0%**	**(594,505)**	**(577,870)**	**(465,382)**	**0**

Budget Request

FUND: 227 Municipalities Fight Addiction DEPT: 300 General Government ORG KEY: 22730000 Municipalities Fight Addiction

TYPE	DESCRIPTION
Department	The Municipalities Fight Addiction Fund (MFAF) was established under the Kansas Fights Addiction Act to allocate a portion of opioid settlement funds to local governments. Specifically, 25% of the state's settlement proceeds are designated for municipalities, with an equal split of 12.5% each for counties and cities. These funds are distributed annually based on a population-based formula and must be used for the prevention, reduction, treatment, or mitigation of substance use and addiction. Oversight of the fund is provided by the Kansas Attorney General's Office.
Contractual	Contractual expenditures include roughly $400,000 for seven projects funded by the BOCC at its March 18, 2026 meeting as listed below: Artists Helping the Homeless- New van and vehicle wrap Cardinal Housing Network- Staff salary support and debt payoff DCCCA- School-based prevention efforts LDCPH & Bert Nash- HIV, HBV, HCV testing for uninsured and underinsured residents Administration/Health and Human Services- Amethyst Amplified consulting Sheriff's Office and Police Departments- Mental Health wellness assessments for officers and staff and the development of educational training/ public service media campaign to prevent opioid misuse

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61100	Professional Services	0	0	409,270	16,000	(100%)	134,336	0	29,972	0
Contractual - Total		**0**	**0**	**409,270**	**16,000**	**(100%)**	**134,336**	**0**	**29,972**	**0**
99030	Cash Basis Reserve	314,060	0	0	0	0%	0	0	0	0
99121	Behavioral Health Projects	0	0	0	505,410	(100%)	0	0	0	0
Miscellaneous Expenditures - Total		**314,060**	**0**	**0**	**505,410**	**(38%)**	**0**	**0**	**0**	**0**
22730000 - Total		**314,060**	**0**	**409,270**	**521,410**	**(40%)**	**134,336**	**0**	**29,972**	**0**
300 - Total		**314,060**	**0**	**409,270**	**521,410**	**(40%)**	**134,336**	**0**	**29,972**	**0**
227 - Total		**0**	**0**	**(251,320)**	**0**	**0%**	**(460,169)**	**(577,870)**	**(435,410)**	**0**

Budget Request

FUND: 235 Emergency Telephone Service DEPT: 000 NA ORG KEY: 23500000 Emergency Telephone Services

TYPE	DESCRIPTION
Department	Douglas County Emergency Communications receives monies funded from the Kansas 911 Act. These monies are collected by the state and distributed through the Kansas 911 Coordinating Council to the counties to be used for the delivery of 911 services to the citizens and visitors of Douglas County. Expenditures of these funds are regulated by the Kansas Legislature and can only be used for this purpose.
Revenue	Starting in July of 2024, due to the change in the State 911 Act, revenues will increase from 82% to 85% of the allotted funds provided by the State. This increase will be approximately $34,000 annually but this number with fluctuate due to the nature of the fees being associated with the number of cell subscriptions sold in the county.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024Actual	2023 Actual
31000	Fund Balance	(365,157)	0	(495,951)	(280,745)	0%	(495,951)	(508,171)	(365,746)	(256,825)
41025	911 Emergency Tele Svc Tax	(700,000)	0	(700,000)	(620,000)	0%	(362,014)	(710,880)	(685,386)	(656,620)
48100	Interest	0	0	(7,951)	0	0%	0	(14,351)	(17,373)	(6,444)
Revenues	**- Total**	**(1,065,157)**	**0**	**(1,203,902)**	**(900,745)**	**0%**	**(857,965)**	**(1,233,402)**	**(1,068,506)**	**(919,889)**
49240	Transfer from Other Fund	0	0	0	0	0%	0	(3,152)	0	(2,005)
Transfers	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**(3,152)**	**0**	**(2,005)**
23500000 - Total		**(1,065,157)**	**0**	**(1,203,902)**	**(900,745)**	**0%**	**(857,965)**	**(1,236,554)**	**(1,068,506)**	**(921,895)**
000 - Total		**(1,065,157)**	**0**	**(1,203,902)**	**(900,745)**	**0%**	**(857,965)**	**(1,236,554)**	**(1,068,506)**	**(921,895)**

Budget Request

FUND: 235 Emergency Telephone Service DEPT: 300 General Government ORG KEY: 23530000 Emerg Tele Svc Gen Government

TYPE	DESCRIPTION
Department	Douglas County Emergency Communications receives monies funded from the Kansas 911 Act. These monies are collected by the state and distributed through the Kansas 911 Coordinating Council to the counties to be used for the delivery of 911 services to the citizens and visitors of Douglas County. Expenditures of these funds are regulated by the Kansas Legislature and can only be used for this purpose.
Revenue	This funds revenues are contributed from the Kansas 911 Act Legislation. Currently the fee is established as $.90 per subscriber line, billed and transferred to the state by phone providers. State of Kansas reserves $.24 of each fee for operational and administrative purposes, of the remaining $.66 cents, Douglas County receives 85% or $.56 cents. These monies can only be expended in categories that are codified in state statue for the delivery of 911 services. These include Implementation of 911 services; Purchase of 911 equipment and upgrades; maintenance and license fees for 911 equipment and other expenses for the delivery of 911 services.
Contractual	Currently, ECC uses this fund to pay a portion of the Motorola Solutions Radio Service Agreement and the Motorola Solutions upgrade agreement, the Motorola Flex Software Maintenance agreement, and Property Dispatch software Maintenance. This fund also provides for all 911 phone connectivity to the State NG911 System and cyber security for the Dispatch center. In 2025 and 2026 staff allocated reserves in this account to pay the first year of the Motorola service agreement that has been moved to the general operating fund 10045200, going forward this agreement will be split between this fund and 10045200 since the agreement and other obligations would have exceeded revenues. Motorola Service agreement and the System upgrade agreement is contracted to be payed in August of each year.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60100	Travel (fkaTravel-Training-Ed)	0	0	0	0	0%	0	0	3,218	0
60240	Special Circuits	250,000	0	250,000	250,000	0%	250,591	240,591	240,591	278,871
60825	Property Lease	0	0	0	0	0%	0	0	0	0
60915	Communication Equip Maint	250,000	0	328,745	328,745	(24%)	0	384,802	254,719	227,910
60955	Software Maintenance	210,000	0	260,000	260,000	(19%)	36,828	115,210	61,807	49,368
Contractual - Total		**710,000**	**0**	**838,745**	**838,745**	**(15%)**	**287,418**	**740,603**	**560,335**	**556,149**
99030	Cash Basis Reserve	355,157	0	0	0	0%	0	0	0	0
99085	Miscellaneous Expense	0	0	0	62,000	(100%)	0	0	0	0
Miscellaneous Expenditures - Total		**355,157**	**0**	**0**	**62,000**	**473%**	**0**	**0**	**0**	**0**
23530000 - Total		**1,065,157**	**0**	**838,745**	**900,745**	**18%**	**287,418**	**740,603**	**560,335**	**556,149**
300 - Total		**1,065,157**	**0**	**838,745**	**900,745**	**18%**	**287,418**	**740,603**	**560,335**	**556,149**
235 - Total		**0**	**0**	**(365,157)**	**0**	**0%**	**(570,546)**	**(495,951)**	**(508,171)**	**(365,746)**

Budget Request

FUND: 245 Motor Vehicle Operations DEPT: 000 NA ORG KEY: 24500000 Motor Vehicle Operations

TYPE	DESCRIPTION
Department	The State of Kansas is responsible for the registration of vehicles. Rules and regulations are annotated in Kansas Statutes. The 1937 Legislature passed K.S.A. 8-145, authorizing County Treasurers to act as “agents of the state” in the performance of such duties and established the “motor vehicle fund” to pay for “help and expenses incidental to the administration of the duties in accordance of the provisions of this law.” Per K.S.A. 8-145, any balance remaining in this fund at the end of the fiscal year is transferred to the General Fund. In addition to the main office at 2601 West 6th Street, the County Treasurer operates one satellite station that is open the second full week of each month inside the Baldwin City Market at 112 8th Street in Baldwin City. The Motor Vehicle department process about 100,000 transactions a year and collects over $28,000,000, which is then sent to the State of Kansas and the County keeps the $15,000,000 in property taxes.
Revenue	The 2027 recommended budget reflects additional revenue resulting from an increase in Motor Vehicle Fees, rising from $3 to $5 per motor vehicle transaction. Senate Bill 325, approved during the 2026 legislative session, authorizes County Treasurers to charge up to $5 per motor vehicle transaction. It also grants the Board of County Commissioners the authority to set fees as high as $10 dollars per transaction. If the Board of County Commissioners implements the enhanced fee based on the current legislation, it will be temporary and will expire on December 31, 2029.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025Actual	2024Actual	2023Actual
31000	Fund Balance	(358,315)	0	(328,085)	(194,890)	0%	(328,085)	(271,311)	(291,078)	(286,253)
42550	Treasurer Fees	(1,256,146)	0	(886,521)	(750,000)	0%	(401,151)	(858,305)	(834,396)	(800,705)
42551	Antique Fees	(12,016)	0	(12,016)	(10,000)	0%	(6,565)	(12,210)	(12,135)	(12,295)
42552	CMV Fees	(5,650)	0	(5,636)	(8,000)	0%	(5,636)	(7,229)	(8,425)	(7,485)
42553	Tag Pickup Fees	0	0	0	0	0%	(8)	(18)	(15)	(15)
Revenues - Total		**(1,632,127)**	**0**	**(1,232,258)**	**(962,890)**	**0%**	**(741,444)**	**(1,149,073)**	**(1,146,049)**	**(1,106,753)**
24500000 - Total		**(1,632,127)**	**0**	**(1,232,258)**	**(962,890)**	**0%**	**(741,444)**	**(1,149,073)**	**(1,146,049)**	**(1,106,753)**
000 - Total		**(1,632,127)**	**0**	**(1,232,258)**	**(962,890)**	**0%**	**(741,444)**	**(1,149,073)**	**(1,146,049)**	**(1,106,753)**

Budget Request

FUND: 245 Motor Vehicle Operations DEPT: 313 Treasurer ORG KEY: 24531300 Treasurer Motor Vehicle

TYPE	DESCRIPTION
Department	The Motor Vehicle department processed over 130,000 transactions in 2025, the highest in the past five years and collects over $28,000,000, which is then sent to the State of Kansas and the County keeps the $15,000,000 in property taxes. In 2025, the Treasurers office operated out of two office 1100 Massachusetts St and 2601 W 6th St. In February 2026, the 1100 Massachusetts st office closed and now the only location is at 2601 W 6th St. Operating out of one location utilizes staff better than two offices. Staff can get training and communication can be face-to-face helping clarify issues. In April 2025, wait times were on average 16 minutes, in April 2026 wait times were 11 minutes. Motor Vehicle Operations are state mandated that County Treasurer's operate. SB 325 offers a new structure for funding the operations.
Revenue	In 2025, revenues were roughly $877,000. Senate Bill 325 change the structure of how much the Treasurer's office can collect. County Treasurer's have the authority to charge up to $5.00. County Commissioners have the authority to charge up to $10.00. Fee's over $5.00 will sunset in December 31, 2029. Currently about $755,000 is being funded through the General fund, this supports staffing for Motor vehicle operations. If County Commissioners wanted to fully fund Motor Vehicle Operations from fees collected, they would need to increase fees to $8.00, just to cover costs, $9.00 to provide a cushion. Estimated Revenue: $3.00 – generates $1 million in revenue $5.00 –$1.2 million $8.00 – $1.5 million $9.00 – $1.6 million $10 – $1.7 million Only time to change the fee is October for it to be implemented in January. Currently, the Treasurer's office charges $3.00, which will generate an estimated $100,000 extra in revenue for 2025. The new rate starts July 1, 2026. As of May 2026, we will not be processing Commercial Vehicles. A service we began to provide in 2016. The fees we collected were not enough to justify the amount of work that goes into each transaction.
Personnel	The County Treasurer, Deputy Treasurer, Motor Vehicle Manager, and Motor Vehicle Supervisor positions are being moved from the General Fund to the Motor Vehicle Fund in 2027.

Budget Request

FUND: 245 Motor Vehicle Operations DEPT: 313 Treasurer ORG KEY: 24531300 Treasurer Motor Vehicle

TYPE	DESCRIPTION
	This change is supported by the increased revenue expected from raising the motor vehicle transaction fee from $3 to $5 in 2027. At this time, employee benefit costs cannot be allocated to the Motor Vehicle Fund without reducing the fund balance below the recommended 25% target.
Commodities	Increase in office supplies due to increase costs in registration envelopes, line management ticket paper and post office box.
Transfers & Misc	Increase in transfer to equipment reserve for replacement of front line desks, file cabinets and vault storage equipment.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50109	Motor Vehicle Manager	105,966	0	0	0	0%	0	0	0	0
50110	Assistant Motor Vehicle Supv	0	0	0	0	0%	0	0	45,446	3,714
50111	Motor Vehicle Supervisor	82,518	0	0	0	0%	0	0	62,750	76,172
50160	Registration/Tax Clerk I	0	0	0	0	0%	0	0	93,097	109,554
50161	Registration/Tax Clerk II	0	0	0	0	0%	0	0	283,082	297,691
50162	Registration/Tax Clerk III	0	0	0	0	0%	0	0	68,922	71,584
50163	Registration/Tax Specialist	488,111	0	550,560	550,195	(11%)	270,253	526,898	53,459	0
50164	Registration/Tax Spc Lead	157,411	0	69,468	68,184	131%	34,415	65,034	6,275	0
51410	Title Support Specialist	216,212	0	216,212	203,413	6%	107,407	204,168	173,059	175,265
54560	County Treasurer	153,447	0	0	0	0%	0	0	0	0
57580	Deputy Treasurer	103,356	0	0	0	0%	0	0	37,637	38,758
58030	Adjustment To Pay Plan	18,761	0	0	26,006	(28%)	0	0	0	0
58035	Longevity Pay	5,920	0	5,200	5,200	14%	0	0	0	0
58070	Employee Benefits Payout	0	0	0	0	0%	0	0	0	0
58120	Incentive Pay	0	0	0	0	0%	0	0	0	0
58200	Merit Pay	6,486	0	0	25,161	(74%)	0	0	0	0
58250	Overtime	5,000	0	5,000	6,000	(17%)	1,779	2,478	4,024	4,578
58270	Temp Office Clerk	0	0	0	0	0%	0	0	0	0
Personnel	**- Total**	**1,343,188**	**0**	**846,440**	**884,159**	**52%**	**413,853**	**798,578**	**827,751**	**777,317**

Budget Request

FUND: 245 Motor Vehicle Operations DEPT: 313 Treasurer ORG KEY: 24531300 Treasurer Motor Vehicle

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
60100	Travel (fkaTravel-Training-Ed)	5,000	0	5,003	5,003	0%	3,980	5,100	2,769	4,735
60240	Special Circuits	0	0	0	0	0%	0	0	0	657
60405	Association Dues	0	0	0	0	0%	0	0	0	0
60410	Subscriptions	1,500	0	1,500	1,500	0%	847	900	1,275	250
60805	Building Rental	0	0	0	0	0%	0	1,969	26,460	28,866
60947	Office Equipment Maintenance	2,500	0	2,500	2,500	0%	96	0	0	0
60948	Other Maintenance	1,000	0	1,000	1,000	0%	596	854	959	486
Contractual	**- Total**	**10,000**	**0**	**10,003**	**10,003**	**0%**	**5,519**	**8,823**	**31,464**	**34,993**
70130	Office Supplies	12,500	0	12,500	12,500	0%	2,981	12,547	14,500	165
70140	Special Forms	0	0	0	0	0%	0	0	0	2,200
Commodities	**- Total**	**12,500**	**0**	**12,500**	**12,500**	**0%**	**2,981**	**12,547**	**14,500**	**2,365**
94003	Tax Refund	0	0	0	0	0%	0	0	2	0
99030	Cash Basis Reserve	261,439	0	0	51,228	410%	0	0	0	0
99085	Miscellaneous Expense	0	0	0	0	0%	0	40	20	0
Miscellaneous Expenditures	**- Total**	**261,439**	**0**	**0**	**51,228**	**410%**	**0**	**40**	**22**	**0**
92020	Transfer to Equipment Reserve	5,000	0	5,000	5,000	0%	0	1,000	1,000	1,000
92025	Transfer to General	0	0	0	0	0%	0	0	0	0
Transfers	**- Total**	**5,000**	**0**	**5,000**	**5,000**	**0%**	**0**	**1,000**	**1,000**	**1,000**
24531300 - Total		**1,632,127**	**0**	**873,943**	**962,890**	**70%**	**422,352**	**820,988**	**874,738**	**815,675**
313 - Total		**1,632,127**	**0**	**873,943**	**962,890**	**70%**	**422,352**	**820,988**	**874,738**	**815,675**
245 - Total		**0**	**0**	**(358,315)**	**0**	**0%**	**(319,092)**	**(328,085)**	**(271,311)**	**(291,078)**

Budget Request

FUND: 301 Bond & Interest DEPT: 000 NA ORG KEY: 30100000 Bond & Interest

TYPE	DESCRIPTION
Department	In 2026, the county will pay a total of $232,625 toward three different bonds: Series 2008 (N 600 Rd Improvements), Series 2009A (SE Lawrence Sanitary Sewer), and Series 2012E (Yankee Tank Community Improvement District). The payments for each bond are as follows: -Series 2008: $20,000 in principal and $2,850 in interest. -Series 2009A: $160,000 in principal and $36,975 in interest. -Series 2012E: $10,000 in principal and $2,800 in interest. In 2027, the county will decrease its total payment to $229,475, with the breakdown for each bond as follows: -Series 2008: $20,000 in principal and $1,900 in interest. -Series 2009A: $165,000 in principal and $30,175 in interest. -Series 2012E: $10,000 in principal and $2,400 in interest. Including these payments, the total remaining amount to be paid off by 2032 is $1,131,012.50.
Revenue	This fund does not typically receive revenues except for County Special Assessments that are paid by property owners.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
31000	Fund Balance	(509,541)	0	(496,709)	(488,525)	0%	(496,709)	(522,373)	(547,523)	(570,152)
40120	Special Assessments	(200,000)	0	(241,659)	(200,000)	0%	(200,074)	(207,511)	(203,468)	(204,797)
40140	Delinquent Real Estate Tax	0	0	0	0	0%	0	0	0	0
40145	Delinquent Personal Prprty Tax	0	0	0	0	0%	0	0	(25)	(1)
40155	Delinquent Special Assessments	(3,800)	0	(3,798)	0	0%	(7,864)	(2,388)	(4,032)	(1,923)
40215	Delinquent Big Truck Tax	0	0	0	0	0%	0	0	0	0
Revenues - Total		**(713,341)**	**0**	**(742,166)**	**(688,525)**	**0%**	**(704,647)**	**(732,271)**	**(755,048)**	**(776,873)**
30100000 - Total		**(713,341)**	**0**	**(742,166)**	**(688,525)**	**0%**	**(704,647)**	**(732,271)**	**(755,048)**	**(776,873)**
000 - Total		**(713,341)**	**0**	**(742,166)**	**(688,525)**	**0%**	**(704,647)**	**(732,271)**	**(755,048)**	**(776,873)**

Budget Request

FUND: 301 Bond & Interest **DEPT: 300 General Government** **ORG KEY: 30130000 General Government**

TYPE	DESCRIPTION
Department	In 2025, the county will pay a total of $235,562.50 toward three different bonds: Series 2008 (N 600 Rd Improvements), Series 2009A (SE Lawrence Sanitary Sewer), and Series 2012E (Yankee Tank Community Improvement District). The payments for each bond are as follows: -Series 2008: $20,000 in principal and $3,800 in interest. -Series 2009A: $155,000 in principal and $43,562.50 in interest. -Series 2012E: $10,000 in principal and $3,200 in interest. In 2026, the county will decrease its total payment to $232,625, with the breakdown for each bond as follows: -Series 2008: $20,000 in principal and $2,850 in interest. -Series 2009A: $160,000 in principal and $36,975 in interest. -Series 2012E: $10,000 in principal and $2,800 in interest. Including these payments, the total remaining amount to be paid off by 2032 is $1,366,575.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
99015	Bond Interest	34,475	0	42,625	42,625	(19%)	21,313	50,563	57,675	61,756
99020	Bond Principal	195,000	0	190,000	190,000	3%	0	185,000	175,000	167,594
99025	Bond Process Fees	0	0	0	0	0%	0	0	0	0
99030	Cash Basis Reserve	483,866	0	0	455,900	6%	0	0	0	0
Miscellaneous Expenditures - Total		**713,341**	**0**	**232,625**	**688,525**	**4%**	**21,313**	**235,563**	**232,675**	**229,350**
30130000 - Total		**713,341**	**0**	**232,625**	**688,525**	**4%**	**21,313**	**235,563**	**232,675**	**229,350**
300 - Total		**713,341**	**0**	**232,625**	**688,525**	**4%**	**21,313**	**235,563**	**232,675**	**229,350**
301 - Total		**0**	**0**	**(509,541)**	**0**	**0%**	**(683,334)**	**(496,709)**	**(522,373)**	**(547,523)**

Budget Request

FUND: 302 Local County Sales Tax 1% **DEPT: 000 NA** **ORG KEY: 30200000 Local County Sales Tax 1%**

TYPE	DESCRIPTION
Department	The Local County Sales Tax 1% in Douglas County is allocated to support the general operations of county government, providing essential funding for a wide array of county services and programs. This revenue stream ensures the continuous delivery of necessary services and maintains the county's operational capabilities. Half of the revenue from that tax is transferred to this fund to support debt for county facilities, as approved by the Board of County Commissioners. In 2026, the county will pay a total of $5,318,642.78 toward two different bonds: Series 2025A (Judicial & Law Enforcement Center and Public Safety Building Renovation) and Series 2020B (Refinanced Series 2013). The payments for each bond are as follows: -Series 2025A: $1,030,000 in principal and $3,150,277.78 in interest. -Series 2020B: $985,000 in principal and $153,365 in interest. In 2027, the county will pay a total of $5,314,665 toward two different bonds: Series 2025A (Judicial & Law Enforcement Center and Public Safety Building Renovation) and Series 2020B (Refinanced Series 2013). The payments for each bond are as follows: -Series 2025A: $1,655,000 in principal and $2,526,000 in interest. -Series 2020B: $1,000,000 in principal and $133,665 in interest. Including these payments, the total remaining amount to be paid off by 2045 is $ 92,683,097.78.
Revenue	Transfer from General is conservative estimate of 1/2 Countywide Sales Tax which is collected in General Fund.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
31000	Fund Balance	(3,485,409)	0	(4,054,054)	(4,236,249)	0%	(4,054,054)	(20,645,465)	(17,031,930)	(13,466,484)
40105	Real Estate Tax	0	0	0	0	0%	0	0	0	0
40120	Special Assessments	0	0	0	0	0%	0	0	0	0
40150	Delinquent State Assessed Tax	0	0	0	0	0%	0	0	0	0
Revenues - Total		**(3,485,409)**	**0**	**(4,054,054)**	**(4,236,249)**	**0%**	**(4,054,054)**	**(20,645,465)**	**(17,031,930)**	**(13,466,484)**
49215	Transfer from General/SalesTax	(4,750,000)	0	(4,750,000)	(4,750,000)	0%	(1,187,500)	(4,750,000)	(4,750,000)	(4,845,664)
Transfers - Total		**(4,750,000)**	**0**	**(4,750,000)**	**(4,750,000)**	**0%**	**(1,187,500)**	**(4,750,000)**	**(4,750,000)**	**(4,845,664)**
30200000 - Total		**(8,235,409)**	**0**	**(8,804,054)**	**(8,986,249)**	**0%**	**(5,241,554)**	**(25,395,465)**	**(21,781,930)**	**(18,312,148)**
000 - Total		**(8,235,409)**	**0**	**(8,804,054)**	**(8,986,249)**	**0%**	**(5,241,554)**	**(25,395,465)**	**(21,781,930)**	**(18,312,148)**

Budget Request

FUND: 302 Local County Sales Tax 1% DEPT: 300 General Government ORG KEY: 30230000 General Government

Narratives are not available

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
99015	Bond Interest	2,655,000	0	3,303,645	3,303,645	(20%)	1,938,210	153,784	191,465	465,219
99020	Bond Principal	2,659,665	0	2,015,000	2,015,000	32%	0	960,000	945,000	815,000
99025	Bond Process Fees	0	0	0	0	0%	0	222,127	0	0
99030	Cash Basis Reserve	2,920,744	0	0	3,667,604	(20%)	0	0	0	0
99085	Miscellaneous Expense	0	0	0	0	0%	0	5,500	0	0
Miscellaneous Expenditures - Total		**8,235,409**	**0**	**5,318,645**	**8,986,249**	**(8%)**	**1,938,210**	**1,341,410**	**1,136,465**	**1,280,219**
92030	Transfer to Other Fund	0	0	0	0	0%	0	20,000,000	0	0
Transfers - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**20,000,000**	**0**	**0**
30230000 - Total		**8,235,409**	**0**	**5,318,645**	**8,986,249**	**(8%)**	**1,938,210**	**21,341,410**	**1,136,465**	**1,280,219**
300 - Total		**8,235,409**	**0**	**5,318,645**	**8,986,249**	**(8%)**	**1,938,210**	**21,341,410**	**1,136,465**	**1,280,219**
302 - Total		**0**	**0**	**(3,485,409)**	**0**	**0%**	**(3,303,344)**	**(4,054,054)**	**(20,645,465)**	**(17,031,930)**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 000 NA ORG KEY: 30300000 MH Services Co Sales Tax .25%

TYPE	DESCRIPTION
Department	In 2018, Douglas County voters approved Proposition 1 which authorized the County to impose a one-quarter percent (.25%) countywide sales tax for the purpose of financing the costs of providing mental health services for the County and to issue sales tax/general obligation bonds of the County to finance construction costs for new mental health facilities. This fund, receives those proceeds, combined with property tax funding that was levied when the tax was added. Approximately 52% is Sales Tax revenue and 41% is property tax funds transferred in from the General fund, where they are levied. The Behavioral Health Fund consists of property tax revenues and proceeds from the countywide one-quarter cent sales tax dedicated to mental health services. Fund expenditures may be used for behavioral health operating and capital costs and substance use disorder (SUD) treatment operating and capital costs. These services can include but are not limited to crisis response, stabilization, prevention, treatment, and recovery support services; behavioral health workforce and clinical infrastructure; care coordination and case management. In addition, homelessness and supportive housing operating and capital costs are eligible because those services address needs related to behavioral health and substance use disorders.
Revenue	49650 - KDADS funding is expected to be received in State Fiscal year 2025. Staff expects to exhaust all state funding to support the Treatment and Recovery Center before December 31st, 2024. Bert Nash will likely receive this grant directly for 2025.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
31000	Fund Balance	(23,066,427)	0	(22,237,102)	(19,768,056)	0%	(22,237,102)	(20,747,396)	(16,222,817)	(14,858,274)
41035	.25% County Sales Tax	(7,185,492)	0	(7,145,423)	(6,600,000)	0%	(3,568,984)	(7,114,348)	(6,702,414)	(6,620,337)
49000	Miscellaneous Revenues	(891,420)	0	(891,420)	(873,936)	0%	(439,882)	(291,312)	(926,800)	(539,000)
49650	Special Purpose State Grants	0	0	0	0	0%	0	0	(3,100,000)	(2,486,856)
Revenues - Total		**(31,143,339)**	**0**	**(30,273,945)**	**(27,241,992)**	**0%**	**(26,245,968)**	**(28,153,056)**	**(26,952,031)**	**(24,504,468)**
49210	Transfer from General	(4,470,582)	0	(5,422,690)	(5,195,687)	0%	0	(5,422,690)	(5,195,687)	(42,930)
Transfers - Total		**(4,470,582)**	**0**	**(5,422,690)**	**(5,195,687)**	**0%**	**0**	**(5,422,690)**	**(5,195,687)**	**(42,930)**
30300000 - Total		**(35,613,921)**	**0**	**(35,696,635)**	**(32,437,679)**	**0%**	**(26,245,968)**	**(33,575,746)**	**(32,147,718)**	**(24,547,397)**
000 - Total		**(35,613,921)**	**0**	**(35,696,635)**	**(32,437,679)**	**0%**	**(26,245,968)**	**(33,575,746)**	**(32,147,718)**	**(24,547,397)**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 30320300 Behavioral Health Projects

TYPE	DESCRIPTION
Department	This category includes county funds to offset Bert Nash's sliding fee scale and ensure that uninsured and underinsured individuals are served by the Community Mental Health Center. In 2024, Douglas County realigned funding for the Bert Nash Center through a series of allocations that redistributed $1,605,840 in employee health insurance to target specific projects. With the exception of the on-going sliding fee allocation ($1,370,610.00), the additional changes are now reflected in each related budget category. In 2025, commissioners moved specialty court funding from the mill levy onto the Behavioral Health Sales Tax. This category now includes funding for DCCCA and Bert Nash to provide services and staffing that support behavioral health court and drug court participants. ($519,418.00). Commissioners also moved the salary and benefit costs of the Director of Behavioral Health Projects to this category. In 2026, funding to support three transitional housing beds for Behavioral Health Court Clients at Transitions and Bridges ($109,500.00) was moved from Transitions to the Bert Nash Behavioral Health Court Allocation. For 2027, ongoing allocations for specialty courts total $592,418.00. An additional $99,500 is budgeted for court alternatives, including the anticipated expansion of drug court. DCCCA's specialty court allocation ($250,722.00) breaks down as follows: Behavioral Health Court- $38,455.00 Drug Court- $212,267.00 Bert Nash's specialty court allocation ($341,696.00) breaks down as follows: Behavioral Health Court Staff and Services: $232,196.00 Behavioral Health Court Transitional Housing $109,500.00
Personnel	Director of Behavioral Health Projects is now budgeted as Behavioral Health Administrator.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
50920	Behavioral Health Admin	134,112	0	134,112	148,281	(10%)	66,427	118,346	0	0
58035	Longevity Pay	0	0	240	0	0%	0	0	0	0
58070	Employee Benefits Payout	35,396	0	35,396	0	0%	8,719	15,725	0	0
Personnel	**- Total**	**169,508**	**0**	**169,748**	**148,281**	**14%**	**75,146**	**134,072**	**0**	**0**
61015	Consultants & Studies	0	0	75,000	50,000	(100%)	5,000	31,518	0	0
61100	Professional Services	0	0	0	0	0%	225,499	0	0	0

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 30320300 Behavioral Health Projects

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
Contractual	**- Total**	**0**	**0**	**75,000**	**50,000**	**(100%)**	**230,499**	**31,518**	**0**	**0**
91020	DCCCA	592,418	0	592,418	519,418	14%	0	989,113	0	0
91021	Court Alternatives	99,500	0	99,500	99,500	0%	2,090	1,260	0	0
91030	Bert Nash Comm Mental Hlth Ctr	1,370,610	0	1,370,610	1,370,610	0%	571,089	1,628,288	1,370,610	0
Agency Appropriations	**- Total**	**2,062,528**	**0**	**2,062,528**	**1,989,528**	**4%**	**573,179**	**2,618,661**	**1,370,610**	**0**
30320300 - Total		**2,232,036**	**0**	**2,307,276**	**2,187,809**	**2%**	**878,823**	**2,784,251**	**1,370,610**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 303203A1 BHP - Peer Support

TYPE	DESCRIPTION
Department	The Behavioral Health focus area of the 2024-2029 Community Health Improvement Plan identifies two key objectives in the Integrate Lived Experience priority area: - Expand the peer support workforce in Douglas County by 50% between 2025 and 2029. - Establish a Clubhouse Model in Douglas County to provide peer-run psychosocial rehabilitation and support for Douglas County residents living with serious mental illness. This allocation has remained flat for the past seven years. County funding supports half-time and full-time stipends for up to 12 Peer Fellows ($193,282). An additional $37,500 supports supervision and coordination of the weekly Peer Fellows Seminar by Alive Inc., the behavioral health Consumer Run Organization (CRO) that was established by members of the Peer Fellowship in 2024. Funding Braids & Sustainability Heartland RADAC's "Peer First Responders" support Familiar Faces referrals from Lawrence Police Department (LKPD), the Homeless Resource Center, Treatment and Recovery Center (TRC), and Mobile Integrated Health (MIH). Douglas County supports one Peer First Responder through the Peer Fellows Program. Heartland RADAC matches the cost of that position. In 2026, ALIVE Inc. received ongoing funding from KDADS to increase the existing Director of Outreach and Lived Experience Integration to 40 hours per week and add an additional part time peer to the ALIVE Inc. organization. This allows ALIVE to provide direct peer-to-peer support in Douglas County, five days per week. In total, Douglas County supports 1.0 FTE of ALIVE's staff and KDADS now matches that with .75 FTE. Supplemental Request Douglas County administration is requesting a pledge of $140,000.00 in one-time capital to secure and renovate an existing building to collocate headquarters for ALIVE Inc. and Anchor Pointe Clubhouse. Utilization of these supplemental funds would be contingent upon Anchor Pointe and ALIVE's ability to secure additional and sustainable operational support.
Contractual	This allocation has remained flat for the past four years. $185k supports half-time and full-time stipends for up to 10 peer positions. Funding has been braided in 2024 with $90k in grant dollars from Sunflower Foundation to develop

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61100	Professional Services	231,000	0	230,782	231,000	0%	88,062	194,036	88,346	0
Contractual - Total		**231,000**	**0**	**230,782**	**231,000**	**0%**	**88,062**	**194,036**	**88,346**	**0**
303203A1 - Total		**231,000**	**0**	**230,782**	**231,000**	**0%**	**88,062**	**194,036**	**88,346**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 303203A2 BHP - Psych Infrastructure

TYPE	DESCRIPTION
Department	The Behavioral Health focus area of the 2024-2029 Community Health Improvement Plan identifies two key objectives in the Improve Access to Care priority area: - By 2029, reduce cancellation and no-show rates for psychiatric services by 15%. - By 2029, increase patient satisfaction with access to psychiatric and medical services by 20%. Douglas County funds support cost sharing to offset the projected financial deficit of psychiatry programs at Bert Nash Center and Heartland CHC. County funds support the difference between revenue and expense, up to 40% of the salary and benefit costs of designated psychiatry providers. Funding is dependent on maintaining current staffing levels. In 2024, members of the Psychiatric Infrastructure workgroup requested consideration of each agency's total program costs in determining the proposed Psychiatric Infrastructure allocations In 2027, both agencies' funding requests remain flat at $737,050. Current funding represents $158,550 for Heartland Community Health Clinic to offset the costs of a child psychiatrist and $587,500 to partially support two full time psychiatrists at Bert Nash ($321,038) and to provide operational support for the rest of the psychiatric med services program ($257,462). The Psychiatric Infrastructure allocation covers 38% of Heartland's projected deficit for psychiatry and medication services in 2026. Bert Nash's allocation covers 63% of the projected funding gap for 2026. In terms of the impact of the overall psychiatric infrastructure supplemental, Heartland's request represents 14% of the total estimated cost of psychiatry and medication services. Bert Nash's request represents 16% of the total estimated cost of their psychiatry and medication services. Both agencies have shown significant growth in the number of new clients, the number of patient encounters per quarter, and the number of unique patients. No shows and cancellation rates have also declined at both agencies.
Contractual	$158,550 is for Heartland and $578,500 is included with the re-estimate to move $300,000 psychiatric target to this line. Overall, Heartland's request represents 40% of their deficit. Bert Nash's request represents 69%.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61100	Professional Services	737,050	0	737,050	737,050	0%	254,784	737,050	650,000	0
Contractual - Total		**737,050**	**0**	**737,050**	**737,050**	**0%**	**254,784**	**737,050**	**650,000**	**0**
303203A2 - Total		**737,050**	**0**	**737,050**	**737,050**	**0%**	**254,784**	**737,050**	**650,000**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 303203A3 BHP - Integrated Crisis Team

TYPE	DESCRIPTION
Department	Funding in this category includes support for Alternative 911 Emergency Response Initiatives such as 988 and the Bert Nash Mobile Response Team (MRT). In 2027, after consultation with Bert Nash Center, staff are recommending that existing funds from WRAP and Transitions be redirected away from these programs as their revised 2026 program budgets show net gains while revised budgets for Mobile Response and TRC show substantial losses. These projected losses are due to increases in the cost of uncompensated care and a lack of payers to support MRT beyond CCBHC Medicaid revenue. Staff recommend that funds to offset TRC and MRT crisis services costs for clients without a payer source are moved to a Crisis Services Uncompensated Care fund. Bert Nash's budget request sets that fund at $1,432,041 MRT base funding is static in 2027 ($445,000). Supplemental Request Headquarters Kansas has submitted a one-time supplemental request of $180,000 to address anticipated solvency issues in 2027. Full details are provided in the Headquarters Kansas budget request. Staff have identified continued concerns regarding financial sustainability, organizational capacity, and governance.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61100	Professional Services	1,889,878	0	1,889,878	445,000	325%	185,415	166,399	20,172	0
Contractual - Total		**1,889,878**	**0**	**1,889,878**	**445,000**	**325%**	**185,415**	**166,399**	**20,172**	**0**
81010	Equipment	0	0	0	0	0%	0	30,113	1,382	0
Capital Outlay - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**30,113**	**1,382**	**0**
303203A3 - Total		**1,889,878**	**0**	**1,889,878**	**445,000**	**325%**	**185,415**	**196,512**	**21,554**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 303203A4 BHP - Integ. Care Coordination

TYPE	DESCRIPTION
Department	This allocation represents support for the community-based portion of Heartland RADAC's Intensive Care Coordination Team. Intensive Care Coordination aligns with the following strategy in the Increase Access to Care priority of the Behavioral Health focus area of the Community Health Improvement Plan: - Expand options for accessing outpatient treatment services through introduction of group therapy and peer support, offering evening and weekend outpatient treatment options, expanding same-day or walk-in appointment availability, implementation of care coordinators, and integration of transportation services. Heartland RADAC's budget request remains static for 2027 and includes funding to support 5 FTE Care Coordinators and 1 FTE Recovery Coach. Braided funding supports two additional Peer First Responders through the Peer Fellows program and matching support leveraged by Heartland RADAC's other contracts.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61100	Professional Services	739,920	0	739,920	765,300	(3%)	300,552	649,677	622,857	0
Contractual	**- Total**	**739,920**	**0**	**739,920**	**765,300**	**(3%)**	**300,552**	**649,677**	**622,857**	**0**
303203A4 - Total		**739,920**	**0**	**739,920**	**765,300**	**(3%)**	**300,552**	**649,677**	**622,857**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 303203A5 BHP - Prevention Programs

TYPE	DESCRIPTION
Department	This category includes funding to support the work of Engage Douglas County and the implementation of Zero Suicide across Douglas County's behavioral health system of care. Funding requests to support this work remain static in 2027. DCCCA received $150,000.00 to support Engage Douglas County in 2026. Lawrence Douglas County Public Health received $27,500 to support a full time Zero Suicide Coordinator. More specific information related to the prevention work of Engage Douglas County is available in DCCCA's budget request. Implementation of Zero Suicide is one of the four main objectives of the Behavioral Health Focus Area of the 2024-2029 Community Health Improvement Plan (CHIP). In addition, the Prioritize Prevention plank outlines two key priorities related to the work of Engage Douglas County to prevent youth substance use: - By 2029, reduce the percent of Douglas County youth who report no perceived risk of harm from the use of vaping products from 6.5% in 2022 to 5% by 2028. - By 2029, reduce the percent of youth who report low perceived risk of harm from drug use from 47.6 percent in 2021 to 42 percent by 2028. Supplemental Note: DCCCA has two supplemental requests related to prevention: DCCCA has requested $70,000 in funding to pilot an adolescent treatment services program one half-day per week at the College and Career Academy in Lawrence during the 2027 calendar year. A licensed therapist would coordinate with LCCA staff to determine the best schedule to align with the school day and student needs. This is a one-time request. During the year of funding support DCCCA will identify opportunities to transition this pilot to a fee for service model for future years to support sustainability for adolescent treatment services. DCCCA has also requested on-going support, in the amount of $175,000 for a school-designated prevention project. Detail for both of these supplemental requests are available in the DCCCA budget request.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61100	Professional Services	177,500	0	177,500	206,000	(14%)	110,953	178,404	188,635	0
Contractual	**- Total**	**177,500**	**0**	**177,500**	**206,000**	**(14%)**	**110,953**	**178,404**	**188,635**	**0**
303203A5 - Total		**177,500**	**0**	**177,500**	**206,000**	**(14%)**	**110,953**	**178,404**	**188,635**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 303203A6 BHP - Supportive Housing Proj.

TYPE	DESCRIPTION
Department	The proposed 2025 Supportive Housing Budget includes on-going operational support for five existing supportive housing programs: On-going- $1,358,556 includes the following operational costs: Artists Helping the Homeless- $454,186.00 Bert Nash Transitions- moved to Behavioral Health Court and Crisis Services Uncompensated Care as Transitions is now self-sustaining. Mental Health America of the Heartland- $519,552.00 Flexible Housing Pool- $80,448.00 DCCCA Home Sweet Hope rent and utility assistance for Douglas County residents- $104,400.00 Supplemental Requests: Administration is requesting a one-time capital supplemental, not to exceed $200,000.00, to maintain capacity to secure, renovate, and partially furnish transitional housing units for Justice Involved individuals. DCCCA is requesting rent and utility assistance for Home Sweet Hope ($45,600.00) to support a full year in 2027. Cardinal Housing Network has a supplemental request for on-going funding to support transitional housing for women ($349,500).
Capital Outlay	In 2025, the commission approved $383,000 for Cardinal Housing Network women's SUD project, $900,000 for Ninth Street Missionary Baptist Church/Family Promise, $124,818 for Mirror Inc., $800,000 for DCCCA women's SUD transitional housing, and $750,000 for the City of Lawrence family shelter. In the 2026 actuals, DCCCA's one-time supplemental request for transitional housing solar panels for $174,940 and Mirror's one-time supplemental request to carry over unspent funds from 2025 for $19,039. These amounts will be reflected in Behavioral Health Projects capital outlay in the 2026 re-estimated budget so they will impact fund balance.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61100	Professional Services	1,158,556	0	1,391,921	2,034,315	(43%)	518,988	2,061,182	3,628,110	0
Contractual	**- Total**	**1,158,556**	**0**	**1,391,921**	**2,034,315**	**(43%)**	**518,988**	**2,061,182**	**3,628,110**	**0**
89000	Misc Capital Outlay	0	0	0	193,979	(100%)	58,844	900,000	0	0
Capital Outlay	**- Total**	**0**	**0**	**0**	**193,979**	**(100%)**	**58,844**	**900,000**	**0**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 303203A6 BHP - Supportive Housing Proj.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
303203A6 - Total		**1,158,556**	**0**	**1,391,921**	**2,228,294**	**(48%)**	**577,832**	**2,961,182**	**3,628,110**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 303203A7 BHP - Intervention Services

TYPE	DESCRIPTION
Department	Funding in this category includes consolidated funds to support SUD Treatment for uninsured individuals. The category has also included operational support for Bert Nash Center's Working to Recognize Alternative Possibilities (WRAP) program. In 2025, staff consolidated existing funds that had been traditionally disbursed to individual agencies to support SUD projects with similar objectives. This change created a shared funding pool to further reduce disparities and ensure better access to urgently needed substance use treatment services. Community partners are eligible to receive a base allocation of funds and reimbursement at a standardized rate for residential treatment, Medication Assisted Treatment (MAT), detox services, and Intensive Outpatient (IOP) treatment for uninsured and underinsured individuals. Potential partners in this work include DCCCA, Mirror Inc. Heartland RADAC, and Avalon Recovery Center. In 2027, staff recommend maintaining the consolidated Substance Use Treatment pool to support uninsured and underinsured individuals at a cost not to exceed $1,025,106. Funding for the SUD Treatment Pool is broken down as follows: Medication Assisted Treatment (MAT)- $230,650 SUD Treatment for Uninsured- $405,000 Peer First Social Detox- $389,456 WRAP Program- In 2027, after consultation with Bert Nash Center, staff are recommending that existing funds from WRAP and Transitions be redirected away from these programs as their revised 2026 program budgets show net gains while revised budgets for Mobile Response and TRC show substantial losses. Staff recommend that funds to offset TRC and MRT costs for clients without a payer source are moved to a Crisis Services Uncompensated Care fund. Bert Nash's budget request sets that fund at $1,432,041. Supplemental Request DCCCA has submitted a supplemental request to increase the supply and distribution of Naloxone through existing vending machines. Full details are available in the DCCCA budget request.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61100	Professional Services	1,025,106	0	1,104,106	946,106	8%	586,392	1,939,907	1,636,999	0
Contractual	**- Total**	**1,025,106**	**0**	**1,104,106**	**946,106**	**8%**	**586,392**	**1,939,907**	**1,636,999**	**0**
91035	Bert Nash Wrap Program	0	0	358,355	860,041	(100%)	0	0	0	0
Agency Appropriations	**- Total**	**0**	**0**	**358,355**	**860,041**	**(100%)**	**0**	**0**	**0**	**0**
303203A7 - Total		**1,025,106**	**0**	**1,462,461**	**1,806,147**	**(43%)**	**586,392**	**1,939,907**	**1,636,999**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 303203A8 BHP - Behavioral Health Admin

TYPE	DESCRIPTION
Department	BHADMIN includes anticipated funding needs to support training expenses, including travel, and well as technical assistance, data analysis and collaboration for the Familiar Faces Initiative, Douglas County Crisis Response Coalition, and the Douglas County Suicide Fatality Review Board. Training expenses ($54,178) include braided funding for existing prevention initiatives such as Sources of Strength Facilitation, Alive and Well Trauma Awareness Training, and Zero Suicide consultation with EDC. Training dollars also support expenses for the Peer Fellows program, including Kansas Leadership Center programs, SMART Recovery certification, and Story Center's Digital Storytelling Workshop. These training expenses fluctuate year-to-year. The training allocation has remained consistent for the past three years.
Capital Outlay	Miscellaneous expenses also include funding not to exceed $35,000 for technical assistance to support the implementation of a Behavioral Health Crisis Response Coalition in 2026. Funding to support that work in 2025 was supported by the Sunflower Foundation.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025 Actual	2024 Actual	2023 Actual
61100	Professional Services	75,000	0	110,000	54,178	38%	30,570	12,820	8,572	0
Contractual	**- Total**	**75,000**	**0**	**110,000**	**54,178**	**38%**	**30,570**	**12,820**	**8,572**	**0**
99085	Miscellaneous Expense	0	0	0	0	0%	0	0	0	0
Miscellaneous Expenditures	**- Total**	**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
303203A8 - Total		**75,000**	**0**	**110,000**	**54,178**	**38%**	**30,570**	**12,820**	**8,572**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 203 Behavioral Health Projects ORG KEY: 303203A9 BHP - TRC Operations

TYPE	DESCRIPTION
Department	Funding in this category represents Douglas County's "not to exceed" amount for operational support for the Treatment and Recovery Center as the payer of last resort. Beginning in 2025, KDADS' operational support ($3.1 million) for the Treatment and Recovery Center (TRC) was shifted directly to Bert Nash instead of Douglas County. In 2026, Douglas County provided one-time supplemental funds to address solvency concerns in an amount not to exceed $700,000. Bert Nash Center's 2027 request for TRC Operations remains static at $1,613,038. Funding to offset the cost of uncompensated care at TRC is now available through the Crisis Services Uncompensated Care Fund.

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026 Actual	2025Actual	2024Actual	2023 Actual
61100	Professional Services	1,613,038	0	1,613,038	1,613,038	0%	578,077	1,061,217	2,620,678	0
Contractual	**- Total**	**1,613,038**	**0**	**1,613,038**	**1,613,038**	**0%**	**578,077**	**1,061,217**	**2,620,678**	**0**
303203A9 - Total		**1,613,038**	**0**	**1,613,038**	**1,613,038**	**0%**	**578,077**	**1,061,217**	**2,620,678**	**0**
203	**- Total**	**9,879,084**	**0**	**10,659,826**	**10,273,816**	**(4%)**	**3,591,460**	**10,715,056**	**10,836,361**	**0**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 300 General Government ORG KEY: 30330000 MH Services County Sales Tax

TYPE	DESCRIPTION
Department	In 2026, the county will contribute $503,902.50 towards the Series 2020A bond (Treatment & Recovery Center), consisting of $380,000 in principal and $123,902.50 in interest. In 2027, the county will pay an additional $502,502.50, which includes $390,000 in principal and $112,502.50 in interest. Including these payments, the total remaining amount to be paid off by 2040 is $7,547,242.50.
Transfers & Misc	99121-Behavioral Health Projects- This fund contains 2026 one-time expenditures from fund balance for the following programs: Child Advocacy Center $10,000 (mental health therapy for children & caregivers impacted by child abuse) Cardinal Housing Network $247,000 (capital improvements 1126 Ohio) Crisis System Solvency $700,000 (allocated to Bert Nash) DCCCA $179,940 (housing solar panels) HeadQuarters KS $300,000 (solvency) Lawrence-Douglas County Public Health $15,500 (suicide prevention program) The Mirror $19,039 (carryover funds from 2025)

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
61100	Professional Services	0	0	0	0	0%	0	0	0	0
Contractual - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
81010	Equipment	0	0	0	0	0%	0	0	0	0
Capital Outlay - Total		**0**	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0**
99015	Bond Interest	112,503	0	123,903	123,903	(9%)	61,951	153,784	145,803	156,153
99020	Bond Principal	390,000	0	380,000	380,000	3%	0	370,000	360,000	345,000
99025	Bond Process Fees	0	0	0	0	0%	0	0	0	0
99030	Cash Basis Reserve	25,232,334	0	0	20,691,847	22%	0	0	0	0
99090	Non-Appropriated Balance	0	0	0	718,935	(100%)	0	0	0	0
99120	Funding Contingency	0	0	0	0	0%	124,035	47,123	0	0
99121	Behavioral Health Projects	0	0	1,466,479	249,178	(100%)	969,632	52,682	58,158	7,823,428
Miscellaneous Expenditures - Total		**25,734,837**	**0**	**1,970,382**	**22,163,863**	**16%**	**1,155,619**	**623,588**	**563,961**	**8,324,580**
30330000 - Total		**25,734,837**	**0**	**1,970,382**	**22,163,863**	**16%**	**1,155,619**	**623,588**	**563,961**	**8,324,580**

Budget Request

FUND: 303 MH Services Co Sales Tax .25% DEPT: 300 General Government ORG KEY: 30330000 MH Services County Sales Tax

Object	Description	2027 Proposed Budget	2027 Adopted Budget	2026 Estimated Budget	2026 Budget	% Change Budget	2026Actual	2025Actual	2024Actual	2023Actual
300	- Total	25,734,837	0	1,970,382	22,163,863	16%	1,155,619	623,588	563,961	8,324,580
303	- Total	0	0	(23,066,427)	0	0%	(21,498,889)	(22,237,102)	(20,747,396)	(16,222,817)

2027 Budget Options

Department (1=highest priority, 5= lowest priority)	Item	Amount	One-time or ongoing?	Mill Levy Impact	Notes	Rating	Comments	Included in the Proposed Budget	Tab for backup
Administration	Tenant Eviction Defense program	$80,000	One-time			High	Consistent with BOCC decision to fund pilot program	Yes	1
Administration- Housing & Human Services	HSC Financial Empowerment program	$20,000	Ongoing	0.009		Medium	Expansion of service		2
Behavioral Health-1 Peer Support	Capital for ALIVE & Anchor Pointe Clubhouse Headquarters	$140,000	One-time		BH Sales Tax	High	One-time request, no ongoing commitment from the County; Expansion of service		3
Behavioral Health-2 Supportive Housing	Justice-Involved supportive housing capital outlay	$200,000	One-time		BH Sales Tax	High	One-time request, ongoing funding would be reallocated from Bert Nash		4
Behavioral Health-3 Admin	Capital for implementation of Julota Care Coordination	$100,000	One-time		BH Sales Tax	Medium	Enhancement of existing data resource. $27,000 of ongoing support of MyRC at this time, future ongoing costs are unknown		5
District Court-1	Self-Help District Court Navigator	$97,822	Ongoing	0.043		High	Departmental reallocation of existing resources to support these positions as grant funding expires. The eviction diversion coordinator is	Yes	6
District Court-2	Self-Help Eviction Diversion Coordinator	$67,363	Ongoing	0.030		High		Yes	7
District Court-3	Extend access to counsel in Self-Help Center	$37,440	Ongoing	0.016		Medium	Positive expansion of service; long-term needs are unknown during TED pilot		8
Information Technology-1	Software and services	$700,000	Ongoing	0.308		High	Consolidation of existing expenses from other departments and expected contractual increases	Yes	9
Information Technology-2	Enterprise Resource Planning	$500,000	Ongoing	0.220		High	Necessary for County operations		10
LDCFM/Shared Costs-1	MIH Team Lead	$199,000	One-time & ongoing	0.050	$114,000 of the total is ongoing	Medium	MIH positions are solely supported by the County and are not part of the shared funding model, even though they substantially benefit all first responders		11
LDCFM/Shared Costs-2	MIH Technician-Paramedic	$182,000	One-time & ongoing	0.078	$177,000 of the total is ongoing	Medium			12
LDCFM/Shared Costs-3	EMS Administrative Specialist	$75,000	One-time & ongoing	0.032	$72,000 of the total is ongoing	Medium	Position assists with billing but does not increase revenue to pay for itself		13

2027 Budget Options

Department (1=highest priority, 5= lowest priority)	Item	Amount	One-time or ongoing?	Mill Levy Impact	Notes	Rating	Comments	Included in the Proposed Budget	Tab for backup
Senior Resource Center-1	Full compression for existing SRC staff	$108,361	Ongoing	0.048		Medium	Some experienced staff at the bottom of the pay scale, increase exceeded transition budget		14
Senior Resource Center-2	Increase SRC's FTE allocation by .9	$47,000	Ongoing	0.021		Medium	Current demand exceeds existing resources for drivers		15
Senior Resource Center-3	Capital Outlay for replacing Senior Wheels vans which have outlived their lifespan	$150,000	One-time			High	One-time resources are available to support this need	Yes	16
Sheriff-1	Court security Sheriff Deputy	$97,211	Ongoing	0.043		High	Continued support of courthouse expansion as funded in 2026	Yes	17
Sheriff-2	Deputy Sheriff Lieutenant	$142,263	Ongoing	0.063		High		Yes	18
Sheriff-3	IT Support Specialist	$95,767	Ongoing	0.042		Medium	One position was funded in 2026		19
Treasurer Motor Vehicle	Printing motor vehicle renewals	$90,000	Ongoing	0.040		Medium	By bringing printing in-house we can improve customization, but requires substantial expense		20
Zoning	Comprehensive Zoning Code update	$300,000	One-time			High	Continuation of needed vital document update	Yes	21
Adjustment to Pay Plan (Market)	3.4% average market raise by job family	$1,184,000	Ongoing	0.521		High	Consistent with Personnel Policies	Yes	22
Merit	1% merit raise	$293,439	Ongoing	0.129		High		Yes	22
Longevity	Salary increase based on tenure	$152,640	Ongoing	0.067		High		Yes	22
County Departments Supplemental Requests Total		$5,059,306		1.760					

2027 Budget Options

Department (1=highest priority, 5= lowest priority)	Item	Amount	One-time or ongoing?	Mill Levy Impact	Notes	Rating	Comments	Included in the Proposed Budget	Tab for backup
Community Partners (1=highest priority, 5= lowest priority)									
Bert Nash Community Mental Health Center	Youth Recovery Center (YRC) Phase 3 capital support	$1,500,000	One-time		BH Sales Tax	High	One-time request, staff recommends a pledge dependent on securing the remainder of capital funding, expansion of service		See Community Partner Tab
DCCCA-1	Adolescent treatment	$70,000	One-time		BH Sales Tax	Medium	Expansion of service, requires unidentified ongoing funding source		See Community Partner Tab
DCCCA-2	Transitional housing operational support	$45,600	Ongoing		BH Sales Tax	Medium	Expansion of County funding commitment		See Community Partner Tab
DCCCA-3	School-designated prevention project	$175,000	Ongoing		BH Sales Tax	Low	Offsets loss of grant funding, substantial new service expansion		See Community Partner Tab
DCCCA-4	Naloxone	$90,000	One-time		MFAF, BH Sales Tax	Low	State resources are available to offset this request, majority of machines are operated by the City of Lawrence		See Community Partner Tab
DCCCA-5	Special Liquor Tax funds	$25,000	Ongoing		Special Alcohol	Low	Offsets existing services provided by the agency		See Community Partner Tab
Douglas County Extension Council-1	COLA for staff not funded by the state	$5,708	Ongoing	0.003		High	Increase is consistent with state pay adjustments	Yes	See Community Partner Tab
Douglas County Extension Council-2	3% COLA	$15,412	Ongoing	0.007		Low	Increase is not consistent with state pay adjustments		See Community Partner Tab
Douglas County Extension Council-3	SNAP-Ed Nutrition Educator salary and benefits	$80,813	Ongoing	0.036		Low	Offsets federal funding cut		See Community Partner Tab
Economic Development Corporation of Lawrence & Douglas County (EDC)	EDC President position	$50,000	Ongoing	0.022		Low	Position could be reallocated from existing EDC allocation		See Community Partner Tab
Family Promise of Lawrence-1	Pay off loan for temporary family shelter	$327,095	One-time		BH Sales Tax	High	One-time resources are available to support this need, will allow organization to reallocate funding to expand operations		See Community Partner Tab
Family Promise of Lawrence-2	Pay off loan for supportive housing	$158,000	One-time		BH Sales Tax	High			See Community Partner Tab
FFNHA Douglas County Historical Society-1	Capital improvement projects	$66,761	One-time			High	In alignment with collaborative planning, one-time expense		See Community Partner Tab
FFNHA Douglas County Historical Society-2	Collections management assistant	$25,000	One-time			High	Year 3 of 3 of one-time project, donor match		See Community Partner Tab
FFNHA Douglas County Historical Society-3	Administrative work for other heritage partners	$12,662	Ongoing	0.006		Low	Offsets existing work being performed by the agencies		See Community Partner Tab

2027 Budget Options

Department (1=highest priority, 5= lowest priority)	Item	Amount	One-time or ongoing?	Mill Levy Impact	Notes	Rating	Comments	Included in the Proposed Budget	Tab for backup
Heartland Community Health Center	Community Health Worker	$50,000	Ongoing		BH Sales Tax	Medium	Positions can bill to offset their expense		See Community Partner Tab
Just Food of Douglas County	Offset TEFAP reduction	$35,000	Ongoing	0.015		Medium	Offsets federal reductions, organization has substantial fund balance		See Community Partner Tab
Kansas Holistic Defenders-1	Additional attorney	$88,000	Ongoing	0.039		Medium	Expansion of service, concerns with organizational funding model		See Community Partner Tab
Kansas Holistic Defenders-2	Cost increases	$22,735	Ongoing	0.010		Medium	Cost of living adjustment		See Community Partner Tab
Kansas Holistic Defenders-3	2025 missed invoices	$75,284	One-time			Low	Staff sent reminders in 2025 that were not addressed		See Community Partner Tab
KU Innovation Park	Restore funding	$60,000	Ongoing	0.026		Low	Funding was reduced in 2026 to encourage the park to begin PILOT payments, proposal is still forthcoming		See Community Partner Tab
KU Small Business Development Center (SBDC)	Expand advising capacity, financial literacy education, and technology investments	$15,000	Ongoing	0.007		Medium	Expansion of service, strong community partner		See Community Partner Tab
O'Connell Children's Shelter	K-12 truancy program	$100,000	Ongoing	0.044		Low	Staff has recommended an alternative program model		See Community Partner Tab
Sexual Trauma and Abuse Care Center (STACC)-1	Sustain operational capacity	$40,000	Ongoing	0.018		Medium	Expansion of service, concerns with organizational funding model		See Community Partner Tab
Sexual Trauma and Abuse Care Center (STACC)-2	Fund developer	$38,000	Ongoing	0.017		Low	Request for fundraising support is not an appropriate use of taxpayer resources		See Community Partner Tab
The Willow Domestic Violence Center	Health insurance premium increase	$15,000	One-time			High	One-time request; expense will be built into grants on-going		See Community Partner Tab
Van Go	Offset WIOA grant reduction	$20,000	Ongoing	0.009		Medium	Potential state funding reduction offset		See Community Partner Tab

2027 Budget Options

Department (1=highest priority, 5= lowest priority)	Item	Amount	One-time or ongoing?	Mill Levy Impact	Notes	Rating	Comments	Included in the Proposed Budget	Tab for backup
NEW PARTNERS									
Baldwin City Chamber of Commerce	Health and economic initiatives	$10,000	One-time			Medium	Expansion of service, not aligned with previous County direction to not fund chambers of commerce		See Community Partner Tab
Baldwin City Economic Development Corporation	Build new childcare facility in Baldwin City	$500,000	One-time			High	One-time request, aligns with CHIP and economic development workforce initiatives, substantial braided funding		See Community Partner Tab
Boys & Girls Club	Tuition subsidies and staffing stabilization	$80,000	Ongoing	0.035		Low	Expansion of service, not aligned with BOCC priorities		See Community Partner Tab
Cardinal Housing Network-1	Operational support	$349,500	Ongoing		BH Sales Tax	Medium	Expansion of service, aligns with BOCC priorities for supportive housing		See Community Partner Tab
Cardinal Housing Network-2	Safety improvements at two properties	$50,500	One-time		BH Sales Tax	High	One-time request		See Community Partner Tab
Center for Supportive Communities (CSC)-1	SupportEd program	$150,000	Ongoing	0.066		Low	Staff has recommended an alternative program model		See Community Partner Tab
Center for Supportive Communities (CSC)-2	High school truancy program	$100,000	Ongoing	0.044		Low	Staff is supportive of existing community provider		See Community Partner Tab
HeadQuarters Kansas	Solvency funding	$180,000	One-time		BH Sales Tax	Low	Second year that solvency funding has been requested, staff is concerned this will become an ongoing need		See Community Partner Tab
Salvation Army-1	Fire suppression system	$471,517	One-time			Low	New partner, not eligible for BH Sales Tax because the request does not delineate services to priority populations		See Community Partner Tab
Salvation Army-2	Refrigerated van	$60,000	One-time			Low			See Community Partner Tab
Salvation Army-3	Choice pantry	$18,000	One-time			Low			See Community Partner Tab
Salvation Army-4	Operational funding	$40,000	Ongoing	0.018		Low			See Community Partner Tab
Community Partners Supplemental Requests Total		$5,215,587		0.420					
	Total options	**$10,274,893**		**2.180**					

2027 Budget Options

Estimated Assessed Valuation-less delinquency
2,316,761,031
0.98
2,270,425,810

Notes:

Community Partner Requests Ratings Criteria	
High	Clear BOCC priority, One-Time funding, braided funding stream
Medium	Good request but a departure from known BOCC priority, State or Federal funding fluxation
Low	Not a good request at this time, no braided funding mix, concerns about organizational capacity

FY 2027 Budget Supplemental Request

Department	Administration	**Fund**	100
Ranking (1–5)	3 - Medium	**Funding Frequency**	Ongoing
Description	Tenant Eviction Defense (TED) Program		

Impact on service levels

Implement a new service or function for the department

Please describe impact on service levels

This request will provide ongoing funding to support a current pilot project that is funded via one-time funding of $40,000 authorized in the FY 2026 budget for a limited term (7 month) pilot program.

Description of Request

This request is submitted in anticipation of the Tenant Eviction Defense (TED) Program, approved by the Board of County Commissioners (BOCC) on 4/22 for a 7-month pilot program phase from 6/1/26 through 12/31/26, receiving authorization to continue in 2027. The main objective of the TED pilot program is to provide access to free eviction legal defense services to eligible tenants who live in Douglas County. The program is designed to assist participants in stabilizing their current housing, preventing homelessness, and promote access to clean, safe, and sanitary dwellings. The pilot program will offer legal consultation and representation for eviction defense. Determination of this program continuing in 2027 beyond the pilot phase will be dependent on achieving the outcomes identified in the TED program, including but not limited to prevention of unnecessary evictions. The requested funding for FY 2027 anticipates serving up to 140 individuals over the course of a year through the provision of legal advice, limited scope representation, and full representation if warranted.

How will this request help the department or the organization achieve its strategic goals?

This request is designed to assist household at risk of eviction in stabilizing their current housing, preventing homelessness, and promote access to clean, safe, and sanitary dwellings. These activities are directly related to the Douglas County Community Health Improvement Plan (CHIP) focused on housing and homelessness, "A Place for Everyone," that aims to end chronic homelessness in Douglas County by 2028.

How will this request improve department performance?

The Board of County Commissioners authorized one-time funding to support a pilot program which will be evaluated based on the following outcomes to determine whether programming should continue:
1. Number of case dispositions where a case was dismissed or was otherwise decided substantially in favor of the tenant;
2. Number of case dispositions where judgment for possession in favor of property owner was entered;
3. Number of case dispositions where a stipulation agreement, or other similar agreement, was made preventing the entry of judgment for a possession;
4. Number of case dispositions where a stipulation agreement, or other similar agreement, was made providing a tenant with an opportunity to vacate a judgment for possession at a later date;
5. Number of case dispositions where a tenant was required to vacate a residence but was provided additional time to vacate and, in such cases, the amount of additional time provided to such tenants;
6. Number of case dispositions that otherwise resulted in a tenant vacating a residence prior to the end of their lease term;
7. Instances where an attorney was discharged or withdrew;
8. Orders for possession filed in county court, writs of restitution issued in county court in forcible entry and detainer proceedings, and residential

evictions conducted by the county sheriff.
9. Instances where Housing Stabilization Collaborative (HSC) Rent and Utility Assistance Program (RUAP) program or similar emergency assistance funding was utilized; and
10. Instances where tenant was not deemed eligible based on submitted documentation.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

In addition to the outcomes listed in response to Question 3, the most relevant benchmarks that can be referenced to justify the need for this funding will be documented over the course of the 7-month pilot project period that begins 6/1/26 and ends 12/31/26. In addition, the most proximate or comparable industry model that can be observed in the City of Topeka Eviction Defense Program which began in May 2024 and is currently in the second year of providing services to 90-100 households each year in partnership with Kansas Legal Services.

Additional Notes

FY 2027 Budget Supplemental Request

Department	Administration	**Fund**	100
Ranking(1–5)	3 - Medium	**Funding Frequency**	Ongoing
Description	Tenant Eviction Defense (TED) Program		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Professional Services				$80,000	Contract with non-profit legal services provider.
Total — Contractual				**$80,000**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$80,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$80,000**	

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FY 2027 Budget Supplemental Request

Department	Housing & Human Services	**Fund**	100
Ranking (1–5)	2 - High	**Funding Frequency**	Ongoing
Description	Housing Stabilization Collaborative (HSC) Financial Empowerment Program		

Impact on service levels

Implement a new service or function for the department

Please describe impact on service levels

This request will provide sustained funding for a full year following the implementation of a 7-month pilot program that utilized existing funding included in the 2026 budget, combined with a one-time grant from the Douglas County Community Foundation of $2,250.

Description of Request

The Housing Stabilization Collaborative (HSC) will partner with Exceeds Expectations, Inc. to offer its Adult Financial Stability Program to up to 30 households/individuals (2 sessions with 15 participants each) seeking to create a financial plan and develop positive financial behaviors. The program consists of a financial stability curriculum, seminars/workshops, and 1:1 personal financial coaching. The program aims to empower adults to achieve financial freedom and make informed financial decisions. The requested funding will provide ongoing support for a pilot project that was initiated in June 2026 utilizing one-time grant funding of $2,250 from the Douglas County Community Foundation to support the overall goals of the HSC by providing financial literacy education to enable individuals to create financial plans, develop positive behaviors, and achieve stability. Empowering individuals in the community with financial knowledge contributes to personal growth, increased financial independence, reduced debt, and improved overall financial health. This, in turn, strengthens families, reduces poverty, promotes housing stability and enhances economic resilience within the community. HSC partner agencies will identify households that may benefit from an additional 1 month of rent and/or utility assistance to promote long-term stability. Additional assistance would be offered only following completion of 6-week curriculum, including workshops and 1:1 personal financial coaching. HSC partner agencies are encouraged to refer potential households that may benefit from the opportunity.

How will this request help the department or the organization achieve its strategic goals?

This request will permit the continuation of a pilot project that started in June 2026 with an initial cohort of 15 individuals that have previously received rent and/or utility assistance from Douglas County and have been identified as standing to benefit from financial coaching and education through this program. Continuing to offer this programmatic enhancement to the Housing Stabilization Collaborative (HSC) will support the overall goals of the HSC by providing financial literacy education to enable individuals to create financial plans, develop positive behaviors, and achieve stability. Empowering individuals in the community with financial knowledge contributes to personal growth, increased financial independence, reduced debt, and improved overall financial health. This, in turn, strengthens families, reduces poverty, promotes housing stability and enhances economic resilience within the community. In addition, this request will provide an additional intervention that may prevent eviction and potential homelessness. The HSC has prioritized low-income single female headed households with children, seniors and individuals with disabilities on fixed incomes to receive rent and utility assistance due to the disproportionate rates of poverty, housing instability and increasing rates of homelessness, the costs of which are often felt by community agencies. These households rarely have access to meaningful financial counseling and advice that may positively influence their long-term household stability.

How will this request improve department performance?

This request improves department performance by offering households served by HSC funding with the tools they need to chart a path to long term financial stability and success which may reduce the need for future requests for emergency assistance from HSC or other community partners.

Performance of this program will be evaluated based on the following:
1. Housing stability - households will be surveyed to determine sustained housing at 6 and 12 month intervals.
2. Financial Coaching Goals - Exceeds Expectations will report key milestones of the goals that have been met by clients based on goals set at intake.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

Exceeds Expectations, Inc. is a 501c3 nonprofit organization aiming to build stronger communities through long-term financial empowerment. The organization works with community agencies in the Kansas City region to guide individuals, families, and communities, to achieve well-being through personalized financial training, digital access and workforce development. Exceeds Expectations Financial Literacy Program is a curriculum-based program taught by Certified Financial Educators and Financial Representatives. The program enlightens and empowers adult students to create a financial plan that reminds them of their Why, motivates them forward, and inspires financial freedom. The course material and lessons challenges adult students to explain their thinking through learning activities that are practical in nature, as well as lessons that apply to the real world. With engaging content, adult students are able to reflect upon their learning to consolidate their understanding, as well as inspires them to take initial steps toward forming positive financial behaviors.

Additional Notes

FY 2027 Budget Supplemental Request

Department	Housing & Human Services	**Fund**	100
Ranking(1–5)	2 - High	**Funding Frequency**	Ongoing
Description	Housing Stabilization Collaborative (HSC) Financial Empowerment Program		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Professional Services				$20,000	Contract with non-profit financial education and coaching services provider.
Total — Contractual				**$20,000**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$20,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$20,000**	

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FY 2027 Budget Supplemental Request

Department	BHP - Peer Support	**Fund**	303
Ranking (1–5)	1 - Highest	**Funding Frequency**	One-time
Description	One-time Capital for ALIVE Inc. and Anchor Pointe Clubhouse Headquarters		

Impact on service levels

Enhance existing service levels

Please describe impact on service levels

When Douglas County and community partners initiated this work in 2019, Bert Nash had five part-time peer specialists supporting Medicaid clients enrolled in outpatient services. Since that time, the evolution and growth of the peer support workforce and related services have been significant and impactful. Today, Douglas County peer fellows employed by Mirror Inc. provide direct peer support on the Homeless Response Team (HRT). Just Food's Cruising Cupboard currently deploys peer specialists to support individuals experiencing food insecurity. In child and family settings such as Family Promise and Community Children's Center, family support specialists with peer support skills help parents and children to thrive. In the evolving behavioral health crisis system, peers are embedded in the Treatment and Recovery Center, with the Mobile Response Team, and on the county's specialty court teams. Finally, Peer First responders support Heartland RADAC's Intensive Care Coordination program by responding directly to referrals from law enforcement and the Mobile Integrated Health (MIH) team.

ALIVE Inc. has established itself as an independent 501c3 non-profit organization. offering weekly programming such as Wellness and Recovery Wednesdays, direct peer support five days a week, and management of the Peer Fellows program in partnership with Douglas County. Alive has also secured ongoing operational funding from KDADS as a certified Consumer Run Organization (CRO).

In 2025, Douglas County established a partnership with the Kansas Clubhouse Coalition and Breakthrough Episcopal Services to supervise a Douglas County Peer Fellow to develop an implementation plan to establish Anchor Pointe Clubhouse as the eighth clubhouse in the state of Kansas. KDADS requires non-accredited clubhouses to operate under an auspice organization that is a member of the Kansas Clubhouse Coalition.

A collocated headquarters will provide a common access point for the members of these two organizations to build community, connect with resources, and have a place to learn, grow, and belong.

Description of Request

Douglas County administration is requesting a one-time capital pledge of $140,000.00 to secure and renovate an existing building to collocate headquarters for ALIVE Inc. and Anchor Pointe Clubhouse. Utilization of these supplemental funds would be contingent upon Anchor Pointe and ALIVE’s ability to secure additional and sustainable operational support from KDADS and the Kansas Clubhouse Coalition. Currently, 25% of the annual allocation from the Lottery Vending Machine Pool is earmarked to support accredited clubhouse programs. The other 75% is designated to support Mental Health Crisis Centers. Currently, none of the financial resources available to support Clubhouses statewide have been leveraged in Douglas County. There are currently seven accredited clubhouses in the state of Kansas. Anchor Pointe will be the eighth. Working in partnership with the Kansas Clubhouse Coalition and Breakthrough Episcopal Social Services as an auspice organization, Anchor Pointe has requested $100,000.00 in supplemental funds from this pool to support startup costs to begin implementing the clubhouse model in Douglas County in FY 2026-27. Notification regarding the status of that request is still pending.

How will this request help the department or the organization achieve its strategic goals?

The Behavioral Health focus area of the Community Health Improvement Plan (CHIP) identifies two key objectives to continue advancing lived experience integration across the system of care:

- By 2027, expand the peer workforce and increase the number of employed peer specialists, certified peer mentors, recovery coaches, and Peer First responders by 50%.

- By 2028, establish a Clubhouse Model to support community members living with mental illness and co-occurring substance use disorders and offer members a wide array of non-clinical opportunities to achieve their full potential.

ALIVE Inc. and Anchor Pointe Clubhouse have two distinct approaches to achieving a shared purpose- building a safe, productive, and mutually supportive community within and among individuals with long-term mental health disabilities and challenges. ALIVE Inc. provides advocacy, education, and direct peer support free of charge. Anchor Pointe will provide an internationally accredited program that focuses on building skills and community integration. Consumer Run Organizations and Clubhouses are not treatment centers or clinical services; they are communities built on purpose, participation and belonging.

The Clubhouse Model is an evidence-based psychosocial rehabilitation approach for adults with serious mental illness. Clubhouse Models focus on recovery through community, meaningful work, and peer support. Members and staff work side-by-side on a "work-ordered day" focusing on tasks like food service, clerical work, and housing support to build skills, purpose, and community integration.

A copy of the Clubhouse International accreditation standards is attached.

How will this request improve department performance?

A clubhouse for mental health is a community-based location designed to support the recovery of individuals living with serious mental illness. It provides a restorative environment that emphasizes wellness, peer support, and meaningful engagement rather than just symptom management. Clubhouses offer a sense of belonging and structured support among peers who share similar experiences, helping members improve their social wellness and overall quality of life.

A collocated headquarters for the Clubhouse and the CRO will allow the expansion of programming from weekly activities to regular daily opportunities. It will centralize these vital community resources in one location, encouraging the development of community, relational skills, workforce readiness and a sense of belonging. It will also allow Anchor Pointe and ALIVE Inc. to leverage on-going operational support through the State of Kansas' Lottery Vending Machine Fund to benefit Douglas County residents more fully.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

A recent impact report surveyed findings from 15 rigorous Clubhouse research studies conducted from 1999-2021. (Agner, J., Wang, Y., Bau, K. E. (2023). Transforming lives: Clubhouse impact report [Report]. University of Southern California.)

The studies showed:

Clubhouse members demonstrated significantly improved social functioning after attending for 6 months compared to conventional treatment. (Chen et al., 2020)

Compared to a control group receiving conventional treatment, Clubhouse members had a higher rate of employment after 6 months of attendance. (Chen et al., 2020)

Compared to Assertive Community Treatment (ACT), Clubhouse members worked significantly more days and more hours after 24

months of attendance. (Macias et al., 2006)

Compared to a program of Assertive Community Treatment (PACT), Clubhouse members remained employed for nearly twice as long (22 weeks compared to 13 weeks). (Schonebaum et al., 2006)

Clubhouse members' self-determination scores improved significantly when compared to a control group members over 6 months. (Chen et al., 2020)

An 18-month longitudinal study showed Clubhouse members reported decreased psychiatric symptoms over time, particularly anxiety. (Bouvet et al., 2021)

Clubhouse members reported significantly less stigma and discrimination than participants in a psychiatric rehabilitation skills training over 3 months. (Jung & Kim, 2012)

Clubhouses have an impact on physical health over time. After 18 months of Clubhouse membership, Clubhouse members reported improved sleep quality, increased physical energy, reduced tobacco consumption. (Bouvet et al., 2021)

Clubhouse members were less likely to be hospitalized for mental health reasons after 2 years of enrollment. The longer Clubhouse members were enrolled, the less likely they were to be psychiatrically hospitalized. (Russell et al., 2021)

Clubhouse members had significantly lower average annual total mental health care costs compared to non-members with mental illness of similar age, race, and gender. (Hwang et al., 2017)

The full report is attached for reference.

Additional Notes

Clubhouse Overview
The Clubhouse Model is an evidence-based, psychosocial rehabilitation approach for adults with serious mental illness, focusing on recovery through community, meaningful work, and peer support. Members and staff work side-by-side on a "work-ordered day," focusing on tasks like food service, clerical work, and housing support to build skills, purpose, and community reintegration.

Key Principles and Features
• Membership: Participants are "members" (not patients or consumers) with voluntary access to community support, education, and employment.
• The Work-Ordered Day: Members participate in running the clubhouse, providing a sense of purpose and structure.
• Opportunities: The model offers specialized employment programs (transitional, supported, and independent employment), education support, and housing assistance.
• Community Support: Clubhouses, often supported by Clubhouse International, provide a safe social environment, reducing isolation.
Evidence and Impact
• Lower Hospitalization: Studies indicate lower re-hospitalization rates among members compared to other rehabilitation methods.
• Better Outcomes: Members often experience improved quality of life, higher employment rates, and higher earnings.
• Global Reach: With origins at Fountain House in the 1940s, there are now over 370 clubhouses in 32 countries.

The model prioritizes the belief that everyone has a "need to be needed" and creates an environment where members can thrive.

FY 2027 Budget Supplemental Request

Department	BHP - Peer Support	**Fund**	303
Ranking(1–5)	2 - High	**Funding Frequency**	One-time
Description	One-time Capital for ALIVE Inc. and Anchor Pointe Clubhouse Headquarters		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Total — Contractual				**$0**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
capital				$140,000	
Total — Capital Outlay				**$140,000**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$140,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$140,000**	

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FY 2027 Budget Supplemental Request

Department	Behavioral Health Projects	**Fund**	303
Ranking (1–5)	2 - High	**Funding Frequency**	One-time
Description	One-Time Capital for Justice Involved Supportive Housing		

Impact on service levels

Enhance existing service levels

Please describe impact on service levels

This request would increase capacity and reduce costs to serve justice-involved individuals- from three congregate beds supporting three individuals to six to twelve individual units that are more flexible and more cost-effective.

The comingling of BHC clients at Transitions has proven to be increasingly expensive. It has also created unanticipated challenges. Rent is expensive ($36,500 per client/year), and the number of clients supported is small (3). Bert Nash staff have also raised concerns that the Transitions client base and high acuity service milieu are not necessarily appropriate for the Behavioral Health Court participants. Finally, in addition to the rent costs, the service costs are substantial as many BHC clients do not require 24/7 supervision

Description of Request

Administration is requesting a one-time capital supplemental, not to exceed $200,000.00, to maintain capacity to secure, renovate, and partially furnish transitional housing units for Justice Involved individuals. The units would be prioritized to support specialty court participants and individuals on probation. This request would expand options for Douglas County to house Behavioral Health Court participants beyond congregate living options at Transitions and Bridges. This request also ensures that currently budgeted funds that were redirected from the Bert Nash ACT program in 2025 will continue to be available to support start-up costs for this project through the remainder of 2026, and into 2027.

This proposal aligns directly with the supportive housing target populations identified in "A Place for Everyone" and the Behavioral Health focus area of the Community Health Improvement Plan. Both plans specifically identified the need to add 20 units of supportive housing for Justice Involved Individuals.

In June of 2025, commissioners redirected Bert Nash 2025 ACT funds to support the implementation of a Justice Involved Supportive Housing program and authorized the county administrator to execute an addendum to the 2025 Bert Nash service agreement to support a master lease agreement between Bert Nash and Sims Properties to manage the units. Ultimately, that proposal was not implemented, but staff and community partners continue to explore similar possibilities with potential master lease partners, including Lawrence Douglas County Housing Authority. To date, three alternative but similar opportunities have been explored in 2026.

How will this request help the department or the organization achieve its strategic goals?

This proposal aligns directly with the supportive housing target populations identified in "A Place for Everyone" and the Behavioral Health focus area of the Community Health Improvement Plan. Both plans specifically identified the need to add 20 units of supportive housing for Justice Involved Individuals.

How will this request improve department performance?

Over the past three years, increased supportive housing investments and interventions with partners such as Artists Helping the Homeless, Cardinal Housing Network, and Flex Housing Pool/Mental Health America have clearly demonstrated reductions in jail bookings, hospitalizations, emergency department visits, and recidivism rates. By expanding the number of individuals supported with transitional housing options, the county has realized demonstrable cost avoidance benefits.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

The BHC treatment team currently estimates that five to seven of the twenty-two BHC participants are precariously housed at any given time. There are currently no dedicated, individual-unit, housing options available to Drug Court participants.

Additional Notes

FY 2027 Budget Supplemental Request

Department	Behavioral Health Projects	**Fund**	303
Ranking(1–5)	2 - High	**Funding Frequency**	One-time
Description	One-Time Capital for Justice Involved Supportive Housing		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Total — Contractual				**$0**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
			Capital for Justice Involved Supportive Housing	$200,000	
Total — Capital Outlay				**$200,000**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$200,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$200,000**	

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FY 2027 Budget Supplemental Request

Department	BHP - Behavioral Health Admin	**Fund**	303
Ranking (1–5)	3 - Medium	**Funding Frequency**	One-time
Description	One Time Capital for Implementation of the Julota Care Coordination Platform- $100,000.00		

Impact on service levels

Enhance existing service levels

Please describe impact on service levels

Julota is intended to eventually replace MyRC, but the implementation would require a gradual transition period to allow providers to maintain the existing care coordination capacity and minimize disruption to essential services such as the Treatment and Recovery Center, Mobile Response Team, and coordination of the Familiar Faces process and supportive housing initiatives. The total implementation of Julota is estimated to cost between $85,000.00 to $100,000.00, but ongoing costs would be more like $40,000.00 to $50,000.00 per year and replace the ongoing cost of MyRC which is currently $27,000.00 per year.

Depending on budget hearings, grant cycles, and implementation timelines, opportunities may also exist to leverage Rural Health Transformation Grant funds or Kansas Fights Addiction funds to offset the startup costs to implement Julota.

This request is essentially a placeholder in the 2027 budget to have the capacity to start this initiative after further review by all key stakeholders, evaluation of similar products by partners, and further review by county staff and the Board of County Commissioners.

Description of Request

As Douglas County's behavioral health crisis system continues to evolve, the need for more seamless data integration and analysis, care coordination tools, and closed loop referral processes are testing the limits of MyResource Connection's (MyRC) functionality and capacity. MyRC has been instrumental in providing law enforcement, first responders, service providers, case managers, and peer specialists with a retrospective tool that allows frontline staff to coordinate care through a more trauma informed lens. Using MyRC allows healthcare, behavioral health, and human service providers to see "what happened to this person" vs. "what's wrong with this person". It allows these professionals to retroactively see where a Familiar Face with complex care needs is experiencing frequent, unnecessary contact with high-cost services including Emergency Department visits, jail stays, ambulance runs, and high frequency calls to 911 and law enforcement.

MyRC does not provide a direct, real-time pathway for referrals to community resources. It also does not offer data visualization tools and reporting dashboards that allow system managers to follow how a person is receiving care in real time and how the crisis system is performing as a whole. Concerns about the long-term viability of MyRC and Johnson County's commitment to support the platform have been raised internally by the County's IT Department. The complexity of the county's evolving crisis response system suggest that new tools may be necessary to optimize the system and ensure continuous quality improvement.

Members of the MIH team have identified a potential solution through a cloud-based care coordination platform called Julota. Julota offers tools and functions that would extend the existing features of MyRC to incorporate the additional capacity identified above. Compared to similar platforms that have been designed for and implemented in much larger systems, Julota offers a cost-effective solution.

How will this request help the department or the organization achieve its strategic goals?

Integrating all crisis system entities on the MyRC data sharing platform is one current strategy within the Optimize the Behavioral Health Crisis Response System focus area of the Community Health Improvement Plan (CHIP). Enhancing the care coordination, data analytics, and real-time by-name capacity to support individual clients would enhance the existing strategy and allow the Crisis System Operations Team (CSOT) and The Douglas County Crisis Response Coalition to continue to build continuous quality improvement practices into the system as a whole.

How will this request improve department performance?

A care coordination platform such as Julota would automate data integration processes that are currently and primarily performed manually.
It would provide a central repository for key shared documents such as Releases of Information and Client Consent forms.
It would centralize crisis system data collection, analysis, and reporting with Douglas County IT.
It would allow Douglas County to monitor key system metrics such as mobile team deployment and response times, patient volumes, jail diversions, and referrals that result in completed follow up visits

Please reference any relevant benchmarks, data, industry standards, etc. for justification

Recent limitations on the Treatment and Recovery Center's operational capacity versus licensed capacity have impacted the number of times TRC has been "at capacity" and "on diversion". Staff believe Julota could help to capture that data and provide EMS and Law Enforcement with the ability to see when TRC is not able to receive patients in real time to avoid trips to the wrong receiving facility.

Julota could also provide Crisis System Operations Team members with the ability to see when mobile teams such as Mobile Integrated Health, Mobile Response Team, and police coresponders are available for deployment.

These are examples of current blind spots in the real-time visualizations of crisis system available capacity.

Additional Notes

FY 2027 Budget Supplemental Request

Department	BHP - Behavioral Health Admin	**Fund**	303
Ranking(1–5)	3 - Medium	**Funding Frequency**	One-time
Description	One Time Capital for Implementation of the Julota Care Coordination Platform- $100,000.00		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Julota Implementation				$100,000	
Total — Contractual				**$100,000**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$100,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$100,000**	

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FY 2027 Budget Supplemental Request

Department	District Court Operations	**Fund**	100
Ranking (1–5)	1 - Highest	**Funding Frequency**	Ongoing
Description	Douglas County Self-Help Court Navigator		

Impact on service levels

Maintain existing service levels

Please describe impact on service levels

The Court Navigator position was established in 2025 with ARPA funding that ends in December 2026.

Description of Request

This proposal seeks funding for the Court Navigator in the District Court Self-Help Center. The Self-Help Court Navigator focuses on family law cases and helps those who are inexperienced with the legal system or who may have barriers to understanding or completing the legal processes on their own. Services include one-on-one explanations of complex court processes and procedures, assistance with required documentation, and a regular physical presence as a resource in the Self-Help Center and courtrooms.
The Court Navigator is a full-time position that is currently paid for by ARPA funds that expire in 2026. This supplemental request is for 1 FTE to support this important full-time position. The level of service currently provided by the Self-Help Center cannot be maintained without a full-time Court Navigator. The Court's budget request prioritizes funding for two critical access to justice roles: the Self-Help Court Navigator and the Self-Help Eviction Diversion Coordinator. Funding for these positions will allow the Self-Help Center to maintain its current level of service for litigants who do not have attorneys.

How will this request help the department or the organization achieve its strategic goals?

The Court Navigator is a key part of the goal of enhanced access to justice for all members of our community. Through the Court Navigator, individuals are empowered to understand the procedures and access the documents required to participate in their legal cases. Court Navigator services are focused on domestic issues including divorce, child support, parenting time, and protection orders which have an immediate and significant impact on the individual and their family. The Court Navigator provides these services in person with a daily physical presence in the SHC, in court at the domestic and protection order dockets three times per week, and through correspondence and follow up with the self-represented litigants. Visits with the Court Navigator range from a few minutes for quick questions, to multiple hours of review and explanation.

The Court Navigator's services reduce confusion and anxiety for litigants who may be unfamiliar or overwhelmed with the legal process. These efforts in turn improve efficiency through minimizing errors in pleadings, delays due to litigants being unprepared, and incomplete filings. With the Court Navigator's guidance, self-represented litigants are better informed and better prepared for court; the need for repeated court appearances on the same issue is decreased, benefiting both the litigants, other members of the public, and the court.

How will this request improve department performance?

The SHC is open 9am-4pm Monday through Thursday and 8am-4pm on Fridays, for any individual without requiring an appointment. Having a dedicated staff member who specializes in the complex field of family law allows for confident and competent assistance in family law issues thereby more efficiently serving the public. The Self-Help Center cannot maintain its current level of service without the Court Navigator.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

Family law is by far the greatest area of need for individuals visiting the SHC. In 2025, the SHC received 748 unique intakes for family law issues, constituting nearly half of all individuals who accessed the SHC. This is in line with a statewide trend in the increasing number of domestic relations

cases filed. The total number of individuals served does not capture the extensive amount of time spent assisting those individuals, including follow-up communications via text or email, multiple return in person visits, or those who received assistance but declined to submit intake information.

Completing family law documents is not simple or intuitive. For example, to complete a basic divorce from start to finish, pro se litigants must review 119 pages of documents, nearly 90 of those requiring completion and submission to the court at the correct time. Further confusing the process, pro se litigants are unable to file electronically, so the correct number of copies and service copies must be made. Divorce instructions drafted by OJA are nearly 30 pages. The sheer quantity of written material is not accessible and can completely overwhelm and discourage litigants from pursuing their case. Our Court Navigator fills the gap by providing simplified instructions, plain language help, and description and assistance with processes and expectations.

Douglas County's SHC and Court Navigator currently participate in a pilot program with the National Center for State Courts and the State Justice Institute through the Kansas Office of Judicial Administration. As one of two Kansas counties selected for the pilot program, we are developing standardized curriculum and implementation for navigators and may be tasked with assisting or overseeing navigators throughout the state. As our Court Navigator position has already been established, Douglas County is poised as a leader and example to other programs.

Additional Notes

FY 2027 Budget Supplemental Request

Department	District Court Operations	**Fund**	100
Ranking(1–5)	1 - Highest	**Funding Frequency**	Ongoing
Description	Douglas County Self-Help Court Navigator		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
218	30000	58150	KPERS	$6,721	KPERS cost
218	30000	58100	Health Insurance	$21,663	Health Insurance cost
218	30000	58230	Oasdi	$4,925	Oasdi cost
218	30000	58280	Unemployment Insurance	$64	Unemployment Insurance cost
218	30000	58290	Workmen's Comp Insurance	$71	Workmen's Comp Insurance cost
Total — Employee Benefits				**$33,444**	
Contractual					
Total — Contractual				**$0**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Court Navigator				$64,378	previously funded by a grant that has been discontinued
Total — Personnel				**$64,378**	
Grand Total Expenditures				**$97,822**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$97,822**	

FY 2027 Budget Supplemental Request

Department	District Court Operations	**Fund**	100
Ranking (1–5)	2 - High	**Funding Frequency**	Ongoing
Description	Douglas County District Court Self-Help Eviction Diversion Coordinator		

Impact on service levels

Maintain existing service levels

Please describe impact on service levels

The Eviction Diversion Coordinator position was established in 2023. The position is full-time. It is currently funded as a .5 FTE.

Description of Request

This proposal seeks support for the Eviction Diversion Coordinator in the District Court Self-Help Center (SHC), who is vital in advancing access to justice for members of our community navigating the legal system without representation. The Eviction Diversion Coordinator assists members of the community (tenant or landlord) who have questions about community resources, the eviction process, and legal forms before, during, and after an eviction. The Eviction Diversion Coordinator appears at the eviction docket and assists in connecting litigants to legal counsel when possible.
The Eviction Diversion Coordinator is a full-time position that is currently paid 50% by the county and 50% by grants that expire in 2026. This supplemental request is for an additional .5 FTE to support this important full-time position.
The Court's budget request prioritizes funding for two critical access to justice roles: the Self-Help Court Navigator and the Self-Help Eviction Diversion Coordinator. Funding for these positions will allow the Self-Help Center to maintain its current level of service for litigants who do not have attorneys.

How will this request help the department or the organization achieve its strategic goals?

The Eviction Diversion Coordinator helps to support the goals of the community plan, A Place for Everyone. The Eviction Diversion Coordinator serves as a face-to-face resource at the eviction and collections answer dockets and daily within the SHC. Assisting both landlords and tenants, the Eviction Diversion Coordinator provides assistance including answering questions about court processes, making relevant forms available, and making legal and community referrals. The Eviction Diversion Coordinator regularly receives referrals from Centro Hispano, law enforcement, and the Willow, while also making referrals to entities such as Kansas Legal Services and Kansas Holistic Defenders, City code compliance, HSC, Family Promise, the Ballard Center, Building Peace (mediation), Catholic Charities, Bert Nash, and the United Way, among others.

The Eviction Diversion Coordinator facilitates small claims mediation when landlord/tenant issues are raised.

An important feature of this position is the development and updating of easy-to-understand educational material for both landlords and tenants. Examples are attached.

The Eviction Diversion Coordinator will interact with the County's Tenant Eviction Pilot Program by making referrals to attorneys and remaining present at eviction hearings.

How will this request improve department performance?

The Self-Help Center is open 9am-4pm Monday through Thursday, and 8am-4pm on Friday, no appointments required. Three full-time staff (the Self-Help Director, the Eviction Diversion Coordinator, and the Court Navigator), one part-time staff member, and trained volunteers assist the public. Eviction can be an intimidating area of law that takes time and dedication to master. With an Eviction Diversion Coordinator, our SHC is able to provide

efficient and accurate information on the eviction legal process. This benefits both landlords and tenants. The Eviction Diversion Coordinator maintains personal connections to other agencies to facilitate referrals that meet each SHC user's needs. The Self-Help Center cannot maintain its current level of service without a full-time Eviction Diversion Coordinator.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

The Eviction Diversion Coordinator participates in a national program sponsored by the National Centers for State Courts, through its Eviction Diversion Initiative. Recognizing a national need, this cohort of 24 courts has worked to design improvements to eviction processes and develop solutions for community members facing eviction. As part of that program, the SHC collects demographic information about the individuals who receive eviction and housing assistance from the Eviction Diversion Coordinator. This data is useful to the County in determining policy responses to increased awareness of eviction proceedings.

Additional Notes

Sample feedback:
“I’ve saved over $2400 working with you guys, thank you!” - tenant facing post-judgment issues including allegations of damages to unit
“I did get your information thank you! . . . I will utilize some of the resources you provided me to maybe get assistance to move out. . . Thank you so much! I am so grateful” - domestic violence survivor tenant
“My landlord agreed and signed a form stating they would not file an eviction yet a few days later they did file an eviction. Luckily [you] had all of the paperwork and they ended up cancelling it.” – tenant who sought pre-filing assistance

One landlord who sought help was a Spanish-speaking non-citizen who was unable to obtain legal representation. Through many emails, in person visits, and text messages, our Eviction Coordinator explained the eviction process and necessary steps. With this help, the landlord was able to successfully evict a tenant who had caused damages to her unit, including obtaining a judgment against the tenant for unpaid rent and monetary damages.

The Eviction Coordinator assisted a woman who received a 3-day eviction notice and misunderstood it as a final order to leave her home. When she contacted the Eviction Coordinator, she was able to explain that the notice was only the start of the eviction process, giving her time to seek rental assistance to cover her overdue rent. She expressed profound relief and gratitude, stating that understanding her rights and the timeline alleviated a great burden.

Another woman contacted the Eviction Coordinator with significant health concerns from her rental living conditions. She was referred to multiple community resources and ultimately found an emergency housing program through one of these referrals. Due to this help, the tenant was able to successfully negotiate a move-out while avoiding an eviction on her record.

FY 2027 Budget Supplemental Request

Department	District Court Operations	**Fund**	100
Ranking(1–5)	2 - High	**Funding Frequency**	Ongoing
Description	Douglas County District Court Self-Help Eviction Diversion Coordinator		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
218	30000	58150	KPERS	$6,960	KPERS cost
218	30000	58100	Health Insurance	$21,663	Health Insurance cost
218	30000	58230	Oasdi	$5,100	Oasdi cost
218	30000	58280	Unemployment Insurance	$67	Unemployment Insurance cost
218	30000	58290	Workmen's Comp Insurance	$73	Workmen's Comp Insurance cost
Total — Employee Benefits				**$33,863**	
Contractual					
Total — Contractual				**$0**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Eviction Diversion Coordinator				$33,500	increasing position from .5FTE to 1.0FTE
Total — Personnel				**$33,500**	
Grand Total Expenditures				**$67,363**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$67,363**	

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FY 2027 Budget Supplemental Request

Department	District Court Operations	**Fund**	100
Ranking (1–5)	3 - Medium	**Funding Frequency**	Ongoing
Description	Access to legal services from a licensed attorney in the Self-Help Center		

Impact on service levels

Enhance existing service levels

Please describe impact on service levels

This request complements an Access to Justice Grant provided to Kansas Legal Services by the Office of Judicial Administration that currently funds one day per week of legal assistance from a licensed attorney in the Self-Help Center. This request adds funding for one additional day per week of access to legal services from a licensed attorney in the Douglas County Self-Help Center.

Description of Request

This request is for funding to provide one day (6 hours) per week of access to legal services from a licensed attorney in the Douglas County Self-Help Center. Access to legal services from an attorney helps users of the Douglas County Self-Help Center obtain legal information, advice, and representation needed to understand their rights and resolve legal problems fairly and efficiently. Legal assistance supplements the services already provided by the Self-Help Center by helping users address more complicated legal issues that they would not be able to address on their own, even with the Self-Help Center's existing resources. Legal services from an attorney are too expensive for many members of our community and this service would provide important assistance for those who otherwise cannot afford legal help and are not able to navigate their legal issues on their own.

How will this request help the department or the organization achieve its strategic goals?

This supplemental request supports the District Court Local Court Strategic Action Plan priority of enhancing access to justice for court users. The request supports Douglas County's efforts to address evictions, reduce homelessness, enhance access to justice, and improve the health and well-being of its citizens, including children. Almost half of the Self-Help Center users seek assistance with family law issues which often require specific legal expertise. Resolution of family law issues often impact the most vulnerable children and families of our community. Many Self-Help Center users need assistance with legal issues that affect their economic well-being, which impacts their ability to maintain housing.

How will this request improve department performance?

This request will support the Douglas County Self-Help Center's efforts to assist community members with legal issues. Some legal issues are too complicated for members of the public to effectively address, even with the services of the Self-Help Center. In those instances, the assistance of an attorney is vital. An additional day of legal services from an attorney will improve the Self-Help Center's performance by helping more people with their legal issues.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

The Self-Help Center received 748 unique intakes for family law issues in 2025. The Self-Help Center received 223 unique housing-related intakes in 2025. The total unique intakes for 2025 was 1570.

Additional Notes

Access to legal services is essential to ensure people can understand and protect their rights, especially when facing serious civil issues like housing, family matters, debt, or benefits disputes. Because legal processes are complex and professional help is often too expensive, many individuals—particularly those with low incomes—are unable to get the assistance they need, widening the justice gap and putting them at risk of unfair outcomes.

Affordable, available legal support promotes fairness, stability, and trust in the justice system by giving everyone a meaningful chance to resolve problems and participate fully in society. Absence of free legal services contributes to strained community resources related to evictions, debt collections, lack of benefits and monetary support for eligible recipients.

FY 2027 Budget Supplemental Request

Department	District Court Operations	**Fund**	100
Ranking(1–5)	3 - Medium	**Funding Frequency**	Ongoing
Description	Access to legal services from a licensed attorney in the Self-Help Center		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Access to Legal Counsel				$37,440	enhance existing service
Total — Contractual				**$37,440**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$37,440**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$37,440**	

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FY 2027 Budget Supplemental Request

Department	Information Technology	**Fund**	100
Ranking (1–5)	1 - Highest	**Funding Frequency**	Ongoing
Description	Increase of 1.5 million for software and services		

Impact on service levels

Maintain existing service levels

Please describe impact on service levels

In 2025, Douglas County onboarded the Senior Resource Center which added additional licenses to our Microsoft environment. We also converted the Consolidated Fire and Medical staff to use our Microsoft environment. These costs as well as Doulgas County Sheriff's Microsoft costs are included in the Information Technology Software budget increase. The Sheriff's office increased their count of Microsoft licenses twice in 2025 and in 2026. As the County continues to grow, we see more equipment and file storage needed to maintain this increase in personnel.
This year, Douglas County Information Technology is working with each department to help move network file storage to OneDrive and SharePoint folders. With the Microsoft agreement each user license allows for 5 Terabytes of One Drive storage and SharePoint up to 25 Terabytes combined storage. Currently, Douglas County Information Technology has seen costs for large network storage devices increasing by thirty five percent. The move to One Drive and SharePoint will allow for smaller network storage devices, helping the overall costs.

Description of Request

Information Technology costs are on the rise from software services to hardware devices and storage. Douglas County Information Technology department has taken full responsibility for all software for Douglas County departments (except for the Register of Deeds solutions). In 2025, software costs increased by over fifteen percent over the following year. Information Technology has worked to secure three-year agreements with some solutions allowing costs to stay consistent and not increase each year by large amounts. Looking at the Counties five-year plan regarding hardware replacements has allowed us to plan appropriately for the future costs and growth.

How will this request help the department or the organization achieve its strategic goals?

The software and hardware maintenance agreements signed with the construction projects will end in 2027 and the Information Technology department will manage those agreements. These costs are estimates and included in the increase of the overall 2027 Software budget.

How will this request improve department performance?

This last year county departments invested time to review the current processes for Human Resources, Finance, Budget and Project planning helping create a well-documented request for proposal for a new Enterprise Finance Program. A request is estimated for fall 2026 and a final decision for a new vendor and solution in late 2026. 2027 costs will include conversion of the current database, professional services to assist with implementation and a monthly service charge. Newer Enterprise Finance Systems are cloud-based applications requiring the monthly service charge verses a one-time software charge for an on-premises solution.
Adding a cloud (Azure) environment will allow the County to continue to have a strong presence both on premise and in the cloud. A cloud environment establishes a link to the enterprise solution that Douglas County is expected to implement in 2027. Having a cloud server and agreeing to a three year agreement will be a cost savings for Douglas County verses purchasing hardware and maintaining operating costs and security standards.
Software cost increases allow Douglas County to continue to maintain the software solutions and invest in the future of a more robust Enterprise

package. The newer enterprise package will eliminate software packages by saving time for our staff from doing multiple manual entries in excel spreadsheets as well as access databases. Reporting capabilities will allow for dashboards and drill down ease.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

Security continues to play the most important part of the Information Technology Team. With a new enterprise solution including human resource applications will allow for a secure online employment process. Our current solutions were built in house and maintaining these applications continue to rise.

Additional Notes

improve

FY 2027 Budget Supplemental Request

Department	Information Technology	**Fund**	100
Ranking(1–5)	1 - Highest	**Funding Frequency**	Ongoing
Description	Increase of 1.5 million for software and services		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Software & Services				$700,000	
Total — Contractual				**$700,000**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$700,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$700,000**	

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FY 2027 Budget Supplemental Request

Department	Information Technology	**Fund**	100
Ranking (1–5)	2 - High	**Funding Frequency**	Ongoing
Description	Enterprise Resource Planning five year plan		

Impact on service levels

Enhance existing service levels

Please describe impact on service levels

see attachment

Description of Request

Growth over the last five years for Douglas County has brought more complexity to the financial systems requiring staff to use excel spreadsheets, access databases and custom applications. Over 10 years ago Douglas County implemented a new enterprise resource system, this system is no longer meeting the demands of the County.
With the assistance of GFOA, a six-month review of our processes and procedures has brought to light the need for a new enterprise resource program.

How will this request help the department or the organization achieve its strategic goals?

see attachment

How will this request improve department performance?

see attachment

Please reference any relevant benchmarks, data, industry standards, etc. for justification

see attachment

Additional Notes

FY 2027 Budget Supplemental Request

Department	Information Technology	**Fund**	100
Ranking(1–5)	2 - High	**Funding Frequency**	Ongoing
Description	Enterprise Resource Planning five year plan		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Enterprise Resource Planning				$500,000	5-year plan
Total — Contractual				**$500,000**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$500,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$500,000**	

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ERP Budget Justification, Cost-Benefit Analysis, and 5-Year TCO

Budget Justification

Legacy System Replacement

- Replaces NOVAtime, Finance Enterprise, Bids & Tenders, SymPro, legacy payroll, and other systems.
- Eliminates multiple access databases used to support project management, payroll, trust funds, retiree insurance, and sick leave loan databases.
- Reduces IT maintenance burden and removes unsupported, high-risk systems.

Elimination of Excel/Word Processes

- Eliminates manual excel based work for budget version imports, bank reconciliation uploads, investment worksheets, and others.
- Replace external benefits, job description, and pay scale spreadsheets with integrated modules.
- Automates market/merit worksheets and timecard processes that currently rely on Excel.

Cloud Hosting & Security

- Improves business continuity with high availability independent of County network outages.
- Provides deeper Azure O365 integration for identity management and lifecycle automation.
- Enhances security through auditing, data protection, and modern cloud architecture.

Workflows, Automations, and APIs

- Automates approvals, notifications, and repetitive tasks across departments.
- Supports API-based integration with payment processors, banks, and internal applications.
- Reduces manual entry to minimize human error and improve data accuracy.

Updates and Version Management

- Cloud updates applied automatically to ensure system integrity and security.
- Feature toggles allow the County to test and activate changes on their own schedule.
- Maintains consistent security posture through ongoing patching.

Reporting and Dashboards

- Provides robust internal dashboards to support data-driven decisions.
- Direct Power BI integration improves external reporting capabilities.
- Simplifies report development compared to SQL-heavy legacy systems.

General Ledger Modernization

- Improves transparency with modern chart-of-accounts segmentation.
- Enhances GL-to-payroll integration eliminating manual FRINGE calculations.
- Supports answering key audit questions: who, what, why, fund source, and associated project.

Budgeting

- Supports position budgeting and labor forecasting including FRINGE calculations.
- Aligns budgeting workflows with HR and finance data.
- Optional integration with local applications (Sowji's apps).

Grants Management

- Introduces end-to-end electronic grant lifecycle management.
- Supports workflows for approvals, notifications, and compliance checkpoints.
- Automates creation of project codes, budgets, and receivables upon grant award.

Procure-to-Pay

- Uses OCR to streamline requisition, PO, invoice, and contract processing.
- Introduces vendor self-service portal improving data accuracy and efficiency.
- Enforces budget controls and improves security of vendor/customer classifications.

Accounts Receivable & Cash Receipts

- Eliminates duplicate entry for customer payments via improved integrations.
- Replaces manual retiree insurance and secondary account AR tracking.
- Allows staff to create customer files without administrative involvement, reducing bottlenecks.

Capital Projects (CIP)

- Provides unified system to track project costs for CIP.
- Automates annual reporting work for County Commission.
- Improves change order oversight via workflow-driven processes.

Asset Management

- Centralizes asset tracking across departments in one system.
- Supports GASB 87, 96, and 104 compliances for leases and subscription agreements.
- Automates asset creation from purchasing workflows with correct depreciation data.

Treasury

- Integrates directly with banking providers for efficient reconciliation.
- Automates investment tracking normally performed in SymPro or spreadsheets.
- Improves automation for Tax system financial imports.

Employee Portal

- Provides centralized access to time, pay stubs, W-2s, benefits, and forms.
- Triggers workflows when employees submit updates or requests.
- Offers secure mobile access with geo-fencing for field staff.

Benefits Management

- Centralizes open enrollment, onboarding enrollment, and qualifying life events.
- Reduces reliance on third-party benefits administrators such as Turnkey.
- Automates reminders for enrollment windows and HR staff.

Employee Records

- Creates a unified source of truth for personnel data, evaluations, medical files, and pay history.
- Improves PII protections through granular masking and role-based access.
- Eliminates dependency on OnBase for employee record searches.

FMLA Management

- Provides end-to-end digital FMLA request, tracking, and approval workflows.
- Automates notices, documentation, and compliance steps.
- Integrates leave tracking with payroll to reduce manual calculations.

Position Management

- Supports job description templates and automated classification workflows.
- Automatically assigns pay grades, steps, bargaining units, and schedule rules.
- Generates PCNs and budget attributes automatically.

Hiring & Recruiting

- Replaces the outdated Online Employment Application system.
- Allows automated job board posting and applicant return feeds.
- Supports email and SMS communication with candidates.

Onboarding

- Digitizes onboarding tasks including I-9, W-4, direct deposit, and training.
- Coordinates interdepartmental onboarding activities in one system.
- Integrates background check workflows from third-party providers.

Personnel Action Forms (PAFs)

- Supports approval-based updates to GL accounts and job attributes.
- Automates new hire network provisioning and termination deprovisioning.
- Allows correction and resubmission, unlike the current system.

Time & Attendance

- Standardizes time entry across departments through mobile-friendly portals.
- Integrates time records directly with payroll without imports.
- Supports sick leave loans, shared leave pools, and CIP labor integration.

Payroll & Pay Adjustments

- Eliminates dual system leave balance maintenance.
- Automates reporting for 401a, 457, KPERS, KP&F, and RET payments.
- Provides mass compensation tools that preserve pay history without need for external system work.

Cost-Benefit Analysis

Tangible Benefits:

- New ERP solutions can consolidate several standalone solutions, services, and legacy products into a modern well integrated system. This decreases manual labor for payroll, HR, finance, and procurement due to automation and direct integration of key systems.

    - **$145,134.91 annually in verified consolidation opportunities to offset increased SaaS costs:**
        - NOVAtime: $25,200 ($2100.00 per month x12)
        - Finance Enterprise: $101,864.66
            - $90,496.81 Annual Maintenance
            - $1872.25 Average Yearly Professional Service Fees
            - $9495.60 Annual Cost of Premise Infrastructure
                - 7 Virtual Servers with 26 cores, 1TB of Storage, Windows 2019, SQL Server. Costs shown for perpetual licensing and hardware represent the deprecation value assuming a 5-year life cycle.
                    - VMware Licensing $130/core per year
                    - Windows Server Licensing $220/server per year
                    - SQL Server Licensing 3 Packs, 6 Cores $2151.60 per year
                    - Hardware Costs: $2424/year (assumes an original cost of $12120 for physical server to host the VM scaled number of cores required for solution)
        - Bids and Tenders: $9350.25 Annual SaaS Costs
        - Online Employment Application: $3490.00
            - $1750.00 (Developer labor assuming 40 hours per year and 90k salary)
            - $1740.00 (Annual deprecation amount assuming a 5-year life cycle for a basic web server that costs $8700.00).
        - Legacy Payroll Systems: $5230.00
            - $1750.00 (Developer labor assuming 40 hours per year and 90k salary)

    - $3480.00 (Annual deprecation amount assuming a 5-year life cycle for 2 basic web servers that cost $8700.00 each).
- SymPro: $17199.00 Annual SaaS Costs
- TurnKey Benefits Administration:

Intangible Benefits:

- Improves cybersecurity and data protection with modern cloud hosting.
- Enhances decision-making via dashboards, analytics, and unified reporting.
- Reduces audit risk by enforcing workflows and centralized controls.

5-Year Total Cost of Ownership (TCO) for Replacement System

The table below represents the anticipated 5-year cost of ownership, assuming a 5-year fixed cost agreement. It also highlights verified savings through consolidation and elimination of redundant systems. These saving do not start until year 3 as existing services will need to be maintained while we implement new products. Costs can be further offset by moving forward with optional consolidation opportunities.

Cost Category	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Implementation (One-Time)	$1,500,000	$0	$0	$0	$0	$1,500,000
Annual SaaS Subscription	$370,000	$470,000	$470,000	$470,000	$470,000	$2,350,000
Consolidation Savings	0	0	$145,134	$145,134	$145,134	$435,404
Total Annual Cost	$1,970,000	$470,000	$324,866	$324,866	$324,866	$2,875,404

FY 2027 Budget Supplemental Request

Department	Shared Costs	**Fund**	100
Ranking (1–5)	1 - Highest	**Funding Frequency**	Ongoing
Description	LDCFM Mobile Integrated Health (MIH) Team Lead		

Impact on service levels

Maintain existing service levels

Please describe impact on service levels

The MIH Team is currently staffed with two IBSC-certified Community Paramedics. They are required to operate as a two-person team when working with patients in the field. This requirement protects both the MIH team and patients by ensuring sufficient emergency services personnel are on scene if conditions become dangerous, the patient needs to be lifted or moved, or the patient is experiencing a significant medical emergency.

With only two personnel assigned to the MIH Team, the Team is functionally out of commission any time one of them is unavailable. The remaining MIH Paramedic can perform administrative tasks, schedule appointments, and perform other support tasks from the office, but is unable to conduct in-person patient visits, which are the Team's essential function. This applies both to job-related commitments, such as meetings with partner agencies and training, and to paid leave. Whenever one of the MIH Paramedics is unavailable, the MIH Team cannot see patients.

The MIH Lead would perform front-line supervision and day-to-day administrative functions, and would step in when an MIH Paramedic is unavailable to maintain the Team's capacity to serve patients in the field.

Description of Request

This request is for a third member of the Mobile Integrated Health Team. This position would increase the resiliency of the MIH Team, enabling the team to continue to perform all MIH services that are currently offline when one member is absent or unavailable. In addition, this position would serve as the front-line supervisor for the Mobile Integrated Health Team, overseeing day-to-day operations; directing MIH Team members' through routine assignments; performing essential administrative functions for the MIH Team; and serving as the initial point of contact/liaison between the MIH Team and partner agencies. This position would report to the LDCFM Division Chief of EMS, who would continue to manage the MIH Team but would have more time to focus on longer-term strategic initiatives for the MIH Team and the broader Douglas County crisis system.

How will this request help the department or the organization achieve its strategic goals?

The goal of the MIH program is to reduce the impact to the 911/EMS/ED system from high-utilizers with low-acuity complaints. This has the added benefit of helping members of our community with chronic complaints, often due to social determinants of health, to a healthier and more stable quality of life. The MIH program is currently reactive, taking CORF referrals from EMS/Fire providers throughout the county, and conducting outreach to patients who call 911 for medical complaints at a high rate. The program does not currently take external referrals due to capacity limitations, as the MIH Team is frequently unable to contact all newly assigned patients within the same week they are assigned.

This directly reflects current MIH team staffing levels, which frequently result in the team going offline. Adding an MIH Lead would allow the MIH Team to continue to function when one member was absent. By increasing the Team's uptime and resiliency, it would be available for patient care in the field at a much higher rate it is currently.

In addition, as a relatively new program that interfaces with many different organizations, the MIH Team requires more administrative time and attention

to maintain service levels than can be provided under the current leadership structure. The MIH Team Lead position would also be tasked with front-line supervision and day-to-day supervision of the MIH Team, freeing up the Division Chief of EMS to focus on strategic partnerships as part of the Douglas County Crisis Response Coalition and Crisis System Operations Team. This leadership structure would increase the MIH Team's capacity to meet established goals and objectives.

How will this request improve department performance?

While the MIH Paramedics are assigned to a 40-hour work schedule, the MIH Team is not available for patients for the full 40 hours each week. When either MIH Paramedic is unavailable due to paid time off or job-related duties, the MIH Team cannot respond to patients in the field and is relegated to support activities. In an 8-week period from February-April 2026, the average availability of the MIH Team to provide patient care activities was 57%, or less than 23 of its scheduled 40 hours. The team's availability never exceeded 70% (28 hours) in any week surveyed.

The Team's limited availability is not related to paid leave usage. In the 8-week period studied, the two MIH Paramedics accrued 82 hours of PTO benefit time between them, but took only 21 hours of PTO.

The limited availability of the MIH Team, as currently staffed, reduces our ability to meet our response goals. In one week in January, the MIH Team received 32 referrals, but was unable to make contact with 8 of the patients (25% of the total). That same week, one of the MIH Paramedics took 10 hours of leave (25% of the week). An MIH Team Lead would have been able to step in and cover for that leave, allowing the Team to respond to new patient referrals for the entire week.

Another concern is the potential for the MIH Team to be out of commission for an extended period. MIH Paramedics perform physical jobs with the potential for injuries that could require a long recovery. Likewise, LDCFM employees are eligible for 12 weeks of caregiver leave for new children, and may request modified duty assignments for off-duty injuries, pregnancy, or lactation. With a MIH Team Lead, LDCFM would be able to sustain core MIH services during a long-term absence of a Team member, while the Division Chief of EMS resumed some administrative duties. Without the MIH Team Lead position, the Team might be unable to perform its essential function (patient contact in the field) for weeks or months at a time.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

The field of Mobile Integrated Health and Community Paramedics is a relative newcomer in the United States healthcare landscape. There is great variations in the funding sources, sponsoring agencies, and affiliated organizations in different jurisdictions, and therefore there are an equally wide variety of MIH teams. However, a common requirement for these teams is the expectation that they operate as part of a multi-person (generally 2 providers) team when responding to patients in the field.

Recent data on the LDCFM MIH Team's availability shows there is a significant gap between its work schedule (40 hours per week) and the hours it is actually available to respond to patients in the field as a two-person team. While 100% reliability is unlikely even with an MIH Team Lead, by adding this position, the Team's reliability can reasonably be expected to increase from 57% to 80% or greater. Increasing MIH Team availability would enable the team to have a higher rate of success in contacting new referral patients within the week they are referred. It would also insure against the risk of the Team having a total shut-down in the event of one of the MIH Paramedics cannot perform their normal duties for an extended period.

Additional Notes

We have attempted to fill gaps in MIH Team staffing with co-responders from our partner agencies, with limited success. We have found that while co-responding plays a vital role in providing comprehensive services to our patients, it is not an effective way to cover staffing shortages on the MIH Team. Co-responders are very effective when they are working alongside MIH Paramedics to help patients navigate the entire care system and ensure warm hand-offs to longer-term resources for social and medical needs. However, co-responding is most beneficial when it takes place as a targeted intervention tailored for a known patient, with the co-responders selected based on the individual patient's needs.

By contrast, attempting to arrange for a single member of a partner agency to co-respond with an MIH Paramedic for an entire day in an attempt

maintain two-person staffing is neither an effective nor efficient method of covering for gaps in MIH Paramedic availability.

First, co-responding is not a reliable solution for last-minute absences. The staff members of these partner agencies typically have full workloads and daily schedules, and are rarely able to break free for an entire day without significant advance warning.

Second, the functions and job duties of these partner agency members are fundamentally different from MIH Paramedics. As a result, during many MIH Team visits and patient interactions, a co-responder from another agency is often unable to assist with many of the tasks being performed by the MIH Paramedic. This is an inefficient way to make use of personnel from other agencies. The current model where 2 MIH Paramedics can tag-team the MIH visit, and request members of other agencies to co-respond, follow-up later, or perform telehealth services, is more respectful of the demands on our partner agencies and increases patient throughput during MIH visits.

FY 2027 Budget Supplemental Request

Department	Shared Costs	**Fund**	100
Ranking(1–5)	1 - Highest	**Funding Frequency**	Ongoing
Description	LDCFM Mobile Integrated Health (MIH) Team Lead		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Total — Contractual				**$0**	
Commodities					
			LDCFM MIH Team Lead Outfitting	$5,000	Uniforms, Laptop, Radio, etc. - One Time Costs
			LDCFM MIH Team Lead Vehicle + Outfitting	$80,000	Vehicle Purchase + Emergency Response / Outfitting Costs - One Time Costs
Total — Commodities				**$85,000**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
			LDCFM MIH Team Lead	$86,000	Salary
			LDCFM MIH Team Lead	$28,000	Benefits
Total — Personnel				**$114,000**	
Grand Total Expenditures				**$199,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$199,000**	

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FY 2027 Budget Supplemental Request

Department	Shared Costs	**Fund**	100
Ranking (1–5)	2 - High	**Funding Frequency**	Ongoing
Description	LDCFM Mobile Integrated Health (MIH) Technician-Paramedic		

Impact on service levels

Enhance existing service levels

Please describe impact on service levels

The LDCFM MIH Team has grown to play a vital role within the Douglas County healthcare and crisis support systems. However, the team's actual availability to respond to patients in the field is significantly below the 40 hours it is scheduled to work each week. In a recent eight-week period, the team was short at least one member 43% of its scheduled work hours on average. It is estimated that the MIH Team Lead position that was asked for in a separate supplemental request would increase the reliability of a two-person team to around 80% of scheduled hours. A third MIH Paramedic would further increase reliability, while also increasing the time the MIH Team Lead is available for administrative and supervisory functions. While 100% availability is unrealistic even with four members of the MIH Team, it is reasonable to expect this position would increase the team's availability to at least 90% of scheduled hours.

However, this position provides much more than a marginal increase in the availability of a single two-person MIH team. The major advantage of adding a third MIH Paramedic is that it enables a second MIH team to operate when all four members are available. This second MIH team would, when available, act as an Alternative Response team. This team would be dispatched to low-acuity EMS incidents instead of an ambulance, which would be more cost-effective for the community and better able to help patients navigate the complex healthcare landscape.

EMS industry leaders predict that this model of service delivery will expand rapidly in the coming years. It is a more cost-effective alternative to traditional models in which all 911 calls receive an ambulance response. While a third MIH Paramedic will not enable LDCFM to perform Alternative Response on a continuous basis, even partial availability of this function will provide valuable insight and experience in preparation for future expansion of this service.

Description of Request

This request is for a third MIH Paramedic in addition to the supplemental request for an MIH Team Lead. This would bring the total staffing of the Mobile Integrated Health Team to four: three MIH Paramedics and one MIH Team Lead.

This position would increase the amount of time the MIH team is able to perform patient care and administrative functions. If one MIH Paramedic is unavailable, the two remaining MIH Paramedics will continue to perform the team's core function of responding to patients in the field. This will allow the MIH Team Lead to continue to perform their normal supervisory and administrative duties, rather than having to step away from these duties to maintain the team's availability.

When all four MIH Team members are available, they would operate as two two-person teams. One team would continue to perform the duties of the current MIH Team, while the second team would perform Alternative Response, being dispatched to low-acuity EMS incidents instead of an ambulance.

Alternative Response programs have shown enormous benefits in communities where they have been implemented. They help keep ambulances available for emergency response and connect patients with specially trained Community Paramedics to help them manage chronic conditions and

bridge gaps in care while navigating the health care system.

To be clear, even with a third MIH Paramedic, Alternative Response will only be available intermittently, when all four MIH Team members are available. This will allow us to work through issues as they are encountered and determine the potential benefits of scaling up Alternative Response capacity in the future. While data from recent years suggests that up to a quarter of EMS incidents might be more effectively resolved through MIH Alternative Response instead of an ambulance, these assumptions should be tested under real-world conditions.

How will this request help the department or the organization achieve its strategic goals?

The primary goal for the MIH Team is to reduce the use of the 911/EMS/ED system by high-utilizers with low-acuity complaints and connect them to more appropriate and cost-effective resources. Current MIH Team staffing allows a single two-person MIH team to deploy to patients in the field when both employees are on duty and available for response.

This deployment model is the best use of current resources, as it focuses MIH on patients referred by emergency service personnel or flagged for high use of the 911 system. However, it is fundamentally reactive in nature, responding to patients who are already in crisis, rather than delivering interventions earlier in the disease process to help these patients avoid falling into crisis.

With additional staffing, a second two-person MIH team would be able to provide Alternative Response. Under this model, when an Alternative Response team is available, this team will be dispatched to callers with low-acuity complaints who meet predetermined criteria. This helps both the patient and the entire EMS system. The patient receives care and attention from specially-trained MIH Paramedics to help them find resolutions to the underlying issues that would otherwise result in excessive 911 calls, and the system is able to keep ALS ambulances available for response to high-acuity emergency incidents.

While a single additional MIH Paramedic will not allow us to provide Alternative Response on a constant basis, it will provide it whenever all MIH Team members are available for response, directly reduce EMS/ED volume at those times, and through early intervention it will reduce the number of patients referred to MIH by emergency responders. It will also provide data on the value the community could expect to receive from an expanded Alternative Response program.

How will this request improve department performance?

The current MIH Team consists of a two-person team of MIH Paramedics who deploy to patients in the field based on referrals from emergency responders. However, this team is not available whenever an MIH Paramedic is unavailable. The MIH Team Lead position requested in a separate supplemental budget request can fill in for these absences. However, the MIH Team currently averages a weekly uptime of 57%. If the MIH Team Lead is the only option to increase this availability, they will be pulled from their primary duties almost half of the time, reducing their ability to perform essential administrative functions. A third MIH Paramedic would minimize these disruptions when a single provider is unavailable.

More importantly, adding a third MIH Paramedic would enable Alternative Response on an intermittent basis. This would allow early, proactive intervention, rather than only being reactive after patients are in crisis. Most patients fall into crisis gradually, rather than from a single isolated event. This frequently manifests as increasing calls for relatively minor complaints, which result in multiple ambulance transports to the ED over an extended period. During this time, the patient’s condition steadily declines until it reaches a point where it prompts first responders to refer the patient to the MIH Team.

Alternative Response would prevent delays in these patients receiving services by deploying specially-trained MIH Paramedics directly to 911 calls. Patients who are slowly falling into crisis tend to call 911 for low-acuity complaints. By developing an Alternative Response capability, even intermittently, these patients would be prevented from reaching the point that they trigger MIH referrals. It would also prevent the additional EMS/ED contacts that would otherwise take place, which directly aligns with the mission of the MIH Team.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

The United States EMS system was originally designed to respond to critical incidents such as major trauma or cardiac arrest. Over the years, the scope of EMS in the United States has grown significantly, and EMS often responds to non-emergency situations. While maintaining capacity for critical events will always be an essential part of EMS services, many 911 callers with low-acuity complaints can receive more appropriate and cost-effective care from a Mobile Integrated Health Team staffed by IBSC-certified Community Paramedics.

Mobile Integrated Health Teams provide exceptional value to the communities they serve, as they reduce the use of more expensive emergency resources. They also help patients who call 911 frequently for non-acute emergencies achieve a better level of overall health. EMS and ED services are not designed or equipped to help patients manage chronic conditions, in addition to being much more expensive than a primary care physician.

Alternative Response is a growing modality of treatment within the Mobile Integrated Health space, as it allows teams of specially trained and certified Community Paramedics to respond to patients with low-acuity or chronic complaints. This prevents these patients from having their health continue to slowly decline as they are bounced through the EMS/ED system, and instead provides early intervention to direct these patients to more appropriate and comprehensive care options.

Approval of this supplemental request would allow the LDCFM MIH Team to begin to operate in the Alternative Response space, identifying ways to maximize the Team’s value to the community. This can occur through increased testing and diagnostic services in the patient’s home, expanding use of telehealth instead of EMS transport for minor complaints, and many other methods of making mobile healthcare more effective and efficient in Douglas County.

Additional Notes

FY 2027 Budget Supplemental Request

Department	Shared Costs	**Fund**	100
Ranking(1–5)	2 - High	**Funding Frequency**	Ongoing
Description	LDCFM Mobile Integrated Health (MIH) Technician-Paramedic		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Total — Contractual				**$0**	
Commodities					
			LDCFM MIH Technician-Paramedic Outfitting	$5,000	Uniforms, Laptop, Radio, etc. - One Time Costs
			LDCFM MIH Technician-Paramedic Vehicle + Outfitting	$70,000	Portable Medical Equipment & Vehicle Modifications for 2nd MIH Response Vehicle
Total — Commodities				**$75,000**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
			LDCFM MIH Technician-Paramedic	$80,000	Salary
			LDCFM MIH Technician-Paramedic	$27,000	Benefits
Total — Personnel				**$107,000**	
Grand Total Expenditures				**$182,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$182,000**	

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FY 2027 Budget Supplemental Request

Department	Shared Costs	**Fund**	100
Ranking (1–5)	3 - Medium	**Funding Frequency**	Ongoing
Description	LDCFM EMS Administrative Specialist		

Impact on service levels

Maintain existing service levels

Please describe impact on service levels

LDCFM has successfully exceeded budgeted revenue in recent years and is on track to do so again in 2026. However, as currently staffed, the Billing Team is unable to collect a significant portion of the total possible revenue from ambulance transports. In addition, if current EMS payor trends continue, the Billing Team's collection rate and revenue generation are likely to decline in future years.

While collecting revenue collection is not LDCFM's core mission, the EMS Division does have a mandate to maximize ambulance billing revenue for Douglas County, so long as these activities are in line with our core values and compassionate billing policies.

This staff member would increase the Billing Team's capacity to generate revenue on behalf of Douglas County. This additional revenue would almost certainly offset the cost of this position—increasing the ambulance billing collection rate by just 1.6% would cover the salary and benefits of this position. Additional revenue generated by higher collection rates could be used to fund other important initiatives and programs at the discretion of the Commission.

Description of Request

This proposal requests the addition of a third EMS Administrative Specialist for the LDCFM EMS Division. This position would function as part of the EMS Billing Team and represent a 33% increase in the work hours available to generate revenue from ambulance billing.

In recent years, LDCFM's revenue from EMS Billing has consistently exceeded budget estimates. However, during this period, LDCFM has failed to collect about one-quarter of of potential claims revenue each year. Unpaid claims exceeded $1 million in 2024 and 2025, and this amount is likely to increase without additional Billing Team staffing.

Many of these unpaid claims are likely unrecoverable, because the patients are uninsured and/or indigent, and LDCFM's compassionate billing policy that prohibits selling medical debts to collection agencies. However, many of these unpaid claims are due to the amount of time and effort required to navigate complex claim submission and appeal processes set up by different payers. Adding this position would increase the staff time available to pursue these time-consuming claims, increasing LDCFM's Net Collection Rate*

As a direct source of revenue generation, this position would only need to increase the claims collection rate by 1.6% in 2027 to cover its costs. All revenue beyond that point is additional funds that can be directed to other priorities as determined by County leadership. On a longer time horizon, the additional staff hours this position will provide may be essential for maintaining collection rates at or near the current rate. Each year, more patients are moving from traditional Medicare plans to managed care plans that take more staff time to process. If we do not increase staff hours to meet the workload, there is a danger of missing revenue targets in future years.

*see Additional Notes

How will this request help the department or the organization achieve its strategic goals?

Douglas County extended significant resources to fund an additional ambulance (Medic 6) during last year's budget deliberations. LDCFM is committed to maximizing revenue generation from ambulance billing, so long as the methods employed are in line with our core values and compassionate billing policy. In this case, an additional EMS Administrative Specialist would provide the staff time necessary to pursue claims with insurance companies and other payors. This position would not be used to pursue claims against indigent members of our community.

An increase in LDCFM's Net Collection Rate* of just 1.6% will cover the cost of this position. While collection rates at or near 100% are not realistic for an EMS agency, there is enough room for growth in our Net Collection Rate* that this position is anticipated to result in a net increase in revenue to Douglas County.

*see Additional Notes

How will this request improve department performance?

In 2024, LDCFM's Net Collection Rate* was 76%, resulting in revenue ambulance billing revenue of $3,438,000. In 2025, LDCFM's Net Collection Rate* dipped to 72%, while ambulance billing revenue grew to $3,666,000.

There are two reasons for the divergence between collection rate and revenue growth. The first is that the number of ambulance transport claims grew by 4% from 2024 to 2025. In essence, the total volume of claims increased by approximately the same amount as the collection rate declined. The second reason for the increased revenue is that ambulance fees were increased in July 2025 for the first time since 2018, resulting in higher revenue per claim.

Looking forward, ambulance billing revenue in 2026 will be bolstered by the fact that the revised fees will have been in effect for the full year, rather than only half a year as in 2025. However, it is also likely that the number of claims will not continue to grow and may even decline. This will happen as a result of intentional efforts to reduce the number of low-acuity EMS transports such as the Mobile Integrated Health Team and using private ambulance services for non-emergency transfers.

These initiatives benefit the community by maintaining operational readiness for our ambulances and helping patients with chronic complaints connect with the appropriate resources for managing their conditions. But an anticipated side effect of these efforts is a reduction in the number of claims for ambulance transports, some of which would generate revenue. These efforts absolutely serve the greater good and should not be undone, but as the number of claims decreases, the Billing Team will need to increase its Net Collection Rate* in order to maintain current revenues. Without the additional staff time this position would provide, LDCFM's Net Collection Rate* is likely to continue to decline as claims become more time-consuming to process.

*see Additional Notes

Please reference any relevant benchmarks, data, industry standards, etc. for justification

EMS revenue generation is directly affected by Billing Team staffing levels. A Billing Team position was vacant for the majority of both 2022 and 2023. As a result of reduced Billing Team staffing, LDCFM's claim processing capacity was dramatically reduced, and we failed to meet budgeted revenue targets. While many of those claims were eventually paid in subsequent years, this still created difficulties managing that year's budget, and the Billing Team was only able to catch up once their staffing increased.

A long-term trend that has been noted by many industry observers is that patients are increasingly enrolled in managed care plans instead of traditional Medicare. Claims submitted to these Medicare Advantage plans face more challenges with prompt payment, arbitrary service denials, and complex

paperwork. As more patients are enrolled in these plans, it will take more staff hours for the Billing Team to maintain current Net Collection Rates.

The 2022-2023 EMS revenue shortfalls demonstrate the budgetary repercussions of inadequate staffing of the Billing Team. As the time required to process claims increases, staffing levels that were previously sufficient to generate a given amount of revenue will no longer be adequate.

This recent history demonstrates the risk of missing revenue targets if Billing Team staffing levels are inadequate for the workload. It can take 12 months or more for a new EMS Administrative Specialist to be able to process simple claims autonomously. The majority of their first year is spent on orientation, training, and achieving certification as a Certified Ambulance Coder™. Because it takes significant time to train a new Billing Team member, delaying this expansion until revenue targets are missed is likely to result in the Billing Team underperforming for multiple years.

Additional Notes

*Definition of the Net Collection Rate:

This metric indicates how effectively/efficiently an agency is recovering claims.

To find the Net Collection Rate, the sum of all adjustments is subtracted from the total claims charged. These majority of these adjustments are writing off charges that exceed the maximum allowable rate for Medicare / Medicaid.

The amount remaining after subtracting total adjustments from total charges is the net charges. This represents the maximum possible amount revenue that could be collected if all claims were paid in full. Since collecting 100% of claims is not a realistic expectation, the actual revenue for the year is divided by the net charges to determine the percent of net charges that were paid.

As an example:

In 2024, LDCFM’s total charges for ambulance transports was $5,820,000.

The total charges were adjusted by subtracting $1,270,000 which reflects writing off any charges to Medicare / Medicaid that exceed those programs’ maximum allowable rates. Since there is no possibility of collecting on those charges, they are not taken into consideration when evaluating revenue collection.

After that adjustment, the net charges were $4,550,000, which represents the maximum possible revenue from all claims. Of that amount, $3,438,000 in revenue was collected, which is 76% of net charges. Thus, the Net Collection Rate in 2024 was 76%.

FY 2027 Budget Supplemental Request

Department	Shared Costs	**Fund**	100
Ranking(1–5)	3 - Medium	**Funding Frequency**	Ongoing
Description	LDCFM EMS Administrative Specialist		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Total — Contractual				**$0**	
Commodities					
			LDCFM EMS Administrative Specialist Outfitting	$3,000	Outfitting (laptop, uniforms, etc.) - One-Time Expense
Total — Commodities				**$3,000**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
			LDCFM EMS Administrative Specialist	$51,000	Salary - Ongoing Expense
			LDCFM EMS Administrative Specialist	$21,000	Benefits - Ongoing Expense
Total — Personnel				**$72,000**	
Grand Total Expenditures				**$75,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$75,000**	

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FY 2027 Budget Supplemental Request

Department	Sheriff Operations	**Fund**	100
Ranking (1–5)	1 - Highest	**Funding Frequency**	Ongoing
Description	57020 Deputy Sheriff		

Impact on service levels

Maintain existing service levels

Please describe impact on service levels

Add to FTE to secure the new Judicial Center, old courthouse, grounds. Provide transports from correctional facility to and from court ordered inmate appearances.

Description of Request

Court Security - 1 Additional FTE
For the 2026 budget, we asked for 4 additional deputies to manage the increase in courtrooms and control center in the new JLEC. The county provided two of those requested four positions in 2026.
There are numerous concerns with staffing and the increased duties assigned to Court Security during the construction and when the JLEC is fully completed. During construction, Court Security will likely have to staff the construction crew entrance to maintain the security of the building. In addition, the control center must be staffed during business hours. That alone takes the two positions that the county provided. When the JLEC is completed, it will have a total of 9 courtrooms with 2 additional spaces designated for future courtrooms.
Court Security will no longer have administration, Civil Process, and Detectives in the building to cover assignments as necessary. They will need to have the staff to be self-sufficient in covering their duties.
We respectfully ask for two additional FTE for the Court Security Division. One of these FTE should be utilized as a supervisory position in addition to the current sergeant. When the sergeant is on leave, we currently utilize a senior deputy to be in charge. This deputy is not compensated for this role, and Court Security is the only area in the agency they are utilized.

How will this request help the department or the organization achieve its strategic goals?

This individual will provide needed security of judges, staff in the building, citizens, inmates, and response to emergency instances.

How will this request improve department performance?

The position is for the security of the facility and individuals in the facility

Please reference any relevant benchmarks, data, industry standards, etc. for justification

Current staff numbers do not provide security for the added courtrooms for the new Judicial Center

Additional Notes

FY 2027 Budget Supplemental Request

Department	Sheriff Operations	**Fund**	100
Ranking(1–5)	1 - Highest	**Funding Frequency**	Ongoing
Description	57020 Deputy Sheriff		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
218	30000	58150	KPERS	$6,540	KPERS cost
218	30000	58100	Health Insurance	$21,663	Health Insurance cost
218	30000	58230	Oasdi	$4,795	Oasdi cost
218	30000	58280	Unemployment Insurance	$63	Unemployment Insurance cost
218	30000	58290	Workmen's Comp Insurance	$1,510	Workmen's Comp Insurance cost
Total — Employee Benefits				**$34,571**	
Contractual					
Total — Contractual				**$0**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Deputy Sheriff				$62,640	57020
Total — Personnel				**$62,640**	
Grand Total Expenditures				**$97,211**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$97,211**	

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FY 2027 Budget Supplemental Request

Department	Sheriff Operations	**Fund**	100
Ranking (1–5)	2 - High	**Funding Frequency**	Ongoing
Description	Deputy Sheriff Lieutenant		

Impact on service levels

Maintain existing service levels

Please describe impact on service levels

For the 2026 budget, we asked for 4 additional deputies to manage the increase in courtrooms and control center in the new JLEC. The county provided two of those requested four positions in 2026.
There are numerous concerns with staffing and the increased duties assigned to Court Security during the construction and when the JLEC is fully completed. During construction, Court Security will likely have to staff the construction crew entrance to maintain the security of the building. In addition, the control center must be staffed during business hours. That alone takes the two positions that the county provided. When the JLEC is completed, it will have a total of 9 courtrooms with 2 additional spaces designated for future courtrooms.
Court Security will no longer have administration, Civil Process, and Detectives in the building to cover assignments as necessary. They will need to have the staff to be self-sufficient in covering their duties.
We respectfully ask for two additional FTE for the Court Security Division. One of these FTE should be utilized as a supervisory position in addition to the current sergeant. When the sergeant is on leave, we currently utilize a senior deputy to be in charge. This deputy is not compensated for this role, and Court Security is the only area in the agency they are utilized.

Description of Request

For the 2026 budget, we asked for 4 additional deputies to manage the increase in courtrooms and control center in the new JLEC. The county provided two of those requested four positions in 2026.
There are numerous concerns with staffing and the increased duties assigned to Court Security during the construction and when the JLEC is fully completed. During construction, Court Security will likely have to staff the construction crew entrance to maintain the security of the building. In addition, the control center must be staffed during business hours. That alone takes the two positions that the county provided. When the JLEC is completed, it will have a total of 9 courtrooms with 2 additional spaces designated for future courtrooms.
Court Security will no longer have administration, Civil Process, and Detectives in the building to cover assignments as necessary. They will need to have the staff to be self-sufficient in covering their duties.
We respectfully ask for two additional FTE for the Court Security Division. One of these FTE should be utilized as a supervisory position in addition to the current sergeant. When the sergeant is on leave, we currently utilize a senior deputy to be in charge. This deputy is not compensated for this role, and Court Security is the only area in the agency they are utilized.

How will this request help the department or the organization achieve its strategic goals?

This individual will provide needed security of judges, staff in the building, citizens, inmates, each other and response to emergency instances. This Lieutenant will supervise the unit.

How will this request improve department performance?

This positions is for the security of the facility and individuals in the facility.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

positions are for the security of the facility and individuals in the facility

Current staff numbers do not provide security for the added courtrooms for the new Judicial Center

Additional Notes

FY 2027 Budget Supplemental Request

Department	Sheriff Operations	**Fund**	100
Ranking(1–5)	2 - High	**Funding Frequency**	Ongoing
Description	Deputy Sheriff Lieutenant		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
218	30000	58150	KPERS	$10,440	KPERS cost
218	30000	58100	Health Insurance	$21,663	Health Insurance cost
218	30000	58230	Oasdi	$7,650	Oasdi cost
218	30000	58280	Unemployment Insurance	$100	Unemployment Insurance cost
218	30000	58290	Workmen's Comp Insurance	$2,410	Workmen's Comp Insurance cost
Total — Employee Benefits				**$42,263**	
Contractual					
Total — Contractual				**$0**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Deputy Sheriff Lieutenant				$100,000	Supervise Court Room Security
Total — Personnel				**$100,000**	
Grand Total Expenditures				**$142,263**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$142,263**	

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FY 2027 Budget Supplemental Request

Department	Sheriff Operations	**Fund**	100
Ranking (1–5)	3 - Medium	**Funding Frequency**	Ongoing
Description	Information Technology Support Specialist		

Impact on service levels

Maintain existing service levels

Please describe impact on service levels

The Sheriff's Office Information Technology Unit provides specialized support to Sheriff's Office's infrastructure, security, systems, networks software etc. We currently have 43% of county employees utilizing Sheriff's Office IT along with multiple users from contract staff to include Turnkey Health, Bert Nash, and Mirror Inc.

Description of Request

A dedicated IT Support Specialist position is needed due to the growth of the Sheriff’s Office and the increasing complexity of our systems. Core IT staff need to be able to focus on major infrastructure projects, public-safety systems, and urgent operational demands. This leaves limited capacity for routine workstation support, user troubleshooting, equipment deployment, and lifecycle maintenance. An IT Support Specialist would stabilize daily operations, reduce ticket backlogs, improve response times, and allow senior IT staff to stay focused on high-impact projects such as server migrations, security upgrades, and public-safety application support. This role directly strengthens reliability, efficiency, and service quality across the Sheriff’s Office.

How will this request help the department or the organization achieve its strategic goals?

The Sheriff's Office is the keeper of the dispatch systems serving all first responder agencies in Douglas County. These systems are vital to public safety. Systems, upgrades, new software, hardware and best practices are ever changing. For example, the multi-factor authentication protocols are changing dictating the Sheriff's Office maintain and assume responsibility for every first responder in Douglas County utilizing the countywide system. All agencies utilize this system expect KUPD. This is just one example of work added onto the IT Unit without staff to monitor and control it. IT staff are constantly working to keep patrol vehicles, jail, all users, accessible and secure from cyber attacks while keeping up with their daily responsibilities . The staff we currently have are chooseing between help desk tickets, providing basic support to staff support and project responsibilities. A new IT Support Specialist can help alleviate those choices and allow each position to focus on their responsibilities.

How will this request improve department performance?

Currently, we maintain status but do not have the capacity to work on projects or systems to keep us updated for the future. This position will allow higher ranking IT positions to focus on their priorities.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

The average ratio for IT to user is 1/27. The Sheriff's Office IT staff oversees over 200 Sheriff's Office full and part-time staff, all dispatch employees and their infrastructure, and all contract employees from; Mirror, Bert Nash and TurnKey working in the Correctional Facility. These staffing numbers alone put the Sheriff's Office well below best practices and well below the County IT staffing numbers. To add to the complexity of our systems, the Sheriff's Office is not 8-5 Monday through Friday. These systems are 24 hours a day stretching staff even thinner compared to IT Units who support staff working traditional hours.

Additional Notes

FY 2027 Budget Supplemental Request

Department	Sheriff Operations	**Fund**	100
Ranking(1–5)	3 - Medium	**Funding Frequency**	Ongoing
Description	Information Technology Support Specialist		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
218	30000	58150	KPERS	$6,540	KPERS cost
218	30000	58100	Health Insurance	$21,663	Health Insurance cost
218	30000	58230	Oasdi	$4,792	Oasdi cost
218	30000	58280	Unemployment Insurance	$63	Unemployment Insurance cost
218	30000	58290	Workmen's Comp Insurance	$69	Workmen's Comp Insurance cost
Total — Employee Benefits				**$33,127**	
Contractual					
Total — Contractual				**$0**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
IT Support Specialist				$62,640	55010
Total — Personnel				**$62,640**	
Grand Total Expenditures				**$95,767**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$95,767**	

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FY 2027 Budget Supplemental Request

Department	Senior Resource Center	**Fund**	100
Ranking (1–5)	1 - Highest	**Funding Frequency**	Ongoing
Description	Full compression for existing SRC staff		

Impact on service levels

Maintain existing service levels

Please describe impact on service levels

This supplemental request is to complete compression adjustments for existing SRC staff who conduct existing SRC programs and services.

When SRC staff were transitioned to the County, they were brought in at the lowest amount on the scale for their new paygrade, regardless of their tenure at SRC. This meant that even staff who had been with SRC for over 30 years were at the same pay rate as another County employee who was brand new to their position. So, although SRC staff received a pay increase simply by joining the County staff, their expertise and time in the "department" were not initially recognized. Therefore, 30% compression was applied to SRC staffs' compensation Jan. 1, 2026. This supplemental request is to complete the remaining 70% of compression. Please see the attached spreadsheet for details.

Description of Request

Per the plan to incrementally move SRC staff onto the County's paygrade scale as determined by the 2025 McGrath compensation survey, SRC staff have not yet achieved 100% compression. This ongoing supplemental request will complete that process, allowing SRC staff to be fully aligned with other County employees going forward.

How will this request help the department or the organization achieve its strategic goals?

A strategic goal of the merger of SRC as a department of the County was to bring existing SRC staff into parity with their equivalent paygrade, as determined by the 2025 McGrath compensation study.

How will this request improve department performance?

This supplemental request would complete the transition for paygrade parity for SRC staff as discussed in the merger process, based on SRC staff's years of service to the programs and services of the new department.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

SRC staff were initially brought in at the lowest end of the pay scale for their paygrade and did not have any compression applied when initially made County employees. Compression of 30% was applied at the beginning of 2026.

This supplemental request would complete the final 70%, to be applied at the beginning of 2027. From that point forward, SRC staff would be aligned with their equivalent paygrade across all County employees and folded into the County's standard paygrade processes.

Additional Notes

The attached spreadsheet outlines the individual years of service to SRC given by the dedicated, experienced, professional staff. As it demonstrates, there are eleven staff who-- based on their time with SRC-- have reached their equivalent maximum compression years of service. The remaining staff have been with the organization up to seven years. This level of expertise, dedication, and loyalty among both full and part-time staff is impressive in any organization. Upon the transition to a Department of Douglas County, these staff were placed at a point on the paygrade scale which did not reflect

their years of service. At the time, the expectation was that compression (as quantified through the McGrath compensation study) would be applied. In the interest of assuring the transition budget would be sufficient, this compression adjustment was not applied in full. Instead, 30% of compression was recognized as of 1/1/26. This supplement requests that the remaining 70% of compression be applied, thus placing the SRC staff on the same level as their new County paygrade counterparts and their associated tenure. See attached chart for details.

FY 2027 Budget Supplemental Request

Department	Senior Resource Center	**Fund**	100
Ranking(1–5)	1 - Highest	**Funding Frequency**	Ongoing
Description	Full compression for existing SRC staff		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Total — Contractual				**$0**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
			Fully apply compression for SRC staff	$108,361	Final adjustment to bring all existing SRC staff to full compression
Total — Personnel				**$108,361**	
Grand Total Expenditures				**$108,361**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$108,361**	

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Description	Hire Date	Years of SRC Services as of 1/1/27 (those in yellow are at max compression as SRC employees)	FTE	Annual Hrs	Hourly Wage as of 9/28/25 at lowest end of County paygrade	Annual salary as of 9/28/25 at lowest end of County paygrade	Hourly Wage as of 1/1/26 with 30% compression adjustment	Annual Salary as of 1/1/26 with 30% compression adjustment	Current hourly wage as of 1/1/27 with 100% compression adjustment (after 2026 merit/market adjustments)	Hourly increase/ budget impact from current	Annualized budget increase/ impact from current
Program Supervisor II	11/24/1992	34.00	1.00	2,080.00	$ 30.36	$ 63,148.80	$ 33.09	$ 68,827.20	$ 40.70	$ 5.36	$ 11,148.80
Program Specialist II	7/8/2010	16.00	1.00	2,080.00	$ 28.38	$ 59,030.40	$ 30.42	$ 63,273.60	$ 37.16	$ 4.66	$ 9,692.80
Driver I	3/29/2010	16.00	0.50	1,040.00	$ 15.35	$ 15,964.00	$ 16.73	$ 17,399.20	$ 20.57	$ 2.70	$ 2,808.00
Administrative Assistant I	12/2/2011	15.00	0.80	1,664.00	$ 21.66	$ 36,042.24	$ 23.61	$ 39,287.04	$ 29.03	$ 3.78	$ 6,289.92
Program Specialist I	4/3/2013	13.00	0.50	1,040.00	$ 26.52	$ 27,580.80	$ 28.91	$ 30,066.40	$ 35.54	$ 4.66	$ 4,846.40
Program Supervisor II	7/13/2015	11.00	1.00	2,080.00	$ 30.36	$ 63,148.80	$ 33.09	$ 68,827.20	$ 40.70	$ 5.36	$ 11,186.32
Driver II	11/9/2015	11.00	0.80	1,664.00	$ 20.23	$ 33,662.72	$ 22.05	$ 36,691.20	$ 27.12	$ 3.56	$ 6,408.00
Driver I	12/18/2017	9.00	0.50	1,040.00	$ 15.35	$ 15,964.00	$ 16.60	$ 17,264.00	$ 20.57	$ 2.84	$ 4,430.40
Driver I	11/28/2017	9.00	0.25	520.00	$ 15.35	$ 7,982.00	$ 16.60	$ 8,632.00	$ 20.57	$ 3.46	$ 1,799.20
Administrative Specialist II	3/13/2017	9.00	0.90	1,872.00	$ 24.79	$ 46,406.88	$ 26.80	$ 50,169.60	$ 33.22	$ 4.57	$ 8,555.04
Program Specialist II	4/17/2017	9.00	0.50	1,300.00	$ 28.38	$ 36,894.00	$ 30.68	$ 39,884.00	$ 38.04	$ 5.27	$ 6,851.00
Senior Center Manager	1/14/2019	7.00	1.00	2,080.00	$ 52.18	$ 108,534.40	$ 55.47	$ 115,377.60	$ 66.71	$ 7.46	$ 15,516.80
Administrative Assistant I	8/19/2021	5.00	0.50	1,040.00	$ 21.66	$ 22,526.40	$ 22.64	$ 23,545.60	$ 26.35	$ 2.15	$ 2,236.00
Admin Services Supervisor	9/27/2021	5.00	1.00	2,080.00	$ 30.36	$ 63,148.80	$ 31.73	$ 65,998.40	$ 36.94	$ 3.05	$ 6,344.00
Program Specialist I	8/18/2021	5.00	0.50	1,040.00	$ 26.52	$ 27,580.80	$ 27.71	$ 28,818.40	$ 32.26	$ 2.66	$ 3,458.00
Program Specialist II	1/23/2023	3.00	0.90	1,872.00	$ 28.38	$ 53,127.36	$ 29.15	$ 54,568.80	$ 32.77	$ 1.63	$ 3,051.36
Driver I	9/11/2024	2.00	0.40	800.00	$ 15.35	$ 12,280.00	$ 15.63	$ 12,504.00	$ 17.24	$ 1.13	$ 904.00
Driver I	3/1/2024	2.00	0.50	1,040.00	$ 15.35	$ 15,964.00	$ 15.63	$ 16,255.20	$ 17.24	$ 0.54	$ 842.40
Driver I	9/12/2025	1.00	0.25	520.00	$ 15.35	$ 7,982.00	$ 15.49	$ 8,054.80	$ 16.77	$ 0.80	$ 417.60
Driver I	6/16/2025	1.00	0.50	1,040.00	$ 15.35	$ 15,964.00	$ 15.49	$ 16,109.60	$ 16.77	$ 0.23	$ 239.20
Driver I	8/4/2025	1.00	0.40	832.00	$ 15.35	$ 12,771.20	$ 15.49	$ 12,887.68	$ 16.77	$ 0.80	$ 668.00
Driver I	11/24/2025	1.00	0.40	832.00	$ 15.35	$ 12,771.20	$ 15.49	$ 12,887.68	$ 16.77	$ 0.80	$ 668.00
											$ 108,361.24

FY 2027 Budget Supplemental Request

Department	Senior Resource Center	**Fund**	100
Ranking (1–5)	2 - High	**Funding Frequency**	Ongoing
Description	Increase SRC's FTE allocation by .9		

Impact on service levels

Enhance existing service levels

Please describe impact on service levels

SRC's Senior Wheels driving team is short staffed at this time. The result is that Senior Wheels cannot provide the maximum amount of service possible to the community due to the limitations of the existing driving team. In order for SRC to hire additional drivers for the Senior Wheels team, SRC requests an increase of allocated FTE by .9. This would bring SRC's FTEs from 14.1 to 15. It would allow for two part-time-no-benefits drivers to join the team at .4 each.

Description of Request

SRC currently has two available positions for drivers but does not have any available FTE time. This supplemental request for .9 FTE increase would allow SRC to hire two additional .4 FTE drivers for Senior Wheels.

How will this request help the department or the organization achieve its strategic goals?

It has been made clear that the County prioritizes transportation for older adults as a critical service for the community, especially for medical appointments, and especially for rural residents. When a senior requests a ride, the response SRC always wants to give is: As long as we have a driver and a vehicle available, Senior Wheels can take you where you need to go.

Unfortunately, there have been many days over the past few months when SRC had a vehicle available, but no driver. This is due in part to normal circumstances; illness, vacations, a driver who needed to retire, a driver on medical leave, etc. But it is also due to an error which occurred at the time of the merger. Here is the explanation of this oversight.

The budgetary benefit of Senior Wheels is that the number of hours of service is static; there is a defined number of days in a year that Senior Wheels is open + number of hours of service in a day + number of vehicles that can be on the road + one employee per vehicle. However, in the merger of SRC as a County department, the number of Senior Wheels driver positions was not correctly calibrated to the FTE count. This means that Senior Wheels has been under-staffed since the merge due to drivers who did not join the County at the time of the merge-- their hours of service were not taken into account when the number of staff positions which were created. Unfortunately, this error was not realized until a few months after the merge, leaving Senior Wheels shorthanded.

Currently, SRC's Senior Wheels is not able to execute at full capacity due to staff shortage of drivers. In addition to the current short-staffed status, if a current driver is sick, on vacation, etc., the Senior Wheels supervisor or dispatcher (or any other SRC employee who has completed the necessary training) will fill-in, if possible, which reduces their effectiveness at their assigned tasks.

In order to fully meet the potential of Senior Wheels, additional drivers must be added to the team. Otherwise, the capacity of the mission cannot be realized. This would have a financial impact, especially considering the other supplemental request to apply full compression to all SRC staff's wages.

How will this request improve department performance?

Adding two .4 FTE will allow SRC to hire two additional part time drivers. This will allow Senior Wheels to run at capacity, leveraging the existing part- and full-time drivers and their schedules.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

Measurable indicators can be found in the number of hours for Senior Wheels drivers to have vehicles on the road.

7 vehicles (one of which is driven by volunteers) providing 8 hours of driving over 250 workdays of the year is 14,000 hours. It is possible to calculate the average hourly wage of the team of drivers, and multiply by 14,000.

This supplemental request would fill the difference between the 2026 budget for drivers' wages and the maximum amount of wages for a full team of drivers (assuming that the supplemental request for 100% compression for SRC staff is approved).

Additional Notes

FY 2027 Budget Supplemental Request

Department	Senior Resource Center	**Fund**	100
Ranking(1–5)	2 - High	**Funding Frequency**	Ongoing
Description	Increase SRC's FTE allocation by .9		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Total — Contractual				**$0**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Increase Senior Wheels FTE by .9				$47,000	2 additional .4 FTE drivers for Senior Wheels
Total — Personnel				**$47,000**	
Grand Total Expenditures				**$47,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$47,000**	

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FY 2027 Budget Supplemental Request

Department	Senior Resource Center	**Fund**	100
Ranking (1–5)	3 - Medium	**Funding Frequency**	One-time
Description	Seed funding for replacing Senior Wheels vans which have outlived their lifespan		

Impact on service levels

Maintain existing service levels

Please describe impact on service levels

This supplemental request would not add additional vehicles to the Senior Wheels fleet. It would maintain the current fleet's inventory.

Description of Request

This seed funding ensures that Senior Wheels is prepared to replace vehicles as they age out of use.

At this time, the year and current mileage for SRC's seven vans are:
(1) 2017 currently at ~120,000 miles
(1) 2018 currently at ~85,000 miles
(1) 2020 currently at ~75,000 miles
(2) 2023 currently at ~60,000 and 45,000 miles
(2) 2024 currently at ~20,000 and 22,000 miles
Therefore, barring any unforeseen circumstances, we anticipate the need to replace one van in 2027, one in 2028, one in 2030, and then it will be a challenge to space out the replacement of the next four vans in an economical way since they are bunched together. (This bunching was due to delays in the supply chain and the State of Kansas/ KDOT contract negotiations that occurred from 2020--2022.)

Currently, a new van which has a wheelchair modification is between $60,000 and $70,000. Senior Wheels' wheelchair accessible vans are typically acquired one-of-two ways.
1) The 5310 KDOT grant program, which is an 80:20 match.
2) Private purchase of a van through a wheelchair vehicle supplier.

Historically, SRC has been able to run a van for over ten years. If the van was purchased thru the KDOT grant program, the vehicle's lifespan must be either 100,000 miles, 5 years, or <$5,000 fair market value. (If a KDOT vehicle is sold for more than $5,000, the difference goes back to KDOT.) SRC is prepared to apply for a van with each grant cycle, but approval for these requests is not guaranteed.

Therefore, the foresight and planning for replacing these vehicles should begin now so vans will be strategically replaced instead of replacing in a reactionary way. This one-time seed money will ensure available funds to replace vans as they age out of their use.

How will this request help the department or the organization achieve its strategic goals?

It has been clear that the County places an emphasis on transportation for seniors, especially for medical appointments, and especially from rural areas of Douglas County. A fleet of safe, well-maintained vehicles is critical to this need. SRC staff have been in conversation with our new partners at Public Works in regard to the best way to meet this need. Planning ahead for replacing aged-out vehicles is a critical component of that plan.

How will this request improve department performance?

This seed money will allow Senior Wheels to maintain the quality standard of senior transportation already in place with the program.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

SRC has been able to keep vehicles in circulation for a long lifespan thanks to diligent maintenance and repair policies and procedures. However, barring an unforeseen circumstance like a totaled-out vehicle or prohibitive repair, each vehicle will eventually reach the age where they are out of service frequently enough, and the repairs become expensive enough, that it is no longer responsible to keep them in the fleet. SRC has attempted to space vehicle purchases and planned replacements as thoughtfully and strategically as possible to ensure available cash flow. KDOT's annual grant policy allows for one van request per grant cycle, which SRC will include on applications for the foreseeable future. However, these grant allocations are not guaranteed, and SRC must always be ready to privately-purchase a vehicle in order to maintain the fleet.

Additional Notes

Senior Wheels is widely recognized as one of the most impactful services provided by SRC. Especially due to the unique challenges for accessing wheelchair transportation, as well as rural transportation, SRC meets a significant need in Douglas County.

In the last full KDOT grant year, Senior Wheels' seven vehicles provided over 12,000 rides, driving over 120,000 miles.
Over 7,000 of those rides were for a senior with a disability who needed specialty transportation to accommodate their mobility needs.
Over 6,000 of those rides were for medical appointments. Other reasons for rides include (but are not limited to) groceries, work, exercise, and social engagement.
Almost 3,000 of those rides were for individuals living in rural Douglas County.
When the fleet of vehicles and the driving staff for Senior Wheels are both at full capacity, Senior Wheels can provide up-to 14,000 hours of service each year.

These statistics demonstrate the impact of Senior Wheels, as well as the strain placed on the vehicles. Mobility equipment is often heavy; power wheelchairs can weigh several hundred pounds. In-town driving is known to place significant wear-and-tear on vehicles. When Senior Wheels is down a vehicle for maintenance or repairs, SRC must turn away or reschedule ride requests. This often means seniors are rescheduling medical appointments. What's worse, if a vehicle breaks down mid-day, the remaining rides scheduled that day must be worked into the already packed dispatching schedule of the remaining vehicles, or SRC must contact community partners to "come to the rescue", such as Independence Inc. Planning and prevention are the most important components in being a reliable transportation provider to these vulnerable seniors.

FY 2027 Budget Supplemental Request

Department	Senior Resource Center	**Fund**	100
Ranking(1–5)	3 - Medium	**Funding Frequency**	One-time
Description	Seed funding for replacing Senior Wheels vans which have outlived their lifespan		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Total — Contractual				**$0**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
			Seed money to prepare for replacement of Senior Wheels van(s)	$150,000	Plan for future replacement of aged-out Senior Wheels van(s)
Total — Capital Outlay				**$150,000**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$150,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$150,000**	

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FY 2027 Budget Supplemental Request

Department	Treasurer Motor Vehicle	**Fund**	245
Ranking (1–5)	3 - Medium	**Funding Frequency**	Ongoing
Description	Printing motor vehicle renewals		

Impact on service levels

Implement a new service or function for the department

Please describe impact on service levels

If printing renewals is implemented, it would provide the Treasurer's office the ability to add other services such as kiosks and lock box. The renewal kiosk and lock box will provide another avenue for customers to pay their renewal reducing staff time processing.

Description of Request

Every month the Kansas Department of Revenue print motor vehicle renewal notices across the state of Kansas. Counties have the option to print their own, but must pay for the service.
Printing our own renewals will allow the Treasurer’s office to take advantage of other technologies, such as renewal kiosk, and lock box reducing the amount of time staff spend processing renewal mail.
It’s estimated that we will need to mail about 90,000 renewal notices a year.

Have the ability to print our own renewals provides many advantages, including the workload of staff, but also giving the County a greater access to tax-payers. Sending 90,000 renewals throughout the year, gives the County the ability to inform tax-payers on programs and services.

How will this request help the department or the organization achieve its strategic goals?

This request can help improve efficiency if other technologies are implemented, such as kiosks and lockbox. Printing renewals allow the County to have control of the information received by customers.

How will this request improve department performance?

The County can expect to send about 90,000 renewals a year.

If lockbox or kiosk is implemented, then we expect to see that 5% renewals from the kiosk and $15% from the lock box, which will total 16,000 renewals a year.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

NA

Additional Notes

Combination of postage costs and printing.
Estimate provided by mail service provider.

FY 2027 Budget Supplemental Request

Department	Treasurer Motor Vehicle	**Fund**	245
Ranking(1–5)	3 - Medium	**Funding Frequency**	Ongoing
Description	Printing motor vehicle renewals		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Printing				$90,000	estimate provided by mail service provider
Total — Contractual				**$90,000**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$90,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$90,000**	

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FY 2027 Budget Supplemental Request

Department	Zoning	**Fund**	100
Ranking (1–5)	1 - Highest	**Funding Frequency**	One-time
Description	Comprehensive Zoning Code Update		

Impact on service levels

Enhance existing service levels

Please describe impact on service levels

This request will aim to improve clarity, structure, and usability of the County's land use regulations for staff, applicants, residents, and decision-makers while modernizing the regulatory framework to better address current development patterns, infrastructure considerations, and long-range growth expectations.

Description of Request

The request would fund a comprehensive modernization and restructuring to the County's zoning and subdivision regulations following completion of the ongoing zoning diagnostic review. The anticipated timeline for the zoning and subdivision code rewrite is approximately two years, with work expected to being immediately following completion of the final diagnostic report in the summer of 2026.

The project would focus on updating development regulations to better reflect modern development practices, improve administrative efficiency, strengthen coordination with infrastructure and service capacity, and support long-range growth management objectives within the unincorporated area.

The scope of the work is anticipated to include:
• Modernization and restructuring of zoning and subdivision regulations.
• Improve organization, clarity, and usability of development regulations and procedures.
• Updates to development standards, district frameworks, and administrative processes.
• Improved coordination between land use regulations, infrastructure planning, and intergovernmental growth policies.
• Reduction of conflicting, outdated, or redundant code provisions.
• Modernization of review procedures and implementation tools; and
• Development of more predictable, consistent, and legally defensible regulations.

An additional scope alternate may include preparation of a Future Land Use Map and/or broader growth management framework for the unincorporated area to support long-range land use planning, infrastructure coordination, and future development expectations.

The project is intended to create a more modern, efficient, and implementable land use regulatory framework that better supports coordinated growth planning, infrastructure investment, economic development, agricultural preservation, and long-term County planning objectives.

How will this request help the department or the organization achieve its strategic goals?

• Improve coordination between land use decisions, infrastructure planning, and long-range growth objectives.
• Modernize development regulations to improve transparency, predictability, consistency, and administrative efficiency.
• Create a more effective and implementable regulatory framework for staff, applicants, residents, and decision-makers.

How will this request improve department performance?

This request continues the work begun initiated through the initial phase of the zoning diagnostic study and focuses on implementation of identified modernization and restructuring priorities. The project is intended to improve administrative efficiency, reduce procedural conflicts and inconsistencies, strength coordination between land use decisions and infrastructure planning, and provided clearer and more predictable development standards and review processes.

Please reference any relevant benchmarks, data, industry standards, etc. for justification

Staff have identified numerous opportunities to improve the effectiveness, consistency, and administration of the County's zoning and subdivision regulations. In response, the BOCC approved funding for a technical, diagnostic study in 2026, which is currently underway. The diagnostic process is identifying significant opportunities to modernize development regulations, improve administrative efficiency, strengthen coordination with infrastructure and growth planning efforts, and better position the County to address long-term development and land use challenges.

Additional Notes

This estimate is intentionally conservative and includes assumptions for a significant level of stakeholder engagement, public outreach, and coordination throughout the code rewrite process. Final project costs will depend on the ultimately selected scope of work, level of public engagement anticipated, and whether public engagement activities are primary consultant-led, consultant-facilitated, or staff-supported.

FY 2027 Budget Supplemental Request

Department	Zoning	**Fund**	100
Ranking(1–5)	1 - Highest	**Funding Frequency**	One-time
Description	Comprehensive Zoning Code Update		

Fund	Dept	Acct	Costs of Supplemental Request	Amount	Additional Narrative
Employee Benefits					
Total — Employee Benefits				**$0**	
Contractual					
Zoning Code Update				$300,000	
Total — Contractual				**$300,000**	
Commodities					
Total — Commodities				**$0**	
Capital Outlay					
Total — Capital Outlay				**$0**	
Misc Expenses					
Total — Misc Expenses				**$0**	
Personnel					
Total — Personnel				**$0**	
Grand Total Expenditures				**$300,000**	
Revenue					
Total — Revenue				**$0**	
Net Cost of Request				**$300,000**	

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2027 Market, Merit and Longevity

General Fund	Market	1% Merit	2% Merit	3% Merit	4% Merit	5% Merit	Longevity
Administration	56,115	16,298	32,595	48,893	65,191	81,488	5,440
Administration/CJC	3,374	921	1,843	2,764	3,686	4,607	-
Administration/Sustainability	8,600	2,320	4,640	6,961	9,281	11,601	840
Administration/Human Svc	2,315	632	1,264	1,897	2,529	3,161	-
Senior Resources	24,578	6,642	13,285	19,927	26,570	33,212	-
Appraiser	35,854	9,696	19,393	29,089	38,786	48,482	6,080
County Clerk	25,736	7,265	14,529	21,794	29,058	36,323	3,480
County Clerk/Elections	11,084	3,035	6,071	9,106	12,142	15,177	680
Commissioners	7,725	2,110	4,219	6,329	8,438	10,548	-
Criminal Justice Services Ops	12,840	3,410	6,820	10,229	13,639	17,049	2,880
Criminal Justice Services Youth	57,802	13,940	27,881	41,821	55,761	69,702	8,800
Criminal Justice Services Adult	31,266	7,598	15,197	22,795	30,393	37,992	3,640
District Attorney	103,564	28,009	56,018	84,027	112,036	140,045	4,280
Emergency Communications Center	67,420	20,255	40,509	60,764	81,019	101,274	9,144
Emergency Management	8,456	2,252	4,504	6,757	9,009	11,261	440
Information Technology	44,316	12,219	24,439	36,658	48,877	61,097	4,640
Information Technology/GIS	8,014	2,196	4,392	6,588	8,783	10,979	520
Maintenance	48,484	13,071	26,142	39,213	52,284	65,355	8,640
Public Works/Fleet	15,694	4,201	8,402	12,604	16,805	21,006	520
Public Works/Parks & Noxious Weeds	12,987	4,138	8,276	12,415	16,553	20,691	2,480
Register of Deeds	16,696	4,457	8,914	13,370	17,827	22,284	3,040
Sheriff Operations	190,009	54,882	109,764	164,645	219,527	274,409	27,948
Sheriff Jail	236,125	62,383	124,765	187,148	249,531	311,913	24,948
Treasurer	20,822	5,941	11,881	17,822	23,763	29,703	3,760
Zoning	20,725	5,567	11,133	16,700	22,267	27,834	1,000
Total General Fund	**1,070,599**	**293,439**	**586,877**	**880,316**	**1,173,755**	**1,467,193**	**123,200**
Motor Vehicle Fund							
Treasurer	18,761	6,486	12,972	19,459	25,945	32,431	5,920
Road & Bridge Fund							
Public Works	94,641	27,673	55,347	83,020	110,693	138,367	22,960
Grand Total	**1,184,000**	**327,598**	**655,196**	**982,795**	**1,310,393**	**1,637,991**	**152,080**
Fire Fund							
CFD No 1	*16,852*	*4,419*	*8,839*	*13,258*	*17,678*	*22,097*	-

Market-based pay adjustments are applied on the first paycheck in March. Merit-based pay adjustments are reflected on the first paycheck in April.

LAWRENCE-DOUGLAS COUNTY FIRE MEDICAL

Memoranda

TO: **Sarah Plinsky, County Administrator**

CC: **Brooke Sauer, Finance Manager; Andrea Chavez, Budget Analyst**

FROM: **Joseph Hardy, Acting Fire Chief**

DATE: **June 16, 2026**

SUBJECT: **2027 LDCFM Budget Proposal Version 2**

2027 Operating Budget Submission

Lawrence-Douglas County Fire Medical (LDCFM) was directed to propose a conservative budget that included Fire Medical Station No. 6 personnel-related expenses in 2027.

As a part of the Acting City Manager's recommended budget, the following LDCFM-related items are included:

- An approximate 2-mill increase to support LDCFM expansion
- Continued commitment to market rate pay (step increase + a 2.0-2.5% GWA)

Retained Current Staff:

In 2025, the City Manager's Office directed LDCFM to identify $1.5 - $1.9 million in reductions to LDCFM's 2026 operating budget. To meet this target, it would have been required to eliminate multiple currently staffed positions:

FTES	Position Description
3	Battalion Chiefs
2	Lieutenants (one from Training and one from Prevention)
9	One of the six Fire Apparatus taken out of service
4	One Ambulance reduced from being staffed 24/7 to 40 hours/week
18	**Total FTE Reductions to Meet City Budget Target**

These reductions would substantially reduce service levels for all incident types, including EMS, technical rescue, and hazardous materials. To avoid reductions in LDCFM service levels, Douglas County agreed to a one-time increase in its contribution toward shared LDCFM expenses for 2026. This was accomplished by adjusting Douglas County's portion of Shared

Expense contributions in 2026 to maintain staffing and service levels. Based on these increased contributions, the following staffing changes were made to the initial reduction plan:

FTES	Position Description
3	Battalion Chiefs restored
1	Lieutenant restored (from Training)
4	One Ambulance restored to 24/7 staffing
8	Expansion Ambulance (Medic 6) established
16	**Total FTE Positions Restored by Increased County Support**

The remaining two FTE positions that were identified for reduction at the beginning of the 2026 budget development process were restored by the City of Lawrence (one Prevention Lieutenant and one Operations FTE).

Staffing for Station No. 6:
As a part of the Acting City Manager's recommended budget, LDCFM's funding and direction would be to hire a total of 15 additional firefighters in 2027 and perform promotions late 2027 to fully staff Engine 6 late 2027 / early 2028. Upon completion and occupancy of Station No. 6, Medic 6 and Engine 6 will be assigned to the station and operate as frontline response units.

City Funding Proposal:
As a part of the Acting City Manager's recommended budget, an estimated mill levy increase of 2.0 would support the estimated City cost for maintaining the 16 positions (noted above by Total FTE Positions Restored by Increased County Support), 15 FTEs to staff Engine 6, and 2 Internal Service Department FTEs to support LDCFM expansion.

Cost Share Agreement:
The proposed budget for Douglas County reflects updated cost share amounts of 60.6% City of Lawrence / 39.4% Douglas County that have been tentatively agreed upon for the EMS Cooperative Agreement.

Proposed 2027 LDCFM Expenses

BUDGET BREAKDOWN	CITY	COUNTY	TOTAL
PERSONNEL	$ 17,330,000	$ 11,733,000	**$ 29,063,000**
CONTRACTUAL	$ 1,879,000	$ 1,240,000	**$ 3,119,000**
INTERNAL SERVICES	$ 4,118,000	$ -	**$ 4,118,000**
COMMODITIES	$ 966,000	$ 1,057,000	**$ 2,023,000**
CAPITAL (NON CIP)	$ 73,000	$ 47,000	**$ 120,000**
CIP - CAPITAL (AMBULANCES)	$ -	$ 1,370,000	**$ 1,370,000**
CIP - CAPITAL IMPROVEMENT PLAN	$ -	$ -	$ -
OPERATING BUDGET TOTAL	$ 24,366,000	$ 15,447,000	**$ 39,813,000**
COUNTY ADMIN FEE	$ -	$ 1,325,000	$ 1,325,000
TOTAL COST BY GOVERNANCE	**$ 24,366,000**	**$ 16,772,000**	**$ 41,138,000**

DGCO EST. OPERATING BUDGET REVENUE* CALC	**15,447,000**
(SPECIAL EVENTS REVENUE)	(86,680)
(EMS BILLING REVENUE)	(3,300,000)
(SRC UTILITIES REIMBURSEMENT)	(30,000)
DGCO EST. OPERATING BUDGET SUBTOTAL	**12,030,000**
DGCO EST. CIP BUDGET REVENUE* CALC	**-**
OPERATING & CIP SUBTOTAL	**12,030,000**
COUNTY ADMIN FEE	**1,325,000**
2027 EST. AMOUNT TO BILL DGCO	**13,355,000**

County Revenue for this purpose is viewed as funds contributed to the City of Lawrence for "baby" CIP and Operating Budget.

Proposed 2027 LDCFM Revenue

LDCFM's revenue is itemized in the chart below.

REVENUE LABEL	AMOUNT	ACCOUNT	DESCRIPTION
FALSE ALARM FEES	-	202009	FALSE ALARM FEES
TOWNSHIP FIRE LEVY	254,000	202015	GRANT TOWNSHIP
AMBULANCE SERVICE		202017	EMS BILLING
REIMB. EXPENSES	133,000	207001	SPECIAL EVENTS
REIMB. EXPENSES	30,000	207001	SRC UTILTIES
EMS COUNTY CHARGES	-	202027	CIP
EMS COUNTY CHARGES	12,030,000	202027	OPERATING
EMS COUNTY CHARGES	1,325,000	202027	ADMIN FEE
STATE REVENUE SHARING	85,000	206009	KANSAS FIGHTS ADDICTION ACT
TOTAL REVENUE	**13,857,000**		

The estimated EMS Billing Revenue in 2027 is conservative and remains at the same level ($3.3 million) as the 2026 budget. This is due to EMS industry-wide trends making it harder for EMS service providers to have claims paid. Both public and private payors require increasing effort and time from EMS billing staff before they release payment, which reduces Billing Team productivity per work hour. Additional Billing Team staff would likely increase revenue in the short term and may be necessary to maintain current service revenue levels in future years.

Administrative Fee Calculation

ADMIN FEE CALCULATION			
LDCFM Total Budget		$	39,813,000
Minus Internal Service Fees	-	$	(4,118,000)
Minus Dispatching	-	$	(599,000)
Minus KS Fights Addiction Funds	-	$	(85,000)
Minus Capital (CIP)	-	$	(1,370,000)
Total for Admin Fee Calculation		$	33,641,000
x 10 % Admin fee	x		0.1
Total		$	3,364,100
x 39.4% Shared Cost of 10%	x		0.394
ADMIN FEE		**$**	**1,325,000**

City of Lawrence 2027-2031 Capital Improvement Plan (LDCFM Projects)
The City of Lawrence Capital Improvement Plan will be discussed at the City Commission Meeting on June 16. Currently, the following projects are recommended for funding:

Project Name	2027	2028	2029	2030	2031
Station No. 6 Expansion (FM1-00011)	$5,420,000 (COL) / $2,330,000 (DGCO)	$5,700,000 (COL) / $2,335,000 (DGCO)	-	-	-
Station Alerting (FM1-00014)	-	$728,000 (COL) / $472,000 (DGCO)	-	-	-
Annual Ambulance Replacement Program (2) (FM3-A26000)	$1,440,000 (DGCO)	$1,520,000 (DGCO)	$1,600,000 (DGCO)	$1,680,000 (DGCO)	$1,770,000 (DGCO)

Cost by Entity	2027	2028	2029	2030	2031
City of Lawrence	$5,420,000	$6,428,000	-		
Douglas County	$3,770,000	$4,327,000	$1,600,000	$1,680,000	$1,770,000

Enhancement Requests
The enhancement requests include unfunded needs of the departments. These requests are excluded from the 2027 Operating Budget document and numbers shown above. LDCFM has submitted the following enhancement requests:

- Mobile Integrated Health (MIH) Team Lead – 1 FTE (DCEMS)
    - Total Position Cost $199,000
        - Salary (ongoing): $86,000
        - Benefits (ongoing): $28,000

        - Outfitting (one-time): $5,000
        - Vehicle + Outfitting (one-time): $80,000
- EMS Administrative Specialist – 1 FTE (DCEMS)
    - Total Position Cost: $75,000
        - Salary (ongoing): $51,000
        - Benefits (ongoing): $21,000
        - Outfitting (one-time): $3,000
- Mobile Integrated Health (MIH) Technician-Paramedic – 1 FTE (DCEMS)
    - Total Position Cost: $182,000
        - Salary (ongoing): $80,000
        - Benefits (ongoing): $27,000
        - Outfitting (one-time): $5,000
        - Vehicle + Outfitting (one-time): $70,000
    - Vehicle + Outfitting (one-time): $70,000
    - Public Education Specialist – 1 FTE (SHARED)
        - Total Position Cost: $145,000 ($88,000 COL / $57,000 DGCO)
            - Salary (ongoing): $67,000
            - Benefits (ongoing): $28,000
            - Vehicle + Outfitting (one-time): $50,000
    - Fire Investigator – 3 FTEs (LFD)
    - Plans Examiner – 1 FTE (LFD)
    - Permit Inspector – 1 FTE (LFD)

These enhancements support Community Safety, Sound Fiscal Stewardship, Effective & Efficient Processes, and Community Engagement by increasing service capacity, strengthening community risk reduction efforts, improving fire prevention and investigation functions, supporting development review and inspection activities, and enhancing EMS revenue recovery.

City of Lawrence Budget Process & Timeline

On June 16th, the City Commission's additional Capital Improvement Plan workshop will take place. On June 17th, City department budget proposals and enhancement requests are due. The Acting City Manager will present a proposed budget to the City Commission on July 7th. On July 14th, the City will establish a revenue neutral rate. On September 1st, the budget and revenue neutral rate public hearings will occur. On September 15th, the City will adopt the 2027 Budget along with the Capital Improvement Plan.

Department Programs

The City utilizes a Program-Based Budgeting approach. LDCFM organizes its budget into seven programs, each with defined service levels. Department funding is allocated and tracked according to these programs and their associated service levels. The Acting City Manger's proposed budget service levels are shown, below.

1. Administrative Support – Level 4
2. Community Education & Interaction – Level 3
3. Emergency Medical Services (EMS) – Level 4
4. Fire Prevention & Investigations – Level 3
5. Fire Suppression – Level 4 (Inclusive of Station 6 Staffing Levels)
6. Logistics – Level 3
7. Training – Level 3

Community Partners
Artists Helping the Homeless
Bert Nash Community Mental Health Center
Children's Advocacy Center of Douglas County
Cottonwood
DCCCA
Douglas County CASA
Douglas County Conservation District
Douglas County Extension Council
Douglas County Fair Board
Douglas County Visiting Nurses Association
EDC of Lawrence & Douglas County
Family Promise of Lawrence
FFNHA
FFNHA Clinton Lake Historical Society
FFNHA Douglas County Historical Society
FFNHA Eudora Area Historical Society
FFNHA Lecompton Historical Society
FFNHA Santa Fe Trail Historical Society
Heartland Community Health Center
Heartland RADAC
Independence Inc
JAAA - Jayhawk Area Agency on Aging
Just Food of Douglas County
Kansas Holistic Defenders
Kansas Statewide Homeless Coalition
KU Innovation Park
KU Small Business Development Center
Lawrence Community Shelter
Lawrence-Douglas County Housing Authority
Lawrence-Douglas County Public Health
Lawrence Humane Society
Mental Health America of the Heartland
Mirror Inc
O'Connell Children's Shelter
Peaslee Technical Training Center
STA Care Center
Tenants to Homeowners
The Willow DV Center
Treatment and Recovery Center
Trinity In-Home Care
Van Go

Behaviorial Health Project Partners
Artists Helping the Homeless
Bert Nash Community Mental Health Center
DCCCA
Heartland Community Health Center
Heartland RADAC
Mirror Inc
Treatment and Recovery Center

Economic Development Partners
EDC of Lawrence & Douglas County
KU Innovation Park
KU Small Business Development Center
Peaslee Technical Training Center

Health & Human Services Partners
Family Promise of Lawrence
Just Food of Douglas County
Kansas Statewide Homeless Coalition
Lawrence Community Shelter
Lawrence-Douglas County Housing Authority
Lawrence-Douglas County Public Health
Lawrence Humane Society
Mental Health America of the Heartland
Tenants to Homeowners

Heritage & Land Management Partners
Douglas County Conservation District
Douglas County Extension Council
Douglas County Fair Board
FFNHA
FFNHA Clinton Lake Historical Society
FFNHA Douglas County Historical Society
FFNHA Eudora Area Historical Society
FFNHA Lecompton Historical Society
FFNHA Santa Fe Trail Historical Society

Targeted Populations Partners
Children's Advocacy Center of Douglas County
Cottonwood
Douglas County CASA
Douglas County Visiting Nurses Association
Independence Inc
JAAA - Jayhawk Area Agency on Aging
Kansas Holistic Defenders
O'Connell Children's Shelter
STA Care Center
The Willow DV Center
Trinity In-Home Care
Van Go Inc

New Community Partner Requests
Baldwin City Chamber of Commerce
Baldwin City EDC
Boys & Girls Club
Cardinal Housing Network
Center for Supportive Communities
HeadQuarters Kansas
Salvation Army

2027 Budget Request Detail

calculated fields

Community Partner	ARTISTS HELPING THE HOMELESS					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	263,616	125,940	86,451	63,595	63,595	77,195
Douglas County	376,600	376,686	376,686	448,686	448,686	448,686
Outreach	0	31,914	72,000	0	0	0
City of Lawrence	0	4,800	0	0	0	0
United Way	0	0	0	0	0	0
Grants	5,000	5,000	58,000	50,000	100,000	75,000
Fundraisers	0	0	0	0	0	0
Contributions	4,620	78,000	77,600	100,000	100,000	100,000
Other (Program Fees - Phase 2)	69,946	73,356	60,794	75,000	70,000	72,500
Other	1,346	1,582	1,080	1,014	1,014	314
Total Revenues	457,512	571,338	646,160	674,700	719,700	696,500
Total Revenues and Fund Balance	721,128	697,278	732,611	738,295	783,295	773,695
Expenditures:						
Salaries	376,152	398,180	427,476	434,000	408,000	438,200
Employee Benefits	33,280	30,373	32,525	34,700	32,700	35,200
Supplies	9,043	8,357	10,285	8,800	12,000	12,000
Utilities, Building Maint.	20,725	29,298	34,275	28,000	38,000	41,500
Information Technology		28	153	6,000	6,200	6,500
Travel & Training	886	256	615	1,000	1,000	1,000
Debt Payments	29,888	2,411	0	0	0	0
Insurance	18,964	18,635	17,665	35,200	39,200	41,200
Direct Assistance	39,456	35,471	28,808	40,000	36,000	35,000
Programming	8,410	7,679	7,694	10,500	8,000	10,000
Fleet Operations	23,749	26,871	25,020	27,500	32,500	29,000
Equipment	9,635	28,268	58,000	10,000	66,000	15,000
Admin	25,000	25,000	26,500	26,500	26,500	26,500
Other						
Other						
Total Expenditures	595,188	610,827	669,016	662,200	706,100	691,100
Ending Fund Balance 12/31/xx	125,940	86,451	63,595	76,095	77,195	82,595

Community Partner	**Artists Helping the Homeless**	**Contact Name**	**Russ Townsley**
2027 Request Amount	**$ 448,686**	**Phone Number**	**913-269-8889**
Total Partner Budget	**$ 691,100**	**Email**	**rwtownsley@ahh.org**
Unrestricted Fund Balance	**$ 77,195**	**Website**	**https://ahh.org/**

Community Partner Summary

Community Partner Overview
Artists Helping the Homeless–Douglas County (AHH) creates innovative solutions to individual/systemic challenges facing unhoused men in re-entry and recovery. AHH's mission is to reduce the need and cost of care for unhoused people in our community. The program has proven effective in breaking cycles of addiction/homelessness/incarceration for adult males whose behavior alienated them from families and the agencies that could help them. The program tailors an Accountable Housing First model to Douglas County re-entry needs. Kairos House, a respite house opened 2019, provides basic needs, including transportation, free of charge, so residents can focus on recovery and hitting life's rest button. Staff provide peer support 24/7 and assist in creating individually tailored plans drawing on other local providers. Residents must maintain sobriety, meet court mandates and progress in recovery. Programming includes recovery, life/coping skills, financial management, social reintegration, group/individual counseling, medical services, education and job training. Meraki House, opened 2021, is a transitional house for Kairos graduates who want more support. Combined capacity is 15 residents and 4 resident-staff who are prior participants. The target population interacts frequently with law enforcement and hospitals/emergency services. A 2023 study of AHH valued jail time and ambulance calls avoided by the program housing and empowering residents to address co-existing issues and to rebuild their lives at up to $550,000 annually. The program seeks to break the cycle of addiction, incarceration and homelessness by providing men tools to hit life's reset button and not merely survive, but thrive. Since inception, AHH helped 215 men address issues that led to or resulted from being unhoused, directly or in collaboration with local agencies and to restart their lives, thus reducing the need and cost of care for the unhoused in Douglas County.
Service Overview

The program's objective is to help men in re-entry and recovery address the issues that led to or resulted from being unhoused, get jobs in fields of their interest and, thrive with sober, fulfilling lives. This is achieved by working with residents to create individually tailored recovery plans, remove barriers to service providers and facilitate execution of those plans.

For many, housing, food and basic needs take top priority. AHH's respite house meets these needs, free of charge, so residents can focus on their plans. The lived experience of AHH staff enables them to relate and guide residents while serving as living proof that change is possible. This peer support is an important element of the program, especially when surprise developments arise.

Douglas County has many dedicated agencies offering specialized services to this population including DCCCA, Heartland Community Health, RADAC, Bert Nash, Peaslee Tech, MIRROR, Avalon, the coordinated entry program, Drug and Behavioral Health Courts, and the Sheriff's Office Re=entry Team. AHH helps residents identify and access these services with advocacy, support and transportation. Resulting resident successes, large and small, are celebrated.

Since inception, AHH assisted 215 men, 61% of whom came through the Douglas County re-entry program. The Reentry team understands the nature and objectives of the AHH Program and collaborates with staff to find solutions to individual and systemic challenges. This partnership goes both ways. AHH staff assist Reentry by leading Decision Points and SMART Recovery classes at the jail.

In 2025, 44 men (unduplicated) participated in the AHH program. Of the 40 men moving on, 90% went on to live independently, rejoined families or took another step in their recovery plan including 4 who opted for transitional living at Meraki. The recidivism rate was 6.8%. Residents posted several positive accomplishments, including 90% having jobs when leaving that allowed them to build up savings to move ahead while paying off over $7,000 in fines and fees, The reuse rate of 11.4% compares favorably to national data indicating 40%-60% of those in recovery experience reuse within the first year (60% of residents reusing remained in the program). Another measure of the program's effectiveness is 14 program graduates completing Drug Court (56% all Drug Court graduates as of 6/25) and 2 graduating from Behavioral Health Court.

The program achieved the mission of reducing the need and cost of care for the unhoused in 2025 when residents had no law enforcement interactions and no ambulance calls/ER visits. An analysis of AHH's first five years found residents avoided jail time and ambulance calls valued annually up to $417,558 and $132,072, respectively. If the value of the avoided ER visits resulting from the ambulance calls is included, the annual total nears $1,000,000. This return on taxpayer investment sets AHH apart.

Focusing on the individual houses, Kairos house (respite) was home to 38 men with an average stay of 65 days with 88% moving on in their recovery plan. A study found that men benefit most from the respite program if they participate at least 30 days. Residents had a 96% employment rate within the first 60 days. The one exception was employed only after overcoming significant issues of his past.

Average stays at Meraki (transitional) were longer, 170 days, as expected. Meraki residents must have jobs and pay a program fee and 91% were employed when they left. All Meraki departing residents moved on to independent living, rejoined families or another step in their plan. Last year, no incidents of reuse occurred at Meraki.

Program graduates have continued to flourish in a diverse range of occupations and pursuits, having obtained supervisory and

management roles at work, pursuing higher education, becoming leaders in the recovery community, and actively contributing to the lives of their children and families.

Equity

What is your organization doing to advance equity?
By its nature, the program advances equity by assisting men from marginalized communities, whether inherent or the result of their actions. Kar Woo, the program founder, both an immigrant and member of minority, understands the challenges faced by minorities on a deeply personal level. A large majority of AHH residents are from marginalized populations with widely diverse cultural and racial backgrounds, sexual orientation and economic means. In many cases, this is intergenerational and exacerbated by earlier decisions and priorities. AHH starts with the individual, rather than the menu of its services and creates individually tailored plans. A prior participant once told a reporter he was stunned when asked by AHH staff, "What do you want to do in your life?" He thought all his bridges were burned. The question is asked because people tend to stick with and excel in careers that follow their interest. The program then sets out to assist the person in getting training, education and support toward pursuing those goals. Residents face multiple barriers to services and opportunity, sometimes from their own families. One example is the felony "box" common on job and housing applications. Some area businesses overlooked the "box" for AHH residents because AHH transported residents to work, assuring they were punctual and dependable. Once employed, the residents proved to be eager workers who appreciated and enjoyed the job. AHH assists people in resolving legal and credit issues while employing and transitionally housing residents, helping them build and maintain new job-housing-legal and credit histories, as well as financial resources. Besides facilitating access to services and opportunities, the program includes training in social and life skills with activities that provide hands-on experiences. However, its peer support is arguably the most effective element. AHH's staff mirrors its residents with 56% belonging to a minority group (42% a racial minority, 42% an ethnic minority, 14% identifying as LGBTQ, and 14% with a physical disability (data as of March 2026). Having experienced addiction, homelessness, and/or incarceration, they understand the challenges and can empathize with residents and be role models. Prior residents have realized fulfilling careers marked by promotions and growth, purchased cars and houses and rejoined or build families. As one wrote thanking the team, "You believed in me when no one else, not even I did."
Have you employed strategies to mitigate equity considerations? Please list those below.

In addition to the strategies discussed above, AHH made a concerted effort to create a Board and staff that represent those served. While that's been accomplished with the AHH-Douglas County staff, work is ongoing for the Board. A specific focus for the coming year is to expand Board representation from Douglas County.

The program is referral driven with the Douglas County Re-entry Team being the primary source. To validate its sourcing and program methods do not have inherent bias, resident demographics and results are monitored in comparison to county census data. The new client tracking system which gathers more information on this process is a major step forward in this effort. Again in 2025, resident demographics compared favorably, although African Americans and Native Americans were disproportionately represented among minorities.

AHH's community outreach participation, jail programming and other community involvement has increased awareness of the program in the target population.

Budget Request Analysis

Analysis of Revenue Sources

While AHH-DC funding currently relies heavily upon county funding, the goal is to create sustainable sourcing with 90% evenly divided between individual and corporate donors, foundations, and governmental grants and 10% from Phase 2 program fees.

Achieving that allocation has been challenging. The AHH-DC management team assumed a stronger role in the funding effort with success in securing capital funding each of the last 2 years. The results included funds for 2 new vans; a long-needed upgrade of computer equipment which, in turn, enables better client information for funding appeals; and upgraded HVAC systems at the houses. Expanding ties with the Douglas County Community Foundation has been fruitful. Last spring, AHH hired a Philanthropy and Communication Manager to direct and augment local efforts.

While recent efforts improved awareness, messaging and approach, opening new doors remain challenging. In part, this is attributed to the nature of the program's target population. This year, AHH increased program fees for transitional residents 7% to $161 a week to offset increased occupancy and service costs. AHH's transitional house is unique by providing transportation and widely diverse wrap-around services and activities to support residents.

AHH has a strong message to combat negative stereotyping. First, the ability of the program to help people hit life's reset button and, not merely survive, but thrive with sober, fulfilling lives is well documented. This success has a ripple effect. Families and children directly benefit from having the presence and/or financial support of these men. Their success can break intergenerational family trends. The community also benefits when they are employed, housed and paying taxes. Finally, the program's benefit to the community by reducing the need and cost of care for the unhoused is also well documented by the 2023 study. AHH has demonstrated it provides stakeholders a return on their investment.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

An operating fund balance of $75,000 to $125,000 is the target for AHH-DC. Preliminary 2025 results indicate the fund balance dropped below that due to an operating deficit of $23,000 which is about half that of 2024. The plan is to restore the balance to the targeted range in 2026. The temporarily restricted cash balance for AHH-Dc is $4,086.

Analysis of expenditure changes

2026 vs 2025: Several line items in the 2026 budget changed significantly to address the changing cost environment. Staff headcount is being expanded to reduce overtime while maintaining the current level of peer support. That became possible when prior residents who wanted to give back returned to the program as peer support and outreach specialists. The 2024-2025 goal of raising the minimum wage to $15/hr was met in October 2025. Personnel costs in the current estimate are lower due to reduced overtime. Several other line items increased. The largest increases were experienced with insurance, fleet operations with the spike in gasoline prices and IT with the addition of the new client tracing software. On the other hand, increases in direct assistance, mainly food, and programming appear to be less than originally projected. Larger than expected hikes in utility costs encountered in 2025 are expected to continue into 2026.
2027 vs 2026: After taking into account the $41,000 reduction in equipment purchases, 2027 expenditures are projected increase 5.6% with no significant operational changes beyond those implemented in 2026 planned. The budget includes no changes in the scope or nature of operations.

calculated fields

Community Partner	Bert Nash Community Mental Health Center					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/26*	1,451,459	6,381,444	6,985,610	7,405,380	7,405,380	8,457,957
DGCO-Sliding Scale	**970,610**	**1,370,616**	**1,370,610**	**1,370,610**	**1,370,610**	**1,370,610**
DGCO-Crisis Services Uncompensated Care^	***0***	***0***	***0***	***0***	**954,690**	**1,432,041**
DGCO-WRAP^*	**650,001**	**860,041**	**860,041**	**860,041**	**286,684**	**0**
DGCO-Behavioral Health Court**	**270,476**	**268,696**	**258,987**	**232,196**	**232,196**	**232,196**
DGCO-Medical Services	**180,184**	**528,500**	**578,500**	**578,500**	**578,500**	**578,500**
DGCO-Mobile Response Team	**231,740**	**259,581**	**379,439**	**445,000**	**445,000**	**445,000**
DGCO-Transitions^^	**180,000**	**645,000**	**645,000**	**645,000**	**300,168**	**109,500**
DGCO-TRC	**640,411**	**1,824,130**	**1,806,792**	**1,613,308**	**1,613,308**	**1,613,308**
DGCO- Employer Health Insur, ACT, Homeless Services***	**1,768,284**	**116,667**	**351,397***	**0**	**0**	**0**
City of Lawrence^*^	735,347	735,347	735,347	735,347	735,347	735,347
Grants	1,821,246	998,455	202,923	122,496	122,496	122,496
Fundraising	372,354	555,294	2,131,622	2,421,892	2,421,892	2,421,892
State Funding	7,105,246	6,207,274	7,036,259	6,884,520	6,884,520	6,884,520
Medicaid, Insurance, & Fees	20,782,171	24,424,274	22,980,877			
Medicaid Revenue				22,240,080	22,240,080	22,240,080
Non-Medicaid Revenue				3,150,000	3,150,000	3,150,000
Contracts	2,221,615	809,315	510,467	453,174	453,174	453,174
Interest + Other	1,843,493	1,943,626	758,729	339,408	339,408	339,408
Total Revenues	39,773,178	41,546,816	40,255,593	42,091,572	42,128,073	42,128,072
Total Revenues and Fund Balance	41,224,637	47,928,260	47,241,203	49,496,952	49,533,453	50,586,030
Expenditures:						
Salaries	20,016,849	24,282,511	22,414,322	23,601,094	23,601,094	24,781,149
Employee Benefits	4,364,595	4,825,373	4,748,864	4,832,734	4,832,734	5,074,371
Health Insurance	2,247,809	3,008,654	2,989,137	2,703,433	2,703,433	2,838,605

Business Operations Support	424,217	822,656	910,497	965,917	965,917	1,014,213
Clinical Operations Support	85,062	163,872	132,474	140,417	140,417	147,438
Education	207,765	180,020	106,122	153,308	153,308	153,308
Program Costs	1,541,590	1,964,287	2,468,320	2,128,532	2,128,532	2,234,959
Communications	205,249	179,017	212,731	296,132	296,132	310,939
Transportation	283,970	304,432	324,969	382,517	382,517	401,643
Postage & Supplies	69,364	80,439	60,812	58,638	58,638	61,570
Dues, Subscriptions, & Advertising	481,023	515,299	891,357	967,013	967,013	1,015,364
Legal & Accounting Fees	194,596	224,279	474,967	247,624	247,624	260,005
Operating Fundraising	57,678	111,707	32,981	95,141	95,141	99,898
Office Equip, Comp Equip & Support	586,120	1,030,427	517,767	1,038,092	1,038,092	1,089,997
Insurance	240,382	375,156	505,071	515,650	515,650	541,433
Utilities, Building Maintenance, Rent	1,888,113	2,446,880	2,462,072	2,330,827	2,330,827	2,447,368
Bad Debt	1,765,700	150,000	150,000	150,000	150,000	157,500
Capital	61,911	75,545	74,845	98,186	98,186	98,186
Misc.	121,200	202,096	358,514	370,240	370,240	388,752
Total Expenditures	34,843,193	40,942,650	39,835,823	41,075,496	41,075,496	43,116,696
Ending Fund Balance 12/31/26*	6,381,444	6,985,610	7,405,380	8,421,456	8,457,957	7,469,334

* *Fund Balance does not tie to unrestricted cash on had or any recorded value BNC value. Fund Balance for the purposes of this spreadsheet has historically included large asset (land/property purchases) recognized as revenue. BNC continues to rely on revolving line of credit, and does not have operational cash reserves at this time.*

^ *Newly established fund beginning in 2026, and carried into future years, created from shifting funds from well-performing programs to Crisis Services where uncompensated care creates a greater funding need.*

^* *County funding was utilized for WRAP from January to April 2026, and based off Program-Specific budgets - DGCO & BNC made the decision to shift funding from programs independently covering to a new Crisis Services Uncompensated Care fund for MRT & TRC program utilization.*

*** *This line captures prior year funding for programs not carried into current or future years. Housing Services includes $15,139 of Homeless Outreach DGCO funds, $50,424 of Flex Housing DGCO funds, and $285,834 of PSH Funds.*

^^ *County funding was utilized for Transitions from January to April 2026, and based off Program-Specific budgets - DGCO & BNC made the decision to shift funding from programs independently covering expenses to a new Crisis Services Uncompensated Care fund for MRT & TRC program utilization.. The remaining dollars in 2026 & 2027 represent funding for Behavioral Health Court reserved beds within the Transitions program where this revenue is ultimatey recognized by BNC.*

^*^ *Represents donated building space at 200 Maine Street, not cash recieved. This amount is offset by expense in Utilities & Building Maintenance. This type of recongition is a requirement of GAAP accounting.*

Community Partner	**Bert Nash Community Mental Health Center Inc**	**Contact Name**	**Carrie Combs**
2027 Request Amount	**$ 4,167,847**	**Phone Number**	**785-830-1825**
Total Partner Budget	**$ 43,116,696**	**Email**	**ccombs@bertnash.org**
Unrestricted Fund Balance	**$ 7,469,334**	**Website**	**https://www.bertnash.org/**

Community Partner Summary

Community Partner Overview
Established in 1950, the Bert Nash Center (BNC) serves as Douglas County, Kansas' designated community mental health center and Certified Community Behavioral Health Clinic (CCBHC). BNC's mission is to advance the health of the Douglas County community through comprehensive behavioral health services that are responsive to evolving needs and changing environments. BNC employs approximately 314 team members, including 122 licensed clinical professionals. BNC provides a comprehensive, integrated continuum of care across the lifespan aligned with the nine required service areas established by Substance Abuse and Mental Health Services Administration. BNC delivers 24/7 crisis response through the Mobile Response Team and the Treatment & Recovery Center of Douglas County (TRC). BNC conducts comprehensive screenings, assessments, and diagnostic services, followed by individualized, person-centered treatment planning. BNC offers a full array of outpatient mental health and substance use services for children, adolescents, and adults, paired with primary care screening and monitoring to support whole-person health in partnership with the Lawrence-Douglas County Public Health Department. In addition, BNC provides targeted case management and psychiatric rehabilitation services to help individuals build skills, access resources, and maintain stability in the community. Peer support and family support services are integrated throughout care, recognizing the critical role of lived experience and caregiver involvement in recovery. BNC also ensures coordination of care for all clients but especially for veterans and active-duty military members, connecting them to specialized support when needed.
Service Overview

In 2025, BNC provided comprehensive behavioral health services to 6,171 individuals resulting in 164,507 total services. Among individuals admitted for ongoing services, 20% were ages 0–17, 17% were 18–24, 38% were 25–44, 18% were 45–64, 5% were 65–74, and 2% were 75 and older.

BNC serves a diverse population in our community. Clients identify as 49.4% female, 45.6% male, 2.4% transgender, 1.7% genderqueer, and 0.9% as another gender identity. Racially, 74.7% of clients identify as White, 10.2% Black/African American, 5.5% American Indian and Alaska Native, 1.4% Asian, 1.3% two or more races, 0.3% Native Hawaiian or other Pacific Islander, and 6.6% Other/Unknown.

Sliding Fee Scale:
Douglas County provides funding to ensure clients can access services such as individual and group therapy and psychiatric services without financial burden. The percentage of uninsured individuals served decreased from 23% in 2024 to 18% in 2025, a 5% change. This represents an average of 525 uninsured individuals per month in 2024 compared to 408 in 2025 and reflects our proactive efforts to pursue presumptive Medicaid eligibility for eligible clients.

Psychiatry:
BNC's Medication Services Program averaged 6.4 prescriber FTEs in 2025 (6 in 2024), serving over 3,130 clients with 10,803 encounters per quarter.

Referral wait times improved to 10.23 business days in 2025 (from 10.81 in 2024). As of Q1 2026, the program currently has no waitlist and offers appointments within 4 days.

Behavioral Health Court (BHC):
In 2025, BHC served 50 clients, delivering nearly 4,400 services and over 5,000 hours of care. On average, individuals accepted into the program received more than 115 services during their time in the program. The program also successfully graduated 15 members over the year.

Mobile Response Team (MRT):
In 2025, MRT operated daily from 9 am to 11 pm, receiving 1,070 referrals and deploying 1,059 times to assist 612 total individuals. The average response time from the receipt of a call to meeting with a community member was 32 minutes. A noteworthy outcome is that 47% of needs were addressed and resolved in the community. In other community contacts, 1% resulted in voluntary inpatient care, 3% resulted in involuntary inpatient care, 8% required transfer to the ER, 9% required transfer to TRC, 1% required transfer to jail, and 30% had other needs. As of January 1, 2026, MRT operates 24/7/365 ensuring individuals across Douglas County have access to crisis support

while in the community.

WRAP:
In 2025, school-based therapists served 632 students across four districts, providing 11,042 services totaling 7,770 hours. WRAP supported two of four districts in implementing MHIT grants in some schools, increasing their investment in school-based behavioral health.

Transitional Housing:
In 2025, the program provided 4,577 bed days of care out of 5,840 available, operating at 78% capacity. Since 2021, it has received 339 referrals and admitted 134 individuals, including 71% chronically homeless and 72% high acuity, with 50 admitted directly from jail or institutional settings. Of those admitted, 73 transitioned to housing, with 65 maintaining housing stability.

In 2025, 26 individuals were served across 16 beds; 15 obtained housing, 5 exited early, and 9 remained as of 12/31/2025. 5 residents participated in Behavioral Health Court. The average length of stay was 161 days, with 52 referrals received during the year. The program continues to support individuals at the Cottages and in the community.

Equity

What is your organization doing to advance equity?
At BNC, advancing equity is central to our mission and embedded across our services, workforce practices, and community partnerships. We work to reduce barriers to care and improve mental health outcomes for historically underserved populations in Douglas County. Our Health Equity Manager leads organization-wide efforts to operationalize equity through staff training, policy review, incident response, and community collaboration. This includes strengthening partnerships with organizations such as Haskell Indian Nations University and University of Kansas Athletics to expand culturally responsive care. We continue to lead the Nash Cares Community Education Series, which provides free, accessible education on mental health topics impacting underserved communities, including Black mental health, Native and Indigenous mental health, perinatal mental health, substance use recovery, and gender-affirming care. Additionally, BNC hosts our annual Traditions Fest, a community-building event designed to foster connection, cultural sharing, and belonging among clients, staff, and the broader community. This event creates an inclusive space that centers diverse identities and promotes community engagement. Internally, we have implemented a sixth Pillar of Excellence focused on equity and team member well-being, ensuring inclusive decision-making, equitable policies, and accountability across all levels of the organization.
Have you employed strategies to mitigate equity considerations? Please list those below.
Yes, BNC has implemented strategies to mitigate inequities and measure impact across different populations. These strategies include organization-wide equity trainings such as Equity Centered Leadership in Behavioral Health, Whole Person Behavioral Health Equity, and LGBTQ+ inclusion, as well as ongoing education opportunities like equity-focused lunch and learns. We intentionally apply an equity lens to policies, practices, and service delivery, while also embedding leadership accountability for equitable outcomes. Our approach is further strengthened through community-informed programming and partnerships that ensure services reflect the needs and lived experiences of those we serve. We monitor and evaluate our impact using both quantitative and qualitative data. This includes tracking demographic data to identify disparities in access and outcomes, analyzing service utilization across populations and geographic areas, and using standardized behavioral health tools to measure client outcomes. We also gather client satisfaction data and feedback to better understand the client experience, while monitoring workforce data related to retention, engagement, and advancement to support an equitable workplace. In addition, we incorporate community feedback gathered through listening sessions, our Nash Cares Community Education Series, and other

partnerships to ensure our services and engagement opportunities remain responsive and relevant. This data-driven approach allows us to continuously assess our impact, identify gaps, and adapt services to better meet the needs of all members of our community.

Budget Request Analysis

Analysis of Revenue Sources

BNC receives revenue from a variety of sources for all agency programs including Medicaid, commercial insurance, grants, contracts, City of Lawrence, Douglas County, and the State of Kansas.

For 2025, 57% of all revenue generated was fee-based. 53% comes via the Medicaid Prospective Payment System (PPS) with another 4% from other Fee for Service through commercial insurance and self-pay. 17% of all revenue was provided by the State of Kansas, 15% by Douglas County, with the remaining 11% detailed as follows: 6% by YRC & Operating Fundraising/Other, 2% by the City of Lawrence, and 1% each by Grants, Contracts, and Rent Revenue.

Revenue dollars related to YRC Fundraising have restrictions in use, so while the revenue contributes to the total revenue number, it is removed when calculating the agency's Net Surplus / Loss for each period. Additionally, the revenue related to the City of Lawrence is not in cash form – it is in donated building space at 200 Maine and is entirely offset by Building Maintenance & Utilities on the expense side of the agency's income statement.

BNC currently estimates that approximately 40% of all CCBHC services provided to clients involve a Medicaid client eligible for the PPS rate. BNC's payer mix, as it relates to other CCBHC's across the state, is at least 20% less than others. Over the past few years, BNC has seen an overall decrease in Medicaid clients, so when establishing the 2026 budget visits were scaled back to more conservatively forecast the related revenue.

To account for costs appropriately under the CCBHC model and maximize all funding sources available, BNC has made incredible strides in its ability to dig into and utilize data to ensure that the agency is strategic about how funds are allocated across programs. BNC has continued to apply for grants that support the optimization of internal processes, enhancement of client care, and expand existing programs central to the agency's mission. Some programs benefiting from these grants include the Mobile Response Team (MRT), Assisted Outpatient Therapy Team (AOT), Assertive Community Treatment Team (ACT), and other programs required under the CCBHC model.

For 2027, BNC proposes to keep the overall DGCO funding request the same as our 2026 request. However, due to new knowledge obtained through the recent completion of program-specific budgets and discussions with DGCO about program funding for 2026, a new Crisis Services Uncompensated Care fund has been established utilizing reallocated funding from the anticipated self-supporting programs of WRAP and Transitions. This new fund will be carried into 2027 and future years and is a direct result of our gains in understanding and our efforts to prioritize DGCO funding for programs demonstrating the highest financial vulnerability.

Looking ahead to 2027, it is possible that BNC – like all other CCBHCs within the State of Kansas – experience a significant drop in the daily PPS rate. This rate reset would occur in the Fall of 2027 and require BNC to repay the difference in the initial interim 2027 rate and the finalized rate if the finalized rate were to drop. At the time of this submission, there is not enough information and data available to significantly update Fee for Service revenue forecasts; as even with the potential of PPS rate decreases in 2027, BNC has been hard at work to correctly set-up, fix, and optimize billing practices within its Electronic Health Record application which is likely to positively impact cash flow and collections. It is not currently possible, based on available date, to fully quantify the impact of the PPS and RCM offsets so revenue was not changed as a result.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

To comply with Generally Accepted Accounting Principles (GAAP) as required, BNC utilizes the accrual method of accounting. As a result, revenue is not synonymous with cash when reviewing BNC financial statements or the adapted income statement view on the corresponding spreadsheet. For instance, the revenue related to the City of Lawrence is reflective of donated building space at 200 Maine. This revenue is offset by amounts in the corresponding Building Maintenance, Utilities, and Rent line item within the expense section.

For the purposes of this request corresponding spreadsheet, BNC's Beginning and Ending Fund Balance are a historical continuation of how these numbers have been displayed. This does not tie back to any recorded BNC value. If the Beginning and End of Fund Balances were to reflect actual unrestricted cash on hand - both values beginning and ending values would be negative given BNC's financial challenges over the past few years.

Organizationally, improvements in cash flow have been seen in the current calendar year; though BNC has continued to rely on its revolving line of credit to meet operational needs. Revenue Cycle Management process updates, and related application fixes remain high priority. All this work is critical to the agency's ability to submit claims and generate timely Fee for Service revenue.

2025 finished with an approximate operational loss of $1.3M. The 2026 BNC budget for BNC forecasts an approximate Net Surplus of $600k.

Analysis of expenditure changes

Expenditures are expected to increase by $1.2M from 2025 to 2026, with $418K of this increase stemming from the TRC related to salaries and benefits. In 2026, we made several necessary investments in personnel to support our growth, meet licensure requirements, and address known critical staffing needs. For instance, additional Finance and Revenue Cycle Management personnel were needed to keep up with the demands placed upon the Center. An additional HR staff member has also been added to support the dedicated needs of the TRC. Also, due to the evolving legal environment that comes with operating a CMHC, ongoing coordination with a union, review of contracts, and other operational needs - BNC will be hiring a General Counsel within the coming months. Having the dedicated support of an in-house attorney will not only decrease external legal fees but also strengthen the BNC's term negotiating abilities.

BNC is currently in the process of implementing a web-based application, Limelight, to serve as its budget software – allowing the agency to retire from the manual spreadsheet processes for its internal 2027 budget season. This application will also allow BNC to quickly create dynamic financial reporting. For 2026, the BNC financial team has manually created program-specific income statements to track each program's financial performance throughout the year. This work is time-consuming, but critical, to BNC's ability to make data-driven decisions that support the agency's mission critical work.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Bert Nash Community Mental Health Center Inc**	**$ 1,500,000**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

BNC respectfully asks the County to consider a conditional capital improvement pledge of $1,500,000 in support of the BNC's Judge Jean Shepherd Youth Recovery Center (YRC) project.

This commitment would be contingent upon BNC securing $10,500,000 in campaign commitments within five (5) years of the County's pledge approval. Upon achieving that fundraising milestone, the County's commitment would become available to support the final capital expenses associated with completing the YRC project.

As of May 5, 2026, BNC has raised $6,576,039.43 in private donations, state grants, and other philanthropic commitments toward the project, representing more than half of the total campaign goal ($12,000,000) and demonstrating a strong community investment in the project.

The YRC represents a critical next step in building a comprehensive crisis continuum in Douglas County. Building on the County's investment in the Treatment & Recovery Center (TRC), which expanded access to crisis services for adults, the YRC extends those supports to youth. While the TRC plays an essential role in crisis response, its stabilization services are designed for adults, leaving a gap in appropriate, local options for youth in crisis. The YRC will address this need by providing a crisis stabilization program for youth ages 6–17, paired with a significant expansion of integrated outpatient services to support continuity of care.

Beyond crisis stabilization, the YRC will significantly expand access to outpatient behavioral health services for children and families. Currently limited by space to five outpatient therapists, BNC will expand capacity to approximately 17 licensed clinicians while introducing intensive outpatient programming and specialized adolescent treatment modalities not currently available.

The YRC will provide behavioral health intervention through a licensed Juvenile Crisis Intervention Center (JCIC) model, establishing an urgent-access level of care for youth that does not currently exist in Douglas County, or elsewhere in Kansas at the scale envisioned. Staffed by a trained multidisciplinary clinical team, the JCIC will operate 24 hours a day, 365 days a year, serving as an immediate point of intervention for children and adolescents experiencing an acute behavioral health crisis. Youth will be assessed and triage to determine the most appropriate next steps in care, whether that is admission for short-term crisis intervention and stabilization at the facility or connection to on-site outpatient services through BNC's Children and Family Services. This integrated, trauma-informed model creates a

new system of psychiatric emergency care for youth that is fundamentally different from traditional sheltering, respite, or longer-term residential models, helping families access the right level of care close to home when they need it most.

Importantly, the YRC is designed to complement, not duplicate, the work of trusted community partners, including organizations like DCCCA and The O'Connell Children's Shelter, whose services focus on longer-term recovery, supportive housing, respite care, residential treatment, and wraparound supports that help children and families maintain stability over time.

The YRC fills a critical missing gap in Douglas County's behavioral health continuum by providing immediate crisis intervention at the moment a young person is most at risk, while intentionally connecting youth and families to the longer-term community-based services and supports already being strengthened across our region. The YRC is helping prevent unnecessary hospitalization, reducing out-of-community placements, and keeping children connected to their families, schools, and local support systems.

Impact if supplemental request is not funded

If this supplemental request is not funded, the primary impact would be a delay in completing the Youth Recovery Center (YRC). Without this support, additional time would be required to secure alternative funding, potentially slowing project momentum, increasing overall costs, and delaying the ability to leverage prospective funding tied to project progress. As a result, the opening of the YRC would be prolonged, extending the community's current gap in access to youth crisis stabilization services. Children and adolescents experiencing behavioral health crises would continue to rely on systems not designed to meet their needs, such as hospital emergency departments, law enforcement, or out-of-county placements, leading to longer wait times, increased strain on families, and disruptions in continuity of care. Without a dedicated youth crisis option, these system gaps would persist, limiting opportunities for early, effective intervention and contributing to higher acuity needs over time, as well as increased demand on more intensive and costly services.

Timely completion of the YRC is an important step in strengthening Douglas County's behavioral health system. Without this investment, the community would continue to operate without a key component of the crisis continuum for youth, and the benefits of a more coordinated, local, and accessible system of care would be delayed.

calculated fields

Community Partner	Bert Nash Community Mental Health Center					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates*	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/26	0	0	0	0	0	-1,002,319
DGCO-TRC	**620,184**	**1,824,130**	**1,806,792**	**1,613,308**	**1,613,308**	**1,613,308**
State Funding	4,366,443	2,601,073	3,186,678	3,805,368	3,805,368	3,605,368
Medicaid, Insurance, & Fee	2,606,822	6,720,987	7,034,271	0	0	0
Medicaid Revenue^	0	0	0	5,740,774	5,740,774	5,740,774
Non-Medicaid Revenue	0	0	0	243,689	243,689	243,689
Interest + Other	0	-366	-497	0	**0**	0
Total Revenues^*	7,593,450	11,145,825	12,027,244	11,403,139	11,403,139	11,203,139
Total Revenues and Fund Balance	7,593,450	11,145,825	12,027,244	11,403,140	11,403,140	10,200,821
Expenditures:						
Salaries	4,015,052	5,801,325	6,342,107	6,709,632	6,709,632	6,709,632
Employee Benefits	640,133	1,028,095	1,147,330	1,321,124	1,321,124	1,321,124
Health Insurance	536,088	623,853	676,335	614,022	614,022	614,022
Business Operations Support	424,217	822,656	910,497	965,917	965,917	965,917
Clinical Operations Support	85,062	163,883	132,475	140,417	140,417	140,417
Education	49,429	4,403	602	2,212	2,212	2,212
Program Costs	497,378	992,710	1,159,192	1,000,800	1,000,800	1,000,800
Communications	32,740	10,713	3,507	19,820	19,820	19,820
Transportation	282	451	5,823	0	0	0
Postage & Supplies	5,326	7,783	4,255	7,800	7,800	7,800
Dues, Subscriptions, & Advertising	50,497	49,801	36,066	64,800	64,800	64,800
Legal & Accounting Fees	136,758	8,163	82,230	99,300	99,300	99,300
Office Equip, Comp Equip & Support	103,398	270,618	111,314	114,700	114,700	114,700
Insurance	52,838	101,362	129,263	133,800	133,800	133,800
Utilities, Building Maintenance, Rent	948,275	1,259,638	1,286,248	1,209,115	1,209,115	1,209,115

Misc.	15,976	371	0	2,000	2,000	2,000
Total Expenditures	7,593,450	11,145,825	12,027,244	12,405,459	12,405,459	12,405,459
Ending Fund Balance 12/31/26^^	0	0	0	-1,002,319	-1,002,319	-2,204,638

** The 2026 Current Estimates does not include the supplemental funding request - originally $1.25M, revised $700k - as a formal decision has not yet been rendered as of the submission date (5/20/26).*

^ Medicaid Revenue includes BNC Allocated supplemental funds .

^ The newly established Crisis Services Uncompensated Care Fund dollars are also available for TRC utilization, but not included on this spreadsheet for the purposes of standalone view.*

^^ Fund Balance represents unrestricted cash on hand. The balance is negative given BNC (& TRC) recent financial challenges and reliance on line of credit.

Community Partner	**Treatment and Recovery Center**	**Contact Name**	**Dani Edwards**
2027 Request Amount	**$ 1,613,038**	**Phone Number**	**785-260-6097**
Total Partner Budget	**$ 12,405,459**	**Email**	**dedwards@bertnash.org**
Unrestricted Fund Balance	**$ 0**	**Website**	**https://www.bertnash.org**

Community Partner Summary

Community Partner Overview
Established in 2023, the Treatment & Recovery Center of Douglas County (TRC) is a licensed Crisis Intervention Center operated as a core program of the Bert Nash Center (BNC). It is fully integrated within BNC's Certified Community Behavioral Health Clinic (CCBHC) model. BNC's mission is to advance the health of the Douglas County community through comprehensive behavioral health services responsive to evolving needs and changing environments. BNC employs approximately 314 team members, including 122 licensed clinical professionals, with dedicated staffing aligned to programmatic needs; the TRC includes approximately 92 staff (75.23 FTEs), including behavioral health specialists, case managers, peer support specialists, therapists, registered nurses, APRNs, and a Medical Director. The TRC operates 24 hours a day, 365 days a year, providing immediate care for individuals experiencing psychiatric, substance use, or other co-occurring disorders. As a critical access point for immediate behavioral health services, TRC offers a continuum of crisis care through three levels: Urgent Care for walk-in assessments and immediate needs. The Urgent Care Unit can be accessed by youth and adults. The Observation Unit is for short-term monitoring and evaluation for those 18 years and older. And the Stabilization Unit is for extended support to help individuals 18 years and older to safely recover and transition to ongoing community-based services.
Service Overview

In 2025, the TRC provided approximately 3,600 episodes of care, serving over 1,600 individuals. The TRC serves a true cross-section of the community, including individuals experiencing homelessness, students, working professionals, youth and parents—reflecting the broad and diverse need for behavioral health crisis services.

Urgent Care is the primary point of entry for youth and adults and remains a unique resource in Kansas offering 24/7 access to behavioral health urgent care. This unit provides rapid assessment, triage, and short-term intervention. Individuals on average are seen by a provider within 18 minutes and either discharged with follow-up or referred to additional services.

Observation and Stabilization services provide short-term, structured care for individuals requiring additional support. The Observation unit serves individuals for up to 23 hours, while the Stabilization unit supports longer stays, generally up to 72 hours, with flexibility to extend stays when clinically appropriate. Notably, during the winter months, no deaths were reported in the community due to the weather.

In 2025, the TRC had approximately 1,850 admissions, reflecting diversions from emergency departments, jails, and other higher-cost systems. Prior to the TRC opening, local emergency departments saw approximately 4,500 behavioral health-related visits annually; that number has decreased to approximately 2,700, demonstrating a significant system impact. These numbers represent individual community members—receiving timely, appropriate care.

The TRC resulted in 5,883 client days in 2025. Most admissions were voluntary, and the majority of individuals were discharged back to the community with appropriate support. While some individuals return for care, the TRC operates from a harm reduction framework—recognizing that progress is often incremental and that each encounter presents an opportunity to stabilize and connect individuals to ongoing care. Crisis services are among the most resource-intensive and costly levels of care, with limited opportunity for cost recovery from a billing perspective. This underscores the importance of continued investment in outpatient and ongoing behavioral health services, which provide more sustainable, preventative care and reduce reliance on higher-cost crisis interventions.

The TRC emphasizes safety and utilizes trauma-informed practices to minimize the use of restraints, with rates remaining below national benchmarks. Importantly, the TRC was brought online thoughtfully and deliberately, ensuring appropriate staffing, training, and clinical protocols were in place to meet the needs of the community.

At the request of Douglas County administration, the TRC underwent an external review by Multipass Consulting at the beginning of 2026. In the resulting detailed and comprehensive report, the TRC received very positive feedback related to its operations. The challenges identified and recommendations made in the report were related to known challenges that BNC is actively addressing to further

strengthen TRC operations and sustainability. The external review recognized the current and planned efforts include enhancing financial transparency and cost visibility, improving workforce stability and staffing models, refining operational workflows and patient flow across levels of care, and advancing data collection and reporting to support informed, data-driven decision-making.

Equity

What is your organization doing to advance equity?
At BNC, advancing equity is central to our mission and embedded across our services, workforce practices, and community partnerships. We work to reduce barriers to care and improve mental health outcomes for historically underserved populations in Douglas County. Our Health Equity Manager leads organization-wide efforts to operationalize equity through staff training, policy review, incident response, and community collaboration. This includes strengthening partnerships with organizations such as Haskell Indian Nations University and University of Kansas Athletics to expand culturally responsive care. We continue to lead the Nash Cares Community Education Series, which provides free, accessible education on mental health topics impacting underserved communities, including Black mental health, Native and Indigenous mental health, perinatal mental health, substance use recovery, and gender-affirming care. Additionally, BNC hosts our annual Traditions Fest, a community-building event designed to foster connection, cultural sharing, and belonging among clients, staff, and the broader community. This event creates an inclusive space that centers diverse identities and promotes community engagement. Internally, we have implemented a sixth Pillar of Excellence focused on equity and team member well-being, ensuring inclusive decision-making, equitable policies, and accountability across all levels of the organization.
Have you employed strategies to mitigate equity considerations? Please list those below.
Yes, BNC has implemented strategies to mitigate inequities and measure impact across different populations. These strategies include organization-wide equity trainings such as Equity Centered Leadership in Behavioral Health, Whole Person Behavioral Health Equity, and LGBTQ+ inclusion, as well as ongoing education opportunities like equity-focused lunch and learns. We intentionally apply an equity lens to policies, practices, and service delivery, while also embedding leadership accountability for equitable outcomes. Our approach is further strengthened through community-informed programming and partnerships that ensure services reflect the needs and lived experiences of those we serve. We monitor and evaluate our impact using both quantitative and qualitative data. This includes tracking demographic data to identify disparities in access and outcomes, analyzing service utilization across populations and geographic areas, and using standardized behavioral health tools to measure client outcomes. We also gather client satisfaction data and feedback to better understand the client experience, while monitoring workforce data related to retention, engagement, and advancement to support an equitable workplace. In addition, we incorporate community feedback gathered through listening sessions, our Nash Cares Community Education Series, and other

partnerships to ensure our services and engagement opportunities remain responsive and relevant. This data-driven approach allows us to continuously assess our impact, identify gaps, and adapt services to better meet the needs of all members of our community.

Budget Request Analysis

Analysis of Revenue Sources

Funding for the TRC comes from multiple sources including State and local (County) revenue, as well as fee revenue from Medicaid (at the CCBHC PPS rate) earned at the TRC and allocated PPS revenue from other BNC programs. Total revenue for the TRC in 2025 was $12M. This amount breaks out as follows: BNC-Supplemental State Medicaid fee revenue - $6.0M, State CIC grant - $3.2M, DGCO - $1.8M, and TRC State Medicaid fee revenue - $1.0M.

While revenue from the outside sources is generally expected to remain steady in 2026 and 2027, there are challenges related to timing, access, and collectability of the revenue for the TRC as demonstrated in prior periods.

From a timing and access perspective, the TRC's funding is impacted by the fact that the State fiscal year runs July-June, and the County and BNC's fiscal year runs January-December. Historically, the County has been the "payor of last resort." However, this has led to County funds only able to be accessed in a narrow number of months within the calendar year. This ultimately leads to BNC not being able to access and utilize the DGCO funds within the calendar year period allocated, despite the actuals being incurred to support the need. As a result, the County and BNC are currently in conversations to adjust the funding model where access to County funds is permitted on a consistent monthly basis, invoicing for actuals, while State CIC funds remain prioritized to ensure they are exhausted each state fiscal year.

For 2026, the forecasted total revenue for the TRC in 2026 is $11,403,140. $4.8M is forecasted to come from internally allocated BNC Supplemental State Medicaid fee revenue, $3.6M from State (FY26 & FY27) CIC grants, $1.6M from DGCO, $915K TRC Medicaid fee revenue, $244K from commercial fee revenue, and $175K from State Screens.

As it stands for 2026, the TRC is still anticipating a shortfall of approximately $700k. As noted above, the County approved $1,613,308 in support of the TRC for 2026. During the initial budget processes, BNC asked for a supplemental request for the TRC of $1.25M for 2026. This supplemental request was based on gaps in funding identified through historical operational data trends at that time. The initial request for supplemental funds was denied. In December of 2025, BNC re-approached the County to request a supplemental request of $1.0M for 2026. This request was based on the historical actuals data, further informed by 10 additional months of operational data of 2025. At the time of the2027 budget submission, BNC has completed the required TRC third-party review and the positive official report issued; however, the further updated request for supplemental funding of $700k is still pending and awaiting approval of the County Commission. BNC hopes to have more clarity and a definite answer to this request following the May 20th Board of County Commission meeting.

As evidenced in 2026 and carried into 2027 through all future years - the budgeted BNC-supplemental State Medicaid Fee revenue,

directly earned TRC Medicaid fee revenue, and commercial fee revenue are based on prior period data related to agency revenue dollars earned, and actual payments ultimately received. In planning for 2027, BNC's total County funding ask remains the same; however, the newly established Crisis Services Uncompensated Care fund will be available for usage related to TRC or MRT (Mobile Response Team) revenue gaps. A tentative supplemental funding request is included in this submission as a placeholder should the 2026 supplemental funding request of $700k be denied or significantly reduced further.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

To comply with Generally Accepted Accounting Principles (GAAP) as required, BNC utilizes the accrual method of accounting. As a result, the Beginning and Ending Fund Balance on the 2027 Community Partner Budget Request Details Spreadsheet is an approximate unrestricted cash on hand value. These numbers are negative due to BNC's financial struggles over the past few years and representative of the continued reliance on the agency's line of credit.

Historically, there have been internal issues encountered with DGCO pre-funding practices further compounded by the restrictive access limitations to much-needed current year County funding. As part of BNC's maturity in operation of the TRC, the agency is currently in conversation with the County to similarly mature the funding model. In 2026, BNC plans to exhaust prior year deferred entirely, prevent future period deferred revenue through the suspension of DGCO pre-funding. Additionally, BNC hopes to begin regular monthly invoicing - based on actuals - of County funds to be used alongside the prioritized State funds throughout all months of the calendar year.

Analysis of expenditure changes

Looking at 2026, TRC has a projected increase of $418K in expenses. Most of this increase is related to Salaries, Payroll Tax & Benefits, and Business & Clinical Support (which is driven by monthly FTE). The TRC ended 2025 with staffing levels at 77.73 FTE; and has budgeted 86.6 TRC staff members for 2026. Budgeted FTE in 2026 was based on the average number of staff TRC has historically retained throughout prior periods. Due to the challenging nature of the work done at this facility, turnover is high, and staffing numbers vary from month to month. As a result, salary expenses can remain high despite the lower FTE since overtime pay is more costly. While all efforts are made to retain strong staffing models, including a deep part-time staffing "bench" overtime expense is largely unavoidable as staffing ratios must be maintained for the TRC to remain operational.

Maintenance and building costs amount to the second largest expense behind salaries and benefits for the TRC. The secure nature of this facility requires quick repair to doors, glass, and other fixtures to ensure client and employee safety. Legal expense[KW1.1] also remains steady and significant in 2026. BNC recently finalized the hire of in-house counsel that will help navigate the unique and complex environment that comes with operating a 24/7 crisis center. This hire, along with union negotiations tentatively concluding in 2026, will reduce part of the legal fees allocated to the TRC in 2027 and future years.

Based on all current year and prior year financial data available, known operational needs, and the TRC's operational contractual renewal discussions to occur between BNC and DGCO later this year – the 2027 budget expense estimates utilized for this submission are currently changed only by a 5% growth rate.

2027 Budget Request Detail

calculated fields

Community Partner	Children's Advocacy Center of Douglas County					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	7,259	33,223	7,971	55,646	55,646	55,646
Douglas County	40,000	40,000	40,000	50,000	50,000	40,000
Grants-Federal			54,658			
(auditor changed categories 26)						
Grants-Government (VOCA NCA 26)	187,910	115,854	154,047	73,391	73,391	73,391
Fundraisers	16,410	1,820	0	27,000	27,000	27,000
Contributions	23,000	49,076	97,379	25,000	25,000	25,000
Reimbursable Grants	7,791	8,636	35,503	700	700	700
Foundation Grants	37,871	30,365	25,675	29,678	29,678	29,678
Other Income (OAG and State for 26)	2,870	51,853	11,402	338,954	338,954	338,954
Total Revenues	315,852	297,604	418,664	544,723	544,723	534,723
Total Revenues and Fund Balance	323,111	330,827	426,635	600,369	600,369	590,369
Expenditures:						
Salaries	128,724	129,364	174,714	349,075	349,075	349,075
Employee Benefits	11,874	7,974	12,000	15,801	15,801	15,801
Employee Recruitment/Background	0	90		500	500	500
Payroll Taxes	13,430	10,506	14,283	26,704	26,704	26,704
Unemployment tax				6,109	6,109	6,109
Contractual Victim Services Therapy/acco	20,076	18,121	13,527	14,444	14,444	4,444
Contractual Victim Services Medical	0	0	0	0	0	0
Rent, includes utiliies 2021-9/2023	41,359	32,400	32,400	32,400	32,400	32,400
Utliities/Maintenance, New 2023		3,781	11,231	7,001	7,001	7,001
Travel & Training	7,054	21,841	3,671	13,165	13,165	13,165
Direct Program Delivery	42,994	68,557	77,167	32,992	32,992	32,992
Administrative Expenses	11,170	27,412	29,444	33,676	33,676	33,676
Depreciation, Combined D/A 2023	12,258	0	0			
Amortization	0	0	0			
Fundraising Software	949	2,810	2,552	2,400	2,400	2,400
Operating Reserves Fund	0	0	0	10,456	10,456	10,456
Total Expenditures	289,888	322,856	370,989	544,723	544,723	534,723
Ending Fund Balance 12/31/xx	33,223	7,971	55,646	55,646	55,646	55,646

Community Partner	**Children's Advocacy Center of Douglas Co**	**Contact Name**	**Children's Advocacy Center of Douglas County**
2027 Request Amount	**$ 40,000**	**Phone Number**	**785-592-3160**
Total Partner Budget	**$ 534,723**	**Email**	**bev@cacdouglas.org**
Unrestricted Fund Balance	**$ 55,646**	**Website**	**https://www.cacdouglas.org/**

Community Partner Summary

Community Partner Overview
The Children's Advocacy Center of Douglas County (CACDC) provides a coordinated, child-centered response to child abuse, ensuring children and families receive immediate, compassionate care. Using a multidisciplinary team approach, CACDC partners with local law enforcement, child protection, medical providers, prosecutors, and community organizations to deliver efficient, best-practice investigations while prioritizing the needs of the child. Services are delivered in a neutral, child-friendly environment to reduce trauma. Specially trained forensic interviewers conduct developmentally appropriate interviews, while family advocates offer crisis support and ongoing guidance, connecting families to resources, medical care, and mental health services. Caregiver involvement is central to improving outcomes and supporting long-term healing. A key component of CACDC's work is access to trauma-focused therapy. In late 2025, CACDC launched a full on-site Therapy Program providing evidence-based treatment to help children process trauma, build resilience, and heal. By summer 2026, CACDC will also offer Problematic Sexual Behavior–Cognitive Behavioral Therapy (PSB-CBT) for children ages 7–14—the only program of its kind in Douglas County—supporting safe, effective interventions for children and families. Guided by National Children's Alliance standards, CACDC works to minimize trauma, reduce duplicative interviews, increase access to medical and mental health care, and improve coordination and outcomes across systems. Research shows CAC involvement leads to stronger child protection, more effective prosecutions, increased service access, and higher family satisfaction. Douglas County funding has been instrumental in bridging gaps often left by traditional victim service funding, allowing CACDC to support personnel, therapy services, transportation, family assistance, and essential operational needs.
Service Overview

The CACDC serves as the only CAC serving Douglas County providing;

A neutral child-friendly environment which is private, secure and accessible by the Lawrence Transit bus line,

Dedicated and trained victim and family advocates providing direct referrals for specialized medical exams, trauma-focused mental health services and court advocacy,

Dedicated and trained forensic interviewer providing the evidence based best practice model of interviewing children who have experienced child maltreatment or witnessed a violent crime,

Dedicated and highly trained Mental Health Therapists providing evidence-based trauma specific therapy modalities,

Coordination of the Multidisciplinary Team(MDT) of child abuse professionals while consistently advocating for what is best for the child- during multiple investigations (criminal and child protection),

and Implementation and Maintenance of the NCAtrak data system to collect and report cases and client demographics, referrals, and outcomes including DCF disposition and criminal justice outcomes.

The CACDC also provides assistance for transportation for therapy or medical appointments.

Mission Moment: Recently a family that was served in the past with forensic interview services reached out to the CAC following the successful conviction of the offender. Now the teen is ready to engage in therapy services, allowing them to be served at the CAC by our trauma therapists.

Every child deserves to feel heard and have an opportunity to begin healing from their trauma.

Attachment: CAC Agency FLYERS For DGCO Apr 2026 (statistics)

Equity

What is your organization doing to advance equity?
The Children's Advocacy Center of Douglas County (CACDC) advances equity by ensuring all children and families have access to high-quality, trauma-informed services—regardless of income, background, or circumstance. CACDC adheres to federal non-discrimination and Limited English Proficiency standards by providing interpreter services and translated materials so families can fully engage in care. All services are offered free of charge, with additional financial support available for therapy (including off-site services), transportation, and other essential needs to reduce barriers to access. CACDC is committed to serving children where they live, helping families avoid unnecessary travel, cost, and disruption while increasing comfort and engagement. Services extend beyond active investigations to include advocacy for children whose cases occurred prior to CACDC's opening or are being investigated outside Douglas County but reside locally. Through its membership with the National Children's Alliance, CACDC collaborates with a national network of CACs, allowing flexibility to refer or accept cases based on what best meets each family's needs. The center also partners with agencies such as the Federal Bureau of Investigation to ensure coordinated, comprehensive support in complex cases. Equity efforts are guided by a strategic focus on organizational capacity, financial sustainability, and community outreach, with intentional emphasis on diversity, equity, inclusion, and belonging in board, volunteer, and hiring practices. CACDC recognizes that true equity goes beyond representation—it requires creating an environment where all families feel welcomed, respected, and supported. Community feedback reflects the impact of these efforts. In 2025, a caregiver shared, "This takes a lot of weight off of my shoulders to know the kiddos will be getting what they need." Feedback from a 2025 professional conference hosted in partnership with the Lawrence Police Department highlighted the value of accessible training and collaboration: "Each module was thoroughly enlightening… I am excited to bring back so much valuable information to my team," and "The presenters were great! I can't believe this was free!" Attendees also noted appreciation for the quality of speakers and overall experience. To ensure accountability and continuous improvement, CACDC uses data and feedback systems to monitor outcomes, track demographics, and gather input from caregivers and multidisciplinary partners. Ongoing collaboration and peer review strengthen the community's response to child abuse, ensuring that every decision centers on the safety, healing, and well-being of the child.
Have you employed strategies to mitigate equity considerations? Please list those below.

CACDC intentionally addresses barriers to care by embedding equity considerations into service delivery, ensuring all children and families can access needed mental health and medical support.

Financial Access: All CACDC services are provided at no cost, including for cases that began prior to the center's opening in 2021. Financial assistance is available to every family to fully or partially cover therapy, based on clinical need and duration of care. CACDC maintains partnerships with more than a dozen community mental health providers through reduced-rate agreements to expand access to trauma-focused treatment. In 2026, CACDC further increased access by launching on-site trauma therapy at no cost, reducing delays and financial strain for families.

Transportation Access: The CAC is located within walking distance of free public transportation. To further reduce barriers, CACDC provides gas cards and, when needed, staff-supported transportation to ensure children can attend medical exams and other critical services.

Culturally Responsive Care: CACDC prioritizes matching children with providers who reflect and respect their identities and preferences. This includes supporting requests for therapists based on gender, race, language, and LGBTQIA+ affirmation, ensuring children feel safe, understood, and supported in their healing.

Continuity and Flexibility of Care: CACDC is committed to maintaining continuity for children already engaged in therapy, recognizing the importance of established therapeutic relationships. The 2026 Supplemental funding from Douglas County allows CACDC to continue to financially support the community therapy needs as we transition into on-site therapy. The CAC remains flexible and responsive to each family's unique and evolving needs—especially in crisis situations where needs cannot be fully anticipated. This flexibility-supported by Douglas County funds- ensures that every child in Douglas County has equitable access to high-quality, individualized care close to home.

Budget Request Analysis

Analysis of Revenue Sources
For the year 2027, our funding request from Douglas County will remain status quo at $40,000. Starting in Fall 2025 the CAC received a new grant award from KDADS that is specific to therapy salaries and fringe. This specific award is seen on our 2026 Budget as $206,071 and covers 2 full time and 1 part time therapist. Our fundraising efforts have increased our individual contributions as well as an increase in new donors. For this reason we are not requesting supplemental funding as awarded to us for 2026 (to support therapy). The funding provided by Douglas County to support the Children's Advocacy Center of Douglas County as proven to be instrumental is bridging the gaps often formed by "traditional" child abuse or victim service grants. Victim service grants are typically set to cover a % of a position or expense-never the full cost of staff and benefits. The CACDC has utilized the Douglas County funds to support personnel costs, client transportation, family assistance, mileage costs for staff, program supplies, insurance, accounting support and more.
Analysis of beginning & ending fund balances and dedicated or restricted cash reserves
CAC had a generous donation at the end of 2025 to offset funding that was in limbo by federal freeze. This donation is reflected in the increased contributions.
Analysis of expenditure changes
Expenditure changes are in regards to the new KDADS grant and hiring of therapist on site at the CAC, costs fully supported by the grant.

2027 Budget Request Detail

calculated fields

Community Partner	Cottonwood, Inc.					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	6,895,795	6,992,300	8,083,648	9,768,874	9,768,874	12,373,750
Douglas County	788,031	970,769	686,000	686,000	686,000	686,000
Jefferson County	75,000	75,000	75,000	75,000	75,000	75,000
Grants	67,543	42,231	36,198	29,735	29,735	25,000
Contributions	633,498	662,489	448,875	760,992	690,992	525,000
Federal/State Funding	648,854	690,945	700,787	668,537	668,556	711,310
HCBS Funding	7,665,402	8,599,998	9,313,275	9,173,000	9,414,749	9,885,486
Other Medicaid Funding	535,460	628,662	653,024	650,000	633,016	530,000
Voc. Rehab Funding	482,964	517,930	497,549	504,600	334,764	404,600
Private Pay	472,561	586,971	624,872	751,856	769,194	754,576
Client Production Contracts	5,422,991	4,968,334	5,698,877	5,867,914	5,506,333	5,900,000
Other Revenue	62,653	130,991	28,304	24,580	1,692	20,000
ERC Claims from 2021	0	0	1,302,750	0	2,912,273	0
Interest	574,983	678,778	748,637	443,100	201,145	300,000
Total Revenues	17,429,940	18,553,098	20,814,148	19,635,314	21,923,449	19,816,972
Total Revenues and Fund Balance	24,325,735	25,545,398	28,897,796	29,404,188	31,692,323	32,190,723
Expenditures:						
Salaries	9,324,718	9,384,611	10,098,299	10,005,123	10,100,000	10,000,000
Employee Benefits	1,427,934	1,487,394	1,571,209	1,615,554	1,488,612	1,700,000
Health Insurance	1,000,995	898,772	990,032	1,098,124	1,099,959	1,300,000
Supplies	317,714	283,708	288,962	301,577	308,236	310,000
Utilitites	284,756	271,444	280,450	277,947	285,810	300,000
Travel & Training	39,266	54,666	111,429	126,600	103,042	130,000
Debt Payments	19,544	33,504	363,868	0	0	0
Future Project Funds	0	0	200,000	0	1,000,000	0
Contracted Services	1,189,679	899,804	640,201	663,889	611,039	725,000
Business Insurance	226,322	262,399	274,643	326,861	316,719	350,000
Repair, Maint, Fuel	526,240	644,869	576,501	587,954	505,149	600,000
Federal Contract	2,533,502	2,671,570	3,141,463	3,454,848	2,902,911	3,200,000
Depreciation	364,035	418,751	463,656	475,003	475,000	475,000
Other Expenses	78,730	150,258	128,209	137,572	122,096	130,000
Total Expenditures	17,333,435	17,461,750	19,128,922	19,071,052	19,318,573	19,220,000
Ending Fund Balance 12/31/xx	6,992,300	8,083,648	9,768,874	10,333,136	12,373,750	12,970,723

Community Partner	**Cottonwood Inc**	**Contact Name**	**COLLEEN HIMMELBERG**
2027 Request Amount	**$ 686,000**	**Phone Number**	**785-842-0550**
Total Partner Budget	**$ 19,220,000**	**Email**	**chimmelberg@cwood.org**
Unrestricted Fund Balance	**$ 12,373,750**	**Website**	**https://www.cwood.org/**

Community Partner Summary

Community Partner Overview
Founded in 1972, Cottonwood, Inc. has a long history of serving individuals with intellectual and developmental disabilities in Douglas County. In 1995, Cottonwood was designated as the Community Developmental Disability Organization (CDDO). In this role, the organization operates under state and local oversight and serves as the single point of entry to the I/DD HCBS Waiver. Cottonwood provides information to individuals and families, monitors the quality of service providers, and ensures corrective action when necessary. The organization contracts directly with KDADS to fulfill these responsibilities. With strong county support and forward-thinking leadership, Cottonwood has expanded a wide range of services that enrich lives and promote inclusion. Cottonwood Industries employs individuals through regional and national contracts, including work with the Department of Defense. JobLink supports nearly 300 individuals in community employment. Residential Services include 12 Cottonwood-owned homes and independent living supports in more than 50 settings. Additional services include Health Supports, which provide largely unfunded medical, psychiatric, and mental health assistance, and Support Services, which offers case management and help individuals access benefits. CORE day programs focus on community engagement and independent living skills, while Day Enrichment programs serve individuals with higher support needs. Cottonwood continues to advance inclusion through innovation, including a new DOD contract; investments in technology to improve efficiency & reduce costs; and expand opportunities for individuals to live full and meaningful lives.
Service Overview

Note that there are 196 individuals in Douglas County on the State of Kansas waiting list for I/DD services. Cottonwood remains committed to serving all Dg Co residents and is focused on creating capacity in all service areas.

By The Numbers		Individuals Served
2024	2025	
CDDO	737	722
JobLink	311	342
Residential Services	104	86
Support Services	299	312
Life Enrichment	110	105
CWI	129	105
CORE	42	69
Retirement	17	15
Heath Supports		
Health Care Coordinator	79	77
Clinic Visits	969	1181
Accompanied Appts	1959	1833
Transportation Trips	1959	1833
Wellness Visits	276	279
Medication Changes	1311	840
Miles Traveled	24,635	27,145

CW is licensed by the Kansas Department of Aging and Disability Services (KDADS) and reviewed by other external entities related to regulatory requirements including, but not limited to, Source America, Kansas Department of Transportation (KDOT), Housing and Urban Development (HUD), Social Security for the Payee Program, State Fire Marshall, and a consolidated financial audit. Satisfaction surveys are conducted regularly, and ISO is the quality system used for the cargo strap line as required by the Department of Defense. All satisfaction reports and ISO reports are well within excellent quality standards.

Equity

What is your organization doing to advance equity?
Overall, CW serves individuals with Intellectual and Developmental Disabilities (I/DD) which is considered a marginalized population. In addition, individuals with other types of disabilities can be employed through Cottonwood Industries. Our JobLink division supports individuals with all types of disabilities to be successfully employed throughout the community. We currently support nearly 300 individuals working throughout Douglas County. We believe this enriches the community as a whole as we assist local businesses to practice inclusion & acceptance. CW embraces diversity and values differences in the workplace. Embracing diversity in the workplace makes for better creativity, acceptance, and innovation. It also broadens the range of knowledge, skills, and abilities of our staff members. Better service decisions can be made based on broader, culturally diverse perspectives. As an organization, our focus on cultural competency and diversity improves our ability to provide culturally sensitive services to the individuals we support. In addition, CW continues to develop its strategic initiative that includes a goal of growing diversity within our team.
Have you employed strategies to mitigate equity considerations? Please list those below.
CW's mission is to help people with disabilities shape their own future, and we provide services without regard to race, sex, religion, national origin, sexual orientation, ancestry or political affiliation. CW also has a well-established Affirmative Action Plan in place to achieve utilization of minorities and women at all levels and in all segments of the work force. Providing for the health and safety of persons served and our staff members is beneficial to all as we live our daily lives. CW has had a Corporate Compliance Plan and an Accessibility Plan in place for over 25 years. We also do an abundance of work in health equity and literacy through our services as our population has difficulty navigating the health care system and is often misdiagnosed and misunderstood. We do considerable advocacy at the state and national level for our disadvantaged population through policy and legislative initiatives. Our values and our Code of Ethics guide our work and decisions each day. Working with a diverse population and support staff who care for them has always been an integral part of what we do.

Budget Request Analysis

Analysis of Revenue Sources

Cottonwood's main sources of revenue are through the Home and Community Based Services (HCBS) Medicaid Waiver and the Department of Defense for the cargo strap production contract. In addition to these revenue streams, the Division of Vocational Rehabilitation contracts with the JobLink division to provide community employment services. Cottonwood also utilizes State Aid funds to assist in providing services to individuals who are not yet on the HCBS waiver. In addition to "fee for service" revenue, Cottonwood has a fundraising department and conducts an annual giving campaign, a large 3-day fundraising event and participates in the Douglas County Community Foundation grant programs. We seek other grants as appropriate through private foundations.
It is a strategic initiative to diversify revenue by growing contracts through Cottonwood Industries, expanding programming to increase HCBS revenue and increasing fundraising through a structured major-gifts fundraising to include memorial donations, individual gifts and planned giving.

The Cottonwood Foundation remains a significant partner in our financial portfolio and provides funding for operations and special needs. Funding from Douglas County has been a staple since Cottonwood's inception and subsequent appointment as the County Developmental Disability Organization for Douglas and Jefferson County.

In 2025 and 2026, Cottonwood recognized revenue resulting from Employee Retention Credit (ERC) claims filed in early 2024. These claims are meant to recover COVID-related revenue losses from 2021.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

Cottonwood operates on a fiscal year ending on December 31. As of January 1, 2025, Unrestricted Cash and Cash Equivalents totaled $1,162,964, which increased to $2,388,201 by December 31, 2025, predominantly composed of checking accounts with minimal short-term investments.
Cottonwood, Inc.'s corporate policy requires that we maintain a Discretionary Reserve equivalent to 90 days of operating expenses, in addition to and separate from Unrestricted Cash. This reserve, historically ranging from approximately $4,000,000 to $5,000,000, consists of long-term investments and serves as a safety net to be utilized at the discretion of the Board during times of financial crisis or funding cuts. In 2025, under advisement of the board of trustees, Cottonwood set a goal for a reserve equivalent to 6 months of operating expenses. The organization reached 5 months by December 31, 2025 and 6 months by January 31, 2026. All funds over and above the reserve balance are available for operating purposes.
Projected Unrestricted Cash and Cash Equivalents at December 31, 2026 is estimated to be approximately $3,050,000, with the remaining fund balance considered Cottonwood's Discretionary Reserve (restricted per policy).

Key Financial Metrics:

• % of Budget: Douglas County funding makes up 3.5% of Cottonwood's overall operating budget.
• Restricted Funds Requirement: $4,575,350 (3 months per policy); $7,661,392 (5 months per board) as of 12/31/25.
• Unrestricted Funds: $2,388,201 as of 12/31/25.
• Change in Cash in 2025: Increase of $1,225,237 (this was a rebound of cash from 2024, mostly due to the timing of DOD contract orders).
• Reserve activity: In 2025, we received an ERC payment from a 2021 claim that allowed us to pay off our debt and invest an additional $960,000 in our reserve fund. This brought us to a full recoupment of the $2,000,000 in reserves used in 2022. An additional ERC payment was received in January 2026, which allowed us to reach the 6-month reserve goal.

*** Please note that the current fund balance provided in the accompanying documents does not include unrealized gains associated with our investment accounts or other non-cash transactions affecting our revenues/expenditures, hence future balances may vary.

Analysis of expenditure changes

Aside from fluctuations in production-based contracts and inflationary increases in utilities and supplies, Cottonwood's expenditures are largely driven by staffing costs, which account for 65-70% of our total budget.

In 2024, Cottonwood completed a comprehensive compensation and benefits study conducted by CBIZ Compensation Consulting. This study established a formal compensation philosophy focused on paying employees at the median of the competitive labor market and introduced standardized job titles and descriptions across the organization. As a result, compensation adjustments were implemented in 2025, including wage compression adjustments, which had an annualized impact of more than $200,000.

These changes were intentional and strategic. Since implementation, Cottonwood has experienced a notable reduction in staff turnover and position vacancies, improving program stability and continuity of services.

These adjustments resulted in higher personnel expenditures, reflecting the reality of addressing persistent recruitment and retention challenges in our service sector. Competitive wages and benefits are essential to maintaining a stable, qualified workforce. Accordingly, Cottonwood will continue to evaluate compensation levels to remain competitive and to support long-term staff retention. In addition, Cottonwood is committed to directing any future increases in our Medicaid reimbursement rates toward wages for direct support professionals.

2027 Budget Request Detail

calculated fields

Community Partner	DCCCA, Inc.					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx		-76,105	-138,958	56,189	56,189	10,728
Douglas County	749,860	738,623	873,872	873,872	873,872	873,872
City of Lawrence						
United Way						
Grants	2,800					
Fundraisers						
Contributions	593	2,667	3,723	3,000	3,000	3,000
Fee for Service - All payers	2,057,202	2,540,635	1,862,284	2,137,582	1,859,773	2,023,678
Do Co special liquor tax						
Interest						
Total Revenues	2,810,455	3,281,925	2,739,879	3,014,454	2,736,645	2,900,550
Total Revenues and Fund Balance	2,810,455	3,205,820	2,600,921	3,070,643	2,792,834	2,911,278
Expenditures:						
Salaries	1,215,436	1,322,531	1,294,853	1,519,278	1,413,842	1,515,000
Employee Benefits	0	0				
Health Insurance	163,360	201,476	178,902	291,574	261,561	280,275
Supplies	230,507	407,297	233,611	252,928	248,001	254,500
Utilitites, Building Maint.	356,020	375,512	374,091	366,556	370,600	354,600
Travel & Training	26,972	18,592	3,959	4,778	7,000	5,000
Office Equipment	10,645	121,776	994	3,000	800	800
Debt Payments	0	0	0	0		
Consulting & Other professional fees	630,829	594,462	228,357	334,609	250,122	255,000
Indirect	252,791	303,132	229,965	243,811	230,180	241,018
Do Co funded construction - Transitional Housing						
Total Expenditures	2,886,560	3,344,778	2,544,732	3,016,534	2,782,106	2,906,193
Ending Fund Balance 12/31/xx	-76,105	-138,958	56,189	54,109	10,728	5,085

Community Partner	**DCCCA, Inc**	**Contact Name**	**Lori Alvarado**
2027 Request Amount	**$ 960,772**	**Phone Number**	**785-841-4138**
Total Partner Budget	**$ 1,417,672**	**Email**	**lalvarado@dccca.org**
Unrestricted Fund Balance	**$ 10,728**	**Website**	**https://www.dccca.org**

Community Partner Summary

Community Partner Overview
DCCCA, Inc. is a private non-profit corporation, 501(c) 3 with headquarters in Lawrence, Kansas. DCCCA holds a variety of social and community service grants and contracts designed to improve the safety, health, and well-being of adults, youth, and children throughout Kansas, Missouri, and Oklahoma. We currently provide services and supports in three program areas – Behavioral Health, Child Welfare, and Community-Based Services. DCCCA is governed by a volunteer board of directors which honors its commitment to the community by providing valuable social and community services to improve the safety, health, and well-being of those we serve. The Board of Directors controls the property, formulates policy and provides direction for the organization. Lori Alvarado, CEO, administers the day-to-day operations of the agency, and directly supervises the various senior level executives of programs and departments. DCCCA behavioral health prevention, treatment and recovery programs have served Kansans for more than 50 years. We provide residential and outpatient substance use treatment (SUD) services in Douglas County. DCCCA is a partner in Behavioral Health Court, Drug Court, facilitating SUD assessment and treatment services for court referred individuals. DCCCA has facilitated evidence-based prevention efforts, utilizing the Strategic Prevention Framework to guide prevention planning and implementation efforts. We facilitate Engage Douglas County to support collaboration, planning, and implementation efforts. DCCCA focuses efforts on overdose prevention in the county through local opioid settlement dollars. We placed ONEbox devices in seven locations and completed targeted naloxone distribution efforts. We also support the naloxone vending machine at the Transit Center and offer naloxone administration and overdose prevention training to multiple organizations and individuals.
Service Overview

Prevention - Prevention efforts in the County have grown significantly, including increasing financial resources for prevention through multiple grants. Engage Douglas County has over 85 community partners representing over 12 community sectors. KCTC data for 2026 is unavailable, however, we have completed youth focus groups to guide planning. We have successfully secured state funding to support county-wide suicide prevention efforts and young adult prevention efforts focused on alcohol and marijuana. We continue to seek funding for new efforts to support school-designated prevention efforts.

Substance Use Disorder (SUD) Treatment and Recovery Services for Uninsured Douglas County Residents - DCCCA's annual block grant allocation is finite; we don't receive additional revenue as referrals increase. We use our resources before leveraging other funding. Douglas County continues to recognize the health disparity that exists for those residents who do not have insurance to pay for SUD treatment and recovery support services and has made residential, intensive outpatient, outpatient, and peer support services available for its residents. DCCCA projects to provide SUD residential treatment to 30 uninsured individuals (prioritizing pregnant women and women with children, also allocating funds for men as necessary) in 2027. If no other payer is available for Douglas County residents, funds will be allocated for outpatient services. The data below reflects SUD treatment (residential and outpatient) funded by Douglas County in 2025

- 142 unduplicated clients
- 134 Assessments
- 1866 client hours of Group therapy
- 298 client hours of Individual therapy
- 496 Intermediate Residential Days
- 55 client hours of Peer Support - Individual

Behavioral Health Court (BHC) - DCCCA is an original partner in BHC, facilitating SUD assessment and treatment services for court referred individuals. DCCCA uses County dollars for individual and group Peer Support Services to support ongoing client engagement in services. DCCCA projects to serve 15 clients in Behavioral Health Court in 2027. BH Court Clients Billed to BH Court or Medicaid in 2025:

- 15 unduplicated clients
- 13 Assessments
- 119 client hours of Group therapy
- 96 client hours of Individual therapy
- 109 Intermediate Residential Days

The BHC rates are: $150 for assessment, $27.25 per 15 minutes individual counseling, $10.50 per 15 minutes group counseling, $160 IOP per group, $19.75 per 15 minutes for individual peer, $10 per 15 minutes for group peer, $16.40 per 15 minutes for case management, $149.50 for reintegration, and $ $225.per day for men's residential and $255 per day for women's residential.

Drug Court - DCCCA serves as the primary substance use expert provider in Douglas County Drug Court. Funds allocated for staff services support addiction counselors, peer support, and clinical supervisor. We have intentionally deployed some of the same staff in this project as those who work in Behavioral Court to allow for consistency in approach, good coordination of care between the specialty courts, and maintenance of relationships that were first established with BHC. DCCCA projects to serve 40 clients in 2027 through the Drug Court.
Drug Court Clients
Billed to Drug Court or Medicaid in 2025:
• 30 unduplicated clients
• 630 client hours of Group therapy
• 215 client hours of Individual therapy
• 283 Intermediate Residential Days
• 125 client hours of Peer Support Individual

Peer Led Social Detox - This project supports the social detox needs of Douglas County Residents. DCCCA served 76 unique clients for peer led social detox in 2025.

Equity

What is your organization doing to advance equity?
DCCCA's Board of Directors and employees crafted a series of value statements we strive to emulate. One of those, "Valuing the people and communities we serve by respecting their experiences and treating them with dignity" speaks to our commitment for inclusion and equity. With the mission of Improving Lives, DCCCA focuses on providing equity internally with staff and externally with clients. DCCCA conducts a yearly engagement and satisfaction survey for staff. In2025, DCCCA had a 67%% staff response rate on its yearly engagement and satisfaction survey. The staff engagement and satisfaction survey includes questions on diversity, inclusion, and trust. The survey results are compared to other similar sized agencies and provided to staff and management. In addition to other staff surveys DCCCA regularly requests client input in all areas of our agency. It is important that we ensure the consistent and systematic treatment of all individuals in a fair, just, and impartial manner, including individuals who belong to communities that often have been denied such treatment. We have feedback sheets at all locations to encourage clients to provide feedback, so that we can listen to what is important to them and can continue to improve. DCCCA continuously reviews current policy and practice to further enhance diversity, equity, and inclusion. Current DCCCA strategies to encourage greater equity include: • Geographic equity – Increasing outreach and engagement related to prevention and treatment activities in rural areas and community neighborhoods that historically have not participated in our work. Our youth prevention work has moved to include school-based groups that allow individuals to participate in prevention efforts in their home community even if they are unable to participate in countywide work due to transportation barriers. • Approach equity – Listening to historically underrepresented communities to guide how we approach prevention and treatment interventions. Specifically, for treatment services, what barriers in how DCCCA approaches treatment exist for people of color, or those who speak English as a second language, and what alternative interventions might be considered. • Health equity – DCCCA offers a health equity and cultural competence toolkit as part of our prevention services to raise community awareness about equity and offer strategies for ensuring health equity. DCCCA understands the importance of Culturally and Linguistically Appropriate Services (CLAS) to improve the quality of services provided to all individuals to help reduce health disparities and achieve health equity. DCCCA respects the whole individual and responds to the individual's health needs and preferences, tailoring services to an individual's culture and language preferences. DCCCA follows the National CLAS standards to better advance health equity, improve quality, and help eliminate health care disparities. DCCCA continues to implement best practices in trauma-informed care, leadership development, and other strategies to make progress on diversity, equity, and inclusion issues in a way that values our employees and individuals receiving services.
Have you employed strategies to mitigate equity considerations? Please list those below.

The following are examples of DCCCA's strategies to mitigate equity considerations:
• Diversity, equity, and inclusion workshops for staff, including trauma-informed approaches.
• Exploration of organizational and individual assessments related to diversity, equity, and inclusion to determine strengths and challenge areas for the agency and in our individual program areas. This includes utilization of engagement surveys and review of those surveys.
• The Douglas County YEP! continues to actively engage youth from non-traditional school settings like the College and Career Academy. These youth have been very active in prevention efforts, continually engaging in county-wide meetings and trainings.
• Prevention strategies have been selected to ensure equitable access for individuals who have lower economic status. For example, resources are taken to smaller communities versus requiring travel to larger communities. Hard copies of resources are offered to individuals who have no technology access.
• Some flyers for foster care and post adoption services are translated to be inclusive for Spanish-speakers.
• The Sources of Strength model implemented in the County prioritizes inclusive practices. The model's inclusive definition includes demographic identities, social identities and life experiences.
• Economic equity is prioritized in DCCCA treatment services through allocation of federal, state and local dollars that support timely access to quality treatment for uninsured and underinsured individuals.
• Barrier reduction initiatives support treatment access for low-income residents and those in historically disenfranchised communities. These initiatives include strategies for transportation and childcare, loaned technology to engage in services virtually, and housing and utility support to prevent homelessness during early recovery.
DCCCA requests and obtains data on clients who use (or could potentially use) our services to be able to evaluate where we can best serve them, who most needs our services, and how to best target our message. DCCCA encourages the use of peer services when possible so that we have a better understanding of clients and clients can trust the assistance we are trying to provide.

Budget Request Analysis

Analysis of Revenue Sources

The 2027 budget includes Douglas County (DC) requests that total $960,772 including $150,000 for prevention initiatives, $100,000 for Social Detox services, $250,722 for treatment and administration for clients involved in the Behavioral Health and Drug Court criminal justice systems, $200,000 to provide substance use disorder services to the uninsured and underinsured citizens of DC, $104,400 to provide supportive housing services, and $155,650 to provide Medication Assisted Treatment (MAT) to the citizens of DC.

Prevention – DCCCA's focus on prevention-related revenue diversification continues with leveraging current staff and service capacity with new business lines. DCCCA aggressively looks for other grant opportunities to improve, enhance or supplement our other state-wide and local prevention efforts. DCCCA has applied for years 6-10 of federal funding to support prevention initiatives but has not heard back yet. This would provide an additional $625,000 in Douglas County. This requires a match of 100% in year 6, 125% in years 7-8, and 150% in years 9-10. DCCCA will request additional funds in future budget years to support this match ($6,250 in years 2028 and 2029 and $37,500 in years 2030 and 2031). We have secured an additional $50,000 from the state for young adult prevention and have applied for an additional $50,000 to support more work effective July 1. We continually seek funds to support prevention work in the county.

SUD Treatment - Our focus for revenue diversification continues to use current staff and service capacity with new business lines to cover losses incurred by traditional funders. The various DC projects allow DCCCA to expand current services, increase the number of individuals served, and integrate community-based opportunities without significantly increasing costs.

Block Grant - The primary revenue stream continues to be the Federal Block Grant administered through KDADS and Carelon. Without alternative funding sources, the result will be fewer uninsured and underinsured individuals able to receive the treatment and recovery support services needed for substance use disorders in later years. DCCCA is optimistic that Kansas Legislative action will provide added Block Grant dollars for 2027 and beyond.

Medicaid - Attempts to expand Medicaid eligibility in Kansas to provide alternative funding have been unsuccessful. Our dually licensed therapists, credentialed with all Medicaid companies, can provide traditional outpatient mental health services in addition to substance use disorder services. Lawrence Outpatient expanded Medicaid services for substance using adolescents in the child welfare and criminal justice systems. Women, especially those who are pregnant or have newborn children often qualify for Medicaid funding.

Other Funds - DCCCA has clients funded with dollars from the Sentencing Commission for qualified individuals to receive treatment in lieu of incarceration. Private insurance companies reimburse individual and group therapies provided by appropriately credentialled master's level clinically licensed staff, and with prior approval, limited intensive outpatient and short-term residential stays for DCCCA's

credentialled facility-based services.

2026 Actual to Variance
The 2026 current estimate of fee for service revenue is lower than the budgeted amount. Contributing to the decrease are reduced block grant allocations in 2026 along with significant residential program staffing shortages including multiple recovery support specialists. Staffing shortages at the residential facility cause reductions in the number of clients DCCCA serves. For example, social detox requires a minimum staffing ratio of recovery support specialists. We transport clients to surrounding detox locations rather than being able to serve those clients with all levels of care in our location. Sometimes, these clients who are transported elsewhere do not return to complete our residential program.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

DCCCA has long-term investments in a quasi-endowment type of arrangement that allows for a policy-based annual spend of an amount not to exceed 3% of the three-year average market valuation of the investment, based upon annual Board of Directors approval. The Board has named specific categories for allowable expenditures - building maintenance, infrastructure and systems, workforce development/training and support, employee recruitment and retention, and investments in new business development and expansion. These Board-restricted net assets support the entire DCCCA organization, not just the Douglas County portions of DCCCA.

Expenditures helping Douglas County based DCCCA programs and operations for building/equipment maintenance continue to occur. Recently funded projects in Douglas County include expenditures for technology improvements relating to infrastructure and systems, workforce development, employee recruitment and retention, business development, and expansion have received funding in Douglas County as part of the overall DCCCA funding, as well as supporting the new transitional housing project for DCCCA.

DCCCA's Board of Directors also approved funding to build a $7.6 million multi-service center on our property at 23rd and Harper, which opened at the end of 2023 where all outpatient-based substance use disorder treatment services occur, along with prevention and child welfare services. This facility improves our ability to provide enhanced collaborative services within DCCCA and with our community partners. Having the Board provide a level of funding that does not come from operations allows the Douglas County-based DCCCA programs the ability to continue to provide quality services without having to divert operational funds away from serving the client into organizational support systems.

As of February 28, 2026, DCCCA (in total – not breaking out the Douglas County part of DCCCA) had had $75.4 million in total assets on their interim, unaudited financial statements. Included in that amount is $44.8 million of board restricted investments with a policy-based spend limit, $20.5 million in property and equipment, $9.8 million in cash, short-term investments, accounts receivable and other assets. As of February 28, 2026, DCCCA reported net assets of $71 million and liabilities of $4.4 million.

2026 Actual to budget variance discussion

2026 staffing and benefits are estimated to be $135,000 less than originally budgeted. Staffing shortages include multiple recovery support specialists and program managers.

Decreased estimated building expenses of $12,000 over what was budgeted are fixed costs, without a direct relationship to the number of clients, but reflect overall increases in utilities and building insurance expenses.

The net overall estimated reduction in expenses drives the reduction in estimated indirect, compared to budgeted indirect.
DCCCA is still optimistic that the most recent market salary adjustment, along with increased block grant allocations, will allow 2027 to be closer aligned with the 2027 budgeted results.

Analysis of expenditure changes

Analysis of expenditure changes Prevention
Prevention expenses have remained stable over the last five years of Douglas County funded prevention initiatives. DCCCA's statewide prevention dollars support and facilitate training events with relevant prevention-based topics that Douglas County citizens could attend, continuing DCCCA's practice of leveraging available funds whenever possible to avoid unnecessary costs.

Substance Use Disorder Treatment

Over ten years ago, DCCCA programs incorporated psychiatry, primary medical care, Medication Assisted Treatment (MAT), and therapists dually licensed as mental health and addiction practitioners to provide services necessary to the levels of care needed, but the costs of providing the services clients need is not included in rate structures available for non CCBHC or non FQHC providers. The changing complexity of the client population along with increased acuity and physical health concerns coupled with significantly increasing personnel costs has resulted in significant cost increases to help individuals achieve treatment outcomes.

Our two largest expense categories – wages and benefits – rise at a higher rate than do program reimbursements, requiring us to continually seek opportunities for cost containment and unrestricted revenue enhancements. Significant competition for licensed and credentialled staff continues. Short-term solutions to control costs included keeping vacancies open longer in both Douglas County locations to minimize personnel expenses not covered by program revenue.

In response to staffing shortages, DCCCA has been required to make multiple salary market adjustments for the clinical staff, the peer

support staff and the recovery support specialists to come closer to the current salary environment where we are now competing with Certified Community Behavioral Health Clinics that have abilities with their rates to pay top dollar for staff, so personnel costs including salary, taxes and benefits, our largest expense category, continue to rise without adding staff.

Overall health insurance costs continue to rise, including significant increases in pharmacy claims for specialty medications. DCCCA continues to have self-funded employee health insurance requiring us to cover all allowable health insurance expenses.
DCCCA is experiencing increased food costs in the residential program relating to inflation that is producing overall price increases to food routinely bought to feed clients and children as well as increased costs associated with purchasing meals until the kitchen manager's open position can be filled.

An evolving agency fund development plan provides funding to cover costs associated with client barrier reduction to focus limited fee for service dollars on treatment interventions. DCCCA received grants from the Douglas County Community Foundation and United Health Care for client barrier reduction needs expenditures, but both have been short-term fixes; no permanent solution or funder has been found.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**DCCCA, Inc**	**$ 70,000**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

1) Adolescent Treatment – DCCCA requests $70,000 in funding to pilot an adolescent treatment services program one, half-day per week at the College and Career Academy in Lawrence during the 2027 calendar year. A licensed therapist will coordinate with LCCA staff to determine the best schedule to align with the school day and student needs. This is a one-time request. During the year of funding support, DCCCA will identify opportunities to transition this pilot to a fee for service model for future years to support sustainability for adolescent treatment services. This project is eligible for MFA funds, Special Alcohol Tax funds, or BH Tax funds.

This project aligns with the Behavioral Health plank of the CHIP and will support prevention efforts such as reducing chronic absenteeism and increasing perceived risk of harm from drug use. Additionally, this project will utilize current DCCCA staff to deliver adolescent treatment services. The adolescent model aligns with our existing treatment lines and allows expansion to earlier engagement in treatment services. There is a high level of readiness to support an adolescent treatment service pilot at Lawrence College and Career Academy (LCCA). DCCCA has engaged in conversations with staff at LCCA and there is need for this type of support service. Piloting this project at one location will allow our team time to refine the model to replicate it at other schools in future years.

DCCCA proposes embedding weekly support directly within the school environment at the College and Career Academy to allow students to access timely screening, early intervention, and ongoing treatment support without leaving campus. This proactive accessibility increases the likelihood that concerns are identified early, before substance use escalate into more serious health, academic, or behavioral issues. This model also aligns with LCCA's daily health and wellness programming for students. If students need more comprehensive services, DCCCA will coordinate referrals and/or additional services as needed to ensure students receive the support they need.

School-based treatment services provide support and resources to students affected by substance use disorders. This includes options for early intervention programs to identify and provide support to students displaying signs of substance misuse. Early onset of substance use increases rapidly during teenage years, and it has been associated with a wide range of adverse events later in life. School-based treatment services are essential because they meet young people where they are - physically, developmentally, and socially. Youth often face barriers to accessing traditional treatment services, including transportation challenges, scheduling conflicts, stigma, and limited awareness of available resources.

Impact if supplemental request is not funded

1) Adolescent Treatment - $70,000 – School-based treatment services strengthen the broader school system by developing a culture of wellness, safety, and resilience. When students have access to integrated behavioral health support, schools can support early intervention by addressing behavioral health issues and the underlying drivers such as trauma, stress, or social pressures. These services reinforce protective factors that keep students engaged in school, reducing chronic absenteeism. School-based treatment services contribute to higher attendance rates, improved academic performance, and healthier long-term outcomes for students and their communities. If this project is not funded, early intervention services will not be available to youth resulting in increased substance use leading to problematic behavior such as truancy and poor academic performance.
When students don't have this access, they are less engaged in school, absent more, decreased academic performance and long-term outcomes are reduced.

Supplemental Request for Additional Funding (2)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**DCCCA, Inc**	**$ 45,600**
Will this supplemental request be one-time or ongoing?		**Ongoing**
Purpose of additional revenue from County		
2) Transitional Housing Support – DCCCA requests $45,600 for housing support to women living in transitional housing units at FSLV. Housing supports are limited and often have long waiting lists. The current estimated wait time at LDCHA for assistance is more than two years. This is too long for women leaving treatment to secure safe, supportive housing as they begin their recovery journey. This request would allow women transitioning from residential intensive treatment services to acquire support for rental assistance. These funds will provide a bridge for women as they reestablish themselves in the community. This request is in line with Douglas County's "A Place for Everyone" – plan to end homelessness in the County. DCCCA intends to provide transitional housing that is supportive, safe, accessible, attainable, and affordable. This funding is to cover rental assistance support to sustain and strengthen our transitional housing program for women and children experiencing homelessness while recovering from substance use disorders. Our program offers a critical bridge between crisis and permanent stability, helping women as they begin recovery, addressing not only housing but recovery supports, parenting support, and with a focus on long-term self-sufficiency. Homelessness and addiction often coexist, and for women with children, the stakes are especially high. Women in early recovery frequently face trauma histories, lack of support networks, and limited access to safe, sober housing. Their children are often impacted by this instability, and interrupted education. Transitional housing provides the time, structure, and support necessary for families to heal, rebuild, and transition into permanent housing. Our transitional housing program offers 6-9 months of supportive housing for women, and women and their children. Each family receives individualized support to address recovery goals, trauma, parenting, employment readiness, financial literacy, nutrition education, physical and mental health resources and housing stability. Our holistic approach includes: -Trauma-informed, recovery-focused case management -On-site and partner-provided behavioral health services -Structured routines and life skills workshops -Referrals and linkages to medical, legal, and educational services – and support for reunification with children in foster care (if applicable). Each mother will participate in creating a housing stability plan that prepares her for independent living. This funding will help provide the bridge between early recovery as women and their families are transitioning into stable recovery.		
Impact if supplemental request is not funded		

2) Transitional Housing Support $45,600 - The impact if this is not funded is that some Douglas County women will be homeless, be separated from their children, and not be successful in recovery. If not funded, the impact would be to both clients and the DC community: For Clients: Women in early recovery could face eviction from a sober, structured setting, increasing the risk of relapse and re-traumatization. Children would be uprooted, possibly entering foster care or emergency shelters, which disrupts education, mental health, and development. Progress made in sobriety, employment, and parenting could be lost, leading to cycles of homelessness and dependency. For the Community: Increased strain on local shelters, emergency rooms, and crisis services. Higher costs are associated with untreated addiction, ER visits, and child welfare interventions. Reduced public safety and community well-being due to instability and poverty. Without this operational funding, our ability to maintain this safe, supportive environment will be compromised, placing families and the broader community at risk.

Supplemental Request for Additional Funding (3)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**DCCCA, Inc**	**$ 175,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**
Purpose of additional revenue from County		
3) School-Designated Prevention Project – DCCCA requests $175,000 for a school-designated prevention project. We have received funds from KFA for 2 years in the amount of $177,247 and $194,519 to support prevention in the Eudora and Perry Lecompton school districts. This funding expires on May 31, 2026. There is not a funding opportunity through KFA that aligns with this service. This project is eligible for MFA funds, Special Alcohol Tax funds, or BH Tax funds. This is an ongoing request because it is not a billable service. The commissioners allocated $35,000 to support school-designated services to maintain support of this service for July-December 2026. This project has been successful with youth engagement, including enhanced capacity of youth coalition efforts in each community, but needs more time and effort to demonstrate long term outcomes related to substance misuse and additional, sustainable resources to expand beyond the currently served districts. Other districts in the county have been hesitant to engage in prevention services because of the short-term commitment of KFA dollars. A long-term, sustainable source of funds will reduce the hesitancy of other districts to engage. Our school-designated programming has evolved based on feedback from districts. We started with placing staff in schools but found that we could leverage more resources by having staff based in a DCCCA office and providing services to multiple schools through intentional outreach and connection versus having one staff person sit in a building. We have found success with relationship building with the schools by listening to their needs and developing programming and resources to meet the needs. We will collaborate with each district to offer an opportunity to engage with school-designated staff to support YEP! programming, offer summer drug-free alternative activity support, SBIRT screening, support truancy prevention efforts, opioid overdose prevention training, and educational opportunities for students and staff. We will meet with each district to identify prevention needs they have to determine how we can best leverage available staff to support this work. Prevention staff are trained in evidence-based vaping cessation techniques (Not on Tobacco N-O-T) through the American Lung Association and will continue to provide services to students seeking support to quit vaping. Staff will provide training to students and staff on overdose prevention and naloxone administration. We will implement a workforce development component to school services, offering a youth internship program which will be an application-based opportunity for up to four high school students in each district during an eight-week period in the summer. As part of the internship, students will assist with the YEP! Chapter development activities, developing social media calendars and content, planning and coordinating prevention strategies as indicated in action plans, developing relationships with community partners affiliated with Engage Douglas County, and assist with policy changes related to substance misuse in schools. Interns will receive training in the Strategic Prevention Framework, Seven Strategies of Community Change, Social Determinants of Health, Kansas Leadership Center competencies, and general prevention education related to substances. They will receive mental health promotion and suicide prevention gatekeeper training. Each intern will provide up to 10 hours of work per week.		

School-designated prevention staff will partner with other prevention initiatives through Engage Douglas County ensuring growth and coordination of prevention efforts. School-designated staff will allow more opportunities to engage parents and families in prevention efforts. All training provided will have an evaluation component to improve our services. We utilize data to monitor youth substance use rates and design programming to ensure positive outcomes.

Impact if supplemental request is not funded

3) School-Designated Prevention Project – $175,000. If this project is not funded, prevention services intentionally focused in a school-setting will be limited, resulting in less access to prevention services for students. One analysis of substance use prevention efforts completed by NIDA in 2022 showed that an approximately $602 investment in each child had yielded an estimated $7,754 in savings by the time participants were age 23: a $12.88 return for each dollar invested. This demonstrates the value of investing additional funds into prevention efforts to support long-term savings. If the funds are available at a reduced rate, DCCCA would prioritize staff time to support this work (2 staff x $60,000 – salary and benefits - $120,000) and eliminate funding for the internship program ($20,000), identifying alternatives to engaging youth in a behavioral health workforce model. Elimination of the internship program also would reduce supply dollars allocated for development projects created by the youth (approximately $16,000). Mileage reimbursement, evidence-based materials, continuing education for staff, and indirect costs would remain unchanged. This would result in expenses totaling approximately $139,000. This current proposal supports two school-designated staff. With less funds we could eliminate one position resulting in savings of $60,000, allowing for less time allocated to each district. The current proposal also allows for 16 interns per year; this number also could be reduced by half resulting in savings of $10,000 and reduced funds for development projects, resulting in savings of $8,000. This would result in expenses totaling approximately $97,000.

Supplemental Request for Additional Funding (4)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**DCCCA, Inc**	**$ 90,000**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

4) Naloxone $90,000 – In 2025, DCCCA provided 8,125 naloxone kits to Douglas County residents and organizations from the state naloxone program. The value of this product was $195,000. Each kit currently costs $24. Since the inception of the naloxone program, costs of a kit have varied, with a high point of $75. DCCCA regularly works with our vendor to secure the best possible per unit price. DCCCA supports one vending machine located at the Transit Center. It contains 192 kits and is filled approximately six times per year, resulting in 1,152 kits for the vending machine. This is nearly $27,700 in naloxone kits. DCCCA does not support the vending machines purchased by the City of Lawrence. We received $25,000 from the city to purchase product for them initially but have not received a second request to make additional purchases. Based on current distributions to Douglas County residents, we expect to exceed this amount in 2026. DCCCA is requesting $90,000 to support naloxone distribution for Douglas County for 2027. We anticipate this will provide approximately 3,800 kits and allow funds ($4,500) for staff to pack and distribute kits. State funds that are designated to support the Kansas Naloxone program will be reduced in 2027. This strategy has a high level of impact and high prioritization in the 2022-2027 Kansas Overdose Prevention Plan. Overdose continues to be an issue in Douglas County, with 14.2 deaths per year for every 100,000 people. In 2024, there were 316 all drug overdose Emergency Department visits, with 66 suspected opioid overdose events. One of the naloxone grants that DCCCA receives from the state is ending on September 30, 2026. This grant is not renewable and will result in $500,000 less dollars available to the Kansas Naloxone Program.

Impact if supplemental request is not funded

4) Naloxone - $90,000 - If funds for naloxone are not supplemented in 2027, less naloxone will be available for Douglas County residents, which could result in an increase in fatal overdoses.

Supplemental Request for Additional Funding (5)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**DCCCA, Inc**	**$ 25,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

5) Special Liquor Tax funds will be used to expand ancillary support services for women enrolled in DCCCA's residential substance use treatment program and transitional housing program. These funds will be used to enhance peer support, case management, and transportation services for clients transitioning from residential to outpatient care. These resources will be utilized to address practical, social, and gender-specific needs so that women can fully engage in treatment and sustain recovery. Women exiting residential treatment services often face barriers such as childcare, history of trauma, and other economic barriers. Peer support services may include transportation assistance, connection to legal support, life skill and independent living support, case management and care coordination, medical and mental health supports, and employment or education supports. By reinforcing these supportive elements, we will increase treatment retention, improve client outcomes, and reduce relapse and readmission rates. These supports surround everything around treatment that makes recovery possible.

Impact if supplemental request is not funded

5) Without these ancillary supports, women are less likely to enter or complete treatment and transitional housing programming, retention rates within treatment services drop, and overall health outcomes drop (maintaining recovery, reunification with children, employment, housing, etc.)

2027 Budget Request Detail

calculated fields

Community Partner	Douglas County CASA, Inc.					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	2,371,036	2,046,522	2,084,810	2,159,050	2,159,050	1,941,062
Douglas County	60,000	60,000	20,000	20,000	20,000	20,000
City of Lawrence	0	0	0	0	0	0
United Way	0	0	0	0	0	0
Grants	97,048	76,143	146,309	300,661	280,661	300,000
Fundraisers	197,908	211,589	215,083	258,005	248,005	300,000
Contributions	537,256	284,410	278,144	347,440	347,440	350,000
Other: Kappa Alpha Theta	27,315	35,260	22,938	22,000	24,000	24,000
Other: Inkind	2,250	23,257	0	0	5,000	0
Investment Earnings: Realized	-2,124	2,423	84,713	40,000	10,000	10,000
Investment Earnings: Unrealized	178,296	383,156	307,732	349,300	178,000	178,000
Interest	0	146	41	0	12	0
Total Revenues	1,097,948	1,076,385	1,074,960	1,337,406	1,113,118	1,182,000
Total Revenues and Fund Balance	3,468,984	3,122,906	3,159,770	3,496,456	3,272,168	3,123,062
Expenditures:						
Salaries	442,437	459,515	476,307	544,900	544,900	574,900
Employee Benefits	24,958	26,825	18,414	40,100	40,100	40,100
Other: Payroll Taxes	31,400	35,571	33,377	41,700	41,700	43,980
Health Insurance	57,250	68,290	92,327	120,000	120,000	132,000
Supplies	30,205	16,863	11,357	22,820	22,820	22,820
Utilities, Building Maint.	43,572	75,627	66,950	43,724	43,724	43,724
Travel & Training	6,026	3,446	8,765	17,000	17,000	9,000
Office Equipment	25,753	36,111	30,084	43,597	43,597	35,000
Debt Payments	0	0	0	0	0	0
Other: Rent	21,321	0	0	0	0	0
Other: Outreach & Fundraising	6,666	98,087	62,776	79,725	79,725	80,000
Other: Accounting, Professional Fees	146,190	92,944	68,840	32,130	32,130	34,000
Other: Memberships, Insurance	11,444	12,215	14,264	15,600	15,600	16,000
Other: Volunteer Training, Appreciation	6,965	8,786	16,488	27,310	27,310	20,000
Other: Restricted Programs	5,410	13,816	10,772	12,500	12,500	12,500
Other: Use of Investments	562,866	90,000	90,000	290,000	290,000	0
Total Expenditures	1,422,463	1,038,096	1,000,719	1,331,106	1,331,106	1,064,024
Ending Fund Balance 12/31/xx	2,046,522	2,084,810	2,159,050	2,165,350	1,941,062	2,059,038

Community Partner	Douglas Co CASA Inc	Contact Name	Erick Vaughn
2027 Request Amount	$ 20,000	Phone Number	785-832-5172
Total Partner Budget	$ 1,064,024	Email	evaughn@dccasaks.org
Unrestricted Fund Balance	$ 1,941,062	Website	https://dccasaks.org/

Community Partner Summary

Community Partner Overview
Douglas County CASA (Court Appointed Special Advocates) has served children in Douglas County since 1991, providing trained volunteer advocates for children involved in court cases due to abuse or neglect. Children entering the child welfare system have all often face trauma, instability, and frequent changes in living arrangement, and even the professionals caring for them. CASA ensures each child has one consistent, trained adult advocate to monitor safety, gather information, collaborate with service providers, and make court recommendations that support safe, stable, and permanent homes. These are not abstract cases—they are children from Douglas County's own neighborhoods, schools, and families. When local children experience abuse or neglect, our community has a shared responsibility to protect and support them. Douglas County CASA helps Douglas County fulfill that responsibility, providing consistent advocacy for vulnerable children during one of the most critical periods of their lives. For many children, a CASA volunteer is the only stable adult in their life throughout a multi-year case. This support is vital as children and families face mental health, behavioral health, substance use, housing, and economic challenges. CASA also provides some direct support through our Child & Family Need Fund to meet urgent needs when other resources are unavailable. Douglas County CASA is part of the Kansas CASA Association and the National CASA/GAL Association, a network of over 1,000 programs nationwide. It is also a certified Service Enterprise, recognized for effectively leveraging volunteers to provide high-impact, cost-effective services. County funding is essential and is used to recruit, train, and supervise volunteers and cover program administration. This support ensures

consistent, high-quality advocacy and strengthens CASA's ability to secure additional grant funding, expanding services to children and families in Douglas County.

Service Overview

Child abuse and neglect remain a significant and ongoing issue nationally, across Kansas, and in Douglas County. In Douglas County alone, there were 2,434 reports of child abuse and neglect in SFY 2025, 2,482 in SFY 2024, and 2,340 in SFY 2023. Across Kansas, there were 70,303 reports of child maltreatment in SFY 2025, 70,940 in SFY 2024, and 72,385 in SFY 2023. These numbers reflect a sustained level of need for child advocacy, court oversight, and connection to services.

Douglas County CASA serves children involved in Child in Need of Care (CINC) cases due to abuse or neglect. In 2025, Douglas County CASA's 65 volunteers and staff served 100 children, and we project serving at least 120 children in 2026. CASA volunteers provide consistent, one-on-one advocacy to help ensure children's needs are identified, their voices are heard, and they move toward safe, stable, and permanent outcomes.

Despite this impact, the unmet need remains substantial. At the end of FY 2025, 113 children in Douglas County were in out-of-home placement, while CASA's current capacity is approximately 100 children at any given time. In addition, 60 children were waiting for a CASA volunteer, underscoring the continued gap between community need and available advocacy.

To address this gap, Douglas County CASA is working to expand capacity by:
- Recruiting 30 new CASA volunteers
- Hiring an additional Advocate Supervisor
- Increasing the number of children who can be served each year

Douglas County CASA also demonstrates strong operational efficiency by leveraging trained community volunteers to extend staff capacity and maximize impact. In 2025, volunteers contributed more than 1,500 advocacy hours, representing an estimated value of more than $53,000, with total volunteer contributions exceeding $92,000.

Child Outcomes
Douglas County CASA measures success by the number of children served and by the permanency outcomes achieved in closed cases. From 2022–2025, the program supported children in reaching outcomes including reunification, adoption, guardianship, and permanent

custodianship.
Most notably, reunification increased from 8 cases in 2022 to 24 cases in 2025, while adoptions remained a consistent permanency outcome, with 14 adoptions in 2025. Over the same period, the total number of closed cases increased from 29 in 2022 to 45 in 2025, reflecting both sustained need and continued program impact.

Closed Case Outcomes (2022–2025)

Outcome	2025	2024	2023	2022
Adopted	14	9	10	5
Child Turned 18	3	3	10	10
Guardianship	2	0	0	2
Reunification Achieved	24	27	16	8
Permanent Custodianship	2	0	2	3
Child Death	0	0	0	1
Total Closed Cases	45	39	38	29
Children Served	100	113	95	110

Ongoing challenges—including substance use, mental health concerns, housing instability, and increasing case complexity—continue to affect the length and intensity of child welfare cases. Douglas County CASA remains committed to expanding capacity so that more children in Douglas County have access to the consistent advocacy and support they need for long-term safety, permanency, and well-being.

Equity

What is your organization doing to advance equity?
Children from minoritized racial, ethnic, and gender identity groups are disproportionately represented in the child welfare system and often experience inequitable access to services, inconsistent decision-making, and poorer outcomes. Local Douglas County data reflects this same disproportionality, particularly for Black, multiracial, and Native American children. Douglas County CASA advances equity by prioritizing advocacy for children who are most impacted by these disparities. Because CASA volunteers help ensure children's needs are identified and addressed throughout the court process, we focus our limited resources on children and youth who are at greatest risk of experiencing unequal treatment and outcomes. To advance equity, we are: • Prioritizing CASA appointments for overrepresented children and youth, including children of color and LGBTQIA+ youth. • Strengthening volunteer-child matches by considering the child's identity, family context, and support needs whenever possible. • Increasing recruitment of diverse volunteers so our volunteer base better reflects the children and families we serve. Our goal is for at least 30% of CASA volunteers to represent communities that are overrepresented in child welfare. • Providing ongoing equity-focused training for staff and volunteers, including cultural awareness, implicit bias, privilege, and the impact of systemic racism within child welfare and court systems. • Reviewing and improving our internal practices to better support volunteers in identifying service gaps and advocating for children's racial, cultural, and gender identity needs. In 2024, we included cultural awareness training as part of our annual continuing education requirements for staff and volunteers, and we have continued these and related trainings throughout 2025 and 2026. We also recognize that CASA programs must continually examine how our own policies and practices may unintentionally reinforce inequities. As a result, we are actively evaluating where changes are needed and taking steps to improve how we support children, families, and placements—particularly in areas related to racial and gender identity development.
Have you employed strategies to mitigate equity considerations? Please list those below.

Douglas County CASA has implemented and continues to implement several strategies to reduce inequities experienced by children in the child welfare system.

Current and Ongoing Strategies

• Prioritized advocacy: We prioritize assigning CASA volunteers to children from groups that are overrepresented in Douglas County child welfare, including children of color and LGBTQIA+ youth.

• Targeted volunteer recruitment: We are increasing recruitment of volunteers from underrepresented communities, including individuals who identify as BIPOC, LGBTQIA+, and people in recovery from mental or behavioral health challenges, to strengthen representation and improve volunteer-child matching.

• Volunteer training and support: We are strengthening volunteer training so advocates are better prepared to recognize and respond to the racial, cultural, and gender identity needs of children in care.

• Improved placement advocacy: We are equipping volunteers to ask more intentional questions about whether foster, kinship, and family placements are supporting a child's identity and belonging, and to help connect children and caregivers to appropriate community-based resources.

• LGBTQIA+ affirming advocacy: We are increasing guidance for volunteers and caregivers on affirming practices such as using correct pronouns, listening to youth voice, and helping create supportive home environments. This is especially important given the elevated mental health risks LGBTQIA+ youth face when they are not affirmed or supported.

• Barrier reduction in volunteer screening: We continue to work with the Office of Judicial Administration and the local judicial district to create a more clearly defined and equitable process for evaluating CASA volunteer applicants with criminal histories, particularly where those histories may be connected to systemic inequities, race, or behavioral health factors. Our goal is to reduce unnecessary barriers to volunteer service while maintaining child safety.

These strategies are intended to improve equity in advocacy, increase representation among CASA volunteers, and better support children and youth whose identities place them at greater risk for adverse outcomes in the child welfare system.

Budget Request Analysis

Analysis of Revenue Sources

Douglas County CASA maintains a diverse revenue structure and continues to prioritize growth in grants, corporate giving, and individual donations. Our Development Director and Program Director work closely with the Executive Director and board committees to identify new funding opportunities, strengthen donor engagement, and expand fundraising capacity in strategic and creative ways.

With the Program Director position now fully staffed, we have increased our capacity for grant research, writing, and fund development—a process that began in 2025 and continues into 2026. In recognition of our 35th anniversary in 2026, we have added new fundraising initiatives, including a non-event and online auction in April and a Costume Run in August. Kappa Alpha Theta also remains an important philanthropic partner, planning and hosting successful fundraising events on our behalf.

From 2021 through 2025, Douglas County CASA strategically used investment earnings to support professional development, fundraising coaching, and other capacity-building efforts designed to strengthen long-term sustainability. This investment has produced meaningful results, including stronger direct-mail campaigns, growth in major gifts, a successful signature event (Winds Across the Prairie), and expanded grant funding.

Our investment portfolio has continued to perform well, allowing us to responsibly use a limited portion of annual earnings to support organizational growth. In both 2024 and 2025, we allocated $90,000 annually from investment earnings to support development and fundraising infrastructure, and we anticipate increasing that investment in 2026 as growth strategies continue.

A major financial milestone occurred in 2023 with the purchase and renovation of our building, which strengthened our long-term operational stability. Even while making this capital investment, Douglas County CASA has remained committed to preserving long-term financial health through responsible investment practices.

Revenue Sources Include:

- Grants: Douglas County; Crime Victims Assistance Fund for Child Abuse through the Kansas Attorney General; Permanent Families Fund through the Kansas Judicial Branch; CASA grant through the Kansas Governor's Grants Program; Victims of Crime Act (VOCA) funding; Douglas County Community Foundation; Ethel & Raymond F. Rice Foundation; National CASA/GAL Association for Children; and private family foundations.
- Fundraising & Special Events: Bo's Hog Wild, Winds Across the Prairie, restaurant fundraisers, direct-mail appeals, Facebook fundraising, and other online campaigns. In 2026, we are expanding these efforts with a non-event mailed appeal, online auction, and the return of our Fun Run as a Costume Run.

• Contributions: Individual donors, businesses, churches, civic groups, and event sponsors. Some businesses also provide annual agency sponsorships. Kappa Alpha Theta conducts independent fundraising efforts in support of our mission.
• Strategic Investments: A portion of annual investment earnings is allocated to support organizational growth and sustainability. In 2024 and 2025, this amounted to $90,000 annually, with an increase budgeted for 2026.

In 2020, Douglas County CASA was notified that we had been named in the will of a long-term supporter. Between 2020 and 2022, we received estate distributions totaling $1.8 million, which were placed into our Strategic Investment Fund in accordance with board policy.

Per board policy, principal is preserved and not used for annual operating expenses. Instead, a limited portion of annual investment earnings may be used for carefully planned strategic initiatives. Since 2021, the board has approved the use of earnings to fund professional services, fundraising coaching, and capacity-building efforts. In 2023, the board also approved $575,000 from these funds toward the purchase of our building.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The unrestricted fund balance consists of our operating check and savings accounts and our Strategic Investments accounts, which is a combination of the fund we have established at Douglas County Community Foundation and another fund established at Vanguard.

The unrestricted balances in our operating accounts are variable based on cash flow and range from about $12,000 to a maximum of $200,000 over the years covered on the Budget Request Detail form. The majority of our unrestricted fund balance is our Strategic Investment accounts. Performance, growth of those accounts has been higher than advisors have expected. We are uncertain about the continued great performance of the market into the next few years, we have not seen the same growth year to date in 2026, which is why our estimate for 2026 and 2027 is a little more modest than past performance.

We are currently estimating that we will have $1.8 million in our strategic investment fund at the end of 2026.

Analysis of expenditure changes

The primary drivers of increased expenditures in 2026 are staffing, employee benefits, volunteer support, professional development, outreach, and technology needs. These changes reflect intentional investments in organizational capacity, staff retention, volunteer engagement, and long-term sustainability.

Significant expenditure changes for 2026 include:

Staffing and Personnel
o Douglas County CASA plans to hire an additional Supervisor in 2026 to support program growth and service capacity. Salary and benefits

for this position are budgeted at approximately $60,000.
o Employee health insurance premiums increased by 10%, and additional staff have elected to participate in the agency's health insurance plan. The 2026 budget also assumes participation by the new Supervisor, resulting in a notable increase in this line item.
o Additional salary funds have also been budgeted to provide temporary staffing support during planned extended staff leave, ensuring continuity of services and operations.

Building, Renovation, and Maintenance
o Building-related expenditures remain important following the purchase and renovation of our facility. While 2024 was an unusually high year due to the replacement of HVAC units, 2026 includes more routine facility-related costs.
o The 2026 equipment budget includes planned replacement and upgrades for firewall and network security systems, IT support needs, and aging computers originally purchased during the pandemic that are now due for replacement.

Supplies and Publications
Supply costs are higher in 2026 due to expanded mailings, publications, and promotional materials intended to increase community awareness, volunteer recruitment, and donor engagement, particularly during our 35th anniversary year.

Travel and Professional Development
Travel expenditures are higher in 2026 because the agency is prioritizing professional development opportunities for each staff member, including in-state conferences, training, and other learning opportunities that strengthen staff knowledge and effectiveness.

Outreach and Fundraising
The increase in outreach and fundraising expenses reflects the launch of a child welfare awareness campaign designed to educate the community about child welfare issues, highlight the work of CASA and partner agencies, and provide clear opportunities for community members to take action in support of children and families.

Professional Fees
Professional fees are projected to decrease in 2026 because our contract with a development consultant concluded in 2025 and was not renewed.

Volunteer Training and Appreciation
The Volunteer Training and Appreciation line item has increased in order to provide more intentional and meaningful support for volunteer engagement, recognition, and retention. This includes creating more defined budget capacity for staff to appreciate and support the

volunteers they supervise.

Use of Strategic Investments
Douglas County CASA plans to use a greater level of investment earnings in 2026 to support continued growth and capacity-building efforts. This approach is consistent with our investment policy and reflects the strong performance of our investment portfolio over the past several years.

Douglas County CASA Strategic Reserve
Investment Policy
September 2022

I. Statement of Purpose

The purpose of this Investment Policy Statement ("IPS") is to serve as a flexible framework within which the Douglas County Court Appointed Special Advocates ("DC CASA") Board of Directors oversees the management of the Strategic Reserve funds. While it should be interpreted in the context of applicable laws and regulations, as well as DC CASA's Bylaws, it is not intended to establish by its own force any legally binding obligations.

II. Authority

The Strategic Reserve. The Strategic Reserve is a collection of assets established to provide a sustainable annual source of funds for operating expenses and future capital expenditures. These expenditures are detailed in the Distribution section. The fiscal year for the Strategic Reserve starts on 1/1 and ends on 12/31.

The Board. The Board establishes guidelines for the Strategic Reserve and designates a subset of the Board membership as the Finance Committee to assist it and its Executive Committee in the implementation of this Investment Policy.

The Board oversees the investment practices of the Strategic Reserve, managed within the total assets of DC CASA. It monitors adherence to the Strategic Reserve investment philosophy, objectives, guidelines, and makes appropriate changes. The Finance Committee, a designated subset of the Board, will be led by the Treasurer. The Treasurer will appoint, subject to the approval of the Executive Committee, at minimum two other persons to serve on the Finance Committee. The DC CASA Finance Committee will receive and maintain all records pertaining to the Strategic Reserve.

The Board shall retain and terminate at any time for any reason, the services of professional experts in various fields to assist in its oversight and management of the investment practices of the Strategic Reserve. These include:

Investment Managers. An Investment Manager ("IM") is an investment firm or individual with experience investing funds for 501(c)3 organizations. The IM will have discretion to purchase, sell, or hold securities that will be used in the portfolio to meet the Strategic Reserve investment objective. While it is intended for the Strategic Reserve to be primarily invested in passive strategies, the IM can make exceptions. Included in the definition of an IM is the Douglas County Community Foundation which currently manages a portfolio for DC CASA.

Custodian. The Custodian will physically (or through agreement with a sub-custodian) maintain possession of securities owned by DC CASA, collect dividend and interest payments, redeem maturing securities, and effect receipt and delivery following purchases and sales. The Custodian

may also perform regular accounting of assets owned, purchased or sold, as well as movement into an out of the DC accounts.

Additional Specialists. Additional specialists, such as attorneys, auditors, and others may be retained by Board as it deems appropriate.

III. Investment Philosophy, Objectives and Guidelines.

Investment Philosophy. The Board's investment philosophy is to exercise reasonable and prudent care in its investment of DC CASA's assets in considering the long and short-term needs of the agency in carrying out its operation. The Board recognizes that all investments are subject to unforeseen circumstances impacting markets and market volatility. Accordingly, while high levels of risk are to be minimized or avoided, the level of risk reflected in the asset ranges of the Asset Allocation Section in this IPS has been deemed acceptable.

Investment Objectives. DC CASA's assets should be invested in a manner consistent with the following objectives:

- Maximize Return. The primary objective of the Strategic Reserve is to achieve the highest rate of return feasible within the risk parameters set forth in the IPS. The investment horizon for the Strategic Reserve is generally considered to be long-term.
- Total Return. While the investment horizon for the Strategic Reserve is generally long-term, a secondary objective is total return, defined as capital appreciation (long-term growth of principal) combined with dividend and interest income to assist with potential short-term funding requirements.

Investment Guideline. Strategic Reserve assets should be managed in a manner consistent with the following guidelines:

Investment Asset Classes. Within the broad asset allocation established in the IPS, DC CASA wishes to diversity holdings across a variety of sub-asset classes and investment strategies.

- Within the equity allocation, the Strategic Reserve expects to participate in a wide range of large, mid, and small capitalization U.S. and international stock.

- Within the fixed income allocation, the Strategic Reserve expects that the allocation will feature investment grade, intermediate maturities of U.S. issuers. However, when deemed appropriate by the Finance Committee, other securities such as less than investment grade debt and international securities as well as securities with maturities outside the intermediate range may be utilized.

- Within the alternative investment allocation, the Strategic Reserve expects that global real estate and commodities will be employed, along with other potential diversification strategies. It is most common to hold mutual funds in this space.

Investment Restrictions. Investment restrictions include the following:

- With respect to liquidity requirements and the overall value of the Strategic Reserve relative to total DC CASA assets, private placement investments will be prohibited.
- The Strategic Reserve will invest solely in mutual funds or ETFs and separate accounts managed by Investment Managers. Individual security selection by the Board is prohibited.
- No direct (short sales, option trades, and investments in gold or other commodities).
- Margin accounts and leverage are prohibited.
- The prohibitions shall not preclude DC CASA from accepting gifts of assets in these prohibited classes, but these assets will be liquidated when permissible and invested in accordance with the IPS.

Asset Allocation. Investments shall be allocated to the asset classes in accordance with the Asset Allocation section below. The Finance Committee will review the asset allocation on a quarterly basis and will have discretion to enter, or authorize IMs to enter, rebalancing trades to ensure Asset Allocation compliance.

Asset Class	Target	Minimum	Maximum
Equities	65%	40%	70%
Fixed Income	35%	30%	50%
Alternatives	0%	0%	10%
Cash	0%	0%	5%

IV. Performance Review and Evaluation

Performance Review. Performance reports generated by the Finance Committee will be compiled at least annually and communicated to the Board for review. A formal annual performance review will be conducted with the Board. The investment performance of the total portfolio, as well as asset class components, will be measured against appropriate performance benchmarks. Consideration will also be given as to whether investment results are otherwise consistent with this Investment Policy.

Investment Performance Evaluation. The following considerations will apply to the evaluation of the performance of the Strategic Reserve and its underlying investment managers:

- The time period for evaluation will generally be rolling three-year and five-year periods. Interim or shorter-term fluctuations results will be viewed with appropriate perspective.

- The guideline benchmark (overall performance) target for the aggregate Strategic Reserve investment portfolio shall be equal or exceed, net of fees and on a risk-adjusted basis, the total return of a traditional institutional asset mix consisting of 65% MSCI ACWI / 35% Barclays Aggregate.

V. Additions and Distributions

Additions to the Strategic Reserve. The Strategic Reserve increases in value by virtue of the earnings of the corpus (net of management costs), transfers of funds from other DC CASA accounts, and through contributions to the Strategic Reserve. All gifts of securities will be sold as soon as received unless the Finance Committee deems otherwise.

Strategic Reserve Distributions. Distributions from the Strategic Reserve will be made periodically to provide a stable annual source of income for operating expenses and future capital expenditures. Annual distributions from the Strategic Reserve shall generally be 5% of the average market value of the last three fiscal year ends. The Board has the authority to use a spending percentage other than 5% (including 0% or an amount higher than 5%) in a given year, depending on the circumstances and recommendation from the Finance Committee.

Distributions from the Strategic Reserve. Distributions from the Strategic Reserve will be mission focused. Funds will be used to provide the initial or final funds to accomplish a mission focused project or goal as detailed in the Strategic Plan. Funds may also be used to supplement regular cash flow to make or increase payroll and benefits.

VI. Executive Committee

In accordance with the Bylaws of DC CASA, the Investment Manager "IM" and/or the Executive Committee has the authority to act on behalf of the Board of Directors in the intervals between meetings of the Board of Directors and will practically manage the Strategic Reserve and carry out the provisions of this IPS.

The Board of Directors of Douglas County CASA adopts this Investment Policy Statement on this 21st day of September, 2022.

Erick Vaughn
Executive Director, Douglas County CASA

Michael J. Steinle

Digitally signed by Michael J. Steinle
Date: 2022.10.21 08:27:46 -05'00'

Michael Steinle
President, Board of Directors, Douglas County CASA

2027 Budget Request Detail

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Community Partner	Douglas County Conservation District					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	111,737	104,753	138,061	81,394	81,394	73,008
Douglas County	85,833	85,833	85,833	85,833	85,833	85,833
State of Kansas	24,640	34,214	25,000	50,000	50,000	50,000
Division Of Conservation Technician	65,083	49,635			60,200	60,200
Grants	1,155	1,000	2,000	2,000	1,000	1,000
Donations			1,000	1,000		1,000
Doc Tech Supervisor Stipend	2,000	2,000			2,000	2,000
Other						
Other						
Total Revenues	178,711	172,682	113,833	138,833	199,033	200,033
Total Revenues and Fund Balance	290,448	277,435	251,894	220,227	280,427	273,041
Expenditures:						
Salaries	135,252	96,768	130,000	130,000	152,419	158,000
Employee Benefits	20,140	13,988	7,200	7,200	17,000	19,000
Health Insurance- stipend	9,600	6,050	7,800	7,800	9,000	10,000
Travel & Training	3,322	4,329	4,500	4,500	8,000	8,000
Administrative	12,147	12,332	12,000	12,000	12,000	12,000
Education & Outreach	4,079	4,907	6,000	6,000	8,000	8,000
Grant Expenditures	1,155	1,000	2,000	2,000	1,000	1,000
Donation Spending			1,000	1,000		1,000
Other						
Other						
Other						
Other						
Total Expenditures	185,695	139,374	170,500	170,500	207,419	217,000
Ending Fund Balance 12/31/xx	104,753	138,061	81,394	49,727	73,008	56,041

Community Partner	Douglas Co Conservation District	Contact Name	Suzy Mooney
2027 Request Amount	$ 85,833	Phone Number	785-917-9976
Total Partner Budget	$ 217,000	Email	suzy.mooney@usda.gov
Unrestricted Fund Balance	$ 73,008	Website	https://www.douglasccd.com

Community Partner Summary

Community Partner Overview
The Douglas County Conservation District was established in August 1945 by local farmers and landowners to implement Kansas Conservation District Law (KSA 21901 et seq.). Its core mission is to provide leadership and assistance that encourages individuals to take responsibility for conserving the natural resources of Douglas County. The District is governed by a five member Board of Supervisors. These supervisors are county residents elected during the District's annual meeting. They serve three year volunteer terms as grassroots representatives of landowners and the general public, and they are nominated by peers within the county. Funding for the District comes from both county support and annual allocations through the Kansas Water Office and the Division of Conservation within the Kansas Department of Agriculture. This funding supports operational expenses, a conservation technician position, and the District's cost-share Assistance Program, which helps landowners implement conservation practices. Funds from the Kansas Division of Conservation are dedicated specifically to costs-hare projects. The District administers local, voluntary programs aimed at protecting soil and water across farmland, rangeland, and woodland. It also focuses on improving wildlife habitat, urban agriculture, riparian systems, and wetlands. In return for office space and utilities, the District provides technical and clerical support to the USDA Natural Resources Conservation Service (NRCS) to help deliver federal conservation programs within the county. Public outreach is a major part of the District's mission. It provides information on sustainable agricultural practices and conservation, offering education programs that reach thousands of K–12 students and hundreds of adults each year. Outreach has expanded to include

topics tailored to urban audiences.

The District collaborates with many partners, and various conservation and environmental organizations.

Service Overview

The District's mission is to provide high quality conservation assistance to the citizens of Douglas County. Our work positively impacts every resident through programs that improve soil health, protect water quality, and reduce soil erosion.

2025 Accomplishments

Federal Programs

In 2025, the District provided $937,630 in federal cost share assistance through 122 contracts, supporting producers and landowners on more than 4,400 acres of farmland. This investment generated an estimated $1.9 million in economic impact to Douglas County through services hired and products purchased.

State Programs

Through state contracts, the District distributed an additional $72,502 in economic assistance, translating into approximately $1.5 million in countywide economic impact. This support helped fund:

- More than 2,000 feet of terraces and tile outlets, directly reducing soil loss and improving water quality.
- One on site waste system, enhancing water quality protection.
- 5,600 feet of riparian fencing and five livestock watering facilities, decreasing livestock access to streams and reducing pollution and erosion.
- Over 370 acres of first time cover crops, strengthening soil health and lowering sediment and nutrient runoff.
- A partnership with Ducks Unlimited to create a wetland in a high priority area, directly improving water quality.

Additional District Initiatives

- Implemented an emergency erosion management program, investing $18,000 to repair terraces and other storm related land damage from 2020 and 2021.
- Assisted landowners in planting more than 300 acres of Native Warm Season Grasses, flowers, and forbs, enhancing wildlife habitat, reducing erosion, and supporting water quality through the District's seed and drill program.
- Reached over 700 households with conservation education through the quarterly newsletter.
- The District funded soil testing for Douglas County residents, totaling more than $5,000 in soil tests.
- Continued to provide free conservation technical assistance to hundreds of landowners annually.

Equity

What is your organization doing to advance equity?
With equity being defined as the state, quality or ideal of being just, impartial, and fair the district focuses on two areas. Staffing and program implementation. STAFFING: With an office staff of 2 full-time employee, and 1 part time employee, hiring opportunities are not a frequent occurrence. District staffing does require some adherence to certain qualifications. For example, the conservation technician position requires staff to have an in-depth knowledge of agricultural practices and some knowledge of conservation practices. The education/outreach coordinator position requires event planning skills as well as knowledge of Kansas science education requirement for elementary school children. The district manager position requires knowledge of agricultural practices and conservation practices. When hiring the district has limited funds to advertise positions so uses Facebook, our website, and our electronic newsletter list. This does not always reach the widest audience. District supervisors are nominated by county residents and sometimes other supervisors. Since the nominating audience is usually members of the agricultural community, a community without a great deal of diversity, nominations are usually from that same community. PROGRAMMING: State law and Kansas Depart of Agriculture guidance requires certain cost-share work be conducted on properties of at least 40 acres. This requirement extremely limits the population with whom we can provide cost-share assistance. Additionally, cost-share assistance is based on an eligible resource concern and what the land tells us. All cost-share is distributed based upon a ranking system that only considers the land where the program will be used and the type of farming methods currently in place. Event and education/outreach programming is conducted in elementary schools and with the adult population of Douglas County. Any person or organization within the county can request and will receive the district's assistance or participation in events where the district believes it has the skills to participate. In the last few years, we have also participated in Multi County events. These events have been very successful. Conservation Technical Assistance is provided to all county landowners regardless of property size. Assistance is provided upon request and as available given technician workload. As a partner of the USDA/NRCS the district does adhere to the following guidance. "In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA pro-grams are prohibited from discriminating

based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity, in any program or activity conducted or funded by USDA (not all bases apply to all programs). Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotape, American Sign Language, etc.) should contact the responsible Agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English."

Have you employed strategies to mitigate equity considerations? Please list those below.

The district's primary focus is rural land and the environmental conservation on it.

• The district reaches into the Lawrence public school system to provide conservation education and assistance to a more urban population.

• The district partners with local community organizations to bring conservation programming to a variety of audiences, both urban and rural.

• The district participates with various organizations/groups to provide guidance and input, i.e. Douglas County Food Policy Council.

• Most events are conducted in the Lawrence metropolitan area to make them more accessible to a broader community. The district uses ranking worksheets to determine who receives funding. Rankings are based on resource concern, conservation practice implemented, location within the county and proximity to critical areas

Budget Request Analysis

Analysis of Revenue Sources

$50,000 – Kansas Division of Conservation - operational funds.
$77,702 – Kansas Division of Conservation - state cost-share funds.
$85,833 – Operational funds from Douglas County.
The District aggressively pursues sources of alternative funding.
The District continues to seek grants from alternative sources. Generally, these grant opportunities are project specific and do not cover general operating or administrative expenses. Some grants require matching funds from the District. As a result, while we may receive a grant for a specific project, we may incur additional expenses for the administration of the grant. At this time grant funding is highly competitive throughout the state, and perhaps more so in Douglas County with a number of grassroots conservation groups working in the area.

- The District is actively pursuing grants through Douglas County Heritage Foundation, the Walmart Foundation, the Kansas Association of Conservation Districts, the US Geologic Survey, and the Sustainable Agriculture Research and Education Program. All of these grants will be project specific, and while they increase the District's outreach and education abilities, they should not be perceived as a source to cover day-to-day operational expenses.
- On an annual basis the District works with between $1,000 and $5,000 in grant funds.

The District requests and solicits project specific donations to assist with educational events. For example, in 2019 the District received more than $2000 in donations to assist with conducting the Douglas County Water Festival. We routinely receive $2500 in grants from the Kansas Division of Conservation to implement soil health educational events.
By law, the District cannot implement for-profit programs through its Operations fund. However, the District can earn revenue to assist with various expenses through its Enterprise fund. Programs associated with this fund include:

- Sale of grass seeds, native seeds, and cool season seeds and forbs for pasture and prairie enhancement.
- Rental of a no-till grass drill to Douglas County landowners.
- Sale of newsletter and website advertising.

While these for-profit programs are not part of the Operations fund detailed in this agency request form, the District does believe it is important county commissioners know we actively seek additional revenue sources to fund District programs and meet public needs.
Operational funding supports:

- Salary for currently 2 full time employee and 1 part time employee with associated KPERS, payroll taxes, and vacation/ sick leave benefits. Health insurance is not provided; however, we do award a health care stipend to our full time employees. We will be hiring a part time summer intern and another full time employee.
- Administrative expenses such as office supplies and equipment, insurance, technology, postage, internet/phone services, audits, dues, and surety bond.

• Supervisory and administrative support of conservation program planning and implementation of conservation plans and practices.
• On site conservation technical assistance and support associated with state funded cost-share projects.
• Education and outreach programs (Newsletter, field days and tours, community events and programming, Envirothon, Day on the Farm, Whole Farm Health, Ag Stewardship Conference, KACD Student Contests, and classroom programs) and the publications and materials associated with them. We partner with WRAPS, K-State Extension Office, Kansas Association of Conservation Districts, Climate Action Plan Steering Committee, Douglas County Food Policy Council, and many other groups in Douglas County to provide numerous education and outreach opportunities.
Supervisor and staff training and travel. Many of the training events are out of town. Participating in events that enhance awareness of the need for conservation practices

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The District has been extremely conservative in spending, and in the past has made operational moves to help conserve funding. We are fortunate to have maintained a healthy fund balance despite receiving less contributions from the state than mandated.
The three-year budget period reported shows a steady fund balance with changes due mainly to grants and local cost-share funds.
The district maintains approximately $200,000 in cash reserves. These reserves have been in place for more than 10 years and mostly result from a cash windfall created by CRP initiatives in the early 2000s with the district's sale of seeds and no-till equipment rentals.

Analysis of expenditure changes

The district is currently investigating ways to best use our cash reserves without replicating current services provided by other agencies. For example, in AY 2019/2020 the district allocated $25,000 to assist producers with terrace and other structure repairs in their fields caused by flooding and storms. No other agency provides this type of funding.
The district is purchased a larger no-till drill to assist farmers in planting cover crops on larger acreages. This does not create a competing service with any county contractors.
Of the current $200,000+ in cash reserves, the district currently has $80,349 in capital outlay funds saved. Per conservation district law the funds can be used as follows.
2-1920. Conservation district capital outlay fund; use of moneys.
(b) Any moneys in the capital outlay fund of the conservation district may be used for the purpose of acquisition, construction, reconstruction, repair, remodeling, additions to, furnishing and equipping of buildings necessary for district operations, including architectural expenses incidental thereto and the acquisition of building sites and the acquisition of other equipment to carry out the activities and functions of the district.
After covering costs of the $25,000 emergency erosion program, the district will have approximately $110,000 in operational cash reserves.

These funds are currently earmarked to support district operations and ensure its continued viability should the district lose or experience reduced county or state funding. Some of these funds will be used to support district operations in the near future as operational costs rise, if the district does not receive increases in funding from state and county governments. The district currently has expenses matching revenue, and to maintain current employee levels with associated raises and benefits these operational reserves will be accessed.
Unlike other community partners the district does not have a foundation in place to assist with generating operating capital, nor does the district provide a service that generates revenue at a level that provides any significant operational resources.
With limited reserves, and no way to replenish the funds currently accumulated, it is essential for the district to carefully consider how these funds are used. We believe the district provides value to Douglas County producers and landowners and it needs to maintain its existence even during difficult financial times. Keeping these cash reserves in place will allow the district to maintain operations to weather future funding declines.

2027 Budget Request Detail

calculated fields

Community Partner	Douglas County Extension Council					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	267,740	294,585	331,168	336,510	336,510	313,938
Douglas County	$ 510,874	$ 549,354	$ 588,599	$ 603,439	$ 603,439	$ 603,439
Kansas State University	$ 68,508	$ 73,126	$ 77,129	$ 78,156	$ 78,156	$ 78,938
Extension Council Grants & Programs	$ 260,913	$ 259,415	$ 317,637	$ 400,000	$ 400,000	$ 400,000
Interest	$ 20,799	$ 40,379	$ 30,718	$ 40,000	$ 30,000	$ 30,000
Total Revenues	861,094	922,274	1,014,083	1,121,595	1,111,595	1,112,377
Total Revenues and Fund Balance	1,128,834	1,216,859	1,345,250	1,458,105	1,448,105	1,426,315
Expenditures:						
Salaries	$ 443,468	$ 478,698	$ 538,569	$ 570,794	$ 566,167	$ 570,018
Employee Benefits	$ 79,260	$ 92,457	$ 102,781	$ 110,000	$ 110,000	$ 110,000
Supplies	$ 10,097	$ 13,140	$ 11,724	$ 15,000	$ 15,000	$ 15,000
Utilities	$ 24,365	$ 23,040	$ 22,277	$ 25,000	$ 25,000	$ 25,000
Travel & Training	$ 14,425	$ 17,007	$ 14,363	$ 18,000	$ 15,000	$ 18,000
Office Equipment	$ 1,961	$ 820	$ 4,864	$ 10,000	$ 5,000	$ 10,000
Educational Program Support	$ 20,607	$ 19,160	$ 14,866	$ 20,000	$ 15,000	$ 20,000
Printing and Insurance	$ 4,154	$ 6,953	$ 6,659	$ 8,000	$ 8,000	$ 8,000
Extension Council Grants & Programs	$ 210,210	$ 246,754	$ 254,351	$ 375,000	$ 375,000	$ 375,000
Transfer Out To Obligated Fund	25,703	-12,339	38,286			
Total Expenditures	834,249	885,692	1,008,740	1,151,794	1,134,167	1,151,018
Ending Fund Balance 12/31/xx	294,585	331,168	336,510	306,311	313,938	275,297

Community Partner	Douglas Co Extension Council	Contact Name	Marlin Bates
2027 Request Amount	$ 603,439	Phone Number	785-843-7058
Total Partner Budget	$ 1,151,018	Email	batesm@ksu.edu
Unrestricted Fund Balance	$ 313,938	Website	https://www.douglas.k-state.edu/

Community Partner Summary

Community Partner Overview
Established by County Extension Council Law, the Douglas County Extension Council has a long-standing tradition of serving the public by enhancing the quality of life in Douglas County. It's first Extension Agent was hired on July 10, 1918. For over a century, Extension has offered guidance and technical assistance to Douglas County residents by connecting university resources with community needs. State law requires us to submit the following documents to the County Clerk: 1) A list of current council and board members, 2) Certification of officer election, 3) Certification by the K-State Extension director confirming the council's proper functioning and eligibility for an appropriation, and 4) A proposed budget developed in partnership with K-State Extension. Please view this submission as a preliminary draft of the 2027 budget. Additionally, the information in the documents filed at the County Clerk's office should be regarded as supplementary to this submission. Since this local government unit lacks taxing authority, Council members depend on funding from Federal, State, and County partners to support work across collaboratively-defined Critical Issue Thematic Areas. Core operational revenue comes from Douglas County and K-State Research and Extension. In 2025, 96.34% of this revenue was allocated to salaries and benefits for 10 positions (9.17 FTEs), plus two summer interns. Five positions are full-time, exempt roles jointly employed by the Douglas County Extension Council and Kansas State University. Four are full-time, non-exempt roles exclusively employed by the Douglas County Extension Council. These investments support two additional positions (1.17 FTEs) employed by the Douglas County Extension Council and one full-time position at Kansas State University funded through external sources. In total, we employ 13 individuals, equating to 11.34 FTEs. We also host the Executive Administrator for the Douglas County Fair Board.
Service Overview

The Douglas County Extension Council is a partner that integrates scientific knowledge to enhance community discussions, foster cooperative learning, and encourage collaborative leadership in creating more sustainable, healthy communities through land stewardship, economic growth, food systems, community health, and family and youth development. Our vision is to build sustainable and thriving communities in Douglas County, guided by our core values:

- Informative – Our legacy lies in generating and translating technical information for those who need it.
- Inclusive – Our staff, Council, volunteers, collaborators, and program participants fully represent our community.
- Collaborative – Our dedication to selfless partnership allows community collaborations to flourish.
- Trusted – Genuine engagement provides a foundation for mutual problem-solving and action.

In 2025, the program staff of the Douglas County Extension Council directly served 18,150 residents. Additionally, over 400 volunteers reached 7,768 residents through 11,091 hours of service—valued at $385,856. These contacts include program participants involved in educational initiatives and one-on-one consultations. Despite abundant access to information, extending the resources of Kansas State University remains vital in the community. Much of the impact from these efforts is seen in changes in knowledge and behavior. Beyond direct education, our staff increasingly engages in coalition work and facilitates community conversations. Serving on community boards and coalitions is natural, reflecting our long-standing role as a trusted source of information for over a century. We host the Executive Director of LiveWell Douglas County, which serves as a convener for the Community Health Plan; serve as the lead agency for Emergency Service Function 11 of the EOC, serve on the Douglas County Food Policy Council and the Governor's Council on Wellness; lead discussions on strengthening the nonprofit sector; and coordinate engagement within the agricultural community on regenerative practices. Since work in these areas is often long-term, impact assessments focus on changes in policy, systems, and environments. Our efforts through direct education events and convenings enable us to adapt quickly to the evolving needs of Douglas County residents—an essential trait in a dynamic metropolitan area. The professional expertise of our staff, the Extension Council of 24 residents, partners, and volunteers ensures our work remains rooted in community needs. Our specialists cover key issues defined by Kansas State University, including youth development, agriculture, health & wellness, lawn & garden, natural resources, community development, and economic development. While aligning with K-State Extension and the national Cooperative Extension System, our local strategies are tailored to Douglas County's specific needs. Our strategic plan focuses on community partnerships, external communications, expanding representation, securing operational funding, improving our work environment, and involving our program development committees. We continue to leverage appropriated funds to enhance our programs, even after losing federal funding for three full-time positions in 2025, as we manage those gaps effectively. Additionally, our staff supports the Douglas County 4-H Foundation, which awarded $30,800 in scholarships for the 2025-2026 academic year to 21 local youth pursuing higher education. The Foundation also contributed over $20,000 to support the 4-H program.

Equity

What is your organization doing to advance equity?
We track demographic data of our council members, program attendees, and volunteers. Our Executive Board annually reviews these statistics and develops strategies to make up for any noted deficiencies in representation within demographic segments. We ask our NGO partners to sign a commitment to not exclude any person from membership or participation in their programs because of race, color, religion, national origin, sex, age, or disability. We conduct civil rights training with our board, evaluate our program parity, and complete civil rights program evaluations and reviews. We include statements guiding program participants on how to reach us if they need accommodation to ensure maximum accessibility, and we evaluate our adherence to the All Reasonable Efforts clause of the Civil Rights Act.
Have you employed strategies to mitigate equity considerations? Please list those below.
We work to make our resources available in languages other than English. We have a language access plan and a means to provide free, on-demand translation services. We provide direction for our program participants to request accommodation needs. We intentionally broker relationships/partnerships with other organizations whose audiences are not typical Extension audiences and provide programs with them. We conduct annual civil rights reviews that ensure we do the following: Display the “And Justice For All” poster in the office and in meeting rooms Use the non-discrimination and the Americans with Disabilities Act statements on publications and other public-facing resources Annually review our procedures for responding to a program discrimination complaint Conduct Civil Rights Training with staff and the Extension Council Conduct an analysis of Limited English Proficiency audiences across the county

Budget Request Analysis

Analysis of Revenue Sources

Our largest source of revenue is the appropriation from Douglas County. We rely heavily on Douglas County appropriations to fund our operations. K.S.A. 2-610 says that the County shall make an appropriation sufficient to provide a program of county extension work. The appropriation is supplemented by revenue from other sources, which include:

• Kansas State University: This entry reflects the University's contribution toward agent salaries but does not account for University expenses for agent benefits (employer-related expenses, health insurance, and Kansas Board of Regents retirement plan employer contributions). Pursuant to legislative action, we are budgeting a 1% increase in this figure for 2027.

• Extension Council Grants and Programs: This entry reflects expected in/out funding streams for programs, grants, sales, etc. This revenue category reflects programming fees, revenue for the LiveWell Executive Director and Kaw Valley Farm Tour Coordinator positions. We plan to capture $25,000 in revenue over expenditures here to supplement our operational expenses as we have for the last several years. We intentionally budget beyond historical performance to allow us the opportunity to take advantage of funding opportunities as they become available.

• Interest: This entry reflects expected money market and CD gains realized from the bank. We experienced a drop in revenue on this line in 2025. Consequently, we have reduced our estimate for 2026 and have budgeted the same reduction for 2027.

*Leveraged Funds: Not all of our operational costs flow through the Extension Council account and, as such, are not reflected in the spreadsheet above.

• Kansas State University employs one grant-funded position (1 FTE) housed at Douglas County Extension. Other in-kind contributions from the university are estimated at $316,493

• Douglas County continues to support the employer share of health insurance expenses for our benefits-eligible Extension Council employees.

• Volunteer contributions to our programs are valued at $385,856.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

We continue contributing $25,000 from our restricted fund transactions to our operating budget. These transactions are generally in/out funds, but we have been successfully securing additional revenue to cover this annual transfer to the unrestricted fund. Despite those transfers, our 2026 and 2027 projections will result in reductions of the unrestricted fund.

• The 2026 budget depicted a drawdown of the unrestricted reserve balance by $30,199

• Current estimates for 2026 indicate that the drawdown is likely to be closer to $22,500

• The budget for 2027 includes a drawdown of the unrestricted reserve balance by $37,464

The 12/31/27 balance of the unrestricted fund is projected to be $276,476, which is about 3 months of reserves. This is consistent with the Extension Council Executive Board's policy to maintain at least 3 months of reserves.

Analysis of expenditure changes
Expenditures presented in the status quo budget remain unchanged from the 2026 budget.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Douglas Co Extension Council**	**$ 5,708**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

The Kansas legislature approved a 1% increase to most state employee salaries for FY2027, including regents' institutions. We will realize this gain only on the portion of Extension Agent salaries that is covered by Kansas State University. This supplemental request is to ensure that the Council can fully provide a 1% cost-of-living adjustment to all of its staff.

Impact if supplemental request is not funded

If this supplemental request is not funded, the Executive Board of the Douglas County Extension Council will choose between offering some level of cost-of-living adjustment to its employees for 2027, further reducing the balance of the unrestricted fund, or forgoing these adjustments altogether.

Supplemental Request for Additional Funding (2)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Douglas Co Extension Council**	**$ 15,412**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

Cost of Living Adjustment. Our 2027 budget proposal includes a 3.0% cost-of-living adjustment for our regular staff, along with a $2,000 increase to the benefits line. A portion of this has been provided through the Kansas legislature's approval of a 1% cost-of-living adjustment for some state employees, including regents' institutions. This supplemental request represents the additional 2% needed to provide a 3% cost-of-living adjustment to staff. A 1% cost-of-living adjustment for staff wages is not sufficient for our program of extension work. The Extension Council's strategic plan calls for securing regular increases in appropriations from both the University and the County to cover projected expenses and cost-of-living adjustments. This supplemental request is necessary to keep the 2027 drawdown of unrestricted funds in line with the current year budget.

Impact if supplemental request is not funded

If this supplemental request is not funded, the Executive Board of the Douglas County Extension Council will choose between offering some level of cost-of-living adjustment to its employees for 2027, further reducing the balance of the unrestricted fund, or forgoing these adjustments altogether. Our ability to offer cost-of-living adjustments to staff is heavily dependent on increased appropriations from the County and Kansas State University. If we are unable to offer these adjustments at a minimum, we reduce our competitiveness in the marketplace and consequently experience higher turnover, losing talented staff to other, better-paying employers.

Supplemental Request for Additional Funding (3)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Douglas Co Extension Council**	**$ 80,813**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

Our Community Health and Wellness program was previously staffed by three full-time Extension Professionals, including two SNAP-Ed Nutrition Educators whose federally funded positions were eliminated on September 30, 2025. For more than three decades, SNAP-Ed funding enabled K-State Extension Douglas County to provide no-cost nutrition education to vulnerable populations throughout the community. The loss of this federal investment has created a significant gap in our capacity to sustain critical services for low-resource residents. No provision for restoring these funds was included in the recently adopted Farm Bill. Historically, these educators reached more than 2,800 low-resourced Douglas County residents annually through evidence-based nutrition education and community outreach efforts. Programming was delivered in collaboration with more than 30 community partners throughout the county, including schools, food pantries, social service agencies, housing organizations, and community centers. Nutrition education programming provides practical, research-based information that helps families make healthier choices within limited budgets. Educational efforts focus on food preparation, meal planning, creating shopping lists, stretching food dollars, physical exercise, and improving overall nutrition and food security. Because these services were offered at no cost to participants and partner organizations, the program successfully reduced barriers to access for residents experiencing financial hardship. Our community enjoys a robust ecosystem of food assistance providers but lacks the educational component that adds an additional layer to this important safety net. K-State Extension Douglas County remains deeply committed to collaborating with non-profit organizations, schools, food pantries, housing programs, and government social service agencies throughout Douglas County. Many of these partner agencies are also operating with constrained budgets and limited staffing capacity, making it difficult for them to financially support or independently provide nutrition programming for the populations they serve. Through these partnerships, K-State Extension has been able to embed nutrition education directly into existing community services, expanding reach while minimizing barriers for participants. The county's investment in this work will allow Extension to sustain these critical collaborations and continue providing accessible education that supports healthier lifestyles, improved food security, and long-term community well-being for vulnerable families. Following the termination of federal funding, we attempted to sustain one educator position through fee-for-service programming and grant support. However, it quickly became apparent that the success and reach of SNAP-Ed programming depended on maintaining free access for community members and partner agencies. Charging fees significantly limited participation among the populations most in need of these services. Our experience has also demonstrated that this role is most effective when established as a stable professional position that brings trusted expertise and continuity to the community. Under previous federal funding structures, lower salary ranges contributed to frequent staff turnover, creating disruptions in programming, partner fatigue, and setbacks in long-standing community relationships. Sustainable local investment will provide the stability necessary to

maintain strong partnerships, retain qualified professionals, and continue delivering meaningful community impact. This supplemental request seeks $50,000 toward salary support and $30,813 in associated benefits, including expenses associated with placing this position on the County's health benefit plan ($21,663). Continued investment in this role will strengthen Douglas County's support of low-resourced residents.

Impact if supplemental request is not funded

If this supplemental request is not funded, an important service that we have long provided through direct education and partnerships to low-income audiences will not continue. These services are an important element of achieving the outcomes of the Community Health Improvement Plan food security priority. The impact of reduced services for the target audience is a reduction in the reliability of an important social safety net. The Executive Board of the Douglas County Extension Council will continue the pursuit of sustainable funding for this position, as it is an established priority of the strategic plan.

2027 Budget Request Detail

calculated fields

Community Partner	DOUGLAS COUNTY FAIR BOARD					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	42,099	71,923	55,594	77,931	77,931	54,081
Douglas County	12,000	17,000	17,000	17,000	17,000	17,000
Bromelsick Trust	4,727	6,404	6,553	5,000	5,000	5,000
United Way						
Grants						
Fundraisers	111,000	83,231	148,500	80,000	100,000	100,000
Entry Fees, Bedding Fees, Vet Fees	3,644		4,100	5,000	5,000	5,000
Other: Sponsorship & Awards	12,000	8,160		10,000	10,000	10,000
Other						
Interest	177		112	150	150	150
Total Revenues	143,548	114,795	176,265	117,150	137,150	137,150
Total Revenues and Fund Balance	185,647	186,718	231,859	195,081	215,081	191,231
Expenditures:						
Salaries	18,500	19,000	24,000	23,000	25,000	25,000
Premiums and Awards	16,500	16,000	21,000	23,000	23,000	23,000
Advertising	7,350	7,500	7,403	8,000	8,000	8,000
Supplies	15,500	28,000	36,000	28,000	35,000	35,000
Utilities, Building Maint.	3,500	4,000	2,800	5,000	4,000	4,000
Fundraisers	25,000	25,000	27,000	25,000	25,000	25,000
Entertainment	9,500	12,400	11,550	15,000	13,000	13,000
Training	974	750	1,500	2,000	2,000	2,000
Other: Sales Tax	5,700	5,600	8,000	6,000	8,000	8,000
Other: Bedding & Vet Fees	2,400	2,900	2,175	3,000	3,000	3,000
Other: Judges Expenses	8,800	9,974	12,500	14,000	15,000	15,000
Total Expenditures	113,724	131,124	153,928	152,000	161,000	161,000
Ending Fund Balance 12/31/xx	71,923	55,594	77,931	43,081	54,081	30,231

Community Partner	**Douglas Co Fair Board**	**Contact Name**	**Candice Lavalette**
2027 Request Amount	**$ 17,000**	**Phone Number**	**785-424-4470**
Total Partner Budget	**$ 161,000**	**Email**	**clavalette@ksu.edu**
Unrestricted Fund Balance	**$ 54,081**	**Website**	

Community Partner Summary

Community Partner Overview
The Douglas County Fair Board oversees and facilitates the annual Douglas County 4-H/FFA Free Fair. The fair is held annually in the last week of July. The board is made up of volunteers appointed by the County Commissioners. There is one representative from each of the nine townships in the county and one member representing the City of Lawrence. The members serve up to six one-year terms. These volunteers spend nearly 100 hours a year preparing and executing this fair! The fair is a free event; we do not charge admission to the fairgrounds or parking. There are some events during the week that do require an admission charge, but the public can view all the exhibits, as well as the nightly entertainment, at not cost.
Service Overview
The Douglas County Fair is the county's largest showcase of agriculture and a highlight of the year for local 4-H members. For many participants, exhibiting at the fair represents the culmination of months of hard work and dedication. But the fair is much more than crops and livestock! It offers opportunities for aspiring bakers, gardeners, quilters, photographers, and crafters to display their talents and creativity. Each year, the fair features more than 10,000 entries across livestock and non-livestock categories, including 4-H, FFA, and Open Class exhibits. With an estimated weekly attendance exceeding 35,000, the fair brings together community members from across the region. In addition to exhibitions, the Douglas County Fair offers a wide variety of entertainment and activities, creating an engaging experience for visitors of all ages and drawing guests from surrounding communities.

Equity

What is your organization doing to advance equity?
The Douglas County Fair is committed to advancing equity by ensuring the event is accessible to all members of the community. Since its inception, the fair has never charged admission or parking fees, removing financial barriers and allowing anyone to enjoy livestock shows, exhibits, and nightly entertainment. In addition, the fair offers Open Class divisions that welcome participants of all ages and backgrounds. Individuals do not need to be involved in 4-H or FFA to participate, creating inclusive opportunities for community members to showcase their talents, skills, and interests. Through these efforts, the Douglas County Fair strives to create an environment where everyone has the opportunity to engage, participate, and feel represented.
Have you employed strategies to mitigate equity considerations? Please list those below.
The Douglas County Fair has and will continue to be open to all community members. In addition to free parking, most activities at the fair are free. The Fair Board continues to work diligently to keep the cost of attending ticketed events reasonable. 4-H has a long history of encouraging youth from diverse socioeconomic backgrounds to participate. Project categories range from traditional livestock, agricultural, and home economics to arts and crafts, photography, and an ever-growing list of projects that focus on STEM. In addition to supporting 4-H activities, the Fair offers Open Class categories for all community members to get get involved.

Budget Request Analysis

Analysis of Revenue Sources

The primary revenue sources for the Fair Board have been the Demolition Derby, the Carnival, and a Beer Garden. Funds are also received from the Bromelsick Memorial Trust to fund ribbon premium money to exhibitors. For the past few years, the board has been soliciting local businesses to sponsor the Derby and nightly music entertainment to help offset the expenses that occur. The board has had success and will continue to pursue local businesses and their support.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The ending balance as of 12/31/2025 was $148, 630. This amount includes restricted funds that are donations the Fair Board for awards to 4-H members of $16,000. This amount must be used for specific awards and cannot be used for general Fair expenses. The Fair Board is also in control of a money market account, which currently has a balance of $10,739 that is used for the 4-H Livestock Auction Committee. These funds are not included in the checking account and do not appear in the budget detail. These funds are generated from donations and commissions charged to the 4-H members who sell animals in the auction. These funds can not be used for general Fair expenses.

Analysis of expenditure changes

The Board has added a second-night derby, which will double the cost; the Board will continue the highly requested Petting Zoo, all free of charge to the community, but at a rising cost to the Board. The Board will provide parking lot security and lights on the high-traffic nights of Friday and Saturday. The Board has increased the judge reimbursements to stay within the range of surrounding Fair communities. The Board will also increase the power equipment needed to supplement the livestock barns and the black-top vendors appropriately.

double click on spreadsheet to open

2027 Budget Request Detail

calculated fields

Community Partner	Douglas County Visiting Nurses Association, Inc.					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/XX	10,856,514	11,958,740	7,003,351	7,935,432	7,935,432	7,734,252
Douglas County	**280,000**	**260,000**	**260,000**	**260,000**	**260,000**	**260,000**
Fundraising/Grants	358,118	271,760	1,078,780	241,000	241,000	250,000
Episodic Revenue	3,136,536	3,132,057	3,153,919	4,617,639	4,565,639	4,795,000
Non-Episodic Revenue	4,392,317	3,618,407	3,241,885	3,675,694	3,925,694	3,925,000
In-Patient Care Revenue	180,836	197,234	72,909	84,143	84,000	120,250
Adjustments and Refunds	(1,601,783.30)	(1,359,660)	(1,656,129)	(1,158,413)	(1,458,413)	(1,575,000)
Emergency Response Revenue	7,022	8,416	5,909	5,079	5,000	6,200
Value of Donated Building & Services	478,891	453,176	440,967	411,011	411,011	411,011
Interest Income	4,035	24,632	20,314	20,537	15,000	20,000
Total Revenues	7,235,971	6,606,022	6,618,552	8,156,690	8,048,931	8,212,461
Total Revenues and Fund Balance	18,092,485	18,564,762	13,621,903	16,092,122	15,984,363	15,946,713
Expenditures:						
Direct Personnel Wages/Benefits	3,571,717	4,016,105	3,609,637	3,742,653	3,844,653	3,959,993
Inpatient Care Service	124,806	176,300	197,773	247,992	200,000	250,000
Billable Medical Supply/Pharmacy	370,492	315,361	280,900	266,993	270,976	285,000
Other Billable Direct Costs	70,875	190,328	179,812	236,431	240,000	215,000
Indirect Personnel Wages/Benefits	2,006,530	1,842,350	1,727,615	2,543,334	2,350,000	2,420,500
Volunteer Services Cost Value	37,328	31,276	27,593	-	-	-
Occupancy Costs	414,400	412,400	412,222	411,011	423,011	411,011
Office Expenses	197,945	167,537	162,916	149,574	160,000	169,600
Other General Costs	557,952	586,709	649,154	661,471	761,471	807,159
Other Income & Expense	(801)	(301,755)	(77,507)	-	-	-
Total Investment Income & Expense	(1,217,501)	(831,059)	(1,483,643)	-	-	0
Total Expenditures	6,133,744	6,605,551	5,686,471	8,259,459	8,250,111	8,518,263
DCCF Restricted Funds		4,955,861				
Ending Fund Balance 12/31/xx	11,958,740	7,003,351	7,935,432	7,832,663	7,734,252	7,428,450

Community Partner	**Douglas Co Visiting Nurses Association Inc**	**Contact Name**	**Pamela Morgan**
2027 Request Amount	**$ 260,000**	**Phone Number**	**785-843-3738**
Total Partner Budget	**$ 8,518,263**	**Email**	**pamela.morgan@kansasvna.org**
Unrestricted Fund Balance	**$ 7,734,252**	**Website**	**https://www.kansasvna.org/**

Community Partner Summary

Community Partner Overview
Douglas County Visiting Nurses Association (VNA) is a certified Medicare and Medicaid home care provider, licensed by the State of Kansas. Founded in 1969 as a nonprofit organization, VNA was established to meet a critical community need for in-home care. For more than 57 years, VNA has continued to adapt to the evolving needs of Douglas County residents, serving individuals who are frail, elderly, disabled, or facing terminal illness. This included serving 1,266 patients in 2025. VNA's slogan, "all your home care needs under one roof," reflects its comprehensive continuum of services, including Home Health, Hospice, and Help at Home (private duty). Home Health provides skilled nursing, rehabilitation, social work, and aide services to homebound patients recovering from illness, injury, or surgery—improving outcomes and reducing hospital readmissions by supporting safe recovery at home. Hospice delivers specialized end-of-life care focused on comfort, dignity, and quality of life, while also supporting families through education, resources, and grief counseling. Help at Home offers non-medical assistance that enables seniors and individuals with disabilities to maintain independence and safely age in place, often delaying or preventing the need for a higher level of care. Through these programs and additional supportive services, VNA fulfills its mission of "improving quality of life through compassionate patient care, wherever you call home." Douglas County community partner funding plays a critical role in sustaining VNA's Home Health services, helping ensure that all residents, regardless of insurance status or ability to pay, have access to essential in-home care. This partnership supports vulnerable populations, improves access to care, and enables more individuals to receive high-quality care in the comfort and dignity of their own homes.
Service Overview

In 2025, VNA provided $409,903 in charity care to Douglas County residents, ensuring that uninsured and underinsured individuals had access to essential in-home services. On average, nearly 54 patients per month benefited from this care. These individuals represent a particularly vulnerable segment of the population, including those recovering from illness, injury, or surgery, individuals living with chronic conditions, and those needing additional support to safely age in place.

VNA's services support not only patients' physical health, but also their mental and financial wellbeing. By delivering care in the home, VNA helps prevent unnecessary hospitalizations and delays or avoids costly moves to higher-level care settings. VNA provides this vital care to patients in Lawrence, Baldwin, Eudora, Lecompton, and throughout unincorporated areas of the community to serve the entirety of Douglas County.

A core organizational value is maintaining excellence through measurable outcomes. VNA's Medicare-certified programs use established quality metrics to evaluate performance. In 2025, 94.1% of Home Health patients avoided unnecessary hospitalization during their episode of care. This means that the vast majority of individuals served, including those supported through Douglas County funding, remained safely at home and avoided preventable hospitalizations. This outcome is particularly significant as patients are increasingly discharged earlier from hospitals with more complex care needs.

As a Medicare-certified provider, VNA works with a wide range of payers to ensure access to care across Douglas County. However, reimbursement rates, particularly from Medicaid, Medicare Advantage, and private insurance, often fall short of the actual cost of providing care and necessary medical supplies. As a result, VNA operates at a loss for many patients, especially those with higher acuity needs who are frequently declined by other providers. Despite this financial challenge, VNA does not limit the number of patients accepted on services with these coverages to ensure access to care for all in our community who need it.

County funding plays a critical role in bridging this gap, allowing VNA to continue serving patients regardless of their insurance status or ability to pay. This support is especially important as rising costs and declining reimbursement rates place increasing pressure on nonprofit providers. Without this partnership, access to care for some of the community's most vulnerable residents would be significantly limited.

While VNA closely tracks service volume and quality outcomes, the full impact of its care extends beyond what can be measured. Patients and families are often navigating some of the most difficult moments of their lives. VNA provides not only clinical care, but also education, guidance, and emotional support. By helping individuals remain in their homes, VNA ensures they are surrounded by familiarity, comfort, and dignity, while also reducing isolation through meaningful human connection.

Equity

What is your organization doing to advance equity?
As Douglas County's local, nonprofit home care provider, VNA is committed to advancing equity by ensuring that all community members have access to high-quality in-home care, regardless of gender identity, race, religion, payer source, or ability to pay. VNA actively reduces barriers to care by accepting nearly all known insurance providers serving Douglas County and continuing to serve patients whose coverage does not fully reimburse the cost of care. This approach is critical in addressing gaps in the local healthcare system, as some home care providers limit services based on payer type or patient complexity. VNA intentionally serves individuals who may otherwise be denied care, including those with high-acuity needs and limited financial resources. VNA also expands equitable access by providing services across a wide geographic area, including rural communities, and in a variety of home settings. Care is delivered wherever it is safe to do so, ensuring that location or living situation does not prevent individuals from receiving needed services. Through these efforts, VNA works to reduce disparities in access to home-based care and ensure that vulnerable and underserved populations can receive care in the setting that best supports their health, independence, and dignity. To further reduce barriers to care and improve support for vulnerable, underserved populations, VNA has expanded collaboration with organizations throughout Douglas County. One example of this work is VNA's growing partnership with the Lawrence Community Shelter. This includes exploring innovative ways to better support shelter guests who are medically vulnerable, including discussions around utilizing CareLink technology for individuals identified as high fall risks. In addition, VNA plans to actively participate in the shelter's 90-day programming by providing routine educational sessions focused on health, safety, chronic disease management, and aging-related concerns. VNA is also participating in the shelter's "Wellness Wednesdays," aimed at increasing access to health education, wellness support, and community resources for shelter guests. VNA also plans to provide practical educational support opportunities for shelter staff focused on recognizing and responding to common health and safety concerns, including basic health monitoring, identifying changes in condition, and knowing when additional medical support may be needed. VNA has also begun conversations and collaborative efforts with Heartland Community Health Center, Mobile Integrated Health, Jayhawk

Area Agency on Aging, Senior Resource Center, Trinity In-Home Care, and Lawrence-Douglas County Public Health to help improve access to care, strengthen coordination between providers, and support individuals who may otherwise face barriers navigating the healthcare system.

As part of our continued community engagement efforts, VNA also has upcoming partnership discussions planned with the Lawrence-Douglas County Housing Authority and Bert Nash Community Mental Health Center to explore additional opportunities for collaboration, care coordination, and support for individuals facing housing instability, mental health challenges, and complex health needs.

VNA also plans to expand outreach efforts beyond Lawrence by engaging with senior centers and community organizations in Baldwin City and Eudora to better understand the unique needs of their populations and identify opportunities to strengthen access to healthcare services, education, and community support resources throughout Douglas County.

These efforts reflect VNA's broader commitment to building meaningful community partnerships that improve access to care, strengthen safety nets for vulnerable populations, and create a more connected and compassionate system of support throughout Douglas County.

Have you employed strategies to mitigate equity considerations? Please list those below.

Building and supporting a diverse workforce: VNA recruits and retains staff from a variety of cultural, racial, religious, age, and sexual orientation backgrounds. Ongoing staff education promotes cultural sensitivity and fosters an organizational culture of respect, improving both patient and staff experiences.

Enhancing culturally responsive care: VNA recognizes the importance of delivering care within patients' homes and works to ensure all individuals feel respected and valued. Staff are trained to provide care that is sensitive to cultural, personal, and environmental differences.

Expanding inclusive outreach and communication: VNA incorporates diverse representation in marketing and outreach materials to better reflect the community and ensure individuals from all backgrounds feel welcomed and confident accessing services.

Collaborating with healthcare partners to improve access and outcomes: VNA works closely with LMH Health, the University of Kansas Medical Center, and community physicians to coordinate care, particularly for patients with complex needs, helping reduce disparities in care transitions and health outcomes.

Partnering with community organizations: VNA collaborates with local organizations, including the Senior Resource Center and senior living communities, to provide education, support groups, and wellness programming that extend beyond direct patient care and reach

underserved populations.

Engaging volunteers to reduce social isolation: Volunteers support activities that enhance quality of life for seniors and individuals in care settings, helping address social and emotional needs that impact overall wellbeing.

Promoting diverse leadership and governance: VNA prioritizes recruiting a diverse Board of Directors to ensure a wide range of perspectives inform organizational decision-making and that services reflect the needs of the broader community.

Budget Request Analysis

Analysis of Revenue Sources

Unrestricted Fund Balance = Investment Account (unrestricted for type of use, restricted by approval of Board/Finance Committee) + operating revenues over expenses year over year

Fundraising/Grants = Biennial signature fundraiser, 3d; memorials and donations; all grants including restricted use grants

Episodic Revenue = Home Health Revenue. Medicare Traditional paid with the PDGM model discussed below; Medicare Advantage plans some whom pay at discounted PDGM rates and others that pay per visit.

Non-Episodic Revenue = All other payers, e.g. private insurance, VA, Medicaid, patient self-pay revenue, and Hospice Medicare; Home Health – 31%; Hospice – 60%; Private Duty – 9%.

Inpatient Care Revenue = Medicare reimbursement for Hospice Inpatient Symptom Management (mandatory level of care for Medicare-certified Hospice); "pass through" that is paid to LMH for services. VNA receives no compensation for these services.

Adjustments and Refunds = Contractual adjustment Private Insurance and Medicaid; Adjustments by Medicare and Medicare Advantage for sequestration and other billing changes; Write-offs

Emergency Response Revenue = CarelinkTM clients' monthly fees

Value of Donated Building and Services = Market value of space in Community Health Facility + value of volunteer services + value of donated public service announcements

Home Health revenue has taken deep cuts over the past six years since the inception of a payment model called "Patient Driven Groupings Model" (PDGM) in 2020. Case mix weight is the main variable in the calculation of VNA's payment for a patient. Case mix weight is a numerical value that corresponds to a patient's degree of illness and/or functional ability. In 2026, CMS again recalibrated the case mix weights for Home Health agency claims. The recalibrations have lowered the VNA's case mix weight from 1.32 in January of 2023 to 1.084 at the end of 2025. Currently, the VNA case mix weight is 1.11. This causes a significant decrease in payment received per patient period. The wage index, which decreases the base payment based on geographic location to account for lower staff wages, is also used in the PDGM calculation. This index has been reduced or stagnant for Lawrence, Kansas for the past four years. Due to these contributing factors, the VNA lost $756,953 operationally in 2025. All of this directly impacts VNA's fund balance (mentioned again in the next section) but also

the agency's ability to offset the cost of care to uninsured and under-insured individuals. VNA's HCSS program has never broken even as Medicaid HCBS is the revenue stream for that program. At last calculation, Medicaid reimburses 15 cents per dollar of the cost of care.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

Approximately $5 million dollars are held in a restricted Fund at Douglas County Community Foundation which greatly lowers our available fund balance.

VNA's fund balance is overseen by the Finance Committee of the Board of Directors. Use of the fund balance is limited to those items mentioned in the Board-approved investment policy.

Our projected operating costs for budget year 2027 are $8.5 million which is significantly more than our projected 2027 first-of-year fund balance.

Analysis of expenditure changes

Direct Personnel Wages/Benefits = All patient care clinical staff

Inpatient Care Service = Contracted payment to LMH "bed days" for patients on Hospice Inpatient Symptom Management; expense incurred when LMH bills VNA

Billable Medical Supply/Pharmacy = All medical supplies across programs + medications for Hospice patients

Other Billable Direct Costs = Interpretive services; Hospice Medical Director; Patient Publications; Volunteer expense etc.

Administrative Expenses include:
Indirect Personnel Wages/Benefits = All staff not providing direct care to patients, e.g. clinical team assistants, medical records, business operations
Occupancy Costs = Market value of space in Community Health Facility + small lease payment for offsite space
Other General Costs = Examples include IT hardware and software, staff education, licenses and legal fees, insurance

VNA Home Health's goal is to achieve financial sustainability while continuing to provide high-quality care without relying on investment reserves to support operations. A primary focus has been improving care delivery in ways that enhance both patient outcomes and the patient experience, which has also contributed to increased revenue. Based on current trends, VNA anticipates Home Health operations will break even by the fourth quarter of 2026.

VNA has prioritized strengthening clinical care through improved identification of skilled needs and enhanced patient education related to disease management, medication regimens, and home safety. Extensive training has been provided to clinical leadership and field staff to support a more patient-centered approach focused on quality visits, individualized goals of care, and comprehensive education. The goal is to equip patients with the tools and resources needed to successfully manage their health at home.

These efforts have resulted in patients remaining on service for the appropriate duration to fully address skilled and unmet needs prior to discharge. Through strengthened review processes and updated standards of practice, VNA has improved both care coordination and patient outcomes while also increasing revenue.

During the first quarter of 2026, VNA began seeing measurable improvements resulting from these operational and clinical initiatives. Improved care quality and more intentional service delivery have contributed to stronger financial performance and continued growth.

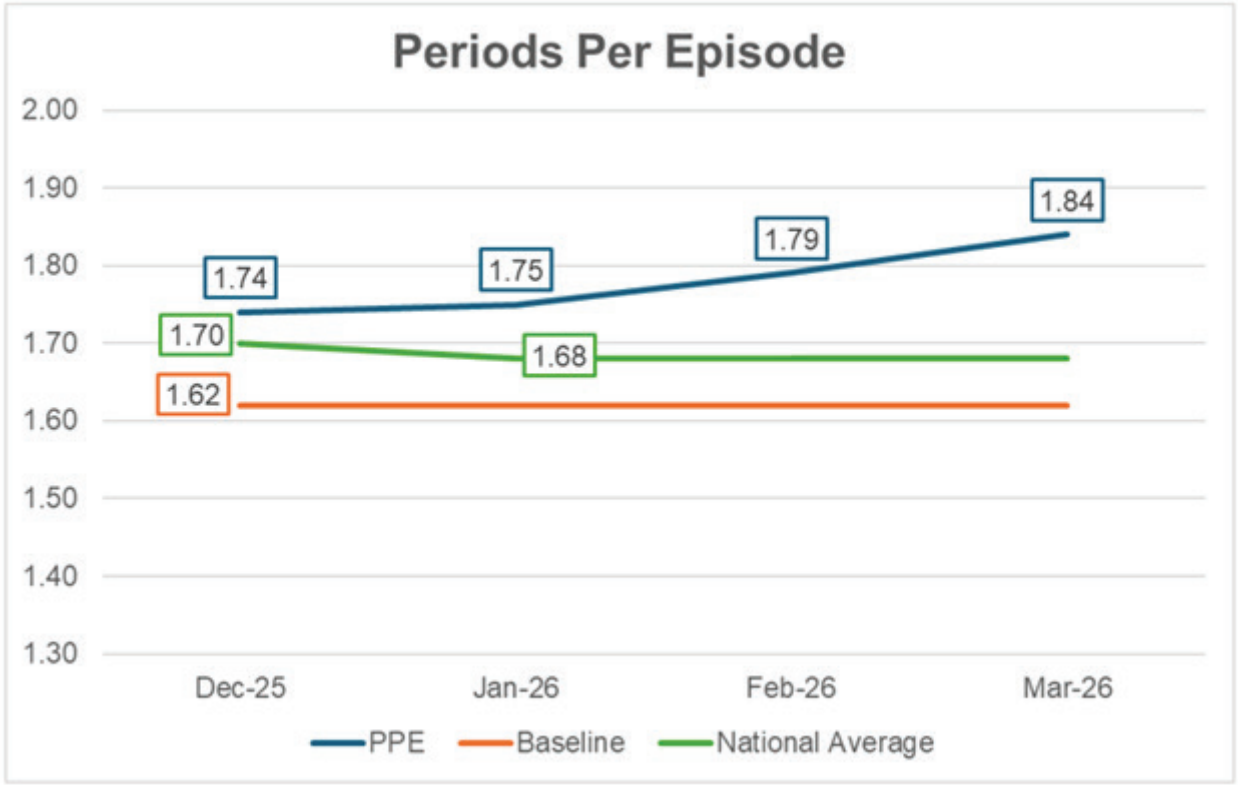
In addition, VNA implemented labor and operational adjustments during the fourth quarter of 2025 to improve organizational efficiency. Staffing structures and positions were realigned to better balance direct and indirect costs, while also adding key positions needed to support growth, innovation, and quality improvement initiatives. Staffing ratios were also adjusted to align more closely with national benchmarks.

While revenues continue to improve, VNA also remains focused on reducing direct expenses through improved operational efficiency and productivity oversight. Standardized clinical protocols and ongoing performance monitoring are helping ensure resources are used effectively while maintaining high standards of patient care. VNA anticipates direct costs will continue to decrease through the third quarter of 2026.

Additional Information for County Partner Budget Request

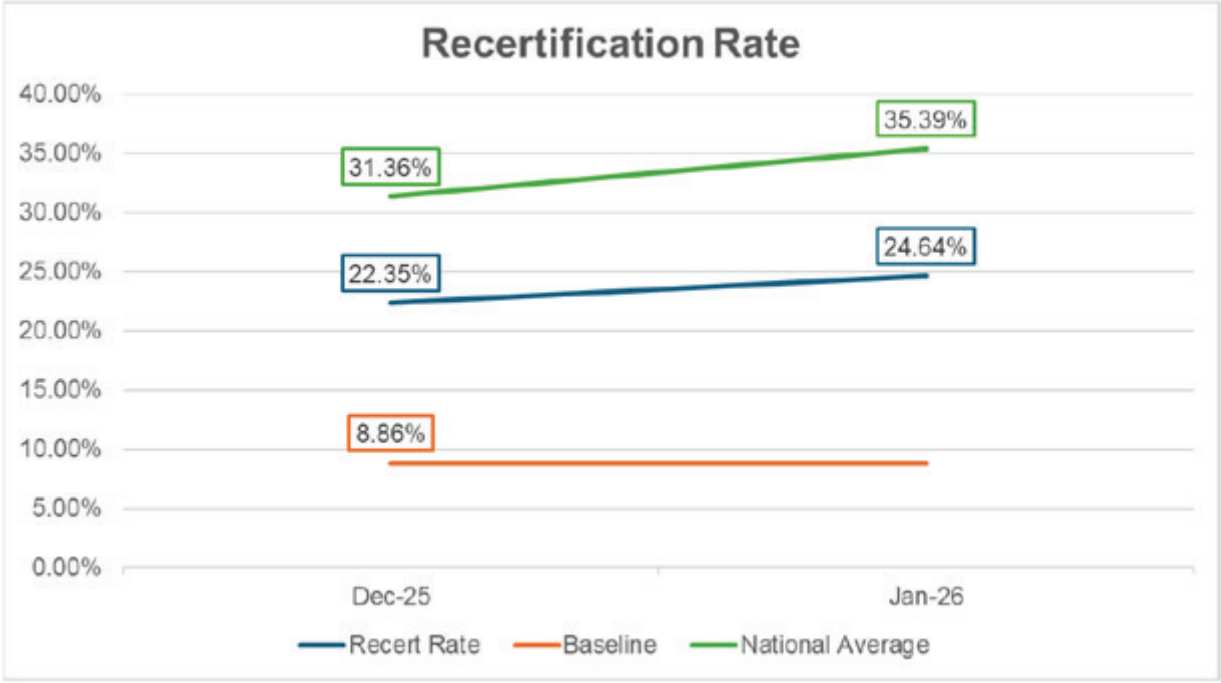
VNA Home health length of stay - referencing 30-day periods a patient remains on service is extending to subsequent periods focused on better care and increased opportunity to provide skilled services which in turn drive revenue increases (Home Health is paid an episode payment by 30-day payment periods). This slide demonstrates the movement in the right direction aligning to national benchmarks. VNA's PPE has moved from 1.74 to 1.84 in two months.

Month	Periods	Episodes	PPE
Dec-25	148	85	1.74
Jan-26	121	69	1.75
Feb-26	104	58	1.79
Mar-26	171	93	1.84



Additional Information for County Partner Budget Request (cont.)

For patients that meet the skilled need requirements to extend the HH episode beyond 60 days, we call this a recertification of services for another 60-day period. We often see this with patients who have cardiac diagnoses, wound care concerns, and respiratory diagnoses. These patients need more time to achieve their health goals and remain safe at home, rather than utilizing hospital services. When VNA analyzes the data, it is clear we have had opportunity to extend patients' time on service in supporting our most vulnerable population. We have worked to identify skilled needs and align more with national benchmarks. VNA does have a high acuity of patients with many health care needs. This graph demonstrates we are moving in a positive direction which has also influenced our revenue and allowed us the ability to have financial resources to care for patients for a great length of time. In December, our Recert rate was 8.86% and has increased to 24.64%. This graph shows two months of data – trending in the right direction. National average for home health agencies is over 35%.



VISITING NURSES

Additional Information for County Partner Budget Request (cont.)

VNA is committed to providing excellent care and closely aligning with CMS initiatives. We embrace supporting better population health through the provision of better-quality services at a lower overall cost of care. We are focused on health outcomes, social determinants of health and integrated health with our Douglas County partnerships.

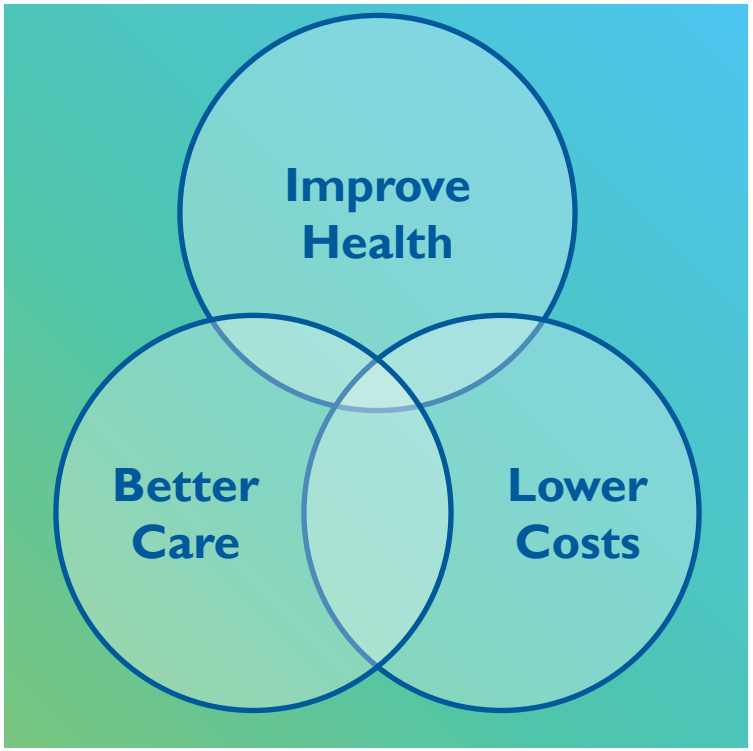
We take our fiscal responsibility seriously in utilizing the dollars from reimbursement for quality episodes of care in providing clinical excellence, each patient visit holding tremendous value and making a meaningful impact on improved health outcomes.

As VNA differentiates from other similar health care entities through improved outcomes and better care, we aim to be the provider of choice for Douglas County.

This is being accomplished through many different approaches:

- Clinical excellence
- Speed to care - serving with urgency
- Dedicated Community Liaisons to support families and patients through transitions of care
- Showing up well - first impressions - customer service
- Serving with purpose and intention - putting our hearts into our work
- Strong community partnerships and participation
- Living by our mission and values – caring for all
- We offer a continuum of care for community-based services
- Expanding therapy specialty services - vestibular treatment strategies and certification for therapy team
- Becoming the preferred provider for senior living communities in Douglas County

VNA is committed to the CMS Triple Aim initiative



VISITING NURSES

Additional Information for County Partner Budget Request (cont.)

VNA has 2026 growth goals for overall census and admissions by program.

Jan-26							
Program	Census	**Census Goal**	Variance	Admissions	**Admissions Goal**	Variance	Average Daily Census
Home Health	167	**170**	**-3**	110	**94**	**16**	167
Hospice	25	**22**	**3**	16	**10**	**6**	20.1

Feb-26							
Program	Census	**Census Goal**	Variance	Admissions	**Admissions Goal**	Variance	Average Daily Census
Home Health	203	**175**	**28**	103	**96**	**7**	184.71
Hospice	24	**25**	**-1**	17	**10**	**7**	24.21

Mar-26							
Program	Census	**Census Goal**	Variance	Admissions	**Admissions Goal**	Variance	Average Daily Census
Home Health	187	**179**	**8**	92	**98**	**-6**	196.61
Hospice	27	**28**	**-1**	16	**12**	**4**	24.65

Apr-26							
Program	Census	**Census Goal**	Variance	Admissions	**Admissions Goal**	Variance	Average Daily Census
Home Health	202	**184**	**18**	96	**100**	**-4**	191.93
Hospice	32	**31**	**1**	16	**15**	**1**	29.77

May-26							
Program	Census	**Census Goal**	Variance	Admissions	**Admissions Goal**	Variance	Average Daily Census
Home Health		**190**			**102**		
Hospice		**34**			**18**		

VISITING NURSES

2027 Budget Request Detail

calculated fields

Community Partner	Economic Development Corporation of Lawrence & Douglas County					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	7,021	7,021	-3,798	-15,136	-15,136	-78,938
Douglas County		205,000	205,000	205,000	205,000	205,000
City of Lawrence		209,000	206,000	206,000	163,887	206,000
United Way						
Grants						
Capital Campaign		425,000	425,000	425,000	425,000	425,000
Contributions						
Other						
Other						
Interest						
Total Revenues	0	839,000	836,000	836,000	793,887	836,000
Total Revenues and Fund Balance	7,021	846,021	832,202	820,864	778,751	757,062
Expenditures:						
Salaries		395,840	439,886	424,214	440,475	424,214
Employee Benefits / Health Insurance		46,006	58,085	59,745	64,900	59,745
Management Fee		15,000	15,000	15,000	15,000	15,000
Supplies		6,005	5,195	5,625	4,950	5,625
Utilitites, Building Maint.		54,905	51,889	55,268	54,591	55,268
Travel & Training		6,927	7,395	6,390	4,050	6,390
Office Equipment		15,111	18,051	14,782	11,048	14,782
Professional Fees / Advertising		36,208	37,919	34,605	35,775	34,605
Programs & Initiative Work	`	273,817	213,918	255,900	226,900	255,900
Other						
Other						
Total Expenditures	0	849,819	847,338	871,529	857,689	871,529
Ending Fund Balance 12/31/xx	7,021	-3,798	-15,136	-50,665	-78,938	-114,467

Community Partner	EDC of Lawrence & Douglas County	Contact Name	Margann Bennett
2027 Request Amount	$ 205,000	Phone Number	785-865-4422
Total Partner Budget	$ 871,529	Email	mbennett@lawrencechamber.com
Unrestricted Fund Balance	$ -78,938	Website	

Community Partner Summary

Community Partner Overview
The EDC of Lawrence & Douglas County (EDC) was originally created in 1986 as Douglas County Development, Inc. (DCDI) by the Lawrence Chamber of Commerce, Douglas County, and the City of Lawrence for the development and marketing of East Hills Business Park. Now in its 40th year, the organization has evolved to promote economic development initiatives throughout Douglas County. The EDC's mission is: Economic prosperity through leadership, advocacy & investment in Douglas County. The economic development division of The Chamber, Lawrence, Kansas contracts to provide staffing for the EDC. The mission of The Chamber is: Promote growth and economic prosperity by serving as the leading business advocate, cultivating leadership and facilitating connectivity. The EDC/Chamber economic development initiatives focus on four over-arching areas of emphasis: • Job Creation & Economic Prosperity • Innovation & Entrepreneurship • Workforce & Talent Development • Pro-Business Policy & Placemaking The economic development work of the EDC/Chamber is vast and responsive to the needs and assets of the Douglas County community. Services for Douglas County include business recruitment and attraction; business expansion and retention; industrial and commercial land/site marketing and development, among others. For many years, business expansion and entrepreneurial support required strong focus, but in the past 12-18 months significant resources have been devoted to recruitment and attraction efforts in coordination with

Douglas County, its municipalities, and other economic development agencies.

Of primary importance, these efforts to increase industrial/commercial tax base and support well-paying, rewarding jobs in Douglas County will decrease the financial strain on families and enhance the quality of life for all residents.

Service Overview

The success of the EDC/Chamber economic development program is designed to function, and frequently relies upon, collaboration with several strategic economic development partners (e.g. municipalities, Douglas County, KU Innovation Park, Peaslee Tech, universities and school districts).

In recent years, the EDC/Chamber has been directly involved in progress made in the following areas:

- Target Industry Job Creation: 1,012 net new Douglas County jobs in target industries
- Capital Investment (e.g. real estate and equipment): >$85 million annually
- Lawrence Urban E-Community: 20 loans, averaging $37,423
- Diversify Douglas County: $112,500 on loan to eight entrepreneurs

The EDC/Chamber is a driving force for economic development in Douglas County. Initiatives such as the development of East Hills Business Park, Peaslee Tech, and KU Innovation Park (previously BTBC) benefitted greatly from strong Chamber/EDC leadership and partnerships with the County, City of Lawrence, and the private business community which will continue to serve shared economic development goals.

The EDC/Chamber works closely with companies seeking to expand locally and attract/recruit new companies to Douglas County. In calendar year 2025, staff reviewed and responded to approximately 50 site location project requirements for recruitment and expansion opportunities. Economic development staff regularly engage with the Douglas County Manufacturing Forum and the Lawrence Tech Guild to develop stronger relationships and support collaboration to advise shared challenges/opportunities in the two sectors. In 2025, the EDC/Chamber launched a new program bringing together eight sectors of the business community to assist their continued growth and success. This program continues to evolve into 2026 with increased leadership from representatives within the various sectors.

With the engagement from County leadership, EDC Board committees recently updated the EDC bylaws and made recommendations that provide critical direction for economic development in Douglas County. These recommendations include:

- Increased engagement with and support for Baldwin City, Eudora, Lecompton, and unincorporated Douglas County

• Identification, development, and marketing of sites for a new business/industrial park in Douglas County
• Creation of a sustainable funding model/mechanism for perpetual advancement of economic development investment and community-wide benefit
• Maximizing relationships with the three County universities, K-12 schools, Peaslee Tech, and KU Innovation Park to attract and develop target industries, entrepreneurial endeavors, and the careers associated with them.

Along with the private sector and Douglas County municipalities' contributions, the requested County funding will support the economic prosperity and development opportunities throughout Douglas County by prioritizing, measuring, and reporting progress on these and additional priorities.

See Addendum A for additional activity details and metrics.

Equity

What is your organization doing to advance equity?
The EDC/Chamber actively seeks to advance equity and economic opportunity for all residents of Douglas County. The EDC/Chamber has been, and will continue to be, committed to providing equitable access to capital for BIPOC entrepreneurs in Douglas County. Both human and financial resources are invested in the creation and growth of small business, as well as provide access to capital through Network Kansas programs and the increasing utilization of Diversify Douglas County – A Minority-Owned Business Loan Program (DDC). With key financial support from private investment, the City of Lawrence, and Douglas County, the DDC has grown in its impact and continues to improve with each new application and iteration. With on-going stakeholder engagement in committee work and the annual Empowerment Expo to help ensure access to available networks and resources, the EDC/Chamber actively seeks out businesses of all kinds and sizes to participate in developing opportunities. Recently, this has been manifested in a diverse and wide array of businesses joining the economic development branch of Score Lawrence to prepare for the World Cup. Led by EDC/Chamber staff, this group has addressed a number of challenges and opportunities and very purposefully engaged with Baldwin City, Eudora, and Lecompton. Through continued and developing relationships with the Toolbox in KCK and Omni Circle Group in Topeka, the EDC/Chamber team helps facilitate connections that are helpful and opportune for the Douglas County community we serve.
Have you employed strategies to mitigate equity considerations? Please list those below.
• Diversify Douglas County – A Minority-Owned Business Loan Program (DDC), Network Kansas gap financing via the Lawrence Urban eCommunity, and sponsorship of Omni Circle Group's Ignite program, are examples of initiatives that support a more equitable business ecosystem and address the diverse experiences of businesses in Douglas County. Presently $112,500 in low-interest loans are at work developing and growing minority-owned businesses. • The Annual Empowerment Expo highlights businesses and entrepreneurs across sectors and size demographics by providing opportunities to demonstrate services, solve challenges, address 21st Century business opportunities, leverage technology in support of business growth, and other experiences of value through low-cost entry, strategic timing, accessible programming, and other services to ensure inclusivity. Participation continues to grow – from 80 registrants in 2024 to 120 in 2025. • World Cup planning, industrial and commercial development, and the various assets of Douglas County and its municipalities, townships, and rural areas have brought EDC/Chamber staff to each community to pursue shared goals and strengthen relationships and services that benefit all Douglas County residents and businesses. As an example, related to World Cup planning, the economic development committee meets bi-weekly and has held five events related to small business preparation for the influx of visitors this summer.

Budget Request Analysis

Analysis of Revenue Sources

The EDC/Chamber requests funding from Douglas County at the same level as the 2026 budget request, $205,000. These funds will be further leveraged with anticipated funds from the City of Lawrence and the private sector in the 2027-2031 capital campaign to fund the total Economic Development budget.

Request from Douglas County	$ 205,000
Anticipated request from City of Lawrence	$ 206,000
Request from EDC/Capital Campaign	$ 425,000
Management Agreement between EDC and The Chamber	$ 15,000*

In 2026, the City of Lawrence reduced economic development funding by approximately 20% and allocated only $ 163,887 of the requested $206,000 to the EDC/Chamber. We plan to request the restoration of the difference before year end. Additionally, the funds requested from the EDC/Capital Campaign represent funds to be raised via the Economic Development Capital Campaign being led jointly by the EDC and Chamber. For reference, the Douglas County community pledged 2.7M in the most recent campaign which ends this year.

*Historically the EDC/Chamber has considered this fee as funding that directly supports economic development work; however, in 2025, the County requested that the fee be delineated as an expense, and we resubmitted our budget request as directed from 2024 to present. The fee is delineating as an expense on the included 2027 Budget Request Details.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

As noted above, the EDC/Chamber considers $15,000 as funding for economic development work and incorporates it as such in the economic development budget. Showing the fee as an expense effectively swings the budget by $30,000 each year beginning in 2024 (i.e. it reduces income by $15,000 and increases expenses by $15,000). As such, 2024 ended with a negative fund balance and that negative balance has grown each year. Additionally, in 2025, the City of Lawrence announced a reduction of economic development funding by approximately 20% ($42,113) for the 2026 budget year. These two factors result in the negative fund balances shown on the included 2027 Budget Request Detail.

Analysis of expenditure changes

Expenditures in 2027 are consistent with prior requests. Some of the lines reflect small percentage changes due to inflation, but we anticipate expenses to remain largely steady.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**EDC of Lawrence & Douglas County**	**$ 50,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

Following guidance from updates to the bylaws in 2025, the EDC of Lawrence & Douglas County requests funds to support hiring a compensated staff member for the EDC. The total compensation package for 2027 will not exceed $150,000, and we request Douglas County fund this position at $50,000.

The specific language included in the newest bylaws revision states, “For avoidance of doubt, the Corporation has the power and authority to hire staff in such roles and under such titles as are not inconsistent with these Bylaws, including a compensated staff member with the title of ‘President’ and who will report directly to the Board of Directors; and furthermore funding for staff compensation will be included in the official budget of the Corporation as prepared from time to time, and all staff members are accountable for delivering on the EDC mission.”

Funding for this position will enable the EDC to directly engage in marketing and business attraction activities, along with other activities as determined by the EDC Board of Directors, for all of Douglas County. In addition to expanding the tax base and providing high-paying job opportunities, the outcome of the work of this role will also be the generation of tax revenue to maintain and improve high-quality services provided by the County and its municipalities, with guidance, support, and leadership from across the County as represented on the EDC’s Board.

The responsibilities of this position will fall primarily into the following categories:

- Lead the development and execution of the EDC’s economic development priorities and strategy
- Business attraction to Douglas County – RFI/RFP responses, site selector engagement, site visits, and prospect to completion coordination
- Coordinate efforts to identify and develop Douglas County business and industrial sites
- Management of daily operations, including EDC budget, reporting, and compliance
- Coalition-building, particularly with local government agencies, state/regional economic development agencies, workforce development and education entities, and other local EDOs
- Investor, member, and board relations for clear articulation of impact and return on investment

As between the EDC and The Chamber, the EDC will lead in the areas above while the Chamber leads in business retention and expansion,

small business and entrepreneurial support (including DDC), pro-business advocacy, and economic prosperity. Of course, there will be overlap from time to time, but the EDC is prepared to lead large projects, finding the resources locally and beyond to land significant development projects.

In addition to the FY27 funding from Douglas County, the EDC is requesting an equal amount ($50,000) from both the City of Lawrence and the Economic Development Capital Campaign led jointly by the EDC and The Chamber. If the County prefers, we will request the County funding be contingent upon receiving funding from the City and the capital campaign.

Finally, the County Administrator requested we include the current salary percentages of Chamber staff attributed to economic development support. VP Economic Development (100%), Director of Business & Investor Relations (100%), President & CEO (45%), COO (45%), Director of Communications (45%), Executive Assistant (45%), VP External Affairs (20%).

Impact if supplemental request is not funded

If the Supplemental Request is not funded, the lack of clarity among stakeholders between the economic development roles of the EDC and Chamber will persist, as will the continuing opacity around financial resources and their intended purpose and use. Therefore, a unified voice and message to business prospects for Douglas County may not be appropriately conveyed, resulting in the County missing opportunities to expand its commercial tax base, create jobs, and ultimately invest in the Douglas County community.

The timing of this request is critical because a Memorandum of Understanding between the EDC and The Chamber will expire on December 31, 2026. The MOU provides for Chamber staff to implement EDC and capital campaign economic development initiatives. In lieu of a new MOU, an EDC hire will clearly define the roles of the EDC and Chamber and provide additional autonomy between the two organizations. That said, the EDC and Chamber will remain close partners and work together to promote Lawrence and Douglas County.

Addendum A:

EDC & Chamber Program Activities Summary (2025 - March 2026)

Job Creation and Economic Prosperity

2025	Unique Visits	Community Tours
1st Quarter	50+	3
2nd Quarter	68+	3
3rd Quarter	42+	3
4th Quarter	25+	2
Total	**185+**	**11**

2026	Unique Visits	Community Tours
1st Quarter – **TO DATE**	27+	2
2nd Quarter		
3rd Quarter		
4th Quarter		
Total	**27+**	**2**

Purposeful engagement with businesses and their representatives is a daily occurrence for the economic development staff. These "touches" guide the team's response and further engagement, and they often include outreach and connection to economic development partners throughout Douglas County, including, municipal leadership and staff, Douglas County staff, KU Innovation Park, Peaslee, universities, unified school districts, commercial realtors, the KU SBDC, and others.

These engagements are occasionally brief introductions to resources or supportive professionals, but often they are long, sustained relationships that create powerful impacts in Douglas County. Recently, sustained support by the economic development team has helped to advance US Engineering's expansion project in Lawrence VenturePark. Phase I, which is conservatively estimated to include **30+ jobs** at average annual wages of **$93,600**, is highly active and under construction currently.

The economic development team is also assisting Amarr Garage Doors with their intent to purchase their building and property in East Hills Business Park, and the team continues to be highly engaged in supporting this effort. On Thursday, February 19, staff hosted a tour of the facility to hear more about their plans **to invest in jobs and operations**. Fifteen elected officials, city and county staff, and business community leaders attended.

World Cup Preparation – As official word about Algeria selecting Lawrence as their Base Camp was announced, the next phase of business readiness and preparedness sessions is taking place to address opportunities that may be uniquely experienced as a host city. Interested businesses and entrepreneurs have all been welcomed.

Meanwhile, on **Wednesday, February 18**, the Chamber supported **Social Media 101**, the first of two workshops for businesses to support content production and other tips for local business with an online presence. **Seventy-three** attendees participated in the program held at KU Innovation Park. This event, and the next, was in close partnership with the City, County, KU, Explore Lawrence, and other partners.

Business attraction and marketing engagements often come through partnerships with Kansas City Area Development Council (KCADC) and Kansas Department of Commerce. As is typical, the economic development team is presently engaged with **five** companies exploring locating operations in Douglas County. **Three** companies are fairly advanced in their activity, and connecting them with data and opportunities with City, County, and other partners has been especially impactful in responding to inquiries and timelines. These three primarily operate in the technology, transportation, and innovation sectors.

Other meetings and events planned with Kansas Commerce include:

- Hosting a visit from the **Murcia Regional Development Agency INFO in Murcia, Spain** on **Monday, January 12**. Donald Gartland Aznar and Fernando Ballesta Sánchez visited the region with Kansas Commerce. Many synergies were identified as having potential, especially through the University of Kansas and KU Innovation Park. Some similarities of industries and innovation were also noted and both parties expressed an intention to continue discussions.
- Attending **KEDA Legislative Day** at the Capitol Building in Topeka on **Tuesday, February 3**, to advocate for statewide development initiatives related to the renewal of STAR Bonds, the Angel Investor Tax Credit, the Aviation Tax Credit, and several other priorities.

While challenging due to tax and reporting structure at the state level, a strategic approach to identifying capital investment in Douglas County is on-going, with the primary goal of expanding previous reach to include large and small business investment. Previous efforts have resulted in a surprising level of investment companies engage in annual, or their own unique cycles, to ensure productivity and safety of their operations. Reported investments exceeding **$100 million** are anticipated.

Innovation and Entrepreneurship

The EDC/Chamber economic development team also continues its commitment to small business and entrepreneurs in Douglas County, with particular attention to historically and systemically disadvantaged groups. **Diversify Douglas County** (DDC) has provided a total of **$112,500** in direct support for minority-owned start-up and existing businesses**.** The full DDC portfolio is performing well, as is the **$22,500** in additional loan support from the Lawrence Urban E-Community. Additional support for the program from **U.S. Bank ($50,000)** will assist with story-telling and marketing to increase the program's impact in 2026.

The economic development team engaged with a small business and local manufacturer at the end of 2025 around planned expansion opportunities. Following a facility tour and additional support through the City and Kansas Department of Commerce facilitated by the economic development division and a local commercial real estate leader, the expansion is currently underway and in production in twice the square footage as before, maximizing the opportunity the business planned.

Entrepreneurs and small businesses continue to be engaged. A hair salon owner, a health care provider, and a childcare specialist all have been connected to the appropriate resource for their current needs. In the coming weeks and months, preparations will be made for launch and/or growth of each of these businesses.

Jobs in technology continue to be prioritized. **KU Innovation Park** reports **77 companies** currently in its network, including **811 jobs** and **$53.8 million in annual payroll**.

Sixteen companies from across Kansas received proof-of-concept funding through the **ACCEL-KS** program. KUIP was selected by the Kansas Department of Commerce as one of only two organizations to implement the initiative. Each company will receive **$25,000** and additional support to advance ideas to market.

KUIP's Phase IV is under development, creating another **100,000 square/feet of office and laboratory space**. With an emphasis on computing, cybersecurity, and engineering, **250 jobs** and **$23 million** in direct annual payroll are anticipated when completed.

Other target industries identified as high-growth areas for Douglas County include:

- Creative and Professional Services
- Research and Biomedical
- Computers, Electronics, and IT
- Advanced Materials and Green Manufacturing

These industries will continue to be the focus for attraction to and growth within Douglas County into 2027.

Workforce and Talent Development

In a recent report the economic development team developed with The Center for Economic Development and Business Research (CEDBR), it is noted that workforce growth in Lawrence has outpaced population growth, suggesting that Lawrence attracts workers from surrounding counties and functions as a regional employment hub. Further, the labor force participation remains elevated at approximately 70 percent, reinforcing the city's strong workforce engagement relative to national benchmarks.

The manufacturing base in Lawrence expanded to **5,452 jobs in 2025, up from 5,154 in 2024**, representing **one of the strongest year-over-year percentage gains among major sectors**. Although substantially smaller than Wichita's manufacturing concentration, Lawrence's manufacturing footprint remains comparable to peer university metros such as Columbia, Missouri, and Manhattan, Kansas.

- *U.S. Bureau for Labor Statistics, CEDBR*

Looking to 2027 and beyond, the economic development goals will be to expand and strengthen relationships with schools, universities, and training providers to continue the expansion of the local workforce pursuing and attaining high-paying jobs in Douglas County.

Housing and Land Development

Industrial Development

Significant progress is being made in industrial development engagement within the EDC itself, in terms of strategy and implementation, and by private industries investing in their operations in the community.

- Annexation and proposed re-zoning of approximately **130 acres** were approved in Eudora at the end of 2025 with proactive support from economic development staff to increase economic activity in the community. This is a direct result of efforts of the EDC's subcommittee tasked with identifying 500 acres available to develop.
- **U.S. Engineering** is active on the first of potentially three phases of expansion in LVP. Economic development staff continue to assist with this project, as they have been for 18 months. It is expected to create an estimated **30+ jobs** with average annual wages of **$93,600**.
- **Amarr Garage Doors** is advancing towards the purchase of its property in anticipation of future/continued investment in the workforce and operations. Staff have been highly engaged with Amarr leadership regarding the process, timelines, and follow-through with City and County partners. Part of moving forward was hosting a tour of the facility with Mike Bernholtz on **Thursday, February 17**.

Housing Initiatives

In the recently CEDBR report, the median home value in Lawrence is documented as $309,400 in 2024, "higher than many peer communities such as Columbia, Missouri ($258,700) and Des Moines ($267,400), and above most Kansas markets, including Wichita ($201,200) and Topeka ($183,200), though still well below Boulder, Colorado ($756,300)." About 62.40 percent of houses have valuations between $200,000 - $499,999

(26.50 percent between $200k–$299k and 35.90 percent between $300k–$499k), reinforcing its concentration in the mid-to-upper market segment while presenting affordability constraints relative to other Kansas cities.

“The median gross rent in Lawrence was $1,984 in 2024, higher than all peer cities listed except Boulder ($2,743) and above markets such as Kansas City ($1,852), Lincoln ($1,736), Manhattan ($1,750), and Wichita ($1,576). Additionally, 49.2 percent of rental units were priced at $1,500 or more, including 14.5 percent at $3,000 or above, underscoring continued pressure in the rental market and potential barriers for lower-wage households seeking to relocate to Lawrence.”

Efforts to increase housing supply include providing written and oral comments in planning and city commission meetings for the annexation and preliminary plat submission of nearly 1000 acres, including approximately 650 acres west of the South Lawrence Trafficway.

2027 Budget Request Detail

calculated fields

Community Partner	Family Promise of Lawrence					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	311,066	411,477	1,211,018	1,148,378	1,148,378	885,754
Douglas County				50,000	50,000	50,000
City of Lawrence	-	-	3,500	-	-	-
Grants	183,966	246,756	315,150	365,000	315,000	300,000
Contributions	410,901	654,455	680,792	450,000	500,000	550,000
Fundraisers	202,822	128,362	137,067	185,000	185,000	185,000
Capital Campaign	(3,045)	740,212	117,949	300,000	100,000	-
NIL funds	0	0	60,000	-	-	-
Total Revenues	794,644	1,769,785	1,314,458	1,350,000	1,150,000	1,085,000
Total Revenues and Fund Balance	1,105,710	2,181,262	2,525,476	2,498,378	2,298,378	1,970,754
Expenditures:						
Salaries	463,074	589,841	712,086	984,900	964,700	970,000
Employee Benefits	10,594	15,375	18,166	30,200	29,200	30,000
Health Insurance	19,775	30,318	30,187	64,800	43,200	45,000
Supplies	10,121	3,231	6,306	4,500	4,500	4,500
Utilitites, Building Maint.	42,176	51,648	84,232	67,600	58,967	62,000
Travel & Training	1,817	7,919	1,485	9,800	8,800	3,500
Office Equipment/Expenses	24,364	49,620	47,537	57,900	51,900	53,000
Debt Payments (2027 Loan repayment if a	10,254	24,823	33,414	34,000	34,000	473,000
Program Expenses	94,766	55,102	71,700	17,476	72,357	73,000
NIL Contracts	-	90,350	256,650	-	-	-
Other	17,292	52,017	115,335	39,000	145,000	145,000
Total Expenditures	694,233	970,244	1,377,098	1,310,176	1,412,624	1,859,000
Ending Fund Balance 12/31/xx	411,477	1,211,018	1,148,378	1,188,202	885,754	111,754

Community Partner	Family Promise of Lawrence	Contact Name	Brenda Wahl
2027 Request Amount	$ 50,000	Phone Number	785-764-9506
Total Partner Budget	$ 485,095	Email	brenda@lawrencefamilypromise.org
Unrestricted Fund Balance	$ 878,254	Website	https://lawrencefamilypromise.org/

Community Partner Summary

Community Partner Overview
Family Promise of Lawrence (FPL) provides supportive services to families in our Housing Program who live in FPL owned units or units owned by community partners. FPL holds partner agreements with Ninth St. Missionary Baptist Church, Cardinal Housing Network and Tenants to Homeowners to provide case management for enrolled families leased in their units. Additionally, FPL owns three houses we lease to families and provide supportive services. The purpose of this Community Partner Budget Request is to ask for funding support for the salary of one full-time case manager for the families in this supportive housing program. These case management services are essential for families to facilitate housing stabilization, thereby supporting the Strategic Plan, A Place for Everyone. All families served by FPL are identified populations in the Strategic Plan, including: families experiencing homelessness; BIPOC households experiencing or at risk of homelessness; single-parent, female-headed households; or survivors of domestic violence.
Service Overview
Family Promise of Lawrence (FPL) is a non-profit that serves families with children in a housing crisis in Douglas County. FPL is one of more than 200 affiliates of Family Promise National. As an affiliate in good standing, FPL has access to a wide body of resources, training, and best practices, as well as to grants available through FP National. Each affiliate has the latitude to shape programs that respond to the needs of the local community. We are able to maximize our impact in Douglas County by leveraging existing resources and collaborating with an extensive network of volunteers to end family homelessness. All programs are designed to fulfill the FPL mission statement: Empowering families in a housing crisis to achieve stabilization through community connections. Family Promise of Lawrence has served families with children in Douglas County continuously since 2008. FPL has program offerings for families that span the spectrum of housing insecurity: eviction prevention, diversion from shelter, shelter, stabilization and housing. FPL

owns 3 homes used primarily for supportive housing for families who need an additional stabilization period following a housing crisis. By June 2026, FPL will have use of 6 more apartments for our housing program, per our agreement with Ninth St. Missionary Baptist Church, and up to two more families per our agreement with Cardinal Housing Network.

Though our Housing program is new, FPL has been providing supportive housing services to families for over 15 years through our Temporary Housing and Stabilization programs. Temporary Housing is a 3-6 month program for families who are not quite ready to transition into permanent housing due to poor rental history, low income, or lack of savings. Families live in FPL-managed homes and pay rent based on 30% of their income. Temp Housing provides families the opportunity to build good rental skills, increase income, save money and search for permanent housing. The key to this is case management that focuses on these areas as the family builds and follows goals included in their Housing Stabilization Plan. Families also attend classes on how to be a good tenant and financial literacy to further their skills.
The Stabilization program provides case management services to families who have moved into permanent housing in the community. This extra support empowers families to stick to their budget and pay rent on time each month. And if a family has a financial crisis along the way, the case manager can assist them in accessing additional resources if needed and get back on track as quickly as possible so that a financial crisis does not become a housing crisis.

The effectiveness of case management in these programs is demonstrated in the outcomes for families when they exit the programs. In 2025, 100% of the 8 families in Temp Housing had secured permanent housing at exit, and 93% of the 38 families in the Stabilization program remained stably housed at exit. In the new Housing program, 67% of the 3 families moved into permanent housing at exit.

For all programs and functions, FPL develops a series of Key Performance Indicators which are outcome focused and track and measure program effectiveness to keep moving towards successfully completing annual goals. All KPIs are evaluated monthly. Adjustments to procedures and processes are used, if needed, to successfully continue to move towards goal completion.

Equity

What is your organization doing to advance equity?
FPL seeks to serve and advocate for all families based on their need. Our work is focused on local families with children who are below 30% AMI for Douglas County. FPL has tracked demographic data of all families enrolled in programming since 2011, and we find that the demographics of the people served each year by FPL differ greatly from the census numbers for our county. For example, in 2025, the racial demographics of people served by FPL were: BIPOC 58% White 42% And the demographics in Douglas County (from CensusReporter.org): BIPOC – 24% White – 76% The A Place for Everyone initiative has highlighted single female-led households demographic as a high priority. FPL data consistently demonstrates that this is the largest type of household served. In 2025, 68% of families served were single moms with children.
Have you employed strategies to mitigate equity considerations? Please list those below.
FPL has a Board-approved DEIA Statement. Additionally, FPL tracks DEIA goals using KPIs in each area of focus. FPL strives to have voices of underrepresented people on all levels of the organization, including board, staff and volunteers. As part of a national organization, FPL has access to multiple trainings, seminars and workshops on DEIA which are available and required for all staff, board members and client facing volunteers. FPL compiles monthly and annual data of families served and analyzes the data to measure the outcomes for families. The data can be evaluated based on various factors, including race and ethnicity. This data enables us to adjust our programming to address aspects that may impact successful outcomes.

Budget Request Analysis

Analysis of Revenue Sources

FPL's annual revenue sources come from 3 primary categories: private contributions (63%), grants (26%) and annual fundraising events (11%). FPL has a Development Plan that is updated annually and guides all fundraising activities. Private contributions are solicited through multiple channels such as direct asks, email and social media campaigns, newsletters, etc.

Because of the strength of our affiliate as measured by FP National metrics, FPL is awarded several grants through FP National, such as the Seimer grant for case manager salaries for Prevention and Stabilization programs, and the Gerstner grant for direct assistance funds for Prevention. We also have built trusting relationships with local funders, such as the Kriz Charitable Fund, the Winter Family Fund, Ethel and Raymond F. Rice Foundation, the Momentum grant and the Lawrence Board of Realtors Community Foundation grant, as well as grants offered by the Douglas County Community Foundation. We are continually researching and seeking new grant opportunities as the needs increase and the programs grow.

FPL holds two main fundraising events each year, the HomeRun 5k and the Golf Tournament/Auction Party. For these we elicit sponsors from a variety of local businesses and faith organizations. Additionally, other businesses and groups hold fundraisers that benefit FPL, such as Imbibe sponsored by Cork & Barrel.

FPL also receives funding from the County for the participation of one of our staff in the Peer Fellows program. This staff member has lived experience of homelessness and receives training and participates in activities and events through the program.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

In 2024, FPL launched a capital campaign to raise funds for the purchase, renovation and first-year operation of our family shelter, which explains a significantly higher than average revenue in 2024. Additionally, for several years a generous donor granted FPL funds to engage KU athletes through the Name, Image, Likeness (NIL) program and simultaneously matched those funds with a gift to FPL. With the end of NIL that giving also ended. In 2025, FPL was obligated to return approximately $75,000 of unused NIL funds.

FPL has expanded programs and acquired more property, and therefore have had to hire additional staff and increase our budget. Currently FPL has less than $40,000 in restricted funds from grants. The Unrestricted Fund Balance for 2023 in the provided spreadsheet was calculated based on the total of Current Assets of operating bank account balances and Douglas County Community Foundation funds, less unspent grant funds of $28,750. The calculation of current unrestricted funds in the spreadsheet provided has calculated significantly more unrestricted funds that FPL actually currently has.

Another factor that impacts our unrestricted funds is that as an affiliate of Family Promise National, Lawrence Family Promise is

recommended to have at least six months of salary in reserve. Reported Current Assets as of 2/28/2026 is $869,000, which is below the recommended amount for our affiliate. It is our goal to build our reserves up to the needed amount, in order to keep our agency strong in case of lower contributions or grant awards than estimated.

Analysis of expenditure changes

In 2024, FPL acquired a building to serve as a family shelter. This explains the Debt Payment increase from 2023 to 2024. FPL began operating the Mt. Hope Shelter in December 2024, and 2025 was the first full year of operations, which required additional staff. Therefore, between 2024-2025 there is an increase in Salaries, Health Insurance and Employee Benefits, and in Utilities/Building Maintenance.

In 2026, FPL has also entered into an agreement with Cardinal Housing Network (CHN) to provide case management to families with children residing at CHN's supportive housing apartments. FPL has also entered into an agreement with Ninth St. Missionary Baptist Church (NSMBC) to operate a new 6-unit apartment building built and owned by NSMBC as supportive housing for families with children. Once the 6-plex is opened and operational, FPL will pay rent to NSBMC and utilities for the units, but will also receive rent payments from tenants. Rent payments to FPL are expected to offset costs, so the Utilities/Building Maintenance expense is anticipated to decrease in 2026. These partnerships and expanded housing from NSMBC requires additional staff to provide case management to all families, as well as property maintenance staff. Thus, there will be an increase in 2026 for Salaries, Health Insurance and Employee Benefits.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Family Promise of Lawrence**	**$ 327,095**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

In 2024, Family Promise of Lawrence purchased a building for use as a safe temporary family shelter. Additional shelter is identified as a need for Douglas County in A Place for Everyone, and this family shelter increased our capacity from four families to six at a time. The building required a remodel to accommodate bedrooms and bathrooms for 6 families, as well as common kitchen, dining, play and laundry areas, as well as office space for staff. FPL secured a line of credit of $320,000 to accomplish this needed remodel and refinanced to a loan on 3/6/2025 and began making payments in March 2026. Payments are $2,313.33/month or $27,759.96/year. The payoff on Jan. 31, 2027 would be $327,095.33.

By providing this family shelter program, the only shelter for families in Douglas County, FPL is providing an essential service to our community that aligns with the A Place for Everyone initiative. Families with children are able to stay at the shelter for up to 90 days, and the average length of stay is 58 days. During that time families have a safe and private space to sleep, home-cooked food, access to many services and are able to focus on moving forward. They are required to participate in a program, which includes case management services and life skills classes geared to good renter habits and financial literacy. Each week, families meet with their case manager to set and assess their goals as they work toward obtaining housing. Since opening in 2024, Mt. Hope Shelter has served 37 families, including 79 children. Of those families, 12% exited into permanent housing, 24% moved into the Temporary Housing program and 36% moved into safe housing with family or friends. In total, 72% found safe housing at exit.

Funding this one-time request would free up almost $28,000 a year for FPL to allocate for costs of the shelter program, an expense that is not often covered by grants. These funds could be used for maintenance and repairs of the building to keep it safe and comfortable for families in crisis, for additional playground equipment, and salaries to retain highly qualified and caring staff. This would then free up resources for other programs and property maintenance, which will be essential as FPL programming continues to expand to provide housing and case management supports for supportive housing in Douglas County.

Impact if supplemental request is not funded

If this request is not funded, FPL would continue to seek grants and donations to cover this expense. Over time this could restrict FPL from expanding our capacity for services, including adding new supportive housing or case management services staff.

Supplemental Request for Additional Funding (2)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Family Promise of Lawrence**	**$ 158,000**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

In 2023, FPL purchased two single-family homes at the total cost of $175,213 for use in our supportive housing program. We recognized the need for low-barrier rental housing for families in our program moving from homelessness into housing. Credit score, rental history and/or income of 3 times the rent prevent most of the families we work with from being able to rent in the community. Acquiring these two homes has allowed FPL to offer attainable housing for families facing these barriers. Our supportive housing program provides a lease for 1-2 years, and when that lease is up, families find permanent housing in the community. This then frees up the house to be rented by another family who is unable to obtain housing due to various barriers. Families receive case management support during their stay in these houses and are able to participate in life skills classes focused on financial literacy, being a good renter and credit recovery. In addition, families would be invited to family-centered events provided by FPL, in which they have the opportunity to build a supportive community with other program participants, volunteers and staff. These community connections are an essential piece for a family to establish stability. FPL secured a 10-year loan of $175,213 to purchase the two homes and began making payments in January 2023. The balance as of 3/31/2026 is $158,551. Payments are $1,253/month or $15,050/year. In the three years that FPL has owned these homes three families, including 16 children, have lived in them and gone on to find permanent housing in the community. Two of these households were single female-led households, which the A Place for Everyone initiative identifies as a focus population due to the disproportionate impact of homelessness on these families. These supportive housing units are greatly needed in our housing-constrained community for families who face barriers to renting from private landlords or property management companies and help our community reach the goal of providing more supportive housing. Funding this one-time request would free up funds for maintenance and repairs on these older homes and enable FPL to keep them available, comfortable, safe and in good working order for families, and enable FPL to retain high quality staff to walk alongside the families.

Impact if supplemental request is not funded

If this request is not funded, FPL would continue to seek grants and donations for major repairs. Using grants and general donations in this way prevents those funds from being used for programs or special projects that would enhance or increase capacity for services. Over time this could restrict FPL from expanding our capacity for services, including adding new supportive housing or case management services staff.

Our Impact In 2025

At Family Promise, we serve children and their families by providing a holistic approach to preventing homelessness.

Beyond the numbers, each statistic represents a life touched, a family supported, and a community strengthened.

We have grown our programs to meet the needs of those in our community who are seeking assistance and a voice of hope.

We are more than just Shelter.
we are: Prevention, Diversion, Stabilization and Housing.

Your support keeps us walking alongside these families in times of crisis.





"A complete turnaround in opportunities for us"
-Trina, FPL graduate

Total Families Served:

269

Total Children Served:

571

Total Individuals Served:

954

FamilyPromise
of Lawrence

Shelter

Temporary shelter program for families that have no other safe alternatives

28 families, 60 children were served in shelter services in 2025.

Average Shelter Stay= 58 Days

Total shelter nights = 8,986

In 2025, our partners at Good Energy Solutions installed solar panels helping us offset the cost of monthly electricity bills.

"This solar installation will help Family Promise allocate more of their resorces to accomplish more of their extremely important mission. "

-Malcom Proudfit
CEO of Good Energy Solutions



Mount Hope Shelter

"No child should have to worry about where they will sleep.

All of Family Promise Staff

Housing

We added a NEW program in 2025! We now offer affordable housing units managed/owned by Family Promise of Lawrence and leased to eligible families for 1 year or more.

Thanks to several community partners, our new housing program includes 3 single family houses that eligible families can lease for 1 year or more.



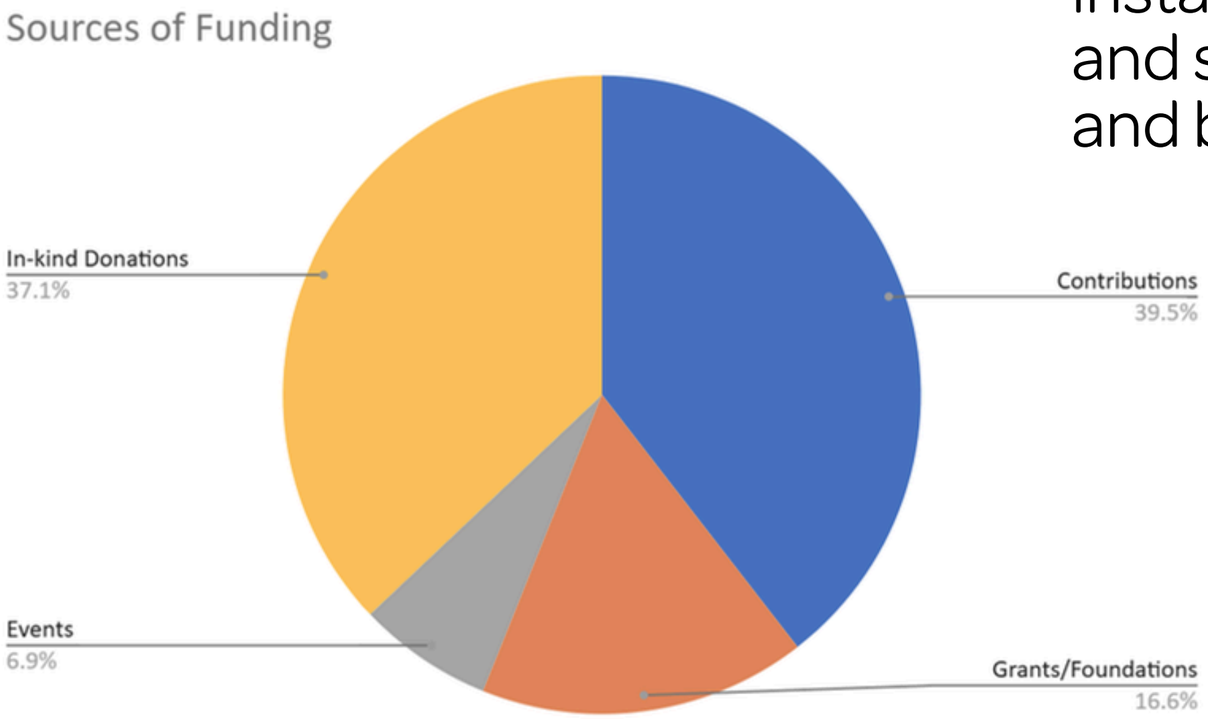
In 2025, 6 families, 22 children were served



Thanks to our partner 9th Street Missionary Baptist Church, this 6-plex apartment building will be available in 2026, for 6 new families in our Housing program.

Financial Snapshot

We are deeply grateful to our partners whose generosity makes our work possible. Your contribution helps families facing housing instability access the resources, connections, and stability they need to avoid homelessness and build a stronger future.



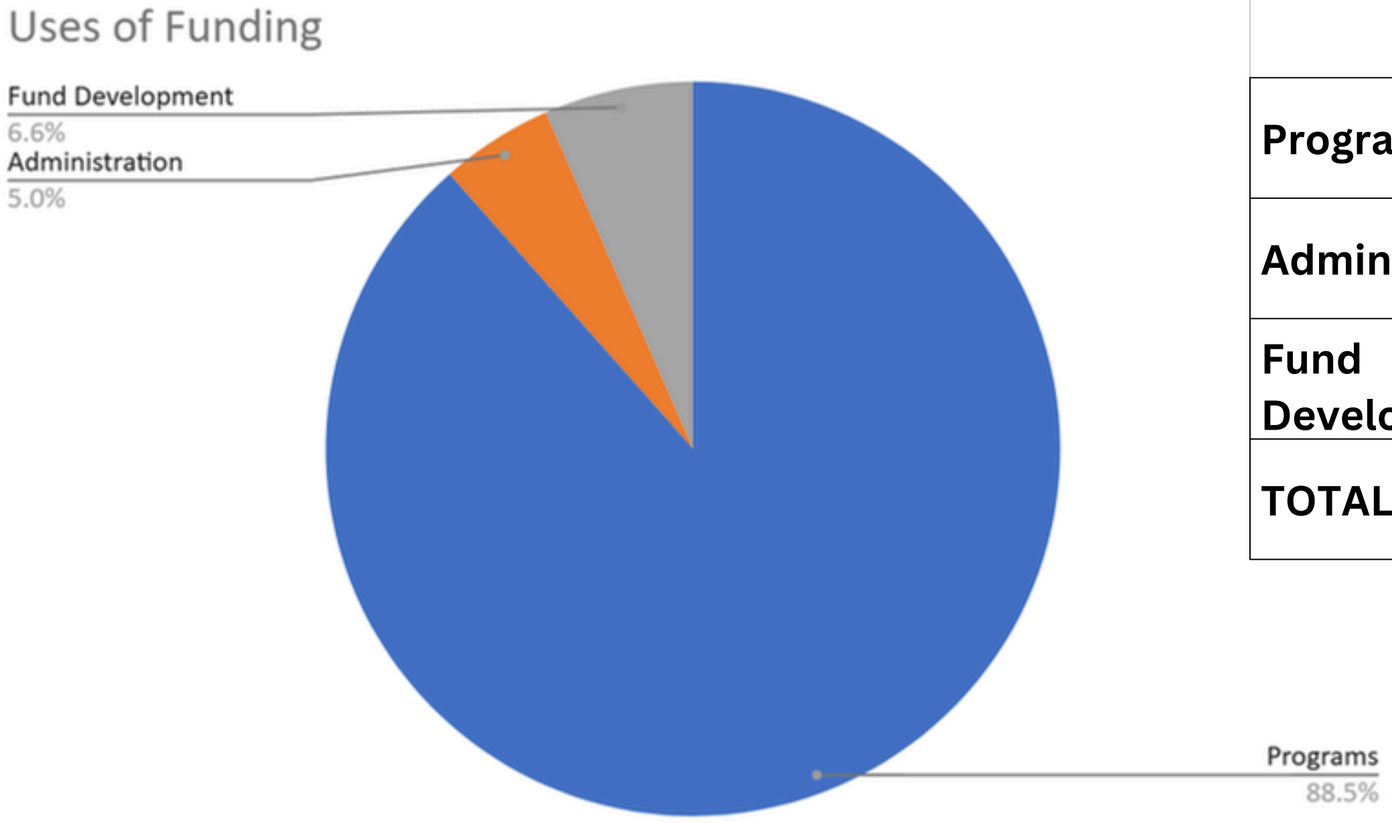
Platinum Transparency 2025

Candid.

Because of you,
hope and opportunity
continue to grow in our community.

2025 Sources of Funds:	$	%
Contributions	750,433.03	39.5
Grants/Foundations	315,150.00	16.6
Events	130216.91	6.9
In Kind Donations	$704,103	37.1
Totals	1,899,902.48	100

Financial Snapshot



2025 Uses of Funding		
Programs	$1,163,046.92	88%
Administration	$65,346.36	5%
Fund Development	$86,435.02	7%
TOTAL	**$1,314,828.29**	**100%**

Platinum Transparency 2025

Candid.

TOTAL IN-KIND CONTRIBUTIONS		TOTAL
Value of Volunteer Hours	$355,742	**$704,103**
Value of Donated Goods/Services	$348,360	

2027 Budget Request Detail

calculated fields

Community Partner	Freedom's Frontier National Heritage Area					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	236,161	287,639	330,366	347,767	347,767	341,552
Douglas County	9737	9,737	9,737	9,737	9,737	9,737
City of Lawrence	0	0	0	0	0	0
United Way	0	0	0	0	0	0
Grants	1,453	1,453	14,915	20,500	5,500	12,000
Fundraisers	0	0	0	0	3,500	5,500
Contributions	11,150	11,150	24,549	18,750	16,800	18,000
National Park Service	531,442	500,000	480,091	519,909	519,909	500,000
Endowment	3,978	10,474	11,585	6,250	13,636	14,000
Registration and Other	7,980	7,741	425	0	0	0
Interest and Investments	12,464	12,265	12,052	12,000	13,066	15,000
Total Revenues	556,003	543,083	543,617	577,409	572,411	564,500
Total Revenues and Fund Balance	792,164	830,723	873,983	925,176	920,178	906,052
Expenditures:						
Salaries	334,067	342,715	361,345	329,553	378,330	385,000
Employee Benefits	19,401	11,802	16,877	9,887	12,180	15,000
Health Insurance	11,189	9,861	14,374	15,322	16,104	17,000
Supplies	1,290	692	1,020	2,500	500	1,500
Utilities, Building Use Fee	0	0	0	1,200	1,200	1,200
Travel & Training	15,084	21,402	7,029	27.937.50	16,875	20,000
Office Equipment	821	1,968	590	3,000	2,743	4,000
Debt Payments	0	0	0	0	0	0
Administrative, Operations, & Contracts	61,600	58,221	69,881	70,627	40,694	62,000
Grants and Sponsorships	50,729	44,265	43,100	117,925	100,000	80,000
Public Programming	10,344	9,432	12,000	12,000	10,000	10,000
Total Expenditures	504,525	500,357	526,215	562,013	578,626	595,700
Ending Fund Balance 12/31/xx	287,639	330,366	347,767	363,163	341,552	310,352

FFNHA operates on a Fiscal Calendar of Oct 1 - Sept 31 and has 3 years to spend its federal appropration. Ending fund balances include encumbered funds.

Community Partner	**FFNHA**	**Contact Name**	**Kate Sutter**
2027 Request Amount	**$ 9,737**	**Phone Number**	**785-312-1396**
Total Partner Budget	**$ 595,700**	**Email**	**ksutter@freedomsfrontier.org**
Unrestricted Fund Balance	**$ 341,552**	**Website**	**http://www.freedomsfrontier.org**

Community Partner Summary

Community Partner Overview
Freedom's Frontier National Heritage Area (FFNHA) is a private non-profit 501c3 with a mission to build awareness of the struggles for freedom in western Missouri and eastern Kansas. We exist to encourage tourism, exploration, and economic development through the promotion of three stories: frontier settlement, the MO-KS Border War, and the enduring struggle for freedom. Our main office has been here for 20 years because it was Douglas County residents who believed in and supported efforts to establish this heritage area through Congressional legislation in 2006. We enjoy a strong relationship with the Douglas County Historical Society, and using our federal appropriation, we invest back locally in programs and student field trips at their sites. We currently offer federal funds to support these Douglas County sites and organizations: 1. K-12 classes studying America's history and government or visiting museums 2. The sites and programs of the Douglas County Historical Society 3. The sites and programs of the Lecompton Historical Society 4. The sites within the Santa Fe Historical Society of Douglas County 5. Clinton Lake Historical Society and Wakarusa River Valley Heritage Museum 6. Eudora Area Historical Society 7. Baker Wetlands and Discovery Center 8. Dole Institute of Politics 9. Organizations within the Douglas County Heritage Conservation Council (HCC) 10. Guardians of Grover Barn and John Brown Speaks programming 11. Haskell University's Cultural Center and Museum 12. KU Natural History Museum

13. Lawrence/Douglas County Community Remembrance Project
14. Marla's Quilts and the African Quilts Museum and Textile Academy, Inc.
15. Old Castle Museum at Baker University
16. Spencer Museum of Art at KU

Service Overview

1) In FY2025, FFNHA paid out $361,345 in payroll and taxes within Douglas County.
2) Members of the Douglas County community guide and advise FFNHA: 3 members of the FFNHA Board of Trustees are from Douglas County: Mike Delaney, Steve Hitchcock, and Steve Nowak. 2 members of the FFNHA Partnership Committee are also from Douglas County: Ben Terwilliger and Steve Nowak.
3) Just in Douglas County, we have recently provided grants to the following County organizations. We have more grant opportunities coming up when we receive our 2026 funds.
 $4000 - Lecompton Historical Society and Territorial Capitol Museum for the 2026 Bleeding Kansas Program Series and for signs directing America 250 visitors - 500 people at the Speaker Series this spring
 $3000 - Douglas Co Historical Society for brochures highlighting 5 affiliates in one cohesive piece
 $1000 - Watkins Museum of History for their Summer Games children's programming
 $750 - Supporting Douglas County schools through K-12 field trips or educational materials - over 100 students
o As a whole, we engaged 150% more students through 2026 than in the prior fiscal year.

4) We have provided volunteer service for programs at the Watkins Museum of History, engaging several hundred children and adults in the past year. Our total volunteer impact equaled over $30,000 in fiscal year 2025.

5) Regularly promoted Douglas County sites, events, and exhibits via FFNHA newsletters, a map/visitors guide, online tours, and social media. Our most viewed post heritage area-wide in 2025 was about the Lecompton Historical Society. Online tours and and an interactive map for tourists and visitors can be viewed at https://freedomsfrontier.org/visitors/

6) Scheduled several of our 10 in-person meetings in Lawrence, KS, which bring partners and trustees from our 41 counties to the community.
• Held 2 meetings in 2025 and 2 so far in 2026 in Douglas County, with at least one more scheduled, which is 25% of our in-person offerings.

7) Served as the bookkeeper and provided 501(c)(3) "umbrella" for 2 Douglas County organizations:

- Guardians of Grover Barn
- Lawrence / Douglas County Community Remembrance Project

Equity

What is your organization doing to advance equity?
Addressing equity is built into the mission of FFNHA. We were authorized by Congress to promote and support local communities in telling their stories of people fighting for freedoms and rights. This story is woven into the creation of Douglas County, but as we know, the enduring struggle for freedom continues. Our grants often fund this work. 2) We collaborate with the Watkins Museum of History to offer Traveling Exhibits for museums to borrow. We offer this free service so that smaller communities and organizations have fewer barriers in accessing new or fresh materials at their sites. Small sites often cannot afford to regularly update exhibits, so these can serve as anchors for programming and attracting repeat visitors who might not otherwise return to visit. These traveling exhibits include: o Demanding a Greater Future: A Centennial of Women's Suffrage o Fighting for Equality: People with Different Abilities o Hitting the Road: 100 Years on the Victory Highway o Not a Straight Path: The Fight for Queer Rights in Lawrence o Living Sovereignty: Sustaining Indigenous Autonomy in “Indian Territory” Kansas o Waging War: The Cost and Currency of the Civil War 3) Regularly promoted Douglas County heritage sites, events, and exhibits via newsletters, an online and print map/visitors guide, and social media. The tours that highlight civil rights in this county are: The Battle of Black Jack The Great Douglas County History Hunt is an auto tour of historic sites, many of which are related to civil rights. The Underground Railroad Network to Freedom Tour Lawrence Underground Railroad (Lawrence, KS) Lawrence Underground Railroad Driving Tour (Lawrence, KS) 4) Awarded grants sponsoring Lecompton’s Bleeding Kansas program and speakers, free children’s summer programming, and funding for schools to put toward field trips. 5) Served as the bookkeeper and provided 501(c)(3) “umbrella” for two county organizations promoting diverse stories: Guardians of Grover Barn, a documented site on the Underground Railroad Lawrence/Douglas County Community Remembrance Project
Have you employed strategies to mitigate equity considerations? Please list those below.

FFNHA ensures that all the stories we tell and assist our partners in telling respect multiple perspectives, including race, ethnicity, and gender.

• Our grant applications ask the partner to explain how their project or program will promote topics of the "enduring struggle for freedom." It is the only one of our three themes we request the applicant specifically address for review.

• We offer free professional development bimonthly to help museums improve their presentations and accessibility. We help small museums learn best practices about creating spaces and staff interactions that are welcoming to all. At least one member of the Douglas County Historical Society is regularly in attendance.

o Several of our recent grants were to help update exhibit language that students reported as “dated and inappropriate” after a field trip, and to create translations for use by ELL (English Language Learners) students. (totaling $6000)

o 2 other recent projects both improved the ADA accessibility at partner sites. ($14500)

• In our grant applications, we require estimates of the population that will be served and a breakdown of whether they will likely be local residents or outside visitors. In the close-out documents, we require data on the number of people (and students specifically) impacted by projects or programs our grants help fund.

• We are currently seeking grants to help us uplift more stories of underrepresentation by creating a program series and traveling exhibit panels. This could be specifically in partnership with Douglas County sites and hiring at least one local university student.

Budget Request Analysis

Analysis of Revenue Sources

Half of FFNHA funding is from the National Park Service (NPS), and we must match that amount annually through donations, grants, and interest earned. The largest “chunk” of our non-monetary match comes from Douglas County, graciously "passing through" some heritage funding and grants through us. We receive the annual funds from HCC and immediately pay them to their HCC partners. This “pass-through” service costs the county nothing; it is simply FFNHA receiving the HCC funds and paying out to the individual sites for them with no fee or deduction. However, this counts as match “funding” by the federal government, and as a result, it helps us access our appropriation (currently $500,000). Almost 80% of that then becomes federal money paid out in local salaries and awarded in grants into Douglas County. Without doing this pass-through process, we would likely not meet our full match requirement. It is an essential support to us, but it also does not create any cash income for us to utilize.

We are limited in how we can use federal funding, which is why we request these county funds. Although prohibited from lobbying or fundraising using federal money, we must still advocate for ourselves. We also continually educate local, state, and national politicians on our projects, programs, and promotion of cultural heritage tourism, including within Douglas County. Last year, we spent immense amounts of time mobilizing to have our frozen funds released, and of 62 National Heritage Areas in the country, FFNHA collected the most letters of support submitted to Congress. In February, 2 staff and 2 trustees visited the national offices for 10 of the 11 Congresspeople and senators representing our counties. Therefore, the requested funding of $9,739, with no change from prior years, would be used for these activities and as the portion of salary for staff to cover any activities for which federal funding is excluded.

Even though our fiscal year runs from October 1– September 30, we regularly do not receive our funding from the NPS until the summer. The National Heritage Area program continues to receive strong bipartisan support at the federal level, and at least 5 new heritage areas are in the works nationwide. While the amounts allotted to individual existing ones did not change, Congress did increase this year’s total overall funding. It was a welcome relief after we had been told to anticipate significant cuts. The letters and lobbying worked! We have already started advocating toward our FY2027 appropriation.

FFNHA’s last funding increase from the National Park Service came in late 2021. Despite rising costs, our NPS funding has been a flat $500,000. Due to inflation, costs to FFNHA in many areas have increased, including health insurance premiums and most services on which we rely. Although we operate frugally, we are exploring all possible actions we can take to remain viable and productive here. We have applied for several grants this spring. We have now completely moved out of our office space and begun a hybrid work model to save on rent. The Watkins Museum of History is currently allowing us to meet in person once or twice a week for a minimal charge covering the supplies we use.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The spreadsheet we uploaded may show funds remaining at the end of the year, but the difference between our fiscal year and the county's calendar year can make it misleading. First, we often don't receive our allocation until the last quarter, so we budget in light of that. In fiscal year 2025, we received funds in the last month. Also, we typically have three years to spend the funds rather than zeroing out annually, so most funds we may have on hand are already encumbered from one or two years ago. Therefore, the unrestricted balance shown is not truly unrestricted, even if it's in the account.

Analysis of expenditure changes

The biggest expenditure change for 2027 is that, due to receiving our federal appropriation so late, we had some rare carryover funds. We received our final funds on Sept 2, 2025 and by Sept 31, we still had about $20,000 remaining to spend in Fiscal Year 2026. In light of this, we have significantly increased our budget for grant awards. We currently plan to at least double the amount of funds we offer over previous years, especially since we were not able to offer as many grants last year due to those delays. We expect Douglas County sites to apply for those, and 2 have already received funding this spring.

We had a retirement in February 2026, and we will not be replacing that position. Current staff is taking over the administrative and financial duties of that position.

One change we have already made as a result of that retirement is to move non-restricted funds to the Douglas County Community Foundation in March in an effort to gain more interest. We look forward to growing our involvement with them as a way to strengthen Douglas Co as a whole.

2027 Budget Request Detail

calculated fields

Community Partner	CLINTON LAKE HISTORICAL SOCIETY					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	62,824	65,860	66,397	83,496	83,496	68,517
Douglas County	27,821	27,821	29,821	29,821	29,821	29,821
City of Lawrence	0	0	0	0	0	0
United Way	0	0	0	0	0	0
Grants	176,300	5,000	15,000	5,000	5,000	5,000
Fundraisers	562	1,168	1,442	1,000	1,200	1,500
Contributions	1,942	1,824	2,193	2,000	2,500	2,200
Dues/Retail Sales/Credits	1,410	2,906	2,748	1,500	1,500	2,800
Other	0	0	0	0	0	0
Interest (MM Savings Account)	480	381	513	400	500	500
Total Revenues	208,515	39,100	51,717	39,721	40,521	41,821
Total Revenues and Fund Balance	271,339	104,960	118,114	123,217	124,017	110,338
Expenditures:						
Salaries	0	0	0	0	0	0
Employee Benefits	0	0	0	0	0	0
Health Insurance	0	0	0	0	0	0
Supplies	1,138	3,674	4,779	5,000	4,500	4,500
Utilities, Building Maint.	2,382	4,106	6,893	4,500	5,500	6,100
Travel & Training	827	2,603	0	2,000	1,000	1,000
Office Equipment	108	1,308	1,043	1,000	1,000	1,000
Insurance, Operations, Security	4,830	7,048	11,133	7,500	9,000	8,500
Contract Services	7,582	9,429	6,867	9,500	11,000	9,500
Bldg Improvements	188,612	10,395	3,903	10,000	10,000	10,000
Outstanding Inv. For 2025 $15K Grant					13,500	
Total Expenditures	205,479	38,563	34,618	39,500	55,500	40,600
Ending Fund Balance 12/31/xx	65,860	66,397	83,496	83,717	68,517	69,738

Community Partner	**FFNHA Clinton Lake Historical Society**	**Contact Name**	**Janet Faust**
2027 Request Amount	**$ 29,821**	**Phone Number**	**316-841-9905**
Total Partner Budget	**$ 40,600**	**Email**	**janet.faust@houseofbigprints.com**
Unrestricted Fund Balance	**$ 68,517**	**Website**	**https://www.wakarusamuseum.org**

Community Partner Summary

Community Partner Overview
The Clinton Lake Historical Society's primary function is to equip, maintain and operate the Wakarusa River Valley Heritage Museum which is leased from the U.S. Corps of Engineers in Bloomington Park at Clinton Lake. In 2025, the museum was open to the public on weekends from May through September. Prior to opening day, the museum board members and community volunteers joined forces to clean up and refresh the museum grounds. The museum opened the 2025 season by hosting its annual meeting with a Humanities KS guest speaker who shared insights into "Kansas Music History." Summer events followed with "Stories of Home" from longtime residents of Belvoir communities and Twin Mound, and an arrowhead assessment day with the Kansas Anthropological Association. The Annual Harvest Home Picnic officially closed the summer season with more than 60 local multi-generational farmers and neighbors celebrating at a potluck dinner and pie auction. The museum re-opened in October in order to participate in the Kaw Valley Farm Tour for the first time which brought an additional 124 visitors to our site. Throughout the year, the museum traditionally hosts school tours, retirement community groups and Douglas County church and civic groups on a continual basis. Visitors enjoy featured exhibits as well as three permanent displays showcasing (1) Wakarusa River Valley Communities - the Early Years, (2) Angels of Freedom - Underground Railroad Heroes of the Wakarusa River Valley, and (3) Agriculture in the Wakarusa Valley. Board members and volunteers keep busy by hosting educational history lectures with organizations like scout groups, 4-H'ers, Kanwaka Literary Club, churches, senior centers, schools and home school groups. Lastly, board members log significant volunteer hours by assisting with multiple research appointments for family genealogy, authors documenting history for their literature writings, UGRR information and applications for historic registry.

Service Overview

The Wakarusa River Valley Heritage Museum preserves the heritage and history of a specific area of west Douglas County that includes the townships of Clinton, Kanwaka, Marion, Willow Springs and Wakarusa. Some of the early 1850s settlers' homesteads and communities might only be marked by a lone foundation, an abandoned or repurposed structure and in some cases, nothing at all. Other homesteads and communities are part of the basin below the water line of Clinton Reservoir. The descendants from the early settlers who continue to live near or in the area and current residents have always had a desire to preserve the heritage. The Wakarusa River Valley Heritage Museum serves that role and is an invaluable asset for hosting meetings, events, reunions, and social gatherings for the area.

In 2025, the six-member board and key volunteers provided over 1,800 volunteer hours, more than $1,100 in monetary contributions and traveled 6,734 miles for museum related activities. Visitation grew significantly in 2025, growing +60% vs prior year. Approximately 75% of the museum visitors were from Douglas County, local surrounding areas, and the state of Kansas. In 2025, the museum hosted visitors from 20 states (sans Kansas) as far east as Maryland and as far west as the Pacific coast: California, Oregon and Washington. International guests visited from Germany and France.

Equity

What is your organization doing to advance equity?
The museum serves three primary townships in rural southwest Douglas County with a combined population of approximately 2,870 rural residents or 2.4% of the total county population. If you consider spillover into Wakarusa and Willow Springs townships it equates to 6,500 residents or 5.5% of the county's population. Our primary focus on equity, is to provide underserved rural residents accessibility to services, information, educational programs and to be a social hub for west/southwest Douglas County. The board strives to educate, inform and research the diverse population that settled in this area in the late 1850s. Many settlers were abolitionists who fought for their beliefs. Some gave their lives for Kansas to join the union as a free state. Some provided stations or were conductors for the underground railroad to protect freedom seekers when they passed through the area. This history is documented in a book called "Angels of Freedom," written by the museum's founder. Its highlights are portrayed in the permanent Angels of Freedom exhibit in the museum and some excerpts are shared on our website: wakarusamuseum.org. It is also interesting to note that several formerly enslaved families settled and established farms in and around the town of Bloomington after the Emancipation Proclamation. This history is shared in another book by the museum's founder called "Soil of our Souls." The Bloomington community exhibit board shares highlights in the museum and the website has excerpts added so anyone can access. The Bloomington community no longer exists as it is under Clinton Reservoir water. Remnants of Bloomington's black history remain accessible via some gravestones at the Clinton Cemetery. The museum will continue to update its website to share its research findings.
Have you employed strategies to mitigate equity considerations? Please list those below.
The museum board values advancing equity as an organizational operating principle. It is committed to continued learning on issues related to diversity, equity, accessibility and inclusion. Our shared resource work-study KU student with Watkins Museum took on a special project assignment in 2024 to research the roots of the Native Americans who inhabited the land in this area prior to western civilization. She finished it in 2025 and the museum now has a dedicated touch screen exhibit showing her findings. We are in the process of a major renovation of the Angels of Freedom permanent display as part of the Douglas County Heritage Partner project supporting the America 250 anniversary. The research and design are being executed by a KU student team as a class project. The launch is set to coincide with the FIFA World Cup in June. The Heritage partners have efforts underway to ensure out-of-state and out-of-country visitors will have accessibility to all five of its participating sites.

Budget Request Analysis

Analysis of Revenue Sources

Our primary operating revenue is dependent on Douglas County funding to meet our overall operating expenses. Grants help us with programming and educational activities at the museum. Fundraising efforts, donations and member dues are necessary revenue generators beyond Douglas County funding to help with the growing costs of doing business.

We are very fortunate to have a partnership with the US Corp of Engineers who originally provided land and an initial building for the museum. They continue to support the museum by providing water, sewer, internet, phone, winter road maintenance, and patrol security expenses. Their support saves the museum approximately $4,500 annually in operational costs.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

2025 was a stable year of revenue and expenses. We intend to continue to strive to deliver on-budget plans for 2026 and 2027. Our planning takes into consideration the cost of doing business based on intended projects and trends with line items adjusted accordingly.

Our restricted/dedicated cash reserve balance (Money Market Savings account) at the end of 2025 was $66,520 to be used accordingly: $3,394 toward maintenance of the Bidinger family garden; $56,879 toward building expansion; $4,210 in memorial funds to be specified for projects completed in the name of the donor; $2,084 in interest to be used to supplement any of the restricted funds as needed.

Analysis of expenditure changes

Expenditures for 2026 vs 2025 are relatively similar. An exception that is footnoted on its own line is for unpaid invoices totaling $13,500 against the $15,000 grant we received in 2025. Since we are set up as a cash accounting system, it is captured as an expense in 2026 as we wait to receive invoices for services provided. With that exception, the 2027 budget request closely mirrors the expected 2026 budget estimates at this time.

2027 Budget Request Detail

calculated fields

Community Partner	Douglas County Historical Society					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	34,276	115,634	193,005	152,503	152,503	173,462
Douglas County	235,539	299,244	314,160	343,227	343,227	289,160
City of Lawrence	51,000	54,700	54,700	54,700	54,700	54,700
United Way						
Grants/Restricted Income/Sponsorships	218,663	173,311	170,398	82,920	120,920	79,920
Fundraisers	10,365	5,825	172,215	190,000	190,000	190,000
Memberships/Donations	91,708	106,261	104,470	115,500	105,500	105,500
Endowment	40,000	44,000	44,000	45,000	45,000	44,000
Sales/Fees	39,552	24,614	26,549	24,200	24,200	25,000
Interest/Miscellaneous Income	8,609	10,125	5,737	6,950	6,950	3,200
Restricted for Capital Projects-ARPA		732,539				
Total Revenues	695,436	1,450,619	892,229	862,497	890,497	791,480
Total Revenues and Fund Balance	729,712	1,566,253	1,085,234	1,015,000	1,043,000	964,942
Expenditures:						
Salaries	383,102	383,084	522,002	550,043	550,043	550,043
Employee Benefits (retirement)	15,837	15,974	17,477	29,174	29,174	29,174
Health Insurance	18,583	22,859	38,866	60,459	60,459	84,647
Exhibits/Collections/Programs	46,488	24,716	42,163	27,155	27,155	25,000
Utilitites, Building Maint.	36,698	42,675	57,539	48,500	48,500	53,350
Travel & Training	1,423	4,214	3,618	1,500	3,500	1,500
Office Equipment/Administration	36,534	77,741	46,095	15,250	20,250	25,000
Insurance/Professional Fees	30,021	30,311	40,438	35,551	35,551	39,066
Cost of Goods Sold	4,477	3,417	3,858	1,500	1,500	1,500
Fundraising Expense	5,756	12,169	77,780	66,081	66,081	75,000
Grant Projects/Heritage Site Disbursemen	26,415	17,630	69,849	17,325	17,325	17,325
Marketing/Promotions	8,744	5,919	13,046	9,500	10,000	10,000
Heritage Partner Cap Projects--ARPA		732,539				
Total Expenditures	614,078	1,373,248	932,731	862,038	869,538	911,605
Ending Fund Balance 12/31/xx	115,634	193,005	152,503	152,962	173,462	53,337

Community Partner	FFNHA Douglas County Historical Society	Contact Name	Steve Nowak
2027 Request Amount	$ 289,160	Phone Number	785-841-4109
Total Partner Budget	$ 911,605	Email	snowak@watkinsmuseum.org
Unrestricted Fund Balance	$ 53,337	Website	https://www.watkinsmuseum.org/

Community Partner Summary

Community Partner Overview

Through the Watkins Museum of History, the Douglas County Historical Society preserves Douglas County heritage, provides access to historic sites and resources, builds understanding of and engagement with local history, and fosters collaboration among county heritage partners and other community cultural, educational, and business organizations. The DCHS was formed in 1933. And, in 1975, opened the Watkins Museum of History in the former Watkins National Bank Building, a landmark building on the National Register in downtown Lawrence. Housing artifact and archival collections numbering more than 150,000 items and providing a venue for research, exhibitions, educational programs, and events, the museum also reaches beyond its walls, offering online programs, distance learning lessons for use by teachers and homeschool parents, online exhibits, offsite programs, and pop-up exhibits.

In 2020, museum staff increased collaboration with other heritage partners to secure grants, increase operating resources, and share expertise. Two partner sites hire part-time staff through the DCHS, eliminating their need to process payroll. The museum's Oak Hill Cemetery Committee, in partnership with the City of Lawrence, plays an active role in the historic preservation and interpretation of county heritage outside the museum.

The Watkins Museum of History offers a first-class museum experience that is achieving a higher level of public involvement than at any time in its 50-year history. Regular partnerships have established the museum's reputation for professional leadership and raised the museum's profile regionally and state-wide. Douglas County funding supports occupancy and staffing expenses associated with ongoing operations of the Watkins Museum. The museum employs 7 full-time, 3 part-time positions (16 hours/week), 3 interns (partially funded through the KU Honors Program) and 14 volunteers. The DCHS distributes $17,325 in County funding to 4 heritage partners.

Service Overview

Organizational Scope of Services
Key Performance Indicators, 2025

Preserve Douglas County cultural heritage:
Collections acquisitions: 36 accessions, 5,464 items
Collections records processed: 6,192
Building maintenance expenses: $35,888
Oak Hill headstones cleaned: 375

Provide public access to heritage sites and cultural resources:
On-site public engagement: 23,677
Research requests: 158

Build public understanding of and engagement with Douglas County heritage:
Online public engagement: 9,863
Education program participation: 2,998
Changing exhibitions presented: 18
Number of new members: 35
Number of donations: 279

Foster collaboration among heritage partners and community organizations:
Number of partnerships: 62
Volunteer Hours: 2,183

Outcomes Overview

Public Engagement:
Overall public engagement in 2025 was 33.698, an all-time high and a 16% increase over 2024. 2,998 students participated in education programs, an increase of 21%. Celebrating its 50th anniversary, the Watkins Museum engaged the public through 60 programs and events, 74 educational experiences, and 18 onsite and 3 offsite exhibitions. A grant from the Rice Foundation and a sponsorship from Stevens and Brand provided additional resources for anniversary events, exhibitions, and museum promotions.

Economic Impact:
According to the Arts and Economic Prosperity Indicator (https://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/arts-economic-prosperity-5/use/arts-economic-prosperity-5-calculator), the economic impact of the Watkins Museum in 2025 was $1,869,851, supporting the equivalent of 60 FTE jobs, and generating $1,192,678 in household income, $78,919 in local, and $90,936 in state government revenue in 2025. Douglas County provided 35% of the DCHS's funding in 2025. Through grants, fundraising, and earned income, that funding was leveraged to generate an additional $578,069 in funding providing a total of $892,225 in operating support, a return of 184% on the County's investment.

Preserving and Providing Access to Douglas County Heritage:
The Watkins Museum expanded preservation and utilization of county heritage in 2025 by acquiring 36 collections of documents and artifacts, representing 5,464 items, presenting 18 changing exhibits based on county history, and addressing 158 research requests.

Partnership Highlights:
The DCHS secured a Kansas Tourism Marketing Grant of $8,000 to promote the county-wide America 250 exhibition, Finding Freedom: The Promise of 1776 in Douglas County, Kansas. The grant allowed for regional promotion of the exhibition which includes advertising in the Lawrence Journal-World, KC Studio Magazine, KPR, and KLWN.

Equity

What is your organization doing to advance equity?
The DCHS has embarked on a wide-ranging effort to improve diversity, equity, accessibility, and inclusivity in exhibits, programming, and other activities and raise public awareness of equity issues. This plan is based on recommendations from the American Alliance of Museums. So far, the following has been achieved: • The DCHS revised its mission and vision to address diversity, equity, accessibility, and inclusivity issues and incorporate DEAI outcomes in its strategic goals. • The museum has hired an Indigenous Studies intern to develop exhibitions. • Watkins museum staff have developed a 29-member advisory committee to assist in the development of a permanent interactive exhibit on Indigenous peoples in Douglas County. •The museum partners with Lawrence's Juneteenth Committee to provide free heritage bus tours during the Juneteenth Festival. • The education team serves teachers and students across the greater Kansas City region, providing lessons and field trips for diverse classrooms that learn American history through the lens of Lawrence history. The museum works with the Ballard Center to provide onsite activities for children. • The museum provides monthly programs for Goodlife Innovations, a program for adults with learning disabilities. • Collections staff have added collections of materials from the 1990s and dealing with local civil rights issues. • The museum continues to make improvements that remove accessibility barriers and bring the facility into compliance with ADA requirements. The most recent effort rehabilitated the museum's passenger elevator to meeting ADA standards.
Have you employed strategies to mitigate equity considerations? Please list those below.

Watkins Museum staff employ the following strategies to mitigate equity considerations and pursue diversity, equity, accessibility, and inclusivity (DEAI) initiatives:

1. Community Awareness: Build awareness, primarily among the audience it currently serves, of current equity issues and their roots in local history through partnerships, programs, and exhibits.

2. Outreach and Partnerships: Develop partnerships with organizations that represent or engage communities that are underserved by the Watkins Museum.

3. Collection Development: Expand the scope of collections to include underrepresented communities and more recent time periods (1960s to 2000s).

4. Exhibition and Program Development: Consult with and/or include community members/content experts in the development of programs and exhibitions addressing equity issues. Build an annual exhibition schedule that balances exhibits engaging traditional and new audiences, which includes current issues as well as stories from the past, and that addresses equity and inclusion.

5. Remove Barriers: Identify barriers to accessibility in the Watkins Museum and make facility improvements or installation adjustments as funding can be secured. Plan new exhibit installations to address accessibility concerns.

6. Hiring Practices: Take advantage of internship programs with KU Museum Studies, Haskell Indian Nations University, and the Hall Center for the Humanities Summer Fellowship program, to increase the diversity of the museum's staff/perspective.

7. Professional Trends and Recommendations: Staff research and follow recommendations produced by the American Alliance of Museums, Trendswatch, Culture Track, and other thinktanks when developing exhibits, programs, and community outreach.

8. Evaluation: The impact of these strategies is measured by program attendance, the makeup of audiences, and the establishment of new partnerships with organizations addressing DEAI issues. If successful, these efforts, over time, will result in the development of a more diverse museum audience, both in-person and online, showing that the museum is serving the community more broadly.

Continued implementation of the 2020 DEAI plan, based on emerging museum trends and recommendation, involves all areas of the museum's operations but is dependent on resources available. Exhibit and programming plans are based on consideration of potential partnerships with a wide variety of communities in our area, and for telling diverse stories through exhibits and events.

Budget Request Analysis

Analysis of Revenue Sources

The DCHS funding structure primarily supports operations of the Watkins Museum. In 2025 revenue was generated as follows:

- Douglas County funding: 35% (down from 42% in 2024)
- Memberships: 6%
- Donations: 6%
- Grants, Sponsorships, and other restricted income: 25% (down from 32% in 2024)
- Endowment: 5%
- Sales and Fees: 3%
- Fundraisers: 19%
- Other unrestricted income: 1%

As federal grants became more difficult to receive, the percentage of DCHS revenue provided by grants fell 7%. County funding supports occupancy expenses (utilities, maintenance, and insurance) and partially supports staffing expense. The percentage of total museum funding coming from Douglas County also decreased by 7%. Memberships and donations accounted for a slightly larger percentage of total funding in 2025. Release of a revised edition of Embattled Lawrence, Volume I helped increase earned revenue, which remains a minimal part of the museum's finding base, as nearly all museum programs are presented free of charge. In 2026, the museum extended free programming to all schools, not limiting free access to Douglas County schools only.

From 2020 to 2024, the museum's funding gap was addressed through increased private donations and a highly successful effort to secure federal grants. Though these are project-based grants, and require initiation of new projects to secure funding, they also cover operational expense. Thanks to these grants and other sources of relief funding in 2020-2024 operating surpluses helped sustain operations in 2021-2025. While the 2025 balance forward is sufficient to support operations in 2026 and 2027, it will be depleted by 2028. With the increasing uncertainty of federal grant programs and increased restrictions on what is eligible for federal funding in grant programs that remain, the DCHS launched a fundraising event to close out the museum's 50th anniversary year. For a first-time effort it was successful, accounting for about 19% of 2025 funding. As grant funding remains increasingly uncertain and inflation continues to increase operating expenses, the DCHS intends to make this an annual event. In these uncertain times, it remains to be seen if visitation patterns will return to pre-pandemic levels or if inflation will impact visitation, membership, and admissions donations.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

Due to a successful fundraising event and award of several additional grants, 2025 produced a balance forward of about $118,000. If a second fundraising event in 2026 proves as successful, the DCHS anticipates a balance forward of about $130,000 to 2027. If revenue generation remains the same as projected for 2026, the balance forward will be substantially depleted in 2027 unless fundraising efforts generate a significantly greater amount or additional grants are secured.

The DCHS has open 2025 or 2026 applications for the following grants:
- NEH Humanities Projects Grant, $229,224 for Indigenous Lawrence core exhibition
- National Archives NHPRC Grant, $130,033 collections digitization
- Midco Foundation Grant, $4,697 for inter-generational gallery interactive activities
- IMLS Museums for America Grant, $107,350 for Indigenous Lawrence core exhibition
- Kansas Arts Commission General Operations Grant, $25,000 for educational programs
- Union Pacific Grant, $15,073 for Watkins Youth Advisory Team
- Freedom's Frontier Heritage Grant, $9,700 for Indigenous Lawrence core exhibition
- Rotary Grant, $4000 for Classroom Learning Collaborative program

Total grant requests pending in 2026: $525,077

Note: all the above grant requests include funding to offset staffing expense.

The DCHS has five restricted funds invested through the Douglas County Community Foundation. These funds were developed independently from the operating budget, primarily through restricted gifts from donors. An annual withdrawal from the Richards Endowment, limited by policy to 4% of the value of the fund on a rolling 12 quarter basis, supports operations. Income may be drawn from other investment accounts to support operational projects if the projects align with the funds' purposes. The funds are listed below along with the entity designated to authorize withdrawals.

As of February 28, 2026, the funds are valued as follows:
- Richards Endowment: $1,115,418. Withdrawal governed by policy, approved by Board of Directors.
- Capital Repair Fund: $110,158*. Use authorized at the discretion of Board of Directors.
- Steve Nowak 10th Anniversary Fund: $8,510. Use authorized at the discretion of the Executive Director.
- Oak Hill Cemetery Fund: $15,364. Used only for interpretation and conservation projects at Oak Hill Cemetery, authorized by chair of the Oak Hill Cemetery Committee of the DCHS Board of Directors.
- Acquisitions and Conservation Fund: $1,903. Supports acquisition and conservation of collection materials.

*This value reflects a withdrawal of $100,000 on 3/26/26 authorized by the DCHS Board of Directors to address cash flow problems in the first quarter of FY 2026 that result from the incompatibility of the museum's funding structure with the spending patterns it has developed to promote efficiency and effectiveness.

Note: Due to the war on Iran, the museum's investments lost 5% of their value since the end of 2025; stock market activity is likely to remain volatile.

Analysis of expenditure changes

Expenditures as proposed change very little from 2026, with the following exceptions:

• Increase in health insurance expense. Premiums increased 52% in 2025. Other staffing expenses remain the same; no pay increase is included for staff.

• A minimal decrease in exhibitions budget reflects the reduced scope of the exhibition schedule following the America 250 projects in 2026.

• Increase in expenditure on utilities in anticipation of increased utility rates driven by inflation.

• Increase expenditures on administration and office equipment due to inflation.

• Increase in expenditures on insurance and fees due to increasing insurance rates. Property and liability insurance premiums increased 10% in April 2025 and will likely do so again in April 2026.

• An increase in fundraising expense due to costs associated with holding a bigger annual fundraiser bigger than the event in 2025.

After a period of relative stability, utility rates are beginning to rise again; the proposed budget anticipates a 10% increase over 2026. After several years addressing expensive building maintenance issues, the proposed budget holds the budget for museum building repair at 2026 levels. With some significant repairs complete, it is unlikely there will be major unexpected repairs necessary in 2027. Staffing levels will remain the same as 2026. The budget does not include pay increases; the last staff pay increase was in 2025. The programming and exhibits that generate community engagement and the museum's efforts to increase accessibility, preserve historic artifacts and

documents, and build new audiences are reliant on staff for development and implementation. Other costs associated with these efforts are relatively small. Continued growth in public service will require continued investment in staffing.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**FFNHA Douglas County Historical Society**	**$ 66,761**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

Preserving Douglas County's historic sites and collections preserves county heritage. By preserving this history, the Heritage Partners of Douglas County help preserve our county's unique culture and identity. On behalf of the residents of Douglas County, the Heritage Partner organizations undertake efforts to preserve, interpret, and provide public access to the county's historic sites and collections. All these organizations are stewards of historic structures that, while physical artifacts of the county's past, often present preservation and access issues that require capital expenditure beyond what can be covered in organizational operating budgets. This one-time request will fund capital improvement projects that increase public accessibility and preserve the county's historic sites.

2027 Heritage Partner Supplemental Funding Request
ADA Compliance and Building Maintenance Capital Projects

ADA Accessibility Projects:
Santa Fe Trail Historical Society
Black Jack Cabin: Convert loose gravel path to concrete sidewalk, $5,040.00
Clearfield School: new concrete entrance including ADA ramp for the east doorway, $7,000.00

Lecompton Historical Society
Repair and improve ADA entrance to the outdoor chairlift at Territorial Capital Museum, $4,100.00
Improve lighting and outlets to lower level displays and restrooms, $4,800.00

Clinton Lake Historical Society
ADA compliant parking and sidewalks at Wakarusa River Valley Heritage Museum, $10,000.00

Douglas County Historical Society
Indoor and outdoor signage directing visitors to ADA compliant entrance and restroom at Watkins Museum, $1,800.00
Replace leaking ADA compliant drinking fountain, $2,698.00

Maintenance/Preservation Projects:
Santa Fe Trail Historical Society
Clearfield School: Remove Broken concrete entrance sidewalk, $3,000.00
Clearfield School: Tuck-point foundation, $2,000.00

Douglas County Historical Society
Install film on third floor transom windows to reduce natural light level in the galleries to protect collections displayed there and reduce solar heating during the summer, $2,668.00
Replace non-functioning smoke alarms in collections storage room, $5,997.00

Eudora Area Historical Society
Replace drywall with water damage, repair damaged plaster, and repaint repairs and addition at Eudora Community Museum, $2,863.00
Remove and repair damaged siding, replace rotted trim on front windows, tuck-point damaged grout, paint exterior siding and window trim, $14,795

Total One-time Capital Projects Expense: $66,761.00

Impact if supplemental request is not funded

As the expense of these projects is beyond what each organization can include within their annual operating budgets and the nature of the projects does not allow them to be completed in affordable phases, they will continue to be deferred until the site can find funding outside their operating budgets to cover the cost. While projects are deferred, maintenance/preservation issues at historic sites will continue to deteriorate, costs of repairs will increase, and barriers to public accessibility will remain.

Supplemental Request for Additional Funding (2)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**FFNHA Douglas County Historical Society**	**$ 25,000**
Will this supplemental request be one-time or ongoing?		**One-time**
Purpose of additional revenue from County		
This one-time request will fund half the salary/benefits of the museum's collections management assistant for one year. This three-year, full-time position was established in 2025 with the support of a private donor who pledged $25,000/year for three years if the museum could match the donation. Douglas County provided the matching funds for 2025 and 2026. The DCHS has applied for grants from the National Endowment for the Humanities, the National Historical Publications & Records Commission, and the Institute of Museum and Library Services, all federal agencies, in 2025 and early 2026. Any of these grants would provide funds to match the donation, but the soonest the museum will be notified of a grant award will be May 2026, with the other notifications coming in July and October. Under the current administration, the requirements for grant funding have become considerably restricted and politically focused. It is difficult to determine if the museum's projects will be considered acceptable for funding. As federal for the match has become doubtful, the museum is submitting this supplemental request for the matching funds, so we do not risk the final year of the donor's $75,000, three-year pledge and risk losing an employee who is providing a valuable service. This position is critical to proper management of the museum's collections records. After years of collections management practices of varying levels of professionalism, the records documenting the holdings of the DCHS/Watkins Museum collection remain incomplete or unreliable and are potentially unable to counter a legal challenge should one ever arise. The increased focus on protecting the museum's interests by upholding proper collections management standards brought by a dedicated full-time collections curator revealed the severity of the issues to be addressed. The DCHS does not know how many items it holds, cannot verify ownership of some materials or identify their sources, and has a backlog of unreviewed materials waiting to be processed and catalogued. The state of collections information makes it impossible provide online access or assure accurate information is shared with researchers and the public. Starting on a part-time basis in late 2024 and moving to full-time in January 2025, the position has already made significant progress, reviewing, correcting/completing, and entering 11,992 records into the museum's database. This allows the collections curator to focus efforts on addressing the cataloguing backlog, which has been reduced over this period.		
Impact if supplemental request is not funded		

If this request is unfunded, the DCHS runs the risk of losing a significant donation and will have to reduce the position to half-time with no benefits, risking the loss of an experienced staff member who knows the project and is making impressive progress. Slowing or stopping the current effort defers critical work necessary to bring collections management practices up to professional standards, to assure legal claim to the materials the museum houses, and to assure that accurate information can be shared with researchers and the public. With this work complete, the Watkins Museum will be able to share collections information online, through their website, as is common practice among up-to-date, professionally operated museums. As the museum gains experience with an annual fundraising event, we believe this will provide a source of revenue that will allow us to make the full-time position permanent beginning in FY 2028.

Supplemental Request for Additional Funding (3)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**FFNHA Douglas County Historical Society**	**$ 12,662**
Will this supplemental request be one-time or ongoing?		**Ongoing**
Purpose of additional revenue from County		
This on-going supplemental request for $12,662 in additional funding recovers the expense of the administrative work Watkins Museum staff members do for the Douglas County Heritage Partners and for other organizations involved in heritage preservation projects. Since 2020, Watkins staff have been handling payroll activities for the Clinton Lake Historical Society, saving them the expense associated with processing payroll for their seasonal employees. Museum staff began providing this service for the Santa Fe Trail Historical Society in 2024. In addition, the Watkins Museum serves as fiscal agent for small non-profit agencies or community groups seeking grants, accepts charitable donations on their behalf, and provides consultation and facilitation for historical marker projects and exhibitions for other organizations. The museum also accepts donations on behalf of organizations that do not have 501c3 status. In 2026, museum staff members are administering federal grants for the Ninth Street Baptist Church and Guardians of Grover Barn/City of Lawrence. Staff members are serving as consultants, developing content, providing graphic design, and overseeing fabrication for history kiosk projects for the City of Lawrence and for Douglas County and are providing administrative services for the Municipal Stadium at Hobbs Park Legacy Project. Projects like these create opportunities to attract additional funding for heritage preservation and interpretation in Douglas County, leveraging the county's support for these administrative costs with, in 2026, a return on investment of just over 12%. Federal grants bring funding from outside the county and special projects like historical markers attract private funding that may not be otherwise directed to support cultural heritage. 2026 projects have brought over $103,000 in additional heritage funding to the county. Since the Watkins Museum began providing this assistance to other organizations in 2020, the amount of time staff members devote to non-museum programs has steadily increased, particularly since the administration of the Douglas County Heritage Partners' ARPA Grant. Up to now, the museum has absorbed the cost of this work in its operating budget. As the need for these services is ongoing, and the museum has the administrative experience to provide the assistance, we seek additional funding of an amount equal to a day's wages of the four staff who regularly carry out this work for one day per month to recover the operational cost.		
Impact if supplemental request is not funded		

Inflation is increasing operational costs and maintenance of an aging historic building is requiring more financial resources. Without supplemental funding, the Watkins Museum will not be able to assist other organizations when they request help with their projects, unless they can provide compensation to cover the museum's direct costs, primarily staff time.

2027 Heritage Partner Supplemental Funding Request
ADA Compliance and Building Maintenance Capital Projects

ADA Accessibility Projects

Partner	Project	Amount
Santa Fe Trail Historical Society	Black Jack Cabin: Convert loose gravel path to concrete sidewalk	$5,040.00
	Clearfield School: new concrete entrance including ADA ramp for the east doorway	$7,000.00
Lecompton Historical Society	Repair and improve ADA entrance to the outdoor chairlift at Territorial Capital Museum	$4,100.00
	Improve lighting and outlets to lower level displays and restrooms	$4,800.00
Clinton Lake Historical Society	ADA compliant parking and sidewalks at Wakarusa River Valley Heritage Museum	$10,000.00
Douglas County Historical Society	Indoor and outdoor signage directing visitors to ADA compliant entrance and restroom at Watkins Museum	$1,800.00
	Replace leaking ADA compliant drinking fountain	$2,698.00

Maintenance/Preservation Projects

Partner	Project	Amount
Santa Fe Trail Historical Society	Clearfield School: Remove Broken concrete entrance sidewalk	$3,000.00
	Clearfield School: Tuckpoint foundation	$2,000.00
Douglas County Historical Society	Install film on third floor transom windows to reduce natural light level in the galleries to protect collections displayed there and reduce solar heating during the summer	$2,668.00
	Replace non-functioning smoke alarms in collections storage room	$5,997.00
Eudora Area Historical Society	Replace drywall with water damage, repair damaged plaster, and repaint repairs and addition at Eudora Community Museum	$2,863.00

Remove and repair damaged siding, replace rotted trim on front windows, tuckpoint damaged grout, paint exterior siding and window trim	$14,795.00
Total One-time Supplemental Request:	**$66,761.00**

Estimate from A-Team Construction, Repairs at 720 Main Street

We look forward to working with you, and please take these steps if you wish to move forward with this proposal:

1. At the bottom of the work contract, checkmark the Disclaimer box: "I confirm that my action..." then click **Approve** & add your signature.
2. After approval, you will receive an email inviting you to join Builertrend, our online project management system.
3. You will then receive a Security Deposit invoice via email. This can be paid via paper check, credit card, or E-Check/ACH transfer.

   Paper checks should be mailed or hand-delivered to: **A-Team Custom Construction • 2951 Four Wheel Dr. • Lawrence, KS • 66047**

   Use Google Chrome or Firefox for the best results when paying online. Got questions? (785) 856-3039 or ContactUs@ATeamKS.com
4. Within several days of approving your proposal, our office will contact you to schedule a new project walk.

Availability/delivery timelines may dictate the start date for your project.

Items	Description	Price
Project #2 Interior	At the top of the stairwell, we will repair the water damage on the ceiling and repaint it to the color of your choosing. Through the "addition", we will repair the dents and dings on the walls. Once the repairs are made we will paint the "addition" to the color of your choosing.	$2,863.00
Project #2 Exterior	-A-Team will set up scaffolding where needed for a safe working surface. We will remove all damaged lap siding on the south and southeast side of the building. New Hardie lap siding and window trim will be installed with flashing at all butt joints. Our painters will then prep the new material and paint the body yellow and trim black. -Our mason will tuckpoint the damaged grout and patch the damaged brick. -On the front of the building, we will remove the bottom two rows of siding and damaged window sills on the two-story portion. A new Hardie band board will be installed along with new cedar window sills. Once the repairs are complete, our painters will caulk and prep the new materials and existing siding/trim as needed. They will then mask and protect all areas not to be painted. We will then paint the body in yellow and the trim in black to match your color scheme as closely as possible. To complete the project, we will pull all masking and clean the work area. *If any special permitting is needed to close the sidewalk down during construction, the price will be adjusted accordingly.	$14,795.00
Security Deposit	Upon signature and approval of this proposal, a 30% security deposit invoice will be sent to you. This can be paid via check or with an E-Check/ACH direct payment. Your 30% security deposit amount will be: $5,297.40	$0.00

Total Price: $17,658.00

Douglas County Historical Society/Watkins Museum of History Cost Estimates

BESTSELLER











Model #: WBB384182N MPN #: LZS8WSLK

Elkay LZS8WSLK ezH2O Bottle Filling Station, Refrigerated, Filtered, Light Gray

★★★★★ (27) | Questions & Answers (11)

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Select Color

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✓ Touchless sensor activated bottle filler with 20-second shut-off timer
✓ Space-saving ADA-compliant design
✓ Flexi-guard bubbler protects against injury and microorganisms

Deliver clean water and enhance sustainability by minimizing dependency on disposable plastic bottles with the Elkay EZH2O® Bottle Filling Station. This bottle filler features a sanitary, no-touch sensor that

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Enter zipcode Save

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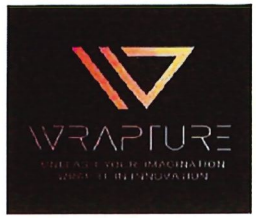
★★★★★ (22)

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$1,125.00

Compare

Labor: Action Plumbing, 4 hours @ $275/hour = $1,100



5120 Virginia Ave
Kansas City, MO 64110
Phone: 816-305-1337

PROPOSAL

Fri 3/20/2026 1:00PM
Job ID 1833 Cust # 1833

BILL TO

WATKINS MUSEUM
ANDREW STOCKMANN
1047 MASSACHUSETTS
LAWRENCE, KS

Work: 785 841 4100
astockmann@watkinsmuseum.org

Mon-Fri 8:00am - 5:00pm

Pay Online

SEC	LN	AREA	PANES	PANE WIDTH	PANE HEIGHT	PRODUCT DESCRIPTION	PRICE
1	1	UPPER	11	24.0	99.0	VISION CLEAR VIEW PLUS 20	
		Section Total	11				$2,440.00
		Panes Total	11				

Subtotal	$2,440.00
Taxable Subtotal	2,440.00*
Sales Tax	$228.14
Proposal Total	$2,668.14

OTHER INFORMATION

Salesperson:	Ryan Selley 816.305.1337
Quote good until:	4/19/2026
Payment Terms:	Upon Receipt/COD

Standard general liability and worker's comp insurance included in the price. Customer responsible for cost of additional coverage if required.

Guarantee: All materials and workmanship are guaranteed to be as specified and the work to be performed in accordance with this written proposal, completed in a workman like manner for the amount indicated. Any change(s) from these specifications requiring extra time, labor or materials will result in additional charges to the amount indicated above. You, the buyer, may cancel this transaction at any time prior to midnight of the third business day after the date of this transaction. Our company is not responsible for glass breakage due to improper glass installation, existing glass damage or scoring from previous film installation. Interest at the rate of 1 1/2 percent per month will be charged on past due invoices.

Acceptance of Proposal /Authorization to Work:

The above prices, specifications, terms and conditions are satisfactory to me and are hereby accepted. My signature authorizes you to do the work.

Date | Customer Signature | E-Sign | Authorized Dealer Signature

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RUESCHHOFF

Rueschhoff Security Systems
3727 West 6th Street
Lawrence, KS 66049
Tel: (785)843-2182 Fax: (785)843-6878

Proposal

Client Information

WATKINS MUSEUM (FIRE)
1047 MASSACHUSETTS
LAWRENCE, KS 66044

Proposal Number 6608
Date 3/24/2026 **Expires** 4/23/2026
Salesperson WARREN WHITE

Qty	Description
1	BEAM DETECTORS (PAIR)
1	END TO END MOUNTING PLATES (PAIR)
1	SINGLE INPUT MODULE
1	INSTALLATION MATERIALS / WIRE
1	ESTIMATED LABOR (BILLED HOURLY)

Sub Total	**$5,996.50**
Sales Tax	**$0.00**
Total This Proposal	**$5,996.50**

FIRE ALARM BEAM SYSTEM

PROPOSAL IS FOR EQUIPMENT AND ESTIMATED LABOR. LABOR IS BILLED BY THE HOUR

GENERAL CONTRACTOR IS RESPONSIBLE FOR ANY NECESSARY CONDUIT & HIGH VOLTAGE ELECTRICAL

TERMS OF PAYMENT

A materials draw will be required prior to ordering the equipment. Labor will be progress billing.

ACCEPTANCE OF PROPOSAL

Acceptance of this proposal only authorizes Rueschhoff Security to perform the work as specified. A Security Alarm and or Fire Alarm Agreement will need to be signed prior or at the start of the proposed work.

Please print name here | Please sign name here | Date Approved

2027 Budget Request Detail

calculated fields

Community Partner	Eudora Area Historical Society					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	44,506	47,807	36,258	54,893	54,893	54,893
Douglas County	14,605	14,605	14,605	14,605	14,605	14,605
City of Eudora (staff/salary benefits)	39,900	41,000	43,000	47,000	47,000	49,000
Project Grants (HCC, NEH)	0	0	0	0	0	0
720 Main St. Rehab Grants	0	0	0	0	0	0
720 Main St. Rehab Donations	0	0	0	0	0	0
Contributions (Operational Fund)	10,367	8,794	12,442	9,800	9,800	9,000
Grants/Donations for Core Exhibit	4,500	6,000	0	0	0	0
Wawona Foundation Donations	0	0	19,009	0	0	0
Donations for Field Trips	0	0	0	2,000	2,000	0
Total Revenues	69,372	70,399	89,056	73,405	73,405	72,605
Total Revenues and Fund Balance	113,878	118,206	125,314	128,298	128,298	127,498
Expenditures:						
DGCO to Eudora (Salary Reim.)	14,605	14,605	14,605	14,605	14,605	14,605
City of Eudora Staff/Salary benefits	39,900	41,000	43,000	47,000	47,000	49,000
Operational Expenses	9,451	9,033	10,017	8,800	8,800	9,000
Specific Projects	0	0	0	0	0	0
720 Main Street Rehab Project	1,115	0	0	0	0	0
Core Exhibit Expenditures	1,000	17,310	0	0	0	0
Educational Expenses (field trips)	0	0	2,799	3,000	3,000	0
Total Expenditures	66,071	81,948	70,421	73,405	73,405	72,605
Ending Fund Balance 12/31/xx	47,807	36,258	54,893	54,893	54,893	54,893

Community Partner	**FFNHA Eudora Historical Society**	**Contact Name**	**Ben Terwilliger**
2027 Request Amount	**$ 14,605**	**Phone Number**	**785-690-7900**
Total Partner Budget	**$ 72,605**	**Email**	**benterwilliger@hotmail.com**
Unrestricted Fund Balance	**$ 54,893**	**Website**	**https://www.cityofeudoraks.gov/100/Eudora-Area-Historical-Society**

Community Partner Summary

Community Partner Overview
The Eudora Area Historical Society (EAHS) was established as a non-profit organization in 1980 to "preserve and maintain the history of the city and township of Eudora." In 2004 the EAHS first established the Eudora Community Museum. In 2011 the City of Eudora hired a part-time employee (Ben Terwilliger) to serve as the Executive Director of the EAHS. Ben Terwilliger, who is now full-time, remains the Executive Director in 2026. In 2015 the EAHS moved into its current and permanent home at 720 Main Street in downtown Eudora. The EAHS invested the equivalent of $737,000 (over $1,000,000 when adjusted for inflation) to transform 720 Main Street from a dilapidated building to a well-preserved historic building. The EAHS serves Eudora and the surrounding communities in several capacities. Public service is the core function of the EAHS. The EAHS maintains an extensive archival collection for research purposes. Starting in 2011, the EAHS developed standards-based field trips for the Eudora School District and local youth organizations. Educating the children of the Eudora area about local history is incredibly important. The EAHS began to receive funding from Douglas County in 2012. Since 2012, the funding that the EAHS has received from Douglas County has largely been used to help pay for the salary of the EAHS's Executive Director. As of 2026, all County funding received by the EAHS is used to help pay for the position of Executive Director. The future of the EAHS is very promising. The presence of the Eudora Community Museum on Main Street is important to the Eudora community. The EAHS looks forward to continuing to welcome thousands of visitors who visit our museum and downtown Eudora. The visitors that the EAHS brings to downtown Eudora will continue to help the local economy. The EAHS has not experienced any losses in funding in 2026 and it has not had to make any cuts in programs. The EAHS does not anticipate any cuts in the future.
Service Overview

The following section demonstrates the performance measures of the EAHS. The performance measures are measured through data and metrics and show how many citizens are impacted by the services the EAHS provides. The following information clearly shows the effectiveness and the efficiency of the services provided by the EAHS.

(1) Museum Visitation:
The Eudora Community Museum has welcomed a steady stream of visitors to the museum since 2011. Between 2004 and 2011, when the EAHS had no paid employees and was only operated by volunteers, less than 500 people visited the museum over those 7 years. But since 2011, when the Executive Director was hired, over 22,500 people have visited the museum. The museum has averaged 2,000 visitors per year since 2022. The County's investment and the City of Eudora's investment into the position of Executive Director are fully responsible for the dramatic increase in visitation since 2011. The EAHS attracts many visitors from outside of Douglas County. Many of those visitors shop and dine in Eudora and in other Douglas County establishments.

(2) Museum Field Trips:
An entire generation of Eudora residents, those born between the years of 1998 and 2017, have visited our museum for field trips since 2012. We have had the opportunity to educate 4,144 of Eudora's students since 2012. Our proud and important history will be lost if we fail to pass it on to subsequent generations. Therefore, we believe that educating the youth of Eudora is a sacred responsibility of ours; it is probably the most important thing that we do as an organization! The EAHS has hosted all 7th grade Eudora classes, and all 3rd grade classes at its museum for field trips since 2012. The EAHS also hosts student groups from a variety of other sources. The EAHS plans to expand the field trips that it offers soon.

(3) EAHS Programs:
The EAHS typically hosts six programs per year. These programs focus on local historical topics. The purpose of these programs is to teach area residents about various historical topics. The number of in-person programs that the EAHS has hosted since 2011 is: 88. And the total visitation for the programs since 2011 is: 3,200.

(4) EAHS Facebook, Social Media and Web Presence:
The EAHS has an active presence on the internet and various forms of social media. The EAHS has 6,281 followers on its four social media platforms, this is an impressive number when you consider the population of Eudora is 6,408. An average EAHS Facebook post is viewed 7,000 times. The EAHS's Facebook posts in 2025 received 898,000 views.

(5) Property Value of 720 Main Street:
The Douglas County Appraiser's Office listed the value of 720 Main Street at $339,410 in 2026. When we were given our property in 2013,

the total value of the property was $22,000. The value of property has increased dramatically because of the improvements we have made at the property.

(6) EAHS Membership Dues:
As of 04/01/2026, the EAHS has 288 total members. The EAHS has 95 life-members and 193 non-life members. Since 2017, the EAHS generates around $5,000 in membership dues and donations per year. The membership dues and donations fund the entire EAHS operational Budget. Membership with the EAHS has grown exponentially since 2011. In 2011, the EAHS only had 44 members.

(7) Core Exhibit:
In 2024, the EAHS completed its new core exhibit. The core exhibit was funded through private donations. The exhibit radically improves the visitor experience at the museum; it details the most important topics and events in the history of the Eudora Area.

(8) Investments and Improvements Made to 720 Main Street:
1. HCC Grants: $207,570.
2. Other Grants: $23,612.
3. Private donations: $39,700.
4. Non-monetary donations: $106,800.
5. ARPA funded roof: $37,479.
6. Volunteer hours (8,500 x $20 hour): $170,000.
7. Staff hours (7,600 x $20 hour): $152,000.
8. Total: $737,161.

Equity

What is your organization doing to advance equity?
The EAHS is passionate about advancing equity in Douglas County. Since 2011, when the current Executive Director of the EAHS was hired, the EAHS has pursued equity through our exhibits, books and publications, programs, mailers, public plaques and signage, and social media posts. The Mission Statement of the EAHS clearly states that it is our job to "preserve and maintain the history" of the Eudora Area. We interpret that to mean that it is our job to promote the history of all groups of people in the Eudora Area, including groups of people that have been historically oppressed. The EAHS believes that by preserving and sharing the important history of the diverse groups of people that have called Eudora home, that we are educating the public about our diversity, and are therefore advancing equity. All of the diverse groups of people who have called Eudora home since 1857 have made Eudora the fantastic community that it is today. Since 2011, the EAHS has focused on telling the stories of Eudora's diverse population. We are an organization that believes in the concept of "Social History." Social History is a newer approach to looking at our history. Social History is a concept that promotes the study and exhibition of the history of ordinary people, and their every-day life. Eudora had a large Black community in the late 19th century. In 1870, 25% of the population of Eudora was Black. However, there was an extreme shortage of research and information available on Eudora's Black community. In 2012, we rectified that mistake. In 2012, we extensively researched the history of Eudora's Black community and we created an exhibit devoted to Eudora's Black community. In recent years, we have launched projects to preserve Eudora's Black cemetery, the Southwest Cemetery. In 2023, we led the efforts to scan the cemetery with ground-penetrating-radar to locate all of the unmarked graves. In 2025, we helped an Eagle Scout make a new, large and attractive sign for the Southwest Cemetery. The EAHS created a new exhibit on the Southwest Cemetery, and helped create a new sign at the Southwest Cemetery. Other historically oppressed groups that the EAHS has focused on since 2011 include Eudora's Native American community, Eudora's Catholic community, Eudora's immigrant communities, and Eudora's Jewish community. Eudora is home to one of the very small number of Jewish cemeteries in the State of Kansas. The EAHS was responsible for Eudora's Beni Israel Jewish Cemetery being placed on the National Register of Historic Places in 2013. In 2018 in collaboration with other Douglas County Museums, we created an exhibit devoted to the immigrant history of Douglas County. Eudora is an immigrant community. Eudora was founded almost exclusively by German immigrants in 1857. Therefore, we spend a great deal of our time and resources committed to sharing the immigrant experiences of Eudora. The EAHS has had a large focus on the Native American communities of the Eudora Area in the past several years. The EAHS celebrates "Indigenous People's Day" every October. This spring, the EAHS plans to debut a new, permanent exhibit that will focus on the history of the Fish family of Eudora. The Fish family were Shawnee Native Americans, and were crucial to the founding of Eudora. The EAHS strongly believes in making our museum a welcoming environment for all groups of people. We create our exhibits with the

entire community in mind. The EAHS is proud that our museum is completely ADA compliant and accessible. The EAHS has started to create specific strategies and initiatives going forward to help advance equity. The EAHS Board of Directors unanimously passed a motion "to develop strategies and initiatives promoting equity." The EAHS uses its prominent platform in the community to help advance equity. Therefore, funding from Douglas County that supports the EAHS also helps advance the cause of equity in the Eudora community and in all of Douglas County.

Have you employed strategies to mitigate equity considerations? Please list those below.

The EAHS has some data and indicators that monitor how our services impact certain communities. The EAHS keeps detailed visitation records, which includes a record of the number of students that visit the museum. The EAHS therefore is aware that a significant number of students/children visit the museum, which is an important demographic group for us. However, it was previously mentioned that the EAHS is a small non-profit organization with limited resources. Therefore, the EAHS is still in the process of creating and implementing detailed systems in place that evaluates its impact on different sections of the community. Most our systems are more informal. For instance, we measure how many of our social media posts address historically oppressed groups. We are also aware of the exhibits, files and collections relating to historically oppressed groups. In 2027, the EAHS Board with the EAHS Executive Director plan to continue to develop the means to measure our impact on different sections of the community. The EAHS will continue to reach out to other, larger organizations that have already developed policies that monitors/evaluates its impact on different sections of the community. The EAHS would be thrilled to receive information and guidance from Douglas County on this topic. One source that will help us develop data and indicators to monitor the impact of our services on different communities will be the American Alliance of Museums (AAM). With AAM guidelines we will build awareness of issues of diversity and inclusion and their roots in local history. Ideally, our audiences will change/diversify as the EAHS expands its policies of diversity and inclusion.

Budget Request Analysis

Analysis of Revenue Sources

The revenue structure for the EAHS can be divided into three main categories: #1: Funding from Douglas County: All funds received from Douglas County are given to the City of Eudora as reimbursement for the salary of the EAHS's Executive Director. #2: Grants/Donations for building rehabilitation and CORE Exhibit. #3: Private donations/membership dues: All other funds received from membership dues and private donations are used to pay for the basic operations of the EAHS. The amount of funds raised in this category is more consistent year to year and are raised and spent according to need.

Alternative Sources of Revenue: Sources of revenue for staff salary for the position of Executive Director of the EAHS outside of the City of Eudora and Douglas County are virtually non-existent. Private funds generated by the EAHS are used for the museum's operations and special projects. Even if those funds were not needed for specific purposes, the privately generated funds would not be enough to fund the position of Executive Director. Therefore, there really is no alternative source for the salary of the position of the Executive Director other than the combination of funding from the City of Eudora and Douglas County.

Narrative on How County Funding is spent: The $14,605 the Eudora Area Historical Society (EAHS) is requesting from Douglas County would help fund part of the salary of the Executive Director for the EAHS in 2027. The projected salary of the EAHS Executive Director in 2027 is: $49,000. The City of Eudora will provide the majority of the funding for the position of the Executive Director for the EAHS in 2027. The City of Eudora will contribute at least $34,395 towards the salary for position of the EAHS Executive Director in 2027. $49,000 is below the national average for the position of Executive Director at a museum of comparable size. The City of Eudora also provides the EAHS Executive Director with benefits such as health insurance, dental insurance, Vacation time, Sick time, Personal days, Holidays, and KPERS. All of the benefits the City of Eudora provides for the Executive Director in 2027 will be worth approximately $20,000.

In terms of the salary for the Executive Director, the City of Eudora would fund 70.1% of the salary for the Executive Director in 2027. The value of the salary and benefits for the position of Executive Director in 2027 will be $69,000. In terms of the total cost for the position of Executive Director, the City of Eudora will pay for 78.8% of the costs for the position. Douglas County will pay for 21.2% of the total costs for the position of EAHS Executive Director in 2027.

The biggest need for the EAHS remains funding for the position of EAHS Executive Director. Expert supervision is needed to implement the EAHS's goals and vision. In order for the EAHS to be successful, they need an Executive Director. And in order to retain an expert Executive Director, like Ben Terwilliger, the EAHS needs to be able to pay the Executive Director a respectable wage. According to the "Americans for the Arts Economic Impact Calculator," the EAHS has generated over $2,600,000 in revenue for local businesses and governments since 2011. Therefore, the City of Eudora and Douglas County's investment for the position of EAHS Executive Director pays off economically.

The position of Executive Director with the EAHS is becoming an increasingly important and demanding position. The capacity in which the EAHS and the Executive Director of the EAHS serve Douglas County is continually growing. The Douglas County government could help maintain the salary for the position of Executive Director with the EAHS at respectable level by funding $14,605 towards the salary of the Executive Director. The EAHS anticipates no major changes to its revenues and expenditures in 2027 or beyond. The EAHS also anticipates no major reductions from any sources of funding in 2027 and beyond.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The beginning and ending fund balances demonstrate the responsible fiscal management of the EAHS and the Eudora Community Museum by its Executive Director. The EAHS did not go into debt during the extensive rehabilitation of 720 Main Street. The EAHS was able to pay for the core exhibit without sustaining any debt. The EAHS also did not go into debt to complete the important core exhibit project. The EAHS always successfully raises the necessary funds for large projects, and this policy will not change.

Analysis of expenditure changes

The rehabilitation project at 720 Main Street concluded in 2022. The development of the core exhibit project concluded in 2024. After the completion of these two projects, the annual expenses for the EAHS will be reduced significantly. The expenses for the EAHS will only increase when new, or large projects are undertaken by the EAHS. The annual income for the EAHS will also likely decrease once the core exhibit project is concluded, as there will be no more demand to raise funding to complete the projects. The EAHS finances will be consistently successful in the upcoming years if the EAHS continues to receive help from the City of Eudora and Douglas County to fund the position of the Executive Director of the EAHS. The EAHS is financially stable, and sustainable, thanks to the help it receives from the City of Eudora and Douglas County.

EAHS 2027 Budget Request Attachment #1: Various Statistics

#1:

EAHS Facebook, Social Media, Internet:

The EAHS is proud to have a strong presence on social media! EAHS social media posts are viewed by thousands of people each week. The EAHS's success on social media is unrivaled for a museum of its size. The fact that the EAHS's social media is so popular is a testament to the skill of EAHS staff to create interesting content, it is also a testament to how much the Eudora community loves and cherishes its own history. The Eudora community has a strong interest in its history, in preserving history, in our museum and in our social media.

EAHS Social Media Statistics (as of 04/01/2026):

Facebook followers:	4,800
Twitter followers:	428
Instagram followers:	837
YouTube Subscribers:	212
BlueSky followers:	4
Total followers:	6,281 (as of 04/01/2026)

All the social media accounts for the EAHS continue to grow rapidly! Below are figures for the many combined social media followers for EAHS accounts. Since 07/02/2018, the total number of followers of the EAHS on all social media platforms has grown 176%! That means that the total number of followers of EAHS social media platforms grows 22.7% per year on average.

Total EAHS social media followers (all platforms) over time:

1. 07/02/2018: 2,260
2. 08/12/2019: 2,868
3. 08/10/2020: 3,844
4. 07/26/2021: 4,454
5. 08/13/2022: 5,089
6. 08/19/2023: 5,339
7. 08/16/2024: 5,711
8. 08/16/2025: 6,030
9. 04/01/2026: 6,281

EAHS Facebook posts had 898,898 views in 2025. 70% of the people who view the EAHS's Facebook posts do not follow the EAHS's Facebook page. The average number of views for an EAHS Facebook post is 7,700 views (this is greater than the population of the Eudora Area). Only 37.5% of the

people who follow the EAHS's Facebook page live in Eudora. 29.3% of the people who follow the EAHS's Facebook page live in Lawrence. 75% of all the people who follow the EAHS on Facebook live in Douglas County.

The EAHS YouTube channel has uploaded 62 videos; and the videos have 28,837 total views (as of 03/01/2026).

#2:
The Top 10 most viewed EAHS Facebook page posts between 09/01/2025 and 03/10/2026:

	Date	Topic	Views	Reactions
1.	02/20/26	History of Mt. Bleu Ski Area (Blue Mound)	39,740	290
2.	02/11/26	History of "Squeezers" Strip Club in Eudora, 1994	35,916	54
3.	01/03/26	History of former truss bridge on 10th Street (1930-1998)	24,794	222
4.	11/05/26	History of Eudora's rare tile grain elevators	16,381	238
5.	11/08/26	Congratulating the EHS football team on a historic season	13,967	111
6.	12/05/26	History of the Farmland Coop (employed Eudorans)	12,691	114
7.	02/13/26	First time sharing photo of downtown Eudora from 1910s	11,791	216
8.	10/22/26	Photo of Eudora businesses from the early 2000s	11,092	117
9.	09/05/26	Kaw Valley Bank history, bought by new owner	10,277	133
10.	10/30/26	Eudora bridge of Kansas River's 60th birthday	10,097	121

#3:
Visitors by Year to the Eudora Community Museum:

Year	Number	Museum Location
2004	14*	10th and Main Street
2005	32*	10th and Main Street
2006	72*	10th and Main Street
2007	96*	10th and Main Street
2008	60*	10th and Main Street
2009	117*	10th and Main Street
2010	41*	10th and Main Street
2011	354	10th and Main Street, Nottingham School

2012	974	Nottingham School
2013	976	Nottingham School
2014	1,201	Nottingham School
2015	1,883	Nottingham School/720 Main Street
2016	1,307	720 Main Street
2017	2,660	720 Main Street
2018	1,434	720 Main Street
2019	1,761	720 Main Street
2020	858	720 Main Street
2021	1,369	720 Main Street
2022	1,801	720 Main Street
2023	2,210	720 Main Street
2024	2,171	720 Main Street
2025	1,935	720 Main Street
2026	197	720 Main Street (as of 02/28/2026)

Visitors 2004-2026:	23,568*	
Visitors since 2011:	20,136*	98.2% of all visitors
Hours open since 2011:	17,243*	1 visitor every 44.6 min. since 2011

*The visitation figures from 2004-2010 are based on the number of people who signed-in to the museum visitor's book. It is possible more visitors visited the museum than only those who signed the book. However, there is no way to verify, because the total number of visitors to the museum were not officially recorded until Ben started to record the number of visitors in early 2011.

#4:
Number of EAHS members by year:

01/01/2011	44 total members	35 non-life mem.	9 life members
01/01/2012	51 total members	41 non-life mem.	10 life members
01/01/2013	57 total members	47 non-life mem.	10 life members
01/01/2014	85 total members	72 non-life mem.	13 life members
01/01/2015	97 total members	81 non-life mem.	16 life members
01/01/2016	105 total members	89 non-life mem.	16 life members

01/01/2017	110 total members	93 non-life mem.	17 life members
01/01/2018	145 total members	115 non-life mem.	30 life members
01/01/2019	172 total members	135 non-life mem.	37 life members
01/01/2020	202 total members	152 non-life mem.	50 life members
01/01/2021	228 total members	168 non-life mem.	60 life members
01/01/2022	243 total members	169 non-life mem.	74 life members
01/01/2023	255 total members	176 non-life mem.	79 life members
01/01/2024	259 total members	174 non-life mem.	85 life members
01/01/2025	259 total members	174 non-life mem.	85 life members
01/01/2026	273 total members	183 non-life mem.	90 life members
04/01/2026	**288 total members**	**193 non life mem.**	**95 life members**

#5:
EAHS 2025 Financial Review (Operational Account) from: 01/01/2025 to 12/31/2025

Expenses:

State Farm Insurance (720 Main Street and liability coverage)	$2,842
Smoky Hills WWI exhibit fee	$1,800
Midco (monthly internet and phone bills)	$1,481
2025 Newsletter costs	$843
New desktop computer	$600
Ancestry.com ($33 x 12 months)	$396
Program speaking fees ($100 x2)	$200
Ben Terwilliger gas reimbursement	$172
HVAC Maintenance and repair	$162
Norton Antivirus annual fee	$159
Microsoft Office Subscription	$109
Eudora Chamber membership	$100
Hemel electric evaluation	$99
KS Secretary of State renewal fee	$80
Movavi Video editing software	$60
City printing reimbursement	$16
Misc. Supplies (all other expenses)	$1,301

Total:	**$10,420**
Income:	
2025 membership dues	$3,935
Anonymous donation	$1,500
Eudora CVB Smoky Hills WWI exhibit fee donation	$1,125
Hurla Foundation donation	$1,000
Patty Johnston donation	$1,000
American Online Giving Foundation donation	$728
Hoglander donation	$550
Ahlen donation	$510
Nancy Jo Kazmaier donation	$500
Robert Altenbernd memorial donations	$325
Credit card rewards	$280
Duane Smith memorial donations	$195
Newsletter ad payments	$190
7th grade field trip donation	$126
All other donations (misc. donations, donation jar, store sales)	$835
Total income:	**$12,799**
Difference between income/expenses for 2025:	**+$2,379.00**

2027 Budget Request Detail

calculated fields

Community Partner	Lecompton Historical Society					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	87,928	90,133	105,857	100,823	100,823	92,663
Douglas County	68,740	68,740	68,740	79,740	79,740	79,740
City of Lawrence						
United Way						
Grants	43,500	42,000	47,035	40,000	40,000	42,000
Fundraisers	7,300	13,756	23,430	25,000	25,000	25,000
Contributions	28,500	41,304	47,380	40,000	40,000	40,000
CARES,ARPA		10,124				
Other						
Interest	9,287	8,500	7,230	8,000	8,000	8,000
Total Revenues	157,327	184,424	193,815	192,740	192,740	194,740
Total Revenues and Fund Balance	245,255	274,557	299,672	293,563	293,563	287,403
Expenditures:						
Salaries	35,000	29,000	35,342	45,000	45,000	45,000
Employee Benefits						
Health Insurance						
Supplies	22,000	22,000	12,640	25,000	25,000	25,000
Utilitites, Building Maint.	48,217	50,100	65,100	60,000	60,000	69,000
Travel & Training						
Office Equipment						
Debt Payments						
Advertising	39,100	54,000	54,750	45,000	45,000	35,000
Print and postage	6,750	8,500	21,558	16,000	16,000	16,000
Professional Fees	4,055	5,100	9,459	9,900	9,900	10,000
Total Expenditures	155,122	168,700	198,849	200,900	200,900	200,000
Ending Fund Balance 12/31/xx	90,133	105,857	100,823	92,663	92,663	87,403

Community Partner	**FFNHA Lecompton Historical Society**	**Contact Name**	**Paul Bahnmaier**
2027 Request Amount	**$ 79,740**	**Phone Number**	**785-887-6148**
Total Partner Budget	**$ 200,000**	**Email**	**lanemuseum1882@gmail.com**
Unrestricted Fund Balance	**$ 34,923**	**Website**	**http://lecomptonkansas.com**

Community Partner Summary

Community Partner Overview

The Lecompton Historical Society's mission is to provide education to the public on the important events that occurred within Territorial Kansas, 1854 - 1861, and it's capital, Lecompton. The Lecompton Historical Society operates the Territorial Capital Museum which is the primary means for providing the educational history through it's exhibits, research, programs, media and related methods that help us interpret and share our history. We also support Constitution Hall in Lecompton, along with our partner Freedom's Frontier, by assisting in the annual Bleeding Kansas series. Other supports for Constitution Hall include landscaping and its inclusion in our advertising and markets efforts. The Historical Society is also the caretaker of other historical buildings in Lecompton including the Democratic Headquarters of Kansas Territory, the 1892 City Jail and the replica of the 1856 Ft. Titus. All of the historic signage in Lecompton is contributed by the Lecompton Historical Society. A vast collection of genealogy of early families in Lecompton is maintained at the Historic Society and is available to the public.

Several projects were initiated in 2025. The annual 29th Bleeding Kansas Program Series was held in partnership with Freedom's Frontier and the Kansas Historical Historical Society. Close to 500 people attended this educational series. Two museum displays were upgraded with the assistance of grants from the Douglas County Community Foundation. A new display for our collection of family bibles was installed in the former Lane University chapel in the museum. Our School Memories exhibit was also upgraded with new display cases funded by the Douglas County Community Foundation. In conjunction with the County's Natural and Heritage Grant Program and the architectural firm Hernly and Associates, state and national historic site registration of the African American Lewis Crowder Cemetery were submitted.

Requested funding is for operating expenses.

Service Overview

In 2025, there were about 4,500 visitors to the Territorial Capital Museum. Our visitors were from eight different countries, 29 states with the majority being from Lawrence and Topeka. Over 25 tours were scheduled in 2025. Each spring, many school districts schedule tours for their seventh graders as Kansas history is taught at that time. Our tours are designed to meet state curriculum requirements and include a reenactment of a town hall meeting where the subject of slavery is discussed. Characters portrayed in the reenactment include Senator Jim Lane, Governor Charles and Sara Robinson, Sheriff Samuel Jones, abolitionist John Brown Sr., border ruffian Felix Castor, the widow Mahala Doyle and the suffragette Clarina Nichols. Many schools schedule tours each year at both the Territorial Capital Museum and Constitution Hall. These districts have come as far away as Stockton, Kansas. In 2025, twenty different school districts arranged field trips to the museum. This month, Seaman Middle School in Topeka sent over 300 students over a four day period on field trips to the museum.

We have 3,500 followers of our social media page on Facebook. Besides historical content, we also include posts on events of the Historical Society. In the last 90 days, there were 48,000 views and 13,800 viewers of our content. Of those views, forty percent were followers. Our Google Business Profile has 1606 views. Ratings on Trip Advisor average 4.5 stars out of 5.

Membership to the Lecompton Historical Society remains steady with 600 paid memberships. Our quarterly publication "the Bald Eagle" is a benefit to members. Our membership includes people from across the United States, but the largest group are Kansans from Topeka, Lawrence and Lecompton.

Equity

What is your organization doing to advance equity?
Creating a welcoming museum experience for all visitors is important to the mission of the Lecompton Historical Society. We recognize that visitors have different ways to engage in learning about the history of the area and what is most meaningful to them. Some visitors have no expectations for their visit while others have specific information they would like while in the museum. We greet all visitors personally and provide as little or as much of a guided experience for them as requested. Printed documents and other resources are available to visitors to augment their learning. Our social media and website are ways to engage with the public especially for those who do not live locally. Special events, new acquisitions and related history are topics presented via social media, our website and our membership newsletter. We encourage further contact with the Historical Society if we can help visitors in their educational goals. This year we targeted improvements in our school memories exhibit due to an experience of a 90 year old visitor. He had trouble seeing some of the display items due to the poor lightening in the cases. With fundraising efforts, we were able to install new lightening and added doors to the front of these cases so items could be shared with interested viewers.
Have you employed strategies to mitigate equity considerations? Please list those below.
We try to address equity by focusing on the potential needs of our visitors, providing educational experiences outside of the physical museum and maintaining our partnerships with historically based agencies in the area. Students are important visitors to the museums in Lecompton. As Kansas seventh graders study Kansas history in their classrooms, many come on school fieldtrips to experience history as interpreted in our museums. The Lecompton Reenactors are volunteers who perform the Bleeding Kansas play for school and adult tour groups. This play reenacts a town hall meeting in the mid 1950s with prominent Kansas territorial characters who argue if Kansas should become a free state or a slave state. Students are invited to participate which is fun and educational. For younger student visitors we select items for "hands on" demonstration and is well received by these youngsters. As mentioned earlier, we upgraded our school memories display to more easily engage our senior visitors. We also respond to requests from schools, museums, libraries and other community organizations to provide educational experiences at their locations. And with the World Cup event this summer, we have begun exploring possible translation applications for our visitors to use as they tour the museum. This project is slated for future consideration after more research is conducted. Our library is filled with books and other material that covers topics related to the Bleeding Kansas era, the Civil War and presidential and territorial figures impacted by and/or contributing to these events. Our historical library is open for anyone to use onsite. Also available for research is our extensive genealogy collection of families in the Lecompton and surrounding areas dating back to the earliest settlers,

their extended families and descendants.

Another strategy to address financial equity is to address admission fees. The Historical Society has chosen not to charge fees to visitors and instead relies on voluntary donations upon entrance.

Budget Request Analysis

Analysis of Revenue Sources

We are projecting revenue sources to remain constant in 2027. We plan to participate in the Giving for Good campaign with Douglas County Community Foundation as we did in the 2025. This request was to upgrade part of our School Memories display area and we met exceeded our goal and raised over $10,000. We also requested funds to complete the project by submitting a DCCF spring community grants and received an award for the final expenses of the display upgrade, $7,500. We also submit a request each year to the Rice Foundation for general operating expenses. Our award for 2026 was $23,000.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

Fund balances continue to shrink as expenses increase due to maintenance of our building which is almost 150 years old. New air conditioning equipment was installed in 2025 and some up grades to our main floor lighting. We have needs for 2027 that have not yet been funded but include a new pad for wheelchairs to reach our exterior elevator and additional lighting in our lower level. A new batch of brochures were printed which raised our printing cost for 2025.

Analysis of expenditure changes

Expenditure changes reflect increasing operating costs, building maintenance costs, advertising and print materials such as our newsletter. Our only paid employee was changed to a salaried position with a thirty percent increase in salary to compensate for added and increased duties to perform.

2027 Budget Request Detail

calculated fields

Community Partner	FFNHA Santa Fe Trail Historical Society					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	5,170	23,326	35,320	31,784	31,784	31,989
Douglas County	3,930	3,930	6,330	6,330	6,330	6,330
Grants & Fundraising	1,000	3,609	0	5,075	5,075	5,000
CO ARPA Funds	83,743	41,411	0	0	0	0
SHPO HTF Grant	3,984	9,792	72,362	0	0	0
Dues	1,277	1,375	620	500	500	600
Contributions	3,347	11,353	15,616	11,000	11,000	1,000
Other: Depot & other rental	3,600	2,237	4,970	5,025	5,025	6,000
Other:Legal fees refunded	27,165	65,461	0	0	0	0
Interest	1,639	116	145	2,500	2,500	2,500
Total Revenues	129,685	139,284	100,043	30,430	30,430	21,430
Total Revenues and Fund Balance	134,855	162,610	135,363	62,214	62,214	53,419
Expenditures:						
Insurance	2,182	2,297	2,890	3,000	3,200	4,000
Dues to other organizations	150	140	215	300	300	300
Utilities	2,829	2,567	3,461	3,450	3,450	4,000
Misc. Expenditures	1,355	478	1,375	1,100	1,100	1,500
Signage, Digitization	2,620	0	3,735	5,075	5,075	5,000
Building Maint.	956	2,250	5,680	3,000	3,000	3,500
Endowment & CD Investments			50,000	0	0	0
Education & Programming				1,100	1,100	2,000
Other: Clearfield School & Grange Proj	87,727	102,100	24,823	0	0	0
Other: Legal fees & Loan payment	13,710	17,458	11,400	13,000	13,000	1,000
Other						
Total Expenditures	111,529	127,290	103,579	30,025	30,225	21,300
Ending Fund Balance 12/31/xx	23,326	35,320	31,784	32,189	31,989	32,119

Community Partner	**FFNHA Santa Fe Trail Historical Society**	**Contact Name**	**Roger L. Boyd**
2027 Request Amount	**$ 6,330**	**Phone Number**	**785-424-0595**
Total Partner Budget	**$ 21,300**	**Email**	**rboydbird69@gmail.com**
Unrestricted Fund Balance	**$ 31,989**	**Website**	**https://www.santafetraildouglas.org**

Community Partner Summary

Community Partner Overview
Santa Fe Trail Historical Society (SFTHS) maintains, preserves, & promotes the history of southern Douglas County - Palmyra, Willow Springs, & Marion Townships. We focus on the local history of Baldwin and the surrounding area, including Vinland, & the Santa Fe Trail, which extends across the entire county. SFTHS maintains/manages 7 historic sites (owns 5) & signage at 20+ historic locations across southern Douglas County. We present programs about local and Santa Fe trail history, provide volunteer opportunities in the preservation of local historic sites, conduct tours of local historic sites, collaborate with schools and homeschools, and more. We host a website at www.santafetraildouglas.org. This website contains information about the history of our area, local sites to visit, preservation, our events, and more. The sites that we maintain are: Vinland Grange Hall* (1884), Clearfield Schoolhouse* (1900), Signal Oak Park (1854), Palmyra Well site (1857), Baldwin City's Santa Fe Depot* (1906) & Allen Park, the Black Jack Cabin (1850's replica) with the Santa Fe Trail wagon ruts walking trail & Ivan Boyd Memorial Prairie Preserve (jointly with the county). *Listed on National Register of Historic Places and Register of Historic Kansas Places
Service Overview

In 2025 SFTHS held 32 events with 1180 participants. Eight (8) events focused on schoolchildren/families and had 335 visitors. Our other audiences often include college students, & young adults through middle-aged to older adults. Most people are from our area, but visitors include people from outside the Baldwin area, other states, and other countries. Of the 1180 event participants, some are "regulars," but about half are first time visitors. Many Douglas County residents return for future events. With Baldwin's population at about 4900, we feel we are serving a significant part of the community .

All 2025 SFTHS events were free and open to the public. Attendance at our events continues to increase. Requests for SFTHS to provide speakers, assistance with historical information and guidance, and tours are growing. Membership in our organization reached 85 people in 2025. Over volunteer hours totaled 1560 last year, contributing a value of $448,142. ($30.86/hr in KS per the Independent Sector)
We will continue to build on our strategic plan to preserve and promote history and serve the community of southern Douglas County.

Equity

What is your organization doing to advance equity?
SFTHS makes as many events as possible free and open to the public so that anyone can attend. We travel to local community sites to present information to reach those that cannot travel to our events or prefer events at other locations. We will pay for the bus for a local group of residents to take our riding tour of the Santa Fe Trail in 2026 since their residence does not have its own bus. SFTHS wants everyone to have the opportunity to learn about history. SFTHS is working with the Baldwin City Public Library to create a website that will host an array of historical photographs, documents, and collections kept in The Kansas Room at the library. This room contains local, Douglas County, Santa Fe Trail, and Kansas history books, documents, photographs, real estate abstracts, maps, and more. Items are available for checkout and for research. SFTHS has been involved with this room since its inception and has raised thousands of dollars to digitize historic and fragile items for preservation and to be able to post them on the website. Currently, most of these historic items can only be visited in person, but the website will allow items to be accessed online by more of the public. A board member of SFTHS currently manages The Kansas Room and leads this project. SFTHS maintains and manages 7 historic sites: Vinland Grange Hall (1884), Clearfield Schoolhouse (1900), Signal Oak Park (1854), Palmyra Well site (1857), Baldwin City's Santa Fe Depot (1906) & Allen Park, the Black Jack Cabin (1850's replica) with the Santa Fe Trail wagon ruts walking trail & Ivan Boyd Memorial Prairie Preserve (jointly with the county). We own 5 of these sites. SFTHS welcomes all and wants to serve all members of the community. Our event participants cover all age groups from 3 – 94 years old. The majority of those at events are local, but we get people from outside the Baldwin area, other states and other countries. The number of those from outside Baldwin is increasing. We are excited about the future! SFTHS strives to represent a variety of populations and cultures from history in our programming. Our America 250 display, entitled "The Spirit of Kansas Women," will present information about the significant, but often hidden, roles 25 local women played in the history of Kansas. They were part of the Santa Fe Trail, pioneer times, early Kansas college education, Civil War military efforts, Bleeding Kansas events, and became early members of male-dominated careers such as pharmacy, and more. Black women are included. This fall, Frances Levine, author of "Crossings: Women on the Santa Fe Trail" will speak at an SFTHS event. Her book presents information about Mexican, Native American, and white women on the trail. Our website also contains information about the variety of teamsters and travelers on the trail, which includes people of various cultures. Several SFTHS programs in 2026 feature the Underground Railroad, with information about those conducting the way and those traveling to freedom. Through our partnership with Baldwin City Public Library and their Kansas Room (history room), displays about local history are presented and include diverse populations as much as possible. In early 2027, Negro baseball will be the main display and book focus. Many of these teams barnstormed through this area and played the many local surrounding town teams.
Have you employed strategies to mitigate equity considerations? Please list those below.

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SFTHS will continue to research and present the history of the diverse people in Kansas history, including the First Peoples.

Budget Request Analysis

Analysis of Revenue Sources

SFTHS relies on multiple sources of income to carry out our mission. The county funds are considered to be fairly stable and reliable source of funding. These funds are used primarily for insurance, annual maintenance, utilities and programming. We have a loan that was used to pay some of our legal fees acquired while evicting Midland Railroad from the depot. There are two local benefactors who have been paying the loan down and the loan will be eliminated by the end of this year. The utilities at our facilities are an issue that will continue to increase. Both the depot and the bottom floor of the Grange are rented and the tenants pay the utilities. SFTHS has an endowment at Douglas County Community Fund of over $49,000. The earnings from these funds is primarily reinvested each year to be available when unexpected repairs or other expenses arise for the buildings we maintain. In 2024 we received about half of the legal fees we were owed. That $60,000 was invested in six CD's with varied maturity rates. The interest will be used to help offset our annual expenses. One of the issues with maintaining seven properties is that many of the expenses are unanticipated. That is why SFTHS has several resources that are set aside to be available for those expenses.

Perhaps our greatest assets are our volunteers. A significant percentage of our members are retired and many have experiences that can be beneficial to our mission. Some are teachers, carpenters, business people, national park interpreters, artists, writers, actors, public servants, photographers, and others. The opportunity we have is to present something to our volunteers that they might be able and willing to help accomplish. This past year we recorded 1,560 volunteer hours. Based on official statistics the value per hour for volunteers is $30.86/hr. That equivocates to $448,142 in volunteer time. Other gift-in-kind contributions include repair materials, copies, equipment, even office space for our first time. This is estimated to be valued at $11,000. Our volunteers recorded 3,030 miles driven for organization business. Based on National Council for Nonprofits estimate of $0.14/mile that is equivalent to $424. Our signage, articles, programming and advertising etc. is researched, written, designed, and published by our volunteers.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

Due to several large grants, our income and expenditures for the past three years have been quite variable. In spite of that our ending and ending balances have been fairly steady, ranging between $23,000 in 2023 to nearly $32,000 in 2026. We anticipate that this stability will continue. As indicated above we have an endowment of over $49,000 at DCCF and we have over $60,000 in CD's in two local banks. The endowment is primarily reserved for larger, long-term needs on the historic sites that we maintain. The interest earned on the CD's will assist in paying our annual expenses.

Analysis of expenditure changes

There were three significant changes in income between 2025 and 2026. The first was due to the completion of the restoration projects on Vinland Grange and Clearfield School. With the completion of the projects in 2025 no more grant funds were received in 2026. SFTHS had several large individual donors in 2025 that did not donate as much in 2026. The three change was due to the Giving for Good donations in December of 2026 that equally out the individual donations in 2025. There will be one significant decrease in income in 2027. This will be the $10,000 donation for the past five years that went towards paying off our loan for legal fees. The loan will be paid off at the end of 2026.

We anticipate two significant changes in expenditures in 2026. The first is an increase in the amount spent on digitization due to the Giving for Good fundraiser in Dec. 2026. The other is a significant decrease in restoration expenses on the Vinland Grange and Clearfield School. The only change in expenditures in 2027 will be an increase expenses due to increased programing.

2027 Budget Request Detail

calculated fields

Community Partner	HEARTLAND COMMUNITY HEALTH CENTER					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	2,242,915	3,413,918	4,370,101	4,906,135	4,906,135	6,093,535
Douglas County	385,525	353,521	203,096	314,200	233,580	233,580
Grants (Federal, State, and Foundations)	3,712,913	4,334,259	4,238,181	4,398,478	4,392,599	3,486,430
Fundraisers (Kansas Half Marathon)	79,345	81,481	105,880	81,500	105,880	105,000
Contributions (Individual Donations)	1,114,393	1,694,138	1,169,692	1,081,444	1,176,260	1,027,372
Other: Program Income (Commerical Insu	14,544,644	16,509,381	17,728,041	16,780,224	17,920,503	19,579,890
Other: Misc	271,658	171,970	272,124	236,174	267,847	232,450
Other: 340B Prescription Program	2,407,809	3,287,947	4,152,369	4,286,400	4,345,876	4,358,400
Interest	1,633	46,582	98,825		118,941	
Total Revenues	22,517,920	26,479,280	27,968,208	27,178,420	28,561,486	29,023,122
Total Revenues and Fund Balance	24,760,835	29,893,198	32,338,309	32,084,555	33,467,621	35,116,657
Expenditures:						
Salaries	10,752,969	13,278,873	14,808,619	14,732,134	14,642,031	16,223,717
Employee Taxes and Retirement	989,460	1,267,397	1,356,664	1,386,877	1,374,468	1,487,618
Health Insurance	1,036,309	1,290,338	1,758,445	1,904,738	1,681,579	1,834,566
Supplies	494,185	602,183	529,132	648,732	581,727	782,697
Rent, Utilitites, Building Maint.	1,576,480	1,688,516	1,718,325	1,736,110	1,675,035	1,754,409
Travel & Training	97,296	196,427	98,024	116,943	85,693	124,142
Office Equipment	658,571	862,208	592,199	470,206	562,684	462,856
Other: Insurance	103,589	123,083	139,900	132,769	139,369	137,036
Other: Food Pantry	9,699	23,466	11,329	22,406	12,437	23,832
Other: Patient Services	285,996	333,479	212,896	179,200	181,186	157,200
Other: Contractors	190,077	202,833	26,705	311,500	325,693	296,205
Other: Professional Fees	1,177,063	768,283	762,902	253,213	509,113	304,370
Other: Pharmaceuticals & Dispense Fees	3,276,167	4,189,444	4,607,502	4,628,224	4,809,277	4,644,532
Other: Miscellaneous	147,494	255,727	347,899	168,672	327,969	198,272
Other: Depreciation	326,536	285,180	362,816	376,858	350,311	331,793
Other: Capitol Campaign, Fundraising & M	225,027	155,661	98,817	61,630	115,514	83,981
Total Expenditures	21,346,917	25,523,097	27,432,174	27,130,212	27,374,086	28,847,226
Ending Fund Balance 12/31/xx	3,413,918	4,370,101	4,906,135	4,954,343	6,093,535	6,269,431

Community Partner	**Heartland Community Health Center**	**Contact Name**	**Julie Branstrom**
2027 Request Amount	**$ 233,580**	**Phone Number**	**785-841-7297**
Total Partner Budget	**$ 28,847,226**	**Email**	**jbranstrom@heartlandhealth.org**
Unrestricted Fund Balance	**$ 6,093,535**	**Website**	**http://www.heartlandhealth.org**

Community Partner Summary

Community Partner Overview
Heartland Community Health Center recognizes its important role in the community as a healthcare provider, offering critical services including primary medical, dental, behavioral health, psychiatry, pharmacy, and substance use disorder treatment services to all residents of Douglas County and the surrounding area. In 2025, Heartland served 22,944 unique patients (2% growth) with 86,390 total encounters (5% growth). The growth in total encounters reflects Heartland's deeper engagement with existing patients, and the need for more coordinated, comprehensive care. Integration across services remains a defining feature of Heartland's care model. In 2025, 6,803 unique patients received care in more than one department. Key integration pathways included Family Medical with Dental (1,354 patients), Family Medical with Community Health Worker support (371), Family Medical with Psychiatric services (742), and Behavioral Health with Psychiatric services (537). 71% of Heartland's patients are Douglas County residents, and Heartland serves a significant portion of county residents with the greatest financial and social needs. Nearly half of all uninsured patients are at or below 100% of the federal poverty level, and many face barriers to care. By offering services on a sliding fee scale and integrating services like Community Health Workers into care delivery, Heartland reduces barriers that often prevent patients from accessing or sustaining treatment. Douglas County funding directly supports substance use disorder (SUD) and psychiatry services, enabling Heartland to maintain access to these critical programs for Douglas County residents. This funding allows for integrated care models where patients receive both clinical treatment and supportive services, improving engagement and outcomes for individuals with complex needs.
Service Overview

Heartland's Douglas County supported services continue to expand in response to growing community need. In 2025, 778 patients were actively engaged in substance use disorder treatment, accounting for 2,915 visits. Medication Assisted Treatment (MAT) services also grew, with 389 patients receiving MAT services during the year, including 187 individuals who were newly engaged in MAT services. Heartland has continued success in connecting individuals to care and expanding access to treatment.

Heartland's model emphasizes ongoing engagement in care, and medication continuity remains an area of focus. Heartland participates in transitional SUD treatment and medical care through partnerships with the Douglas County jail and DCCCA. Heartland's SUD patients present in many different stages of stabilization and physical location. Last year, 67 patients maintained medication adherence for at least three months, with approximately half continuing treatment for six months or longer. As expected, continuity rates are lower among patients newly entering treatment, reinforcing the importance of early engagement and support through expanding support of Community Health Workers.

Patients receiving SUD services are frequently connected to other Heartland services, supporting whole-person treatment. Among patients engaged in SUD services:

- 714 patients, 92%, were connected to primary care
- 156 patients, 20%, were engaged in psychiatry services
- 97 patients, 12%, received behavioral health therapy
- 135 patients, 17, % accessed dental services
- 89 patients, 11%, received support from Community Health Workers

This level of integration allows patients to address both clinical and social needs, improving outcomes, and supporting long-term recovery.

Heartland significantly expanded Psychiatry services in 2025 with 1,881 unique patients served across 7,208 encounters. Nearly half of these patients were new to psychiatry services within the past year, demonstrating increased access and outreach to individuals who were previously not connected to care. Staffing growth contributed to improved access, with increased psychiatric provider capacity in 2025. Heartland also had an additional provider who joined in early 2026 to further support demand, including services connected to SUD treatment.

Access to psychiatry improved over the course of the year, with average new patient wait times decreasing to 26 days, down from 34 days in 2024. Follow-up care remained consistent, averaging 14 days. While access has improved, demand for psychiatry services continues to exceed current capacity.

Heartland continues to monitor performance and patient outcomes through its electronic health record data and internal quality tracking. This allows the organization to evaluate service effectiveness, improve care coordination, and respond to emerging needs. County funding supports a comprehensive and coordinated system of care that improves access, strengthens engagement, and advances recovery for individuals with substance use and mental health needs across our county.

Equity

What is your organization doing to advance equity?
Heartland Community Health Center works to advance health equity by reducing barriers to care and meeting patients where they are. Through an integrated, whole-person care model, Heartland ensures individuals and families across Douglas County can access timely, high-quality services regardless of their insurance status or life circumstances. Heartland serves patients across all ages and demographics. 21.7% of Heartland's patients have been identified as living below the 200% Federal Poverty Line. Approximately 57.6% of patients are children under 18, 22.8% are adults 18-39, 14.8% are adults 40-64, and 4.8% are adults 65 and older. Nearly 28% of patients identify as a racial or ethnic minority, 1 in 7 patients identified as Hispanic, and 1,471 patients identified preferring services in a language other than English. The clinic also provides care for specialized populations, including 453 veterans and 677 patients experiencing homelessness. Heartland utilizes a low-barrier model that integrates many healthcare services all in one location. Financial barriers are reduced through a sliding fee scale and the Compassionate Care Fund, to ensure access to essential services, including substance use disorder treatment and medication-assisted treatment (MAT). Community Health Workers (CHWs) are central to this work, supporting patients across all clinic locations through social determinants of health screening and individualized navigation. CHWs assist with insurance enrollment, transportation, food access, housing stability, and connections to community resources, while also supporting programs like Heartland's food pantry services and Food is Medicine healthy eating classes.
Have you employed strategies to mitigate equity considerations? Please list those below.
Heartland takes a strategic and data-informed approach to advancing equity, using community-driven priorities and performance data to guide decision-making and measure impact. The organization's current strategic plan aligns with the Douglas County Community Health Improvement Plan (CHIP) and focuses on key areas such as access to care, behavioral health, and chronic disease management. Heartland implements a needs assessment process every three years, and an updated needs assessment is currently underway and will inform future strategies. Heartland monitors impact through multiple data sources, including annual reporting to the Health Resources & Services Administration (HRSA) via the Uniform Data System (UDS). This data provides insight into patient demographics, service utilization, and health outcomes, allowing Heartland to identify disparities and track progress over time. Program-level evaluation also plays a key role, particularly in assessing outreach and Community Health Worker (CHW) engagement. CHWs help mitigate equity gaps by conducting social determinants of health screenings, supporting care coordination, and connecting patients to essential resources such as food, transportation, and housing. Their work strengthens patient engagement and improves access to both clinical and community-based services. Through its integrated care model, Heartland connects primary care, behavioral health, and dental services to improve outcomes. Ongoing

strategies, including expanding CHW integration, increasing school-based dental outreach, and improving access for uninsured and rural patients, are continuously refined to ensure equitable care across the communities served.

Budget Request Analysis

Analysis of Revenue Sources

Heartland Community Health Center maintains its designation as a Federally Qualified Health Center (FQHC), utilizing a diversified funding structure that includes federal and state grants, program income from patient services, and pharmacy revenue through the 340B program. This model is essential to sustaining care for uninsured, underinsured, and medically complex populations in Heartland's service area.

Program income remains Heartland's largest revenue source, with total collections from billing reaching $17,728,041 in 2025. Looking ahead, program income is projected to account for 67% of total revenue, while 340B pharmacy revenue represents an estimated 15% of the budget at $4,358,400. State and federal grants are projected at 12% ($3,486,430), with local Douglas County funding at 1% and other income at less than 1%. In 2025, Heartland secured $2,967,918 in federal grants, $942,689 in state grants, and $530,670 in local and foundation funding, reflecting a net decrease of $96,078 from the prior year. All these funds combined support core services and key community initiatives, including behavioral health expansion, chronic disease management, early childhood screenings, and suicide prevention efforts.

While Heartland continues to pursue diversified funding, key revenue streams face increasing uncertainty. In particular, pharmaceutical manufacturer restrictions and federal attention to program modifications to the 340B pharmacy program are limiting contract pharmacy arrangements and reducing expected pharmacy revenue.

Additionally, Heartland is experiencing financial pressure due to changes in payer mix and increasing demand for care. Total organizational costs have grown from $7.99 million in 2020 to $27.43 million in 2025, while revenues have increased to $27.97 million. However, cost growth continues to outpace reimbursement in critical areas, particularly for uninsured patients. In 2025, Heartland provided $10,586,801 in sliding fee discounts (22% of total charges) and recorded $903,295 in patient unpaid debt (3%), reflecting the rising number of patients unable to pay for care.

Despite these pressures, Heartland continues to operate efficiently compared to national benchmarks. Medical, behavioral health, and dental costs per patient and per visit all remain below national averages, reflecting strong cost control, integrated care delivery, and a focus on preventive services. These efficiencies demonstrate responsible stewardship of resources but are not sufficient to fully offset the structural gap created by serving a high proportion of uninsured and complex patients.

County funding remains a critical component of Heartland's ability to sustain services. Federal grants and program income alone do not cover the full cost of care for vulnerable populations, particularly as national trends show increasing financial strain on health centers, including negative operating margins. Local support helps bridge this gap, ensuring continued access to primary care, behavioral and psychiatry healthcare, substance use disorder services, and care coordination for Douglas County residents.

Overall, Heartland's revenue structure is intentionally diversified but increasingly strained by external factors, including Medicaid coverage losses, rising uninsured rates, and uncertainty in pharmacy revenue. While the organization continues to demonstrate strong financial stewardship and cost efficiency, local investment remains essential to maintaining access to care and supporting the health and stability of the community.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

In the current and previous funding applications, Heartland has reported fund balances in accordance with generally accepted accounting principles and in so doing, the fund balances include restricted, unrestricted resources and assets. This appears misleading, and it is important to note that currently Heartland has cash reserves of $5,108,552. This represents approximately 78 days of operating cash on hand. Industry's best practice is to ensure 3-6 months of cash reserves, or 25% of the operating budget, and we are below the industry standard. As a non-profit organization, Heartland has historically run an exceptionally lean operation wherein funds have been obtained for specific purposes, many of which are either restricted by the grantor or donor, or not expendable because they relate to fixed or other non-cash equivalent assets.

Heartland continues to pursue strategies that maximize earned revenue and strengthen long-term financial sustainability. In 2025, the organization increased pediatric provider capacity by adding an additional 1 FTE provider, improving patient access while supporting growth in billable medical encounters. This expansion directly increases billable visit capacity and contributes to additional earned program revenue. Heartland has also prioritized billing and coding compliance ensuring we are being paid for the services we provide across all eligible service lines, including medical, behavioral health, psychiatry, dental, and care coordination billing opportunities. This also includes billing for Community Health Worker services, with more information on efforts below in the supplemental request. Efforts include an investment in patient data analytic systems, workflow improvements, and billing infrastructure to ensure the organization captures available reimbursement opportunities while maintaining access to care for uninsured and medically vulnerable patients.

In addition, Heartland is maximizing its participation in value-based care arrangements, which reward quality of care and improved health outcomes rather than volume alone. In 2025, these efforts contributed $244,748 in value-based care incentives. This model supports stronger preventive care, improved chronic disease management, and reduced avoidable emergency visits, while also creating more stable and predictable revenue streams tied to performance and patient outcomes.

Additionally, grant revenue continues to fluctuate year after year, due to a shift in federal and state priorities, and an aggressive agency approach to state and federal grant dollars. Also noted is the increase in 340B Prescription program revenue and increased pharmacy-related expenses to meet the community's needs.

Analysis of expenditure changes

Patient complexity and insurance coverage are two of the biggest drivers of Heartland’s costs and revenue. Heartland is serving more individuals with chronic conditions, behavioral health needs, and limited resources, all of which require more time, coordination, and support per patient. The type of insurance a patient has greatly impacts whether the cost of care is covered. While the average medical cost per patient in 2025 was $417, below the national average of $565, this does not fully reflect the financial reality. For patients under 100% of the Federal Poverty Level, the cost of a visit averages $150, but they pay just $25. When even that amount is a barrier, Heartland provides additional support through its Compassionate Care Fund.

The gap between cost and payment varies widely by insurance type. Medicaid is the most balanced, with payments slightly exceeding costs. However, for uninsured patients, the gap is significant; it costs about $2,533 per patient, but Heartland receives only about $280.

Medicare and commercial insurance also fall short of covering costs. As more patients become uninsured, these gaps grow, increasing financial pressure on the organization while Heartland continues to provide care.

The shift toward a higher proportion of uninsured patients has also contributed to expenditure pressure, as the cost of care remains constant while reimbursement decreases. At the same time, Heartland continues to invest in strengthening integrated care services to meet growing demand, which requires additional clinical and care coordination resources.

As patient volume has increased, so have the associated costs of staffing, equipment, supplies, and administrative infrastructure needed to support high-quality care delivery. Heartland has made necessary investments to ensure appropriate staffing levels and maintain service capacity across medical, dental, and behavioral health programs. In addition, the organization has implemented significant wage band adjustments over the past two years to remain competitive in a challenging healthcare labor market, along with absorbing double-digit increases in employee health insurance costs for the second consecutive year.

Heartland continues to actively manage expenses by evaluating vendor contracts, reviewing outsourced services, and identifying efficiencies wherever possible. Expenditure growth ultimately reflects both increased demand for services and the organization's commitment to meeting that demand with high-quality, integrated care.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Heartland Community Health Center**	**$ 50,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

Heartland is seeking to expand its Community Health Worker model to better support patients with substance use disorders (SUD) and co-occurring behavioral health conditions. Heartland currently supports a 10-member CHW team integrated across multiple service areas. This includes three CHWs embedded within Panda Pediatrics and family-focused services; one CHW dedicated to SUD services; one CHW supporting adult primary care patients; one CHW supporting the Care Cupboard pantry; three insurance eligibility CHWs who assist patients with options for coverage enrollment; and one CHW supervisor who also maintains direct patient support responsibilities. The proposed request would support the addition of 1.0 FTE CHW to support SUD patients.

In 2025, Heartland piloted CHW's efforts specifically to SUD patients, demonstrating the value of targeted, relationship-based support. The CHW supported 31 patients per quarter on average, with 178 total visits during the year and 50 completed referrals addressing both clinical and social needs. Demand continues to grow, with 30 referrals already placed in the first quarter of 2026. Patients served through this program present with diverse needs, including alcohol, opioid, and stimulant use disorders, and report an average of three health-related social needs, ranging from housing, employment, care coordination, and interpersonal safety.

Heartland is already deeply integrated into Douglas County's broader SUD response efforts through its integrated care efforts and the current SUD-focused CHW role. This work includes collaboration and outreach with the Douglas County Jail, Oxford Houses, First Step at Lake View, and other DCCCA and local treatment facilities, participation in the Familiar Faces case conferencing huddle, and support for patients engaging in recovery support services such as Alcoholics Anonymous (AA) and SMART Recovery meetings.

increased CHW support will expand outreach and care coordination efforts in partnership with other related community organizations, including providing care coordination with Heartland providers and outreach with Homeless Resource Center and Lawrence Community Shelter. Warm hand-offs and timely access to services such as medication-assisted treatment (MAT) will help improve patient engagement, follow-ups, and retention in care.

Additionally, this funding supports and enhances other SUD service programs the county has already invested in, such as Cardinal House. By aligning CHW efforts with these programs, we have a strong opportunity to ensure individuals engaged in SUD services are also connected to high-quality healthcare, insurance coverage, and wraparound supports at Heartland.

Funding will support expansion of Heartland's CHW program with measurable outcomes, including increased patient engagement, improved MAT retention at 30, 60, and 90 days, and reduced avoidable hospital utilization. Heartland has made significant organizational investments into ongoing CHW certification and workforce development efforts to ensure the program is successful. The CHW certification and training processes require substantial staff time and operational investment but are essential to building long-term, sustainable CHW

capacity within Douglas County. Heartland's billing team have made important in-roads in establishing and sustaining CHW reimbursement efforts, and Heartland remains one of the only health centers in Kansas consistently receiving Medicaid reimbursements for eligible CHW services. Heartland collected $8,638 in Medicaid reimbursement for eligible CHW services between May and December 2025. While CHW reimbursement does not come close to offsetting program costs, eligible billing opportunities help support long-term sustainability and allow reinvestment into SUD engagement efforts. An investment by the county will strengthen a proven strategy for improving outcomes among high-need patients with SUD in Douglas County.

Impact if supplemental request is not funded

Patients with SUD often present with complex, overlapping needs that require consistent care coordination and trust-building. Without expanded CHW support, gaps in care may persist, particularly in addressing health-related social needs such as housing instability, transportation barriers, and access to treatment services. This can lead to lower retention in medication-assisted treatment (MAT), decreased engagement in behavioral health services, and increased reliance on emergency departments and crisis systems.

If this supplemental request is not funded, Heartland will be limited in its ability to expand a proven, high-impact approach to supporting patients with substance use disorders. Without an additional CHW dedicated to this population, current staff capacity will remain constrained, reducing the number of patients who can receive intensive, relationship-based support. As demand continues to grow, this may result in decreased follow-up and missed opportunities to engage patients at critical points in their recovery.

Heartland has continued to invest organizational resources into sustaining Community Health Worker services through federal grants, operational support, Medicaid reimbursement, and reinvestment of 340B pharmacy savings. 36% of current CHW funding is supported through current grant funding, while the remaining (64%) support is funded through reinvestment of 340B pharmacy savings and operational revenue. However, current reimbursement structures do not nearly support the cost of CHW efforts including intensive outreach, engagement, and care coordination that is required for patients with substance use disorders and co-occurring behavioral health conditions. Between May and December 2025 alone, Heartland absorbed more than $18,000 in unreimbursed CHW-related costs associated with these services. In addition, the future of 340B programs is in jeopardy. With ongoing pharmaceutical manufacturer restrictions impacting the 340B program, pharmacy margins are being eroded. These margins have historically helped subsidize care coordination and patient support programs.

Additionally, many patients engaged in SUD services remain uninsured or self-pay for periods of time while Heartland staff work to establish Medicaid eligibility and connect patients to coverage. During these periods, patients continue to receive services including care coordination and recovery support services regardless of their insurance status and ability to pay.

Without this investment, Heartland's ability to strengthen partnerships with community organizations and provide timely outreach and care coordination will be limited. This may reduce the effectiveness of referrals and warm hand-offs, ultimately impacting continuity of care and long-term recovery outcomes.

While Heartland remains committed to serving this population, the absence of supplemental funding will slow progress toward expanding integrated, whole-person care for individuals with SUD, limiting the organization's ability to meet growing community need and achieve the full impact of this model.

2027 Community Partner Supplemental Project Budget

calculated fields

Community Partner	Heartland Community Health Center					
Budget Year	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Revenues:						
Unrestricted Fund Balance 1/1/xx		0	0	0	0	0
Douglas County			50,000	50,000	50,000	50,000
Other: Program Revenue			19,783	24,581	29,866	35,701
Total Revenues	0	0	69,783	74,581	79,866	85,701
Total Revenues and Fund Balance	0	0	69,783	74,581	79,866	85,701
Expenditures:						
Salaries			45,445	46,354	47,281	48,226
Employee Taxes and Retirement			5,294	6,327	7,399	8,512
Health Insurance			19,044	21,900	25,186	28,963
Total Expenditures	0	0	69,783	74,581	79,866	85,701
Ending Fund Balance 12/31/xx	0	0	0	0	0	0

2027 Budget Request Detail

calculated fields

Community Partner	Heartland RADAC					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	4,103,379	4,540,081	4,931,202	5,133,019	5,133,019	5,339,705
Douglas County	812,700	858,800	765,300	817,520	817,520	739,920
Shawnee County	146,000	191,500	191,500	191,500	184,000	184,000
UCS of Johnson County	192,517	224,850	227,500	243,840	243,840	243,840
KDADS	1,960,668	2,355,840	2,767,811	2,767,811	2,771,928	2,982,610
Other Grants & Contracts	5,263,928	5,684,198	6,132,242	6,837,554	6,717,570	6,666,112
Contributions	667	230	350	0	9,000	0
Other (Medicaid Reimbursement)	195,783	163,079	137,458	175,000	165,000	175,000
Other (Fees for Services)	99,134	114,685	323,098	327,500	318,442	327,000
Interest & Rent	31,615	76,213	116,427	110,158	118,368	110,158
Total Revenues	8,703,012	9,669,395	10,661,686	11,470,883	11,345,668	11,428,640
Total Revenues and Fund Balance	12,806,391	14,209,476	15,592,888	16,603,902	16,478,687	16,768,345
Expenditures:						
Salaries	4,642,828	5,232,049	5,715,820	6,467,990	6,316,787	6,513,400
Employee Benefits	360,710	402,043	500,702	566,591	505,343	558,795
Health Insurance	712,826	748,856	962,418	969,089	958,750	988,135
Supplies	95,498	97,895	107,594	82,000	85,240	153,000
Utilities, Building Maint.	279,467	305,943	385,749	477,450	377,450	375,000
Travel & Training	234,491	293,114	231,622	250,000	357,110	255,710
Office Equipment						
Debt Payments						
Other (Consultants & Professional Fees)	1,596,864	1,783,659	2,045,335	2,100,310	2,149,294	2,162,675
Other (Client Services)	235,938	329,211	386,952	310,270	310,270	328,445
Other (Depreciation)	107,688	85,504	123,677	40,000	78,738	78,740
Total Expenditures	8,266,310	9,278,274	10,459,869	11,263,700	11,138,982	11,413,900
Ending Fund Balance 12/31/xx	4,540,081	4,931,202	5,133,019	5,340,202	5,339,705	5,354,445

Community Partner	**Heartland RADAC**	**Contact Name**	**Jason Hess**
2027 Request Amount	**$ 739,920**	**Phone Number**	**913-789-6404**
Total Partner Budget	**$ 11,413,900**	**Email**	**jason.hess@hradac.com**
Unrestricted Fund Balance	**$ 5,339,705**	**Website**	

Community Partner Summary

Community Partner Overview
Heartland RADAC is a private nonprofit organization that serves 76 counties in Kanas including Douglas County. The organization supports individuals in accessing substance use and recovery services through clinical assessments, care coordination including intensive and peer-based models. In partnership with Douglas County's integrated behavioral health system, Heartland RADAC operates a dedicated, embedded team that includes 5 FTE Intensive Care Coordinators (ICC), 1 FTE Recovery Coach/Peer Mentor (RC/PM), 2 FTE Peer Fellows (one County funded, one agency supported), and 0.5 FTE supervision. Staff are co-located at Bert Nash Community Mental Health Center and positioned at key community intercept points, including LMH Health, the Treatment and Recovery Center (TRC), and Lawrence Community Shelter. Referrals are generated through a broad network of partners including Lawrence-Douglas County Fire & Medical Mobile Integrated Health Team, DCCCA, Bert Nash, Mobile Crisis Response, Homeless Response Team, Familiar Faces Initiative, Mirror Inc., Heartland Community Health Cener, Lawrence-Douglas County Health Department, and Artists Helping the Homeless. Heartland RADAC's ICC Model is grounded in evidence-based practices, including Person Centered Case Management and Recovery-Oriented Systems of Care. Services emphasize whole-person, strengths-based support for individuals with substance use and co-occurring mental health needs, while building sustainable community connections. Through this partnership, Heartland RADAC helps expand access to coordinated, community-based care and supports, that improve outcomes for Douglas County Residents.

Service Overview

Heartland RADAC's ICC program serves individuals with complex behavioral health needs, including substance use disorders (SUD), mental health conditions, and co-occurring disorders. Many individuals are unhoused and frequent users of high-cost crisis systems, including emergency rooms, jails, shelters, and detox/treatment facilities. Services focus on reducing barriers, stabilizing health, and connecting individuals to housing, treatment, and long-term support through coordinated, community-based care plans.

Recovery Coaches/Peer Mentors (RC/PMs) play a critical role by providing support rooted in lived experience. These services have expanded to include a Peer-First/Peer-Only model, offering proactive outreach in community settings such as libraries, encampments, shelters, and crisis centers. These low-barrier interactions include distribution of Narcan, hygiene supplies, and recovery materials, while building trust and engaging individuals not yet connected to formal services.

While the typical ICC engagement lasts approximately 90 days, services are individualized and may be extended based on client need. Initial services focus on risk reduction, stabilization of psychiatric and substance use symptoms, and securing basic needs such as safe and sober housing, food, and clothing. The Peer-First/Peer-Only model allows for flexible service delivery, providing ICC & Peer services together or independently based on individual need.

Program Reach and Utilization
In 2025 Heartland RADAC received 1,257 referrals (avg. 105/month) and served 547 individuals, including:
- 474 individuals working with an ICC and PM/RC, and
- 73 receiving Peer Only or Peer First services

Referral volume continues to exceed typical caseload capacity, indicating ongoing unmet need for intensive, community-based behavioral health services.

Outcomes and Effectiveness
Heartland RADAC's ICC model demonstrates strong outcomes:
- 98% engaged in recovery activities
- 84% engaged in mental health services
- 71% secured stable, sober housing

Clients also report improvements in employment, legal stability, and family reunification reflecting the effectiveness of a whole-person. These services reduce reliance on emergency and justice systems, lowering overall community costs while improving stability for high-need

residents. (See Attachment A: Heartland RADAC 2025 ICC Client Outcomes Highlights)

Leveraging Resources and Maximizing Impact
Heartland RADAC leverages additional funding to expand and sustain services. In 2025, the agency contributed $471,984 in leveraged funding, increasing access and ensuring continuity of care beyond county-funded programs. Leveraged funding also supports additional services, including Care Coordination (CC) for individuals involved with TANF or court supervision and clinical SUD assessments for a broader community.

As a result in 2025:
- 98 ICC clients-maintained continuity of care while relocating into or out of Douglas County
- 35 additional residents received Care Coordination services through other contracts
- 339 residents received clinical SUD assessments

By integrating multiple funding streams, Heartland RADAC enhances service availability, reduces service gaps, and maximizes the overall impact of county investment.

Unmet Need and Systems Gaps
Despite strong outcomes, demand for ICC and peer services continues to exceed available resources. High referral volume, combined with the complexity of client needs, highlights the ongoing need for intensive, community-based behavioral health services. (See Attachment B: Heartland RADAC Leveraged Funds)

Equity

What is your organization doing to advance equity?
Heartland RADAC documents demographic data in all program reports from the Electronic Medical Record (EMR). It is part of "universal data" that the organization tracks to look at gender, race and ethnicity, poverty status, and age of clients. This reporting function enables Heartland RADAC to compare client demographics to local census data to ensure clients served reflect the communities in which services are provided (See Attachment C for Demographic Comparison of ICC Clients to Census Data).
Have you employed strategies to mitigate equity considerations? Please list those below.
Heartland RADAC continues to develop strategies to mitigate over or under representations through supervisory meetings and semi-annual data reviews.

Budget Request Analysis

Analysis of Revenue Sources

Analysis of Revenue Sources
Heartland RADAC is a nonprofit organization supported by diversified sources of funding that enables the delivery of essential behavioral health and recovery support services across multiple counties. The 2027 Community Budget Partner Request includes a review of revenue trends from 2023 through the proposed 2027 budget, illustrating steady financial growth aligned with expanded services, strong outcomes, and sound fiscal management.

From 2023 to 2026, the agency's revenue increased from $8.7 million to $11.47 million, with a projected rise to $11.5 million in 2027. This upward trend has been driven by increased demand, service expansion, and strategic partnerships that demonstrate trust in Heartland RADAC's ability to deliver results.

Douglas County Funding
Douglas County support currently comprises approximately 7% of the agency's total revenue and plays a critical role in supporting the Intensive Care Coordination (ICC) and Peer Fellow Programs in that community. These funds are used to support key personnel, indirect costs, and Barrier Reduction Dollars which support recovery by covering essential needs like medication, transportation, and rental deposits.

Other Sources of Heartland RADAC Revenue
- 26% Kansas Department for Aging and Disability Services (KDADS)
- 4% Other County & State Funding
- 66% Grants and Contracts
- 4% Other Sources

Conclusion
Heartland RADAC's growth in revenue reflects strategic leadership, proven outcomes, and growing trust among funders. In 2026 Heartland RADAC received new funding to support workforce development for the organization's employees. This one-time funding has helped enhance clinical skills and support professional development. Continued investment from Douglas County is vital to protecting service continuity and meeting the growing behavioral health needs of Douglas County residents.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

As of June 30, 2025, Heartland RADAC has $5,133,019 in unrestricted funds. The agency maintains a reserve equal to six months of operating expenses, which is recognized as the best practice in nonprofit financial management. This reserve helps the organization withstand economic fluctuations, remain stable during unexpected events, and manage cash flow shortfalls, especially when funder payments are delayed.

Fluctuating revenue impacts our agency's reserve, which is critical for maintaining financial stability and delivering consistent services. When revenue decreases or fluctuates, it restricts our ability to grow or sustain the reserve, which is essential for covering unexpected costs and ensuring program continuity. Without a stable reserve, we may need to scale back or delay services, reducing our capacity to meet community needs. To maintain high-quality services and long-term stability, we request more consistent or flexible funding support to help stabilize our reserve and prevent service disruptions.

Analysis of expenditure changes

Over the past several years, Heartland RADAC has consistently experienced increases in operational expenditure. Key cost increases include:

- Significant increases in health insurance premiums
- Costs for travel and training expenses, and
- Increase in utilities and building maintenance costs.

As with many families and businesses, the cost of living – and the cost of doing business – has increased significantly. To remain competitive in this environment and to attract and retain qualified staff, Heartland RADAC has implemented Cost of Living Adjustments (COLA). These expenditures are essential not only to maintain operations but to preserve service quality, workforce stability, and client outcomes. Without continued investment, particularly from Douglas County, program capacity and consistency could be jeopardized.

Douglas County Funding Changes

Heartland RADAC is requesting level funding. Historically, Douglas County has played a key role in funding Heartland RADAC's ICC, RC/PM, and Supervision of the ICC program in this community. Funding has come from multiple county sources and has shifted over time, making sustained support vital for service continuity.

For 2027, Heartland RADAC respectfully requests a total of $817,520 from Douglas County to support both core services to maintain the current staffing levels.

2027 Staffing Plan Supported by Douglas County

The total request for 2027 reflects the optimal ICC, RC/PM, and Supervision coverage and includes:

- 5 ICCs
- 1 RC/PMs
- .5 ICC Supervisor
- 2 FTE Peer Fellows (one County funded, one agency supported)

Attachment A- Heartland RADAC 2025 ICC Client Outcomes Highlights

Client Engagement

During calendar year 2025 Heartland RADAC provided ICC services to 547 unduplicated individuals through the support of this contract including 474 ICC and Peer, and 73 Peer-Only clients. The data reflected in this report will summarize outcomes for the 474 ICC and Peer clients only. Future reports will include data from Peer-Only clients as well.

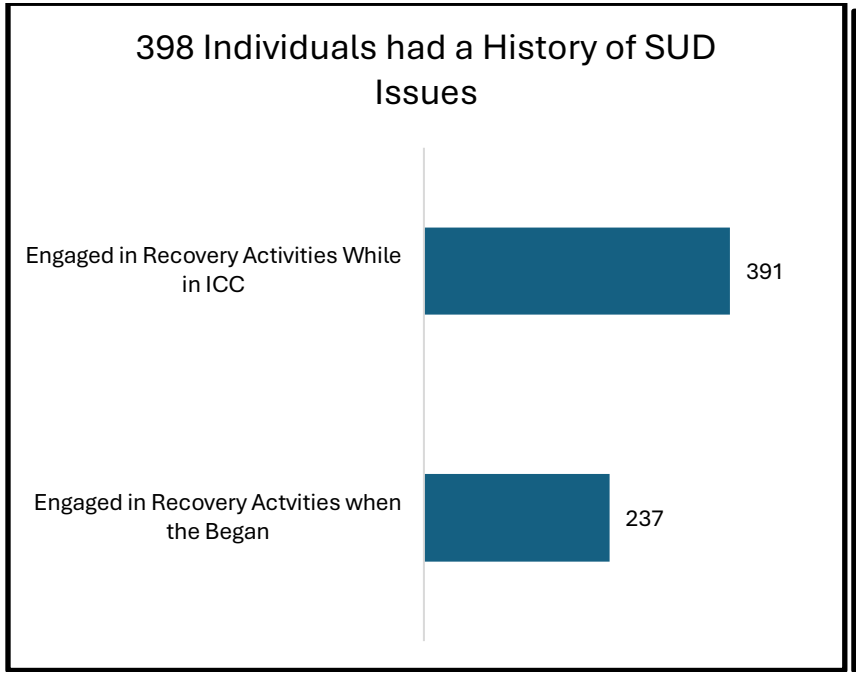
Definition of ICC Douglas County Clients

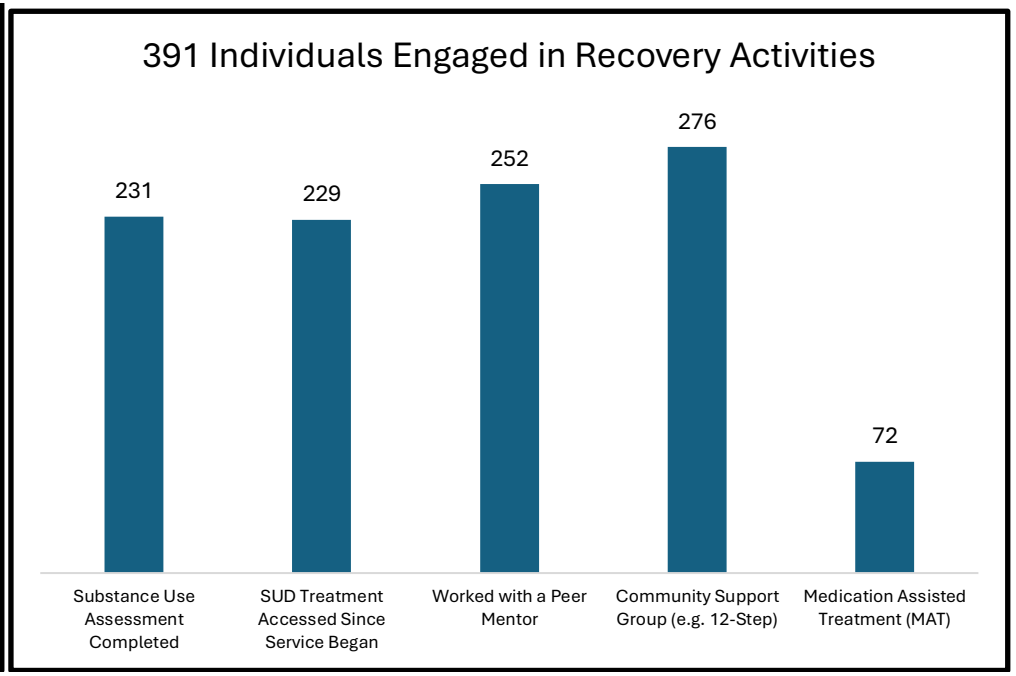
All ICC clients were either residents of Douglas County while they received services or were referred to services from one of the service partners in Douglas County including:

- Bert Nash
- DCCCA
- Lawrence-Douglas County Fire & Medical Mobile Integrated Health Team
- LMH ER, Hospital, Clinic or OBGYN
- Lawrence Community Shelter
- Heartland Community Health Clinic
- Mobile Crisis Response
- Homeless Response Team
- Familiar Faces Initiative
- Mirror, Inc.
- Douglas County Jail
- Douglas County Corrections
- Douglas County Government or Health Department
- Dougals County Treatment and Recovery Center (TRC)
- Douglas County Pallet Housing
- Douglas County Homeless Response Team

Outcome Measure Highlights
Heartland RADAC measures client status and engagement in community-based services at three intervals: when they begin ICC services, during a reporting period, and “if ever” engaged in recovery activities since services began.

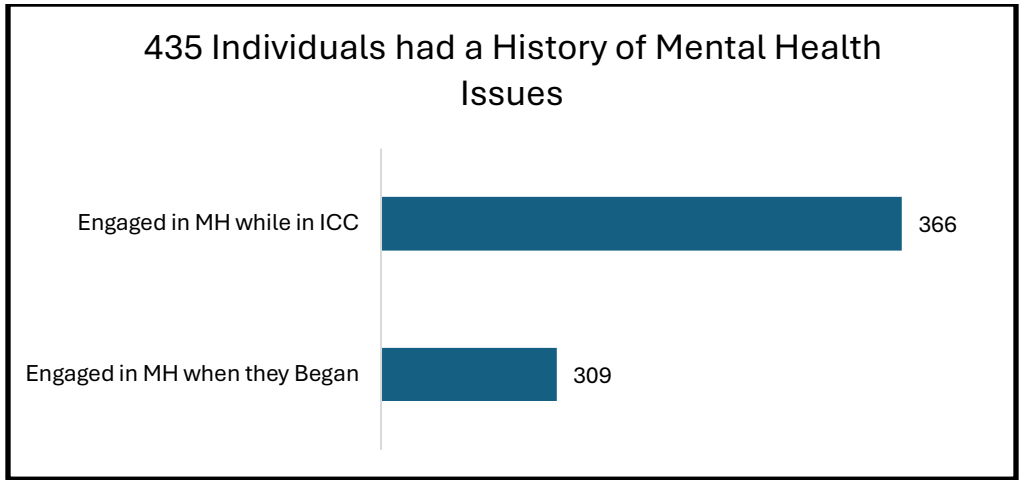
Engagement In Recovery
ICC clients are linked to recovery services and activities such as SUD Treatment, Detox, 12-Step and other community support groups, Medication Assisted Treatment (MAT) and Recovery Coaches. During 2025, 398 individuals receiving services reported a history of substance use, or both substance use and mental health issues. Of those, 98% (391) have engaged in recovery activities since services began.





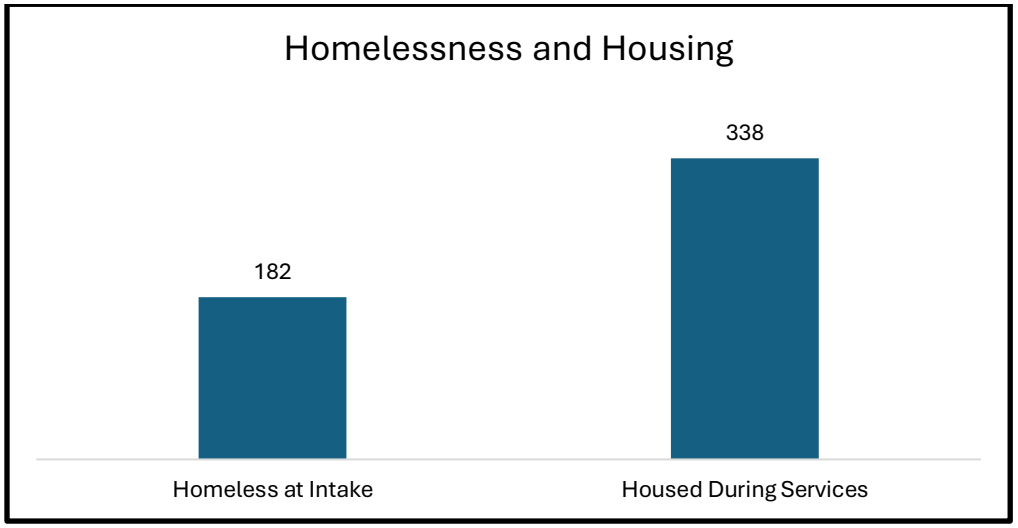
Mental Health Measures

ICC clients are linked to mental health services at Bert Nash, Heartland Community Health Center and other providers. During 2025, 435 individuals receiving services reported a history of mental health issues or both mental health and substance use issues. Of those, 84% (366) have accessed mental health services since ICC began.



Housing Measures

In 2025, 182 ICC clients were homeless when they began ICC services. Throughout services 338 were in transitional or permanent housing.



Attachment B – Heartland RADAC Leveraged Funds

Douglas County ICC and Leveraging of other Funding Streams and Services

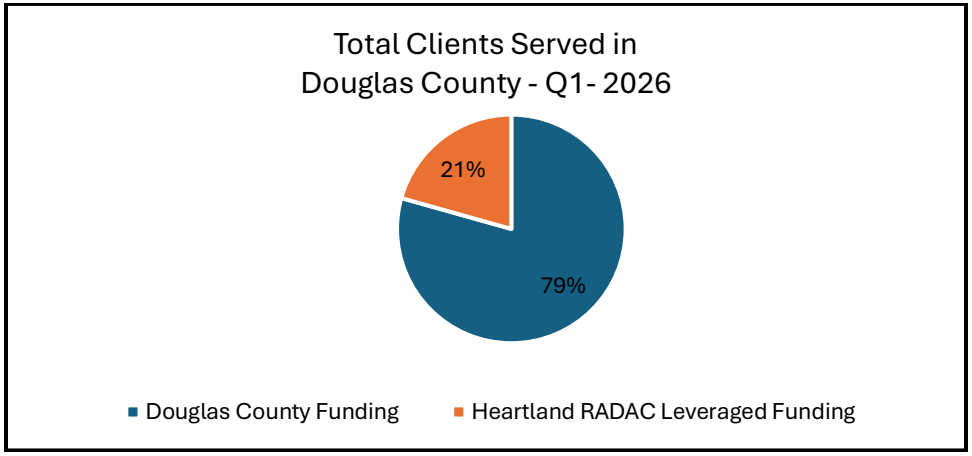
Heartland RADAC leverages Douglas County's investment by combining it with other regional and statewide funding sources to expand access, continuity of care, and coverage for Douglas County residents. This strategic alignment multiplies the County's impact and ensures continuity of care.

Service Summary: Q1 2026

In the first quarter of calendar year 2026, Heartland RADAC provided services to **465 Douglas County residents**. Of those:

- 369 unduplicated individuals (79%) received services funded directly by Douglas County
- 96 unduplicated individuals (21%) received services funded through other leveraged sources including:
  - 72 Clinical SUD Assessments
  - 24 CC clients funded through other leveraged resources

*After ICC services began, 27 ICC clients moved into or out of Douglas County (also counted in 369 above). Additionally, some clients were not residents but were referred through County partners such as the ER or treatment programs. In such cases, Heartland RADAC leverages statewide and other regional ICC contracts to provide uninterrupted care, ensuring that County residents receive needed support regardless of jurisdictional boundaries.



Total Funding Spent in Douglas County – Q1 - 2026		
Funding from Douglas County	***Leveraged Funding by Heartland RADAC***	***Total Funds Spent in Douglas County***
$189,125	$162,352	$354,477

This strategic leveraging of funds maximizes the reach and impact of County investments, yielding a high return on public resources and aligning with County priorities in health, housing, and justice.

Attachment C: Equity - Demographics of ICC Douglas County Clients Compared to Census Data

Heartland RADAC
2025

	ICC Clients Douglas County 2025		Census Data Douglas County
	#	%	%
Gender			
Male	192	41%	49.50%
Female	282	59%	49.50%
Total	**474**	100%	
Gender Preference			
Transgender	4	1%	N/A
Non-Binary	5	1%	N/A
Total	**9**	2%	
Race			
White	320	68%	88.10%
Black	58	12%	1.90%
Native/Hawaiian	3	1%	0.10%
Asian	2	0%	6.20%
American Indian/Alaska	41	9%	0.60%
Other Single Race	8	2%	N/A
More than One Race	40	8%	3.00%
Unknown	2	0%	N/A
Total	**474**	100%	
Ethnicity	58	12%	10%

2027 Budget Request Detail

calculated fields

Community Partner	Independence, Inc.					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	2,176,602	2,418,828	3,001,702	3,511,540	3,511,540	3,112,040
Douglas County	215,000	215,000	215,000	215,000	215,000	215,000
City of Lawrence	69,308	52,148	76,242	75,000	75,000	75,000
United Way	0	0	0	0	0	0
Grants	558,409	923,031	1,472,604	2,026,284	1,875,000	1,500,000
Fundraisers	0	0	0	0	0	0
Contributions	13,178	15,969	14,738	12,000	15,500	12,000
Other	4,311,831	5,076,857	5,808,970	4,818,000	5,000,000	5,200,000
Other	335,629	543,761	1,056,866	745,500	685,000	715,000
Interest	25,056	55,143	63,209	45,000	42,000	40,000
Total Revenues	5,528,411	6,881,909	8,707,629	7,936,784	7,907,500	7,757,000
Total Revenues and Fund Balance	7,705,013	9,300,737	11,709,331	11,448,324	11,419,040	10,869,040
Expenditures:						
Salaries	4,605,597	5,123,454	7,019,820	6,255,142	6,850,000	6,900,000
Employee Benefits	54,603	73,942	78,496	108,683	100,000	110,000
Health Insurance	142,684	166,426	211,700	285,284	280,000	295,000
Supplies	13,049	17,584	22,867	19,500	25,000	30,000
Utilities, Building Maint.	79,145	95,224	97,802	149,578	150,000	175,000
Travel & Training	26,725	26,323	30,995	33,000	40,000	45,000
Office Equipment	0	0	0	0	0	0
Debt Payments	0	0	0	0	0	0
Other	219,061	386,412	498,496	525,563	512,000	535,000
Other	145,321	409,670	237,615	394,449	350,000	395,000
Other						
Total Expenditures	5,286,185	6,299,035	8,197,791	7,771,199	8,307,000	8,485,000
Ending Fund Balance 12/31/xx	2,418,828	3,001,702	3,511,540	3,677,125	3,112,040	2,384,040

Community Partner	**Independence Inc**	**Contact Name**	**Jill Dudley**
2027 Request Amount	**$ 215,000**	**Phone Number**	**785-841-0333**
Total Partner Budget	**$ 8,485,000**	**Email**	**jdudley@independenceinc.org**
Unrestricted Fund Balance	**$ 3,112,040**	**Website**	**https://www.independenceinc.org**

Community Partner Summary

Community Partner Overview
Founded in 1978, Independence, Inc. is an Independent Living Resource Center dedicated to maximizing the independence of people with disabilities. Our mission is achieved through advocacy, peer support, skills training, transportation, and community education. We are a nonprofit, community-based organization uniquely operated by and for people with disabilities—at least 51% of our staff and Board of Directors identify as individuals with disabilities. This structure ensures that lived experience guides our programs, services, and advocacy efforts. Independence, Inc. provides the five federally mandated Core Services required of all Centers for Independent Living (CILs): Advocacy, Independent Living Skills Training, Information and Referral, Peer Counseling and Peer Support, and Transition Services for individuals leaving institutional settings and youth transitioning from post-secondary environments. In addition, we offer a range of supplemental services to meet diverse community needs, including transportation, an equipment loan program, assistive technology, computer learning opportunities, financial management services, independent living counseling, and community service coordination. Through these services, Independence, Inc. empowers individuals with disabilities to develop the skills, confidence, and resources necessary to live independently and fully participate in their communities.
Service Overview

Funding from Douglas County supports Independence, Inc.'s Transportation Program, including the required 30% and 20% local match for Kansas Department of Transportation (KDOT) grants. These funds are also critical in offsetting operational and administrative costs associated with delivering services. We additionally request flexibility to apply funds toward general operations if needed to ensure continuity of services.

This program provides accessible transportation to individuals with disabilities and the general public, with a particular focus on underserved rural areas of Douglas County. General public rides are primarily provided outside of Lawrence, while transportation for people with disabilities includes:

- Rides from rural communities into Lawrence for employment, medical appointments, and community participation
- Out-of-town medical transportation to Kansas City, Topeka, and Leavenworth
- Limited in-town rides within Lawrence for individuals unable to access the T Lift paratransit system

Independence, Inc. coordinates closely with existing providers to avoid duplication of services. We complement the Lawrence Transit System and refer seniors to the Senior Resource Center as a first option for transportation.

As a KDOT-funded provider, Independence, Inc. is required to secure local matching funds. Douglas County funding is essential in meeting this requirement while also supporting additional service costs and administrative expenses such as office space, utilities, and program oversight.

Transportation expenses include the operation of five accessible vehicles equipped with manual ramps, enabling service for individuals with mobility challenges. Key cost drivers include fuel, maintenance, insurance, vehicle registration, staff wages, and training.

Despite this support, program expenses exceed KDOT funding. Rising fuel costs and workforce retention challenges continue to significantly impact the program. The cost per ride ranges from $24 to $39 one-way ($48 to $78 round trip), while fares remain highly subsidized to ensure accessibility:

- $3 per one-way trip within Lawrence
- $5 per one-way trip from rural Douglas County into Lawrence
- $30 for out-of-town medical trips

Douglas County funding allows Independence, Inc. to sustain this vital service at affordable rates. Without this support, many individuals—particularly those in rural areas or with accessibility needs—would have no viable transportation options.

On average, the program provides more than 450 rides per month, including approximately 150 rural county rides and 45 out-of-town medical trips. Despite this reach, demand continues to exceed capacity, with an average of 40 ride requests unmet each month.

Independence Inc. is currently the only transportation provider serving non-senior residents in rural Douglas County and the sole provider of out-of-town medical transportation. This program fills a critical gap, ensuring that individuals with disabilities and others with limited transportation access can remain connected to essential services, employment, and their communities.

Equity

What is your organization doing to advance equity?
Independence, Inc., as a Center for Independent Living (CIL), is deeply committed to advancing equity and building a more just and inclusive community. CILs are consumer-controlled, community-based, cross-disability, nonresidential nonprofit organizations designed and operated by individuals with disabilities to provide a wide range of independent living services. In alignment with this model, at least 51% of our staff and 51% of our Board of Directors are individuals with disabilities, ensuring that lived experience informs all aspects of our work. As an organization representing a diverse cross-section of individuals who have experienced systemic barriers and historic inequities, we recognize the persistent disparities faced by many communities. We are part of a broader network of organizations and advocates working collaboratively to drive meaningful, systemic changes. This commitment is rooted in the philosophy of the Independent Living Movement, which affirms that people with disabilities are the most qualified experts on their own needs and should lead the development of solutions that impact their lives. Independence, Inc. promotes equity through peer-based support, advocacy, and education that empowers individuals to achieve greater independence and self-determination. We actively collect and analyze demographic data to guide outreach efforts, ensuring that services reach underserved and marginalized populations within our communities. Our commitment to equity is further demonstrated through active participation in key local, state, and national partnerships, including the Kansas Advocates Network (KAN), Unite Us, the Workforce Center, the Coalition for Human Services, APRIL Youth Coordinators, the Affordable Housing Advisory Board, SPIL Outreach Kansas, the National Council on Independent Living (NCIL), the State Plan for Independent Living (SPIL), and the State Independent Living Council of Kansas (SILCK). Through these efforts, Independence, Inc. continues to advance inclusive practices, reduce barriers, and create opportunities for all individuals with disabilities to fully participate in their communities.
Have you employed strategies to mitigate equity considerations? Please list those below.

Independence, Inc. implements a comprehensive and intentional approach to advancing equity and reducing barriers for individuals with disabilities and other underserved populations. Our strategies include:

• Representative Leadership and Staffing: At least 51% of our staff and 51% of our Board of Directors are individuals with disabilities, ensuring leadership reflects the communities we serve.

• Inclusive Recruitment Practices: We actively recruit staff and board members from underserved and marginalized populations to strengthen diverse perspectives within our organization.

• Advocacy at All Levels: We provide both individual and systems advocacy at the local, state, and national levels to address inequities and promote disability rights.

• Data-Driven Outreach: We collect and analyze demographic data to identify gaps in service and guide targeted outreach to underserved communities year over year.

• Education and Awareness: Our website includes accessible resources on the history and formation of Centers for Independent Living, disability rights movements, and civil rights laws.

• Commitment to Accessibility: We provide materials in multiple accessible formats, including Braille, large print, electronic formats, and interpreter services, to ensure equitable access to information.

• Community-Based Service Delivery: We meet individuals where they are, offering services within the community to reduce access barriers.

• No-Cost Services: Core services are provided free of charge to eliminate financial barriers to access.

• Language Access: Sign language and other language interpreters are provided upon request to support effective communication.

• Staff Training: Ongoing professional development includes diversity, equity, and intersectionality training to strengthen culturally responsive service delivery.

• Multiple Communication Channels: We offer a variety of communication methods—including phone, email, text, website, chat, and social media—to meet diverse needs and preferences.

• Continuous Feedback and Improvement: We actively solicit feedback from consumers and community members, which directly informs our organizational strategic plan and aligns with the State Plan for Independent Living (SPIL) every three years.

Through these strategies, Independence, Inc. works to ensure equitable access, amplify diverse voices, and continuously improve services to meet the evolving needs of the community.

Budget Request Analysis

Analysis of Revenue Sources

Independence, Inc. utilizes a diverse funding structure to sustain its programs and services, including a combination of federal, state, and local funding streams, as well as earned revenue. A significant portion of organizational funding is derived from Medicaid reimbursements and fee-for-service activities, which support ongoing service delivery.

Transportation services in Douglas County are supported through a combination of public funding and program-generated revenue. Key funding sources include:

- Douglas County Grant Funding: Provides essential local support for transportation services and fulfills required matching funds for state grants.
- Kansas Department of Transportation (KDOT) Grants: State funding that supports program operations but requires local match contributions.
- Medicaid Reimbursements: Available for eligible individuals enrolled in KanCare who are traveling to Medicaid-approved medical appointments.
- Consumer Fares: Modest fees collected from riders are reinvested directly into the transportation program to help offset operating costs and maintain service availability.

While these funding sources are critical, they do not fully cover the cost of delivering transportation services. As a result, Independence, Inc. must continuously seek and leverage multiple funding streams to ensure the program remains accessible, affordable, and sustainable for the community.

Independence, Inc.'s Transportation Program faces several ongoing risks that impact its financial sustainability and service capacity. A primary concern is the organization's reliance on variable funding sources, including federal and state grants, Medicaid reimbursements, and local funding. Changes in funding levels, reimbursement rates, or grant availability could significantly affect the program's ability to maintain current service levels.

The requirement to provide local matching funds for Kansas Department of Transportation (KDOT) grants presents an additional financial risk. Without continued support from Douglas County and other local sources, Independence, Inc. may be unable to fully access available state funding, resulting in reduced services.

Operational costs also pose a significant challenge. Fluctuations in fuel prices, rising vehicle maintenance expenses, insurance costs, and the need to offer competitive wages to recruit and retain qualified staff all contribute to increasing program expenses. These costs consistently outpace revenue generated through grants and consumer fares.

Demand for transportation services continues to exceed capacity. Independence, Inc. currently turns away an average of 40 ride requests per month due to limited resources. This gap highlights the risk of unmet community needs, particularly for individuals in rural areas and those requiring accessible transportation for medical care and employment.

Additionally, Medicaid reimbursement is limited to specific eligible trips and does not cover the full scope of services provided. This creates

a funding gap for non-Medicaid riders and for trips that fall outside of reimbursable categories, such as employment or community-based activities.
As the only provider of transportation for non-senior residents in rural Douglas County and the sole provider of out-of-town medical transportation, any disruption in services would have a significant impact on community access to essential resources. Without sustained and flexible funding, there is a risk of reduced service availability, increased wait times, and further unmet demand.
To mitigate these risks, Independence, Inc. continues to pursue diversified funding sources, maintain strong community partnerships, and advocate for increased investment in accessible transportation services.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

Independence, Inc.'s Transportation Program operates within a complex funding structure that requires careful financial management to maintain service continuity. Beginning and ending fund balances are influenced by multiple variable revenue streams, restricted funding requirements, and fluctuating operational costs.
Program revenues are derived from a combination of grants, Medicaid reimbursements, contracts, and consumer fares. Transportation services are provided to individuals with disabilities and the general public, with a primary focus on rural Douglas County. Services include local and regional trips for employment, medical appointments, and community participation, as well as out-of-town medical transportation to Kansas City, Topeka, and Leavenworth.
Independence, Inc. has established subcontract agreements with Managed Care Organizations to provide Medicaid-funded transportation for eligible medical appointments. Additional, though less predictable, revenue is generated through contracts with workers' compensation companies to provide transportation for injured individuals. Because these services depend on claim volume, they do not represent a consistent or reliable funding stream.
The organization has taken proactive steps to strengthen financial stability, including establishing an endowed fund through the Douglas County Community Foundation. This fund serves as a safeguard to provide temporary support in the event of significant disruptions to state or federal funding. Independence, Inc. also actively pursues grant opportunities to offset costs such as facility maintenance, helping to preserve operational funds for direct services.
A growing Financial Management Services (FMS) program has increased overall cash flow; however, these funds are restricted. Medicaid fee-for-service revenue associated with FMS is passed through directly to cover participant-directed care attendant wages and required employer taxes. Independence, Inc. retains only a fixed administrative fee for providing these services. All FMS funds are subject to strict annual audit requirements, and any unexpended funds must be returned to the State of Kansas, limiting their impact on ending fund balances.
While Independence, Inc. does not currently maintain restrictions on dedicated cash reserves, most grant funding is restricted to specific activities and outcomes. This limits the organization's flexibility in reallocating funds to address emerging needs or operational shortfalls.
Financial oversight is a critical component of organizational stability. Independence, Inc. undergoes an annual independent audit in accordance with Generally Accepted Auditing Standards (GAAS), as well as a triennial review by the Kansas Department of Transportation

(KDOT). These reviews include policy evaluation and financial monitoring by both KDOT personnel and external auditors. Additionally, the organization completes the required Independent Auditor's Statement of Financial Data (IAS-FD) in compliance with KDOT guidelines. Overall, beginning and ending fund balances remain sensitive to external funding variability, restricted revenue sources, and rising operational costs. Maintaining adequate fund balances requires ongoing diversification of revenue, careful fiscal management, and continued investment in sustainable funding strategies.

Analysis of expenditure changes

Independence Inc. has experienced notable increases in operating expenses across multiple areas, driven by aging infrastructure, rising service demand, and workforce-related costs.

Facility and capital maintenance needs have grown significantly due to the age of the organization's building and transportation fleet. Routine upkeep costs continue to rise, and major capital improvements are now required, including the full replacement of the organization's parking lot, with an estimated cost of $60,000. These types of large, infrequent expenses place additional strain on limited and often restricted funding sources.

Vehicle-related expenses remain variable but consistently high. While routine maintenance is performed regularly, the high volume of rides provided results in rapid vehicle wear and increased mileage, leading to more frequent repairs and higher long-term maintenance costs.

The organization has also seen substantial growth in its Financial Management Services (FMS) program. While this has increased overall expenditures, the majority of associated revenue is pass-through funding used to pay participant-directed care attendants and related employer taxes. Independence, Inc. retains only a fixed per-member-per-month administrative fee, limiting the net financial impact of this program on operational sustainability.

Personnel-related expenses have increased significantly in recent years. Recruitment and retention of qualified staff have become more challenging in a competitive labor market, requiring higher wages and enhanced benefits. The organization has experienced rising costs for health insurance, workers' compensation, and unemployment insurance. In response, Independence, Inc. has expanded its benefits package to include a SIMPLE IRA retirement plan to remain competitive and support long-term staff retention.

Overall, expenditure growth continues to outpace increases in flexible revenue, placing pressure on the organization's operating budget. These trends highlight the need for sustained and diversified funding to maintain service levels and ensure long-term program stability.

Independence, Inc. actively implements cost-control and efficiency strategies to manage rising expenses while maintaining high-quality services. The organization prioritizes preventive vehicle maintenance to reduce costly repairs and extend fleet lifespan and strategically schedules rides to maximize efficiency and minimize fuel usage. Efforts are made to pursue grant funding and community partnerships to offset capital expenses, such as facility improvements and equipment needs. Administrative costs are carefully monitored, and technology is leveraged where possible to streamline operations and reduce manual processes. Additionally, Independence, Inc. evaluates staffing

structures and service delivery models to ensure resources are used effectively while continuing to meet community demand. These strategies support the organization’s commitment to fiscal responsibility and long-term sustainability.

2027 Budget Request Detail

calculated fields

Community Partner	Jayhawk Area Agency on Aging, Inc.					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	276,663	848,695	1,181,925	1,728,920	1,728,920	1,919,893
Douglas County	145,000	145,000	145,000	145,000	145,000	145,000
City of Lawrence	0	0	0	0	0	0
United Way	0	0	0	0	0	0
Grants: KDADs, KDOT, Cap-Fed, etc.	4,070,000	3,829,492	3,433,159	3,601,891	3,397,751	3,314,039
Fundraisers	0	0	0	0	0	0
Contributions	1,396	13,926	30,671	10,500	7,198	10,500
Other: SN & JF Counties, City of Topeka	86,250	80,500	105,500	94,150	94,960	95,500
Other: Prog Inc, ADRC, ACM, VDC, C4A, Misc	792,321	949,005	1,230,310	1,276,986	1,137,269	1,256,577
Interest/Investment Income	47,330	82,016	55,479	35,000	46,626	38,000
Total Revenues	5,142,297	5,099,939	5,000,119	5,163,527	4,828,804	4,859,616
Total Revenues and Fund Balance	5,418,960	5,948,634	6,182,044	6,892,447	6,557,724	6,779,509
Expenditures:						
Salaries	1,353,408	1,456,579	1,458,868	1,620,612	1,543,472	1,613,587
Employee Benefits	234,785	263,741	270,371	306,924	283,689	306,318
Health Insurance	98,061	125,871	167,578	233,746	174,059	208,582
Supplies	37,130	28,271	42,756	44,000	32,683	44,500
Utilities, Building Maint.	60,857	77,145	71,646	70,998	74,738	78,250
Travel & Training	36,560	57,176	73,266	79,530	63,678	70,329
Office Equipment	23,794	81,097	41,545	40,000	8,099	45,000
Debt Payments	0	0	0	0	0	0
Other: Commercial Insurance	19,994	20,015	19,829	22,119	25,623	22,119
Other: Sub-provider services to clients	2,438,441	2,374,395	2,019,107	2,159,011	2,170,621	2,151,776
Other: Contractual, InKind, Other	267,235	282,419	288,158	486,241	261,169	305,417
Total Expenditures	4,570,265	4,766,709	4,453,124	5,063,181	4,637,831	4,845,878
Ending Fund Balance 12/31/xx	848,695	1,181,925	1,728,920	1,829,266	1,919,893	1,933,631

1 - Auditors required 2022 income to be booked in 2023. This caused a net loss in 2022 and overstated income in 2023. Years 2021-2024 includes Federal ARPA dollars that were used for client services. These dollars end with Fiscal Year 2025. ADRC contract ended June 30, 2025. ADRC income and expenses included in 2023, 2024 and part of 2025.

Community Partner	**JAAA**	**Contact Name**	**Susan Harris**
2027 Request Amount	**$ 145,000**	**Phone Number**	**785-235-1367**
Total Partner Budget	**$ 4,845,878**	**Email**	**sharris@jhawkaaa.org**
Unrestricted Fund Balance	**$ 1,919,893**	**Website**	**https://www.jhawkaaa.org**

Community Partner Summary

Community Partner Overview
The Jayhawk Area Agency on Aging (JAAA) supports older adults in Douglas, Jefferson, and Shawnee counties to remain independent, safe, and connected in their homes and communities, helping delay or prevent unnecessary nursing facility placement. As the designated Area Agency on Aging, JAAA administers approximately $2 million annually through the Older Americans Act (OAA) to deliver critical services to older adults and caregivers. JAAA leverages these federal funds through a network of community-based providers to maximize impact. In Douglas County, contracted services include home-delivered meals (Lawrence Meals on Wheels and Midland Meals on Wheels), congregate meals (Midland Meals on Wheels at Babcock Place and Midland Care PACE Services Center), legal assistance (Kansas Legal Services), and in-home supports such as attendant care, homemaker services, and caregiver respite. These services address essential needs including nutrition, safety, and daily living support. JAAA directly provides information and assistance, outreach, and case management for individuals age 60+ with functional needs, ensuring coordinated access to services. The CHAMPSS congregate meal program expands access to nutrition through community-based settings, including Hy-Vee locations in Lawrence. Caregiver support services further strengthen family caregiving through education, support, and resource coordination. In addition, JAAA administers programs that support long-term care access and financial stability, including CARE assessments (PASRR), Administrative Case Management for KanCare HCBS waivers and PACE, Medicare counseling (SHICK, MIPPA, SMP), and Certified Application Counselor services for the Health Insurance Marketplace. Local investment is critical to sustaining this system. Douglas County funding, including $65,000 used as required match, enables JAAA to draw down federal OAA funds and expand service capacity. An additional $80,000 supports Project Lively, further advancing
Service Overview

In FY 2025, Jayhawk Area Agency on Aging (JAAA) allocated just over $1.5 million in Older Americans Act (OAA) funds to community-based agencies for services including information and outreach, personal care, homemaker services, home-delivered and congregate meals, respite care, legal assistance, transportation, and caregiver support. JAAA also allocates just under $400,000 to directly operate programs and services including CHAMPSS, information and referral, assessment, case management, and caregiver support services such as support groups, assistance and information, and public information services. JAAA staff also monitor OAA-funded recipient agencies to ensure compliance with the Older Americans Act and program requirements.

JAAA maintains a service presence in Douglas County through office space at Independence, Inc., where one full-time Case Manager and one full-time Caregiver Support Specialist provide services to older adults and caregivers throughout the tri-county planning and service area. In addition, Project Lively employs two full-time Project Lively Case Managers and rents office space at Senior Resource Center (SRC) to support service delivery in Douglas County.

CHAMPSS (Choosing Healthy Appetizing Meal Plan Solutions for Seniors) provides congregate meals to adults age 60 and older in non-traditional community dining settings. The program allows participants to choose breakfast, lunch, or dinner and order from a healthy menu in an inclusive public dining environment. In Lawrence, CHAMPSS meals are currently available at Hy-Vee. Meals served through CHAMPSS must meet federal dietary guidelines for Older Americans Act nutrition programs. In fiscal year 2024, 5,837 meals were provided to 453 Douglas County residents through CHAMPSS. JAAA continues to explore additional partnerships with restaurants and cafés to expand the program and increase access to congregate meals in the community.

Project Lively began in Douglas County in 1982 as a service of the Douglas County Health Department. Since 2021, Project Lively has evolved into a safety-net program focused on older adults experiencing crises and needing intensive, wrap-around support. JAAA has worked closely with Douglas County and community partners to review, improve, and adapt the program to better meet local needs and serve the community's most vulnerable older adults.

Currently, Project Lively primarily serves individuals utilizing EMS for non-emergent issues. Referrals are made through a Community Outreach Referral Form (CORF) in the My Resource Connection platform by EMS. Project Lively operates as part of a coordinated community response that also includes EMS, Mobile Integrated Health (MIH), and Community Support Workers through the Douglas County Health Department.

Project Lively case management connects individuals to a broad network of community-based services and provides follow-up to help address complex needs. Case managers assist with housing, insurance, meals, medical services, personal care, transportation, safety, home maintenance, advance directives, financial assistance, and other supports. This broad, person-centered approach allows staff to identify the root causes of instability and work with the individual to improve functioning and quality of life. Project Lively addresses issues such as cognition, medication management, transportation barriers, financial concerns, food security, legal needs, home safety and accessibility, and social isolation while respecting each individual's wishes, preferences, and goals.

Equity

What is your organization doing to advance equity?
The Older Americans Act (OAA), which establishes and governs Area Agencies on Aging, requires services to be targeted to older adults with the greatest economic and social need, with particular emphasis on individuals who are low-income, reside in rural areas, are members of minority populations, have limited English proficiency, or have physical or mental impairments. JAAA advances equity by aligning all programs, funding decisions, and service delivery practices with these federal priorities to reduce disparities in access to services. JAAA provides OAA-funded services to individuals age 60 and older without means testing, ensuring equitable access regardless of income. Services are offered on a voluntary contribution basis, and individuals are clearly informed that inability to contribute will not result in denial or reduction of services. This removes financial barriers to access while allowing contributions to be reinvested to expand service capacity and reach additional individuals in need. JAAA actively works to identify and reduce access barriers, including transportation challenges, limited awareness of available services, language barriers, and social isolation. Targeted outreach is conducted in underserved and rural areas and through partnerships with community organizations that serve low-income and minority populations. JAAA participates in resource fairs, community events, and collaborates with agencies addressing basic and emergency needs to ensure individuals who may not otherwise seek services are informed and connected. To support measurable outcomes and continuous improvement, JAAA collects and analyzes participant demographic data, including income relative to the federal poverty level, geographic location, and preferred language. This data is used to evaluate whether services are reaching priority populations, identify service gaps, and adjust outreach and program strategies accordingly. JAAA monitors service utilization and trends to ensure resources are directed toward individuals with the greatest need, consistent with OAA requirements. JAAA also promotes equitable service delivery through person-centered approaches that respect individual preferences, cultural considerations, and unique life circumstances. Programs are designed to be flexible and responsive, allowing individuals to access services in ways that best meet their needs. Through intentional targeting, barrier reduction strategies, data-informed decision-making, and ongoing evaluation, JAAA works to reduce disparities and ensure that all older adults—particularly those most at risk—have equitable access to the services and supports necessary to remain independent in their homes and communities.
Have you employed strategies to mitigate equity considerations? Please list those below.

Jayhawk Area Agency on Aging (JAAA) has implemented multiple strategies to address and mitigate equity considerations across service delivery, governance, and community engagement.

JAAA provides ongoing staff training on equitable service provision, customer service, and employment practices to ensure staff are equipped to serve diverse populations with cultural awareness and sensitivity. This training supports consistent, respectful, and person-centered interactions with all individuals seeking services.

JAAA actively works to ensure that its Board of Directors and Advisory Council reflect the diversity of the communities served. This includes targeted outreach to individuals from low-income and minority populations to strengthen representation in governance and decision-making processes.

JAAA conducts regular community needs assessments with intentional focus on underserved and underrepresented populations. These efforts are designed to gather direct input from individuals experiencing barriers to services, allowing JAAA to identify gaps, adjust existing programs, and develop new service offerings that better meet community needs.

JAAA also prioritizes participation in community-wide discussions and collaborative initiatives related to equity. By maintaining a presence in these efforts, JAAA ensures that the needs and perspectives of older adults are included in broader planning processes and that aging populations are not overlooked in equity-focused initiatives.

In addition, JAAA integrates feedback and data collected through outreach, assessments, and service delivery into ongoing program evaluation and planning. This continuous improvement approach supports the identification and reduction of disparities and strengthens the agency's ability to respond effectively to evolving community needs.

Through these strategies, JAAA demonstrates a proactive and sustained commitment to mitigating equity-related barriers and advancing inclusive, accessible services for all older adults within its service area.

Budget Request Analysis

Analysis of Revenue Sources

Approximately 91% of Jayhawk Area Agency on Aging's (JAAA) total revenue is derived from State of Kansas grants and contracts, which remain consistent with prior years. These state-administered funds are primarily supported through federal funding streams, including the Older Americans Act (OAA), along with a portion of State General Fund (SGF) dollars. This funding structure reflects JAAA's role as the designated Area Agency on Aging responsible for administering federal aging services within its planning and service area.

OAA funding is allocated across specific program categories and is subject to federal requirements, including the provision of local matching funds to draw down and fully utilize available federal dollars. As a result, local funding sources, including county contributions, play a critical role in sustaining service levels and maximizing federal investment in the community.

JAAA maintains a diversified funding structure within its public funding framework, including OAA Titles IIIB (Supportive Services), IIIC1 (Congregate Nutrition), IIIC2 (Home-Delivered Meals), IIID (Health Promotion), and IIIE (Caregiver Support), as well as state-funded programs such as the Kansas Senior Care Act (SCA) and other grants and contracts. While these funding sources are stable, they are restricted in use and cannot be reallocated across program categories, limiting flexibility in addressing emerging or unmet needs.

Local funding, including support from Douglas County, is essential to meeting required match obligations and ensuring the continuation of services. These funds enable JAAA to leverage significantly greater federal resources, resulting in a multiplier effect that expands service capacity and reach. Without local match funding, JAAA would be unable to fully access available federal dollars, directly impacting the level of services provided to older adults.

In addition to public funding, JAAA receives voluntary contributions from program participants; however, these funds represent a small portion of total revenue and are not sufficient to sustain program operations independently. Contributions are reinvested into program services to enhance capacity and extend available resources.

JAAA is requesting level funding from Douglas County for 2025 to maintain current service levels and continue leveraging federal funding. Stable local investment remains critical to sustaining core services, addressing increasing demand, and supporting older adults in remaining independent within their homes and communities.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

Jayhawk Area Agency on Aging (JAAA) maintains clear and structured practices regarding fund balances and restricted reserves to ensure transparency, accountability, and alignment with donor intent and program requirements.

Donations designated for specific programs are recorded directly within the corresponding program budget and are utilized exclusively to support service delivery within that program. For example, contributions specified for Caregiver Support Respite Services are allocated to that program and used solely to provide respite services to eligible individuals. This practice ensures that donor intent is honored and that funds are applied directly to the intended service area.

Undesignated donations are typically allocated to the JAAA Guardian Angel Fund, which serves as a flexible, restricted resource to address unmet needs of older adults that cannot be supported through other funding sources. Use of Guardian Angel Fund dollars is limited to

services, supports, or equipment necessary to assist older adults in maintaining independence and safety when no other funding is available. The current balance of the Guardian Angel Fund is approximately $10,000.00.

In addition, JAAA maintains funds through the Topeka Community Foundation. These funds are not donor-restricted and may be utilized at the discretion of the JAAA Board of Directors to support organizational priorities, address emerging needs, or stabilize services as necessary. This funding provides a modest level of financial flexibility within an otherwise highly restricted funding environment.

JAAA's overall funding structure is largely composed of federal and state grant funds that are program-specific and must be expended within defined timeframes, limiting the accumulation of significant unrestricted fund balances. As a result, beginning and ending fund balances are closely monitored and maintained at levels appropriate to ensure continuity of operations while maximizing the use of available funds for direct service delivery.

Through these practices, JAAA demonstrates responsible fiscal management, adherence to donor intent, and a commitment to directing resources where they are most needed to support older adults in the community.

Analysis of expenditure changes

JAAA has maintained a stable and consistent expenditure pattern over the past three years, with no significant fluctuations in overall spending. Expenditures remain closely aligned with program funding allocations and core service delivery priorities.

Minor variations in expenditures reflect routine operational adjustments, including changes in service demand, provider costs, and utilization levels. These adjustments are carefully managed within existing funding levels and do not represent material or structural changes to the agency's financial position.

JAAA operates with a strong emphasis on fiscal responsibility and efficiency. The majority of expenditures are directed toward direct services and supports for older adults, with administrative costs maintained at appropriate levels in accordance with federal and state guidelines. Ongoing fiscal monitoring and program oversight ensure that funds are used effectively, maximizing the impact of available resources.

This consistency demonstrates that JAAA is operating in a lean and efficient manner, with limited excess capacity within current funding levels. As demand for services continues to grow, maintaining stable funding is critical to sustaining existing service levels and avoiding reductions in access for older adults. By supporting services that help older adults remain safely in their homes, JAAA's programs also contribute to cost avoidance by reducing reliance on more expensive institutional care, including Medicaid-funded nursing facility services.

2027 Budget Request Detail

calculated fields

Community Partner	Just Food of Douglas County					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	2,625,305	2,529,584	2,303,432	2,919,242	2,919,242	2,885,365
Douglas County	50,000	40,000	40,000	65,000	65,000	65,000
City of Lawrence	0	6,850	3,350	6,200		
United Way	18,603	3,750	11,250	18,500	15,000	16,500
Grants	272,367	52,348	251,789	174,935	211,500	200,000
Fundraisers	42,081	191,536	239,926	394,935	302,176	300,000
Contributions	955,807	1,179,680	1,642,607	1,120,000	1,445,340	1,250,000
Other-Peer Fellows Program	0	7,500	15,000	15,000	15,000	15,000
Other-ARPA Funds	0	0	242,500	245,000		
Other- Rental Income at 805	10,800	10,800	22,525	21,924	26,318	28,500
Interest	12,183	4,692	1,525	0	3,070	0
Total Revenues	1,361,841	1,497,156	2,470,472	2,061,494	2,083,404	1,875,000
Total Revenues and Fund Balance	3,987,146	4,026,740	4,773,904	4,980,736	5,002,646	4,760,365
Expenditures:						
Salaries	562,126	707,690	678,464	725,234	656,301	712,500
Employee Benefits	21,120	23,657	25,410	26,066	28,784	32,000
Health Insurance	53,760	73,407	83,403	74,659	72,697	77,850
Supplies	202,343	220,345	247,626	293,599	332,846	356,145
Utilitites, Building Maint.	65,662	52,779	66,302	65,200	69,412	74,500
Travel & Training	0	0	15,417	8,000	8,720	8,400
Office Equipment	37,183	45,349	71,549	71,549	57,664	72,000
Debt Payments	0	0	62,118	0	0	
Other- Accounting/Audit	28,636	34,706	25,541	73,020	100,154	
Other-Program Expenses	86,391	49,340	64,392	105,200	95,171	108,000
Other- Food Purchasing	400,341	498,285	496,896	499,500	675,532	772,800
Other-Consulting/Strategic Planning		17,750	17,544	17,406	20,000	10,000
Total Expenditures	1,457,562	1,723,308	1,854,662	1,959,433	2,117,281	2,224,195
Ending Fund Balance 12/31/xx	2,529,584	2,303,432	2,919,242	3,021,303	2,885,365	2,536,170

Community Partner	Just Food of Douglas Co Inc	Contact Name	Just Food of Douglas County KS, Inc.
2027 Request Amount	$ 65,000	Phone Number	785-856-7030
Total Partner Budget	$ 2,224,195	Email	development@justfoodks.org
Unrestricted Fund Balance	$ 2,885,365	Website	http://www.justfoodks.org

Community Partner Summary

Community Partner Overview
Just Food's (JF) mission is to increase food security in our community by providing dignified access to food while empowering individuals and families through supportive pathways. As Douglas County's (DC) sole food, diaper, and menstrual supply bank, JF provides essential items to more than 12,000 individuals each year. As a Feeding America Redistribution Organization through Harvesters and a proud member of the National Diaper Bank Network and the Alliance for Period Supplies, JF maximizes every dollar through bulk purchasing and resource-sharing partnerships. This work is accomplished through JF's direct-service pantry and a network of more than 30 partner pantries and agencies across DC. These organizations serve vulnerable populations who face barriers accessing JF's location, ensuring nutritious food is available throughout DC at no cost. On average, partner organizations report receiving 70% of their food supply from JF. Partners include The Willow Domestic Violence Center, The Ballard Center, the Lecompton Food Pantry, and many others. This network complements JF's mobile pantry, 17 school-based pantries, university sites, including at the University of Kansas and Haskell Indian Nations University, and the Care Cupboard at Heartland Community Health Center. To further expand access, JF also operates a weekly home delivery program serving 444 homebound households in 2025. Since 2013, Just Food has worked to reduce food waste in DC by recovering surplus food from local grocery stores, restaurants, and farms. Key partners include Dillons, Sprouts, Maceli's Banquet Hall & Catering, and 1900 Barker. Farm gleaning initiatives, in collaboration with the Lawrence-Douglas County Sustainability Office and After the Harvest, further strengthen these efforts. In 2025 alone, JF recovered 1,332,128 pounds of would-be food waste and redistributed it to community members facing food insecurity at a cost-savings of more than $2.6M to JF.
Service Overview

Just Food works to reduce hunger in Douglas County by ensuring residents have reliable access to nutritious food and essential household items. The need for food assistance in our community remains significant. According to Feeding America, 14% of Douglas County residents experience food insecurity. Data from the Kansas Health Institute shows that 16.1% of children ages 0–17 face food insecurity, while 14.2% of adults living with children report food insufficiency. In practical terms, this means approximately one in six children in Douglas County does not consistently have access to the food they need to grow, learn, and thrive, placing their health, development, and academic success at risk.

Food insecurity continues to disproportionately impact marginalized racial and ethnic communities, further widening existing disparities in health and economic stability. At the same time, recent reductions in federal food assistance programs, like SNAP, are creating new challenges for local hunger relief efforts. Organizations like Just Food are experiencing decreased access to food that was once available at no cost through federal programs.

In the first quarter of 2026, Just Food experienced a 68% reduction in support from The Emergency Food Assistance Program (TEFAP), dropping from 26,760 pounds of food received in the first quarter of 2025 to just 8,594 pounds in the first quarter of 2026. This reduction represents the loss of more than 60,000 meals for our community in 2026. TEFAP is designed to support individuals and families living below 185% of the federal poverty guidelines, making it a critical resource for those facing food insecurity.
These reductions place significant strain on emergency food systems and limit the availability of nutritious food for families who depend on them. The challenge is further intensified by rising food prices. In February 2026, the Consumer Price Index reported a 3.1% increase in food costs nationwide, making it even more difficult for households to meet their basic needs and increasing reliance on organizations like Just Food.

The individuals and families served by Just Food represent a wide range of life circumstances. Many households accessing services are working but still struggle to keep up with the rising cost of living. In Just Food's 2024 shopper survey, 66% of households reported having at least one full-time worker, and 24.4% reported two or more jobs per household. For many, food assistance provides temporary but critical support during periods of financial instability. In fact, 42% of individuals used Just Food services for only two months in 2024, demonstrating how food assistance can stabilize households during short-term crises.

Despite the need, nearly 40% of individuals experiencing food insecurity in Douglas County do not qualify for SNAP benefits, leaving many families without access to federal nutrition assistance. Just Food helps bridge this gap, ensuring households can redirect limited resources toward essential expenses such as housing, utilities, transportation, and medical care.

Food insecurity is also closely tied to long-term health outcomes. Limited access to healthy food contributes to higher rates of chronic

conditions such as diabetes, hypertension, and heart disease. Among the 850+ individuals surveyed in 2024, 46.6% reported at least one household member with high blood pressure, 36.2% reported high cholesterol, and 22.3% reported type 2 diabetes. These findings have informed Just Food's expansion into health-focused programming, including the Care Cupboard at Heartland Community Health Center, as well as increased investment in nutrition education, cooking classes, meal kits, and culturally relevant food options.

Through these services and partnerships, Just Food continues to strengthen the local food system and ensure that all Douglas County residents have access to the healthy food they need to live well.

Equity

What is your organization doing to advance equity?
Advancing equity is central to Just Food's mission and operations. Our work prioritizes the voices and needs of those most affected by food insecurity, including BIPOC communities, seniors, individuals with disabilities, people experiencing homelessness, those experiencing health disparities, and rural residents across Douglas County. A key strategy for advancing equity is ensuring that individuals with lived experience help shape our programs and services. In 2018, Just Food established a Shopper Advisory Board as part of a comprehensive strategic planning process. This board is composed of community members who have experienced food insecurity and provides ongoing guidance on program design, policies, and service delivery. Their insights help ensure that Just Food's programs remain accessible, respectful, and responsive to the needs of the people we serve. In addition to the advisory board, Just Food regularly gathers feedback through shopper surveys, focus groups, and partnerships with community organizations to ensure our services reflect the experiences and priorities of the community. Just Food integrates this feedback into organizational decision-making and program development. Continuous evaluation and community input were key to the success of our 2018 strategic plan, through which the organization achieved 95% of its stated objectives. Building on this progress, Just Food launched a new strategic planning process in 2025 that centers community voices and lived experience in shaping the organization's future priorities. This five-year strategic plan was implemented in March 2026. Equity also guides Just Food's leadership and governance practices. The organization has made intentional efforts to increase representation of BIPOC community members on its Board of Directors and remains committed to prioritizing diversity, lived experience, and cultural competency in the recruitment of both board and staff members. By embedding equity into leadership, planning, and service design, Just Food works to ensure that its programs reduce barriers and expand access to healthy food for all residents of Douglas County.
Have you employed strategies to mitigate equity considerations? Please list those below.

Just Food has implemented multiple strategies to mitigate equity barriers and increase access to nutritious food for populations disproportionately affected by food insecurity.

Supporting BIPOC Communities

According to the U.S. Census Bureau, approximately 20% of Douglas County residents identify as BIPOC, yet nearly half of Just Food shoppers and program participants are BIPOC. Recognizing this disparity, Just Food has implemented several strategies to improve equitable access. We operate satellite pantry locations at trusted community institutions, including Haskell Indian Nations University, to meet people where they are and reduce barriers related to transportation, familiarity, and trust. Just Food also provides multilingual applications, signage, and program materials to ensure that individuals who speak languages other than English can easily access services and navigate the pantry.

Addressing Transportation Barriers and Rural Access

Transportation remains a major barrier to food access, particularly for rural residents and individuals without reliable vehicles. In response, Just Food operates the Cruising Cupboard mobile pantry, launched in 2019 to reach communities living in food deserts and outside Lawrence. The mobile pantry maintains a monthly schedule with stops in Baldwin City, Eudora, Lecompton, and several locations throughout Lawrence. Visitation data is reviewed quarterly to evaluate demand and adjust routes to best meet community needs.

For individuals unable to travel to pantry locations, Just Food operates a weekly home delivery program serving 444 households in 2025, ensuring homebound individuals can still access nutritious food. In 2025, Just Food completed more than 3,428 home deliveries across Douglas County. Additionally, for shoppers who walk or rely on public transit, Just Food helps source grocery carts and other supports to make transporting food more manageable and affordable.

Supporting Health Needs and Dietary Restrictions

Just Food recognizes that equitable food access must also account for health and cultural dietary needs. The organization works to accommodate a range of dietary restrictions including vegetarian, vegan, low-sodium, halal, FODMAP, and religious dietary preferences. Partnerships with healthcare organizations such as Heartland Community Health Center and LMH Health allow Just Food to address the intersection of food insecurity and chronic disease while connecting individuals to additional health resources.

Serving Seniors and Individuals with Disabilities

Just Food has seen a steady increase in the number of seniors accessing services, reflecting the growing prevalence of food insecurity among older adults. Food insecurity among seniors is associated with higher rates of chronic conditions such as diabetes, hypertension, depression, and limitations in daily activities. To ensure the pantry is accessible and welcoming to individuals with disabilities and mobility limitations, Just Food completed a facility renovation in 2021 that prioritized accessibility. Improvements included the installation of an

ADA-compliant entrance and the expansion of shopping aisles to at least five feet wide, allowing individuals using wheelchairs, walkers, or other mobility devices to navigate the space safely and with dignity.

Through these strategies, Just Food works to build a more inclusive and equitable food system while ensuring that residents across Douglas County—regardless of income, location, health status, or background—can access the nutritious food they need.

Budget Request Analysis

Analysis of Revenue Sources

Just Food relies heavily on individual and private contributions to sustain its mission and support ongoing programming and operations. In 2024, more than 83% of the organization's revenue came from general contributions, reflecting strong community support for hunger relief efforts in Douglas County. An additional 13% of revenue was generated through fundraising events, while 7% came from grant funding. Local government funding currently represents only 3% of Just Food's overall revenue.

Just Food receives grants from organizations such as the Harvesters, Starbucks Foundation, Douglas County Community Foundation, Midco Foundation, and Estée Lauder Foundation, among others. Year-to-date, Just Food has secured $70,500 in grant funding. For the 2026 Current Estimates on the 2027 Budget Request Detail spreadsheet, staff projected year-end grant revenue based on the $70,500 awarded during the first four months of 2026. Just Food actively pursues grant opportunities that align with its mission; however, in an increasingly competitive funding environment, grant awards are never guaranteed despite the growing community need.

While this strong base of community philanthropy is essential to the organization's work, Just Food recognizes the importance of diversifying its funding sources to ensure long-term financial stability and program sustainability. Expanding partnerships with public funders, foundations, and institutional supporters will help the organization maintain reliable access to food resources, strengthen the local hunger relief network, and continue meeting the growing needs of Douglas County residents experiencing food insecurity.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

In 2025, Just Food's unrestricted fund balance increased from $2,197,740 at the beginning of the year to $2,902,643 at the end of the year. While this growth reflects careful financial stewardship, maintaining a strong fund balance is essential to sustaining operations in an increasingly unstable food system. Food banks across the country are facing reduced federal food support, rising food costs, and increasing demand for services. These pressures require organizations like Just Food to maintain sufficient reserves so we can continue purchasing food, supporting partner agencies, and ensuring that families in Douglas County have consistent access to meals even during periods of funding or supply disruption.

At the end of 2024, Just Food achieved a critical organizational milestone by reaching one full year of cash reserves equal to general operating expenses. Building this level of reserve has been a strategic goal for the past five years and is vital to the organization's long-term stability. These reserves are not excess funds, but rather a safeguard that allows Just Food to respond quickly when food supplies drop, costs spike, or community need increases. Maintaining this reserve ensures that services will not be interrupted for the thousands of individuals and families who rely on Just Food each year. As the emergency food network faces increasing uncertainty, maintaining these reserves is a key strategy for protecting the food safety net in Douglas County.

In addition, Just Food currently holds approximately $7,000 in deferred revenue designated for expenditures in 2026 to support a community garden project. These funds are restricted for that specific purpose and cannot be used for general operations. Continued community investment and grant funding remain essential to meeting growing demand, sustaining food access programs, and ensuring Just Food can respond to the increasing challenges facing food-insecure households.

Analysis of expenditure changes

Just Food's expenditures have evolved significantly in response to the increased demand for food assistance following the COVID-19 pandemic. While some adjustments were initially made as emergency responses, many of these changes have become permanent to meet the sustained need for food access in Douglas County. One of the most significant increases has been in the organization's food purchasing budget. Since 2019, Just Food's food purchasing costs have increased by 185%, and the organization now spends approximately $40,000 per month on purchased food. These purchases are critical not only for stocking the main pantry but also for supporting 30 partner pantries and agencies across Douglas County through Just Food's role as a redistribution organization.

Staffing investments have also increased in recent years to support expanded services and ensure operational stability. Just Food currently employs 12 full-time and 1 part-time staff members and is committed to providing employees with a livable wage and comprehensive benefits. Salary adjustments have been made in response to rising costs of living and inflation, with the goal of maintaining staff retention and ensuring employees can sustainably support themselves and their families while serving the community.

Just Food has expanded programming focused on increasing household self-sufficiency and nutrition education, including cooking classes, gardening education, and produce preparation programming. These efforts help individuals and families build skills that support healthier eating habits and more effective use of pantry resources.

On the revenue side, Just Food has adjusted financial projections to account for the long-term effects of the pandemic as well as emerging federal funding reductions that impact food availability within the emergency food system. At the same time, event-related expenses have increased due to reduced in-kind donations for venue space and food costs. Despite these challenges, Just Food continues to prioritize responsible budgeting and strategic investments that allow the organization to meet rising community needs while maintaining strong operational capacity.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Just Food of Douglas Co Inc**	**$ 35,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

The requested $35,000 in supplemental funding will help Just Food offset a significant reduction in federal food support and ensure continued access to nutritious food for Douglas County residents experiencing food insecurity. In the first quarter of 2026, Just Food experienced a 68% reduction in support from The Emergency Food Assistance Program (TEFAP), with food received dropping from 26,760 pounds in the first quarter of 2025 to just 8,594 pounds in the first quarter of 2026. This reduction represents the loss of more than 60,000 meals for our community in 2026. Federal standards estimate that 1.2 pounds of food equals one meal, and each meal is valued at $2.36, or $1.97 per pound.

Based on these measures, the reduction in TEFAP support represents a loss of more than $140,000 in food value that Just Food must now replace in order to continue serving the community at the same level as in 2025. Supplemental funding from Douglas County will allow Just Food to purchase food to replace a portion of this lost supply, helping maintain consistent pantry offerings for individuals and families who rely on these services. These funds will directly support food procurement during a time when both federal food assistance and household purchasing power are under significant strain.

Impact if supplemental request is not funded

If the supplemental request is not funded, Just Food will face significant challenges maintaining the current level of food distribution to the community. The loss of TEFAP resources, combined with rising food prices—including a 3.1% increase in national food costs reported in February 2026—means the organization must spend more to provide the same amount of food. Without additional support, Just Food may need to reduce the quantity or variety of food available to pantry shoppers or rely more heavily on already stretched food purchasing funds. This would directly impact households in Douglas County who depend on Just Food to supplement their grocery needs, ultimately increasing food insecurity in the community.

Just Food Douglas County Budget Detail Definitions as of April 1, 2026

Revenue

Unrestricted Fund Balance (DCCF and bank balances)
Douglas County Government Grants 50033 (must divide with City of Lawrence)
City of Lawrence Government Grants 50033 (must divide with Douglas County)
United Way 50031
Grants - Grants 50039 and Corporate Sponsorships 5003X
Fundraisers 50020 (includes corporate sponsorships 50024)
Contributions 50010
Other-Peer Fellows Program
Other-ARPA Funds 50035
Other-Rental Income @805 cost sharing rent and utilities 50040
Interest 50098

Expenditures

Salaries - Salaries (various, per employee) and Payroll taxes 70040
Employee Benefits - Retirement (various, per employee)
    Life Insurance & Vision 73033
    Staff Appreciation 70085
Health Insurance (various, per employee)
Supplies - Transportation 75000
    Fund Development 77100
    Volunteer 74000
    Rent 11th and 805 71010
    Warehouse Supplies 71030
Utilities and Building Maintenance 71020
Travel and Training Professional Development 70015
Office Equipment - Office 72000
    Software 73010
    Books, Subscriptions & Dues 73040
Other-Accounting/Audit 73020
Other-Program Expenses - Client Services + Printing 76015
    Community Health Supplies + Printing 76016
    Just Basics 76070

Pots and Pantry 76050
Garden 76030
Cruising Cupboard 76080
Cooking Classes 76020
Workers Compensation 73032
Directors/Officers Liability Insurance 73031

Other-Food Purchasing - Food Purchased 76011
Thanksgiving Food 76012
Christmas Food 76013
Repackaging Program 76018

Other-Strategic Planning 70080

2027 Budget Request Detail

calculated fields

Community Partner	Kansas Holistic Defenders					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	81,339	127,569	123,744	94,294	94,294	108,668
Douglas County	454,700	454,700	376,420	454,700	454,700	454,700
Navigation Fund	0	0	350,000	350,000	350,000	350,000
Board of Indigents Defense Services	12,500	22,397	33,101	240,000	144,000	200,000
Arnold Ventures	0	0	10,083	0	0	64,000
Donations	46,038	14,288	29,523	20,000	20,000	20,000
A2J Eviction Defense	40,625	81,250	81,250	86,250	86,250	86,250
DgCo Eviction Defense	0	0	0	0	20,000	0
JAG Grant	48,675	0	0	0	0	0
CBCAP Civil Grant	137,349	159,262	96,076	0	0	0
Other	3,254	0	0			0
Total Revenues	743,141	731,897	976,453	1,150,950	1,074,950	1,174,950
Total Revenues and Fund Balance	824,480	859,466	1,100,196	1,245,244	1,169,244	1,283,618
Expenditures:						
Salaries	475,009	548,833	749,521	867,998	805,484	867,998
Payroll Expenses	44,139	39,648	67,437	77,552	70,586	77,552
Health Insurance	65,713	67,760	96,126	102,382	84,506	102,382
Advertising/promotion	105	0	573	500	500	500
Utilitites, Building Maint. (Telephone)	22,395	22,716	23,062	24,000	24,000	24,000
subscription Services	5,562	0	3,361	4,000	4,000	4,000
Travel & Training	2,733	69	2,257	6,000	6,000	6,000
Office Equipment & Supplies	21,236	26,714	37,228	38,000	38,000	38,000
Debt Payments	0	0	0	0	0	0
Fees for svc	18,535	0	0	0	0	0
Insurance and Professional Fees (legal/ac	14,512	19,982	23,519	24,500	24,500	24,500
Awards/grants	3,000	0	0	0	0	0
Other (Overhead)	4,644	0	2,818	3,000	3,000	3,000
Other (Fiscal Sponsor fees)	19,328	10,000	0	0	0	0
Total Expenditures	696,911	735,722	1,005,902	1,147,932	1,060,576	1,147,932
Ending Fund Balance 12/31/xx	127,569	123,744	94,294	97,312	108,668	135,686

Community Partner	Kansas Holistic Defenders	Contact Name	Sam Allison-Natale
2027 Request Amount	$ 454,700	Phone Number	785-285-9606
Total Partner Budget	$ 1,147,432	Email	sam@kansasholisticdefenders.org
Unrestricted Fund Balance	$ 13,455	Website	http://www.kansasholisticdefenders.org

Community Partner Summary

Community Partner Overview
Kansas Holistic Defenders (KHD) is a non-profit public defender that provides holistic representation to poor and working-class residents of Douglas County accused of criminal offenses or who are facing eviction. We work to preserve public safety by keeping our clients housed, employed, and connected to their families. Kansas Holistic Defenders began accepting misdemeanor appointments in Douglas County in 2022 through a contract as part of the County's broader efforts toward criminal justice system reform. Since then, we have expanded services in Douglas County to include eviction defense supported by a braided mix of County funding, government grants, research projects with academic institutions, and private philanthropic funding. Kansas faces a worsening shortage of attorneys willing and able to take appointed cases. Douglas County has mitigated the effects of this crisis and reduced jail overcrowding because it invested in Kansas Holistic Defenders among other initiatives taken since 2020. Kansas Holistic Defenders provides criminal defense attorneys to meet with clients at or before their first appearance in all misdemeanors where the District Court finds a defendant is eligible for an appointed attorney. These attorneys are supported by an investigator, a client advocate, and a Director of Operations, and are overseen by an Executive Director who ensures competent representation for all of our clients. The strength of our model is that it enables us to meet people where they are and follow through. For instance, we can take someone's

misdemeanor case, connect the client with treatment, support them through probation, and represent them in an eviction case, working in coordination with County housing stabilization programs to keep that person from becoming unhoused.

Better outcomes save lives, build community stability, and save taxpayer money downstream by avoiding rising costs of reliance on incarceration and inefficient case processing.

Service Overview

Every year, Kansas Holistic Defenders is appointed to an average of 470 misdemeanor cases (423 in 2022, 502 in 2023, 464 in 2024, and 510 in 2025). Our clients are poor and working-class people who are charged with misdemeanors and unable to afford an attorney. We meet with clients at the first moments of their case, and stay with them through disposition, and often afterwards, helping our clients succeed on probation or diversion.

Of all the charges our attorneys handled for clients in 2024, 57.7% of charges were dismissed (either outright or as part of a plea deal), 21.4% were resolved through diversion, and 0.4% were acquitted at a trial. Only 20.5% resulted in a finding of guilt.

We achieve these outcomes by training attorneys on the best practices for litigation, and supervising them to ensure that each and every client receives effective, competent legal counsel.

Positions Funded by the Contract

$454,700 partially funds six full-time positions, as well as the case-management software for those positions, immigration consultations and rent.

Staff Attorneys

The foundation of KHD's practice is built on our team of three misdemeanor criminal defense attorneys and two felony criminal defense attorneys, who represent clients eligible for indigent defense services in Douglas County District Court. Our attorneys meet with potential clients as early in the process as possible, often at the jail or courthouse before first appearances, and remain on the case through its conclusion, and even after to ensure completion of probation and diversion.

Director of Operations

Our Director of Operations manages the day-to-day administrative, logistical, and support functions that ensure KHD operates smoothly

and efficiently.

The Director of Operations directly supports these objectives by overseeing office management, supervising non-attorney staff, and ensuring that client communication systems function effectively. By maintaining organized case records, managing case management software, and ensuring prompt client interactions, this role enhances the ability of attorneys to focus on legal advocacy rather than administrative tasks.

Investigator

In an adversarial system, the quality of a defense rises or falls on the quality of its investigation. Prosecutors have the full force of law enforcement—detectives, crime labs, and forensic analysts—at their disposal. Our clients have us.

Our investigator manages the tremendous amount of discovery - photos, bodycam, police reports, statements, 911 calls and more, that are a part of every case, organizes and helps review this information. Our investigator goes out to interview key witnesses, requests outside medical records, court records, and other documents needed to present a complete defense.

Client Advocate

A criminal case is never just a criminal case. It is a housing crisis, a job loss, a mental health breakdown, a child custody battle, or all of the above at once. Our client advocate exists because these problems do not disappear while a case is pending. They worsen. And when they worsen, our clients make worse decisions—missing court dates, failing drug tests, accepting pleas just to end the nightmare.

In 2025, our client advocate made 295 referrals to services. That is 295 times that a client got mental health treatment instead of decompensating in a jail cell. 295 times that a client kept their housing instead of becoming homeless while legally innocent. 295 times that a client stayed connected to their children instead of losing custody because of an open case.

We do this because a client who has stable housing and a job is a client who can show up to court, comply with probation, and succeed.

Equity

What is your organization doing to advance equity?
Public defense is a cornerstone of equity in the criminal legal system. Kansas Holistic Defenders exists to ensure that poor and working class residents of Douglas County receive zealous, effective, and dignified representation. Equity in the criminal legal system is not an abstract ideal. It is the difference between a working parent being sent home to their children or being locked in a concrete cell for weeks awaiting trial—losing their job, their apartment, and often their family in the process. In a state where indigent defense is in crisis and misdemeanor representation is often neglected, KHD's holistic, team-based approach is a critical equity intervention. Our model addresses not only the legal case at hand but also the systemic inequities that so often drive arrest, prosecution, and punishment. KHD serves a disproportionately impacted population. Each year, approximately 55.9% of our clients are white, and 44% are racial minorities. Despite making up only 4% of the population in Douglas County, approximately 24% of our clients are Black. The problems of racial disparities are increasing. Jail bookings for black defendants have increased from 20% in 2023 to 24% in 2025. Racial disparities begin with the misdemeanor system, where implicit bias influences who is stopped, charged, and jailed, and those disparities often grow more severe over time. KHD's representation aims to break that cycle by intervening at the point where someone often first enters the criminal legal system. We advocate for diversion, dismissal, and other alternatives to conviction and incarceration. We help correct for over-involvement and racial bias in arrest and charging through our advocacy. The impact is tangible: In 2025, 43% of our Black clients' cases were dismissed in their entirety without diversion. This number was 36% for Hispanic clients and 41% for Native clients, helping counteract systemic biases driving over-involvement of these groups in the legal systems. Fewer wrongful convictions not only matters to our clients, but also to our community. These outcomes can have profound downstream consequences. In the state's prison population, Black Kansans are overrepresented at nearly five times their share of the state's population. Native Americans are overrepresented by three times their share. Our prison population skews in other important ways, too. Among adult prisoners, 36 percent have not completed high school, and 33 percent are diagnosed with a serious or severe mental illness. The collateral consequences of misdemeanor arrest and prosecution can be life-altering; and this is especially so for people of color. Some of the most significant racial disparities live in the "collateral consequences," i.e. the non-criminal effects that a conviction has on the defendant's life even after the case is resolved. A holistic office which has staff, training, and coordination to mitigate these consequences can thereby mitigate racial disparities.

For instance, misdemeanor criminal records often keep people from obtaining or maintaining jobs. Kansas permits employers to discriminate against applicants on the basis of their criminal history. K.S.A. 22-4710 et seq. A 2009 audit study found that "the magnitude of the criminal record penalty suffered by Black applicants (60%) is roughly double the size of the penalty for whites with a record (30%)." In other words, a misdemeanor criminal conviction is much likelier to have a negative economic impact on a Black defendant than on a white defendant. By working to reduce wrongful convictions, to reduce the collateral consequences of arrest and prosecution, and advocating for systemic reform, KHD advances equity and our County's commitments to racial and economic justice.

Have you employed strategies to mitigate equity considerations? Please list those below.

KHD employs a range of intentional, systemic strategies to identify and mitigate equity concerns both in the representation of our clients and in the operation of our office. We understand that equity is not an abstract value but a practice that must be embedded in daily decisions, institutional culture, and strategic planning.

Data Collection and Equity Analysis

KHD uses the ZLS case management system to track a comprehensive set of client demographics, including race, ethnicity, housing status, mental health needs, language proficiency, and case outcomes. This data allows us to analyze trends in real-time and adapt our advocacy to better serve clients most at risk of inequitable outcomes. We use this data to monitor for racial disparities in arrests, charging, and case outcomes. For instance, by tracking data in this way, we were able to identify racial disparities in the pattern of diversion denials for Black clients compared to their similarly-situated white counterparts with the same charges. By collecting and evaluating these data, we work towards correction of these disparities.

Language Access and Immigration Support

We employ Spanish-speaking staff to assist clients with limited English proficiency and provide interpretation services in other languages as needed. We ensure all clients understand their rights and can meaningfully participate in their defense, regardless of language or immigration status. When necessary, we also flag immigration-related consequences and consult with immigration counsel to mitigate long-term harm.

Training and Internal Policy Development

We conduct mandatory all-staff trainings annually on equity-related topics including systemic racism, implicit bias, trauma-informed representation, working with LGBTQ+ clients, and disability justice. These trainings ensure that all staff, not just attorneys, are equipped to serve our diverse client base effectively and respectfully. We have also developed internal policies that guide equitable practice, including flexible intake procedures, trauma-informed communication standards, and a commitment to non-carceral alternatives.

Organizational Equity and Labor Practices

In 2023, our non-management staff unionized with Teamsters Local 696. KHD supported this process from the beginning and now uses the collective bargaining process as a tool for promoting internal equity. We are committed to wage transparency, retirement planning, and fair leave policies, especially for staff who are themselves impacted by the inequities our clients face. In line with our commitments to justice and fairness for our employees, we offer paid parental leave, paid sick leave for serious medical conditions, and strong healthcare, vision, and dental benefits. We frequently hire individuals with legal-system involvement for entry-level positions. Our union contract ensures that all employees receive equal, equitable, and fair treatment on the job.

Board Representation

Our Board of Directors reflects our commitment to equity by including members with lived experience in the criminal legal system, the family regulatory system, or other areas of direct impact to ensure that our organization’s policies, direction, and strategy are informed by the experience of the people we serve.

Improving Services for Non-KHD Clients

Because KHD is limited by capacity and the rules of professional conduct, we can't represent every client who needs an appointed attorney on a misdemeanor in Douglas County. Our office works to minimize disparities between different types of appointed representation by working to improve the quality of defense as a whole. We do this by putting on free CLEs for private defense attorneys on best practices, and share our motions with panel attorneys to allow them to replicate our methods and results.

Budget Request Analysis

Analysis of Revenue Sources

KHD sustains its services through a braided funding model that includes:

Douglas County Funding, which supports core misdemeanor defense staffing and operations. Douglas County pays for approximately 84% of the positions it funds, with the remaining 16% coming from KHD's private fundraising or other revenue streams.

State and federal grants:

Access to Justice Grant - This grant of $86,250 funds an attorney to provide civil legal representation or brief legal advice to Douglas County Residents, focusing on eviction defense. We apply for this grant annually in the summer of 2026.

Private Philanthropic Grants

The Navigation Fund has selected KHD for $700,000 in general operating support for two years. KHD is using this funding to ensure long-term organizational sustainability and capacity growth. This funding is used to fund KHD's Executive Director, expand our fundraising, hire a additional criminal defense attorneys to represent clients on felonies while honoring our commitments under the misdemeanor contract.

We also receive funding through vouchers from the Board of Indigents Defense Services (BIDS). Cases are paid out by the State of Kansas when KHD is appointed by the Court to represent individuals charged with felonies. When our existing clients are charged with felonies, KHD will accept appointment to ensure continuity of representation.

Using these additional funds, KHD employs three other staff members directly support the work of misdemeanors in Douglas County:

Executive Director

The Executive Director is responsible for hiring, supervising and training staff, building organizational capacity, fundraising, administration, and other duties. This position, previously funded under the Douglas County contract, is now funded through other fundraising to give the organization much-needed full-time executive leadership.

Non-County Funded Criminal Defense Attorneys

Using funds through the Navigation Fund and BIDS vouchers, KHD has the funded two additional criminal defense attorneys. In addition to representing clients on felony cases, these attorneys insulate against service stoppages due to attorney turnover. Furthermore, by hiring an attorney proactively, rather than just when we have a vacancy, we've been able to attract highly qualified candidates on a reasonable timeline.

These attorneys, though not funded under the contract, handle misdemeanor cases for our clients that have an attendant felony to which our office is appointed through BIDS.

Intake and Data Entry Specialist

Because of the importance of accurate data and fluid client communication, KHD has hired an "intake and data specialist." This role works on both our criminal and civil sides to collect case information, produce reports for grant compliance, provide uniform client intake, case creation, and ensure maintenance of accurate records.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The biggest change in 2025 was a decrease in county funding due to two unpaid vouchers, erroneously not submitted for payment, which meant we only received 83% of our allocated county funds in 2025.

The general operating support from the Navigation Fund was a major determinant of our financial health in 2025, and was used largely to cover shortfalls due to the gap between funding and costs for our core programming, and cuts in federal funding. Much of our civil and eviction defense services were provided through federal funding through the Kansas Children's Cabinet; this funding was cut substantially in 2025 and as a result, we were not renewed for that grant.

That grant supported a second grant from Arnold Ventures and Harvard's Access to Justice Lab which was also cut as a result of the loss of the CBCAP funding.

The support from the Navigation Fund and donations are flexible funds that can support the general operating of our programming, but renewal of those funds in 2027 is not guaranteed.

In terms of other income changes, we received a renewal of our funding through the Office of Judicial Administration's Access to Justice

funding, with a small increase to partially fund the cost of an annual financial audit of our organization.

To better prepare for reductions in federal funding and private philanthropy, while also expanding our services, we have added two criminal defense attorneys to work primarily as felony attorneys supported by vouchers from BIDS. However, due to delays in being approved for service on the panel, and further delays in processing a contract between our office and BIDS, the overall volume of felony appointments has been lower than anticipated. Our ability to sustain these positions will depend in part on our ability to access a sufficient number of felony appointments for those felony attorney positions.

Analysis of expenditure changes

Generally expenditures have remained consistent. Staff costs were lower in 2025 due to two positions coming online midway through the year, and due to year-over-year staff pay increases as a retention incentive. Some costs, such as rent to the county, costs of health insurance, services, utilities, etc have also increased due to inflation and generally rising costs.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Kansas Holistic Defenders**	**$ 88,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

Douglas County currently pays appointed counsel for hundreds of cases not covered by our current contract, but that KHD could handle at less cost to the county if KHD were given an additional attorney under our existing contract. With three county-funded attorneys, our office handles about 470 cases per year, or 155 cases per attorney per year. On average, the county pays appointed counsel $700 per case - that's $108,500. We can handle those cases for $88,000, saving the county $02,000.

The reason for this gap is that our original contract was not designed for the volume of charging we have seen since 2022. The result is the County pays for appointed counsel on cases that could be handled by KHD.

In 2025, our office was appointed to 510 misdemeanor cases. That year in Douglas County, the County filed 693 misdemeanors, and of those new filings, we were appointed to 409, as well as 101 cases filed in earlier years. This means we were only appointed to 60% of misdemeanor cases, and the largest reason is capacity. When the office was designed, it was designed using data from 2019, the last best available year before COVID. In 2019, the County filed 470 misdemeanors. Since then, the caseload has grown by 50%, but the number of attorneys to handle that volume has not increased.

The result is that KHD could not take on all cases we would be eligible to take, and those cases were instead assigned to panel attorneys. We will always need a panel to take care of some number of conflicts, but the majority of cases sent to the panel were not for conflicts, but for capacity reasons.

An additional attorney would add a capacity of approximately 150 additional cases per year. The number of misdemeanors charged in Douglas County has increased approximately 20% in most years - 696 in 2024, 581 in 2023, 479 in 2022.

The marginal additional cost of another attorney, where attorneys share support staff, overhead, supervision and training resources, is more efficient than the payment of an equivalent number of hourly vouchers from a panel attorney for the County.

Impact if supplemental request is not funded

Adding staff capacity helps the overall functioning of the organization in a number of ways. First, growth allows us to hire new staff on a long timeline, which is necessary to attract and hire high-quality attorneys, as the overall pool of attorneys interested in public service in Kansas is low and open positions can stay open for months if filled by lateral attorneys. Hiring offers must be made 9+ months in advance of a start date to hire graduating law students. The addition of attorneys also allows our office to absorb the shock of staff departure, or temporary absences like parental or FMLA leave.

Without the staff necessary to keep up with increasing charging, KHD will be forced to pause appointments of new cases and send those cases to be represented by panel attorneys.

Supplemental Request for Additional Funding (2)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Kansas Holistic Defenders**	**$ 22,735**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

Since 2022, costs for nearly every aspect of our servicing of the Douglas County contract have increased year-over-year. We pay rent to the county for our office space, which has increased 2% each year since 2023, a 6.15% increase since the contract was first assigned. Staff receive pay increases year-over-year, which has encouraged retention of experienced staff, but has increased costs for each position by 12%. Costs of insurance, essential technological services, and utilities all go up year-over-year. In our original contract, the county paid for 2 full time attorneys and one half-time position, half-time supervisor. This position was changed to keep up with demand to fund 3 full-time positions, but currently the County does not pay for any supervision or executive director time. Unlike most grants, our service agreement with Douglas County also does not include indirect expenses, administrative expenses, training expenses or a 10% indirect line-item. As a result, each year the gap in the budget between program costs and pay from the county increases, draining reserves and exhausting fundraising efforts that would otherwise go to providing reserves necessary for stability and growth.

Impact if supplemental request is not funded

The ability of any non-profit to weather risk, uncertainty, and temporary gaps in funding is dependent on not operating constantly at a deficit. Without adequate year-over-year funding, the only way to balance the budget is through a reduction in services to match the reduction in the proportion of services funded by the County.

Supplemental Request for Additional Funding (3)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Kansas Holistic Defenders**	**$ 75,284**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

We request the late payment of two outstanding monthly invoices from 2025. Our 2025 contract allocated $454,700 on a reimbursement basis. We submit invoices every month along with our monthly reports to the county. We submitted reports for each month, but unbeknownst to our leadership, two invoices were not sent when those reports were sent. We provided services for all 12 months, but last year were only paid $376,420 out of the allocated $454,700, due to two missing invoices. As a result, we have not received payments for two months of services KHD provided to the County in 2025. County staff is not authorized to pay those out after the books have closed in January. We are seeking reimbursement in the amount of $75,284 to complete payment of those two unpaid invoices.

Impact if supplemental request is not funded

The unpaid invoices represent a potentially devastating loss of revenue, which has been possible to absorb only because of KHD's other fundraising efforts and the maintenance of a reserve. KHD has paid our staff, infrastructure and services during all 12 months of last year, and does so on the basis of expected reimbursement. The error in payment was not detected until after the books had closed for the year. We have revised our invoicing process to ensure that this does not happen in the future.

2027 Budget Request Detail

calculated fields

Community Partner	Kansas Statewide Homeless Coalition					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	2,045	242,802	116,968	239,691	239,691	294,146
Douglas County	53,323	79,804	79,009	79,985	79,985	79,985
City of Lawrence	0	0	0	0	0	0
United Way	0	0	0	0	0	0
Grants	1,235,677	1,206,503	1,337,455	952,363	952,363	0
Fundraisers	0	0	0	0	0	0
Contributions	21,823	85	5,740	0	0	0
Other: Summit Income	36,391	42,320	38,048	75,000	75,000	0
Other: Misc	15	2,733	6,405	0	0	0
Interest	321	354	1,268	0	0	0
Total Revenues	1,347,551	1,331,800	1,467,926	1,107,348	1,107,348	79,985
Total Revenues and Fund Balance	1,349,596	1,574,602	1,584,893	1,347,038	1,347,038	374,131
Expenditures:						
Salaries	570,407	798,989	771,855	700,084	700,084	59,895
Employee Benefits	5,453	16,307	18,572	129,052	129,052	11,601
Health Insurance	27,804	73,547	76,443	0	0	0
Supplies Office Expenses	7,841	7,624	4,538	2,594	2,594	300
Utilitites, Building Maint.	9,480	9,480	12,980	7,820	7,820	0
Travel & Training	109,278	162,424	129,614	92,025	92,025	5,280
Office Equipment	9,921	12,781	12,742	0	0	0
Debt Payments	0	0	0	0	0	0
Other: Direct Support	16,585	9,732	10,908	0	0	0
Other:Professional Services	294,742	321,589	265,304	91,565	91,565	1,442
Other: Communitcation/Marketing	19,194	10,153	13,955	7,985	7,985	502
Other: Dues and Subscriptions	32,625	30,486	24,801	18,831	18,831	820
Other: General Liability-D/O Insuance	3,464	4,522	3,491	2,937	2,937	146
Total Expenditures	1,106,794	1,457,635	1,345,203	1,052,893	1,052,893	79,986
Ending Fund Balance 12/31/xx	242,802	116,968	239,691	294,146	294,146	294,145

Community Partner	**Kansas Statewide Homeless Coalition**	**Contact Name**	**Christy McMurphy**
2027 Request Amount	**$ 79,985**	**Phone Number**	**785-640-8416**
Total Partner Budget	**$ 79,986**	**Email**	**cmcmurphy@kshomeless.com**
Unrestricted Fund Balance	**$ 294,146**	**Website**	**https://kshomeless.com/**

Community Partner Summary

Community Partner Overview
The Kansas Statewide Homeless Coalition, Inc. (KSHC) is a statewide nonprofit organization based in Lawrence that works to make homelessness rare, brief, and non-recurring through advocacy, training, education, data coordination, and system leadership. Incorporated in 2003, KSHC serves as the Collaborative Applicant, or Continuum of Care (CoC) lead, for the Kansas Balance of State Continuum of Care (BoS CoC). In this role, KSHC leads the statewide homeless response infrastructure for the BoS CoC by supporting governance, regional coordination, coordinated entry, Homeless Management Information System (HMIS) administration, federal reporting, provider technical assistance, and the annual Point-in-Time and Housing Inventory Counts, as directed by HUD. KSHC also supports communities and providers in applying for, managing, and aligning housing and homeless assistance resources with local needs and HUD requirements. Continuums of Care vary in geographic scope. Some CoCs serve large metropolitan areas, while others cover broad, multi-county regions. Balance of State (BoS) CoCs specifically include all areas of a state not covered by a local CoC. The Kansas Balance of State CoC includes 101 primarily rural counties, including Douglas County. It excludes Sedgwick County (Wichita), Shawnee County (Topeka), Johnson County, and Wyandotte County (Kansas City). The KS BoS CoC is organized into nine multi-county regions; however, Douglas County is designated as its own single-county region. As the CoC lead, KSHC is required to develop processes that coordinate efforts among nonprofit homeless service providers, victim service providers, faith-based organizations, governments, health agencies, businesses, advocates, public housing agencies, affordable housing developers, and other stakeholders. KSHC accomplishes this work through regional coordinators. At the request of Douglas County, KSHC has employed a regional coordinator dedicated to Douglas County since 2023.
Service Overview

The DCRC, housed at KSHC, has advanced regional homelessness response efforts in alignment with the APFE strategic plan and the Built for Zero (BFZ) initiative from 2025 and into 2026. Activities focused on strengthening coordinated systems, improving data quality and compliance, supporting housing access, and building regional provider capacity. Regional coordination meetings and Coordinated Entry System (CES) case conferencing meet regularly to align providers around functional zero goals and strengthen cross-system collaboration. Douglas County achieved a significant milestone in Q3 2025 by becoming the 88th community nationally to meet Community Solutions' Quality By-Name Data standards. The DCRC supports ongoing Built for Zero action cycles focused on: reducing returns to homelessness after housing placement; maintaining quality by-name data; Increasing landlord participation in permanent supportive housing and master leasing programs; and improving system transparency through public dashboard reporting. Throughout 2025 and Q1 2026, KSHC provided monthly updates to the Douglas County BFZ dashboard, including new public reporting on unsheltered homelessness and older adult populations. Process mapping and systems analysis activities also help identify barriers contributing to housing instability and inflow into homelessness. The DCRC also participates in public presentations to City and County Commissions and engages the business community through Chamber presentations.

The DCRC provides extensive technical assistance and training to improve HMIS participation, CES compliance, and data quality across Douglas County agencies. Activities included: In-person HMIS and CES trainings; Monthly CES micro-trainings; One-on-one technical assistance
Super-user development for participating agencies; Ongoing monitoring of data quality reports and current living situation updates
Special focus is placed on improving By-Name List (BNL) accuracy, implementing monthly reviews for duplicate and inactive cases, and preparing for CES auto-exit functionality. This year, additional support was provided for onboarding new agencies into HMIS/CES, including Mental Health America of the Heartland, RADAC, Cardinal Housing Network, and VA VASH staff. The Regional Coordinator also supported agencies serving people experiencing homelessness by ensuring enrollments and documentation were completed accurately so individuals could be reflected on the regional By-Name List and included in coordinated planning efforts. The DCRC leads planning and implementation efforts for the annual Point-in-Time (PIT) and Housing Inventory Count (HIC). Responsibilities include: Volunteer recruitment and coordination; PIT training delivery; Counting Us app support and troubleshooting; Data review and duplicate removal; Coordination with sheltered and unsheltered outreach teams; Collaboration with local agencies and law enforcement

The 2026 PIT Count included participation from numerous community partners, including healthcare providers, law enforcement agencies, outreach organizations, and shelter providers. The DCRC also coordinates overflow shelter Housing Inventory Count (HIC) reporting and assists agencies in reconciling PIT/HIC data submissions. The 2025 gap analyses were shared with regional partners to inform planning and funding priorities. The DCRC also delivers regular HMIS/CES trainings and integrated short technical training sessions into CES meetings to improve engagement and learning retention. Topics included: CES assessments and reassessments; Chronic homelessness documentation; Current and prior living situations, HMIS data entry and household management; ROI documentation; Data quality improvement; CES

service exits, documentation, and reporting. Quarterly in-person trainings are held for HMIS super users and front-line staff.

Landlord engagement is also an important activity for the DCRC.

Equity

What is your organization doing to advance equity?
KSHC advances equity by intentionally embedding equitable practices into system design, data use, and community engagement across the Kansas Balance of State Continuum of Care (KS BoS CoC). Recognizing that homelessness disproportionately impacts people of color, individuals with disabilities, survivors of domestic violence, and those in rural communities, KSHC prioritizes strategies that reduce disparities and increase access to housing and services. KSHC supports equitable access through the implementation and continuous improvement of the Coordinated Entry System (CES), ensuring standardized, fair, and transparent processes for prioritizing households for housing resources. The organization provides ongoing training and technical assistance to local providers on best practice principles, cultural humility, trauma-informed care, and reducing barriers to entry, helping agencies better serve historically marginalized populations. Data-informed decision-making is central to KSHC's equity efforts. KSHC works with communities to analyze HMIS and system performance data to identify disparities in access, outcomes, and service delivery. These insights inform regional planning, funding priorities, and targeted interventions to address gaps, particularly in rural and underserved areas. KSHC also advances equity by strengthening local capacity. Regional Coordinators provide tailored support to communities, ensuring that smaller and rural providers, who often have fewer resources, can fully participate in CoC processes, access funding opportunities, and implement best practices. This helps create a more balanced and inclusive statewide system. KSHC uses technology to ensure our meetings, trainings, and services are accessible to all areas of the state. In addition, KSHC facilitates inclusive planning processes that elevate the voices of people with lived experience of homelessness and diverse community stakeholders. Through regional meetings, workgroups, and initiatives like Built for Zero, KSHC promotes shared accountability and community-driven solutions that reflect local needs. Through these combined efforts, KSHC works to build a homelessness response system that is more equitable, accessible, and responsive to all Kansans.
Have you employed strategies to mitigate equity considerations? Please list those below.

Yes, KSHC has implemented targeted strategies to address and advance equity across the Kansas Balance of State Continuum of Care (KS BoS CoC). These efforts are designed to identify and reduce disparities in access to housing and services, particularly for populations that are disproportionately impacted by homelessness.

KSHC uses data from the Homeless Management Information System (HMIS) and system performance measures to annually assess disparities related to race, ethnicity, geography, disability, and other factors. This analysis informs planning, funding decisions, gap analysis, and technical assistance to ensure resources are distributed equitably and aligned with community needs.

To promote equitable access, KSHC supports the implementation of a standardized Coordinated Entry System (CES), which prioritizes households for housing assistance using consistent, transparent criteria. KSHC also provides training and technical assistance to providers on best practices, trauma-informed care, and culturally responsive practices, helping reduce barriers that may disproportionately impact marginalized populations. KSHC uses technology to ensure training for HMIS and CES is web-based and therefore accessible to the service system as needed.

Recognizing the unique challenges in rural communities, KSHC's regional coordination model ensures that smaller and under-resourced areas receive tailored support to participate fully in the CoC, access funding opportunities, and implement best practices.

KSHC also emphasizes inclusive planning by engaging individuals with lived experience of homelessness and a broad range of community stakeholders in decision-making processes. Through regional meetings, workgroups, an annual Summit, and initiatives such as Built for Zero and Kansas Housing Advocacy Network, KSHC promotes community-informed solutions that reflect diverse perspectives.

Through these strategies, KSHC works to create a more equitable homelessness response system that improves access, outcomes, and long-term stability for all Kansans.

Budget Request Analysis

Analysis of Revenue Sources

Below is the list of grants KSHC was awarded for its fiscal year 2026 that support the State of Kansas, the Balance of State CoC infrastructure, KSHC, and Douglas County. Note: The HUD grants require at 25% cash or in-kind match:

1. HUD CoC Planning Grant: HUD $337,638; KSHC $84,095 match (Douglas County in-kind match $71,000, KDADS VI in-kind match of $10,081) 3.02 FTE
2. HUD Coordinated Entry Grant: $177,029; $40,470 match (Douglas County in-kind match of $9,812.93; KDADS V in-kind match of $31,557.07 1.73 FTE
3. HUD Special Project Coordinated Entry Grant for rural BOS CoC areas (Subawarded to Catholic Charities of Southeast Kansas): $65,806 KSHC match $728
4. HUD Coordinated Entry Grant for Domestic Violence: $60,000; $15,000 cash match; .89 FTE
5. Kansas Housing Resources Corporation (KHRC) HMIS System Administration for BoC CoC $125,327; $13,944 cash match; 2.08 FTE
6. KHRC HUD Special Project HMIS for Rural BoS CoC areas: $55,733; .69 FTE
7. Kansas Department for Aging and Disability Services (KDADS): Match for CoC Planning Grant, KHRC HMIS Match, Education expenses: $64,000; .20 FTE
8. KDADS V-Boundary Spanners: $202,000; 3.03 FTE
9. KDAD VI-Built for Zero: $94,000; .82 FTE
10. Johnson County CoC HMIS Grant Lead and System Administration: $80,870; .86 FTE
11. Johnson County CoC HMIS Match; $20,217 for 2026 (United Community Services of Johnson County awarded KSHC five years of match funds in 2024, paid in lump sum)
12. Douglas County Regional Coordinator Grant: $79,985; 1.05 FTE
13. Healthy Blue: Data Analysis/Statewide BFZ Dashboard and BFZ Communication; $100,000 1.22 FTE (paid in lump sum)
14. Health Forward Foundation: Kansas Housing Advocacy Network: $20,000 .23 FTE (paid in lump sum)
15. Aetna: KHAN, Data Analysis;$675.52; .2 FTE (paid in lump sum)
16. Summit- registrations and sponsorships; summit expenses
17. KHRC Family Housing Supports Program: $2,086,956: begins July 1, 2026; anticpated 8.83 FTE positions.

KSHC is an organization that operates entirely on grant funding. Therefore, shared operational costs are allocated across grants based on the proportion of employees supported by each grant. These costs are essential to the administration and operation of grant-funded activities.

These costs are professional services including accounting services, audit and information technology; general liability and directors and officers (D&O) insurance; communication and marketing expenses include website hosting and telephone services; dues, subscriptions, and

technology-related expenses, including Zoom, TalentLMS (Learning Management System), Freshdesk (HMIS ticketing system), Swipeclock (timekeeping system), Constant Contact (listserv), Fillout (surveys), copier services, website accessibility tools, and other technology. Other costs are rent, meetings and conferences, and mileage.

Douglas County funds support salaries and benefits for 100% of the Douglas County Regional Coordinator position. These funds also cover the proportional health insurance costs for these positions, plus administrative costs, professional services, communication/marketing, and dues and subscriptions. It also includes the costs of meetings and conferences/mileage of the DCRC. Douglas County DCRC funds provide 88% of the required match for KSHC's HUD CoC Planning Grant and 12% of the required match for KSHC's HUD Coordinated Entry Grant. Only costs allowable under HUD regulations may be used as match contributions. Note: Douglas County benefits from KSHC's other funding streams and programs.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

KSHC operates primarily on a reimbursement basis for most grant-funded activities, requiring the organization to incur expenses before receiving reimbursement from funders. While a limited number of funders provide advance lump-sum payments, those funds remain restricted to the specific purposes outlined in the associated grant agreements. At this time, KSHC does not maintain unrestricted cash reserves.

Analysis of expenditure changes

Changes are:

1. KSHC received three contracts from the Kansas Department for Aging and Disability Services for State Fiscal Year 2023, 2024, and 2025, and all were federally funded contracts passed through the state; however, the current federal administration clawed back these funds in March of 2025. Thus, there is a decrease in revenues and expenditures due to this action.
2. Health Insurance (benefits) has increased annually.
3. The current federal administration reduced the authorization of HUD-sponsored conferences, so in 2025, travel and training were reduced.
4. In 2025 and the first quarter of 2026, KSHC paid office rent for a regional coordinator; the rent increased for those months.
5. Professional services include contractors, and in 2022, 2024, and 2025, one of KDADS canceled contracts had several contractors to carry out the work. This cost was reduced in 2025 once the contract was canceled.
6. KSHC 2026 calendar year budget does not take into account the amount of expenses that the agency will have on new grant years that

start mid 2026 (HUD1, HUD 2, all KDADS, etc.), so the 2026 expenses might look low compared to previous years' actuals. KSHC does not know the amount of these grants at the time of this grant proposal submission, including the Douglas County Grant.

2027 Budget Request Detail

calculated fields

Community Partner	Biosicence & Technology Business Center dba KU Innovation Park					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	1,868,774	1,470,930	1,381,538	1,807,841	1,807,841	1,132,857
Douglas County	150,000	150,000	150,000	115,000	115,000	115,000
City of Lawrence	200,000	200,000	200,000	200,000	164,000	200,000
University of Kansas	200,000	200,000	200,000	200,000	200,000	200,000
Other: Business Management Fees	132,000	247,910	268,569	217,700	217,700	225,000
Other: Const. Management Fees	33,000	50,000	112,500	206,000	206,000	206,000
Other: Partner Contributions - Chamber	70,000	70,000	70,000	70,000	70,000	70,000
Other: Building Contributions	150,000	282,500	75,000	75,000	75,000	0
Other: Advisory Services	207,400	0	0	0	0	
Other: Company Services	48,900	32,232	48,999	45,100	45,100	48,500
Partner In-Kind Services	0	0	0	0	0	
Grant Funds	442,600	480,946	1,141,788	515,000	515,000	625,000
Interest	5,535	116,276	140,203	97,500	97,500	75,000
Rents	2,346,496	3,064,277	3,208,748	3,181,729	3,181,729	3,250,000
Total Revenues	3,985,931	4,894,141	5,615,807	4,923,029	4,887,029	5,014,500
Total Revenues and Fund Balance	5,854,705	6,365,071	6,997,344	6,730,870	6,694,870	6,147,357
Expenditures:						
Salaries	783,673	635,276	712,002	730,342	730,343	750,000
Employee Benefits	60,752	85,778	92,207	116,640	116,640	100,000
Health Insurance	37,500	34,925	31,165	61,870	61,871	65,000
Property Taxes	80,245	86,316	94,149	95,000	100,715	101,000
Utilities, Building Maint.	1,323,777	1,462,856	1,509,633	1,449,985	1,449,985	1,500,000
Lease/Rent to City/County	25,000	25,000	25,000	25,000	367,000	367,000
Property Insurance	85,000	98,539	97,677	100,400	100,400	105,000
Debt Payments	1,694,000	1,906,487	2,052,282	2,155,008	2,155,008	2,025,000
Other: Business Analyst Services Expens	67,743	67,533	69,545	70,800	70,800	70,000
Other: Legal and Accounting	60,606	95,324	109,154	83,200	83,200	75,000
Other: Rent	34,475	34,475	34,475	34,475	34,475	34,475
Other: Administration Services	30,371	48,095	56,176	51,275	51,275	55,000
Other: Business Development Services	57,795	154,185	154,185	92,400	92,400	95,000
Other: Professional Fees	42,839	248,744	151,853	147,900	147,901	125,000
Total Expenditures	4,383,775	4,983,533	5,189,503	5,214,295	5,562,013	5,467,475
Ending Fund Balance 12/31/xx	1,470,930	1,381,538	1,807,841	1,516,576	1,132,857	679,882

Community Partner	KU Innovation Park	Contact Name	Adam Courtney
2027 Request Amount	$ 115,000	Phone Number	785-832-2110
Total Partner Budget	$ 5,467,475	Email	acourtney@kuinnovationpark.com
Unrestricted Fund Balance	$ 1,132,857	Website	https://kuinnovationpark.com/

Community Partner Summary

Community Partner Overview
KU Innovation Park helps Douglas County turn public investment into measurable economic return by supporting early-stage bioscience and tech companies and attracting external funding into the community. Since its inception, County funding has helped leverage more than $67 million in state, federal, and private investment, generating an approximate 8-to-1 return on County dollars. Today, the Park supports more than 50 companies across tenant, virtual, and accelerator programs, including 21 early-stage startups, 8 established industry companies, and a growing pipeline of virtual and accelerator participants. The Park focuses on early-stage, high-growth startups that require specialized space, technical expertise, and commercialization support to move from concept to market. These companies rely on access to lab and office space, business services, and connections to talent and capital. Established companies contribute to a strong economic base and support industry collaboration. County funding is used exclusively for business services, including staffing and entrepreneurial programming. These services are not sustained by private revenue alone and are essential to helping companies launch and grow. Facility-generated revenue, including leases, is reinvested into building operations, ensuring a clear separation from public funding. In 2025, the Park supported more than 20 companies each quarter, worked with 40 research teams pursuing federal funding, and hosted 25 free educational events. Demand continues to grow, with current staff operating at or above capacity. These efforts support company retention, recruitment, and expansion in Douglas County. County-supported incentives helped two new

companies establish operations in Lawrence in 2025. The Park focuses on industries that drive higher wages and long-term economic stability, strengthening the local tax base.

Service Overview

KU Innovation Park delivers measurable economic impact to Douglas County by supporting the creation, growth, and retention of high-growth technology and bioscience companies and expanding access to entrepreneurial resources for residents. As of the end of 2025, the Park system included 77 companies employing more than 800 people with an annual payroll exceeding $53 million.

The Park directly supports more than 50 active companies through tenant, virtual, and accelerator programs, providing hands-on business services to founders, researchers, and entrepreneurs. In 2025, the Park worked with more than 20 companies each quarter and supported an additional 40 research teams pursuing federal funding. It also hosted 25 free educational events, expanding access to entrepreneurship for community members at all stages.

County funding supports no-cost business services that help companies navigate commercialization, access capital, and scale operations. These services include market research, financial modeling, grant support, and strategic advising. By lowering barriers to entry, the Park enables more Douglas County residents to participate in business creation and innovation-driven careers.

The Park also provides specialized lab and technical space that is difficult and costly to develop in the private market. This infrastructure allows bioscience and technology companies to start and grow in Douglas County rather than locating elsewhere, supporting both company retention and recruitment.

Effectiveness is demonstrated through capital attraction and company growth. In 2025, KU Innovation Park and its companies brought more than $8 million in external funding into Douglas County through fundraising and competitive grants. Park-supported companies also secured approximately $795,000 in angel investment through the Oread Angel Investors network. Since its inception, the Park has leveraged more than $67 million in external funding, yielding an approximate 8-to-1 return on the County's investment.

The Park operates efficiently through a lean staffing model that leverages professional staff alongside trained student business analysts. This approach allows the Park to deliver high-impact services at no cost to companies while maximizing the return on County funding. Public investment also serves as a match for additional grants, further multiplying its impact.

The Park's impact extends directly to Douglas County residents. Approximately 60% of individuals working in Park facilities live in the county, with 85–90% residing within a 30-mile radius. In addition to wages and local spending, the Park contributes to the tax base. In 2026, the Park will pay more than $100,000 in property taxes for a West Lawrence facility it manages, and four graduated companies will contribute an estimated $146,000 in property taxes this year.

Despite this progress, the Park is currently operating at or above service capacity. Staff are supporting more companies than resources sustainably allow, resulting in growing demand for services, programming, and specialized space. Without sustained investment, the Park's ability to provide accessible, no-cost support will be constrained, limiting company growth and reducing the ability to attract additional external funding into Douglas County.

Equity

What is your organization doing to advance equity?
KU Innovation Park advances equity in Douglas County by expanding access to entrepreneurship, capital, and business support for individuals who may not otherwise have the resources to participate in innovation-driven economic growth. A core strategy is providing no-cost business services and support. These services give founders access to market research, financial modeling, commercialization guidance, and strategic advising regardless of their ability to pay, ensuring that access to support is not limited to well-capitalized or well-connected entrepreneurs. The Park also prioritizes accessible educational programming. In 2025, KU Innovation Park hosted 25 free events, many open to the public, designed to provide practical information to individuals at all stages of the entrepreneurial journey, including those exploring business ownership for the first time and researchers looking to move their research out of the lab. Access to capital is another key focus. The Park connects founders to non-dilutive funding opportunities, including SBIR/STTR programs, and to early-stage investors. These pathways help entrepreneurs secure funding without relying on personal wealth or existing financial networks. In 2025, more than half of the incentive funding distributed by the Park supported women- and/or minority-owned startups. KU Innovation Park also supports workforce development by engaging University of Kansas students as business analysts, providing hands-on experience and access to professional networks. In addition, the Park supports hiring across its companies, connecting local talent to opportunities ranging from entry-level roles to executive leadership. Through these efforts, KU Innovation Park works to make entrepreneurship and economic opportunity in Douglas County more accessible to a broader range of individuals.
Have you employed strategies to mitigate equity considerations? Please list those below.

KU Innovation Park monitors and evaluates how its services are accessed and utilized to ensure they remain broadly accessible and effective across the community.

The Park tracks participation across its programs, including the number of companies receiving business support, attendance at educational events, and engagement in capital access initiatives. In 2025, the Park supported more than 20 companies each quarter, worked with 40 research teams, and hosted nine free Lunch and Learn events with more than 425 attendees. The Oread Angel Investors network grew to more than 100 members, connecting startups to early-stage capital opportunities.

In addition to participation data, the Park evaluates effectiveness through business outcomes. Key indicators include capital raised, progress toward commercialization, and company growth. In 2025, Park-supported companies brought more than $8 million in funding into Douglas County and added more than 60 jobs, demonstrating that services are translating into measurable economic advancement.

Structured reporting is also used to track progress and inform decision-making. Companies participating in funded programs report on milestones, use of funds, and business outcomes. This allows the Park to assess how resources are being deployed and where additional support may be needed.

Targeted funding initiatives are tracked to ensure resources are reaching intended populations, including women- and minority-owned businesses. In 2025, more than half of incentive funding supported these companies, including new lab operations and product development efforts.

The Park also gathers qualitative feedback through conversations, workshops, and events. This feedback provides insight into barriers entrepreneurs face and helps guide adjustments to programming and service delivery.

These measures allow the Park to identify gaps, adjust programming, and ensure that resources reach a broad and diverse set of entrepreneurs in Douglas County.

Budget Request Analysis

Analysis of Revenue Sources

KU Innovation Park operates through a blended revenue model that includes earned revenue, partner contributions and external funding, with a clear separation between facility-related revenue and business service operations.

Management fees represent revenue generated from contracted services provided to companies beyond no-cost support, including accounting, payroll, fractional consulting engagements, and financial consulting. Advisory services are now included in this category, but were previously separated out. Construction management fees are associated with oversight of capital projects and are capitalized into those projects rather than treated as operating revenue. Company services represent reimbursements from tenants for shared services such as phone and internet. Partner contributions include funding from the other founding partners, including the City of Lawrence, the University of Kansas and the Chamber, which support the ability to provide free business services.

Private revenue generated through facility leases supports building operations, maintenance and infrastructure. This includes facilities like the West location, where revenue and expenses are managed separately from core operations. These funds are restricted to facility-related expenses and do not support business services or staffing. Public funding, including support from Douglas County, is directed toward no-cost business services and free entrepreneurial programming. This structure ensures a clear distinction between infrastructure funding and service delivery.

In addition to earned and partner revenue, KU Innovation Park actively pursues state, federal and private grant funding to expand programming and support company growth. These funding sources often require a local match or demonstration of community investment. Public funding from Douglas County plays a critical role in positioning the Park to secure these external resources, directly increasing the amount of capital brought into the community.

During the 2026 budget cycle, KU Innovation Park experienced reductions in public funding from both the City and County. Previous cuts prior to the 2026 budget cycle have led to a staffing decrease from seven to five full-time positions, limiting the Park's ability to expand services and fully meet growing demand. Current resources are focused on maintaining core services, with limited capacity to scale programming or introduce new initiatives.

Despite these constraints, the Park continues to generate measurable returns. In 2025, KU Innovation Park and its companies brought more than $8 million in capital into Douglas County. Since its inception, the Park has leveraged more than $67 million in external funding, representing an approximate 8-to-1 return on the County's investment.

Reductions in County funding not only impact service delivery but also limit the Park's ability to attract additional investment into Douglas County. Restoring County funding to prior levels will stabilize operations, maintain access to no-cost services and position the Park to continue leveraging external funding. Without that support, service capacity will remain constrained as demand and opportunities continue to grow.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

KU Innovation Park maintains a disciplined approach to fund balances, with beginning and ending balances historically remaining relatively consistent year over year. Unrestricted fund balances have typically been maintained at approximately $1.4 million to support operating stability, meet financial obligations and ensure compliance with debt service requirements.

For 2026 and into 2027, the Park is experiencing a significant shift in how fund balances function, driven by increased fixed obligations and a growing share of restricted and designated funds. While total balances may appear stable in prior years, a substantial portion of those funds are not available for general operations.

A primary driver of this change is the financial structure associated with the West facility. Under prior amendments, the Park's required annual payment to the City and County for the facility was approximately $25,000. Beginning in 2026, that obligation increased to approximately $367,000 annually under the terms of the agreement. This represents a material and unavoidable increase in fixed financial obligations that must be met regardless of operating conditions. This change has already impacted 2026 fund balance allocation and, under the current structure, is expected to continue affecting financial capacity in 2027. The West facility obligation is a material driver of increased expenditures and directly contributes to the drawdown of fund balances.

In addition, the Park's balance sheet includes restricted funds tied to capital projects, most notably Phase IV, which is supported in part by $22 million in federal funding. These funds are restricted for construction and infrastructure and are not available for operating expenses. Additional designated reserves include the entrepreneur incentive fund, which is used exclusively to support early-stage companies through targeted assistance such as rent subsidies, lab buildout and equipment.

The Park also maintains reserves required to meet financial covenants associated with its real estate financing, including debt service coverage requirements. These reserves are necessary to preserve financial health and maintain access to financing for future development.

From a variance perspective, the 2026 and 2027 budgets reflect reduced partner funding from both Douglas County and the City of

Lawrence, along with more conservative projections for grant revenue. At the same time, expenses increase due to fixed obligations, including the West facility payment, as well as modest increases in payroll and facility-related costs.

No significant unrestricted surplus is being accumulated. Instead, fund balances are being drawn down to meet fixed obligations and maintain operations. Based on current projections, the Park's ending fund balance is expected to decrease from approximately $1.13 million in 2026 to approximately $680,000 in 2027. This reflects the use of reserves to meet contractual obligations and sustain core services within a constrained funding environment.

KU Innovation Park continues to pursue additional funding sources, including federal and state grants, corporate partnerships and sponsorship opportunities, to diversify revenue and reduce reliance on any single funding source while continuing to deliver services to Douglas County.

Analysis of expenditure changes

KU Innovation Park's expenditures in 2026 and projections for 2027 reflect a significant structural shift driven primarily by increased fixed facility-related obligations rather than discretionary spending. The most substantial change is associated with the West facility. Under prior amendments, the Park's required annual payment to the City and County was approximately $25,000. Beginning in 2026, that obligation increased to approximately $367,000 annually. This represents a material and unavoidable increase in fixed expenditures and is the primary driver of rising costs. With the change in the rent payment under the lease agreement, the Park will pay more to the county than it will receive in 2026. That will also be true in 2027 if the supplemental request is not approved.

In addition to this payment, the Park is contractually responsible for all operating and capital expenses at the West facility, including property taxes, maintenance, utilities and building system replacements. These costs are incurred regardless of occupancy or revenue performance. While the facility is owned by the City and County, the Park bears full responsibility for maintaining and operating the asset. Since assuming operations in 2010, the Park has incurred approximately $2.5 million in cumulative operating losses related to the facility, including approximately $1.2 million in property tax payments.

This structure creates a layered financial obligation tied to a single asset, combining required payments, full operational responsibility and ongoing capital costs without corresponding ownership. These expenditures cannot be reduced through operational efficiencies and represent ongoing pressure on the Park's financial position.

The Park will pay approximately $100,000 in property taxes for the West facility in 2026, a 16% increase from the prior year. An additional $146,000 in property taxes is estimated to be paid by Park graduates in Douglas County. A recent Lightcast analysis found that the Park's activity generated approximately $196,000 in direct tax benefits to the County in fiscal year 2022-23.

KU Innovation Park is also working with Douglas County on developing a Payment in Lieu of Taxes (PILOT) program. While this reflects a shared interest in long-term sustainability, it would introduce an additional recurring financial obligation. As with the West facility, these costs would be fixed and not offset by operational efficiencies, further increasing pressure on the Park's financial position.

Outside of the West facility, the Park continues to experience moderate increases in core operating costs, including utilities, maintenance and payroll. The organization maintains a lean staffing model, and while demand for services continues to grow, staffing constraints limit the ability to scale. This results in longer service timelines, limited program expansion and a backlog of unmet needs rather than increased spending.

The Park is also preparing for Phase IV development. While capital costs are supported by restricted and external funding, they require organizational capacity and financial stability. Increased fixed obligations place additional pressure on financial covenants and limit flexibility to advance future projects.

Despite these pressures, the Park maintains a disciplined approach to expenditures, prioritizing core services and facility operations. However, the addition of the West facility obligation represents a structural increase in fixed costs that cannot be absorbed through efficiencies alone.

As a result, expenditures are projected to exceed revenues in 2027, requiring the use of fund balance to sustain operations. This reflects a constrained financial environment in which fixed costs are rising while partner funding has declined.

Restoring County funding would help offset structural cost pressures, stabilize service delivery and maintain access to no-cost business services that support company growth in Douglas County.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**KU Innovation Park**	**$ 60,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

The purpose of the additional $60,000 request is to restore KU Innovation Park's funding to its 2025 level and strengthen the delivery of no-cost business services that support company growth, capital access and long-term economic activity in Douglas County.

KU Innovation Park was established through a public-private partnership led by Douglas County, the City of Lawrence, the University of Kansas and the Chamber. This model has been foundational to the Park's success and remains essential to sustaining its impact. During the 2026 budget cycle, County funding was reduced from $175,000 to $115,000. This supplemental request would return funding to prior levels and support core services not sustained through private revenue, including individualized business services, commercialization support and entrepreneurial programming.

These services are actively used and in strong demand. In 2025, the Park supported more than 20 companies per quarter and served 40 research teams through programming and funding pathways. This work helps companies navigate early-stage risk, access non-dilutive funding and position for private investment. As a result, the Park and its companies brought more than $8 million in capital into Douglas County in 2025.

County funding is a critical input to this system. It allows the Park to provide services at no cost, reducing barriers to entry and ensuring support is based on potential rather than access to capital. It also strengthens the Park's ability to secure state, federal and private funding. Since its inception, every dollar invested by Douglas County has leveraged approximately $8 in outside funding.

County funding also supports accessible educational programming that connects community members to entrepreneurship and innovation resources. In 2025, the Park hosted nine free Lunch and Learn events with 425 attendees, along with SBIR/STTR boot camps and other no-cost educational sessions. These programs expand access to information, lower barriers to entry and create pathways for individuals and research teams to engage in business development. Restored funding would allow the Park to continue offering and expanding these free programs.

Additional funding would allow the Park to strengthen two of its highest-impact growth initiatives: the Oread Angel Investors network and the Lab2Market program. Oread Angels has quickly grown into a regional source of early-stage capital, connecting investors with high-

potential startups and helping keep investment activity in Kansas. With dedicated staffing, the Park could more actively source deals, expand investor engagement and increase the number of companies accessing early-stage funding.

Similarly, the Lab2Market program provides a structured pathway for research teams to move innovations from the lab into commercial ventures. Additional capacity would allow the Park to grow this program, support more teams and accelerate the translation of research into startups and economic activity in Douglas County.

Restoring County funding will strengthen service capacity, protect access to early-stage support and free programming, and position the Park to expand its impact through company growth, capital attraction and commercialization. Continued investment reflects the strength of the original partnership and ensures the Park can sustain and grow the role it was created to serve in the community.

Impact if supplemental request is not funded

If supplemental funding is not approved, KU Innovation Park will be required to absorb reduced operating support while fixed financial obligations increase, resulting in measurable reductions in service capacity and increased pressure on the organization's financial position. With the change in the rent payment under the lease agreement for the West facility, the Park will pay more to the county than it will receive in 2026. That will also be true in 2027 if this supplemental request is not approved.

The Park has already reduced staffing from seven to five full-time positions in response to declining partner funding. To manage costs, key roles have not been backfilled, including a finance position following a leadership transition and a dedicated business development function. As a result, business development efforts are distributed across existing staff and are largely responsive rather than proactive, limiting the Park's ability to strategically recruit companies, pursue partnerships and expand revenue opportunities.

Without additional capacity, the Park's ability to grow key initiatives will be limited. The Oread Angel Investors network will continue to operate, but is unlikely to expand at its current pace without dedicated staffing, reducing deal flow, investor engagement and access to early-stage capital for local companies.

The Lab2Market program will also be constrained. Limited resources will reduce the Park's ability to scale or consistently deliver the program, slowing the pipeline of new companies emerging from the University of Kansas and reducing commercialization opportunities over time.

Accessible educational programming will also be affected. The Park may need to reduce the frequency of free events, including Lunch and Learns and SBIR/STTR boot camps, limiting access to information and entry points for entrepreneurs and research teams.

More broadly, reduced capacity will limit the number of companies that can be served and extend timelines for business services. Companies may experience delays in accessing commercialization support, capital pathways and strategic guidance at critical stages of growth.

At the same time, the Park is managing a significant increase in fixed costs associated with the West facility, including a substantial rise in required annual payments beginning in 2026. These costs are not discretionary and must be met regardless of revenue performance, shifting additional pressure onto operating reserves.

This dynamic has broader financial implications. Continued use of fund balance to offset operating gaps, combined with increased fixed obligations, places downward pressure on the Park's debt service coverage ratio (DSCR). A weakened DSCR limits financial flexibility and may affect the Park's ability to advance Phase IV development, a $22 million federally supported project central to future company growth and economic activity in Douglas County. These constraints shift the Park from a position of growth to one of maintaining existing operations.

Operationally, the result will be a more constrained and less responsive support system. Fewer companies will be served, service timelines will increase and the Park will have limited ability to expand programming or pursue new initiatives. Reduced local investment also weakens the Park's ability to compete for state, federal and private funding, resulting in fewer external dollars flowing into the community.

Over time, this leads to a smaller and less effective pipeline of companies moving from early-stage development to growth and expansion. The cumulative effect is reduced economic activity, fewer companies scaling locally and diminished return on prior public investment.

In short, without supplemental funding, fixed costs will continue to rise while service capacity declines, limiting both near-term support for companies and the Park's ability to sustain long-term economic impact in Douglas County.

KU Innovation Park

KU Innovation Park delivers measurable return on public investment by supporting company growth, expanding access to capital and bringing new dollars into Douglas County. The data below highlights key outcomes across economic impact, local benefit, and business support.
Unless otherwise noted, all metrics reflect 2025 performance.

ROI AT A GLANCE

GROWTH in 2025

+4	+61	+$4.2M
COMPANIES	JOBS	ANNUAL PAYROLL

Economic Impact & Return on Public Investment

- $67 million in additional funding leveraged since 2008 (this excludes founding partner funding)
- That's an 8-to-1 return on the County's total investment
- $8 million in capital brought into Douglas County

Direct Local Impact

- 60% of employees coming to the Park live in Douglas County
- $100,000 in property taxes paid by the Park (2026)
- $146,000 in estimated property taxes paid by Park graduates in Douglas County (2026)

Company Support & Economic Activity

- 22 companies supported per quarter on average
- 1,750+ hours of direct business services delivered by Park staff and business analysts

Pipeline for Future Growth

- 40 research teams pursuing federal funding supported
- 25 no-cost educational events
- Nine lunch and learns with 425 attendees

Private Capital & Investor Network

- $795,000 in angel investment facilitated
- 100+ investors in the Oread Angels Investors network
- Three pitch events featured a dozen startups

Since its creation, the Park has raised more than $67 million in federal, state and private funding, resulting in $8 in additional funding for every dollar the County has contributed.

KU Innovation Park

Turning local investment into lasting impact

The Park's private revenue, generated through facility leases, sustains our infrastructure. County funding, along with dollars from other founding partners, ensures that business support services and public programming are free.



Those free business services directly impact local startups and entrepreneurs. In 2025, the Park provided ongoing, hands-on assistance to more than 20 companies per quarter, helping founders navigate a range of challenges.



The Park provides specialized lab and technical space that's difficult and costly to develop in the private market. This space enables companies to start and scale in Douglas County rather than locating elsewhere.



The public investment from the Park's founding partners serves as a catalyst for securing additional state, federal, and private funding. For every dollar contributed by the county, the Park has been able to raise an additional $8.



The Park is actively working with the County on development a Payment in Lieu of Taxes (PILOT) program, reflecting a shared interest in supporting long-term sustainability and community contribution.



PILOT Framework

EXECUTIVE SUMMARY

Purpose: Establish a predictable, transparent payment in lieu of taxes (PILOT) structure that supports City/County service needs while protecting KU Innovation Park's ability to meet debt-service requirements and continue delivering measurable economic-impact outcomes.

Financial DSCR guardrail: PILOT payments must not reduce KU Innovation Park's Debt Service Coverage Ratio (DSCR) below 1.15.

Recommended approach: A phased, formula-based PILOT tied to occupied leasable space with an automatic DSCR safe-harbor cap and a defined deferral mechanism.

BACKGROUND AND CONTEXT

KU Innovation Park (KUIP) is advancing a PILOT concept for mature companies located at the Park. KUIP operates with existing gross lease structures in its portfolio and cannot universally pass new PILOT costs through to tenants under current agreements. Accordingly, the PILOT framework must be designed to preserve KUIP's financial covenants and operating stability, while providing the City and County a consistent, performance-aligned contribution.

PROGRAM GOALS

- Create a predictable payment structure aligned with occupancy and company maturity.
- Protect KUIP's minimum DSCR of 1.15 and associated debt covenants.
- Support City/County services and reinvestment priorities tied to KUIP activity.
- Ensure clarity, equity, and administrative simplicity.

SCOPE AND ELIGIBILITY

- Included Properties/Spaces (define in agreement).
- Revenue-producing, leasable space within KUIP facilities covered by the PILOT program.
- Only occupied leasable space is assessed for PILOT (vacant, shell, and non-revenue space excluded).

Mature Company Eligibility
Tenants who have advanced beyond the incubation phase and are creating positive cash flow.
Tenants are divisions of larger, mature organizations with operations in other locations.
Tenants are for-profit entities.

The PILOT program is currently under legal review, with plans for the Park Board of Directors to review and approve the plan at their May meeting.

Exclusions and Special Categories:

- Early-stage companies in incubation and start-up phase (revenue threshold, company age by sector, etc).
- Nonprofit or research-only uses.

FRAMEWORK OVERVIEW

- Base Calculation: a rate per occupied leasable square foot ($/SF) applied to occupied leasable SF. The Park will work with the County and City to establish the target cost per square foot.
- DSCR Safe-Harbor Cap: PILOT automatically reduced or deferred to maintain DSCR ≥ 1.15.
- Phased In: PILOT incorporated at mature tenant lease renewal negotiations.
- Administration: simple annual calculation with quarterly or semiannual remittance.

DSCR PROTECTION

DSCR Protection Clause:

- If the calculated PILOT would reduce DSCR below 1.15, the payment is automatically reduced to the maximum amount that preserves DSCR ≥ 1.15.
- Any unpaid portion becomes a deferred PILOT, tracked in a ledger and repayable only when DSCR exceeds the agreed-upon cushion.
- When DSCR exceeds the cushion, apply a defined share of excess cash flow toward Deferred PILOT until cleared.

PAYMENT TIMING AND ADMINISTRATION

- Payment frequency: quarterly or semiannual.
- Annual calculation and reconciliation based on audited or board-approved year-end financials.
- KUIP provides an annual certification packet: occupied SF, calculation workbook, DSCR calculation, and financial statements.
- Define who invoices and collects (City, County, or both) and where funds are remitted.

DECISION ITEMS FOR CITY/COUNTY AND KUIP

- Eligibility definition for the PILOT program (mature company and exclusionary criteria).
- Calculation approach: $/SF methodology.
- Phase-in schedule.
- Payment timing (quarterly vs semiannual) and administrator for billing/collection.
- Agreement language for DSCR protection, deferral, and catch-up.

PROPOSED IMPLEMENTATION STEPS

- Finalize decision items
- Draft and finalize standard PILOT agreement template with legal review
- Adopt approvals by KUIP Board, County, and City
- Launch PILOT

The PILOT program is currently under legal review, with plans for the Park Board of Directors to review and approve the plan at their May meeting.

2027 Budget Request Detail

calculated fields

Community Partner	KU SMALL BUSINESS DEVELOPMENT CENTER					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx		0	0	0	0	0
Douglas County	30,000	30,000	40,000	40,000	40,000	40,000
City of Lawrence	30,000	30,000	40,000	35,000	35,000	40,000
SBA (Federal Funds)	107,000	107,000	117,000	100,000	100,000	100,000
KDOC (State Funds)	82,448	87,548	87,548	110,000	110,000	110,000
University of Kansas (Cash Match)	67,000	67,000	67,000	67,000	67,000	67,000
University of Kansas (Additional Support)				29,042	29,042	35,000
Program Income				1,200	1,200	2,500
Total Revenues	316,448	321,548	351,548	382,242	382,242	394,500
Total Revenues and Fund Balance	316,448	321,548	351,548	382,242	382,242	394,500
Expenditures:						
Salaries	199,810	199,627	221,790	240,460	240,460	244,280
Fringe Benefits	64,965	71,226	77,362	85,530	85,530	90,838
Travel	12,491	6,042	16,470	13,047	13,047	15,000
Supplies	2,116	4,076	3,500	5,924	5,924	7,000
Rent	22,800	22,800	22,800	22,800	22,800	22,800
Other	3,701	3,427	960	7,077	7,077	7,178
Grant Management Fee	7,925	7,925	8,666	7,404	7,404	7,404
Reversion of Funds to State	2,640	6,425				
Total Expenditures	316,448	321,548	351,548	382,242	382,242	394,500
Ending Fund Balance 12/31/xx	0	0	0	0	0	0

Community Partner	KU Small Business and Development Center	Contact Name	Kristina Edwards
2027 Request Amount	$ 40,000	Phone Number	620-757-6672
Total Partner Budget	$ 40,000	Email	kristinamease@ku.edu
Unrestricted Fund Balance	$ 0	Website	https://business.ku.edu/research-and-faculty/centers/ku-sbdc

Community Partner Summary

Community Partner Overview
For more than 40 years, the KU SBDC has provided Douglas County entrepreneurs with no-cost professional business advising to strengthen local businesses, increase economic stability, and expand access to high-quality support. The center works with businesses at every stage — startup through expansion, transition, and succession — providing guidance in financial analysis, access to capital, operations, marketing, business planning, and long-term decision-making — core skills that small business owners rarely have the time, training, or outside perspective to develop on their own. As part of America's SBDC Network, the nation's largest small business assistance network, the KU SBDC gives local clients access to nationally recognized training standards, validated data systems, and federal, state, and university resources unavailable through a local-only model. The center is a key technical assistance partner across Douglas County's entrepreneurial ecosystem — delivering presentations, supporting community events, and providing one-on-one advising expertise that lenders, chambers, municipalities, and economic development partners rely on when clients need real business support. Demand has grown from 400 unique businesses served in 2021 to more than 550 in 2025, with momentum continuing: in 2026, the center served over 200 businesses in the first four months alone. These are not one-time interactions — clients maintain an ongoing relationship, typically receiving 6–10 hours of individualized support. In 2025, clients accessed $12.5 million in capital, launched 50 new businesses, and reported nearly $10 million in increased revenues while supporting or creating more than 1,000 jobs — federally validated, client-reported outcomes. Approximately 85% of clients reside in Douglas County. The 2027 request of $40,000 helps sustain a $394,500 operating budget, activating nearly $10 in additional resources for every County dollar invested.
Service Overview

The KU SBDC provides no-cost professional business advising designed to help Douglas County entrepreneurs strengthen their businesses, navigate challenges, and make informed decisions with confidence. The advising process begins by sitting across from a business owner and understanding who they are, what they do, where their business stands, and what they are trying to navigate. From there, advisors identify practical next steps, connect clients to resources, and help implement strategies realistic for the environment in which they operate.

The center's model is built around practical application and empowerment rather than transactional consulting. Advisors help clients evaluate how decisions, financial realities, staffing limitations, market conditions, and operational pressures interact within the day-to-day realities of their business — building the confidence and capacity needed to move forward.

Most small business owners did not go to business school. They have a skill, a trade, or a passion — and built something around it. The business side is often unfamiliar territory, and the world is only getting harder to navigate. Regulatory complexity, economic uncertainty, and competitive pressures are challenges most owners face without formal training or outside support. That is exactly where the KU SBDC comes in.

Every advisor meets national certification requirements, completes rigorous training upon hire, and brings individual specializations to the office. Ongoing development through the SBA and America's SBDC Network keeps the team current. Because the KU SBDC operates within two national support organizations, every local dollar goes directly to supporting small businesses — not to building infrastructure or figuring out what works. That foundation already exists.

Advisors are trained in communication, mental health awareness, and cultural sensitivity — because owners often arrive carrying stress alongside their questions. The team meets them where they are, creates space where they feel heard, and delivers complex information in ways that actually stick — whether that means reframing a concept, breaking down a financial statement, or knowing when to slow down. Working across hundreds of businesses each year means advisors know these topics so thoroughly they can explain them in as many ways as it takes.

There is a lot of conversation in the community about where businesses should go first. The KU SBDC has earned its role through years of practice. Advisors have spent years — in some cases more than a decade — building deep knowledge of the local ecosystem: what each program requires, who to call, and exactly what to expect. When a business owner needs to know where to go, the KU SBDC knows — and when something new emerges, the team finds out. Connecting entrepreneurs to the right resources is not a new initiative here. It is simply how the work has always been done.

When COVID-19 hit, critical relief information came through the SBDC network first — making the KU SBDC an immediate lifeline and demonstrating what trained advisors and national infrastructure make possible in a crisis.

Demand has grown from 400 unique businesses in 2021 to nearly 550 in 2025, with over 200 served in the first four months of 2026 alone. Clients receive 6–10 hours of individualized support on average. In 2025, clients accessed $12.5 million in capital, launched 50 businesses, reported nearly $10 million in increased revenues, and supported or created more than 1,000 jobs — federally validated outcomes. Client satisfaction is 100%. Clients leave stronger than they arrived, with someone knowledgeable in their corner at no cost. Current demand is

outpacing funded capacity. The team continues to explore ways to expand support and is releasing educational materials on key advising topics — so critical knowledge does not live with the individual advisor alone, and owners and partners can access it when they need it most.

Equity

What is your organization doing to advance equity?
The KU Small Business Development Center advances equity by working to reduce barriers that often prevent entrepreneurs and small business owners from accessing professional business support, technical guidance, and economic opportunities. All KU SBDC advising services are provided at no cost, helping ensure business owners can access high-quality support regardless of income level, prior business experience, business size, or access to professional networks. The center's approach to equity is integrated into how services are delivered rather than treated as a separate initiative. Advisors begin by understanding who the business owner is, what their business does, where they currently are operationally, and what challenges or goals they are navigating. This allows advising to be tailored to the realities of the business owner's environment, capacity, and circumstances rather than relying on one-size-fits-all recommendations. Many small business owners face barriers not because of a lack of ability or motivation, but because they are navigating complex financial systems, regulations, funding processes, operational pressures, and long-term business decisions without prior access to professional guidance or established networks. The KU SBDC helps reduce these barriers by translating complex systems and information into practical, actionable steps that business owners can realistically implement within the capacity of their business. The advising model is intentionally relationship-based, educational, and empowering. Advisors work to create an environment where entrepreneurs feel comfortable asking questions, exploring opportunities, and building confidence in their decision-making. For many business owners, especially first-time entrepreneurs or those operating with limited resources, access to trusted guidance and a supportive professional relationship can significantly improve their ability to engage with systems that may otherwise feel inaccessible or intimidating. The KU SBDC serves entrepreneurs across industries, backgrounds, and business stages throughout Douglas County, including first-time business owners, rural entrepreneurs, women-owned businesses, minority-owned businesses, veteran-owned businesses, and businesses operating with limited financial or technical resources. Accessibility efforts include flexible meeting formats, individualized advising approaches, simplified educational resources, referral partnerships, and practical resource navigation designed to help entrepreneurs engage with support systems in ways that are manageable and realistic for their circumstances. Through partnerships with lenders, municipalities, educational institutions, economic development organizations, and the SBA network, the KU SBDC also helps entrepreneurs access funding opportunities, technical resources, professional connections, and support systems that might otherwise remain out of reach for smaller or under-resourced businesses. These partnerships help expand long-term economic participation by increasing access to the tools, relationships, and knowledge needed to build sustainable businesses. The KU SBDC continues to evaluate service delivery, outreach efforts, and operational accessibility to better respond to evolving community needs and growing demand for services. The organization's equity work is ultimately focused on increasing access to practical business support, strengthening long-term business stability, and helping more entrepreneurs successfully participate in the local economy.
Have you employed strategies to mitigate equity considerations? Please list those below.

The KU SBDC treats equity not as a value statement, but as a performance standard — one that is measured, tracked, and evaluated through multiple formal and ongoing processes.

Client demographic data is collected directly from business owners during intake. As part of the advising registration process, clients self-identify demographic and business ownership information, including whether they identify as a minority-owned, women-owned, veteran-owned, or disability-owned business. This information is tracked within the center's client management system and reported annually to the SBA as part of a federally required performance report. Reporting outreach activities and outcomes within underserved communities is not only important to the KU SBDC's mission and service model, but also a contractual federal requirement tied to the center's SBA funding and performance standards.

Approximately 80% of KU SBDC clients are considered underserved, and more than 20% identify as minority-owned businesses. The trend in minority business ownership within the center's client base reflects the intentionality of this work. Minority-owned businesses represented 8.8% of clients in 2019, grew to more than 10% by 2020, and exceeded 20% in 2025. This sustained growth is the result of ongoing outreach, stronger community relationships, and deliberate efforts to make services more accessible, trusted, and responsive across underserved communities.

Beyond tracking outcomes, the KU SBDC actively supports underserved business owners through targeted programming, partnerships, and continued staff development. The center serves as the technical assistance partner for the Diversify Douglas County Loan Program, which is specifically designed to support minority-owned businesses. The center also teaches Boots to Business, a training program for veterans, one to two times per quarter, while continuing to provide ongoing advising support to veteran-owned and disabled veteran-owned businesses, both of which continue to represent growing client populations.

Staff development and community engagement reinforce these efforts through multiple channels. Advisors participate in cultural competency and equity-focused training through the University of Kansas, Douglas County's E3 training program, and other community-led learning opportunities. This training is treated as an ongoing area of professional development rather than a one-time requirement, helping staff continuously strengthen their ability to work effectively with entrepreneurs from varying backgrounds, experiences, and business environments.

The KU SBDC also maintains an active presence within the community through participation in workshops, events, and entrepreneurial summits, including the annual Haskell Indian Nations University Small Business Summit. These efforts help build long-term relationships and strengthen trust within communities that may not traditionally engage with formal business support systems. Consistent community engagement allows the center to better understand evolving needs, improve outreach efforts, and create more credible and accessible

pathways for underserved entrepreneurs to connect with business resources and support.

The center's equity mitigation approach is fundamentally iterative: track who is being served, evaluate whether outreach efforts are reaching the appropriate communities, adjust strategies where gaps remain, and report outcomes with transparency and accountability. Six consecutive years of growth in underserved clients served is strong evidence that this approach is producing measurable and sustained impact. The center's 100% "excellent" client satisfaction rating also reflects the effectiveness of this approach and demonstrates that clients not only access services, but value the support and relationships they receive through the KU SBDC.

Budget Request Analysis

Analysis of Revenue Sources

The KU SBDC is funded through a coordinated multi-source model that combines local, federal, state, and university investment — each layer building on the others to sustain a program far larger than any single funder could support alone. Douglas County's investment is not simply one line in a budget. It is the local commitment that makes the rest of the funding structure possible.

The 2027 anticipated revenue structure includes $40,000 from Douglas County, $40,000 from the City of Lawrence, $100,000 in SBA federal funds, $110,000 from the Kansas Department of Commerce, $67,000 from the University of Kansas cash match, $35,000 in additional University of Kansas support, and $2,500 in program income, for a total of $394,500.

Douglas County's $40,000 anchors that $394,500 program — a leverage ratio of nearly 10:1. Every dollar the County invests activates approximately $9.90 in additional federal, state, and university resources flowing directly to Douglas County businesses. This is not incidental. Federal SBA funding requires a local cash match, meaning local and state dollars are structurally required to unlock federal support. Sustaining local investment protects the full program. Without it, federal funding is at risk.

The growth in the center's funding base reflects years of demonstrated performance and deepening trust from every partner. When the current director joined, the center operated on approximately $211,000 total — $56,000 from the SBA, $82,000 from the Kansas Department of Commerce, $33,000 from KU, $20,000 from the City of Lawrence, and $20,000 from Douglas County. Today the program operates at $394,500. State funding has grown from $82,448 in 2023 to $110,000 in 2027. The University of Kansas added new support in 2026 that did not previously exist, growing to $35,000 in 2027 and allowing the center to add an MBA intern and cover a portion of a part-time employee.

Nationally, the SBA has increased funding to SBDC programs, reflecting growing federal recognition of the network's value. These are not routine adjustments — they are signals of confidence in the center's performance.

NOTE: In 2026, the City of Lawrence reduced funding for the KU SBDC and other economic development organizations. The center absorbed that reduction without cutting services and the 2027 request returns to the full $40,000. The KU SBDC also received $1,500 from a rural community partner in 2026 and is actively pursuing additional rural county funding to cover travel and expand regional reach.

Beyond the budget, the KU SBDC provides Douglas County businesses access to professional tools that would otherwise be cost-prohibitive. The Kansas SBDC network's IBISWorld subscription costs approximately $40,000 annually and provides industry research reports retailing at $800 to $2,850 each. Profitcents, a financial benchmarking tool, is provided to KU SBDC clients at no cos through

funding support from the Kansas SBDC network. Esri Business Analyst Online carries individual subscription costs $3,995 per user annually. Ongoing advisor training and certifications through the SBA and America's SBDC Network would cost thousands annually if purchased independently. The Kansas SBDC lead center and the University of Kansas also provide institutional administrative support, compliance oversight, and financial management infrastructure not reflected in the program budget. Specialists from across the Kansas SBDC statewide network provide additional expertise at no cost to Douglas County. These resources represent tens of thousands of dollars in additional value that does not appear in any budget line item.

Providing services at no cost is a core SBA program requirement and a reflection of the center's public-serving mission. This ensures every Douglas County entrepreneur — regardless of income, background, or resources — has access to the same high-quality professional support. It is the foundation that makes this work possible.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The KU SBDC operates within a highly structured funding and compliance framework that does not permit the center to carry forward unrestricted fund balances. Resources are deployed into services during the year in which they are received, in alignment with budgeted needs and program requirements. The center does not accumulate reserves of unspent public funding — every dollar is expected to support actual service delivery, staffing, program operations, or necessary compliance requirements.

This model reflects a core organizational philosophy: when funding comes in, it goes to work. The KU SBDC does not hold resources in reserve while businesses in the community go unserved. That commitment to immediate, purposeful deployment is one of the reasons the center has been able to grow its impact as its funding base has strengthened — each dollar received translates directly into advising hours, expanded capacity, and better outcomes for Douglas County entrepreneurs.

The center's financial history reflects consistent, disciplined stewardship. In 2021, 1.5% of the budget was underspent. In 2022, 10% was underspent due to an open advisor position that remained unfilled for part of the year — an unusual circumstance not reflective of normal operations. In 2023, underspend returned to 0.8%, and in 2024 it was 1.9%. In three of the four years shown, the KU SBDC used more than 98% of its allocated resources, reflecting careful budgeting and intentional deployment of funds.

For context, the center's total budget has nearly doubled since the current director joined — from approximately $211,000 to $394,500 — and across that entire period of growth, the center has never carried forward unspent public funds, never returned significant unused resources, and has consistently converted every dollar into measurable outcomes. That track record is not accidental. It reflects an organization that plans carefully, executes deliberately, and treats public investment with the seriousness it deserves.

The 2027 budget projects an ending fund balance of $0, which is consistent with the center's model of building budgets around what is actually needed and using those resources fully within the fiscal year. Any remaining funds at year-end are absorbed in accordance with

regulatory guidelines. This approach reflects a commitment to fiscal responsibility and transparency — the KU SBDC requests only what it needs, uses it as intended, and does not hold public money unnecessarily.

The center's funds are managed under multiple layers of oversight, including University of Kansas financial systems, grant compliance requirements, SBDC program rules, and federal funding expectations. Budgeting and expenditure decisions are part of a highly monitored system that reduces risk and provides funders with confidence that resources are being deployed with care. There are no new major funding sources to report at this time. The center remains committed to maintaining its current funding partnerships while building long-term financial resilience through stable, diversified institutional support.

Analysis of expenditure changes

Expenditure growth at the KU SBDC reflects expanding impact and growing demand — not expanding overhead. The total budget has grown from $316,448 in 2023 to $394,500 in 2027, a $78,052 increase over four years. Every dollar of that growth is directly traceable to increased service capacity and stronger outcomes for Douglas County businesses.

Personnel is the largest and most appropriate expense category, consistently representing 84 to 85 percent of the total budget across all years. This stability is intentional — the center's value rests entirely in the expertise, judgment, and advising hours of its staff, and maintaining that percentage reflects disciplined, focused deployment of resources. Salaries have grown from $199,810 in 2023 to $244,280 in 2027, reflecting purposeful staffing additions: a third full-time advisor in 2022, a part-time specialist in 2023, and a KU-funded MBA intern in 2026. Each addition was deliberate and immediately reflected in stronger client outcomes. The jump from $351,548 in 2025 to $382,242 in 2026 is directly explained by the University of Kansas adding new institutional support that enabled the intern and part-time employee — resources that expanded capacity without placing additional burden on the core budget.

The efficiency story is equally compelling on the service side. In 2023, the center served approximately 400 businesses on a $316,448 budget. In 2027, it is projected to serve 550 or more businesses on $394,500 — a 37 percent increase in clients served against a 25 percent increase in cost. The cost per business served has effectively gone down even as the quality and depth of advising has increased. That is what efficient, mission-focused growth looks like.
Douglas County's $40,000 funds advisor time directly — the expertise and presence that makes every client engagement possible. Approximately 85 percent of clients reside in Douglas County, meaning County investment is almost entirely benefiting local businesses. When a business owner sits across from a KU SBDC advisor, County dollars are what put that advisor in the room.

The center also invests in technology and systems that reduce administrative burden and allow advisors to spend more time with clients, professional development that keeps advisors technically current and directly benefits every business they serve, and travel that supports SBA training, national SBDC conferences, and statewide network activities. These are not discretionary expenses — they are the

investments that sustain the quality and credibility of the advising the center delivers. The bottleneck in the current model is not strategy, effort, or efficiency. It is funded capacity. Additional investment translates directly and demonstrably into more businesses served.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**KU Small Business and Development Center**	**$ 15,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

The KU SBDC is requesting $15,000 in supplemental funding to invest in two specific, connected priorities that will meaningfully expand the center's capacity to serve Douglas County businesses: technology that makes existing staff time more efficient, and the development of video content and professionally designed educational guides that extend the center's reach beyond one-on-one advising sessions.

The first priority is technology investment. The center has already made progress building systems that reduce administrative burden and allow advisors to spend more time with clients. Supplemental funding would accelerate that work — investing in tools that streamline intake, automate routine processes, improve resource matching, and allow the team to manage a growing client base without proportionally increasing staff time. Every hour recovered from administrative work is an hour returned to a business owner. In an environment where demand is already outpacing capacity, technology that multiplies advisor effectiveness is not a convenience — it is a necessity. The center has proven that smarter systems produce stronger outcomes. Additional investment accelerates that trajectory.

The second priority is video content and graphic design for educational guides. Business owners searching for help online will find no shortage of content — but most of it is too theoretical, too generic, or too disconnected from the realities of running an actual small business to be actionable. What the KU SBDC can produce is fundamentally different. The center's advisors have spent more than a decade working directly with hundreds of Douglas County business owners across every industry and stage. That experience produces something no textbook or generic online course can replicate: a deep understanding of exactly where owners get stuck, what concepts are most misunderstood, how to explain complex topics in ways that actually land, and what tactical, specific guidance makes the difference between confusion and clarity. That knowledge currently lives with individual advisors and is only accessible during a scheduled session. Supplemental funding would allow the center to capture it — producing high-quality video content and professionally designed guides that go beyond the basics, incorporate the tactical knowledge that only comes from this many reps with real businesses, and make that expertise available to business owners at any time. Financial literacy is a particular focus: cash flow mismanagement, poor capital planning, and the inability to read financial data are among the most common preventable causes of business failure the center encounters. The right tools, built from real advising experience and delivered in an accessible format, extend the center's impact far beyond what one-on-one sessions alone can reach.

Together these two investments expand capacity in complementary ways. Technology gives advisors more time. Content gives business owners more access. Both allow the center to serve more people, more effectively, without a proportional increase in cost — and both build infrastructure that will continue delivering value long after the initial investment is made.

Impact if supplemental request is not funded

If supplemental funding is not approved, the KU SBDC will continue doing strong, impactful work — serving hundreds of businesses annually, maintaining 100% client satisfaction, and delivering federally validated outcomes for Douglas County. That will not change. What will not happen is the capacity expansion that technology and content investment would make possible. The center will continue managing a growing client load with existing systems, absorbing administrative inefficiencies that consume advisor time that could otherwise go directly to business owners. It will move more slowly on the educational content and video resources that could reach business owners between sessions and at the moments they need guidance most. The institutional knowledge built through thousands of advising conversations will continue to live primarily with individual advisors rather than being captured, designed, and made broadly accessible to the community.

The cost is not failure. The KU SBDC is a resilient, high-performing organization that will continue to deliver. The cost is the loss of a meaningful opportunity to build scalable infrastructure — the kind that multiplies the impact of every dollar already invested, extends the center's reach to more businesses at more moments, and ensures that a decade of hard-won advising expertise benefits the broader Douglas County business community rather than remaining locked in one-on-one sessions. With over 200 businesses already served in the first four months of 2026, demand is not slowing down. The gap between what business owners need and what the center can deliver will only grow without the tools to bridge it.

2027 Budget Request Detail

calculated fields

Community Partner	Lawrence Community Shelter					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	183,216	-112,853	900,034	261,340	261,340	139,981
Douglas County	226,500	316,167	300,500	296,000	296,000	296,000
City of Lawrence	478,446	3,434,423	3,500,000	3,150,000	3,150,000	2,800,000
United Way	7,910	32,600	0	0	0	0
Grants	327,678	188,413	48,353	164,641	164,641	60,000
Fundraisers	910	0	102,815	195,430	160,000	225,000
Contributions	315,572	255,821	224,240	240,590	225,000	250,000
Other	4,667	0	535	148	500	
In-Kind	0	5,146	113,900	26,399	155,000	200,000
Interest	0	0	15,838	19,800	19,800	20,000
Total Revenues	1,361,683	4,232,570	4,306,181	4,093,008	4,170,941	3,851,000
Total Revenues and Fund Balance	1,544,899	4,119,717	5,206,215	4,354,348	4,432,281	3,990,981
Expenditures:						
Salaries	1,073,444	2,204,205	2,767,721	2,903,592	2,890,000	2,950,000
Employee Benefits	84,259	163,565	197,779	301,992	300,000	315,000
Liability & WC Insurance	30,346	56,259	133,033	122,676	125,000	137,500
Supplies & Program Expenses	68,755	240,066	410,409	382,787	375,000	412,500
Utilities, Building Maint.	175,166	266,180	230,572	206,435	210,000	236,000
Travel & Training	8,024	11,082	8,922	8,282	8,500	15,000
Pallet 24 Capital Investment	0	0	756,550	0	0	0
Interest Expense & Bank Charges	7,827	7,736	10,139	7,828	7,800	10,140
Depreciation	161,030	174,847	205,020	216,000	216,000	250,000
Fundraising	5,617	7,013	21,243	9,818	20,000	25,000
Professional Services & Miscellaneous	43,284	88,730	203,487	133,748	140,000	140,000
Total Expenditures	1,657,752	3,219,683	4,944,875	4,293,158	4,292,300	4,491,140
Ending Fund Balance 12/31/xx	-112,853	900,034	261,340	61,190	139,981	-500,159

Community Partner	**Lawrence Community Shelter Inc**	**Contact Name**	**Karen Sibilio**
2027 Request Amount	**$ 296,000**	**Phone Number**	**785-236-8671**
Total Partner Budget	**$ 4,491,140**	**Email**	**karens@lawrenceshelter.org**
Unrestricted Fund Balance	**$ 139,981**	**Website**	**https://www.lawrenceshelter.org**

Community Partner Summary

Community Partner Overview
Lawrence Community Shelter is a non-profit emergency homeless shelter providing low-barrier services to adults experiencing homelessness in Douglas County, KS. Grounded in human rights and social justice, our mission is to advance compassionate solutions for people facing homelessness through advocacy, shelter, and housing. We are the only emergency shelter serving the Douglas County community, and we are committed to doing our part to end homelessness.
Service Overview
2025 data: LCS maintained a low-barrier, 24/7 emergency homeless shelter offering 30-day, 90-day, and up to 6-month housing-focused stays, as well as night-by-night services. Key items to note: 1) 806 unique individuals received emergency shelter services across all programs. 2) 123 individuals participated in the 90-day program, and 137 individuals stayed at The Village — figures roughly consistent with 2024. 3) 706 individuals participated in night-by-night services, including those served during Weather Emergency Shelter activations. 4) Pallet 24 completed construction in September 2025, adding 48 additional shelter beds (TOTAL: 223 shelter beds). Following a gradual ramp-up, the program reached full capacity on 11 days in December and averaged 90% utilization once Weather Emergency Shelter took effect. 5) Overall bed utilization averaged 89% across all programs, with a peak of 99.6% in December. 6) Approximately 131,347 meals served LCS maintained Housing Navigation, Case Management, and Stabilization services. Key items to note:

1) 77 individuals exited to permanent housing as defined by HUD, with 127 total exiting to sustainable housing destinations.
2) 15 individuals were housed through LCS's Rapid Re-housing program; 39 individuals were enrolled in RRH at some point during the year, with an average of 145 days from enrollment to housing.
3) 5 individuals were successfully housed using a housing voucher.
4) Additional exits included 6 individuals placed in long-term care, 7 in transitional housing programs, and 49 housed with family or friends.

LCS participates in the PIT count every year. Key items to note:

1) Guest data were successfully submitted for all individuals in shelter.
2) LCS staff participated in outreach efforts to campsites and partner agencies to support an accurate unsheltered count.
3) Data for all qualifying individuals who were housed were submitted for the Housing Inventory Count (HIC).

Equity

What is your organization doing to advance equity?
Minority groups across the United States experience homelessness at a disparate rate, and the country has seen little improvement. Lawrence Community Shelter does not deny services based on race, religion, gender, sexuality, disability, or any other protected class. LCS promotes advocacy, awareness, and social justice for those facing adversity, and ensures services are provided equitably by reducing barriers to entry and eliminating bias.
Have you employed strategies to mitigate equity considerations? Please list those below.
LCS uses HMIS demographic data to identify disparities and evaluate how to address them. LCS also conducts implicit bias training, addresses systemic issues affecting our population, and uses harm reduction techniques to further educate staff about potential barriers and methods to promote equity. LCS removed the barrier that disallowed individuals with violent felony records from receiving services. Minorities are more likely to be unfairly targeted within the judicial system, and basing services on criminal history can disproportionately create barriers for those groups. The Housing First approach does not require employment or income to receive shelter or housing services. Minorities experience unemployment and poverty at a disparate rate, and conditioning services on these requirements can create further inequities. Decisions regarding involuntary exits are made through a team-based process to reduce the potential for biased decision-making. LCS embraces employee diversity to reflect the populations we serve and promote awareness within the agency. LCS discourages unnecessary law enforcement involvement due to histories of trauma, potential risks during these interactions, and

disparities in the treatment of already disadvantaged populations. At the same time, LCS encourages positive relationships with local law enforcement and provides education on the populations we serve when the opportunity arises.

Budget Request Analysis

Analysis of Revenue Sources

LCS receives revenues from federal, state, and local government, grants from other grantmakers, and private contributions.

Through our 2025 City of Lawrence contract, LCS has committed to reducing our dependency on City funding by 25% through 2027. While the City focuses on emergency shelter services, LCS is also a key component of assisting individuals on the path to permanent housing. LCS likely has the most hours of direct service contact with the unhoused community in Douglas County of any agency. LCS assists with identification and other legal documents, enrolls individuals into the HMIS system, conducts vulnerability assessments, and assists with referrals and applications to services, including SSVF, housing vouchers, HSC, Minds Matter, the mobile response team, RADAC, Heartland, ACT, and others. LCS works with the Douglas County Sheriff's Reentry team to provide shelter services to unhoused individuals exiting the justice system. LCS assists with updating the landlord list maintained by HSC, identifying barriers to housing, and providing advocacy to help guests achieve housing stability. LCS assists with rental applications and moves, and provides stabilization case management to help set each person up for success.

LCS relies on County funding to maintain services that may not be covered or fully funded under other grant sources. To meet the needs of those who come into the shelter, we must maintain appropriate ratios of in-reach managers, housing navigators, and housing stabilization case managers. Federal grants will not cover all of these services if an individual does not qualify for the program or for the services being funded. County funding for key positions ensures we can maintain services at the level needed to meet County housing goals. LCS is a central component between shelter and housing and will continue working with the City and County to help achieve the objectives outlined in the strategic plan.

LCS continues to identify additional revenue sources through grants, foundations, and individual donor support. In 2025, LCS held its inaugural Illuminate Gala, raising approximately $85,000 in fundraising revenue. In-kind contributions also grew substantially in 2025, reaching $113,900 — reflecting strong community and corporate support, including ongoing food and beverage donations from PepsiCo. LCS will continue to build on these efforts to diversify its revenue base and reduce reliance on any single funding source.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

LCS began 2025 with a cash position of approximately $900,034, reflecting a strong financial close to 2024, made possible by increased staffing, improved cash flow management, and City of Lawrence addendum funding for the Pallet 24 project. Throughout 2025, LCS maintained disciplined expense management — including addressing staffing vacancies — alongside growth in contributed and earned revenue. LCS closed 2025 with total cash and cash equivalents of $634,136. The reduction from the prior year-end cash position reflects a significant capital investment to complete Pallet 24 construction, which added 48 shelter beds to the main campus, as well as the organization's continued investment in expanded service capacity. LCS does not maintain dedicated or restricted cash reserves beyond grant funds held for specific program purposes.

Analysis of expenditure changes

In 2025, LCS continued to invest in the staffing and infrastructure needed to support expanded services. Total expenditures of $4,188,325 reflect the full year of operations at an increased service capacity, including the addition of Pallet 24, which completed construction in September 2025 and added 48 shelter beds to the main campus. The Collective Bargaining Agreement with CWA Local 6400, effective May 2024, established a minimum starting wage of $20 per hour and has continued to shape compensation costs in 2025, with that minimum increased to $20.50 per hour. Salaries and employee benefits represent the largest share of expenditures, consistent with the labor-intensive nature of 24/7 shelter operations. Professional services and supplies expenditures were elevated in 2025 relative to prior years, reflecting one-time costs associated with organizational growth and program expansion that are expected to normalize in 2026.

2027 Budget Request Detail

calculated fields

Community Partner	Lawrence-Douglas County Housing Authority					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	292,904	292,904	56,237	-12,450	-12,450	78,492
Douglas County	100,000		100,000	125,000	125,000	125,000
City of Lawrence	50,000		50,000	75,000	75,000	75,000
United Way						
Grants						
Fundraisers						
Contributions						
Other						
Other						
Interest						
Total Revenues	150,000	0	150,000	200,000	200,000	200,000
Total Revenues and Fund Balance	442,904	292,904	206,237	187,550	187,550	278,492
Expenditures:						
Salaries						
Employee Benefits						
Health Insurance						
Supplies						
Utilities, Building Maint.						
Travel & Training						
Office Equipment						
Debt Payments						
Housing Assistance Payments	97,500	184,167	166,187	55,308	55,308	151,617
Landlord Incentive Program	50,000	50,000	50,000	50,000	50,000	50,000
Admin fee	2,500	2,500	2,500	3,750	3,750	3,750
Total Expenditures	150,000	236,667	218,687	109,058	109,058	205,367
Ending Fund Balance 12/31/xx	292,904	56,237	-12,450	78,492	78,492	73,125

Community Partner	**Lawrence-Douglas Co Housing Authority (LDCHA)**	**Contact Name**	**Gallal Obeid**
2027 Request Amount	**$ 125,000**	**Phone Number**	**785-830-2246**
Total Partner Budget	**$ 205,367**	**Email**	**gobeid@ldcha.org**
Unrestricted Fund Balance	**$ 78,492**	**Website**	**https://www.ldcha.org**

Community Partner Summary

Community Partner Overview
The Lawrence-Douglas County Housing Authority's (LDCHA) mission is to transform lives through accessible, affordable housing opportunities for all Douglas County residents. The LDCHA is the public agency charged with developing and managing affordable rental housing to address the needs of the low income in Douglas County. The LDCHA owns and manages 484 housing units and currently has about 1000 vouchers for rental assistance in Douglas County. In 2025 LDCHA provided housing assistance to 1514 households, for a total of 2,762 individuals, 884 of which are children.
Service Overview
Program 1: New Horizon Transitional Housing The New Horizon Transitional Housing Program serves as a critical bridge for homeless families in Douglas County, providing a structured 24-month pathway from crisis to long-term stability. Launched in 2016, the program addresses a severe gap in the local housing continuum: while emergency shelters offer immediate safety, families often face long waitlists for permanent subsidies with LDCHA. New Horizon fills this void by offering 24 months of rental assistance coupled with intensive case management through community partners. The program's holistic approach focuses on removing systemic barriers to self-sufficiency. Participants engage in mandatory Renter's Education and financial literacy training, ensuring they are prepared for the responsibilities of long-term tenancy. The ultimate goal is the successful issuance of a permanent Section 8 housing voucher upon program completion, guaranteeing that stability is not temporary but lifelong. Population: 82% of participants are extremely low-income (0–30% AMI); 39% identify as BIPOC. Proven Success: Since 2016, the program has served 57 families (209 individuals, including 139 children) with an 86% success rate in

securing permanent housing voucher.

Funding Utilization: With 24 families currently on the waitlist, this $75,000 request, leveraged with projected Affordable Housing Trust and County request of $75,000, will allow LDCHA to immediately house 5-6 additional vulnerable households. On average families of three need $22,000 in rental assistance for 24 months compared to families of five-six members requiring $26,000. LDCHA has historically served 5-6 households per year, and the funds requested allow for the same number of families to be housed. By providing rental assistance, we ensure that high-barrier families move swiftly from homelessness into a home.

Program 2: Landlord Incentive Program

The Landlord Incentive Program is a strategic initiative designed to expand the supply of affordable housing by incentivizing landlords to participate in the voucher programs specifically with harder to house families/individuals. In a market defined by high demand and low inventory, landlords are often hesitant to rent to voucher holders or individuals with complex housing histories. This program breaks down those barriers by offering a "safety net" that encourages landlord participation and ensures high voucher utilization rates across Douglas County.

The program operates through three primary pillars of support:

Financial Safeguards: Providing security deposit assistance (one months rent) and access to a Damage Relief Fund for claims exceeding the deposit (up to $2,000).

Dedicated Liaison Support: Acting as a mediator to address landlord concerns and facilitate clear communication between tenants and the Housing Authority.

Incentivizing Access: Actively recruiting landlords to open units to households experiencing or at imminent risk of homelessness.
Impact and Sustainability

The program’s data demonstrates that the "perceived risk" of housing high-barrier tenants is significantly higher than the "actual risk." In 2025, while serving 36 households (100 individuals), only 2% of move-outs required a damage claim exceeding $500. This $50,000 request will replenish the fund, allowing LDCHA to continue providing the financial assurances necessary to keep units accessible to our community’s most vulnerable residents. By adding protective measures to the rental process, we transform skeptical landlords into long-term community partners.

Equity

What is your organization doing to advance equity?
The Lawrence-Douglas County Housing Authority (LDCHA) advances equity by dismantling systemic barriers to housing and fostering long-term economic mobility. Utilizing our Moving to Work (MTW) designation, we implement policies that prioritize housing choice and self-sufficiency for historically marginalized populations. Targeted Support for Vulnerable Populations We address deep-seated inequities through specialized voucher programs designed for those often excluded from stable housing: Next Step: Supporting youth aging out of foster care. Safe Housing: Providing immediate security for survivors of domestic violence. Re-Entry: Partnering with the county to house individuals transitioning from incarceration. Across all programs, 70% of LDCHA households are extremely low-income. In our New Horizon program, 82% of families are at or below 30% AMI, and 39% identify as BIPOC. By providing a structured path to permanent vouchers for these families, we bypass some eligibility barriers by helping households build their eligibility in the transitional programs and therefore offer a foundation for upward mobility. De-concentrating Poverty and Building Wealth Equity is reflected in geographic and financial opportunity. We actively encourage landlord participation outside high-poverty census tracts, providing resources to help families access higher-opportunity neighborhoods. Furthermore, our MTW status has empowered 109 households to transition from subsidized renting to homeownership since 2002, building generational wealth. Strengthening Housing Stability Our Landlord Liaison and Landlord Incentive programs are vital equity tools. By providing mediation and financial safeguards, we recruit landlords to work with high-barrier tenants who are often screened out of the private market. In 2025 alone, we facilitated 62 mutual agreements, preventing evictions and preserving housing stability. Through deep-rooted partnerships with agencies like Family Promise of Lawrence, Bert Nash and the Willow Domestic Violence Center, we ensure our clients receive the holistic advocacy and resource acquisition necessary to thrive.
Have you employed strategies to mitigate equity considerations? Please list those below.

Yes, LDCHA actively employs targeted strategies to mitigate systemic equity barriers within these two programs. Our approach moves beyond "fairness" in a vacuum to address the specific economic and geographic obstacles that disproportionately affect our most vulnerable neighbors.

New Horizon: Lowering Barriers to Entry

Prioritizing the "hard-to-house": Standard housing applications often penalize those with poor credit, low income, poor residential history or complex histories. New Horizon mitigates this by engaging landlords about the added case management efforts that help ensure successful tenancy. This is a direct equity intervention: 82% of participants are at or below 30% AMI, and 39% identify as BIPOC, groups historically underserved by the private market.

Bridging the Self-Sufficiency Gap: We don't just provide a roof; we provide a bridge. By pairing 24 months of assistance with intensive case management, our partners help clients navigate the rental market and our landlord liaison is able to help build trust, offer information and incentives to ensure successful rental experiences. Additionally, the case management mitigates the "cliff effect" where families lose support before they are financially stable, by ensuring continued support for a minimum 24 months.

Consistent Advocacy: We ensure program rules are applied in compliance with the Fair Housing Act, and provide "Renter's Education" to empower tenants with the same knowledge and leverage as those with higher incomes.

Landlord Incentive Program: Expanding Geographic Equity

Mitigating "Perceived" Risk: Landlord hesitation is often rooted in bias against voucher holders. We mitigate this through our Landlord Risk Reduction Fund. In 2025, data showed that only 2% of move-outs (5 out of 300) resulted in damage claims over $500, proving that the financial risk is often more a perception than a reality.

Combatting Geographic Segregation: We use incentives to recruit landlords in low-poverty census tracts. This mitigates geographic inequity, ensuring that a family's zip code doesn't dictate their access to quality schools, transportation, or healthy food.

Active Conflict Resolution: Our dedicated Landlord Liaison mitigates the risk of eviction. In 2024, we facilitated 62 mutual agreements between tenants and landlords. By acting as a neutral mediator, we prevent minor disputes from escalating into housing loss, which disproportionately impacts low-income and minority households.

By adding protective measures around the rental process and providing high-touch support, we transform housing from a "market-rate privilege" into an accessible opportunity for families served in our transitional housing programs.

Budget Request Analysis

Analysis of Revenue Sources

Program 1: New Horizon Transitional Housing

To maintain the current momentum of housing 5–6 households annually from our 24-family waitlist, LDCHA has identified a total funding requirement of $150,000 for 2027. This figure is based on a proven average cost f housing families sized 3-6, covering 24 months of rental assistance and a one-time security deposit.

2027 Revenue Strategy:
Douglas County Base Request: $75,000
Affordable Housing Trust Fund (AHTF): $75,000 (Planned)
Total Program Revenue: $150,000

This diversified funding structure ensures that the program is not reliant on a single source. The $75,000 requested from AHTF acts as a 1:1 match to the total County contribution, doubling the local impact. The immediate need is underscored by the current waitlist: the next six families slated for assistance include five single female-headed households, representing our community's most vulnerable demographic.

Program 2: Landlord Incentive Program

The Landlord Risk Reduction Fund operates on a robust cost-sharing model, leveraging local grant funds against federal flexibility.
2027 Revenue Strategy:

Douglas County Request: $50,000
LDCHA MTW Supplemental Funding: $50,000
Total Program Capacity: $100,000

LDCHA utilizes its Moving to Work (MTW) authority to provide a 100% match of the $50,000 county request. This $100,000 annual budget is essential for maintaining our high 98% voucher utilization rate. By offering these incentives, we transition the financial risk from the property owner to the agency, a strategy that has proven highly effective. As of April 2026, the program is on track to fully utilize its current year's budget, demonstrating consistent demand from property partners who rely on these safeguards to continue housing high-barrier tenants.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The Lawrence-Douglas County Housing Authority (LDCHA) manages its fund balances with a focus on both long-term stability and immediate operational impact. Our financial strategy distinguishes between the multi-year obligations of transitional housing and the annual cycle of landlord engagement.

New Horizon: Multi-Year Obligation

LDCHA anticipates a beginning fund balance of $78,492 rolling over from 2026 into 2027. This rollover is a functional requirement of the New Horizon program's design. Because the program provides a 24-month rental assistance commitment to each household, funds must be obligated upfront to guarantee housing stability across two fiscal years. These reserves are restricted and dedicated to fulfilling existing multi-year contracts for families currently in the program.

Landlord Liaison & Incentives: Annual Expenditure

In contrast, funds allocated for the Landlord Liaison and the Landlord Incentive Program are managed as active operational capital. We anticipate these funds will be fully expended within the plan year to maximize current-year voucher utilization and landlord recruitment. By deploying these funds annually, we ensure immediate support for property owners and the swift removal of housing barriers for new tenants.

Oversight and Accountability

To ensure fiscal transparency and precise planning, LDCHA staff reconcile all spending monthly. We maintain a rigorous reporting schedule, providing:

Monthly internal summaries of all program expenses.
Quarterly comprehensive fiscal and performance reports to both County and City staff.

LDCHA ensures maximum community impact by capping the administrative fee at just 5%. This lean operational model ensures that 95% of grant funding is directed toward direct housing assistance and the critical mediation services required to maintain long-term housing stability in Douglas County.

Analysis of expenditure changes

None.

LAWRENCE-DOUGLAS COUNTY HOUSING

New Horizons Progress Report: Lawrence Douglas County Housing Authority
Quarterly Report: April 2026

The LDCHA's New Horizons Transitional program provides the most significant opportunity for permanent housing assistance to families experiencing homelessness in Douglas County. This program assists in the achievement of the county and city's affordable housing goals by creating a pathway to permanent housing assistance for families experiencing homelessness. This program has a success rate of 86%. Rental assistance with 24 months of case management has for years proven to be a successful process for helping households find stability when it comes to housing and the barriers that exist around homelessness.

2026 Funding

- $75,000 awarded by Douglas County.
- $75,000 awarded by the AHTF

Program Summary

- 57 households have been housed through New Horizons since 2016; for a total of 209 individuals, 139 of which are children,
- 8 families are actively housed; 24 households on the waitlist.
- 39% of New Horizon participants identify as BIPOC.
- 82% of participants are extremely low-income with an AMI of 0-30%. 18% of participants are below 50% AMI.
- Average housing assistance payments with one time security deposit: $11,427 annually.
- **New Horizons has a success rate of 86%:**
    - 36 households successfully existed the program and received a permanent housing voucher;
    - 6 households left the program in good standing;

        - 2 moved out of state for a job or to be closer to family supports;
        - 4 households were employed in town and decided to go into market rent structures;
    - 7 households did not successfully complete the program.

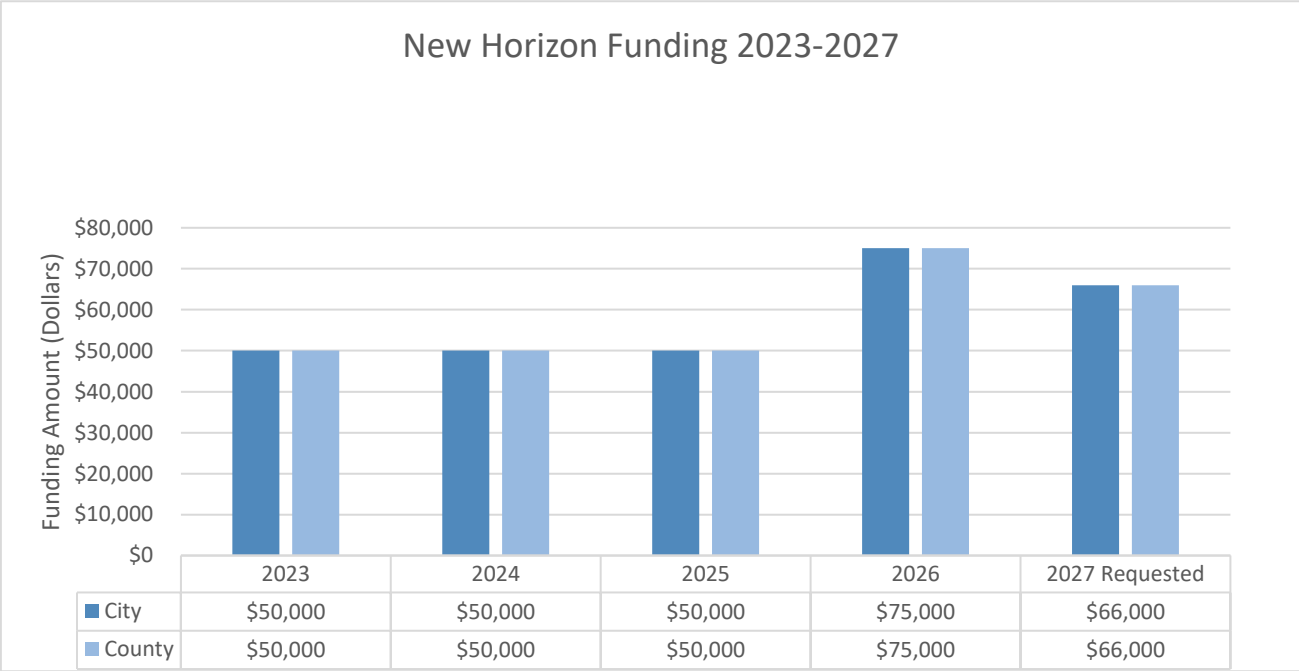
Families enrolled in the New Horizons Housing Program participate in self- sufficiency activities including Renter's Education courses. The courses provide education and tools for families to be successful in their housing goals and to understand their rights and obligations as tenants. Families also have access to the Resident Services office, which provides additional self- sufficiency supports including:

- youth programs,
- wellness,
- employment,
- educational/vocational assistance,
- financial literacy,
- transportation,
- and case management services.

LDCHA collaborates with other social service agencies who provide ongoing case management supports to the families housed in the New Horizons program.

Funding History

Between 2016 and 2022 LDCHA has been awarded $310,000 from the City of Lawrence AHAB and $475,000 from Douglas County.



2027 Budget Request Detail

calculated fields

Community Partner	Lawrence-Douglas County Public Health - Operating Fund					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	2,846,898	2,932,885	1,192,848	1,497,918	1,497,918	1,365,358
Douglas County	893,116	863,116	1,058,582	1,028,082	1,028,082	1,028,082
City of Lawrence	819,000	832,000	879,200	841,000	841,000	841,000
Douglas County - Health Ins, paid directly	335,591	345,460	197,504	209,010	209,010	209,010
Grants	1,586,367	1,851,531	1,758,742	1,432,358	1,432,358	1,531,557
Fundraisers	0	0	0	0	0	0
Contributions	0	0	0	0	0	0
Program Fees	478,531	495,034	591,739	570,420	570,420	590,420
Contract Services	312,679	264,479	388,826	475,333	475,333	452,528
Interest	2,610	500	0	0	0	0
Transfer from Board Designated or Funded Depr	0	0	0	89,292	89,292	200,000
Total Revenues	4,427,894	4,652,120	4,874,593	4,645,495	4,645,495	4,852,597
Total Revenues and Fund Balance	7,274,792	7,585,005	6,067,441	6,143,413	6,143,413	6,217,955
Expenditures:						
Salaries	1,939,424	2,014,555	2,508,367	2,667,104	2,667,104	2,729,719
Employee Benefits	327,537	392,167	459,585	549,222	549,222	538,122
Health Insurance (incl County)	559,318	575,767	329,174	358,382	358,382	358,382
Fees/Contractual Services	930,840	895,904	842,202	844,619	844,619	881,863
Medical supplies	14,066	5,933	12,133	20,000	20,000	20,000
Pharmaceuticals	218,587	210,377	229,860	260,000	260,000	260,000
Office and Other Supplies	92,135	153,468	99,252	78,728	78,728	85,078
Capital Equipment	0	0	45,000	0	0	0
Transfer to Board Designated or Funded Depr	260,000	2,143,986	43,950	0	0	0
Other						
Total Expenditures	4,341,907	6,392,157	4,569,523	4,778,055	4,778,055	4,873,164
Ending Fund Balance 12/31/xx	2,932,885	1,192,848	1,497,918	1,365,358	1,365,358	1,344,791

Community Partner	Lawrence-Douglas Co Public Health	Contact Name	Jonathan Smith
2027 Request Amount	$ 1,028,082	Phone Number	785-843-3060
Total Partner Budget	$ 4,873,164	Email	Jsmith@ldchealth.org
Unrestricted Fund Balance	$ 1,365,358	Website	https://ldchealth.org/

Community Partner Summary

Community Partner Overview
Lawrence-Douglas County Public Health (LDCPH), established in 1942 by Douglas County and the City of Lawrence, is one of only nine PHAB-accredited local health departments in Kansas, affirming delivery of the 10 Essential Public Health Services (10 EPHS) across Assessment, Policy Development, and Assurance, with equity at the center. An eight-member governing board representing the City of Lawrence, Douglas County, and the University of Kansas guides our mission to create abundant and equitable opportunities for good health and our vision to lead change and advance health for all. LDCPH delivers the 10 EPHS to Douglas County in several ways: a public health clinic; Women, Infants, and Children (WIC); family support services; informatics; environmental health; community health; public health emergency preparedness; and childcare licensing. We braid local, state, and federal funds with operating revenue to staff a team of public health superheroes that protect the health of our community. Highlights from 2025 include: First year of our DCO agreement with Bert Nash to integrate behavioral and physical health; first year of CHIP implementation; 626 environmental health inspections; 826 home visits to perinatal families; 368 disease investigation cases; $1,102,517.77 in WIC redemptions across 12 grocery stores; 155 childcare licensing surveys; 78 Wellness Wednesday visits; 172 street medicine visits; and 121 tobacco retail inspections. Amid significant state and federal funding changes, LDCPH continues to maintain all service levels with no layoffs to date. Through fiscal stewardship, strong partnerships, and continuous quality improvement, we protect core capacity and meet community needs. LDCPH remains a reliable, high-performing community partner, assessing needs, mobilizing stakeholders, applying evidence-based policies and regulatory tools, enabling equitable access, and strengthening the public health system for everyone in Douglas County.

Service Overview

Community and Environmental Health

In 2025, LDCPH advanced the 2024–2029 Community Health Improvement Plan (CHIP) with partners across six priorities: access to health services, birth outcomes, food security, anti-poverty, behavioral health, and safe and affordable housing. By year end, 82% of CHIP strategies were in progress or fully implemented. Environmental Health supports healthy environments by issuing permits, responding to community concerns, and completing 626 inspections tied to onsite wastewater (septic), private wells, and public pools.

Women, Infants and Children (WIC)

WIC provides healthy food benefits, breastfeeding support, nutrition counseling, and referrals for pregnant/postpartum people, infants, and children under five. In 2025, 1,464 clients were enrolled and 2,773 WIC appointments were completed. Through our WIC & dental partnership with Heartland Community Health Center, a registered dental hygienist provided onsite services and saw 179 WIC clients.

Family Support Programs

Healthy Families Douglas County, Baby Steps, and Mi Apoyo Prenatal provide evidence-based home visiting and case management, connecting families to prenatal care and community resources.

Childcare Licensing

LDCPH supports safer out-of-home care through consultations, inspections, complaint investigations, technical assistance, and compliance monitoring.

Informatics/Preparedness/Epidemiology

This team maintains reporting systems and dashboards, supports CHA/CHIP measurement, monitors reportable diseases with KDHE, coordinates outbreak response and public notifications, and leads preparedness planning and exercises. In 2025, LDCPH launched the Douglas County Suicide Fatality Review Board and continues to lead Zero Suicide efforts.

Clinic Services

The clinic provides preventive care, immunizations, STI/TB services, physicals, and care navigation, complemented by outreach for people facing barriers to care. Family planning services return July 1, 2026.

Here is a link to our 2025 LDCPH Annual Report: https://ldchealth.org/548/Annual-Reports

Equity

What is your organization doing to advance equity?
Equity is at the center of the 10 Essential Public Health Services (EPHS) framework and is embedded in how LDCPH carries out Assessment, Policy Development, and Assurance. We use the Robert Wood Johnson Foundation's definition of health equity, which is to ensure that everyone has a fair and just opportunity to be as healthy as possible. A primary way we advance equity is by sharing decision-making power with community members through the Health Equity Advisory Board (HEAB). The HEAB guides LDCPH's community engagement and outreach, advises strategic and community health planning, informs decisions around new initiatives, and helps develop and review LDCPH policies to ensure they reflect community priorities and reduce disparities. Equity is also advanced through our Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) processes, which elevates community voices especially those with lived experience, and use data and partner input to set priorities, implement strategies, and monitor progress toward more equitable health outcomes.
Have you employed strategies to mitigate equity considerations? Please list those below.
LDCPH uses several strategies to proactively identify and mitigate equity impacts across decisions, services, and communications. We apply a Health in All Policies (HiAP) approach and use our Health Impact Checklist (HI-C) to review proposed internal policies and external policy considerations for unintended consequences and impacts, supported by an internal review structure and related tools such as policy briefs and a policy agenda aligned with CHIP priorities. As noted in the previous question, we also share decision-making power with community members through the Health Equity Advisory Board (HEAB), which helps develop and review LDCPH policies and provides guidance on community engagement, planning, and new initiatives to ensure decisions reflect lived experience and community priorities. In addition, we advance equity through our CHA/CHIP processes by pairing inclusive engagement with disaggregated data when available to identify disparities, set priorities, and monitor whether strategies are reaching those most impacted. Finally, we reduce barriers to access through affordability practices (sliding fee scale discount for clinic services), care navigation, flexible service options when appropriate, plain-language and culturally responsive communication (including interpretation/translation as needed), strong referral pathways, and continuous quality improvement that tests and adjusts workflows to strengthen equitable access and outcomes.

Budget Request Analysis

Analysis of Revenue Sources

Total revenues for 2027 are projected at $4,852,597, an increase of $207,102 (+4.5%) compared to the 2026 adopted budget of $4,645,495. Revenues derive from local government appropriations, grants, operating revenues, and a planned transfer from the Board Designated Reserve Fund. Key changes include a growth in grant funding, an increase in program fee revenues, and a budgeted transfer of up to $200,000 from board designated reserves to support the operating fund. Contract service revenues reflect a modest decrease.

Local government appropriations: The total request from local government is $2,078,092, flat compared to the 2026 adopted budget. The 2027 Douglas County general fund request is $1,028,082, maintaining the 2026 funding level. This sustains support for the Zero Suicide program coordinator position previously funded through the 2026 agreement, eliminating the need for a separate supplemental request. The City of Lawrence appropriation remains flat at $841,000.

These figures include $209,010 set aside by Douglas County to directly fund the employer-paid portion of staff health insurance, which is budgeted separately from the general fund request. The City of Lawrence's share of health insurance costs ($149,372) is included within its $841,000 appropriation.

Grant funding: Grant revenue is projected to increase by $99,199 (+6.9%), totaling $1,531,557 for 2027. Federal funding is projected at $868,186, an increase of $46,731 (+5.7%). The most significant change is in Title X family planning funds, projected at $150,000 for 2027. LDCPH is applying for this grant in 2026; because the Title X award follows a state fiscal year (July through June), the 2026 budget reflects only the July through December portion of that award at $50,000, with the 2027 projection representing a full calendar year of anticipated funding. State funding is projected at $663,371, an increase of $52,468 (+8.6%), reflecting new and expanded state awards alongside continued support for existing programs.

Federal funding remains uncertain beyond 2026, particularly for programs subject to shifting national priorities. The department continues to actively pursue new grant opportunities to stabilize and diversify its funding base.

Operating revenue: Operating revenues are budgeted at $1,042,948 for 2027, a decrease of $2,805 (-0.3%) compared to the 2026 adopted budget. Program fees are projected at $590,420, an increase of $20,000 (+3.5%) from 2026, reflecting an adjustment to projected clinical revenue to align with 2025 actuals. Program fees consist of clinical services provided by the public health clinic, including fees collected from clients and third-party payers for immunizations, screenings, and other care, as well as environmental health permits and inspections, childcare licensing fees, and tobacco retail licensing fees. Contract services revenue is projected at $452,528, a decrease of $22,805 (-4.8%), reflecting an adjustment to the Outreach, Prevention and Early Intervention (OPEI) Services contract with KDHE, where the 2027

projection has been aligned to the three-year historical average. The Bert Nash Designated Collaborating Organization contract for clinical services remains stable at $140,000.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The beginning fund balance for 2027 is projected at $1,365,358, a decrease from the 2026 adopted budget beginning balance of $1,497,918. The projected ending fund balance for 2027 is $1,344,791. The 2027 budget reflects a planned operating deficit of $220,567, with a budgeted transfer of up to $200,000 from the Board Designated Reserve Fund offsetting most of the gap, resulting in a net drawdown of $20,567 on the operating fund balance. This planned use of reserves sustains service levels while accounting for personnel cost growth, inflationary pressures, and continued variability in external funding.

These projections align with the department's Fund Balance Management Policy, adopted by the Health Board on December 16, 2024. The policy sets target balances for each fund to ensure financial stability, continuity of operations, and alignment with strategic priorities. The Health Board approves the department's budget each December; at that time, the board also authorizes a transfer from the Board Designated Reserve Fund of up to $200,000 should it be needed to maintain the operating fund balance target of 3 to 4 months of operating expenses.

Board Designated Reserve Fund: Maintained at $4,861,792 as of February 28, 2026, at a level equal to 100% of annual operating expenses (12 months). Use of this reserve requires Health Board approval, except for severance payments related to employee retirement. This fund provides a critical buffer against revenue shortfalls and unexpected costs, especially given ongoing uncertainty in federal funding. Fund assets are held in interest-bearing certificates of deposit at Central Bank of the Midwest.

Operating Fund: Targets a reserve level of approximately 3 to 4 months of operating expenses. The 2027 beginning and ending balances reflect the timing of revenues and expenditures and the planned drawdown described above.

Funded Depreciation Fund: Maintained at $298,910 as of February 28, 2026, near the policy's minimum target of $300,000. No new transfers into this fund are budgeted for 2027; however, the department will continue to monitor equipment and facility needs that may require a future transfer.

Kay Kent Excellence in Public Health Service Award Fund: Maintained at $33,829 as of February 28, 2026, and adequately funded to support annual recognition efforts. No changes anticipated.

Tobacco Prevention and Education Fund: This small, designated fund supports tobacco use prevention and education activities in accordance with City of Lawrence Ordinance No. 9946, with revenues derived from fines collected for tobacco retail licensing violations. The fund balance is $9,000 as of February 28, 2026.

No new restricted or dedicated funding sources are expected to be added in 2027. All fund balances are reviewed regularly and reported to the Health Board in accordance with policy.

Analysis of expenditure changes

For 2027, total expenditures are projected at $4,873,164, compared to the 2026 adopted budget of $4,778,055, an increase of $95,109 (+2.0%). Spending continues to focus on three main categories: personnel, contractual services, and commodities.

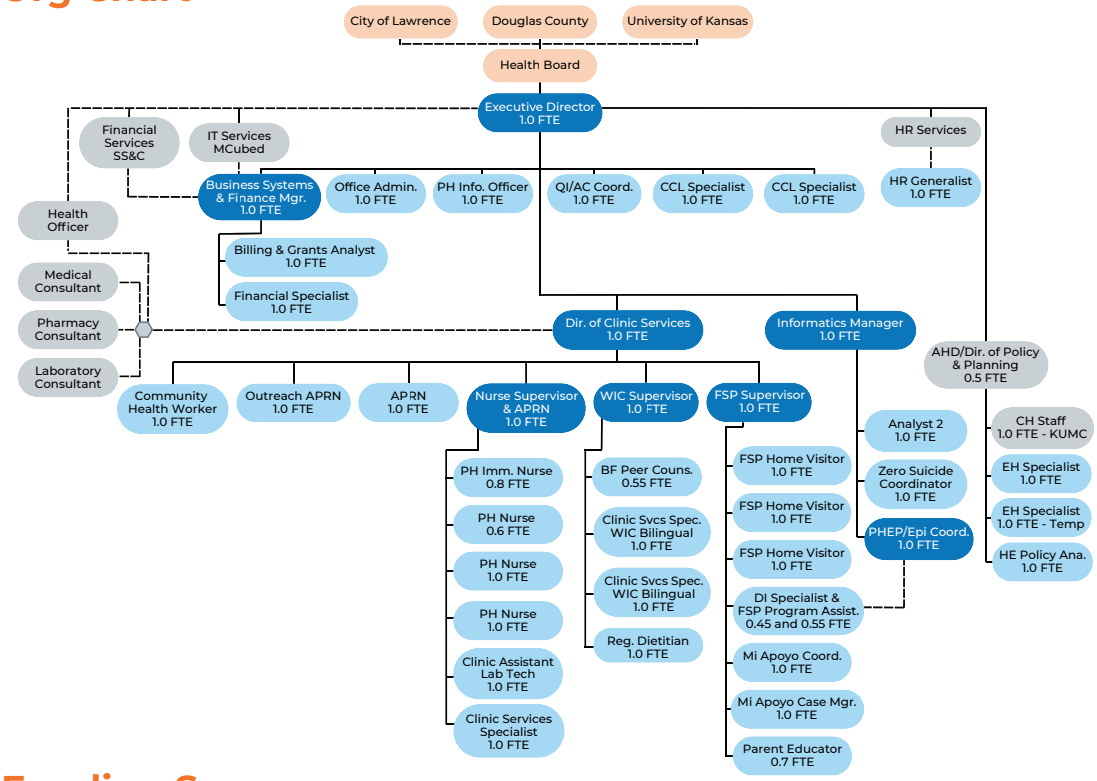
Personnel Services: Personnel costs, including salaries, employee benefits, and health insurance, are projected at $3,626,223, an increase of $51,515 (+1.4%) compared to 2026. Salaries are projected at $2,729,719, up $62,615 (+2.3%) from the prior year, with 38.65 full-time equivalent positions (down from 38.97). The budget includes a 5% combined cost-of-living and merit adjustment pool totaling $122,237. Employee benefits are projected at $538,122, a decrease of $11,100 from 2026, reflecting a projected decrease in workers' compensation insurance due to a lower experience modification factor. Health insurance costs remain flat at $358,382, including the City's portion ($149,372) and the County portion funded directly by Douglas County ($209,010).

Contractual Services: Fees and contractual services are projected at $881,863, an increase of $37,244 (+4.4%) from 2026. This change reflects increases in HR consulting and service and licensing contracts, partially offset by reductions in contractual service expenditures. HR consulting services are projected to increase by $30,000 from 2026, reflecting an anticipated increase in engagement with the department's long-tenured HR consultant as a result of recent turnover in internal HR staffing. LDCPH has partnered with this consultant for more than a decade on HR projects including compensation studies, job description updates, pay band revisions, and personnel handbook reviews.

Commodities: Commodity expenses are projected at $365,078, an increase of $6,350 (+1.8%) from 2026. Pharmaceuticals remain flat at $260,000 and medical supplies at $20,000. Office and other supplies are projected to increase to $85,078 from $78,728, based on a three-year historical average with an inflation adjustment.

No capital equipment purchases are projected for 2027.

Org Chart

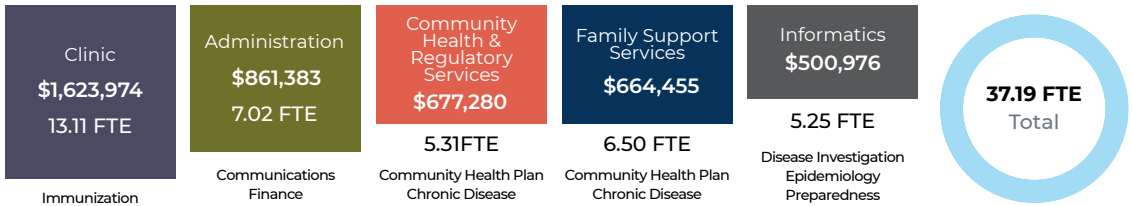


Funding Sources

2025 Actual Revenue



2025 Actual Expenditures



2027 Budget Request Detail

calculated fields

Community Partner	Lawrence Humane Society					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	889,233	809,620	772,932	602,736	602,736	602,736
Douglas County	156,559	156,559	156,559	156,559	156,559	156,559
City of Lawrence	365,000	440,000	473,000	508,475	508,475	546,611
United Way	0	0	0	0	0	0
Grants	183,635	178,141	284,260	220,000	220,000	220,000
Fundraisers	390,743	432,473	457,955	580,000	580,000	600,000
Contributions	903,436	916,437	1,181,006	1,295,000	1,295,000	1,335,000
Other: Board Restricted Endowment	0	0	205,000	300,000	300,000	200,000
Other: Operating Revenue	553,130	570,038	481,068	596,000	596,000	615,000
Other: Other Contracts	2,200	4,000	4,200	3,288	3,288	3,000
Interest	112,204	310,040	43,896	0	0	0
Total Revenues	2,666,907	3,007,688	3,286,944	3,659,322	3,659,322	3,676,170
Total Revenues and Fund Balance	3,556,140	3,817,308	4,059,876	4,262,058	4,262,058	4,278,906
Expenditures:						
Salaries	1,539,189	1,756,210	1,996,984	2,200,521	2,200,521	2,289,000
Employee Benefits	21,260	21,532	126,706	187,248	187,248	193,000
Health Insurance	96,835	84,889	128,461	153,703	153,703	158,000
Supplies	19,851	14,071	32,384	15,000	15,000	15,500
Utilities, Building Maint.	210,787	234,090	250,660	227,400	227,400	234,000
Travel & Training	7,403	7,317	17,989	10,000	10,000	10,000
Office Equipment	0	0	0	0	0	0
Debt Payments	0	0	0	0	0	0
Other: Fundraisng Expenses	174,909	195,963	188,717	184,500	184,500	190,000
Other: Veterinary Medical Expenses	253,559	280,397	223,995	223,100	223,100	230,000
Other: Admin Expenses	213,943	201,242	233,101	223,950	223,950	230,000
Other: Volunteer Expenses	10,733	8,088	6,650	8,900	8,900	9,000
Otther: Animal Care Expenses	198,051	240,577	251,494	225,000	225,000	232,000
Total Expenditures	2,746,520	3,044,376	3,457,141	3,659,322	3,659,322	3,790,500
Ending Fund Balance 12/31/xx	809,620	772,932	602,736	602,736	602,736	488,405

Community Partner	Lawrence Humane Society	Contact Name	Shannon Wells
2027 Request Amount	$ 156,559	Phone Number	816-516-9387
Total Partner Budget	$ 3,790,500	Email	swells@lawrencehumane.org
Unrestricted Fund Balance	$ 602,736	Website	https://www.lawrencehumane.org

Community Partner Summary

Community Partner Overview
Lawrence Humane Society (LHS) has served the city of Lawrence, Douglas County, and surrounding communities since 1951, providing animal sheltering and adoption services. In 2020, LHS moved into a new state-of-the-art facility, enabling expanded community programs, including low-cost spay/neuter, vaccinations, and microchipping for publicly owned pets, as well as the Crisis Pet Retention Program, which assists pet owners experiencing hardship in accessing essential resources. In 2022, LHS established its Animal Services Division (Animal Control) to respond to animal-related calls in unincorporated Douglas County. Today, LHS provides sheltering, medical care, and other services to over 7,000 animals annually. LHS provides three core functions: Animal Sheltering, Community Programs and Resources, and Animal Field Services (Animal Control). Animal Sheltering - Housing and care for lost, abandoned, and homeless pets - 24-hour emergency response for injured or ill stray animals - Reunification of lost pets with owners and intake of surrendered pets - Medical and behavioral care for animals in care - Rehoming pets through adoption or transfer Community Programs and Resources - Support for pet owners experiencing hardship, including medical care, pet food, temporary boarding, behavior support, and pet rent assistance

- Low-cost spay/neuter, microchipping, vaccinations, and preventative veterinary services
- Outreach to unhoused pet owners

Animal Field Services (Animal Control)
- Response to field calls including animals at large, attacks, nuisance animals, stray or confined animals, and welfare checks
- Assistance with cases of abuse or cruelty, in collaboration with local law enforcement

Funding from Douglas County, supplemented by donations raised by LHS, supports these critical services, allowing the organization to continue its lifesaving mission for pets and people across the community.

Service Overview

Requested funds will be used to support the costs associated with providing field and sheltering services for animals in Douglas County. Lawrence Humane Society (LHS) supplements vendor payments received from Douglas County to ensure that all safe, healthy, and treatable animals receive care and achieve positive outcomes.

2025 Impact

Sheltering Services: 234 animals from unincorporated Douglas County housed and cared for at the shelter
- Total Cost of Care: $143,350
- Douglas County Payment: $75,000 (52%)
- LHS Supplement: $68,350 (48%)

Community Programs and Resources: 267 animals received services and resources to maintain health and retain pets with their owners

Field Services: 180 unique cases in unincorporated Douglas County responded to and investigated by Animal Services Officers
- Note: This figure represents unique cases and does not include additional follow-up calls required to ensure case resolution and compliance
- Cost for Services: $81,559

2027 Projections

- Sheltering Services: Approximately 250–275 animals housed and cared for at the shelter
- Field Services: Approximately 200 unique cases responded to and investigated by Animal Services Officers

- Community Support Services: Approximately 275-300 animals to receive services and resources for publicly owned pets

These services are essential to maintaining the health, safety, and welfare of animals in Douglas County while supporting pet retention and positive community outcomes.

Equity

What is your organization doing to advance equity?
Like many other industries, animal welfare has historically faced systemic inequities in who has access to services, resources, and even participation in the field itself. Lawrence Humane Society (LHS) recognizes that people have different needs based on individual circumstances and rather than relying on traditional sheltering models that center pet surrender as the primary solution, we utilize a social service framework to evaluate each unique situation and identify the most appropriate support. In 2025, LHS served over 7,500 animals across sheltering, community programs, and field services, while maintaining a 95% live release rate, demonstrating that equitable, community-based approaches can coexist with strong lifesaving outcomes. In recent years, economic hardship, housing instability, and limited access to veterinary care have increasingly impacted pet owners both locally and nationally. In response, LHS has continued to expand community support services to reduce barriers. Through our Crisis Pet Retention Program, we provide access to subsidized veterinary care as well as assistance with pet food, supplies, and behavior support. This program has grown significantly, with expanded access to low-cost spay/neuter surgeries, public vaccine and microchipping clinics, and specialty medical care for publicly owned pets. We serve as the primary pet food pantry for Douglas County, distributing at least 8,000 lbs of pet food per month. Additionally, our outreach efforts - including services for unhoused pet owners - continue to expand access to care for populations who may otherwise face significant barriers. Our Animal Field Services division plays a critical role in advancing equity by extending this support-based approach beyond the shelter walls. Animal Services Officers respond to calls throughout unincorporated Douglas County and approach each case through a lens of education, resource connection, and problem-solving. Recognizing that many animal-related issues are rooted in barriers such as lack of affordable veterinary care, limited access to pet supplies, or gaps in knowledge, officers connect pet owners with available resources. This reduces reliance on punitive enforcement and instead prioritizes keeping pets safely in their homes while addressing the underlying causes of concern. By integrating field services into our broader social service model, LHS is able to meet community members where they are and provide equitable support in real time. LHS is also committed to advancing equity within our own organization by intentionally creating a more inclusive and accessible environment for staff, volunteers, and community members. We have prioritized expanding who feels welcome and able to participate in animal welfare by fostering a more diverse team and volunteer base, including individuals from a wide range of cultural backgrounds, identities, and lived experiences. We have staff who speak multiple languages, allowing us to better serve non-English-speaking members of our community, and we continue to reduce barriers to participation by adapting volunteer opportunities to meet a variety of abilities and needs. Whether someone is able to take on traditional roles or requires alternative ways to engage, we strive to ensure that everyone has a meaningful opportunity to contribute and be part of the LHS community.

This commitment to accessibility extends to our physical space as well. We have made intentional improvements to our facility and grounds to ensure they are welcoming and usable for all. This includes the addition of gender-neutral restrooms, converting dog play yards from gravel to turf to accommodate individuals with mobility challenges, and installing sound-dampening materials throughout the shelter to reduce overstimulation for both people and animals. These changes reflect our ongoing effort to create an environment that is inclusive, supportive, and accessible to the diverse community we serve.

Have you employed strategies to mitigate equity considerations? Please list those below.

LHS understands that systemic inequities exist at many levels within animal welfare and is committed to implementing strategies that reduce barriers to access and increase inclusivity across our services, programs, and organizational practices. These strategies are grounded in a recognition that many animal welfare challenges are driven not by neglect, but by gaps in access to care, resources, and support.

Open adoption policy – We use conversational counseling to match pets and people based on home environment and desired qualities, rather than requiring applicants to meet rigid criteria. We do not require home ownership or fenced yards and recognize that income alone does not determine a person's ability to provide a loving home.

Community Caseworkers in place of traditional intake – Our Pet Resource Center is staffed by Community Caseworkers who assess each situation individually and work with pet owners to identify solutions that may prevent surrender. This includes providing access to veterinary care, behavior support, pet supplies, temporary boarding, and housing-related assistance such as pet deposits and pet rent. This approach prioritizes keeping pets in their homes whenever possible and addresses issues before they escalate.

Low-barrier access to services and resources – LHS intentionally minimizes barriers to care and has expanded services in recent years to meet growing community need. We do not require means testing for any services and instead respond to expressed need. Through expanded access to low-cost spay/neuter surgeries, public vaccine and microchipping clinics, and specialty veterinary care, LHS has increased the number of publicly owned pets receiving preventative and lifesaving care each year.

Case support through a licensed social worker – Clients experiencing complex or ongoing challenges, such as housing instability or medical crises, receive individualized support from our licensed social worker. This includes coordination with other social service providers to address both pet-related and human-related needs.

Expanded community outreach and access to care – We provide services beyond the shelter through targeted outreach, including no-cost vaccine and microchipping clinics, support for unhoused pet owners, and partnerships with community organizations. These efforts are designed to reach individuals who may face transportation, financial, or systemic barriers and have contributed to a steady increase in the number of animals served through community programs.

Language access and inclusive service delivery – LHS employs multilingual staff to better serve non-English-speaking clients, ensuring that language is not a barrier to accessing services, resources, or adoption opportunities.

Accessible and inclusive volunteer opportunities – We have expanded the ways individuals can engage with LHS by adapting volunteer roles to accommodate a wide range of abilities, including physical, cognitive, and sensory needs. We also partner with organizations such as GoodLife, JobLink, and Cottonwood to provide meaningful volunteer opportunities for individuals with disabilities, ensuring that participation in animal welfare is accessible to more members of our community.

Inclusive and accessible facility design – We have made intentional improvements to our physical space to reduce barriers and create a more welcoming environment for all. This includes gender-neutral restrooms, accessible dog adoption areas with turf surfaces, and sound-dampening modifications to reduce sensory overload for visitors, staff, and volunteers.

Support-based approach in Animal Services – Our Animal Services Officers prioritize education, resources, and problem-solving in the field, addressing the root causes of animal welfare issues before pursuing punitive measures. This approach reduces the criminalization of poverty and positions our officers as supportive community resources.

Budget Request Analysis

Analysis of Revenue Sources

Lawrence Humane Society sustains its operations through a mix of funding sources, which together allow the organization to provide essential lifesaving services to the community. Revenue is primarily derived from three areas:

- Contract Revenue (19%) – Funding from municipalities supports core services that benefit the broader community, including animal care and shelter operations.
- Operating Revenue (15%) – Income generated from programs and services, such as admissions fees, adoption fees, and low-cost public veterinary services, directly offsets program costs and enables accessible services for pet owners.
- Development Revenue (59%) – Grants, fundraising events, and contributions from individuals and corporations provide the resources needed to expand programs, invest in lifesaving initiatives, and respond to community needs.
- Other Revenue (7%) – Miscellaneous income that supports organizational flexibility and operational sustainability.

In 2024, total revenue totaled $3,286,944. This diversified funding mix ensures that Lawrence Humane can maintain critical operations, continue strategic program growth, and deliver lifesaving services to pets and their owners throughout the community.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

In 2025, the Lawrence Humane Society experienced a net operating deficit of $170,197, with total expenses exceeding total income.

It is important to note that this operating variance does not reflect $640,461 in bequest revenue received during the year. These funds were allocated to a board-restricted endowment and are not available for general operating use.

Analysis of expenditure changes

The 2025 budget reflects a strategic increase in employee compensation, including salary adjustments and enhancements to the organization's benefits package. In January, Lawrence Humane Society transitioned to a new benefits provider to expand healthcare, dental, and vision coverage, while also introducing additional offerings such as an Employee Assistance Program (EAP), life insurance, and a 401(k) retirement plan. These investments support a long-term strategy to improve employee retention and provide more competitive, livable wages within an industry that has historically faced compensation challenges.

Additionally, during Q3 of 2025, Lawrence Humane had the opportunity to recruit two highly qualified individuals into key leadership roles that were not originally budgeted. While these positions represented an unplanned expense, they were strategic hires that are increasing organizational efficiency, reducing operational bottlenecks, enhancing service delivery, and supporting improved lifesaving outcomes. Operational revenue fell short of projections, particularly in adoption-related income. In response to a nationwide slowdown in large dog adoptions, Lawrence Humane implemented several reduced-fee and fee-waived adoption initiatives, resulting in an estimated $30,000 reduction in projected revenue. Notably, despite these challenges, total adoptions increased by 11% compared to the prior year.

Development expenses exceeded initial projections; however, these investments contributed to the organization achieving the highest level of fundraising revenue in its history, excluding the 2019 capital campaign for the construction of the new shelter facility. Administrative expenses increased due to unanticipated equipment-related costs. Additionally, facility maintenance and repair expenses were higher than anticipated as the building continues to age, requiring ongoing investment to maintain safe and effective operations.

Overall, the operating deficit is primarily attributable to lower-than-expected earned revenue and increased expenditures across multiple categories. Despite these pressures, development performance remained exceptionally strong, supporting the organization's long-term financial sustainability.

Looking at the 2026 budget, following a comprehensive compensation analysis, Lawrence Humane continues its efforts to align wages with a more livable standard. Adjustments to pay scales across multiple positions were implemented to improve equity, taking into account job responsibilities, experience, and market benchmarks.

2027 Budget Request Detail

calculated fields

Community Partner	Mental Health America of the Heartland			
	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:				
Unrestricted Fund Balance 1/1/xx	0	-264,286	83,699	222,441
Douglas County	23,018	519,552	519,552	519,552
City of Lawrence	0	0	0	0
Gov't contracts (Fed, fed via state, state, local)	394,384	346,433	346,433	342,832
Contributions and grants - Restricted	21,600	104,351	95,088	126,619
Contributions and grants - Unrestricted	15,996	18,017	15,017	19,680
United Way (GKC, Leavenworth)	27,000	2,000	3,000	3,000
Fundraisers	4,796	7,300	7,300	5,000
Rental income (Subsidies, client portion)	145,606	137,426	146,120	265,802
Conference & training fees, contracts	39,611	19,990	19,990	54,135
Administrative income (HUD 811 mgmt. fee, interest)	24,955	91,713	69,954	105,373
Total Revenues	696,966	1,246,782	1,222,454	1,441,993
Total Revenues and Fund Balance	696,966	982,496	1,306,153	1,664,434
Expenditures:				
Salaries, payroll taxes	402,211	343,064	522,460	752,395
Employee Benefits	13,871	13,345	13,345	14,029
Health Insurance & dental	30,549	30,748	31,132	70,479
Contractors	62,281	41,438	42,782	65,703
Occupancy	90,756	44,585	41,760	48,756
Build repairs and maintenance	23,908	20,196	15,548	20,196
Supplies	4,570	6,857	7,321	9,456
Other program costs	6,599	7,144	7,144	13,714
Telephone and internet	21,387	32,516	21,380	15,168
Travel	13,099	27,208	20,286	27,728
Office Equipment	4,953	7,069	6,126	6,769
Rental assistance (Leasing, utility assistance, deposits)	86,170	183,146	219,627	267,922
Housing items	10,560	26,300	21,120	8,520
Tenant write offs	5,223	3,000	1,500	499
Corporate	185,115	112,181	112,181	113,333
Total Expenditures	961,252	898,797	1,083,712	1,434,667
Ending Fund Balance 12/31/xx	-264,286	83,699	222,441	229,767

Community Partner	**Mental Health America of the Heartland**	**Contact Name**	**Simon Messmer**
2027 Request Amount	**$ 519,552**	**Phone Number**	**913-302-9094**
Total Partner Budget	**$ 1,434,667**	**Email**	**smessmer@mhah.org**
Unrestricted Fund Balance	**$ 222,441**	**Website**	**https://mhah.org/**

Community Partner Summary

Community Partner Overview
Mental Health America of the Heartland (MHAH) is a dedicated to promoting the mental health of the community and improving the quality of life of persons with mental illness through advocacy, education, and support. The agency is one of dozens of organizations nationwide that are loosely affiliated with Mental Health America (formerly the National Mental Health Association). MHAH or its predecessor organizations has been a part of the mental health services and advocacy ecosystem in Kansas and Missouri for more than 100 hundred years. MHAH achieves this mission through 3 core program areas and initiatives: Advocacy & Recovery Support (ARS), Mental Health Promotion (MHP) and the Heartland Housing Initiative (HHI). ARS provides micro and macro advocacy services along with peer support and peer-run programs. MHP is MHAH's professional and community education program. It delivers training to both clinical and similar professionals, along educational events for the general public that increase knowledge and reduce stigma. HHI is the agency's largest department or program area. It owns, operates and/or provides on-site support services to more than 100 households in northeast Kansas and the Kansas City metropolitan area. It uses a housing-based intervention model that integrates both service coordination and peer support to help people with long-histories of homelessness, institutionalization and low income to maintain housing stability. MHAH's model was recognized with a Best Practices Award from the U.S. Department of Housing and Urban Development.
Service Overview

MHAH delivers two interconnected services, service coordination and peer support, to 35 households (approximately 40 individuals) participating in Douglas County's Flexible Housing Program (FHP). The agency also master leases housing units for 12 FHP households with the highest needs and most significant barriers to secure a lease in their own names.

Service coordination (SC) is provided two full-time staff who have a deep understanding of homeless services and resources in both Douglas County and Kansas. MHAH SC emphasizes a holistic approach to supporting people with long histories of homelessness and behavioral health needs in the county. This includes including connecting and assisting participants to navigate the often confusing housing, behavioral and physical healthcare systems and filling gaps in the spectrum services. MHAH also staffs a full-time peer specialist who combines professional support service skills with a deep knowledge of behavioral health and homelessness based on their lived experience. All FHP staff are Douglas County residents who work under a hybrid model. While MHAH maintains office space that is co-located with the Douglas County Housing Authority, the vast majority of staff time is spent with clients in their homes or the community. On any given day, SC staff are assisting with the completion of rental applications, coordinating transportation, educating on lease compliance and being a good neighbor, advocating for access to public mental health services, coordinating with other peer support providers and/or attending medical appointments. A significant amount of direct service staff time and that of agency management is spent working closely with partners to ensure that participants are receiving all possible support without duplicating efforts.

In order to implement FHP master-leased housing units, MHAH has and continues to cultivate relationships with property owners. It has doubled the number of participating landlords since joining the FHP program. MHAH activities also include the sorts of administrative tasks on might expect from a traditional leasing office, such as issuing leasing payments and ensuring that properties are being well-maintained. Along with these responsibilities, staff also manage a small pool of "start-up funds" for new FHP tenants. These funds can be used to overcome barriers to housing entry and sustainability and/or to purchase the sorts of modest furnishings and housewares needed to establish a permanent home. Barrier costs include things like rental application fees or past due utility bills. Sustainability costs have included items and expenses that will help a person secure employment (e.g. renewing professional certifications) or to maintain wellness (e.g. purchase medications). If a household still needs furnishings and housewares after exhausting other available resources (e.g. Habitat Restore), clients may work with staff to purchase additional necessary items.

Equity

What is your organization doing to advance equity?
Mental Health America of the Heartland participates in a number of local, regional and national forums to learn and advance equitable practices. Its MHP program actively recruits experts to provide workshops and educational to professionals and laypeople on equity in behavioral health interventions and systems. The agency centers lived experience and co-creates and sustains programs entirely managed by and for those who possess it. Roughly 90% of staff, included leadership, are self-disclosed recipients of mental health services.
Have you employed strategies to mitigate equity considerations? Please list those below.
MHAH hires and elevates people with lived experience into decision-making. Trauma-informed approaches are integrated agency-wide. Staff are trained on both the impact of individual and structural or historical trauma like racism, poverty, discrimination and housing instability. Staff are recruited from "nontraditional pipelines" to find talented people with lived experience. Housing and direct service programs demand a shift from questions of access to those barrier removal. For example, instead of asking why a participant "isn't engaging," we ask "what are we doing that might be a barrier to participation?" This has lead to concrete changes such as integrating services where a person lives, changing business hours and reducing program enrollment requirements and documentation.

Budget Request Analysis

Analysis of Revenue Sources

While the organization employs a number of Douglas County residents, MHAH is new to the network of local providers. The only local revenue currently being utilized is that of Douglas County and the Flexible Housing Program (FHP). Staff and management have begun to explore additional local and regional funding options to diversify FHP-specific revenues. A more complete explanation of MHAH's budget is included in the attachments.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

Because MHAH has only been operating the program since January, it is not possible to provide meaningful analysis. A small amount of funding was provided in late 2025 for program start-up. This funding was used to cover a small number of expenses incurred in December 2025 and carried over to pay for some expenses in January 2026. The program was fully staffed effective 2/1.

The apparent deficits and surpluses in the attached "Budget Request Detail" in 2025 is misleading. MHAH sold office space in late 2025 that offset revenue losses incurred in that year. The remaining proceeds have been escrowed and are not accessible without Board of Directors approval. Also, the surplus estimated for the end of 2026 is not truly unrestricted. This is almost entirely funding that was awarded and budgeted in 2026 and restricted to specific grant or contract activities that will continue into 2027.

Analysis of expenditure changes

Please attached Budget Narrative.

Budget Narrative – Mental Health America of the Heartland (MHAH)

Unrestricted Fund Balance

The apparent deficit in 2025 is misleading. MHAH sold office space in late 2025 that offset revenue losses. Also, the surplus estimated for the end of 2026 is not truly unrestricted. It is almost entirely awarded and budgeted in 2026 for services or contracts that will continue into 2027.

Income

Gov't contracts

The reduction between 2025 and 2026 in Government Contracts reflects two DOGE-related losses. A housing leasing contract ended in December 2025 and could not be renewed because of DOGE cuts. DOGE also terminated and clawed back federal funds received via a contract with the State of Kansas in April 2025. These losses were partially mitigated by new support from the Kansas Department of Health and Environment and an anticipated contract with the Jackson County Mental Health Fund.

Contributions and grants – Restricted

The significant increase in this line item from 2025 to 2026 reflects a renewed focus on program expansion and the pursuit of additional local grant funding to diversify revenue streams. This growth is also reflected in the sizeable increase between 2026 and 2027.

Contributions and grants – Unrestricted

MHAH has very few revenue sources that are truly unrestricted. The relatively small amounts of money in this line come from 3rd-party fundraising events. For example, MHAH is Kansas City Royals "Shutout Stigma" partner this year and will receive $30 for each inning that Royals pitchers shutout their opponents.

United Way

The United Way of Greater Kansas City (UWGKC) changed its funding methods in 2023. Prior to this change, the agency had received annual funding every year since 1996. Under the new funding model, the agency received support in 2023, 2024, and 2025, but was not funded in 2026. Though not included in the 2027 budget, MHAH intends to reapply for 2027 UWGKC funding.

Rental income

Fluctuations between 2025 and 2026, MHAH ceased processing rental income for a privately owned permanent supportive housing (PSH) property. From 2026 to 2027, rental income is projected to decline because HUD's possible termination of funding for PSH homeless assistance programs. This was offset in part by FHP rental assistance for Douglas County residents which was not included in the original agency budget. The large increase in this line item is the result of plans to convert MHAH's PSH property in Leavenworth to a project-based rental assistance program, along with the expectation that Douglas County FHP units will be fully occupied.

Conference and training

Conference and training revenue experienced a significant decline between 2025 and 2026 due to reduced participation in educational workshops. This can largely be attributed to competition with Kansas City-area behavioral health providers who are increasingly able to use profits from their health insurance contracts to subsidize free and low-cost training opportunities. The projected increase in 2027 reflects plans to implement a new parent education and support program, as well as efforts to secure new law enforcement and maternal health education contracts which are currently in discussion.

Administrative income

The fluctuation in this category is mostly the result of an increase in the agency's management contract for a HUD Section 811 for 2026 but also reflects accrual of interest on the proceeds from the sale of office space. The sharp decline between the amount budgeted for 2026 and the current 2026 estimate is caused by delays in HUD's release of funding.

Expenses

Salaries, payroll taxes

The decline in salaries for budgeted for 2026 reflects staffing cuts projected for part of the year. However, this has been mostly mitigated by the securing of new grants and contracts for 2026-2027. These new contracts have or will necessitate the hiring of new staff, which explains this line item's new 2026 estimated. Further growth is expected in late 2026 and 2027 which will again require staffing expansion.

Health insurance & dental

In this category reflect the staffing changes mentioned above.

Contractors

As with payroll, MHAH budgeted for reduced contracting costs to weather 2025's financial challenges. Program growth in 2027 is expected to restore or contracting needs to 2025 levels.

Occupancy

The decline in occupancy costs between 2025 and 2026 is the result of the sale of underutilized agency office space. They were not eliminated entirely due to operating costs at MHAH-owned housing sites.

Building repairs and maintenance

MHAH experienced higher-than-expected building repair costs at its main office (since sold) and housing sites in 2025. The sale of the building has reduced these forecasts for the remainder of 2026. We anticipate the need for additional repairs and upgrades at housing sites in 2027.

Supplies

Increased supply costs are the result of inflation and, in 2027, projected expansion of staff and programs.

Telephone

Telephone expenses surged in late 2025 as a result of a change in service provider. This surge is reflected in the amount budgeted for 2026. MHAH has since exited that telephone contract and moved to almost entirely mobile phones. This has resulted in savings that will continue into 2027.

Travel

MHAH overbudgeted for travel in 2026. New estimates are much lower, partly as a result of a reduction in required in-person meetings. The increase anticipated in 2027 reflects new direct service programs.

Rental assistance

Increase in rental assistance reflects falling vacancy rates in MHAH subsidized units and the addition of the Douglas County housing pool to the agency's portfolio of housing properties and programs.

Housing items

MHAH welcomed a number of new tenants to its units 2026. Thise required increased purchase of furnishings and housewares for formerly homeless tenants. We expect this to stabilize by 2027.

Tenant write offs

The large amount of tenant write offs in 2025 reflects the reconciliation accounts for a privately owned supportive housing site that is no longer an MHAH program site. Write offs budgeted/expecting in subsequent years assume that tenants will occasionally be unable to pay their rent. When tenants are unable to pay these debts even after third-party assistance, we sometimes “write off” the costs.

Corporate

The increase in corporate expenses in 2025 reflects closings costs on the sale of office space. Other activities included in this line are audit costs, legal costs, insurance, dues and software subscriptions.

2027 Budget Request Detail

calculated fields

Community Partner	Mirror Inc					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx		0	0	0	0	223,910
Douglas County			282,318	294,039	294,039	200,000
City of Lawrence						
United Way						
Grants						
Fundraisers						
Contributions						
Other						
Other						
Interest						
Total Revenues	0	0	282,318	294,039	294,039	200,000
Total Revenues and Fund Balance	0	0	282,318	294,039	294,039	423,910
Expenditures:						
Salaries			81,449	58,240	14,560	60,570
Employee Benefits			20,525	14,676	3,669	15,264
Health Insurance						
Supplies				2,000		2,000
Utilities, Building Maint.						
Travel & Training			22,844	250		250
Office Equipment				2,500		2,500
Administration/Supervision				13,891		13,891
Indirect Costs/Support Services				11,650		11,650
Carryover Funds				19,039		
Recovery Application				5,000		
Barrier Reduction Funds				10,000		
Detox Uninsured DGCO Residents			20,000	20,000	3,900	100,000
Tx Uninsured DGCO Residents			137,500	137,500	48,000	200,000
Total Expenditures	0	0	282,318	294,746	70,129	406,125
Ending Fund Balance 12/31/xx	0	0	0	-707	223,910	17,785

Community Partner	**Mirror, Inc**	**Contact Name**	**Nicholas Casarona**
2027 Request Amount	**$ 200,000**	**Phone Number**	**785-691-9052**
Total Partner Budget	**$ 406,125**	**Email**	**ncasarona@mirrorinc.org**
Unrestricted Fund Balance	**$ 223,910**	**Website**	**https://www.mirrorinc.org**

Community Partner Summary

Community Partner Overview
Mirror, Inc. was incorporated as a 501(c)(3) private, non-profit organization in 1972. Over the last 54 years, we have grown to become the largest stand-alone provider of SUD services in Kansas, serving over 4,000 unduplicated individuals annually. Our mission is to strengthen people and communities by helping individuals cultivate hope and redefine their lives. We currently provide approximately 150 treatment beds at our 4 residential treatment facilities in Shawnee, Topeka, Newton, and Wichita including 8 for both male and female adolescents. We offer outpatient SUD treatment services in 7 counties (including Douglas) and have statewide reach via out outpatient telehealth program. Organizationally, we offer a full continuum of SUD care including intermediate treatment, reintegration, PHP, IOP, outpatient treatment, after care, assessment, and referral. Within these modalities, we provide peer support, person-centered case management, MAT services, and transportation assistance to ensure that all Kansans have access to high-quality SUD treatment. Mirror has expanded its presence in Douglas County in recent years with the opening of our Lawrence Outpatient office and engagement in community-based programs such as the Homeless Response Team. Furthermore, Mirror has worked diligently to identify opportunities and secure resources for sustainably reducing barriers for Douglas County residents in need of SUD treatment. This has been accomplished by our participation in initiatives such as peer first access to social detox, providing rapid placement of Douglas County residents in intermediate treatment bed utilizing Mirror locations statewide, ALIVE Inc. peer fellows partnership, and Douglas County jail-based services. Through the strategic partnership between Douglas County and Mirror, residents have been successful with accessing SUD treatment services faster while also reducing the cost-burden incurred by the County when other high-cost systems are utilized.
Service Overview

Data consistently indicates that individuals with substance use disorders remain significantly underserved in Douglas County. Based on 2023 (most current data available) National Survey on Drug Use and Health (NSDUH) estimates extrapolated by population, 17.1% of DGC residents aged 18 and older (20,615 individuals) had an SUD in the past year.

Mirror has demonstrated is capacity to proactively close this gap with modest funding and support from Douglas County while also greatly impacting the cost burden to the county and other high-cost service providers in the local area.

Year-to-date in FY26 Mirror served 74 unduplicated Douglas County residents utilizing county funding to provide rapid access to SUD treatment services utilizing its statewide infrastructure. The impact of Mirror's services cannot be understated and is best articulated by the fact that on average wait times for initial treatment interventions (either detox of residential treatment) were reduced by 55 days. Meaning that the uninsured and underinsured individuals noted above accessed treatment more quickly and prevented continued utilization of high-cost resources such as jails, emergency departments, TRC and other resources. In many of these cases individuals were able to be transported door to door from locations such as TRC and LMH directly to Mirror facilities reducing risks of further substance related harms and additional costs.

Mirror's jail-based services in Douglas County utilizes a reentry care coordinator to provide rapid access to screening, assessment, treatment, and recovery-oriented systems of care to individuals booked into jail the previous day who have been screened to be at-risk for experiencing a substance use disorder. The reentry care coordinator works cooperatively with the sheriff's office reentry department to ensure screening and referral services are conducted in an appropriate and timely manner.

In combination, Mirror's impact for Douglas County residents has compounded since FY25 and remains a vital resource as statewide waitlists for SUD treatment services remain inflated and the funding landscape becomes increasingly less predictable.

Equity

What is your organization doing to advance equity?
Mirror's primary mission is to ensure access to high-quality SUD treatment services to the most vulnerable and underserved Kansans including uninsured and underinsured individuals. Routinely more than 90% of individuals served in Mirror programs are uninsured, underinsured, or Medicaid recipients. Additionally, a comparable percentage of individuals receiving services from Mirror live at or below 200% of the federal poverty level and many are unhoused or precariously housed. During a recent review of TEDS/NOMS data collected at intake and discharge of each level of care reflects that 97% of individuals are housed and 95% of individuals are participating in the workforce following discharge from Mirror programs. Mirror has continued to develop strong, multidirectional referral networks with criminal-justice, medical, mental health, housing, and social service partners to ensure that low-income, justice-involved, and other marginalized individuals have equitable access to SUD treatment services and other related support services. We intentionally collaborate with community partners to reduce barriers and ensure no one is left behind in their recovery journey. While state-level demographic data reflects more than 80% of Kansans self-identifying as White or Caucasian, the demographic composition of individuals served by Mirror utilizing point-in-time data routinely outperforms state-wide demographics with White or Caucasian individuals generally representing approximately 70% of individuals served and Black or African American, Hispanic, Native American and/or Alaskan Native and individuals identifying as 2 or more races composing the remaining 30%. Mirror has continued to make advancements with utilizing its electronic health records to collect and track data, analyze trends, and identify opportunities to capitalize on all opportunities to further advance our mission to ensure access to high-quality SUD treatment services for all Kansans, particularly those experiencing systemic inequities. Peer support is central to Mirror's equity strategy. We currently employ 102 individuals with lived experience in recovery, of which many serve as peer mentors. Their presence provides empathetic, culturally informed guidance and helps build trust with clients from diverse backgrounds. Peer mentors play a vital role in outreach, engagement, retention, and reintegration, and our peer model consistently improves treatment outcomes. Mirror also invests in organizational inclusion and staff diversity. All employees receive DEI training at onboarding and annually thereafter. Trainings include: • What is Diversity? • Diversity and Me

• Bias
• What if I Say the Wrong Thing?
• Fostering Inclusion

Mirror fosters an environment where staff perspectives are valued and client experiences are honored. Our team reflects the communities we serve, allowing us to offer trauma-informed, culturally competent care tailored to individual needs.

To address common barriers to treatment access, we offer:
• Telehealth services for clients in rural or transportation-limited areas
• Translation devices and interpreters when needed
• Printed materials in English and Spanish

During the past fiscal year Mirror has engaged successfully in expanding lines of service upstream, servicing justice-involved individuals in jail-based programming across multiple counties including Douglas and gaining statewide recognition from systems including county jails, sheriffs departments, and the Kansas Highway Patrol.

Mirror's commitment to advancing equity is evident in how we break down barriers, deliver culturally competent care, and ensure that services reach those most impacted by substance use and systemic inequities. Through the integration of peer support, data tracking, inclusive practices, and community partnerships, we strive to ensure every person has a path to recovery.

Have you employed strategies to mitigate equity considerations? Please list those below.

Mirror is deeply committed to advancing equity in the services we provide, especially to historically underserved populations in Douglas County and across Kansas. To ensure that all individuals, regardless of race, ethnicity, gender, income, or life circumstances, receive the highest quality care, we implement targeted strategies and a data-driven approach.

Staff Training and Cultural Competency: All Mirror staff receive Diversity, Equity, and Inclusion (DEI) training at onboarding and participate in annual training to promote cultural competence. This training includes topics such as:
• What is Diversity?
• Diversity and Me
• Bias
• What if I Say the Wrong Thing?
• Fostering Inclusion

Justice-Involved Populations: Mirror has a long history of serving justice-involved individuals through SUD assessments, treatment services, and diversion programs. We have expanded services to individuals incarcerated in Shawnee County Jail and are increasing our efforts in both the Harvey and Douglas County jails. As the state's largest provider of SUD services to non-violent, first and second-time drug offenders through the Kansas Sentencing Commission's SB123 program, we continue to address the unique challenges faced by those within the criminal justice system.

Telehealth and Rural Outreach: In our efforts to serve underserved communities, Mirror has developed a robust, evidence-based, and culturally informed telehealth treatment model. This model includes access to MAT services and allows us to reach individuals in areas where in-person care is not accessible. In addition to our telehealth services, we operate brick and mortar offices in rural Kansas counties, ensuring that individuals in remote areas have in-person access to treatment.

Addressing Social Determinants of Health: Aligned with the Substance Abuse and Mental Health Services Administration's (SAMHSA) strategies to advance behavioral health equity, Mirror addresses the broader social determinants of health within our programs. In both our SUD treatment programs and the Work for Success program, we provide clients with the resources and guidance needed to achieve employment stability, housing stability, and access to health insurance. This holistic approach helps clients address the barriers that often prevent recovery and self-sufficiency.

Data-Driven Approach to Equity: To ensure that we meet the needs of all community members equitably, Mirror uses an advanced electronic record system to track demographic data such as race, ethnicity, sex, and other key categories. This data enables us to evaluate service access and outcomes for different populations. Performance outcomes are sorted by these demographic categories and are reviewed routinely, ensuring continuous improvement and accountability. Mirror's focus on outreach, education, and the reduction of barriers to access supports our commitment to advancing equity, ensuring that individuals from all walks of life have the opportunity to receive the care and services they need to achieve recovery and stability.

Budget Request Analysis

Analysis of Revenue Sources

Mirror operates a broad range of treatment, prevention and reentry programs throughout Kansas, supported by diverse funding streams. With an annual operating budget nearing $18 million, Mirror routinely provides SUD treatment services to more than 4,000 Kansans annually through our residential and outpatient treatment programs and reaches Kansans from 85 of 105 counties through our telehealth program. In Douglas County, our revenue is braided from both public and private sources to ensure service continuity across the continuum of care.

In addition to the funding provided by Douglas County, Mirror's SUD treatment programs for Douglas residents during FY26 have been funded by:

- Federal Block Grant Funds
- Senate Bill 123 (KSSC)
- State Opioid Response (SOR) Funds (for MAT services only)
- Medicaid
- And additional sources including commercial insurance, other grants, and self-funded treatment although these combined represent a small fraction of Mirror's overall revenues.

While Mirror has succeeded in bringing over $300,000 in federal and state treatment dollars to Douglas County to aid in funding treatment services provided to Douglas County residents, County funds remain vital in ensuring timely access to treatment for its residents, particularly those who are uninsured or underinsured. Funding guidelines stipulate that Douglas County residents utilizing federal and state funds be placed on the Kansas waitlists which operate on a first come-first served basis and are often weeks or months long. Currently a trend observed state-wide reflects wait times increasing with more than 220 individuals currently awaiting treatment bed dates for Mirror programs alone. County funds support residential, intensive outpatient (IOP), and social detox services. They also help increase outreach and reduce delays for assessments and admission.

Mirror continuously monitors changes to the funding landscape while an acute emphasis of Federal Block Grant funding. While a decrease in overall Block Grant funding is anticipated for FY27 it remains challenging to anticipate exactly how Mirror will be affected and therefore we remain committed to diversifying revenue sources to ensure treatment access for uninsured and underinsured individuals is impacted as minimally as possible including for residents of Douglas County. Moreover, Mirror and its exective leadership under the direction of President and CEO Des Martens remain highly engaged in the legislative process advocating for the needs of Kansas residents experiencing substance use disorders and the Block Grant provider network as a whole recognizing that no one provider can adequately meet the needs of Kansas residents alone.

Mirror is working to expand and diversify revenue sources through:
• Grant development (federal, state, and private foundations)
• Telehealth program growth with fee-for-service contracts
• Public-private partnerships

We continue to braid funding streams strategically to maximize efficiency and ensure access to high-quality, culturally responsive care. County funding plays a key role in bridging gaps for Douglas County residents and protecting access in a volatile funding landscape. Data collected during previous funding cycles reflects that Douglas County residents have been prioritized for rapid access to treatment services due to the secure nature of funding while second order benefits to non-Douglas County residents due to the preservation of Block Grant and other funding resources.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

Mirror is a statewide organization operating multiple behavioral health and social service programs, each with its own funding stream, reporting requirements, and allowable uses. As such, fund balances are managed programmatically and can vary depending on the timing of reimbursements, grant cycles, and programmatic expenditures.

In Douglas County, any beginning or ending fund balance related to county funding is directly tied to the timing of service delivery and invoicing.
Currently, in FY26 8 Douglas County residents are actively involved in or have completed treatment. Projecting forward it may be reasonably assumed that referrals will increase as the FY continues due to the constraints and depletion of other funding sources and the increasing trend of extended waiting periods for treatment beds statewide. Cost savings to other service providers and systems remains a core feature of Mirror's initiatives in Douglas County and for reference, Mirror charges a per diem rate of $195 for social detox as opposed to detox in a TRC stabilization bed at the per diem cost of $1,763 per bed day.

Mirror does not maintain a dedicated or restricted cash reserve specific to Douglas County but adheres to internal financial controls and oversight procedures to ensure appropriate use of funds. Restricted reserves for other funding sources) are maintained in accordance with grantor requirements and cannot be reallocated to support county-funded services.

Mirror is continually pursuing new opportunities to diversify revenue streams and produce security and sustainability within its treatment initiatives including local, state and federal grants, county and municipality partnerships, and collaborative initiatives with partner providers to provide additional flexibility and reduce dependence on county funds in the future. However, county funding remains

essential to ensuring timely access to care for low-income and uninsured Douglas County residents and maintaining continuity of services during fluctuations in other funding sources and other unforeseeable changes to the funding landscape.

Analysis of expenditure changes

Following its inclusion in the Douglas County Community Partner budget in FY25, Mirror has experience increasing demand year-over-year for residential and outpatient SUD treatment services in Douglas County. Since launching utilization of county funds for treatment services in February 2025, Mirror has seen a rise in referrals from key community partners, including TRC, Douglas County jail, the Homeless Response Team, LMH, and other local providers. Program performance during the FY25-26 has continued to improve with many Douglas County entering treatment within days and in some cases on the same day the need was identified and an assessment was completed. These resources have routinely resulted in dramatically reduced wait times for Douglas County residents and have significantly reduced the cost-burden incurred by the county with higher-cost systems and interventions must otherwise be utilized. Although calculating the exact savings poses many challenges, they are undoubtedly significant.

Increased demand directly correlates with rising expenditures, particularly for residential treatment, which is the most intensive and costly level of care. We are also seeing growing need for transportation support, outreach, and case management to engage clients with complex needs, including co-occurring mental health issues, housing instability, and justice involvement.

Additionally, costs have increased due to inflationary pressures on staffing, insurance, technology, and other operational needs. To ensure quality service delivery, we have increased investment in staff recruitment and retention efforts, including compensation adjustments, onboarding and training, and support for clinical supervision.

As demand continues to rise and key partnerships expand, including efforts with the Douglas County Jail to provide SUD services pre- and post-release we have observed and continue to anticipate sustained growth in both referrals and related expenditures. Our FY27 request reflects the need to meet this growing demand while continuing to prioritize access for low-income and uninsured residents of Douglas County.

2027 Budget Request Detail

calculated fields

Community Partner	O'Connell Children's Shelter, Inc.					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	-553,812	36,497	244,986	591,642	591,642	1,176,286
Douglas County	275,495	275,495	320,495	320,495	286,748	253,000
DCF Retention/Recruitment funds	104,950	0	0	0	0	0
Investment gain/loss, dividends, etc	375,346	333,063	430,135	361,000	201,000	201,000
Grants	44,000	276,420	839,808	163,900	643,683	600,000
Fundraisers, donations, noncash contribut	343,530	279,598	258,341	235,000	282,600	300,000
Program revenue	2,970,419	2,746,304	2,709,599	3,245,825	4,748,203	3,845,825
Miscellaneous	0	16,544	28,139	3,000	3,000	3,000
Interest	7,889	6,098	1,599	9,600	3,000	3,000
Legislative/state development funds	0	0	0	0	1,448,867	0
Total Revenues	4,121,629	3,933,522	4,588,116	4,338,820	7,617,101	5,205,825
Total Revenues and Fund Balance	3,567,817	3,970,019	4,833,102	4,930,462	8,208,743	6,382,111
Expenditures:						
Salaries	1,883,025	2,046,013	2,325,813	2,221,342	3,143,887	3,600,000
Payroll taxes	150,342	164,168	178,047	193,621	275,656	300,000
Health, dental, life, etc insurance	211,122	235,761	257,067	261,211	361,315	370,000
Supplies	26,307	30,635	31,272	16,250	34,715	35,000
Utilitites, Building Maint., rent	246,306	270,259	296,502	216,323	234,882	250,000
Travel & Training	24,209	57,050	161,315	49,907	112,155	120,000
Office Equipment	20,635	17,274	54,511	31,061	38,188	40,000
Insurance (WC, liability, etc)	101,910	116,778	128,078	91,350	139,370	140,000
Program expenses	488,713	399,841	397,630	490,805	557,864	750,000
Administrative / depreciation / other	378,751	387,254	424,770	232,848	385,558	400,000
Capital campaign/development	0	0	-13,544	66,620	1,748,867	0
Total Expenditures	3,531,320	3,725,033	4,241,460	3,871,338	7,032,457	6,005,000
Ending Fund Balance 12/31/xx	36,497	244,986	591,642	1,059,124	1,176,286	377,111

Community Partner	**O'Connell Children's Shelter**	**Contact Name**	**Gina Meier-Hummel**
2027 Request Amount	**$ 253,000**	**Phone Number**	**785-843-2085**
Total Partner Budget	**$ 6,005,000**	**Email**	**ginah@oconnellcs.org**
Unrestricted Fund Balance	**$ 1,176,286**	**Website**	**https://www.oconnellchildrensshelter.org**

Community Partner Summary

Community Partner Overview
O'Connell Children's Shelter (OCS) is a nonprofit organization dedicated to ensuring the safety, stability, and well-being of youth and families across Douglas County and the state of Kansas. The agency provides a continuum of care designed to meet families where they are, offering prevention, residential and crisis stabilization services that reduce risk, strengthens protective factors, and promotes long-term stability. OCS plays a key role in coordinating care across systems through partnership and collaborative approaches to ensure continuity of care and promote positive outcomes. OCS operates a range of community-based prevention programs aimed at reducing involvement in the child welfare and juvenile justice systems. These services include truancy prevention, crisis support, youth diversion, and family-centered support services, addressing underlying challenges such as school disengagement, behavioral health needs, financial instability and family conflict. Additional services include emergency care for youth in need of immediate safety as well as residential placement for youth in foster care. These services focus on stabilization, strengthening relationships and reunification with family. OCS utilizes a strength-based, trauma-informed approach that centers on family engagement and individualized service planning to support Douglas Co families. Through a comprehensive menu of support services, staff work collaboratively with youth, caregivers and community partners to develop goal-oriented treatment plans to build skills, improve functioning, and reconnect families to the community and resources. Services are flexible and may be delivered in homes, schools, or other community settings to reduce barriers and ensure accessibility. Through its comprehensive and responsive service model, O'Connell Children's Shelter is committed to strengthening families, preventing crises, and supporting youth and families in achieving safety, permanency, and well-being.
Service Overview

OCS is requesting continued funding of $253,000 to support the Thrive (formerly Prevention Case Management) and High School Truancy programming.

Established in 2005 and funded by Douglas Co since 2014, Thrive is a family-centered early intervention program serving families with children aged 0-17. The program provides crisis stabilization and short-term, targeted support for families at risk of system involvement. Using evidence-based assessments and strengths-based case management, staff partner with families to develop individualized, goal plans. Thrive offers a flexible "menu" of services tailored to family needs, including individual and family therapy, parent coaching, resource coordination, skill-building groups, and family engagement activities. This approach prioritizes family voice and choice while ensuring services remain responsive and outcome driven. Thrive also serves as a key entry point into OCS's broader prevention continuum that helps families stabilize before transitioning to longer-term support when needed.

Referrals come from DCF, schools, behavioral health providers, and self-referrals. From 2014–2025, Thrive served approximately 550 families. Last year, 77% of families successfully achieved their goals, and 100% remained safely together without further system involvement for at least six months post-completion. In mid-2025, data identified a need for enhanced crisis stabilization to improve engagement and long-term outcomes. In response, OCS implemented a comprehensive intake and assessment process focused on stabilizing immediate needs and empowering family-led planning. Since these enhancements, Thrive has received 86 new referrals, including 21 for family therapy. With increasing demand for early intervention, Thrive continues to demonstrate its effectiveness in strengthening families. (See Addendum A)

The High School Truancy Program has been supported and funded by Douglas Co since its inception in 2014. It serves youth in grades 9–12 through strength-based case management and parent support. Staff work collaboratively with families to identify barriers to attendance, develop individualized goal plans, and strengthen communication between families and schools to promote academic success. For court-involved cases, staff partner with the court system to monitor progress, facilitate pre-filing status conferences, and provide court reporting. Services are delivered by 3 full-time staff who maintain an average caseload of 32 youth. Additional state-funded programs as available are leveraged to offset costs and provide support for families requiring more intensive interventions. OCS plays a central role in the County's truancy response as a founding member of the Truancy Advisory Team and a leader in local and statewide initiatives, with a focus on preventing deeper system involvement through early, family-centered intervention. (See Addendum B)

Program demand continues to increase significantly. In 2025, OCS received 293 truancy referrals, up from 184 the previous year, and opened 88 new cases. Of those served, 75 cases closed successfully, with youth completing a full semester without further attendance issues. Youth participated in services for an average of 9.5 months, resulting in a 97% success rate and demonstrating both the effectiveness and efficiency of the program. In total, 164 high school youth in Douglas Co were served and resulted in 1,550 school days

being regained. The program's success, combined with rising truancy rates across all ages, has highlighted the need to expand services beyond high school to a K–12 model. (See Supplemental & Addendum C).

Equity

What is your organization doing to advance equity?
OCS is committed to advancing equity through intentional, organization-wide practices that promote inclusion, cultural responsiveness, and access to services for all individuals and families we serve. Diversity, equity, and inclusion principles are embedded in our annual training plan and require all staff to participate in ongoing professional development focused on cultural competency, implicit bias, trauma informed care and equitable service delivery. Recognizing that equity work is continuous, the agency supplements required training with facilitated learning communities, case consultation focused on cultural considerations, and routine supervision practices that integrate equity reflection into service planning and decision-making. To operationalize equity, the agency has implemented several core strategies. These include the use of standardized, culturally responsive screening and assessment tools; incorporation of family voice and choice through individualized service planning; and flexible service delivery models that reduce common barriers such as transportation, scheduling, and childcare. The agency maintains formal language access protocols, including interpretation and translation services, and ensures materials are accessible in the primary languages of families served. Staff are trained to identify and address systemic barriers impacting families, including those related to poverty, race, disability, and involvement in multiple systems such as child welfare and juvenile justice. OCS prioritizes creating a safe, respectful, and inclusive environment where staff, children, and families feel empowered to share their experiences. Through our formal grievance and feedback mechanisms, individuals are provided with a structured and supportive avenue to report and address experiences of discrimination or harassment encountered within their family life, workplace, or community. In addition, the agency conducts routine client feedback sessions and incorporates lived experience input into program design and improvement efforts, ensuring services remain responsive and community informed. Within Douglas Co, our equity strategies are intentionally aligned with local needs, demographics, and community resources. The agency actively partners with schools, community-based organizations, and cross-system stakeholders to reduce disparities in service access and outcomes. This includes collaboration to identify and engage youth and families at risk of system involvement, coordination to ensure warm handoffs for continuity of care, and participation in county-wide coalitions focused on behavioral health, housing stability, and family support. Across all program areas, staff are expected to engage with professionalism, respect, and empathy—ensuring that every interaction provides accurate information, meaningful connection, and a sense of hope, regardless of individual circumstances. These expectations are reinforced through supervision, performance management, and organizational culture.
Have you employed strategies to mitigate equity considerations? Please list those below.

To monitor and mitigate equity-related disparities, the agency utilizes a data-driven approach. Key metrics include workforce and board demographics in comparison to the populations served; utilization of language access services, including translation and interpretation; and satisfaction survey data from clients, staff, and community partners, disaggregated by available demographic factors. Additional indicators include referral source patterns, service engagement rates, program completion outcomes, and disciplinary or system involvement trends. The agency also tracks completion rates of required cultural competency trainings. These data points are reviewed annually to identify trends, assess disparities, and inform targeted service improvements, training initiatives, and policy enhancements.

The Executive Director and leadership team hold primary responsibility for advancing equity within the organization. Leadership conducts annual reviews of equity data, ensures adherence to the agency's Cultural Competency and Diversity Plan, and reports findings to the Board of Directors. Evaluation results are used to establish strategic equity priorities, implement corrective actions, and maintain accountability through policy development, organizational planning, and staff performance expectations. Through these combined efforts, the agency ensures that equity is not only a stated value, but a measurable and actionable component of service delivery within Douglas County.

Budget Request Analysis

Analysis of Revenue Sources

OCS's revenue structure is comprised of a combination of county funding, state grants, fundraising efforts, and limited private donations. In the most recent fiscal year, the majority of agency revenue was generated through residential placements supported by state funding. OCS also secured and utilized one-time funding opportunities designated for specific, project-based initiatives. The agency did not experience any reductions in county or state funding for existing programs and services, maintaining overall financial stability. Variations in revenue are primarily influenced by the availability of grant opportunities, broader economic conditions, and levels of community support. Significant differences in the Program revenue line ($3,245,825 on the 2026 Adopted Budget, $4,748,203 in the 2026 Current Estimates, and $3,845,825 in the 2027 Budget Request column) are due to the addition of our JCIS crisis bed program which we originally planned to open in FYE 06/30/2026 and now anticipate will open in August 2026. Legislative/state development funds show one-time revenue awarded from the state for the renovation and program development expenses necessary to house and staff the JCIS crisis beds program and create a family service center in Douglas County.

Funding from Douglas County is specifically allocated to support OCS's prevention programming for personnel and essential operational costs. We know the community need is increasing for youth crisis stabilization and truancy intervention. Additional funding would allow OCS to expand its targeted services therefore OCS continues to actively pursue and leverage additional funding opportunities to enhance programming, expand service capacity, and maximize the impact of county investments while maintaining strong fiscal stewardship.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

OCS prioritizes maintaining positive cash flow, with the long-term goal of ensuring self-sustaining programs through their own generated revenue. However, not all programs consistently meet this threshold. Historically, financial gaps have been addressed by drawing from investment reserves, and during the COVID-19 period, losses were partially offset through Employee Retention Tax Credits and PPP loan funding.

Since the 2021 merger, OCS has taken intentional steps to strengthen its financial stability. These efforts include expanding fundraising capacity, diversifying program funding streams, and pursuing new grant opportunities. While the organization has successfully secured additional funding to support prevention services, many of these awards are restricted and limited to specific program activities rather than general operating support.

It is important to note that the reported budget totals do not reflect net ordinary income, as they include revenue from investments, fundraising initiatives, and recent capital improvement campaigns. Fundraised dollars are primarily designated for capital projects and one-time expenses—such as program start-up costs or emergency needs—rather than ongoing program operations. As such, these figures represent a point-in-time snapshot and may not fully reflect current financial conditions, particularly given ongoing market volatility.

Additionally, OCS operates on a fiscal year running from July 1 through June 30, aligning with the state fiscal cycle. The organization utilizes accrual-based accounting practices. Financial data reported to the County is adjusted to align with the County's calendar year reporting requirements.

Analysis of expenditure changes

OCS anticipates that FY27 costs will remain mostly consistent. Significant increases in Salaries, Payroll taxes, insurance benefits, and program expenses are expected due to the addition of the JCIS crisis bed program. County-allocated funds are primarily dedicated to personnel expenses for High School Truancy and Thrive (formerly Prevention Case Management). The organization has maintained stable staffing levels over the past year.

The $253,000 requested funding allocation for prevention programming is distributed across key staffing and operational expenses necessary to support program implementation. This includes a portion of the Prevention Director's salary (5% of total salary) to provide oversight and leadership, as well as salary and benefits for the Truancy Program Coordinator, who is responsible for day-to-day program management. Funding also supports direct service staff, including one, full time Thrive Case Manager and two full time Truancy Case Managers, who deliver case management and family-centered interventions. Additionally, a portion of the budget is designated for travel expenses, including staff mileage, to support community-based services such as home visits and school partnerships.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**O'Connell Children's Shelter**	**$ 100,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

OCS is requesting supplemental funding to expand and strengthen its current high school truancy programming into a comprehensive, countywide initiative serving youth and families in grades K–12 across all Douglas County schools. Increasing absenteeism reflects deeper, interconnected challenges—including family instability, unmet basic needs, and behavioral health concerns—highlighting the need for family-centered, holistic interventions that have been the cornerstone of OCS's prevention services for more than 20 years. Truancy is best understood as a symptom rather than the root problem. Approaches that rely solely on attendance enforcement or frame absenteeism as willful noncompliance often fail to address underlying causes and can contribute to increased family disengagement. For younger students in particular, consistent attendance is closely tied to caregiver capacity, access to resources, and overall family stability. Effective intervention therefore requires early, proactive engagement grounded in partnership rather than punishment. By working alongside families to build trust, strengthen connections, and address barriers, OCS promotes sustainable improvements in attendance and meaningful long-term outcomes for youth.

In response, OCS proposes an enhanced, community-based approach through RISE: Pathways to Attendance Success, a continuum of care that recognizes attendance challenges exist on a spectrum and require varying levels of support tailored to the unique needs of each youth and family. The RISE model is implemented through a three pathways approach designed to provide the appropriate level of support at the right time. Pathway 1, Early Engagement, focuses on reaching families at the earliest signs of attendance concerns through collaboration with schools, direct family support and connection to resources before patterns become entrenched. Pathway 2, Focused Intervention, provides more structured, individualized services, including structured case management, development of family-centered plans, and participation in skill-building supports. Pathway 3, Intensive Guidance, is designed for youth and families experiencing complex or persistent needs, including court-involved truancy, and offers crisis stabilization, comprehensive wraparound services, and increased service intensity.

The model is anchored by three foundational principles: youth development, environmental stability, and caregiver capacity. By identifying and addressing barriers within these areas as early as possible, RISE shifts prevention and stabilization efforts upstream, creating meaningful opportunities for change within the family system. This approach not only improves attendance and academic outcomes but also supports long-term family stability and helps disrupt generational patterns of disengagement. See Attachment A for a visual representation of the RISE model.

To support this expansion, OCS is requesting additional County funding in the amount of $100,000 to enhance current truancy programming. Supplemental funding will support the addition of 1.5 case manager positions to the current staffing structure of three full-time high school truancy case managers, bringing total capacity to 4.5 case managers to implement the RISE model across all grade levels. This investment will allow OCS to provide comprehensive, wraparound truancy services to all families and schools within Douglas County, ensuring timely intervention, increased service access, and stronger support for family stability. By expanding staffing and service delivery, OCS will be better positioned to keep more youth attending school regularly, families safely together and reduce unnecessary involvement in child welfare or court systems.

Impact if supplemental request is not funded

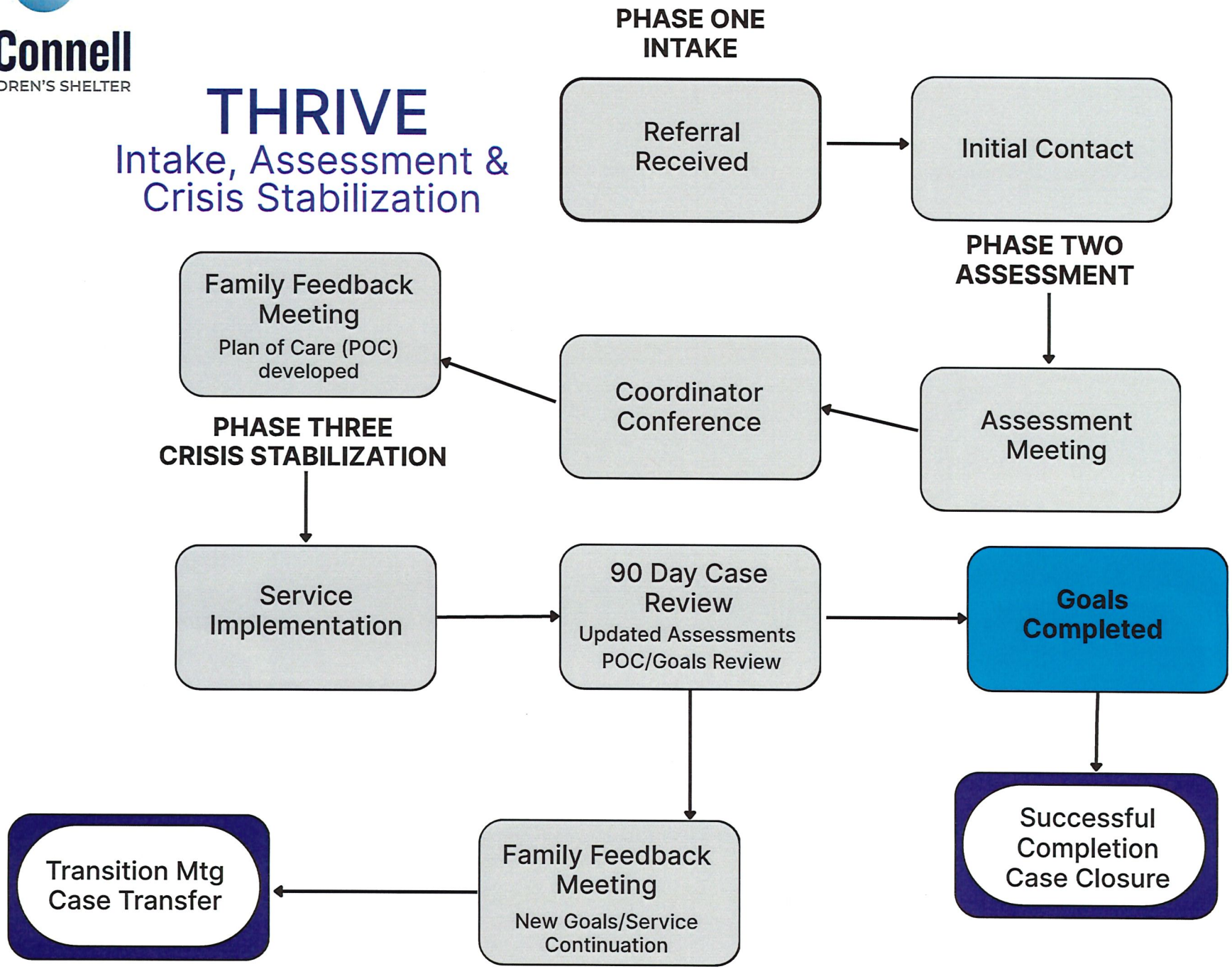
If the supplemental funding request is not approved, OCS will be limited in its ability to expand services beyond the current high school truancy program, leaving significant gaps in support for elementary and middle school youth across Douglas County. Without additional staffing capacity, the program will be unable to provide timely, comprehensive, and family-centered interventions to meet the growing demand, resulting in delayed response to attendance concerns and reduced ability to intervene at the earlier stages.

Ultimately, the absence of expanded funding for this project will hinder Douglas County's ability to implement a proactive, prevention-focused approach to truancy. This may lead to higher long-term costs associated with court involvement, system utilization, and academic failure, rather than investing in early, family-centered solutions that promote stability, school engagement, and positive youth outcomes.

O'Connell
CHILDREN'S SHELTER

THRIVE

Intake, Assessment & Crisis Stabilization



PHASE ONE
INTAKE

Referrals Received: Schools, Community Agencies, Court/JIAC, Internal Programs, Self- Referral

Initial Contact: Completed within 10 business days to screen for eligibility & services

- -Explain services & programs and verify eligibility
- -Collect family information and demographics
- -Obtain releases, consent to participate
- -Determine risk factors & immediate needs

Schedule Comprehensive Assessment Appointment

- - If referral accepts services, meeting is scheduled & referral source notified
- - If referral declines services, referral is returned to source with reasoning

PHASE TWO
ASSESSMENT

Assessment Meeting Completed: CAFAS, MAYSI, ANSA, etc tools available for use

- -Staff use various evidenced-based, comprehensive assessment tools on all family members
- -Strengths, barriers, risks and needs are gathered
- -Assessment data review and analysis is completed by a clinician

Coordinator Conference: Internal staff review of referral, initial contact & assessment data

- -Review all provided information & assessment analysis
- -Create recommendations for services & goals
- -Assign case team members to deliver services

Family Feedback Meeting: Service plan meeting to create Prevention Plan of Care (POC)

- -Review available "toolbox" of services & supports
- -·Individualized, family centered service plan is developed collaboratively
- -SMART goals, objectives, family alignment & crisis plan developed for 90 day timeline

PHASE THREE
CRISIS STABILIZATION

Service Implementation: Transition into direct care service begins

- -·Ongoing coordination of care and support services
- -·Monitoring progress toward goals
- -Resource acquistion & collaboration with community or internal service provider

90 Day Case Review: Review case for goal completion or transfer to longer term programming

OCS HIGH SCHOOL TRUANCY STATISTICS

Truancy Intervention That Keeps Youth Connected to School and Out of Crisis

We partner with youth and families to address the barriers behind truancy and create a path toward graduation and a brighter future.

97%
PROGRAM SUCCESS RATE
(2025)

1,550+
ESTIMATED SCHOOL DAYS REGAINED ACROSS ALL CASES
(2025)

HOW WE CALCULATE OUR IMPACT

This is an estimated number of school days regained calculated using the following:

Number of Successful Cases × 180 School Days Attended for Two Semesters* × Number of Case Managers at OCS (3) = Estimated School Days Regained

A case is considered successfully completed when the youth attends school regularly for two consecutive semesters and the judge dismisses the truancy case.

**Two semesters of regular school attendance is the requirement for successful completion of a truancy case. This equals approximately 180 school days based on a standard 90-day semester.*

3-YEAR TREND OVERVIEW

Program demand has increased significantly, while outcomes remain strong and consistent.



	2023	2024	2025	2026 (YTD Jan–Mar)
Total New Referrals	155	189	293	47
Total New Cases	70	75	89	27
Total Successful Completions	45	50	75	20
% Successful Completions since Inception	88%	89%	91%	N/A
Total Unsuccessful Completions	0	0	0	0
Court Referrals	6	6	2	1
Total # of Youth in State Custody due to Truancy	0	0	0	0
Total # of Youth Returning to the Program after Completion	3	0	2	0

KEY TAKEAWAYS

REFERRALS NEARLY DOUBLED OVER THE PAST 3 YEARS
155 in 2023 → 293 in 2025.

PROGRAM SUCCESS REMAINS HIGH
Success rate increased from 88% to 91% over the past 3 years.

ZERO UNSUCCESSFUL COMPLETIONS
The program has maintained a 100% record of successful completions.

NO YOUTH ENTERED STATE CUSTODY
due to truancy over the reporting period.

COURT REFERRALS REMAIN LOW
Despite increases in need, court involvement remains minimal.

NOTES ABOUT THE DATA

1. 2026 Data represents the first quarter of the year only (Jan–March).
2. % of Successful Completion Data is taken at the end of the year and based on a full year of data – 2026 has not yet ended; therefore, this number is not available hence the N/A.
3. Caseload numbers fluctuate throughout the year and may include cases that carry over from previous reporting periods including open cases and pending referrals for services.
4. Number of new referrals to the High School Truancy program has significantly increased over the last 3 years due to higher level needs of youth and families.
5. The program is proud to maintain having no unsuccessful completions of the program by youth and no youth having been placed in state custody based on truancy over the reporting period.

O'Connell
CHILDREN'S SHELTER

RISE

PATHWAYS TO ATTENDANCE SUCCESS

A coordinated, family-centered model that removes barriers, strengthens support, and keeps students in school and on track for the future.

WHO THIS SERVES:
Students showing early signs of absenteeism. Teachers notice missed days. Counselors know the family is struggling. We act early to prevent escalation.

WHO THIS SERVES:
Students with ongoing truancy. Requires structured case management and consistent support.

WHO THIS SERVES:
Students with severe or chronic truancy and complex challenges. Court-ordered involvement. Intensive, wraparound support to stabilize and re-engage.

PATHWAY 1
EARLY ENGAGEMENT (PROBLEM SOLVING)

Early support. Quick response. Prevent escalation.

- Attendance monitoring & trend alerts
- Early family outreach & check-ins
- Basic needs assistance (food, clothing, school supplies)
- School-based supports & tutoring
- Provider connections (health, mental health, community resources)
- Parent education & family events
- Transportation help (bus passes, gas cards)

PATHWAY 2
FOCUSED INTERVENTIONS

Targeted support. Case management. Skill-building.

- Individualized case management
- Goal setting & attendance plans
- Parent coaching & support groups
- Behavioral referrals & counseling
- Resource navigation & financial support (rent, utilities, essentials)
- Check-ins, referrals & progress monitoring

PATHWAY 3
INTENSIVE GUIDANCE

Intensive, wraparound support. Lasting change.

- Intensive case management
- Home visits
- Family therapy (FFT) & interventions
- Crisis support & stabilization
- Housing stabilization & emergency funds
- Wraparound services (health, mental health, education, workforce)

A SPECTRUM OF NEED — SUPPORT THAT GROWS WITH STUDENTS

OUR FOUNDATION: CORE PRINCIPLES

DEVELOPMENT
We build skills and confidence.

- Social-emotional learning
- Academic support & tutoring
- Life skills & goal setting
- Youth voice & leadership

ENVIRONMENT
We remove barriers and create stability.

- Housing & transportation support
- Basic needs assistance
- Resource navigation
- Safe, supportive spaces

CAREGIVER CAPACITY
We strengthen families.

- Parenting education & coaching
- Communication skills
- Support groups
- Family connection & engagement

Stronger Families. Better Attendance. Brighter Futures.

2027 Budget Request Detail

calculated fields

Community Partner	The Dwayne Peaslee Techncial Training Center, Inc.					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	554,156	657,248	711,277	854,002	854,002	985,139
Douglas County	400,000	400,000	200,000	200,000	200,000	200,000
City of Lawrence	200,000	200,000	211,000	200,000	200,000	200,000
United Way						15,000
Grants	357,855	382,019	402,880	220,000	220,000	220,000
Fundraisers						35,000
Contributions						
Educational Leases Income	8,000	56,003	44,041	49,572	49,572	49,572
Other: Donation	14,719	56,613	222,088	40,000	40,000	40,000
Other: Facility Lease Income	596,912	600,846	161,649	190,000	190,000	190,000
Other: Instructional Income	271,152	189,335	625,956	600,000	600,000	600,000
Interest						
Total Revenues	1,848,638	1,884,816	1,867,614	1,499,572	1,499,572	1,549,572
Total Revenues and Fund Balance	2,402,794	2,542,064	2,578,891	2,353,574	2,353,574	2,534,711
Expenditures:						
Salaries	511,712	400,000	608,643	460,000	460,000	460,000
Employee Benefits	268	960		1,000	1,000	1,000
Health Insurance	20,175	16,794	25,000	20,000	20,000	20,000
Supplies	3,449	4,604		2,500	2,500	2,500
Utilities, Building Maint.	174,434	157,286	157,904	140,000	140,000	140,000
Travel & Training & Hospitality	4,686	6,613	4,551	10,000	10,000	**10,000**
Office Equipment	12,342	10,616	3,654	0	0	0
Debt Payments	300,985	300,985	200,000	0	0	0
Other: Depreciation Expense	169,468	201,675	200,000	200,000	200,000	200,000
Other: Interest	54,617	51,097	935	935	935	935
Other: Misc	87,648	88,000	200	24,000	24,000	24,000
Other: Professional Fees	18,139	35,097	35,642	30,000	30,000	30,000
Other: Instruction Cost	387,623	557,060	488,360	480,000	480,000	480,000
Total Expenditures	1,745,546	1,830,787	1,724,889	1,368,435	1,368,435	1,368,435
Ending Fund Balance 12/31/xx	657,248	711,277	854,002	985,139	985,139	1,166,276

Community Partner	**Peaslee Technical Training Center**	**Contact Name**	**Kiah OQuinn**
2027 Request Amount	**$ 200,000**	**Phone Number**	**785-856-1801**
Total Partner Budget	**$ 1,368,435**	**Email**	**kiah.oquinn@peasleetech.org**
Unrestricted Fund Balance	**$ 985,139**	**Website**	**https://peasleetech.org**

Community Partner Summary

Community Partner Overview
The Dwayne Peaslee Technical Training Center (Peaslee Tech) is a public post-secondary training and applied research organization. The training facility opened in August 2015. Mission: The Center serves as a catalyst for economic growth in Douglas County, providing technical training to a diverse community of learners to meet the current and emerging needs of our communities and employers. Peaslee Tech was created by the City of Lawrence, Douglas County, the Economic Development Corporation, the Lawrence Chamber, and area industry partners, in association with USD 497, to provide the services associated with our mission. Adults and high school students receive training in Construction Technology, Industrial Engineering Technology, HVAC, Welding, Power Plant Technology, Automotive Technology, Computers, and other areas. Custom training via short courses are provided to individual industry partners or a consortia of industry partners. Peaslee Tech offers credentialed training, to the public in the areas of commercial driving, pharmacy technician, Cisco computer networking, manufacturing technology, and industrial maintenance mechanic apprenticeship. Additionally, Peaslee Tech initiated programs to train carpenters, electricians, plumbers and facilities maintenance technicians. Peaslee Tech's funding is secured through four sources: leasing of space within Peaslee Tech, training tuition for apprenticeships, open-enrollment, custom courses, gifts and grants, and city/county funding. One of our key partnerships includes the Lawrence Workforce Center, which helps us prepare un/under-employed individuals for livable wage careers. We also have an ongoing relationships with the Department of Children & Family Services, VA, Catholic Charities, Vocational Rehab, and many other organizations.
Service Overview

In 2025, Peaslee Tech served over 3,200 individuals in more than 4,100 course enrollments at companies throughout Douglas County and on campus. More than 2,800 of those served were in programs delivered by Peaslee Tech, the remainder were in affiliated community college programs and third-party training partners. We have also participated in several business recruitment activities conducted jointly by the County, City of Lawrence, The Lawrence Chamber, and the Economic Development Corporation.

Since being approved by the Kansas Board of Regents as a post-secondary education provider in 2017, Peaslee Tech has initiated twenty-nine programs to support the workforce pipeline in Douglas County. Beginning in 2022, Peaslee Tech began to offer youth apprenticeships to 12 area school districts. We now offer 15 different apprenticeship opportunities for youth. Peaslee Tech is the largest provider of registered apprenticeship programs in Kansas, offering 32 different Registered Apprenticeship occupations.

In addition, in cooperation with Douglas County school districts, we provide technical training in auto tech and welding. In December 2019, Peaslee Tech became the home for the USD 497 Adult Education program, which provides English as a Second Language and GED preparation to more than 200 Douglas County Residents.

Peaslee Tech also led the development of the Douglas County Public Training Partnership, a consortium of public entities in the County working together to provide training opportunities to public employees.

The Raise Income Security & Equity in Douglas County (RISE) program provides tuition assistance for low to moderate-income and unemployed Douglas County residents. Participants will receive low or no-cost preparation for livable-wage careers through skills training, life skills training, and job readiness. Peaslee Tech had a goal of recruiting underrepresented populations in skilled trades. The result of this effort was more than 45% of the participants were from BIPOC communities and 66% from low-income households. Both outcomes are at rates much higher than Douglas County demographics for these metrics.

Peaslee Tech is Douglas County's Technical School. Our focus is to serve as a major component of the County's economic development. We have active partnerships with dozens of County companies, school districts, and non-profit organizations.

Our partnerships include the Lawrence Workforce Center to prepare un/underemployed individuals for livable wage careers. In addition, all the programs mentioned above are WIOA approved and our students may qualify for funding assistance. We also have an ongoing relationship with the Department of Children & Family Services as an active partner in the Generating Opportunities to Attain Lifelong Success (GOALS) program to help individuals transition from public assistance to self-subsistence.

In addition, we serve clients of Bert Nash, Willow Domestic Violence, The Shelter, the Children's Shelter, the justice system, and many more. Peaslee Tech has done numerous public service projects that have addressed building city bus stops, building housing for children aging out of the foster care system, programs for individuals transitioning from incarceration and homelessness, and for individuals who have lost their job. Due to the high demand for building trades classes at Peaslee, we are doubling our annual capacity by offering three starts per year.

Equity

What is your organization doing to advance equity?
Peaslee Tech has improved access for eligible Douglas County residents to livable-wage job training programs. The Raise Income Security & Equity in Douglas County (RISE) program provides tuition assistance for low to moderate-income and unemployed Douglas County residents. Participants will receive low or no-cost preparation for livable-wage careers through skills training, life skills training, and job readiness. RISE participants have been identified in cooperation with Heartland Works, the Kansas Department of Children and Families, the twelve Public School Districts with students in Douglas County, and the Lawrence Chapter of the NAACP. Our Growing Real Opportunities for Women (GROW) provides opportunities for women to be trained in fields in which they are historically underrepresented.
Have you employed strategies to mitigate equity considerations? Please list those below.
As mentioned, the development of the RISE programs directly addresses the inequity of representation in skilled trades by BIPOC communities. Additionally, a targeted effort to increase BIPOC representation in Peaslee Tech employees has resulted in the majority of our full-time employees and a growing number of our instructors, representing BIPOC communities.

Budget Request Analysis

Analysis of Revenue Sources

We anticipate continued growth in our tuition income over the coming year. Peaslee Tech's funding is secured through four sources: leasing of space within Peaslee Tech, training tuition for apprenticeships, open-enrollment, custom courses, gifts and grants, and city/county funding.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

All budgetary information provided shows unrestricted funds. However, ending fund balances reflect investments by EDC and founders dedicated to Capital Improvements in Peaslee Tech which are expensed/depreciated over time. Thus, the ending fund balance includes $2,110,802 in cash and cash equivalent, plus the investment in the building by EDC and Douglas County.
In 2022 we established a reserve operations fund that provides 6 months of emergency funding. We have budgeted for that to increase, but have yet to attain it.

Analysis of expenditure changes

Our primary expenditure changes are in salary and benefits due to the hiring of new staff to cover the increase in enrollments, which has increased the instruction costs.

2027 Budget Request Detail

calculated fields

Community Partner	The Sexual Trauma and Abuse Care Center					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	29,630	107,198	199,660	18,944	18,944	419
Douglas County	35,000	35,000	35,000	35,000	35,000	35,000
City of Lawrence	55,728	43,576	48,576		0	0
United Way		976	970	0	0	0
Grants	764,264	728,073	575,259	981,755	980,047	950,000
Fundraisers	11,845			10,000	10,000	5,000
Contributions	29,630	3,350	8,000	18,368	20,000	15,000
ARPA	13,128			0	0	0
other	2,000	19,889			5,000	0
Interest	212	490	671		650	
Total Revenues	911,808	831,355	668,476	1,045,123	1,050,697	1,005,000
Total Revenues and Fund Balance	941,438	938,553	868,135	1,064,067	1,069,641	1,005,419
Expenditures:						
Salaries	633,133	502,157	637,528	770,702	706,501	671,652
Employee Benefits	3,723	4,434	4,463	22,940	87,047	84,000
Health Insurance	67,064	65,491	70,402	57,282	108,576	86,400
Supplies	19,810	43,607	22,447	29,044	28,138	45,000
Utilitites, Building Maint.	59,845	60,946	64,583	50,322	59,880	48,945
Travel & Training	9,467	6,763	5,754	11,835	15,500	15,000
Security	1,000	989	799	1,200	1,200	1,000
victim assistance	671	2,132		4,000	2,000	0
Contractual Payments	32,072	48,746	30,893	45,898	57,380	52,000
Advertising	2,205	830	8,378	5,000	0	
dues/subscriptions	5,250	2,297	1,179		2,500	
background checks		500	2,765		500	
Total Expenditures	834,240	738,893	849,191	998,223	1,069,222	1,003,997
Ending Fund Balance 12/31/xx	107,198	199,660	18,944	65,844	419	1,422

Community Partner	**STA Care Center**	**Contact Name**	**Sarah Bariya**
2027 Request Amount	**$ 35,000**	**Phone Number**	**785-843-8985**
Total Partner Budget	**$ 1,003,997**	**Email**	**executivedirector@stacarecenter.org**
Unrestricted Fund Balance	**$ 0**	**Website**	**https://www.stacarecenter.org/**

Community Partner Summary

Community Partner Overview
Founded in 1972, STACC is the only agency in Douglas County solely dedicated to survivors of sexual violence. The organization provides 24/7 crisis response, advocacy, counseling, and prevention education, serving as a critical partner within healthcare, law enforcement, and education systems. STACC is a pioneer in advancing equity, embedding it intentionally across leadership, staffing, and community engagement. First and foremost, the organization has demonstrated its commitment through leadership by hiring a Black, female immigrant as Executive Director. This decision reflects a deliberate effort to ensure that those in positions of power bring lived experience, cultural humility, and a deep understanding of the communities most impacted by violence. Equity is further reflected in STACC's staffing composition. Of the organization's 16 staff members, three are women of color, with two serving in top leadership roles. Additionally, two staff members identify as transgender, and the team is continuing to grow in its inclusivity with the anticipated addition of a Middle Eastern Muslim woman. This diverse array of personnel strengthens STACC's ability to provide culturally responsive, survivor-centered services and ensures that multiple perspectives are represented in decision-making spaces. The lived experiences and identities of staff directly inform and enhance the organization's work, embodying equity and inclusion at their best. Beyond internal practices, STACC is actively advancing equity through community engagement and education. Beginning in January 2026, the organization launched a series of monthly trainings designed to promote safety and awareness in the community. Each training is intentionally tied to nationally recognized awareness themes for the month, creating opportunities to address a wide range of issues through an equity lens. These trainings are open to the public, increasing accessibility and fostering inclusive dialogue.
Service Overview

The Sexual Trauma & Abuse CARE Center provides comprehensive, survivor-centered services across the continuum of care. This includes a 24/7 crisis hotline, trauma-informed counseling, and dedicated advocacy to support survivors through medical exams, law enforcement interviews, and court proceedings. Our team offers court advocacy and accompaniment, including support during Sexual Assault Nurse Examiner (SANE) exams in local hospitals. We also facilitate healing and support groups, including programming within the county jail to reach incarcerated survivors.

In addition to direct services, the CARE Center is deeply committed to prevention and education. We deliver age-appropriate, evidence-based programming from elementary schools through the university level, and maintain a dedicated campus advocate who serves students at the University of Kansas, Baker University, and Haskell Indian Nations University. Through these efforts, we work to both support survivors and prevent violence before it occurs. Sexual violence remains a significant public health and safety issue in Douglas County, with lasting impacts on survivors, families, and community systems.

Part of the Community Health Improvement Plan to improve Access to Health Services is to increase access to comprehensive, high quality health care services. A noted strategy is to make progress on outcomes and build access to health services efforts which focus on creating more equitable conditions for people who are uninsured or underinsured. Our CARE Center strengthens the local safety net by increasing access to licensed professional mental health services for uninsured individuals and their families at no cost. We specialize in providing licensed therapeutic care for those facing intersectional, systemic barriers to accessing mental health support.

There is a significant shortage of specialized mental health professionals for sexual violence survivors in Kansas, particularly outside the Kansas City metropolitan area, with the state recently ranking last in a national report regarding mental health care access. Rural areas have been impacted, with many cases going unreported or untreated due to a lack of local resources. A 2023 report highlighted that while two-thirds of the Kansas population live outside the Kansas City area, most qualified child/adolescent specialists are located within it.

There is a gap in service providing sexual violence survivors in Kansas. Stakeholders report a scarcity of clinicians who are willing or able to work with sexual abuse victims. In further research, there is a general shortage of psychiatrists, psychologists, and therapists in Kansas, exacerbating the specific need for trauma-informed care. Despite a 35% reduction in VOCA funding and the current Executive Director inheriting no unrestricted funds, the CARE Center has maintained uninterrupted services while expanding capacity by hiring a dedicated sex trafficking advocate and five part-time advocates to ensure 24/7 crisis line coverage, reducing burnout among daytime staff and strengthening consistent support for survivors of sexual assault.

Equity

What is your organization doing to advance equity?
STACC is a pioneer in advancing equity, embedding it intentionally across leadership, staffing, and community engagement. First and foremost, the organization has demonstrated its commitment through leadership by hiring a Black, female immigrant as Executive Director. This decision reflects a deliberate effort to ensure that those in positions of power bring lived experience, cultural humility, and a deep understanding of the communities most impacted by violence. Equity is further reflected in STACC's staffing composition. Of the organization's 16 staff members, three are women of color, with two serving in top leadership roles. Additionally, two staff members identify as transgender, and the team is continuing to grow in its inclusivity with the anticipated addition of a Middle Eastern Muslim woman. This diverse array of personnel strengthens STACC's ability to provide culturally responsive, survivor-centered services and ensures that multiple perspectives are represented in decision-making spaces. The lived experiences and identities of staff directly inform and enhance the organization's work, embodying equity and inclusion at their best. Beyond internal practices, STACC is actively advancing equity through community engagement and education. Beginning in January 2026, the organization launched a series of monthly trainings designed to promote safety and awareness in the community. Each training is intentionally tied to nationally recognized awareness themes for the month, creating opportunities to address a wide range of issues through an equity lens. These trainings are open to the public, increasing accessibility and fostering inclusive dialogue. They have already gained strong community traction, and STACC is proud of the meaningful connections and impact they are generating. Through intentional leadership, diverse representation, and accessible community programming, STACC continues to advance equity in ways that are both tangible and transformative. Program Impact & Community Benefit Over the past year, STACC has expanded services to meet emerging needs: • Sex Trafficking Response Advocate position in anticipation of increased risk tied to the World Cup • Five part-time advocates ensuring 24/7 crisis response • Expanded therapy services for youth (ages 13+) • Collaboration with housing initiatives for future on-site therapy • Crisis response and support at school-based town halls • Prevention education for seniors, caregivers, and families These efforts strengthen community safety, improve access to care, and proactively address emerging risks. Equity & Access STACC prioritizes equitable access to services by reaching underserved populations, including youth, seniors, and survivors of trafficking. Services are trauma-informed, survivor-centered, and designed to reduce barriers to care.
Have you employed strategies to mitigate equity considerations? Please list those below.

Yes. The CARE Center intentionally employs multiple strategies to mitigate equity barriers and ensure accessible, culturally responsive services for all survivors, including:

24/7 access to services: Maintaining a fully staffed crisis line, including overnight and weekend coverage, ensures survivors can access support regardless of work schedules, caregiving responsibilities, or time of crisis.
No-cost, low-barrier services: All services are provided free of charge, with no insurance requirements, reducing financial barriers to care.
Culturally responsive and survivor-centered approach: Staff are trained in trauma-informed care, cultural humility, and anti-oppression practices to meet the diverse needs of survivors across race, ethnicity, gender identity, sexual orientation, and socioeconomic status.
Dedicated campus advocacy: A specialized campus advocate serves students at the University of Kansas, Baker University, and Haskell Indian Nations University, increasing access for young adults, including Indigenous students and those in rural or underserved communities.
Services for incarcerated survivors: Providing support groups within the county jail expands access to survivors who are often excluded from traditional services.
Specialized trafficking advocacy: Hiring a sex trafficking advocate ensures targeted, informed support for survivors facing complex exploitation and systemic barriers.
Flexible service delivery: Offering services in multiple formats (in-person, virtual, and phone-based) accommodates transportation challenges, geographic barriers, and safety concerns.
Community-based prevention and outreach: Delivering education across schools and community settings increases awareness and access to resources in underserved populations.

These strategies collectively reduce barriers to access and promote equity in service delivery across the communities we serve.

Budget Request Analysis

Analysis of Revenue Sources
The Sexual Trauma & Abuse CARE Center is currently 100% grant-funded, which significantly limits its ability to diversify revenue. Most grant funding sources prohibit the use of funds for fundraising activities, and with no unrestricted (general) funds available to support the Executive Director's salary, the organization has extremely limited capacity to develop and sustain individual giving or other philanthropic revenue streams. As reflected in the attached budget, STACC's funding is comprised of the following grants: State General Funds, Sexual Assault Service Program, Violence Against Women Act, Victims Of Crime Assistance, Kansas Department of Health and Environment (KDHE), and Douglas County support. The organization receives less than $20,000 annually in individual donations, underscoring the challenge of building flexible funding. Increased investment from Douglas County would directly support STACC's ability to sustain and expand critical services while allowing for partial coverage of staff salaries, helping to stabilize operations and strengthen long-term capacity.
Analysis of beginning & ending fund balances and dedicated or restricted cash reserves
STACC has struggled to maintain any dedicated or unrestricted cash reserves, as such both the agency's beginning and projected ending fund balances have consistently remained at or near zero. As a 100% grant-funded organization, all revenues received are restricted to specific programmatic uses and must are used within designated grant periods. This structure does not allow for the accumulation of surplus funds or the establishment of reserve accounts as every dollar is earmarked. As a result, STACC operates without a financial cushion, relying on the timely receipt and reimbursement of grant funds to sustain ongoing operations and services. Any surplus at the end of 2023, 2024 and 2025 were due to unexpended grant funds or pending payments for January that the grants are paid through grant obligations at the end of the grant cycle. Any unused Federal and State grant funding is returned back to the funder at the end of the grant period. There was a lot of staff turnover in the years 2023 and 2024 so there were unused restricted funds that were not able to be retained by STACC.
Analysis of expenditure changes
STACC's expenditure changes reflect areas not funded by grants such as operational and administrative overheads. As a growing agency, our operational costs have skyrocketed over the years and it is unrealistic to rely on fundraising to serve the growing need and the spread to other areas of need. he increase in expenditures reflects the agency's commitment to maintaining high-quality, trauma-informed services while responding to growing community needs. Operational expenses, including utilities, office maintenance, technology support, insurance, and administrative infrastructure, increased as a result of being fully staffed. Additionally, mileage and transportation costs rose due to increased outreach activities, client accompaniment, community engagement, trainings, and service coordination across the region. Administrative costs also increased as the agency strengthened internal systems to support compliance, supervision, data collection, reporting, fiscal oversight, and program sustainability. These expenditures are essential to ensuring accountability, maintaining grant compliance, and supporting the long-term effectiveness of services provided to survivors. Furthermore, the CARE Center has continued to grow in both staffing and program capacity in response to increasing demand for services.

As staffing levels stabilized and expanded, the agency incurred additional overhead costs associated with onboarding, workspace accommodations, equipment, communication systems, and general operational support necessary for employees to effectively perform their duties.
The Sexual Trauma & Abuse CARE Center remains fiscally responsible and strategic in its use of grant funding but continue to struggle to build a reserve due to donor fatigue in the Lawrence community. The expenditure changes reflected in this report are directly tied to the agency's efforts to build sustainable capacity, improve service accessibility, and ensure that survivors continue to receive comprehensive, high-quality. support services. The CARE Center also lost a large source of funding (80,000) from the KU student union which is the funding that has supported the executive director's salary in the past. The Center also one grant (Crime Victims Assistance Fund) from the AG's office, will only receive half of the PFA (Protection from Abuse) grant. The Center created the position of the sex trafficking advocate in anticipation of receiving a grant from the AG's office that is specifically for that position but we did receive that grant. The loss of these grants has created a shortfall in the agency's already meagre unrestricted funds.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**STA Care Center**	**$ 40,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

The Sexual Trauma & Abuse CARE Center respectfully requests $40,000 from Douglas County to help sustain the critical infrastructure and operational capacity necessary to continue providing comprehensive sexual violence prevention, advocacy, and survivor support services throughout the county. While grant funding often supports direct program activities, many of the essential operational and administrative costs required to maintain these services remain significantly underfunded or entirely unsupported by restricted grants.

Over the past year, the CARE Center has experienced substantial increases in operational expenses associated with maintaining a fully staffed and responsive agency. Rising utility costs, insurance, mileage reimbursement, technology needs, compliance requirements, facility expenses, and administrative overhead have placed growing pressure on the organization's unrestricted funding. At the same time, the demand for survivor-centered services across Douglas County continues to increase in both complexity and urgency.

The CARE Center provides critical services that directly benefit Douglas County residents and strengthen the county's coordinated response to sexual violence, trafficking, and trauma. Our therapists currently facilitate therapeutic support groups within the Douglas County Jail, offering trauma-informed mental health services to incarcerated individuals who are survivors of sexual abuse, exploitation, trafficking, and interpersonal violence. These services address significant unmet behavioral health needs within the jail system while also supporting rehabilitation, emotional stabilization, and long-term community safety outcomes. The coordination, staffing, travel, preparation, documentation, and clinical supervision required for these services generate substantial operational costs that are not fully reimbursed through grants.

In addition, the CARE Center has become a leading partner in countywide anti-trafficking prevention and response efforts through our collaboration with The Willow Domestic Violence Center. Together, we provide trafficking awareness and prevention trainings throughout Douglas County to community partners, service providers, schools, and multidisciplinary teams. These trainings increase community awareness, improve identification of trafficking victims, and strengthen coordinated intervention efforts. However, community education and prevention work often receives limited direct funding despite its long-term impact on reducing victimization and improving public safety outcomes.

The CARE Center also maintains strong and active partnerships with local law enforcement agencies and healthcare providers. Our advocates routinely collaborate with police departments during survivor interviews to ensure victims receive trauma-informed support throughout investigations. This partnership improves victim engagement, reduces traumatization, and strengthens investigative outcomes. Additionally, the CARE Center works closely with Lawrence Memorial Hospital SANE (Sexual Assault Nurse Examiner) personnel to provide coordinated advocacy and support for survivors seeking medical forensic examinations. Our presence helps ensure survivors have access to

compassionate crisis intervention, safety planning, emotional support, and follow-up care during some of the most vulnerable moments of their lives.
These collaborative efforts are essential to Douglas County's overall response system for sexual violence and trafficking. The additional funding will also support a portion of staff activity such as fundraising which is not covered by grants.

Impact if supplemental request is not funded

If this request is not funded, STACC will continue to face significant challenges in building the unrestricted funding necessary to sustain core operations. Without dedicated capacity for fundraising and donor development, the organization will remain heavily reliant on restricted grant funding, which does not cover essential overhead costs such as administrative leadership, infrastructure, and organizational development.

This limitation directly impacts long-term sustainability and reduces our ability to respond flexibly to emerging community needs. It also places ongoing strain on existing resources, requiring programmatic staff to absorb additional responsibilities or leaving critical gaps in funding for vital organizational functions.

Ultimately, without investment in fundraising capacity, STACC risks ongoing financial instability, limiting our ability to maintain and grow services for survivors of sexual violence in Douglas County.

Supplemental Request for Additional Funding (2)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**STA Care Center**	**$ 38,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

STACC is seeking $38,000 to support the engagement of a dedicated fund developer for 25 hours a month to work in partnership with the Executive Director for the purpose of building the organization's unrestricted funding base. Currently, limited capacity for fundraising has made it difficult to develop the sustainable, flexible revenue streams needed to support essential operational costs not covered by grants. This investment will allow STACC to strategically expand individual giving, cultivate donor relationships, and pursue diverse funding opportunities. With the support of a fund developer, STACC will be better positioned to establish long-term financial stability, reduce reliance on restricted funding, and ensure the continuity and growth of critical services for survivors in our community.

Impact if supplemental request is not funded

If this request is not funded, STACC will continue to face significant challenges in building the unrestricted funding necessary to sustain core operations. Without dedicated capacity for fundraising and donor development, the organization will remain heavily reliant on restricted grant funding, which does not cover essential overhead costs such as administrative leadership, infrastructure, and organizational development. This limitation directly impacts long-term sustainability and reduces our ability to respond flexibly to emerging community needs. It also places ongoing strain on existing resources, requiring programmatic staff to absorb additional responsibilities or leaving critical gaps in funding for vital organizational functions. Ultimately, without investment in fundraising capacity, STACC risks ongoing financial instability, limiting our ability to maintain and grow services for survivors of sexual violence in Douglas County.

2027 Budget Request Detail

calculated fields

Community Partner	Trinity In-Home Care					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	67,896	105,000	106,663	176,411	176,411	127,692
Douglas County	120,000	90,000	120,000	120,000	120,000	120,000
City of Lawrence						
United Way						
Grants	9,203	5,000	6,500	5,000	5,000	5,000
Undeposited Funds		90,305				
Contributions	9,359	7,222	4,551	16,000	16,000	10,000
Other - Reimbursements	838,073	854,337	896,210	882,000	882,000	900,000
Other	39,885	41,648	50,115	12,000	12,000	
Interest	9,384	11,463	165	165	165	
Total Revenues	1,025,904	1,099,975	1,077,541	1,035,165	1,035,165	1,035,000
Total Revenues and Fund Balance	1,093,800	1,204,975	1,184,204	1,211,576	1,211,576	1,162,692
Expenditures:						
Salaries	840,934	966,794	830,383	889,191	889,191	925,000
Employer Taxes	60,986	12,241	62,983	65,000	65,000	74,000
Health Insurance	26,479	33,372	42,349	45,000	45,000	47,000
Supplies	1,634		2,299	2,700	2,700	2,500
Utilities, Building Maint.	12,225	21,013	11,147	11,733	11,733	12,000
Operating Expense (+Bus.Insurance)	18,925	18,711	21,421	22,200	22,200	22,900
Office Equipment	10,513	13,567	1,389	1,860	1,860	1,900
Debt Payments						
Other Marketing, Fundraising	17,104	4,533	13,301	18,410	18,410	12,000
Other DSP		1,664	13,286	6,320	6,320	5,000
Other Computer programs, Prof Fees		26,417	9,235	21,470	21,470	7,000
Total Expenditures	988,800	1,098,312	1,007,793	1,083,884	1,083,884	1,109,300
Ending Fund Balance 12/31/xx	105,000	106,663	176,411	127,692	127,692	53,392

Community Partner	**Trinity In-Home Care**	**Contact Name**	**JANINE L GRACY**
2027 Request Amount	**$ 120,000**	**Phone Number**	**785-842-3159**
Total Partner Budget	**$ 1,109,300**	**Email**	**janine@tihc.org**
Unrestricted Fund Balance	**$ 127,692**	**Website**	**https://www.tihc.org/**

Community Partner Summary

Community Partner Overview

Trinity In-Home Care, (Trinity) a Douglas County 501(c)3, will celebrate 50 years of existence in 2026. Established in 1976, Trinity employs Direct Support Professionals (caregivers) to provide non-medical in-home and community support services to our County's most vulnerable residents who are elderly and/or have a disability. In 2025 Trinity employed 80 caregivers providing 48,200 hours of care to over 68 clients. Most of Trinity's clients have such limited assets and income that they require assistance from Medicaid under one of the Home and Community Based Services (HCBS) to pay for their care. For clients with limited income and assets, yet cannot qualify for Medicaid, Trinity offers a hardship/discounted rate on private pay services. In addition, we provide services to a small number of Veterans Administration, Senior Care Act, Older Americans Act, and regular private pay clients.

In summary, Trinity provides services through the following sources:

- Medicaid's Intellectual-Developmental Disability, Physical Disability and Frail/Elderly programs (approx. 80% of our revenue)
- Jayhawk Area Agency on Aging programs (Senior Care Act and Older Americans Act)
- Veterans Administration
- Working Healthy
- PACE (Program for All-Inclusive Care for Elderly, a version of Medicaid operated locally by Midland Care)
- Hardship/discounted rate for clients that cannot afford our services and do not qualify for Medicaid
- Private Pay

For 50 years, Trinity has enjoyed a healthy financial history and growth. However, recruiting home care workers continues to be challenging due to low wages, high turnover, lack of respect for the profession, and the increasing demand for care. Therefore, the need for Douglas County funding remains as we address our challenges.

Service Overview

Trinity In-Home Care Direct Support Professionals (DSPs) assist our clients with activities of daily living (ADLs) that many people take for granted. There are several ADL skills that are required to manage one's basic physical needs. Examples are personal hygiene or grooming, dressing, toileting, transferring or ambulating, and eating. Many of Trinity's clients do not have the strength to lift themselves out of bed, use the restroom or get dressed, stand long enough to prepare a meal or wash dishes, lift a bag of trash to take to the curb, clean house, drive to a doctor's appointment or to the grocery store. Some of Trinity's clients do not have the cognitive ability to make safe decisions about things like crossing the street; when to eat, when to take a shower or when to take medications, (e.g., Which ones must be taken with a meal, on an empty stomach, in the morning or at night). These are the day-to-day tasks that Trinity's caregivers provide to our clients. The alternative would be for these individuals to live in a nursing facility or institution, a solution that is unnecessarily expensive and reduces the quality of life for the individual.

Trinity hires, trains and staffs DSPs. It is a difficult job. While it is rewarding, it can also be a thankless job. It is normal for DSPs to feel anxious or overwhelmed. After all, the quality of someone's life depends on them. That is why Trinity would like to thank the Douglas County Commission for their continued support to increase wages.

In the last 3 years, the money allocated to Trinity has helped to increase wages for our DSPs from a starting wage of $12.00 to a starting wage of $15.00. This is a 28% increase in wages paid from First Quarter 2023 to First Quarter 2026 (See Graphs 1 and 2 in supplemental documents). Overall, since January 2021 Trinity has increased starting wages by almost 71.2% over five years (See Graph 3). And we are not done because for-profit agencies have increased their starting wages also. To compete for the same workers, Trinity must increase our starting pay closer to $17.00. One agency gave specific information about their caregiver pay. They start at $16/hr for new hires (Trinity starts at $15.00 which is up from $12 three years ago). They pay Certified Nursing Assistants (CNAs) $17/hr (Trinity starts CNAs at $15/hr, up from $12/hr three years ago). If Trinity was to increase starting wages to $17/hr today, it would cost the agency $12,000/month or an additional $144,000 to an already tight budget. We continue to have the goal to increase our VA, Senior Care Act and Older Americans clients as the reimbursement is in the $25+ an hour range to help fill the deficit of Medicaid reimbursement. During the first 6 months of 2024, Trinity received an average reimbursement rate of $16.03/hr (including overnight rates) from the Managed Care Organizations (MCO's). In July of 2024, the average reimbursement increased to $18.55/hr (including overnight rates) and in July of 2025 our average reimbursement was $19.21/hr. As you can see, if we relied only on our reimbursement from the MCO's there is no way we could pay our caregivers a living wage and make ends meet. Even though we are a nonprofit organization, it is still a business. There are businesses in the private sector that can make Home Care a lucrative opportunity, but they can charge what they want ($35-$40/hr) and they do not take on Medicaid patients. While providing Medicaid waiver services to clients is not profitable, it is the mission. Trinity is the agency of the last resort for the Douglas County community. Without Trinity, all indications point to a scenario where many of Trinity's clients would be moved into restrictive, expensive facilities and institutions at the cost of taxpayers.

Equity

What is your organization doing to advance equity?
Our website states, “Trinity In-Home Care provides non-medical, in-home and community support to help elderly and people with disabilities living in Douglas County, Kansas to prevent or delay institutionalized long term care with services which foster independence, dignity and freedom to live their best possible quality of life.” Trinity In Home Care is an organization whose entire existence is meant to advance equity. The clientele we serve are older citizens and people with disabilities - vulnerable populations. Our aim is to provide them with the opportunity to live and participate in the daily life of our Lawrence/Douglas County Community. We employ people in low socio-economic classes. We hire individuals who are returning to the workplace following physical health, mental health or chronic unemployment. Additionally, Trinity provides supportive employment for the social issues that can persist with our employees. Our goal is to give these people who have been disadvantaged in life an opportunity for gainful employment.
Have you employed strategies to mitigate equity considerations? Please list those below.
Trinity In-Home Care does not discriminate based on race, color, religion, national origin, ability, age, sexual orientation, gender, gender expression, or social class. Our employee recruitment and retention strategy includes specific social assistance programs for our employees, such as: ● On the job training ● Flexible work schedules to accommodate childcare, other jobs, doctor appointments, etc. ● Only a high school diploma is required ● Addiction recovery support ● Connection to other support agencies and assistance with follow-up ● Many other supportive measures Trinity works to increase and improve our community visibility to improve employee recruitment, donor cultivation and private pay services. The national industry standard for turnover in nursing facilities and in-home care organizations is 79 to 80%. Meaning that almost four out of every five caregivers will turnover within their first 100 days on the job. Trinity’s annual churn rate in 2024 was around 60%. In 2025 our churn rate was 28%. Trinity believes that we have lowered our turnover/churn rate, by increased pay, revised new employee orientation, increased professional development and greater scheduling flexibility.

Budget Request Analysis

Analysis of Revenue Sources

The financial support from the Douglas County Commission is a critical piece of financial security for Trinity. This support assists Trinity in these uncertain economic times. New revenue is unpredictable, and reimbursement continues to be below sustainability. As mentioned before, we are the only agency that provides the breadth and depth of Medicaid HCBS care.

Listing of reimbursement revenue sources:

HCBS - Medicaid Reimbursement	88% of reimbursement revenue
Older Americans Act	0.28% of reimbursement revenue
Senior Care Act	0.32% of reimbursement revenue
Veterans Administration	2.4% of reimbursement revenue
WORK Revenue	1.1% of reimbursement revenue
Private Pay Revenue	6.% of reimbursement revenue

The Board of Directors' financial goal is to find sustainable ways to continue providing Medicaid services in Douglas County so that our Medicaid clients can continue living as independently as possible. We must continue to find ways to pay our caregivers higher wages to provide sustainable services. Some of this may come through our other programs that actually reimburse $25 to $37/hr such as VA, Senior Care Act and Older Americans. We also actively recruit donors for our charitable funding source. We explored ways the MCOs could pay us more than the state reimbursement rate, which was an exercise in futility. We are hopeful that the legislature will continue to pass bills to increase reimbursement rates.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

A comparison of the beginning and ending fund balances shows that we are slowly crawling out of a deficit. We continue to find ways to cut corners to balance our books. Currently, we have roughly $143,021 in liquid cash reserves. We also have restricted funds of $102,994 in our Endowment Fund with Douglas County Community Foundation. Based on our current monthly expenditure of approximately $82,500 per month, we have roughly 2 months of expenses on hand.

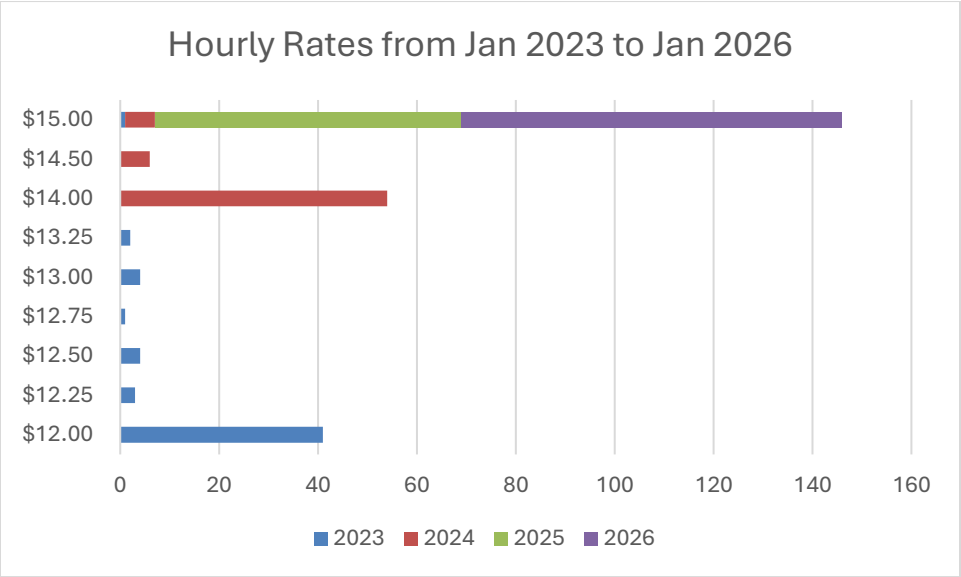
Analysis of expenditure changes

An analysis of the impact of expenditures on fund balances during the 2025 budgeting process proved that employee insurance premiums and business insurance coverage continue to escalate. We have cut back in almost every line item that we can. We do not need to market to obtain new clients. The MCOs have plenty of clients to add to our roster. We continue to find ways to market inexpensively to obtain new caregivers. It is a delicate dance to have enough caregivers, but not too many waiting around for a client as they will go elsewhere for a job. We prefer not to have long a waiting list of clients, as there are times when caregivers are just not to be found.

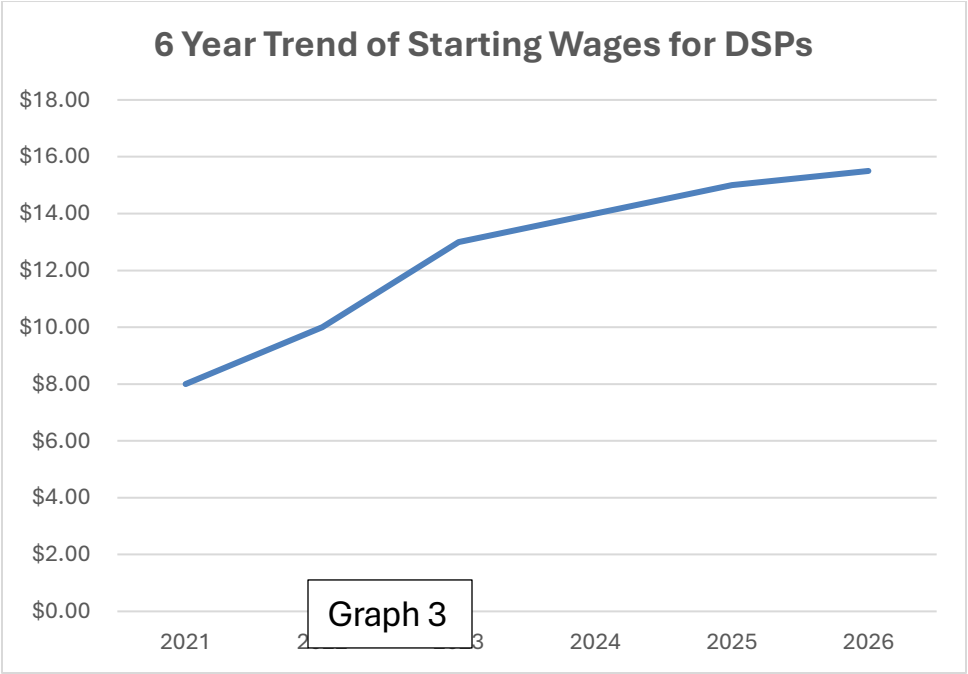
TRINITY IN-HOME CARE - GRAPHS 1-3



Graph 1



Graph 2



Graph 3

Graph 3

2027 Budget Request Detail

calculated fields

Community Partner	Tenants to Homeowners					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	638,476	510,153	299,832	401,026	401,026	497,522
Douglas County	100,000	100,000	100,000	100,000	100,000	100,000
City of Lawrence	0	37,290	33,996	24,008	24,008	25,000
United Way	0	0	964	3,000	3,000	3,000
Grants	98,957	99,000	23,250	132,000	132,000	125,000
Fundraisers	17,704	29,250	18,525	50,000	50,000	50,000
Contributions	56,619	86,000	25,642	25,000	25,000	25,000
Other - Rental and Program Income	899,258	872,103	988,623	1,068,860	1,068,860	1,095,000
Other - Rental Property Sales into Trust	0	100,000	535,000	375,000	375,000	0
Interest	1,831	5,583	215	100	3,600	2,500
Total Revenues	1,174,369	1,329,226	1,726,215	1,777,968	1,781,468	1,425,500
Total Revenues and Fund Balance	1,812,845	1,839,379	2,026,047	2,178,994	2,182,494	1,923,022
Expenditures:						
Salaries	589,009	566,797	599,837	612,180	612,180	630,000
Employee Benefits	139,218	124,374	60,437	56,340	56,340	58,500
Health Insurance	10,330	55,929	74,171	79,200	84,200	87,000
Supplies	23,639	44,752	6,697	4,968	4,968	5,000
Utilitites, Building Maint.	74,490	64,067	74,845	92,520	100,000	105,000
Travel & Training	3,720	8,146	4,532	9,700	9,700	10,000
Office Equipment	24,267	23,192	58,682	51,324	51,324	55,000
Debt Payments	17,832	38,929	38,977	33,000	33,000	25,000
Other - Rental Expenses	324,982	499,578	497,593	542,548	542,548	550,000
Other - Insurance	63,446	81,373	120,281	140,712	140,712	150,000
Other - Professional Fees	31,759	32,410	88,969	39,300	50,000	50,000
Total Expenditures	1,302,692	1,539,547	1,625,021	1,661,792	1,684,972	1,725,500
Ending Fund Balance 12/31/xx	510,153	299,832	401,026	517,202	497,522	197,522

Community Partner	Tenants to Homeowners	Contact Name	Rebecca Buford
2027 Request Amount	$ 100,000	Phone Number	785-760-2058
Total Partner Budget	$ 1,725,500	Email	rebeccab@tenants-to-homeowners.org
Unrestricted Fund Balance	$ 497,522	Website	https://www.tenants-to-homeowners.org

Community Partner Summary

Community Partner Overview
TTH is a not-for-profit organization that develops, stewards and manages affordable rental and ownership housing in Douglas County. Currently, TTH stewards 121 permanently affordable ownership houses in trust and manages 141 rental units for a variety of populations, including 45 units that serve the most complex to house. The majority of our rentals target those with very low incomes (under 30% AMI), seniors, those who have experienced chronic homelessness, those with physical and mental health needs, survivors of domestic violence, LGBTQ+, those who have a substance use disorder, youth aging out of care and those with developmental delays. All of these targeted populations require affordable rents, trauma-informed management and a willingness to collaborate with wrap around supports to keep people housed.
Service Overview
TTH has developed, built, or acquired 256 units in Lawrence and knows how to apply for federal, state and local funds to build and manage affordable assets for the community. TTH acquired 20 fully accessible rental units for very low-income individuals with physical disabilities in 2011. Since then we have added 38 senior units and 45 units for those who are the most complex to house. Whether due to traumatic backgrounds, behavioral health, chronic conditions, developmental delays, or a combination of these situations--supportive service housing requires more from a rental management team than market rate management or affordable rental management. Every step in rental management and every daily living skill relied on to meet the obligations of a lease need to be supported or built up for success. We have documented that this takes two times longer than other rental management and requires a team approach to provide different services for each individual housed. Since 2021, TTH has acquired or built 45 new units to serve those who need supports and more time to stay housed. We believe that the best practice to house those with complex needs is to have separate case managers/service providers and a trauma-informed rental management team. These two pieces are both equally critical. To house those with the most acute needs really requires a mission-based rental management team that provides additional subsidies to address the expense. Affordable rents that can be paid by these individuals and even subsidized rents do not pay for the amount of services and rental management time spent to

keep them housed. More effort must be made to be good neighbors and address behaviors in a way that the community can support. More coordination of services, more communication as needs change, more check-ins, and more advocacy for tenants is required. The rental management team gets the calls regarding behaviors. The rental team notices if rent has not been paid and makes calls to payees or other agencies involved. Case managers are critical to this problem solving, but they rely on trauma-informed rental managers to make them aware of the tenant's housing needs.

We currently have a rental management team of 6, including two trauma-informed rental managers who complete all paperwork for subsidy reporting, and all the affordable rental lease processes, collect rent, receive maintenance requests, manage free applications, and answer all leasing questions from current and prospective tenants for all 145 units. Income eligibility is required annually for all rental units. The rental staff also includes 3 full time maintenance and building staff, who complete all maintenance for 145 units and are on-call 24 hours, 7 days per week. We also have 1 Supportive Service Rental Manager who participates in selection of tenants, creating a housing case plan, ensuring support services are meeting needs and successfully integrating property management and support service activities that keep people housed. This includes check-ins with care teams, mental health service providers, courts, DCCF, peer supports, Medication Drop Programs, calling for crisis management, and communicating and problem solving with service providers and the tenant when lease requirements are not being met. Housing termination is a last resort, and a lot of work goes into trying other solutions to address behaviors and build daily living skills that are often lost with chronic homelessness. It takes time to build trusting relationships, set healthy boundaries and give all tenants every chance to be successful. This work that allowed TTH to house 128 individuals in supportive service housing in 2025, is supported by the request of $100,000 from the county--$75,000 that goes to salary and benefits for the Supportive Service Rental Manager and $25,000 that supports utilities, rent subsidies, maintenance, and the additional staff time required to house those with complex needs in 45 units.

Equity

What is your organization doing to advance equity?
Equity work is the foundation of the Community Land Trust movement. As a CLT, Tenants to Homeowners is part of that tradition and history. TTH has organized and hosted public community conversations on racism, equity and the history of housing in Lawrence. TTH's construction of new affordable homes and rehabilitation of existing homes create a bridge to wealth building that is accessible to those who have been historically disenfranchised and disallowed from opportunities of generational wealth building. TTH's programs and housing disproportionately serve people of color. This disproportionality highlights a systemic issue in our community, illustrating the very real racial determinates of financial in/stability and housing in/security. Through its community programs and home construction, TTH is working to create a more equitable future for affordable housing in Douglas County. Increasing homeownership rates among people of color can change the narrative of unequal wealth building opportunities, but families that have less resources directly due to racial inequality, need the opportunity to get into ownership. CLT ownership requires only 25% of the upfront costs and homes are priced $50-80,000 less than their market value for initial purchase. TTH is trying to make ownership a financial possibility for those who have not had equitable opportunities and historically faced redlining. TTH also acknowledges racial bias inherent in the credit rating system. As a result, TTH does not charge an application fee, or consider credit scores as criteria for tenancy. TTH is also committed to diverse leadership. TTH is a community membership organization and as a Community Housing Development Organization, one-third of our board must represent those we serve. Diverse voices are found on our board and input from tenants and homeowners on program development is systematically collected and used in decision-making processes at all levels. We are currently engaging community members of color to improve ownership outreach.
Have you employed strategies to mitigate equity considerations? Please list those below.
TTH is committed to equity in affordable housing. TTH programs serve to provide equitable access to a spectrum of affordable housing opportunities including options for survivors of domestic violence, young adults aging out of foster care, low-income seniors, adults with physical disabilities, and individuals who are underpaid, exploited and those experiencing a low income. Racial demographics of those served through TTH's programs illuminate a history of equitable distribution of resources and access to opportunities, while also portraying a prevalent and continued disparity in income, and access to wealth for a great many persons of color in our community. TTH also adheres to all Affirmative Fair Housing Guidelines. In some cases, Fair Housing creates impediments to more equitable distribution of services and resources. Our approach to transcending this hurdle is to become more intentional with our outreach efforts in the community. This includes increased outreach through partner social service agencies, and local institutions. TTH also has a small staff which can limit diverse voices in decision making. Because of this, TTH tries to mitigate this effect by annually meeting and collecting data (statistical and anecdotal) from those who are living in TTH housing. TTH also relies on a diverse board for equitable leadership and tries to intentionally recruit board and staff with diverse backgrounds, incomes, and experiences. In 2023, TTH implemented a separate process to receive input from residents and homeowners within the programs to provide their input and voice in policies, procedures and needs for future housing development. We are also requesting feedback and input from those using our supportive service housing programs. Sunrise House has

monthly meetings with residents where input is requested. We just completed our annual 2026 Beneficiary Meeting where all current renters and homeowners were invited to a dinner to share any input they wanted with staff. Of the 262 households invited we had responses from 20 households sharing input on policies and procedures. We will continue to offer this food and opportunity to share annually.

Budget Request Analysis

Analysis of Revenue Sources

Revenue sources for operating are always a challenge. We receive nothing from the city, but do receive a federal operating pass through that relies on federal affordable housing development HOME funds that have gone down every year over the last three years. That is the amount I show from the city of Lawrence. The current federal administration has tried to completely eliminate HOME funds although they have yet to accomplish this. Still, we are budgeting very conservatively for 2027 and certainly do not expect an increase. Half of grant funding is dependent on building projects as those subsidy funds have historically paid for operating costs through developer's fees for TTH. However, building projects have gotten so expensive that to complete projects we reduced operating fees--this is the drop you can see in Grants in 2025. 2026 provided more projects, but the more expensive projects become the fewer we can do leading to less operating grants from building. Fundraising and contributions were also rough in 2025. We budgeted in 2026 based on plans to increase fundraising but are still budgeting conservatively for 27. Rental income had steadily increased as we have added 29 units since 2022, but most of these are small supportive service units and rents are well below fair market rent, but the homes require more management. The only reason we have a fund balance over the last 3 years is because we have been able to sell some rental units into the affordable ownership trust that provided some cash flow. This made sense temporarily but we do not have any other units that can be sold in 2027 but we will add 8 rental units whose rents do not cover the cost of management and services needed to keep individuals housed. We continue to apply for federal supportive service grants, but we also need the county to support the work we have done in adding 45 units that serve the most complex to house.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

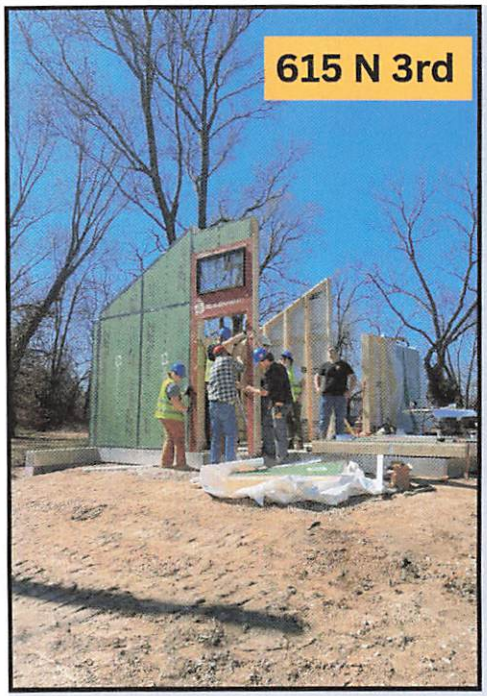
The only reason our fund balance is not negative is because we were able to sell rentals into LCHT homeowner units in 24-26. These rentals were designed to be sold into trust after a compliance period, but after 2026 we do not have any more of these and are focused on trying to build our fund balance so that we have more cushion to complete projects as costs go up. TTH used $200,000 of our fund balance to complete the projects in 2024 that were supported by the county's generous ARPA donation. Now we have to be more careful with our fund balance as our growth has increased operating costs, but project operating grants and program rental income are slimmer due to supportive service expenses and high building costs. Even with an increase in county support, we project reducing our fund balance by half to cover operating costs in 2027. We will also be applying for supportive service grants, but have applied three times and have yet to break through for federal continuum of care support.

Analysis of expenditure changes

For 2027's budget, salaries, benefits, office equipment and rental expenses were increased by 3%. The larger increase was in utilities and rental expenses (maintenance and landscaping). From 2024-2026, utility expenses carried by TTH went from 64,000 to 100,000 due to an increase in supportive units and large utility cost increases. From 2024-2026, rental maintenance expenses are expected to increase by $40-50,000 due to the increase in supportive service units. Although some of this is recovered through program payments, the majority has added to TTH's operating expenses. We currently have several new grant requests out to utility companies and are looking at other ways to get support for this aspect of supportive service housing, where the tenants we serve often do not have the resources or ability to manage their own utility bills. Supportive service housing also has more turnover and more unit maintenance. That additional maintenance is part of the supports we need to provide, but it is still a cost not covered by rents. We have solar panels on many of these units, so the utility costs are as low as they can be, but this is a direct expense to housing those with complex needs. From 2026 to 2027 we increased the budget by $5,000 but that is conservative because we will be adding several units and we expect utility rates to continue to climb. Insurance also increased as insurance rates continue to grow and we will be adding new units. Other operating expenses like supplies, training, and professional fees remain similar and debt payments are projected to decrease between 2026 and 2027 as we will be paying off some debt in 2026 from project reserves. Professional fees did have a bump in 2025 actuals due to increased auditing and tax services revolving around our growth and ARPA funds. However, this situation in 2026 and 2027 has been bid at $50,000. The biggest increases in utilities, rental expenses and labor are the items we are requesting be covered in $100,000 of operating expenses for 2027 as follows:

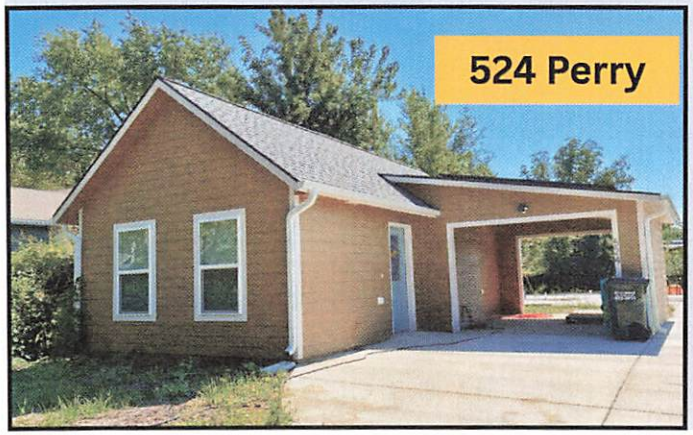
Our current $100,000 operating allocation breaks down like this in 2026--
$74,756--Supportive Service Rental Manager Salary and Benefit Package
$5,757--Communal toiletries for Sunrise House and other supportive service units to meet occasional needs
$6,732--Security systems, and wi-fi for Sunrise, Ward, and Perry--19 units with 6 systems @ 93.50/mo
$4,525--rent recovery for 5 months @ DG County rate of $905/mo. based on average rental loss with supportive service housing
$8,230--Subsidizes additional time spent on managing 45 supportive service units and 20 fully accessible units that require twice as much time for rental management activities (this covers 22.86 hours a month @ $30/hr of staff time annually). We estimate we spend 89 additional hours per month on supportive service rental management outside of Angie's position--on maintenance, emergencies, crisis management and staff meetings to be as fair as possible with our rules, give people every chance to stay housed and work with other services providers for the best outcomes. We thank you for your support in these efforts.

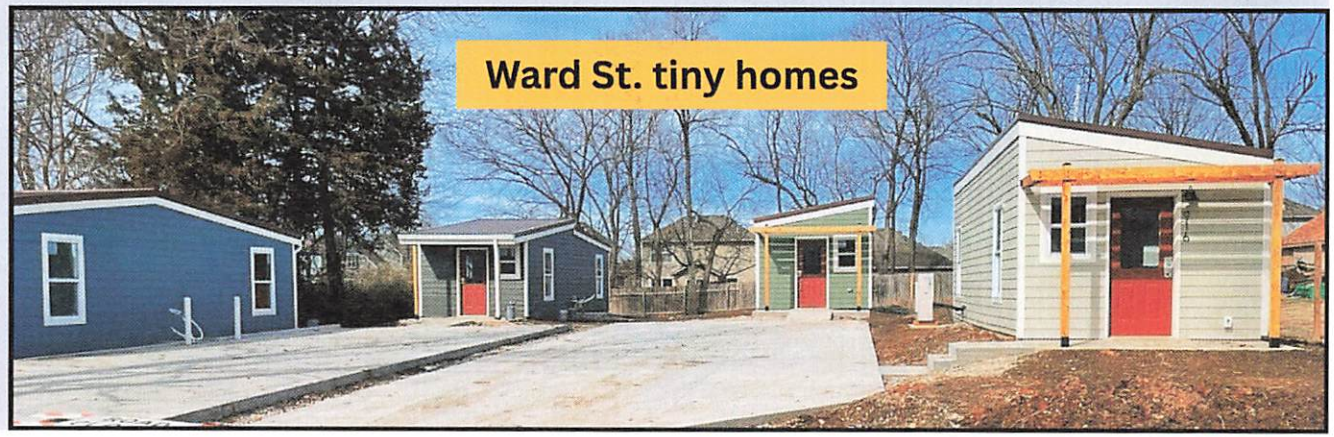
TTH SUPPORTIVE SERVICE HOUSING











4th Quarter and annual 2025 Report for TTH Operating Funds

From 1.1.25 to 12.31.25 the following outcomes have been achieved and TTH, Inc. is requesting one quarter of its $100,000 operating grant for 2025 for Qtr 4--$25,000.

The below outlines outcomes based on the 5 listed services outlined in Attachment A: Scope of Services with our 2025 fund agreement:

1. Manage Sunrise House with 10-12 units that provide supportive services and partial staffing throughout the week at rents that do not exceed 30% of monthly gross income for eligible tenants.

   Angie Bauer manages Sunrise House and during the fourth quarter we housed 12 individuals and of those 10 remain housed. For the entire year of 2025, we housed 23 individuals at Sunrise House, and 10 of those remain housed with us and the 13 that moved on were housed for a total of 84 months, averaging 6.5 months each.

2. Manage the remainder of the Housing First Pilot Program rent and service subsidy, along with any other subsidies for housing those hardest to house to reduce the rent they are required to pay based on need.

   During 2025, TTH provided supportive service rental management to 128 individuals in 81 households and used city HRT funds, county flex pool funds, county operating funds, HSC funds, and other rental assistance from various organizations to help those with the smallest incomes stay housed. For the year, of the 81 households served, 60 households remain housed (74%).

3. Work with Family Promise to continue to provide funds and/or units for several families that are transitioning from homelessness.

   In the fourth quarter of 2025, in partnership with Family Promise, we are housing 4 families in family units for those who experienced houselessness. Two units were leased up this year and the other two have kept both families stable for over 3 years! These family units are housing 22 individuals, including 17 kids. At the end of the fourth quarter, we will also lease up 812 Ohio for a family of 4. This will add a family unit for those transitioning from houselessness and will make 5 housing units specifically managed and targeted to serve families experiencing or threatened with homelessness.

   Our supportive service 2-bed units at 719 and 725 W 25th also housed five families in the 4th quarter of 2025—these families have been housed for 3-48 months, with an average of 20 months, and include 8 stably housed kids. In our 7 Maine single family houses, TTH housed 5 other families successfully in the 4th quarter, supporting 7 children. With the addition of the newest house at 812 Ohio, TTH now has 12 single family houses for families who need supports and 8 units of 2-bedroom apartments that can

often house smaller families. We are doing a lot to keep children from experiencing the trauma of homelessness, having housed 39 kids in 2025. All of them are still housed with us or other permanent housing. Family Promise is a great partner with a program that families can graduate from and move into these houses with a level of consistent support.

4. Build 4 additional small (1 bed) supportive service housing units in 2024 and get them leased up with those transitioning from homelessness.

   The fourth quarter saw us lease the final two Ward properties for a total of 4 tiny homes at Ward. HRT reported that those four individuals have created community that has helped them in the transition from the community at the camps or streets. Along with these 4 units, 3 at Perry, 1210 E 13th, 1140 Oregon, and 501 North St. and 3 two-bedroom units at 719.725 that house individuals, we currently have 13 additional small units targeted for those experiencing homelessness and needing supportive housing. Sadly, our first tenant at Perry passed away this month. We were able to provide 30 months of stability and quality of life before he passed.

   We have one unit on Perry that will be completed in 2026. We have also begun an additional 5 tiny homes at 615 North 3rd for this population, with partnerships with KU Dirtworks Studio and Peaslee Tech. We expect these 5 to be completed and leased in 2026.

5. Continue to have staff meet weekly with coordinated entry, trainings and other supportive service housing partners to work on solutions.

   Angie Bauer meets weekly with coordinated entry. Angie Bauer and Rebecca Buford met with various county staff several times in the fourth quarter to define specific expectations for supportive service rental management. Angie Bauer's supportive service rental management role has had her participate in over 15 meetings with case management in the 4th quarter to ensure we can successfully house the highest acuity tenants at Ward units, Sunrise, and other units targeted above. We have also met with the new county partners at Mental Health of the Heartland to ensure that the transition to their services for county PSH programs will be as seamless as possible.

   If you have any questions about this report, please contact me directly at 785-760-2058. Thank you and let me know if you need anything else for the operating draw.

2027 Budget Request Detail

calculated fields

Community Partner	Van Go, Inc.					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	729,204	718,167	643,849	564,081	564,081	537,902
Douglas County	20,000	20,000	20,000	20,000	20,000	20,000
City of Lawrence	24,700	0	0	0	0	0
United Way	0	0	0	0	0	0
Grants	484,818	503,288	566,867	539,743	539,743	539,743
Fundraisers	169,874	151,349	172,925	170,406	170,406	170,406
Contributions	248,948	274,533	184,087	240,000	240,000	240,000
Other: Earned (space rental, art sales)	99,201	67,511	93,088	91,900	91,900	91,900
Other: Misc & CARES Act	0	0	0	0	0	0
Interest	7,265	12,475	9,854	5,000	5,000	5,000
Total Revenues	1,054,806	1,029,156	1,046,821	1,067,049	1,067,049	1,067,049
Total Revenues and Fund Balance	1,784,010	1,747,323	1,690,670	1,631,130	1,631,130	1,604,951
Expenditures:						
Salaries	677,429	772,827	688,830	616,032	616,032	616,032
Employee Benefits & Payroll Taxes	57,038	54,018	65,289	64,708	64,708	64,708
Health Insurance	37,818	45,673	47,813	48,882	48,882	48,882
Supplies	52,202	51,386	58,654	84,952	84,952	84,952
Utilitites, Building Maint.	31,707	28,178	31,263	30,236	30,236	30,236
Travel & Training	7,000	3,611	15,493	8,000	8,000	8,000
Office Equipment	15,806	13,592	8,521	17,912	17,912	17,912
Debt Payments	0	0	0	0	0	0
Other: Operating Costs	75,166	56,780	78,109	79,119	79,119	79,119
Other: Insurance & Professional Fees	51,890	71,186	127,134	137,486	137,486	137,486
Other: Special Projects	59,787	6,223	5,483	5,900	5,900	5,900
Total Expenditures	1,065,843	1,103,474	1,126,589	1,093,228	1,093,228	1,093,228
Ending Fund Balance 12/31/xx	718,167	643,849	564,081	537,902	537,902	511,723

2027 Community Partner Budget Request

Community Partner	**Van Go Inc**	**Contact Name**	**Lori McSorley**
2027 Request Amount	**$ 20,000**	**Phone Number**	**785-842-3797**
Total Partner Budget	**$ 1,093,228**	**Email**	**lori@van-go.org**
Unrestricted Fund Balance	**$ 537,902**	**Website**	**https://www.van-go.org**

Community Partner Summary

Community Partner Overview
Van Go is a non-profit organization which provides job and life-skills training to teens and young adults through art-based employment. Innovative “earn while you learn” approaches assist at-risk youth and young adults facing significant obstacles that hinder their ability to complete their education and secure stable employment. Van Go helps employees define their vision of success through art, social work and workforce development, offering practical training that delivers meaningful, real-world impact. Van Go provides opportunities to learn practical skills which promote self-sufficiency through its programs: Jobs in the Arts Make Sense (JAMS) employs in-school youth, ages 14 to 18, through three eight-week work sessions. It teaches important soft skills, task completion, punctuality, responsibility, and teamwork. JAMS employs individuals to create art, but also to collaborate with a social worker to set goals, identify pathways to success, and address mental health needs. The program's long-term objective is to tackle underlying issues that hinder a young person's success in school, work, and life. The Arts Train (TAT) employs out-of-school young adults, ages 18 to 24, through a 10-month program. Many young adults do not have support systems and navigate life independently. TAT employees create art while addressing mental health needs and creating life goals with a Social Worker. After nine months of on-site training, TAT provides a paid internship with businesses aligned with their interests. This hands-on experience provides ongoing support to help participants remove barriers to success in their path to education, certification, or employment. Go Healthy, Van Go’s Health & Wellness Initiative, is integrated throughout programming, offering a holistic approach to wellness that translates into successful behaviors. Go Healthy programming includes mental health support, healthy snacks and daily summer lunches, and education on healthy life choices.
Service Overview

Van Go integrates skill development across multiple domains, including both technical and transferrable skills. Van Go recognizes that workforce development is not only beneficial for the employee, but also the community at large. Workforce development saves money in the long run by reducing reliance on costly public systems while increasing economic productivity and stability. When individuals at Van Go gain skills and support needed to secure and retain employment, they are less likely to depend on public assistance programs such as food support, housing subsidies, and Medicaid. This reduction in long-term reliance on safety net services results in significant cost savings for government and social systems.

Based on national estimates of reduced public assistance utilization, increased tax contributions, and avoided social service and justice system costs, each job created by Van Go generates a total estimated $12,000 to $39,000 in annual savings with just one job created. These estimates encompass reduced reliance on public assistance which estimates an average savings of between $5,000 and $15,000 per year, according to census.gov. It is also based on increased tax revenue, as an entry-level employee generates payroll and sales tax contributions of between $2,000 and $4,000 per year if starting at a $12 rate. Additionally, for youth facing systemic barriers, stable employment is strongly correlated with reduced involvement in the criminal legal system and lower use of emergency services. A modest projected impact between $5,000 to $20,000 per person annually can be saved in this category. Van Go creates nearly 100 jobs a year. Investment in Van Go's youth has the potential to bring dividends which far outweigh the initial cost of services, generating long-term economic, social, and community benefits through increased employment, reduced reliance on public systems, and development of a more resilient and equitable workforce.

Youth and young adults qualify for employment at Van Go based on the following criteria: living in poverty, experiencing houselessness, addressing truancy, discontinued their high school education, receiving support through an Individual Education Plan, are pregnant or parenting, involvement in the juvenile court system, placed in foster care, living with a physical disability, or are diagnosed with a mental health condition. In 2025, 78% of individuals employed through Van Go's programs had more than one of these criteria, including the following qualifiers:

- 67% are in low-income housing
- 76% have a mental health diagnosis
- 34% have an IEP in school
- 5% are in foster care
- 6% have dropped out of high school

Understanding the importance of these qualifiers, for nearly 30 years, Van Go has adjusted services to address the emerging needs of Douglas County residents including:

- Creating a proactive behavioral health system that encourages prevention practices for youth and young adults, creating job resiliency

• Increasing food security and access to healthy foods to all Van Go participants, directly impacting an individual's ability to participate, persist and succeed in employment
• Providing education and opportunities for physical activity, supporting overall wellbeing which directly supports success in workforce development, education, and daily life
• Fostering an equitable local economy by proactively cultivating employment and job sustainability while working to decrease poverty, strengthening community wellbeing

After at least one session at Van Go:
• 100% reported that their job skills have improved and that they have become more responsible
• 100% reported increased confidence and coping skills
• 85% reported performing better in school
• 89% reported improvements in mental health
• 92% reported an increase in self-confidence
Van Go is committed to continuing addressing these critical needs to improve the lives of the participants it serves.

Equity

What is your organization doing to advance equity?
Van Go was founded on the belief that every individual deserves access to meaningful opportunities for success. Van Go is committed to serving individuals, particularly those who experience economic and social barriers because of systemic discrimination, exclusion, or inequitable access to resources and opportunities. At the core of Van Go's work are values that guide all programming and interactions by: • Fostering opportunities for success • Cultivating mutual respect and understanding, inspiring hope for the future • Creating safe spaces for authentic self-expression • Encouraging self-empowerment • Providing a "home away from home" where individuals feel valued, seen and empowered to grow Van Go brings this commitment to life by meeting participants where they are and providing paid employment opportunities that honor a wide range of lived experiences and perspectives. Through these efforts, the organization supports career development pathways for individuals from underrepresented communities and those who have been historically marginalized. Though Van Go does not collect data on all groups of marginalized people, through social service needs, Van Go strives to serve participants who identify as LGBTQ+, transgender, non-binary, neurodivergent and religious minorities. As a workforce development organization, Van Go's primary goal is to provide essential social services that uplift individuals and skills which lead to gainful employment. By offering these opportunities, Van Go aims to create pathways for personal and professional growth, helping to break down barriers and foster a more inclusive and equitable community.
Have you employed strategies to mitigate equity considerations? Please list those below.

1. Equity Data: Van Go systematically collects and analyzes data to track outcomes, uncover disparities, and evaluate progress toward achieving equity-focused goals.
2. Equitable Access: Van Go ensures that resources, opportunities, and support are equitably distributed and available to all individuals. The organization reduces barriers to entry by offering paid employment opportunities, ensuring that participants can earn income while building skills. This approach is critical for individuals who cannot afford to participate in unpaid training or internship programs.
3. Meet Participants Where They Are: Van Go creates an inclusive, support environment that honors diverse lived experiences and identities.
4. Wraparound Services: The organization incorporates wraparound supports to address external factors that can impact success, including food insecurity, access to resources, and social-emotional well-being. By addressing these needs, participants are better positioned to engage consistently and achieve positive outcomes.
5. Van Go emphasizes long-term opportunities for mobility, providing skill development, mentorship, and career exploration that support sustained employment and growth. The comprehensive approach mitigates immediate barriers and helps disrupt cycles of inequity by creating pathways to lasting economic stability.

Budget Request Analysis

Analysis of Revenue Sources

Van Go generates annual income through a diverse mix of revenue sources, ensuring the ability to support ongoing programs and initiatives. These sources include:

• $20,000 - Douglas County (requested)
• $539,743 – Grants (government, foundations, corporations)
-Kansas Workforce One Workforce Innovation and Opportunity Grant: $300,743
-Foundations & Corporations: $239,000
• $170,406 — Fundraising Events
-Dinner on the Curve Fundraiser: $152,906
-Muse Fundraiser: $10,000
-Other Event Sponsorships: $9,000
• $240,000 — Individual Contributions
• $50,000 — Investment Earnings
• $91,900 — Other Earned Income (gallery sales, building rental, commissioned artwork including Benchmark commissioned benches and the Adornment holiday gallery)

In 2025, Van Go ended its calendar year with a budget shortfall of just over $100,000, coming up short on foundation gifts. Van Go is finding that, in the current administration which has backed from federally funded programs, many more non-profits are looking to local foundations to make up the budget shortfall, thus, creating more competition in the market. Van Go is enlisting the help of a contracted grant writer to help find and write grants to fill the gap left from 2025's shortfall, however, these monies are not guaranteed.

Van Go's current revenue structure relies heavily on federal funding for 33% of its budget. As of writing this application, Van Go is only guaranteed federal funding through May 31, 2026, with future contracts unknown. Van Go has been able to rely on this funding for the prior 20 years, but due to organizational restructuring outside of our agency's control, the outlook of receiving these funds is in question. Due to this, it has become priority number one for Van Go to explore alternate income streams to support the critical work.

Van Go's 2026 budget is optimistic, planning for positive end-of-year revenue to help make up for a potential shortfall should Kansas WorkforceONE decide not to renew Van Go's federal WIOA grant. Preparation is in place should Kansas WorkforceONE choose not to renew Van Go's contract. Van Go's contingency plan only includes a 5% cut to programming in an effort to continue to serve this very vulnerable population. However, more drastic cuts would need to be made to all other parts of the budget.

Douglas County funding plays a vital role in supporting citizens in need by helping them acquire job skills and access social services which, as stated above, reduces dependency on governmental and social services. These resources empower individuals by helping them gain necessary tools that help them find sustainable employment, earn job certification to begin a career, and/or attain an education which will help them enter the workforce to support themselves and lessen the burden on governmental agencies and other local social support services. Gainful employment lessens the cost to society, and Van Go not only provides that gainful employment, but also tools to reach the next level of its participants' careers to be self-sustaining.

On the expenditure side of the budget, costs have risen across the board due to inflation. In the budgeting process, Van Go was mindful of the cost of inflation while also trying to trim the budget where it could. Van Go's budget, however, is lean, so significant need for cuts would mean cuts in its staffing.

Funding has not been reduced by any sources as of this funding request, though again, Van Go is preparing for loss should Kansas WorkforceONE choose not to renew Van Go's contract.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

Van Go's overall fund balance in 2025 was on target, despite fluctuations in revenue. Van Go anticipated more grant and contribution revenue, however, fundraiser revenue exceeded expectations. Earned revenue from space rental and art sales was just about flat. Overall, anticipated revenue was down. Actual year to date net operating income for 2025 was -$105,375, however, Van Go staff worked to reduce expenditures, resulting in a smaller loss than anticipated.

Analysis of expenditure changes

Anticipating less revenue, staff cut spending $32,597 below budget. Comparatively to 2024, expenditures in the following areas dropped in 2025: Salaries, Employee Benefits & Payroll Taxes, Health Insurance, Supplies, Equipment and Other: Special Projects. Compared to 2024, 2025 expenditures rose in the following areas: Utilities & Building Maintenance, Travel and Training (although mostly covered by grant revenue) and lastly, Other: Insurance and Professional Fees, which rose to $127,134 in 2025, a $60,382 increase. A large percentage of this cost was due to a financial audit that Van Go hired (and passed with flying colors). Insurance costs also rose significantly in 2025, partially accounting for the raised cost. Though the rise in costs was unfortunate, these are necessary expenditures.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Van Go Inc**	**$ 20,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

Van Go respectfully requests an additional $20,000 from Douglas County to support one of two strategic priorities: expanding access to critical youth programming or ensuring continuity of services in the face of significant funding instability.

Plan A: Program Expansion
If current funding structures remain intact, these funds allow Van Go to expand workforce development programming to meet rapidly growing demand. Applications from Van Go's JAMS program consistently exceed available positions by two to three times each hiring cycle, leaving many eligible and motivated young people without access to paid job training and supportive services. This gap represents more than unmet demand, it is a missed opportunity to intervene at a pivotal moment when engagement can alter life trajectories.

At the same time, the needs of participating youth have become more acute. Van Go is serving increased numbers of young people experiencing truancy, school disengagement, and significant mental health challenges, factors that, if unaddressed, often lead to deeper involvement with costly public systems. Van Go's integrated model, combining employment, creative expression, and supportive adult relationships, is uniquely positioned to respond to these intersecting needs. This request would allow Douglas County to expand access to a proven, prevention-focused strategy that strengthens both individual outcomes and long-term community stability.

Plan B: Continuity of Services
This request also reflects urgent and necessary contingency planning. Van Go is facing a potential loss of its WIOA contract through Kansas WorkforceONE, which represents approximately one-third of the organization's operating budget. The loss of this funding would create an immediate and significant disruption in workforce development services for Douglas County youth.

Since the transition from Heartland Works to Kansas WorkforceONE, funding stability has deteriorated sharply. A once-reliable three-year contract has been replaced by a sequence of increasingly short-term agreements, three months, then six months, and most recently, as of May 2026, a one-month contract. This shift reflects a broader systematic strain. Kansas WorkforceONE now oversees workforce development across 96 counties, a dramatic expansion from the 17 counties previously served under Heartland Works. In this larger system, communities like Douglas County risk being lost within a highly centralized and overextended structure.

For Van Go, this instability creates profound operational risk. It undermines the ability to plan responsibly, retain staff, and deliver consistent, uninterrupted services. More importantly, it places the young people Van Go serves at risk of losing access to one of their primary entry points to employment, income and supportive services.

Without WIOA funding, fewer will have access to structured, paid job training at a critical stage in their development, when early intervention is most effective in preventing long-term disconnection from school and the workforce. The impact would extend beyond individual participants, weakening the community's ability to address youth unemployment, mental health challenges, and economic instability.

It's important to note that Van Go is not solely relying on Douglas County to fund this potential gap. In 2026, Van Go has extended outreach to both donors and foundations in an attempt to prepare for and close this potential gap, as it will take many people and organizations to fill the gap and fulfill the need left by it.

This request does, however, ensure that regardless of external funding uncertainty, Douglas County youth are not left without the support systems they need to succeed. Simply put, this investment ensures that Douglas County youth served by Van Go are not left behind due to circumstances beyond their control.

Impact if supplemental request is not funded

Without this support, the cost will be measured not just in dollars, but in lost opportunity for young people who need it most. Van Go will have to either limit program expansion or, in the event of WIOA funding loss, reduce core services. This would leave a significant number of eligible youth without access to employment and critical supports necessary to participants due to school disengagement, family instability, food insecurity and complex behavioral and mental health needs.

Douglas County and Van Go are deeply aligned in their shared priorities. Both are committed to advancing workforce development as a pathway to economic stability, ensuring that young people gain the skills, experience, and confidence necessary to successfully enter and remain in the workforce. At the same time, both organizations recognize the importance of engaging youth in preventative practices that support mental health, build resilience, and encourage lifelong healthy habits, interventions that reduce the likelihood of more costly crisis later. This alignment extends to a shared commitment to economic mobility, ensuring that all young people, regardless of background, have access to opportunities that allow them to thrive, as well as to equity and access in the delivery of those services. If not funded, this would not be possible to the level which it is needed.

Douglas County is a critical partner in this work, and Van Go is deeply appreciative of its ongoing investment in the youth and young adults of this community. That partnership has helped sustain a model that not only meets immediate needs but also creates lasting impact.

The depth and responsiveness of Van Go's programming is what makes these outcomes possible. Each young person who completes their GED or re-enrolls in high school represents a meaningful step toward long-term stability. Each participant who adopts healthier habits, seeks support for mental health challenges, or reaches out for help in situations of violence or crisis reflects the preventative power of early, relationship-based intervention. These are all instances that occur within Van Go's walls often. This work is done one person at a time. If not funded, Van Go cannot do this work to the level which it is needed, meaning people fall through the cracks, people who are deeply deserving of investment.

This additional investment would expand that impact by allowing approximately 20% more youth to access paid job training and comprehensive supports. In doing so, it positions more young people to contribute to the local economy, rather than draw from limited public resources, and ensures that those who are currently at risk of falling through the cracks are instead connected to opportunity, stability and positive pathways forward.

2027 Budget Request Detail

calculated fields

Community Partner	Willow Domestic Violence Center					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	578,348	252,402	281,585	886,602	886,602	620,102
Douglas County	50,000	82,500	50,000	50,000	50,000	50,000
City of Lawrence (ESG Funding)	12,194	17,097	34,920	42,367	42,367	50,000
United Way	25,000	74,769	6,568	6,568	6,568	31,000
Grants	1,350,045	1,621,928	2,395,885	1,940,960	1,940,960	2,000,000
Fundraisers	39,072	14,299	25,000	28,500	28,500	30,000
Contributions	408,115	325,774	400,991	310,910	310,910	397,420
Other	3,154	24,472	5,624	6,000	6,000	6,500
Other	0	0	0	0	0	0
Interest	11,273	5,461	88,907	7,500	7,500	8,000
Total Revenues	1,898,853	2,166,300	3,007,895	2,392,805	2,392,805	2,572,920
Total Revenues and Fund Balance	2,477,201	2,418,702	3,289,480	3,279,407	3,279,407	3,193,022
Expenditures:						
Salaries	1,477,309	1,391,520	1,576,335	1,664,340	1,930,840	1,749,306
Payroll Taxes	118,855	110,147	119,855	127,322	127,322	136,872
Health Insurance/Employee Benefits	156,719	170,636	191,529	219,558	219,558	302,250
Supplies/Office Expense	168,160	131,109	119,007	70,000	70,000	70,000
Utilitites, Building Maint., Occupancy	147,284	96,787	104,579	77,093	77,093	80,000
Travel & Training	24,020	17,245	17,136	18,000	18,000	18,000
Dues, Adv, Fee for Other Service	24,344	109,349	81,207	25,354	25,354	25,354
Contract/Accounting	15,250	45,617	116,215	60,000	60,000	60,000
Depreciation	37,612	42,718	40,885	30,000	30,000	30,000
Insurance	16,233	21,988	31,151	89,313	89,313	89,313
Information Technology	39,013	0	4,979	11,825	11,825	11,825
Total Expenditures	2,224,799	2,137,116	2,402,878	2,392,805	2,659,305	2,572,920
Ending Fund Balance 12/31/xx	252,402	281,585	886,602	886,602	620,102	620,102

Community Partner	**The Willow DV Center**	**Contact Name**	**Jenna Wilcox**
2027 Request Amount	**$ 50,000**	**Phone Number**	**785-331-2034**
Total Partner Budget	**$ 2,572,920**	**Email**	**jwilcox@willowdvcenter.org**
Unrestricted Fund Balance	**$ 620,102**	**Website**	**https://www.willowdvcenter.org**

Community Partner Summary

Community Partner Overview
The Willow's mission is to build safer communities through shelter, services, and support to survivors of domestic violence and human trafficking. As the agency dedicated to providing shelter, housing, prevention and support services specifically to survivors of domestic violence and human trafficking in its 3 county service area, the Willow Domestic Violence Center fills a critical gap in the social service landscape of our community. The Willow's request will be used to support all of these services and activities by providing critical funding for administrative costs and other operations staff that are not otherwise covered by grants. State, local, and federal grants pay for the direct service staff who provide case management and other services, but do not cover certain critical operational expenses. Funding for administrative staff is crucial to providing direct services to members of the community. Without their work on grants, HR, accounting, development and program management, it would not be possible to fund, hire, and supervise the direct service staff who work directly with survivors of family violence and human trafficking. Douglas County's past contributions to the Willow have provided critical funds to ensure the successful delivery of the much needed, often life-saving services to individuals and families experiencing Domestic Violence and Human Trafficking in Douglas County. The Willow would like to respectfully request $50,000 to maintain these services. County funding would help ensure that we reach our budget goal and can continue to grow and thrive and support survivors of domestic violence throughout the county.
Service Overview

The agency provides an array of services aimed at supporting victims of domestic violence and human trafficking. These services include a 24-hour crisis hotline, emergency shelter, transitional housing, foster transition housing, court advocacy, employment services, support groups (including one at the Douglas County Jail), community and systems advocacy, and emergency financial assistance. All Willow services are free and confidential. In addition, The Willow offers robust community education and prevention programs and participates in a number of countywide coalitions and teams. The Willow facilitates the Domestic Violence Coordinated Community Response team and agency representatives are also active members of the Supportive Housing Workgroup, Housing Stabilization Collaborative, Douglas County Regional Coordinated Entry, and Balance of State Continuum of Care.

In fiscal year 2025, the Willow provided nearly 19,000 separate services to 770 adults and children. Of those clients who agreed to disclose demographic information, 85% were residents of Douglas County. The agency also provided emergency shelter to 93 individuals (54 adults and 39 children) people fleeing violence, 90% of those who disclosed their demographic information were Douglas County residents who were fleeing domestic violence. Dedicated staff advocates also answered 2,064 crisis hotline calls for a total of 19,074 minutes of hotline support provided, facilitated 511 support group contacts for adults and children, and had 1,837 client contacts through Douglas County Court Advocacy. In FY 2025 the Willow provided $26,540 in direct assistance to survivors for rental and utility assistance, hotel stays, relocation assistance and other emergency assistance needs.

Equity

What is your organization doing to advance equity?
The Willow is consistently working to advance equity and equal access to agency services to ensure all survivors of Domestic Violence and Human Trafficking have access to the life-saving services the agency provides. One major way the Willow has committed to this is through the Survivor Advocate position. The Willow has a Survivor Access Advocate, whose role is to increase access to services for survivors from underserved populations, for example those who have limited English proficiency; belong to racial/ethnic minorities; are LGBTQIA+; have physical, mental, or developmental disabilities; or are otherwise underserved. Additionally, the Willow provides training to staff and collects data from client feedback to help inform policies and procedures. The Willow also continues to be one of the few agencies in Kansas that serves male, transgender and non-binary survivors in its shelter. One of the agency's highest priorities is to deliver culturally competent services to the diverse population of victims it serves. The Willow operates with a Civil Rights Policy, which ensures access to services regardless of race, color, creed, age, gender, sexual orientation, different physical or mental ability, religion, veteran status, marital status, parental status, educational background, socio-economic status, or national origin. This policy also ensures access to services for individuals who have limited English proficiency and staff answering the crisis hotlines can utilize a language line service to connect with translators. The Willow also contracts with in-person translators as needed. In addition, the Survivor Access Program continues to build strong community partnerships with other agencies to provide training and education around equity in service delivery to vulnerable community members.
Have you employed strategies to mitigate equity considerations? Please list those below.
The Willow is committed to diversity, equity and inclusion in all of our services, communications, and outreach. Our plan to provide inclusive services and reach historically underserved and marginalized populations includes the following: Outreach: Our outreach focuses on breaking down barriers to service for underserved populations. On our website, we utilize a program called User way, which ensures we comply with ADA policies regarding accessibility for those with sight issues. Our presentations and educational outreach are inclusive of the populations we serve. Low-Barrier Model: A traditional model of victim services relies heavily on rules to maintain control and create a safe environment. However, a "low-barrier" model minimizes the requirements and barriers to accessing services to help ensure immediate and easy access to shelter and services. In 2018, The Willow embraced a low barrier model of services after performing a 2017 self-study of its program participants. Rural Services: The Willow currently provides targeted services to promote equitable access to services in rural Douglas County, as well as its outer lying counties—Franklin and Jefferson—as underserved rural populations. These counties are geographically isolated area who

experience a lack of access to social services with just under 45,000 residents as of the 2020 census. Residents of rural communities often face multiple barriers to safety. Geographic isolation from services occurs in rural areas, and additionally, this remoteness increases the ability for an abuser to further confine and/or isolate a survivor of domestic violence. In an effort for The Willow to be present in these communities, The Willow has built community relationships and developed programs for the rural communities. In the past year, the Assistant Director of Community Services has focused on developing strong relationships with partners in the rural Douglas County service areas through regular attendance at resource fairs, info tables, etc. She has also developed presentations to help ensure partners understand the scope of services the Willow provides and can provide referrals to our services, as appropriate.

Board Composition: The Willow believes that representation and input from all communities in all areas of our organization is imperative to the success of our services. To this end, The Willow's board has made specific and intentional goals regarding its composition, to be sure to include members from the rural counties, and people with traditionally marginalized identities.

LGBTQIA+: The LGBTQIA+ community is historically underserved by the anti-violence movement. The Willow provides shelter to people of all gender identities, and sexual orientations. We actively recruit staff who represent these communities and educate ourselves on the specific needs and nuances of this population in the realm of domestic violence and human trafficking. The Willow opened its service area to transgender survivors from around the state in 2019, as we recognized a specific need and lack of services for those survivors.

Immigrant and Non-English Speaking populations: The Willow's service area hosts many different immigrant cultures that can be isolated in terms of language and customs. The Willow plans to keep building a strong network of community partners to assist in providing critical support services to these populations. The agency has learned that cultural support is of utmost importance when delivering services to ethnically and linguistically diverse populations. The Willow operates with a Language Access Policy to ensure equitable services are provided regardless of the survivor's primary language. Staff also have access to a language line/interpreters as needed.

Budget Request Analysis

Analysis of Revenue Sources

The Willow receives the majority of its funding from state and federal grants (VOCA, DCF, SGF, FVPSA, HTVAF, PFA, STOP VAWA, CVAF, ESG, etc.). We are often required to match federal funding with an equal amount of state and local funding—which provides a great opportunity to leverage County funds and amplify their impact.

The Willow also raises funds through direct contributions and fundraising events. The Willow employs a full-time Director of Development, who oversees individual donations, events, and foundation grants. The agency is consistently looking to diversify funding sources through new revenue streams such as new grant opportunities, new community partnerships, or through new donor opportunities. We expect to raise nearly $400,000 in 2027 from community contributions, including events, foundation grants, and individual donations.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The Willow's unrestricted fund balance was $578,348 at the beginning of 2023 and has varied each year based upon the income/revenue of each fiscal year. In FY26 the Willow received an ERC (Employee Retention Credit) refund that was applied for during COVID for staff retention bonuses, which is why that year shows a large excess of revenue. The ERC funds were received at the end of FY26, these bonuses were paid to staff in FY27. With this, the Willow anticipates an unrestricted fund balance of $618,103 at the beginning of FY27.

The Willow continues to work to build and maintain an unrestricted fund balance, as access to unrestricted agency reserves is critical to ensure that core agency operations may continue should the agency experience a loss in funding. Our current fund balance is the equivalent of just over three months of operating expenses, which aligns with the agency's goal of maintaining a balance of 3-6 months worth of operating expenses. Of the fund balance listed, there is a restriction against our endowment fund through DCCF of approximately $108,000. Otherwise, the funds are unrestricted.

Analysis of expenditure changes

Each year The Willow adds and adjusts staff positions as the need for agency services continues to grow and the needs of those we serve change. In the past year, the Willow secured funding for an additional staff member to better meet the needs of victims of domestic violence. The new staff position is a Court Advocate position, which will allow the agency to provide additional support to victims navigating the court system, providing critical advocacy and support. Staff salaries and benefits are the largest expense items of the Willow, and the increase in salary spending reflects a growing staff count as well as annual raises. We averaged 32 employees in 2025, the main increase in expenses expected for FY2026 and FY2027 is the cost to maintain these qualified staff members through an annual raise, as well as the increase in cost related to providing health insurance benefits, which were increased significantly in 2026. Most other expenditures are forecasted to remain the same or to have modest increases in spending due to increased numbers of clients and inflation.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**The Willow DV Center**	**$ 15,000**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

In FY26 the Willow experienced an unprecedented, unbudgeted increase in Health Insurance premiums. Initial health insurance quotes represented a 300% increase in insurance rates for the next insurance year (April 1, 2026-March 31, 2027). However, the Willow shopped around for other insurance options and ultimately landed on a new provider that would represent approximately a 50% increase, an increase of about $5,000 per month for the insurance year.

$15,000 is requested to cover the three months of these unbudgeted expenses that will fall in the 2027 Douglas County funding year (Jan-Mar, 2027). This supplemental funding from the County would help ensure the Willow is able to provide health care to its staff without negatively affecting our program services funds. The Willow has already begun incorporating this increase amount into grant applications and fundraising goals for future years, and therefore anticipates this as a one-time need.

Impact if supplemental request is not funded

If this supplemental request is not funded, the Willow will need to utilize its program funds to support this necessary staffing cost for all staff who enroll in the Willow's health insurance plan.

2027 Budget Request Detail

calculated fields

Community Partner	Baldwin City Chamber of Commerce					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	-6,730	33,427	4,721	-19,753	-19,753	-3,761
Douglas County	10,000	10,000	0			0
City of Baldwin City	31,000	31,000	32,500	36,000	36,000	36,000
United Way	0	0	0	0	0	0
Grants	40,000	0	10,799	0	0	0
Fundraisers & Special Events	9,012	27,839	32,544	35,600	35,600	40,000
Membership	26,500	20,643	19,925	30,850	31,750	32,000
Rent	0	0	2,400	3,600	8,400	8,400
Sales	0	761	790	0	0	0
Interest	241	133	97	72	72	72
Total Revenues	116,753	90,376	99,055	106,122	111,822	116,472
Total Revenues and Fund Balance	110,023	123,803	103,776	86,369	92,069	112,711
Expenditures:						
Salaries	49,971	45,861	80,411	78,400	55,000	55,000
Employee Benefits	0	0	0	0	0	0
Health Insurance	0	0	0	0	0	0
Supplies	1,554	1,147	1,941	1,700	1,700	1,700
Utilities, Building Maint.	9,662	5,234	6,560	6,700	6,700	6,700
Travel & Training	275	1,815	2,157	1,500	1,500	1,000
Office Equipment	1,580	1,565	1,661	1,600	1,600	1,000
Debt Payments	0	0	0	0	0	0
Other (Advertising, website & other n	6,304	4,715	4,500	2,500	2,500	3,500
Rent	7,200	4,200	7,200	7,200	7,200	7,200
Event Expenses	0	39,523	17,840	18,030	18,030	25,000
Insurance	798	1,363	859	1,200	1,200	1,200
Bookkeeping	4,252	1,756	400	400	400	400
Total Expenditures	81,596	107,179	123,529	119,230	95,830	102,300
Ending Fund Balance 12/31/xx	28,427	16,624	-19,753	-32,861	-3,761	10,411

Community Partner	Baldwin City Chamber of Commerce	Contact Name	Dana Mullis
2027 Request Amount	$ 0	Phone Number	785-594-3200
Total Partner Budget	$ 102,300	Email	dana@baldwincitychamber.com
Unrestricted Fund Balance	$ -3,761	Website	https://www.baldwincitychamber.com

Community Partner Summary

Community Partner Overview
This partnership between Douglas County and the Baldwin City Chamber of Commerce is a collaborative and strategic investment in both the economic vitality and long-term resilience of our region. While our work is rooted in business growth and economic impact, we recognize that a thriving economy is impossible without a healthy, productive workforce. The events we host, like our Third Friday and Holiday Markets draw visitors from across the state to spend their dollars right here in our county and our Be Well Festival connects our community directly to health and wellness resources available to them right here in Baldwin. By partnering with the County Commission, our goal is to stabilize these efforts and continue providing business support along with meaningful community connection. The funding would bridge the gap between our membership inventory, community health initiatives, and economic stability. Our focus is on the "total health" of Baldwin City including supporting the mental and physical well-being of our entrepreneurs and community as a whole, so they can continue to drive our local tax base. Through this partnership, we can continue to be 'The Connector' in our community; because a healthy Baldwin City ensures a stronger, more resilient Douglas County for everyone.
Service Overview
The Baldwin City Chamber serves as a catalyst for prosperity by focusing on "the village" that powers our economy. We operate with the firm belief that a high quality of life is the bedrock of a strong economy. We view our mission through a lens of intentional development, where community health and business success are inextricably linked. A prime example is our revitalized "Be Well" initiative this April. We've transformed what was a single-day event into a month-long activation of our local wellness partners, mental health advocates, and fitness providers. This is a direct economic strategy: research shows that for every $1 invested in mental health and wellness, there is a $4 return in improved productivity and reduced absenteeism. By highlighting these services, we keep local healthcare dollars in the county and ensure our workforce stays strong. From the tourism draw of our Festival of Lights to the "incubator" environment of our Third Friday Markets, every service we offer is a tool to improve the quality of life and the economic bottom line for all. Our focus is on creating a thriving, connected ecosystem where local businesses and community members have the support they need to truly succeed. Through this

work, we ensure that Baldwin City remains a vibrant destination that contributes meaningfully to the economic health and character of the entire region.

Equity

What is your organization doing to advance equity?
At the Baldwin City Chamber, we believe that true economic vitality is only possible when the door to prosperity is left open for everyone. To us, equity is about making sure the smallest "mom and pop" startup or home-based maker has the same shot at success as an established storefront. We see our Third Friday and Holiday Markets as the great equalizer in our local economy. By keeping the barrier to entry low, we're able to give our micro-businesses, makers, and side-hustlers a high-profile place to show what they can do. It's about giving people a start right here. We recognize that health and mental wellness are major factors in economic equity; often, those with the least access to these supports are the most economically vulnerable. Our focus is on building a "village" that supports every entrepreneur. You can see that in how we're handling "Be Well" month this April. Instead of just a one-day thing, we've spent the time activating all kinds of different wellness partners across town to make sure the event actually looks like the community it serves. We're also getting a lot more intentional with how we reach out to folks. A big part of my focus lately has been making sure we aren't just waiting for people to come to us, but that we're out there inviting them in. We want every business owner, whether they're a postpartum doula, a local mechanic, or a baker, to feel like this Chamber is a tool they can actually use to grow. We are moving from a passive membership model to one of active inclusion, where the resources we provide reach the people who need them most. We are working to ensure that Baldwin City remains a place where prosperity is a shared resource and every resident sees themselves represented in our local economy.
Have you employed strategies to mitigate equity considerations? Please list those below.
To mitigate equity hurdles, we focus on proactive strategies that remove financial and logistical barriers for our community. A major step we took for 2026 was launching a new Sole Proprietor membership level, specifically designed to give our smallest one-person shops a seat at the table without it being a financial strain. We also utilize our Third Friday and Holiday Markets as economic incubators, providing high-visibility space for entrepreneurs who don't yet have the resources for a physical storefront. Furthermore, we are revitalizing our "Be Well" month this April as a direct response to the community's health and wellness needs. By activating a diverse net of partners, from mental health advocates to fitness providers, we are ensuring that wellness resources are accessible to our entire workforce and the community as a whole. We are getting out in the community, personally inviting a wide range of voices to lead and participate, ensuring our programming reflects the whole of Baldwin City. These strategies allow us to bridge the gap between our local traditions and the high-level support needed to keep our economy resilient and inclusive.

Budget Request Analysis

Analysis of Revenue Sources

Our revenue model is built on a foundation of membership dues and a contribution from the City of Baldwin City, but we are constantly finding creative ways to diversify and grow. We operate our own office incubator, where the rent from our professional tenants covers our monthly rent, allowing more of the dollars we raise to go directly into community programming. We also fuel our work through signature fundraisers like our Golf Tournament and vendor fees from our markets. New for this year, we are providing our own concessions at our events to capture more of the economic activity we create. Because we are so efficient with our overhead, any partnership funding from the County can be leaned heavily toward our health and wellness initiatives. This allows us to focus on the high-impact work of workforce mental health and community well-being which are areas that drive economic vitality without adding a burden to property-tax-funded budgets. We are committed to being a powerhouse that turns every investment into a healthier, more prosperous Baldwin City.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

To be direct, the Baldwin City Chamber has spent the last few years navigating significant financial strain, operating on a very thin margin with essentially no "seed money" or carry-over reserves. This reality led our board to make some very tough, but necessary, strategic decisions to ensure our survival. The most significant of these was our decision to relinquish our Kansas Main Street status. While we value the program and will organizationally retain the structure and values, our downtown has already undergone a successful revitalization, and the high costs of maintaining that specific status were no longer providing a tangible return on investment for our members. We chose to prioritize the health of our organization and the direct needs of our local businesses and community over a title that was adding more strain than value.

Because we are currently operating without dedicated or restricted cash reserves, every dollar we generate is immediately put to work. Our beginning and ending fund balances remain lean as we focus on rebuilding our foundation through high-impact, low-overhead initiatives. This is why our office incubator project is so vital; by filling those spaces to cover our building rent, we've effectively removed our biggest fixed cost from the equation. Moving forward, any partnership funding from the County would be used to build a "wellness-focused" reserve specifically for our Be Well programming and mental health initiatives. We aren't looking to sit on these funds; we are looking to use them as the fuel to transition from a "survival" mindset to one of active growth and community resilience. We've done the hard work of trimming the fat, and now we are focused on investing every available resource into the people and businesses that keep Baldwin City moving.

Analysis of expenditure changes

Over the past year, the Baldwin City Chamber has undergone a significant internal reorganization to ensure our long-term financial survival and operational efficiency. The most notable change in our expenditures has been a substantial reduction in personnel costs. Previously, we operated with two co-directors, but following a resignation in late 2025, our board made the strategic decision not to re-hire or fill that position. Instead, we have completely reorganized our workflow, allowing me to continue managing the Chamber's essential functions on a part-time basis alongside our staff member, Monica. By choosing not to add back staff at this time, we have significantly lowered our monthly payroll and administrative burden, ensuring that more of our revenue stays focused on our mission.

This shift in spending mirrors the difficult choices we've made across the board, such as relinquishing our Kansas Main Street status to cut non-essential fees. We've traded high-overhead titles for a more agile, hands-on approach. These expenditure cuts have allowed us to pivot our limited resources toward high-impact initiatives like our "Be Well" wellness programming and our Third Friday Markets. By streamlining our team and utilizing our office space as a rent-covering incubator, we have effectively lowered our fixed costs to the bare minimum. We are now in a position where any partnership funding from the County wouldn't be "disappearing" into a large payroll; it would be directly fueling the events and mental health resources that drive our local economy. We've done the hard work of trimming our internal costs so that we can be a more efficient, resilient partner for Douglas County.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Baldwin City Chamber of Commerce**	**$ 10,000**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

We're asking for $10,000 in community partnership funding to act as the primary fuel for our 2027 health and economic initiatives. We've spent this last year getting incredibly lean by reorganizing our staff workloads and focus and stepping away from high-overhead programs, so we are now in a spot where every single dollar of this request goes straight into the community. A huge chunk of this will go toward our "Be Well" month of wellness programming. Starting this year, we're moving from a one-day event to a full month of wellness activation. By supporting the mental and physical health of our local workforce and community overall, we're protecting the people who keep our county's economy moving.

This funding also helps us provide the backbone for our Third Friday and Holiday Markets. These markets are our local "economic incubators." Since small businesses create 2 out of every 3 new jobs in the U.S., we want to make sure our smallest home-grown makers have a low-barrier way to get started right here at home. This funding isn't just "keeping the lights on" for us, it is a targeted investment in Economic Vitality and community health and wellbeing. By focusing these funds on wellness-driven programming, we're utilizing a strategic pot of County resources that helps our people stay healthy and our businesses stay open, all without adding a burden to property-tax-funded budgets. We've done the hard work of trimming the fat, and now we're asking for this partnership to help us bridge the gap from just surviving to truly thriving.

Impact if supplemental request is not funded

To be plain about it, if this partnership isn't funded, we're going to keep showing up and doing the best we can for Baldwin City anyway. That's just how we're built. But the reality is that without these funds, our focus has to shift away from the actual work and back toward the constant struggle of where the money for that work is coming from. Instead of spending my hours activating wellness partners for "Be Well" month or finding new ways to support our home-grown makers, I'll be forced to spend that time back in "survival mode," chasing down every dollar just to keep our basic programming on life support.

The real impact of non-funding is a loss of momentum. We've done the hard work of trimming the fat and reorganizing our staff to be as lean as possible, but we are currently at a "treading water" stage. Without this $10,000 investment, our expansion of mental health and workforce wellness initiatives would likely have to be scaled back significantly. We wouldn't be able to provide the same level of professional marketing and infrastructure that helps our smallest businesses bridge the gap from a side-hustle to a storefront. In short, the community loses the $4-to-$1 return that comes from a healthy, supported workforce. We'll always find a way to keep the doors open, but this funding is the difference between the Chamber just "surviving" and the Chamber being a high-impact economic driver that Douglas

County deserves. We'd much rather be focused on building a prosperous village than wondering if we can afford to keep the lights on for the next market.

2027 Budget Request Detail

calculated fields

Community Partner	Baldwin City Economic Development Corporation					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	193,146	358,218	548,008	377,334	377,334	1,321,979
Douglas County						
Rent	20,400	20,550	21,600	21,600	21,600	21,600
Membership	21,250	23,500	16,750	22,500	22,500	22,500
Lot Sale				250,000	250,000	
Local Personal Cash Loan					500,000	
Contributions						
Network Kansas	165,000	150,500	172,000	170,000	170,000	170,000
Other						
Interest	1,559	21,171	19,329	19,200	19,200	20,000
Total Revenues	208,209	215,721	229,679	483,300	983,300	234,100
Total Revenues and Fund Balance	401,356	573,939	777,687	860,634	1,360,634	1,556,079
Expenditures:						
Homebuyer Grant			10,000			
Tourism/Home Show			7,155	4,655	4,655	5,000
Tax Prep	240		1,000			1,000
Child Care Engineering on Site			7,320			
Utilitites, Building Maint.	4,648	2,802	4,705	5,000	5,000	5,500
Black Jack	20,000					
Software Purchase			1,925			
Lot Purchase			250,248			
Rent	12,000	7,500	12,000	12,000	12,000	12,000
Advertisement/Marketing	3,250	15,628	6,000	17,000	17,000	17,000
Donation	3,000		100,000			
Total Expenditures	43,138	25,930	400,353	38,655	38,655	40,500
Ending Fund Balance 12/31/xx	358,218	548,008	377,334	821,979	1,321,979	1,515,579

Community Partner	**Baldwin City Economic Development Corporation**	**Contact Name**	**Dave Hill**
2027 Request Amount	**$ 0**	**Phone Number**	**785-766-1306**
Total Partner Budget	**$ 40,500**	**Email**	**dhill@mid-americabank.com**
Unrestricted Fund Balance	**$ 1,321,979**	**Website**	**https://www.baldwincity.gov/department/eco-devo**

Community Partner Summary

Community Partner Overview
Baldwin City Economic Development Corporation (BCED) is a non-profit 501 C organization that is dedicated to fostering stability and growth within the Baldwin City School District. This is done by supporting initiatives that strengthen the local economy and community. Main focuses include promoting job creation, increasing the tax base and property values, boosting tourism, and enhancing overall quality of life. As for this childcare project, we look at this project as “work force” support. Currently we do not have much or any childcare for newborns to 2.5 years of age. Rainbow Preschool today has approximately 45 children in the age ranges of 2.5 to 6 years of age. This is our only large provider, and the balance of childcare opportunities today come from 5 in-home daycares. The use of county funding will go towards the new construction of a childcare facility in Baldwin City. This facility will be funded and built by the BCED leased and operated by Rainbow Preschool. The new childcare facility goes hand in hand with the goal of strengthening the local economy, providing job growth, and enhancing quality of life for Baldwin City residents who are struggling to find local childcare. We think this initiative supports our workforce and allows parents to do their job & financially provide for their family.
Service Overview

Over the past 15 years, BCED has served the Baldwin City community in a variety of capacities. Our current focus is addressing the critical shortage of infant childcare in Baldwin City. The limited availability of infant care creates significant challenges for local families and employers alike. Many families are forced to seek care in neighboring communities, resulting in dollars leaving Baldwin City and, in some cases, the county. Some parents have had to leave the workforce or remain at home due to the inability to secure reliable childcare.
Currently, Baldwin City, has only 5 in-home daycare providers, and only a small number of them accept infants ages newborn to 2.5 years. Even among providers that do accept infants, capacity remains extremely limited due to staffing constraints and the required staff to child ratios – 1:3 ratio. Because many in-home providers operate with only one staff member, they often choose to care for only one infant in order to maintain enrollment for older children. As a result, only a handful of local families are able to secure local infant care.
The construction of a new childcare facility would significantly expand access to infant care for local families. The proposed facility would provide up to 43 newborn to 2.5 year old spots. Increasing the availability of infant care would allow more families to remain in Baldwin City for their childcare needs while also supporting local employers and workforce retention.
In addition to this initiative, BCED has supported and promoted many community efforts over the years:

- Residential growth to grow our tax base provides community growth opportunities and an opportunity to grow our student population which then in turn supports the schools. Currently we have 80 shovel ready lots to build on with 20 new homes that have been recently occupied.
- BCED has supported many start-up businesses or assisting in expanding current businesses with program funding or through traditional banking options.
- BCED supports our local teachers at both the public schools and Baker University. We officer a one-time $5,000 grant to first time home buyers if you are an employee of the Baldwin City school district; we as a community benefit when you live and work in your hometown.
- We support and donate $500 per month to keep our local newspaper operating.
- BCED has hired a marketing team to run campaigns for the community to promote our local businesses and encourage relocation to Baldwin City. The budget for the marketing is $1000.00 per month.
- We lease a building from the City of Baldwin to operate as a business incubator; there are currently 2 businesses in that space.
- Baker University is our biggest community asset. In 2025, BCED donated $100,000.00 towards Baker's effort to hire a new president that would come in and help rebuild a successful business model for the university.

Equity

What is your organization doing to advance equity?
BCED understands that each person is unique and has a different request so sitting down and talking with each individual is key. Baldwin City is full of "mom and pop" start-ups which require more funding up front which is where BCED steps in. Whether it be money from our revolving loan fund or help with lower rent in our business incubator, we provide a place for people to start whether they are big or small. BCED's current objective is to provide the space for a new childcare facility that would be otherwise unattainable for Rainbow Preschool. With the rising cost of construction, this limits the ability for smaller businesses such as Rainbow to grow and expand. BCED plans to build this facility and lease to Rainbow Preschool Experience for a nominal fee as noted below. This will not be at market rental rates and not trying to recoup our $2 million investment. BCED plans to request $2000.00 per month for rent based on the following: - $1000.00 into reserves for repairs and maintenance for building - $500.00 building insurance - $500.00 lawn and snow maintenance = $2000.00 total Baldwin City has a neighborhood revitalization program now in place so we are assured 5 years of minimal property taxes to get up and running. After 4 years of successful operations, BCED plans to deed this property and transfer reserves to Rainbow Preschool at no cost that way it is our hope and goal for Rainbow Preschool to have a very low occupancy cost so they can attract and retain staffing by paying them a reasonable living wage. To protect BCED's investment once the property is deeded over, we will file a $2 million mortgage on the property for a 30-year term; no payments will be required. BCED will then cancel the mortgage by $66,666 per year over the 30 years. The mortgage is to protect BCED's investment and to keep the childcare center within the community. After 30 years, Rainbow will own the property free and clear without the financial burden of a payment for the building.
Have you employed strategies to mitigate equity considerations? Please list those below.

As for our childcare project, we are encouraging and working with Rainbow Preschool to utilize Peasley Tech for their successful training programs and starting wages at $20.00 per hour. Additionally, BCED is promoting and encouraging Rainbow Preschool to utilize "Positive Bright Start" for childcare scholarships to aid in financial assistance to parents who qualify. At the BCED, our strategy is to focus on areas of need where acquiring financing may be difficult. We realize startup businesses may be low on cash, so our revolving loan fund offers "gap" financing for those who need it. We were proactive in offering our $5,000 home buyer grant to those purchasing a new home in the Baldwin City School District. This $5,000 was awarded two times in 2025 to individuals. Our business incubator offers fair monthly rent to businesses who want downtown space for a fraction of the cost. We measure our impact based on the number of people who are still in business that are both living and working in our community.

Budget Request Analysis

Analysis of Revenue Sources

Our revenue is comprised of membership dues, individual donations, and the selling of state tax credits. Memership levels include three different tiers. $2,500 voting members (banks), $1,500 voting members (non-bank), and $250 non-voting members. Individual donations are for those who believe in the growth and well-being of Baldwin City and want to contribute. The selling of tax credits is something that brings a good amount of revenue each year. Through Network Kansas each year the BCDE is able to secure donations from businesses and individuals which in turn create a revenue source for BCED.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The BCED has spent the last several years raising money and building a strong reserve. We have a steady growth on our reserves each year due in part to the selling of tax credits. The growth has been purposeful as the building of a daycare facility has been in the works for some time. We did see a slight decrease in our reserves due to the purchase of a lot in 2025, however this money will be replenished when that lot is sold later in 2026. Our restricted cash reserve continues to increase as the primary focus is to dedicate those funds to the construction of the childcare facility. These restricted funds should look to be $1,321,979 by the end of 2026.

Analysis of expenditure changes

Our expenditures for the BCED have gone unchanged for many years. The BCED operates on volunteer hours from individuals and businesses throughout the community. Our business incubator rent is paid for by those who are sub-leasing the space. Monthly expenditures are limited to utilities on business incubator, monthly support to our local newspaper, and most recently payment for marketing company to promote Baldwin City.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Baldwin City Economic Development Corporation**	**$ 500,000**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

The BCED is asking $500,000 in community partnership funding to assist in the building of a new childcare facility in Baldwin City. At current, the construction costs for this building is $2 million with a total projection of $2,325,000. With projected cash on hand at the end of 2026 being $1,321,979 we're at a $500,000 gap. $500,000 would get us to our $2 million goal. The additional revenue will help with building of an 8,770 sq.ft. building to accommodate 43 newborn to 2.5 year old children which is unavailable in Baldwin City now. It will also accommodate 45 2.5 to 6 year old children currently enrolled in Rainbow Preschool. The construction would offer Rainbow Preschool a new space but most importantly offer a place for families to take their infants locally. This ensures that the money stays within our community and county.

Impact if supplemental request is not funded

The impact of non-funding is that this project will not be able to be completed for the Baldwin City community. The following shows a breakdown of the projected budget and impact the $500,000 would have.
$225,000 - 3 lots (donated)
$100,000 - Road work/development of lots (donated)
$500,000 - Temp loan - local person and available when needed - will be paid back over 5 years with sell of tax credits - no mortgage on property
$1,000,000 BCED cash on hand - injection
$500,000 Douglas County funding
= $2,235,000 for total project

2027 Budget Request Detail

calculated fields

Community Partner	Boys & Girls Club of Lawrence, KS					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	1,454,781	1,516,369	783,474	619,332	619,332	823,332
Douglas County	0	0	0	0	0	0
Grants	3,291,396	2,358,020	2,146,398	1,811,668	1,811,668	1,800,000
Contributions	1,655,424	1,494,882	1,797,220	1,915,347	2,415,347	1,915,347
Program Fees	1,556,676	1,220,243	1,414,882	1,405,198	1,405,198	1,400,000
Other	562,775	451,428	1,786	0	0	0
Interest	163,055	172,741	154,253	60,000	60,000	60,000
Total Revenues	7,229,326	5,697,314	5,514,539	5,192,213	5,692,213	5,175,347
Total Revenues and Fund Balance	8,684,107	7,213,683	6,298,013	5,811,545	6,311,545	5,998,679
Expenditures:						
Salaries	4,217,723	3,762,052	3,333,208	3,067,051	3,067,051	3,200,000
Employee Benefits	484,256	368,310	271,670	408,369	408,369	450,000
Health Insurance	76,569	74,756	90,750	90,000	90,000	110,000
Program Supplies	402,762	297,811	325,173	243,400	243,400	250,000
Contracted Staff	340,963	373,458	372,600	372,603	372,603	375,000
Utilitites, Building Maint.	803,554	754,939	733,717	742,744	742,744	750,000
Travel & Training	147,622	114,486	77,133	80,350	80,350	80,000
Office Supplies	74,810	20,581	71,266	61,500	61,500	65,000
Professional Services	397,867	507,967	251,555	190,650	190,650	200,000
Debt Payments	0	6,587	0	0	0	0
Other	221,612	149,262	151,610	231,546	231,546	230,000
Total Expenditures	7,167,738	6,430,209	5,678,681	5,488,213	5,488,213	5,710,000
Ending Fund Balance 12/31/xx	1,516,369	783,474	619,332	323,332	823,332	288,679

Community Partner	**Boys & Girls Club**	**Contact Name**	**Laci Maltbie**
2027 Request Amount	**$ 0**	**Phone Number**	**913-522-6064**
Total Partner Budget	**$ 5,710,000**	**Email**	**lmaltbie@bgclk.org**
Unrestricted Fund Balance	**$ 823,332**	**Website**	**https://bgclk.org**

Community Partner Summary

Community Partner Overview
Founded in 1974, the Boys & Girls Club of Lawrence, Kansas (BGCLK) offers high-quality, affordable before- and after-school programs that gives children and teens a safe, enriching environment while their parents remain fully engaged in the workforce. These services play a vital role in increasing workforce participation, promoting housing stability, and boosting overall productivity and economic activity. By providing reliable, low-cost care outside of school hours, BGCLK serves as an essential tool for employee retention. Through participation in BGCLK, young people—especially those who need support the most—are empowered to reach their full potential as productive, caring, and responsible citizens. We aim to be Douglas County's leading youth development program by emphasizing academic success, healthy lifestyles, strong character, and citizenship, helping all youth build Great Futures. BGCLK also provides access to experiences and opportunities that many children might not otherwise have, contributing to greater success in adulthood. Nationally, Boys & Girls Club alumni report higher levels of satisfaction with their sense of community (81%), career (72%), and emotional well-being (82%) compared to the general adult population. Programming is held in all 11 Lawrence elementary schools and the Center for Great Futures, which houses our middle and high school program. Each year, we serve roughly 1,300 kids, 40% of Lawrence Public School's elementary students, and nearly 1,100 households. Nearly half of our youth qualify for free and reduced lunch. More than 45% of families receive financial assistance to attend.
Service Overview

BGCLK has identified that Douglas County families and their youth face challenges based on working status and unmet behavioral health support. We provide our youth with afterschool programs that offer strong supervision, an array of youth development activities, academic enrichment, social emotional counseling, and positive relationships with caring adults.

Problem: Working and educational attainment status of families
Low-income and high-poverty areas have a high incidence of households in which all adults work outside of the home. 81.2% of families in the Lawrence area with children ages 6-17 have both parents in the workforce compared to 72.2% nationally, according to the National Center for Education Statistics. This adversely affects the ability of parents to supervise children during after school hours, and children often engage in inappropriate or unhealthy behaviors when left on their own.

BGCLK Solution: During the 2025-26 academic year, USD 497 students attend 35-37 hours of instruction per week. All schools release about two hours earlier on Wednesdays. When factoring in commuting time, especially to outlying cities such as Topeka and Kansas City, parents working full-time jobs must have before and/or after school care. During the academic year, Boys & Girls Club services extend the work day for families by 16 hours per week, enabling adult caregivers to work full-time and commute as needed.

The need for summer youth programs is even more acute, as many organizations run half-day sessions or last only a few weeks. In June and July, Summer BGCLK runs 7:30am-6pm, providing families with 10.5 productive hours per day, both for adults and their children.

According to a 2025 report released by the Afterschool Alliance, programs like BGCLK “help parents keep their jobs, be more productive, and feel less stressed.” More than 4 in 5 parents (84%) report that afterschool programs help them keep their jobs. Additionally, 85% report that programs provide working parents peace of mind knowing their children are safe and supervised, which directly decreases absenteeism and improves job stability. As a result, BGCLK helps protect families from sudden income loss, a leading cause of eviction and homelessness. Notably, every $1 invested in Boys & Girls Clubs generates $10.32 in economic benefits for youth, families, and communities.

BGCLK Problem: USD 497 conducted a district needs assessment in 2023-24 that included surveys, analysis of student assessment scores, and more. Participants were asked to “identify the barriers that must be overcome for each student to achieve grade-level proficiency on assessments.” 100% of respondents said “an increasing level of social emotional challenges and needs of students”; 95.24% of respondents said “high levels or increased levels of student trauma”; and 85.71% said “lack of or limited access to community health services and mental health services.” When asked to “identify the budget actions that should be taken to address and remove these barriers,” 95.24% of respondents agreed that “additional staff members hired to meet the individual learning and SEL needs of all students” was necessary. As of May 2026, we are serving nearly 200 youth with behavioral health needs.

BGCLK Solution: Address youth needs regarding social emotional learning and life skills development by offering an innovative approach, including the BGCA evidence-based Positive Action program and dedicated counselors to help children cope with trauma, stress, anxiety, and depression.

Our social emotional learning program has seen success in reducing high-level maladaptive behaviors. Our team includes seven licensed counselors who divide their time between 12 sites, serving each site two to three days per week and responding to crisis situations as necessary. Douglas County funding would cover 55% of Social Emotional Learning Counselor (SELC) salaries and allow us to grow our team to reach mo

Equity

What is your organization doing to advance equity?
We advance equity by reducing barriers related to cost. We offer discounted fees to low income families so parents and caregivers have the same access to out of school care, allowing them to work, and their children to go to a safe and enriching environment. Specifically, we have developed a family scholarship program to support families in need. Based on their free or reduced lunch status, families are eligible to receive a 50% or 75% discount on program fees. Additionally, through our family engagement strategies, we refer families to community resources, including Medicaid, food or utilities assistance programs, and mental health supports. Additionally, our social emotional learning counselors ensure that all children and families - regardless of background, identity, or circumstance - have access to the support and opportunities they need to succeed. At its core, equity means recognizing that children face different challenges and providing resources based on those needs, not treating everyone exactly the same. Counselors address barriers to learning to help identify and respond to issues like poverty, trauma, discrimination, mental health challenges, and family instability. By supporting students through these barriers, they help level the playing field so students can fully engage in school. Children who feel safe, supported, and understood are more likely to succeed academically. Counseling services promote emotional well-being, conflict resolution skills, and resilience—especially important for students who may not have access to these supports outside of school.
Have you employed strategies to mitigate equity considerations? Please list those below.
BGCLK has secured eight 21st Century Community Learning Center grants through the Kansas Department of Education. Five of these grants require us to provide free services to all families during the school year. While this ensures equitable access by removing financial barriers, these grants only cover 50-75% of our operational costs at each site. We must secure the remaining balance through additional funding sources. The number of families we serve is our most significant indicator of impact. BGCLK closely tracks program attendance, demographic details, and family engagement across our entire service area, especially focusing on outcomes for youth who qualify for Temporary Assistance for Needy Families (TANF) services. Further, BGCLK has established clear family engagement and student achievement goals for our programs at sites where more than 45% of households qualify for free and reduced lunch. We conduct rigorous evaluations of our programs at these locations, systematically

collecting and analyzing data in partnership with Resource Development Institute (RDI), an independent assessment firm, and USD 497.
Family Engagement: We aim to integrate families into every aspect of our programming. Our targets include:
- 100% of families will receive support services and educational resources.
- 80% of families will participate in provided opportunities.
- 80% of families will report satisfaction with our communication.

We monitor how parents and caregivers utilize our support services and educational resources through documented communication with staff, online surveys, and scholarship usage.

Student Performance: We strive for all students to reach proficiency in core subjects. Our targets include:
- 100% of K-12 participants will be offered tutoring.
- 80% of students (grades 4-8) will maintain or improve their state assessment scores and grades in math and reading.
- 60% of students (grades 1-5) will show increased classroom engagement, as reported by their daytime teachers.

RDI evaluates school attendance, rates of suspension, standardized test scores, teacher surveys, and engagement in our curriculum, which blends core academics with real-world problem solving, the arts, career exploration, and service learning. RDI issues reports on each site on an annual basis.

BGLCK also undergoes regular safety assessments conducted by Boys & Girls Club of America (BGCA) and annually administers the BGCA National Youth Outcomes Initiative (NYOI), a comprehensive, research-informed system that measures the impact of Club programs on youth development. It tracks key indicators in academic success, good character/citizenship, and healthy lifestyles for members aged 9–18.

Budget Request Analysis

Analysis of Revenue Sources

Boys & Girls Club of Lawrence has three main revenue sources. Grants (50%), program fees (34%), and donations (16%). We do not currently receive county funding.

Current grants consist of eight 21st CCLC grant programs administered by the Kansas Department of Education that total more than $1M annually, AmeriCorps (largest program in Kansas) funding in the amount of $600,000 supports stipends for more than 70 volunteer member slots each year. AmeriCorps members provide direct mentorship to youth at all 12 sites, and TANF 2Gen administered by the Department of Children and Families, resulting in approximately $400,000 annually. From 2022 to present, the Federal grant funding landscape has changed, and continues to be at risk for decreased funding. From 2023 to present, grant funding decreases included COVID funding ending, budget changes at the federal level, and increased restrictions on allowable, covered expenses. Beyond federal grants, we receive a small portion of competitive grant funding from the Douglas County Community Foundation and corporations.

Program fees are currently only charged at four locations as the others benefit from 21st CCLC funding. Since 2024, we have incrementally increased our fees as part of our plan to improve our financial sustainability. Of those locations, we offer reduced fees based on free/reduced lunch status. The fee discounts total approximately $650,000 annually.

Donations are received through individual giving and corporate sponsorships, with individual giving being the majority. From 2024-2025, total giving has increased by more than 60% due to increased Board of Directors involvement, improved and increased donor relationships, and increased community partnerships. Our goal is to continue to increase the amount of fundraising dollars year over year.

Moving forward, we are exploring additional sources of revenue through expanded program options (e.g., early childhood) and locations (i.e. Eudora, Baldwin City).

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

From 2023 to 2025, our fund balance has decreased annually due to the changes in federal grant funding. In our 2026 budget, we projected a continued decrease, but not anticipate and increase due to an unexpected, one-time, estate gift. Restricted financial resources include:

- $190,682 endowment for family scholarships
- $756,266 endowed reserve funds
- $167,494 invested for college scholarships

Analysis of expenditure changes
In 2025, BGCLK executed a reduction in force and organizational restructure as part of its expense reduction plan. Additionally, starting in 2025, we reduced our traveling expenses significantly. The positions that were discontinued were limited to non-program positions to ensure that program quality remains high.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Boys & Girls Club**	**$ 80,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

The Douglas County Investment Strategy
BGCLK program fees and grant income do not offset the expense of offering 400+ hours of summer session at multiple elementary school sites and 600+ hours of academic year service at 12 locations. Funds from Douglas County would act as a Scholarship Underwriting Fund. This would transition our model from "absorbing losses" to "sustainable investment."

How the Funds Will Be Applied - Investment Areas and Impacts

Direct Tuition Subsidies for Academic Year: Seven locations charge program fees. At those sites, Douglas County Funds bridge the gap between the $180 monthly fee and the discounted scholarship amount.

Direct Tuition Subsidies for Summer: Funds bridge the gap between the $600 summer fee and what a low-income family can realistically pay (e.g., $150).

Staffing Stabilization: Funds ensure we maintain 1:15 ratios, as required by our licenses, without passing the cost of competitive wages onto at-risk parents.

Expansion of Access: Funds allow us to provide additional scholarships and serve more families who are currently on the waiting list.

Impact if supplemental request is not funded

BGCLK is working to diversify funding sources, but radical shifts in the federal landscape have illustrated the uncertain future for some of our largest grants, including 21st Century Community Learning Centers and AmeriCorps. In fact, last year our AmeriCorps grant was canceled halfway through the grant period. We are looking to our local partners who have a long-term, vested interest in our services so that we can weather these dramatic cuts. Without local investment, we will have to consolidate some sites and potentially serve fewer households.

2027 Budget Request Detail

calculated fields

Community Partner	Cardinal Housing Network					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	0	0	53,010	151,296	151,296	223,177
Douglas County	0	0	383,000	247,000	405,681	0
City of Lawrence	0	0	0	0	0	0
United Way	0	0	0	0	0	0
Grants	0	6,000	167,717	100,000	100,000	0
Fundraisers	0	0	0	30,000	0	0
Contributions	0	144,200	149,760	100,000	75,000	0
Resident Rent/Barrier Reduction	0	0	7,825	24,000	30,000	0
Interest	-		0			0
Total Revenues	0	150,200	708,302	501,000	610,681	0
Total Revenues and Fund Balance	0	150,200	761,312	652,296	761,977	223,177
Expenditures:	0					
Salaries		0	117,000	110,000	110,000	214,000
Employee Benefits		0	4,697	18,672	12,000	32,400
Insurance		0	9,300	9,300	9,800	23,000
Supplies		1,094	12,868	20,000	12,000	0
Utilities, Building Maint.		0	8,231	24,000	20,000	36,000
Travel & Training		0	2,477	3,000	3,000	24,000
Office Equipment/Subscriptions		3,148	6,774	10,000	6,000	0
Debt Payments		0	0	0	107,000	0
Construction		91,858	435,069	275,000	247,000	50,500
Rent		1,090	13,600	24,000	12,000	0
Other						
Total Expenditures	0	97,190	610,016	493,972	538,800	379,900
Ending Fund Balance 12/31/xx	0	53,010	151,296	158,324	223,177	-156,723

Community Partner	**Cardinal Housing Network**	**Contact Name**	**Hannah Bolton**
2027 Request Amount	**$ 0**	**Phone Number**	**308-379-6487**
Total Partner Budget	**$ 379,900**	**Email**	**hannah.bolton914@gmail.com**
Unrestricted Fund Balance	**$ 41,324**	**Website**	**https://cardinalhousingks.org/**

Community Partner Summary

Community Partner Overview
Cardinal Housing Network was founded in 2024 to provide transitional housing opportunities for women in Substance Use Disorder recovery. CHN's mission is to provide safe, affordable housing options that ultimately improve both short term and long term behavioral health outcomes and reduces recidivism to community wide systems. The organization works in partnership with a multitude of community agencies to provide wholistic services while not duplicating services. CHN has opened two properties since May 2025. Our first home, located at 1046 New Hampshire St., serves 10 single women in early recovery and are primarily justice involved individuals. Women receive case management from the DGSO Re Entry team, transportation from CHN, Mirror, and DGSO Re Entry, bedding, food, and general hygiene supplies. Women at this residence receive care from a wide variety of service entities in Douglas County, including mental & physical health providers and recovery & treatment providers. In 2026, CHN opened the first family and children home at 1128 Ohio. This three 2BR/1BA home will add a minimum of 10 additional beds. Our core care coordination team includes CHN, Family Promise, LDCHA, and the Flex Pool program. CHN will be adding two additional homes in 2027. The first is an expansion into Baldwin City, KS, where currently no sober living homes for women exist. The property is located at 703 Jersey St. and will add an additional 8 beds. An expansion to DGCO based services and transportation options will be a heavy focus for the remainder of 2026. Additionally, CHN will complete major renovations at 1126 Ohio that will add 4 1BR/1BA homes for single female headed households and complete the rehabilitation projects on Ohio St. Upon CHN's inception in 2024, there were 37 Oxford beds available for women. By the completion of 2027, CHN will add a minimum of 37 beds for women in recover in Douglas County, doubling transitional housing opportunities in 3 years.

Service Overview

Cardinal Housing Network currently operates on a two person staffing model and serves as a coordinating entity to ensure residents receive the services necessary to ultimately graduate and obtain permanent housing. With the major expansion to bed opportunities in 2027, the organization is committed to expanding collaboration efforts in an attempt to not duplicate services.

To meet the clear and growing need in Douglas County, CHN has convened a multidisciplinary group of community agencies to build a network of support for women and children experiencing a housing crisis. These partners include Family Promise of Lawrence, Douglas County Re-Entry Program, The Sexual Trauma and Abuse (STA) CARE Center. Each partner will provide complementary services to ensure that families are provided comprehensive support on their journey toward stability. KU's Center for Community Health and Development is also part of the Network in an advisory role.

Based upon this work to date, the group has designed a collaborative network model to increase care coordination and maximize resources across agencies to support a highly vulnerable, underserved population. Each partner agency provides a unique service to support holistic care:

Cardinal Housing Network: Supportive Housing and Network Leadership
Supportive housing oversight (policies, procedures, community safety, leveraging of housing assistance funds)
Care team coordination and oversight
Client transportation to appointments
Serving as the 'Safety Net' of care delivery

Family Promise Center: Case Management
Specialized case management in housing, employment, and budgeting
House checks and household management support
Life skills programming
Will provide practicum site for KU students to extend staffing (case management focus)

STA Care Center: Therapy and Support Groups
Individual therapy
Support groups
Will provide practicum site for KU students to extend staffing (therapy focus)

Douglas County Re-Entry Program: Legal System Navigation
Vital documents acquisition
Support navigating court requirements
Serve as the liaison to Douglas County Drug Court, Behavioral Health Court, and Veterans Court

To provide the level of service proposed in this model of care coordination in 2027, CHN seeks to expand staffing that supports day-to-day operations, including transportation, engagement in community, and emergency services support. These roles, identified in Supplemental Request #1, will provide the minimum amount of support needed to successfully coordinate care, provide necessary transportation, and leverage funding streams among agencies without duplicating services.

Equity

What is your organization doing to advance equity?
Women in Douglas County experience houselessness at disproportionate rates compared to other populations. Additionally, women have access to less than a third of the transitional/recovery based beds that are currently available to men. More specifically, our community lacks housing options for women and single female headed households that are equipped with holistic wraparound support. Douglas County also lacks substance use recovery resources tailored to the unique needs of women with children. Current housing and service models are not financially able to provide the depth of services and time needed to promote family stability. Due to financial constraints, programs like Cardinal Housing Network are forced to impose nearly immediate program fees and rent requirements, which cause women to prioritize securing employment before stabilizing their family's mental and physically wellbeing after a period of houselessness and oftentimes incarceration. Without intentional stabilization support, women oftentimes are not equipped with the skills and resources needed to secure permanent housing, long-term recovery, and financial stability to support their families. Our theory of change centers around five key domains that are essential to family stability: safety, life skills, housing, health and mental health care, and recovery. We anticipate improvements across these domains in the short-, mid-, and long-term. By program completion, we hope to see: Safety: CPS case closed (if applicable), reduced rates of women experiencing violence Life Skills: Able to demonstrate positive rental history with income that supports family stability Housing: Secured safe, affordable, independent housing in community Health/Mental Health Care: Reduced ER/hospital use, chronic conditions managed, improved health, reduced MH crises, MH symptoms not impacting daily functioning Recovery (if applicable): 18+ months in recovery, holds leadership and service role in recovery community As a result of our collaborative approach to service delivery, we anticipate that women and children in Douglas County will benefit from a more effective continuum of specialized support, reducing houselessness, recidivism, trauma, violence, and substance use. In turn, women will experience higher quality of life, families will be reunified, and generational cycles will be upended. Public perception will shift from an individual to systems-level perspective, accompanied by greater support for the systems that enable positive change. CHN serves priority populations identified in the Community Health Improvement Plan, including (1) justice involved, (2) chronically homeless, (3) families with children under the age of 18, (4) single female parent households, (4) survivors of domestic violence, (5) individuals with SUD or SPMI, and (6) individuals with disabilities. The CHIP references the importance of expanding employment opportunities for individuals with lived experience on numerous occasions.

Our 2027 DGCO budget request includes the expansion of our service delivery team to open employment opportunities to individuals with lived experience. These roles serve as CHN's Safety Net, providing critical transportation, community connection, and emergency services.

Have you employed strategies to mitigate equity considerations? Please list those below.

One of the organization's biggest challenges is our ability to provide housing opportunities that enable residents to build both short and long term financial stability. While our group home fees are lower than most comparable transitional housing options for women, the program fees present a multitude of barriers in the stabilization phase. The desired goal for this first step home is to provide a completely subsidized housing opportunity similar to the first step home operated by Artists Helping the Homeless. This would allow CHN to implement budget/savings initiatives that set residents up for a successful transition into permanent housing.

To mitigate immediate financial barriers, CHN has partnered with various supporting agencies to utilize available Barrier Reduction Funds and resource acquisition funds. Below are the following supports we have leveraged through partnership.

The DGSO Re Entry program provides 1 month of rental support ($500/person) upon acceptance into the first step program. DGSO sponsors 4 beds monthly for a total of $2,000. This commitment provided CHN financial stability in meeting loan and insurance obligations for the property. Re Entry also provides ID and vital document acquisitions and payment, additional transportation support, prescription subsidization, and access to cell phones upon completion of the first 30 days. The Re Entry team also works with residents to relieve court fines through community service coordination.

Residents enrolled in Mirror Inc's Intensive Outpatient Program or Work for Success receive $400/month in rental support during their service period. Mirror leverages funds from state and federal grants to provide rental support and MAT treatment costs, which are very expensive and traditionally unattainable to our residents without funding support. Additionally, they provide transportation support for CHN residents to and from treatment or classes.

CHN works in collaboration with DGCO Specialty Courts, Probation, and Parole to access additional program fee subsidies to promote financial stabilization for the residents.

With the County Commissioners support to relieve the debt obligation at 1046 New Hampshire St. through the 2026 MFA funding cycle, CHN will further be able to reduce program fees and readjust the funding structure to directly benefit residents that promote long term financial mobility.

For housing opportunities exclusive to single female headed households, CHN has worked in alignment with the Lawrence Douglas County Housing Authority, Family Promise of Lawrence, and the Housing Stabilization Coalition to identify individuals on current transitional housing voucher waitlists. This process was developed to leverage federal funds to reduce monthly rent obligations to 30% of income and provide an avenue for additional utility subsidization through voucher/lease arrangements.

By employing rent and utility mitigation strategies, CHN is able to further reduce resident exposure to domestic and sexual violence patterns associated with financial control and leverage.

Budget Request Analysis

Analysis of Revenue Sources

Upon opening the first group home in May 2025, CHN anticipated that resident program fees would play a more stable funding stream for day-to-day operational support. This was presuming that every resident would be able to obtain employment shortly following a 30 day probationary period upon acceptance. This has not proven to be an accurate representation of the circumstances, with residents requiring some form of vital document acquisition after significant periods of homelessness, incarceration, and an active substance use disorder. Cardinal has utilized barrier reduction funds from DGSO Re Entry, DGCO Drug Court, Parole, Probation, and Mirror Inc. to offset the additional weeks/months of job seeking. Barrier reduction funds were more prominent in the community with ARPA funding streams that have since sunset.

CHN has been actively pursuing local and state level grant funding opportunities, though many of those opportunities do not present avenues for stable staffing support. The Kansas Fights Addiction and Municipalities Fights Addiction funds are a few of the rare opportunities that accept requests for staffing support, and no RFPS for KFA were released between January 2025-May 2026. Two RFPs were released in May 2026, only one in which CHN is eligible for. This RFP allows for one-time emergency project based funding, where CHN intends to seek matching funding that was provided by Douglas County in 2025 ($247,000). This request will incorporate additional safety features for 1126 Ohio St. and 703 Jersey St. including egress solutions, fire safety and suppression, AED machines, and CPR training for all residents.

There are significant state level funding opportunities for rural based SUD that the Baldwin property may be eligible for given its population under 5,000. The Baldwin project poses some concerns about accessibility to DGCO based services. CHN intends to leverage mobile health initiatives and CHN sponsored transportation to meet the needs of the individuals residing there.

CHN has received local grant opportunities that have assisted with construction, safety, utility support, food, and supplies. CHN receives in-kind donations of food and non perishables, offsetting supplies and grocery costs. These grant opportunities often cap at $10,000, are in high demand, and are not typically geared toward operational support. Residents also leverage their SNAP benefits to supplement CHN grocery budgets.

CHN is one of the few agencies that provides transportation to community based services. This has proven to be a significantly higher need than the organization anticipated upon inception. CHN intends to explore becoming a Medicaid billing partner in 2026 in hopes of leveraging state and federal funds for transportation services.

A significant challenge remains that CHN has limited financial history to be a competitive applicant for SAPI and MHBG block funding.

However, with the release of the 4th Edition of ASAM, housing (with subsequent enrollment in IOP) has received a higher funding priority rating. This is significant as the majority of our in-takes are actively enrolled in IOP with either DCCCA or Mirror. Our model leverages resources and care coordination from other agencies that may open additional funding streams through fee for service agreements.

Without receiving stable funding for staffing support, CHN will not be able to continue providing services for residents in 2027. This would significantly hinder the continuum of care, including case management coordination, transportation, on-site staffing, and food. CHN would need to adopt an Oxford model for the group homes. CHN would remain committed to providing affordable housing at the Ohio St. properties but would adapt to becoming a housing opportunity instead of a structured housing program.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

CHN operates a lean budget but would have been unable to maintain current expenditures through the end of 2026 without the salary support provided by the vote to distribute the Municipalities Fights Addiction grant. The grant freed roughly $50,000 that can provide critical operational support, including insurance, utilities, supplies, food, and transportation.

There is no reserves available to the organization.

Analysis of expenditure changes

CHN will have lower construction expenditures in 2027 as the final of three major rehabilitation projects will be nearing completion. These three projects were significantly more complex and costly than originally budgeted for given their original conditions, historical designations, and the addition of extensive safety modifications. The completion of 1126 Ohio St. in 2027 will shift grant and fundraising priorities, placing a more intensive staff focus on providing robust resident services and care coordination.

The most significant expenditure change will be compensation for staff expansion and corresponding insurance premiums.

CHN is at organizational capacity with just two employees and candidly will be unable to maintain the current case load past 2026 without additional staffing.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Cardinal Housing Network**	**$ 349,500**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

Cardinal Housing Network seeks Douglas County's support to stabilize operations necessary to provide the level of care required for the priority populations being served. The staffing and funding structure is in alignment with the County's commitment to similar supportive housing partners like Transitions, AHH, and Bridges.

The request contains five core components:
1) Staffing. The expansion of staff is crucial to meet resident needs and produce successful outcomes. Additional staff will relieve the current core staff (2 employees) of day-to day logistics and increase capacity for quality care coordination, fundraising, community building, and expansion. With rapid expansion, CHN will require additional support positions to meet resident needs.
Salary support for Program Director: 1 FTE $58,000
Salary support for Support Coordinator: 1 FTE $52,000
Salary support for Peer Coordinator: 1 FTE $33,280 ($16/hr)
Salary support for Peer Coordiantor: 1 FTE $33,280 ($16/hr)
Salary support for House Director Baldwin: 1 FTE: $37,440 ($18/hr, free room & board)
2027 total salary support: $214,000

2) Employee Benefits. Employees receive a health care insurance stipend for monthly premiums. Employees will also receive a cell phone stipend for CHN specific work.
2026 Health Insurance for 2 employees: $18,672
Anticipated 2027 Health Insurance for 5 employees: $30,000
2027 Phone Stipend: $40/mo: $2,400
Total employee benefits request: $32,400

3) Insurance. Insurance premiums will significantly increase with staff expansion, specifically Worker's Compensation and transportation policies with additional drivers and liabilities.
2025/2026 Insurance Premiums: $9,300
Estimated 2027 Insurance Premiums: $23,000

4) Resident Transportation & Vehicle Maintenance: This expense has stayed relatively low in 2025/2026 with the additional support provided by the DGSO Re Entry team and Mirror Inc. We anticipate a significant increase in 2027, particularly with added services in Baldwin.
2027 Anticipated expenses: $20,000

5) Utilities & Building Maintenance: Utility support is requested to further reduce resident financial obligations to promote greater financial stability. With the transfer of ownership at 1046 New Hampshire to Cardinal Housing Network, building maintenance responsibilities will be acquired to the nonprofit.
2027 anticipated utility costs: $36,000

Total Request: $349,400

Impact if supplemental request is not funded

Cardinal Housing Network continues to be in a phase of rapid growth. The organization has undergone significant construction efforts on multiple properties, policy and procedure development, community building, and quick and effective program adaptation to continue to provide the best services with limited staff capacity. The program exclusively serves Douglas County residents with the goal of reducing the County's need for investment in emergency services, court services, and incarceration.

The program, in its current form, is not viable without staff providing coordination of care, service delivery i.e. transportation, and general management. The organization is at operational capacity with the current resident caseload. CHN will candidly be unable to support additional resident caseloads at two additional properties in 2027.

This proposal provides an avenue for Cardinal to expand management capacity to seek additional funding streams, continue to build meaningful pathways to permanent housing solutions for our residents, and further expansion of service offerings through community partnerships. The reorganization of responsibilities will positively impact Cardinal's ability to meet deliverables.

Operational funding opportunities are scarce in Douglas County, and CHN is not able to pursue certification that would enable the organization to access larger funding opportunities, both federal and state. Cardinal is pursuing NARR certification to open access to more nationwide grant opportunities. Cardinal will be actively pursing additional dollars from the Kansas Fights Addiction fund and will continue to explore stabilization funding opportunities pending staff capacity in 2027.

Supplemental Request for Additional Funding (2)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Cardinal Housing Network**	**$ 50,500**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

This one-time request is to support two safety initiatives at the two 2027 property locations, including a fire suppression system at 1126 Ohio St. and security camera installation at 703 Jersey St., Baldwin. 1126 Ohio St. Fire Suppression System (Required): $38,500 by Jayhawk Fire Company 1126 Ohio St. Fire Alarm System (Required) $20,000 by J. Webb 1126 Ohio St NW Egress Stairwell: $12,000 by SCS Construction 1126 & 1128 Ohio Courtyard railing: $2,600 (paid/complete) by Dave Warmke 1126 & 1128 Ohio St. Security Camera System: $13,991 (paid/complete) by Wirenuts 1126 & 1128 Ohio St. Security Fencing: $10,000 (TBD) 703 Jersey St., Baldwin Security Camera System $12,000 by Wirenuts 1046 New Hampshire St. Courtyard Security (fencing, gates, privacy trees): $4,500 (TBD) Total 2026/2027 Safety Budget: $113,591 Requested from Douglas County: 703 Jersey St., Baldwin Security Camera System $12,000 1126 Ohio St. Fire Suppression System (Required): $38,500 Total: $50,500

Impact if supplemental request is not funded

Project delays and service delivery timelines are the greatest concern for not receiving safety requests. Many of the projects listed above are a requirement for code compliance and building safety standards. Others are included to provide an added layer of mental and physical safety (fencing, cameras) to residents. Cardinal is committed to acquiring the remaining 50% of the total safety budget listed above.

2027 Budget Request Detail

calculated fields

Community Partner	Center for Supportive Communities					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	40,920	87,512	53,865	84,813	84,813	47,553
Douglas County	150,000	150,000	150,000	62,500	62,500	0
AmeriCorps	96,152	237,555	144,892	155,993	155,993	181,884
Kansas Dept of Corrections	15,252	15,252	15,252	7,626	7,626	0
Kansas Volunteer Commission	10,000	10,000	0	0	0	0
Service Sales	1,050	31	500	4,000	4,000	30,000
Donations	3,459	4,593	7,780	10,000	10,000	15,000
In Kind Professional Services and Supply Donations	4,869	31,446	157,434	80,000	80,000	95,000
Interest	0	0	0	0	0	351
Total Revenues	280,782	448,878	475,859	320,119	320,119	322,235
Total Revenues and Fund Balance	321,702	536,390	529,723	404,932	404,932	369,788
Expenditures:						
Salaries	127,902	206,216	206,022	200,019	200,019	200,019
Employee Benefits	11,385	17,830	17,955	17,059	17,059	17,059
Health Insurance	0	0	0	0	0	0
Program Supplies and Software	11,527	23,222	17,154	17,648	17,648	15,000
Utilitites, Building Maint.	0	3,922	6,007	6,127	6,127	6,250
Program Travel & Training	14,318	4,651	6,685	4,000	2,000	2,000
Office Equipment	0	69,667	0	0	0	0
Debt Payments	0	0	0	0	0	0
Program Insurance	7,404	8,007	7,784	8,174	8,174	8,582
Professional and Program Services	47,316	121,989	172,682	84,705	84,705	87,246
Other Program Expenses	14,338	27,020	10,621	21,648	21,648	22,297
Total Expenditures	234,190	482,525	444,911	359,379	357,379	358,454
Ending Fund Balance 12/31/xx	87,512	53,865	84,813	45,553	47,553	11,334

Community Partner	**Center for Supportive Communities Inc**	**Contact Name**	**Kelsey Dachman**
2027 Request Amount	**$ 0**	**Phone Number**	**847-636-2778**
Total Partner Budget	**$ 358,454**	**Email**	**kelsey@supportivecommunities.org**
Unrestricted Fund Balance	**$ 47,553**	**Website**	**https://www.supportivecommunities.org**

Community Partner Summary

Community Partner Overview
Center for Supportive Communities (CSC) is a 501(c)3 dedicated to using behavior science to create equal opportunities and meaningful change for children, families, and communities. CSC advances this mission through direct service programming, consultation, and professional development, working across systems to strengthen schools, families, and communities throughout Douglas County. CSC's flagship program, SupportEd, is Douglas County's longest-standing school attendance intervention, serving children and families for nearly 50 years. SupportEd delivers intensive, upstream, evidence-based services to students facing the greatest barriers to school success, improving attendance and engagement, strengthening families, and preventing juvenile justice involvement. Every student receives a functional behavior assessment that identifies root causes of absenteeism and informs a tailored intervention plan developed with the student, family, and school. Services are provided weekly and include therapeutic mentoring, mental health support, skill building, academic assistance, parent coaching, positive reinforcement, family and school collaboration, and resource navigation. All mentors and staff complete 40 hours of pre-service training and receive ongoing supervision to ensure high-quality service delivery. CSC collects ongoing data and key metrics, enabling real-time analysis, continuous program improvement, and evidence-based decision making that keeps services responsive to each student's evolving needs. CSC works alongside families, schools, the DA's Office, the District Court, and community partners, helping build system-wide capacity to identify and respond to absenteeism and support youth across Douglas County. CSC also helped author the 2024–2028 Community Health Improvement Plan truancy and chronic absenteeism reduction targets, reflecting our role as a trusted systems-level partner in advancing equitable outcomes for children, families, and communities.
Service Overview

Chronic absence is a public health crisis and strong predictor of justice involvement, substance abuse, homelessness, and long-term poverty. Kansas State Department of Education (2025) reported a statewide chronic absence rate of 19.6%. Douglas County rates were 28.1% in Lawrence, 21.1% in Perry, 15.6% in Eudora, and 13.2% in Baldwin City.

SupportEd addresses this crisis, serving an annual average of 74 students through evidence-based, therapeutic intervention. It is one of the few diversion and community alternative options available to the DA's Office and District Court for youth, making it an irreplaceable component of Douglas County's continuum of care.

2024–2025 Outcomes

27 mentors served 73 students. Mentors held 670 student meetings, 761 parent meetings, and 662 school meetings. 71% of students decreased unexcused absences by 50%, 78% improved overall attendance, and 90% improved mental health ratings. Satisfaction scores were 91% among students, 97% among parents, and 96% among schools, with 89% treatment integrity. Most families had household incomes below $49K (76%), lived in single-parent homes (70%), and had four or more people in the household (63%).

2025–2026 Outcomes

30 mentors and 2 academic tutors served 79 students. Students entered the program with an average of 121 unexcused absences and 173 total absences. Across students, an average of 65 days lapsed between meeting truancy thresholds and receiving a SupportEd referral. Students were predominantly elementary (42%) and middle school (49%) aged. Referral sources included 70% diversion, 15% pre-1006, and 15% court-ordered. Most families had household income below $49K (69%), lived in single-parent homes (62%), and had four or more people in the household (71%).

Staff conducted 272 functional behavior assessments, which identified the top functions of absence as avoiding school and accessing higher preferred items or activities outside of school, alongside practical barriers such as illness, suspension, and transportation. Top contributing factors identified by students included feeling disconnected from or unsupported in school, sleep problems, previous negative experiences in school, and general disinterest. Parents most frequently identified mental health conditions, sleep problems, family transitions, and peer influence as contributing factors. These findings underscore the complexity of the needs identified among participants and suggest that addressing them requires the type of individualized, multi-system approach provided by SupportEd.

Mentors held 575 student meetings, 648 parent meetings, and 577 school meetings. SupportEd effectively reduced truancy and chronic absenteeism: 77% of students decreased unexcused absences by 50%, 87% improved overall attendance, and 62% graduated with zero

unexcused absences. Additionally, 93% improved mental health ratings. Satisfaction scores reached 93% among students, 100% among parents, and 93% among schools, with 90% treatment integrity.

Systems-Level Impact

CSC collaborated with schools to streamline the truancy referral process, establish a formal MOU, develop a multidisciplinary coordination team, improve cross-agency data sharing, and increased student referrals by 320%. CSC helped revise USD 497's attendance letters, communication strategies, and PowerSchool data calculations; created a referral tracking system; provided recommendations on attendance interventions; and advised on a multitiered system of support. More than 300 students have improved their school attendance through this collaboration.

Community Return on Investment

Reduced juvenile justice involvement, lower crime rates, increased workforce productivity, and more stable families and neighborhoods make every investment in SupportEd a long-term investment in Douglas County's economic and social vitality. Each student who re-engages in school becomes a meaningful contributor to the community's future.

Equity

What is your organization doing to advance equity?
Justice, Equity, Diversity, and Inclusion (JEDI) are at the core of who CSC is and what we do. These values drive our internal culture and external initiatives as we work to create equal opportunities and meaningful change for children, families, and communities in Douglas County. Through SupportEd, CSC works to reduce educational disparities deeply intertwined with chronic school absenteeism. Within Lawrence Public Schools, absenteeism disproportionately impacts students who already face significant systemic barriers. Students experiencing homelessness are chronically absent at a rate of 76%, youth in foster care at 55%, Native Hawaiian students at 50%, Native American students at 44%, students eligible for free or reduced-price lunch at 39%, students with disabilities at 37%, African American students at 36%, and Hispanic students at 35%. These disparities reflect systemic inequities including housing instability, lack of transportation, food insecurity, and inadequate access to health care. Chronically absent students are five times more likely to experience mental health challenges and three times more likely to become involved in the juvenile justice system, further entrenching cycles of poverty and marginalization. SupportEd advances equity by honoring the dignity, strengths, and lived experiences of every student and family we serve. Our interventions are culturally responsive, trauma-informed, and individually tailored. We approach this work as community partners committed to walking alongside families, removing systemic barriers, increasing access to critical resources, and building the trusting relationships that make sustainable change possible. JEDI principles are embedded in how CSC operates at every level. We regularly assess our policies and practices through open conversations, anonymous surveys, and ongoing reflection. We invest in continuous training covering bias awareness, cultural competency, allyship, and equity-driven practices, and we ensure the voices and lived experiences of those we serve shape our programs. This commitment is reflected in the diversity of our board, staff, volunteers, and partnerships. Our ecosystem-based approach fosters belonging and engagement in schools and communities, creating environments where youth and families feel valued and included. Through community-led advocacy and policy engagement, we amplify the voices of those most affected by inequity and work toward sustainable, systemic change. Our commitment to JEDI is unwavering because we believe every person deserves the opportunity to thrive.
Have you employed strategies to mitigate equity considerations? Please list those below.

CSC implements a comprehensive set of strategies to proactively address equity considerations within SupportEd and across our broader operations, ensuring services are inclusive, accessible, and responsive to the diverse needs of Douglas County communities.

SupportEd interventions are individually tailored to honor the cultural backgrounds, family structures, values, and lived experiences of each student and family. Our functional behavior assessments are designed to be culturally sensitive following guidance from Carrillo et al. (1999) and Beaulieu et al. (2018), ensuring assessments respect and align with the cultural context of each family.

CSC employs bilingual staff, including a Clinical Operations Manager fluent in Spanish, to ensure Spanish-speaking families can fully participate in services, communicate their needs, and engage as equal partners in their child's intervention. Communication materials and services are available in multiple languages, and language access is treated as a fundamental component of equitable service delivery rather than an accommodation.

CSC provides no-cost services, eliminating financial barriers regardless of income or insurance status. We offer flexible scheduling, transportation assistance, and community-based service delivery to reduce logistical barriers. Staff and mentors work directly with families to identify and address root causes of absenteeism including housing instability, transportation gaps, food insecurity, and lack of access to health care, connecting families to community resources that address the compounding burdens disproportionately impacting marginalized communities. CSC also engages in proactive outreach to historically marginalized communities to increase awareness and connection to available support.

CSC collects comprehensive demographic and contextual data including race, ethnicity, language, income, housing status, special education eligibility, and adverse childhood experiences. Outcome and participation data are disaggregated by key demographic subgroups to identify disparities, monitor progress, and continuously refine strategies to promote equitable access and impact.

The voices and lived experiences of the students and families we serve inform our program design and continuous improvement. CSC partners with grassroots organizations, schools, and trusted community leaders to co-design services and actively seeks feedback from participants and stakeholders to ensure services remain relevant and responsive.

All staff, volunteers, and mentors receive ongoing training in cultural humility, implicit bias, trauma-informed care, and equity-centered approaches. Every team member completes a self-assessment of cultural responsiveness using the tool developed by Beaulieu et al. (2022). CSC conducts regular organizational assessments through surveys, open conversations, and reflection activities to evaluate culture and refine practices.

CSC prioritizes diversity in recruitment and retention, ensuring our team reflects the communities we serve and that diverse perspectives are embedded in organizational decision-making.

CSC engages in policy and systems-level advocacy to address structural inequities contributing to chronic absenteeism, amplifying the voices of those most affected and working alongside community partners toward sustainable, systemic change.

Budget Request Analysis

Analysis of Revenue Sources

CSC operates on a braided funding model combining government grants, private philanthropy, earned revenue, corporate sponsorships, and in-kind community contributions. Government funding supports direct service staff, facility, and insurance costs, while in-kind contributions offset direct service expenses. Private and earned revenue support programming, operations, and organizational capacity. Financial diversification has been a strategic priority for CSC, and the organization has continued to make measurable progress toward this goal.

Since 2022, CSC has steadily grown organizational capacity, referral volume, partnerships, and direct service reach. When federal and county funding fluctuations have presented challenges, CSC has absorbed revenue gaps through operational flexibility, accelerated fundraising, and community resource activation without disruption to services.

CSC was awarded $181,884 through AmeriCorps to operate SupportEd during the 2026–2027 school year. When AmeriCorps programs nationwide faced uncertainty last spring, CSC successfully restored 2025–2026 funding and secured the upcoming year's award, demonstrating organizational resilience and commitment to continuity of service.

Projected FY27 revenue includes private donations, fundraising events, consultation and training service sales, and corporate sponsorships, all which support staff and general operations. CSC grows donor engagement through its September Attendance Awareness campaign, targeted sponsorship initiatives, and ongoing community partnership efforts.

Potential FY27 revenue includes $150,000 from Douglas County, $10,000 from private foundations, $15,000 from Kansas Department of Corrections, and $50,000 in corporate sponsorships. CSC continues pursuing revenue opportunities to reduce reliance on any single funding source.

One of CSC's greatest financial strengths is its ability to convert community relationships into direct service capacity at exceptional value to funders. Since 2022, CSC has secured more than $220,000 in donated professional services, including legal, IT, and staff training, and over $29,000 in donated supplies such as educational materials, program resources, student incentives, and software. These contributions directly replace costs that would otherwise require hard dollar expenditures, effectively multiplying the impact of every invested dollar. CSC recruits, trains, and supervises community mentors who contribute thousands of hours annually of direct student support, behavior coaching, family engagement, and school-based intervention. Mentors receive structured onboarding, supervision, and case-specific guidance from experienced staff, ensuring service quality and fidelity to evidence-based practices. This strategy allows CSC to deliver an intensity of direct service that far exceeds what its budget alone would suggest.

County investment is directed exclusively toward direct service costs. Alongside federal AmeriCorps funding, county dollars jointly support frontline staff responsible for intake and assessment, intervention planning, mentor supervision, family engagement, school collaboration, and court-involved services. County funding also covers rent in the Human Services Building and program insurance. Rent payments are reinvested directly back into Douglas County, reflecting a mutually beneficial partnership.

County investment accelerates CSC's service depth, increases the number of students and families served, and sustains the highest levels of individualized intervention. Every county dollar is amplified by the in-kind contributions, donated professional services, and volunteer mentoring hours that CSC consistently mobilizes, making Douglas County's investment a high-leverage funding partnership in the community.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

The rolling fund balance reflects Douglas County's Fall 2022 supplemental funding. The delayed appearance in the fund balance was due to vendor setup timing and does not reflect any irregularity in the receipt or use of funds.

Changes in Grant Revenue: 2023 to 2024

The reduction in grant funding from 2023 to 2024 is primarily attributable to changes in AmeriCorps funding at the federal level, as AmeriCorps decreased its per-member funding allocation nationwide. Additionally, CSC did not reapply for two $5,000 mini-grants through the Kansas Volunteer Commission. One grant was discontinued entirely, and the other shifted its funding priorities to areas outside the scope of CSC's current services. These changes were outside of CSC's control and were addressed through diversified revenue strategies that maintained operational continuity.

Changes in Douglas County Funding: 2025 to 2026 and 2026 to 2027

The reduction in Douglas County funding across both periods reflects the County's decision to move CSC's $150,000 in base funding to the contingency pool. This decision was significantly influenced by an unlawful termination attempt of federal AmeriCorps funding in Spring 2025, which created uncertainty for AmeriCorps programs nationwide and coincided directly with Douglas County's 2025 budget hearings. The timing of this federal disruption created an incomplete picture of CSC's financial stability at a critical decision-making moment.

We are pleased to report that CSC never lost AmeriCorps funding. CSC successfully restored 100% of remaining 2024–2025 funding, secured 100% of 2025–2026 AmeriCorps funding, and secured $181,884 for the 2026–2027 school year. Services to Douglas County students, families, and schools were never interrupted. CSC maintained full operations throughout this period through proactive financial

management, operational flexibility, and its diversified funding structure, demonstrating the organizational resilience and fiscal responsibility that define CSC's approach to stewardship of public resources. Our Board has prioritized financial diversification as a strategic imperative, and CSC has made meaningful, measurable progress in strengthening long-term sustainability.

Analysis of expenditure changes

Professional Fees

The increase in professional fees reflects a growth in contributed services, not an increase in organizational spending. These fees represent donated professional services secured through community and university partnerships, including legal support, technology, and staff training, and are offset by corresponding in-kind revenue. This increase reflects CSC's continued success in leveraging community resources to expand service capacity and maximize the impact of every invested dollar.

Rent

The increase in rent reflects a standard 2% annual adjustment for CSC's office space in the Douglas County Human Services Building. This adjustment is consistent with the terms of CSC's facility agreement and represents a modest, predictable cost increase. As noted previously, because CSC is housed in a county-owned facility, rent payments are reinvested directly back into Douglas County, reflecting a mutually beneficial partnership.

Insurance

The increase in insurance costs reflects CSC's decision to raise its general liability and professional liability coverage limits to $3 million, as required under the County's service agreement. This adjustment strengthens CSC's risk management posture and ensures full compliance with county partnership requirements, protecting both the organization and the community it serves.

2027 Expenditure Changes

Projected expenditure changes in 2027 are primarily driven by decreases in salaries and benefits, reflecting staffing adjustments

anticipated for the upcoming program year. CSC continues to monitor and manage expenditures carefully to ensure responsible stewardship of all public and private funding sources.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Center for Supportive Communities Inc**	**$ 150,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County

Center for Supportive Communities (CSC) respectfully requests reinstatement of $150,000 in Douglas County community partner funding to sustain SupportEd, Douglas County's longest-standing school attendance intervention program. CSC received this funding in 2023, 2024, and 2025, and requests reinstatement to continue serving K-8 students facing chronic absenteeism and truancy in Douglas County. This is not a new investment. It is a request to restore proven, cost-effective programming that has delivered measurable results for Douglas County children, families, schools, and taxpayers for nearly 50 years.

SupportEd's functional behavior assessment results reveal a striking and important pattern: the families we serve are not without support. Many are already receiving food assistance, housing support, healthcare, case management, utility assistance, and individual therapy; yet chronic absenteeism persists. This is not a failure of existing services; It is evidence that chronic absenteeism is a distinct, complex problem that requires its own targeted, specialized response. Existing community resources address material needs but cannot replicate the individualized, relationship-based, behaviorally grounded intervention that SupportEd provides. Our assessment data show that the top functions driving absence include avoiding something or someone at school, accessing preferred activities outside of school, and navigating practical barriers such as illness, transportation, and family caregiving. Contributing factors span sleep problems, disconnection from school, previous negative school experiences, mental health conditions, housing instability, family transitions, and peer influence. No other existing service addresses this constellation of needs that SupportEd does.

Founded in 1977, SupportEd has spent nearly five decades refining an evidence-based model that works. The results speak for themselves. In 2025–2026, 87% of students improved overall school attendance, 77% reduced unexcused absences by 50%, 62% graduated the program with zero unexcused absences, and 93% improved mental health ratings. Satisfaction scores reached 93% among students, 100% among parents, and 93% among schools. These results reflect a consistent pattern of outcomes sustained across five decades of service, 272 functional behavior assessments conducted this year alone, and more than 300 students who have improved their attendance since 2022.

County funding is directed exclusively toward direct service costs: three full-time staff positions responsible for intake and assessment, intervention planning, mentor supervision, family engagement, school collaboration, and court-involved services, as well as rent in the Douglas County Human Services Building and program insurance. Because CSC is housed in a county-owned facility, rent payments are

reinvested directly back into Douglas County, making this partnership mutually beneficial at every level. County dollars work in direct partnership with $181,884 in federal AmeriCorps funding, more than $220,000 in donated professional services, $29,000 in donated supplies, and thousands of volunteer mentoring hours mobilized annually. Every $150,000 in county investment is amplified into a comprehensive, multi-layered service model that no single funding source could sustain alone.

Impact if supplemental request is not funded

SupportEd is one of the only evidence-based diversion and community alternative options available to the DA's Office and District Court for truancy-involved K-8 students. Chronic absenteeism is among the strongest predictors of juvenile justice involvement, substance misuse, mental health crises, homelessness, and long-term poverty. The cost of juvenile justice involvement, lost productivity, and long-term public assistance far exceeds the cost of early, upstream intervention. Reinvesting $150,000 in SupportEd is not simply a funding decision. It is a statement that Douglas County is committed to giving every child the opportunity to succeed, and that proven, data-driven, community-rooted programming deserves sustained public support.

CSC welcomes thoughtful community dialogue about how Douglas County can most effectively and responsibly address truancy and chronic absenteeism. We share the County's commitment to ensuring that every public dollar produces meaningful, measurable results for students, families, and the broader community. In that spirit, we offer the following considerations as commissioners evaluate the path forward.

Effective truancy intervention requires more than procedural response. Nearly five decades of outcome data, grounded in behavioral science and developmental research, demonstrate that sustainable attendance improvement depends on individualized, relationship-based support that addresses the root causes of absenteeism. SupportEd's model was built on this foundation and has been continuously refined to reflect both research and the lived realities of Douglas County families.

Our functional behavior assessment data tell an important story. The families we serve are not without community support. Many are already receiving food assistance, housing support, healthcare, case management, and utility assistance, yet chronic absenteeism persists. It is a gap in the specialized, sustained, behaviorally grounded intervention that only a program like SupportEd is designed to provide. Existing community services are valuable and necessary, but they were not designed to address the behavioral, relational, and school-based barriers that keep K-8 students from attending school. SupportEd fills that gap.

The mentoring component of SupportEd is particularly critical and difficult to replicate. Consistent, trusting relationships with prosocial

adults are among the most powerful protective factors in youth development. Our 30-plus trained mentors contribute thousands of hours annually of direct student support, and our outcome data reflect the impact of those relationships: 87% of students improved overall attendance, 93% improved mental health ratings, and satisfaction scores reached 100% in 2025–2026. These results are the product of a carefully designed, rigorously implemented model built around the power of human connection.

We also recognize that fiscal responsibility is paramount. Every dollar invested in SupportEd is directed exclusively toward direct service costs and is amplified by $181,884 in federal AmeriCorps funding, more than $220,000 in donated professional services, $29,000 in donated supplies, and thousands of volunteer mentoring hours. The cost of early, upstream intervention is a fraction of the long-term costs associated with juvenile justice involvement, academic failure, and lost workforce productivity. Douglas County's $150,000 investment generates a return that extends far beyond what any single line item can capture.

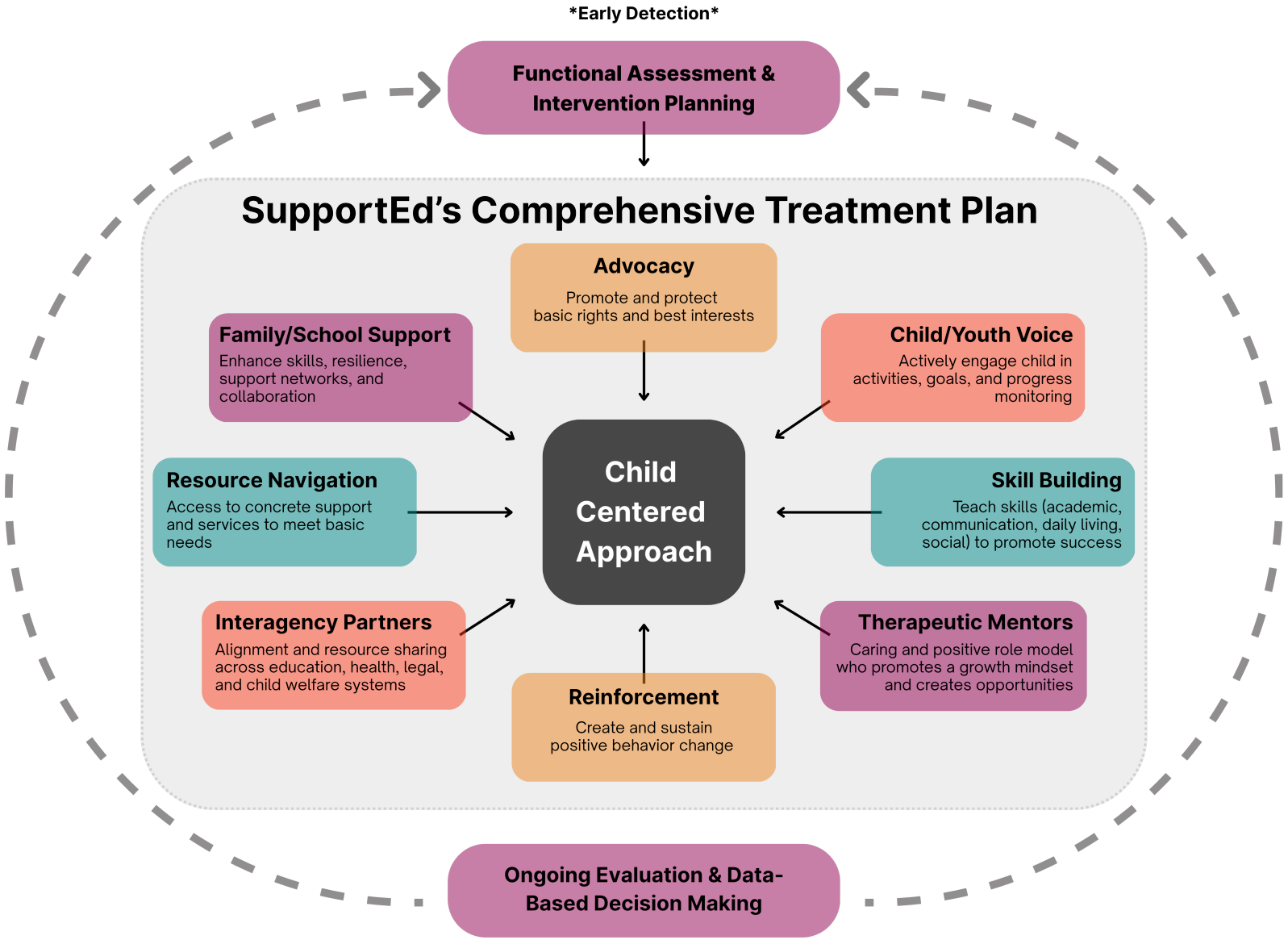
CSC is proud to be a community partner. We remain committed to collaboration, transparency, and continuous improvement. We are confident that the evidence, outcomes, and community relationships that define SupportEd make a compelling case for reinvestment, and we look forward to continuing this important work alongside Douglas County for the students and families who need it most.

Supplemental Request for Additional Funding (2)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**Center for Supportive Communities Inc**	**$ 100,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**
Purpose of additional revenue from County		
We recognize that Douglas County is actively evaluating the most effective, collaborative, and sustainable approach to truancy intervention services. This supplemental request of $100,000 is intended to strengthen and complement existing county efforts by leveraging CSC's established community partnerships, trained mentoring infrastructure, longstanding collaboration with schools, the District Attorney's Office, District Court, Criminal Justice Services, and a proven evidence-based model with nearly 50 years of documented success in Douglas County. CSC values the important work already occurring across Douglas County to support high school students and families. This request is intended to expand coordination, strengthen continuity of care, and increase access to relationship-based supports for high school students experiencing chronic absenteeism and truancy. CSC believes there is significant opportunity to further align community-based intervention efforts in ways that reduce fragmentation, maximize shared resources, and strengthen support for students, families, and schools. CSC's long-term goal is to support a coordinated K–12 continuum of truancy and absenteeism intervention services that meets students and families wherever they are in their educational journey. Importantly, SupportEd is not new to high school intervention. The program was originally founded in 1977 to support high school students, and CSC currently serves high school students within existing caseloads. CSC has cultivated strong working relationships with Douglas County high schools and is well-positioned to thoughtfully expand services to more fully support the needs of high school students, families, and schools. The infrastructure, partnerships, and operational foundation necessary for meaningful and immediate impact are already in place. Supplemental funding would support two additional full-time clinical specialists, including benefits, program supplies, and operational support costs. These positions would provide intake and assessment, individualized intervention planning, direct student and family support, school collaboration, mentor supervision, and cross-system coordination. Staff would also support mentor recruitment, training, and oversight to ensure high school students receive the same depth, consistency, relationship-based support, and fidelity to evidence-based practices that have defined SupportEd's model for nearly five decades. This supplemental investment would also allow CSC to leverage substantial additional resources, including AmeriCorps infrastructure, trained mentors, university partnerships, volunteers, donated professional services, and community support. As a result, county funding would support not only direct staffing, but also significantly expand service capacity, school engagement, behavioral support, family connection, and individualized intervention services for Douglas County high school students and families. CSC remains committed to collaborative partnership, responsible fiscal stewardship, and coordinated community-based solutions that keep students connected to school, families connected to support, and schools connected to effective intervention resources.		
Impact if supplemental request is not funded		

Without supplemental funding, Douglas County may face gaps in coordinated truancy intervention across grade levels. Students who have received relationship-based support through SupportEd in elementary and middle school may experience a disruption in continuity of care upon transitioning to high school, increasing the risk of disengagement during a critical stage of adolescent development. For students who have already faced significant barriers to attendance, this gap in support is not simply inconvenient. It can be the difference between staying connected to school and disengaging entirely. A coordinated K-12 approach helps ensure consistent relationships, aligned intervention strategies, shared communication, and smoother transitions across systems and grade levels. When students, families, and schools experience continuity in their support relationships, trust is maintained, progress is preserved, and the compounding effects of repeated system transitions are minimized. Expanding SupportEd services would strengthen this continuity while reducing the likelihood of students slipping through gaps in support during key educational and developmental transitions. High school represents a particularly critical intervention point. Students who are chronically absent in high school face dramatically elevated risks of dropout, juvenile justice involvement, substance use, and long-term economic hardship. Early, relationship-based intervention at this stage is significantly more effective and less costly than responding after disengagement has taken hold. A coordinated K-12 model allows CSC to identify and serve students earlier, respond more rapidly when warning signs emerge, and maintain the cross-system communication with schools, families, the DA's Office, and the District Court that makes timely, effective intervention possible. Expanding SupportEd to high school also strengthens Douglas County's overall continuum of care by ensuring that evidence-based, prevention-oriented intervention is available at every grade level. Rather than relying on a patchwork of disconnected services, a unified K-12 model creates a coherent, community-wide response to truancy that is coordinated, cost-effective, and grounded in nearly 50 years of proven practice. This approach would help ensure that every Douglas County student, regardless of grade level, has access to timely, individualized, and relationship-based support throughout their educational journey and beyond.

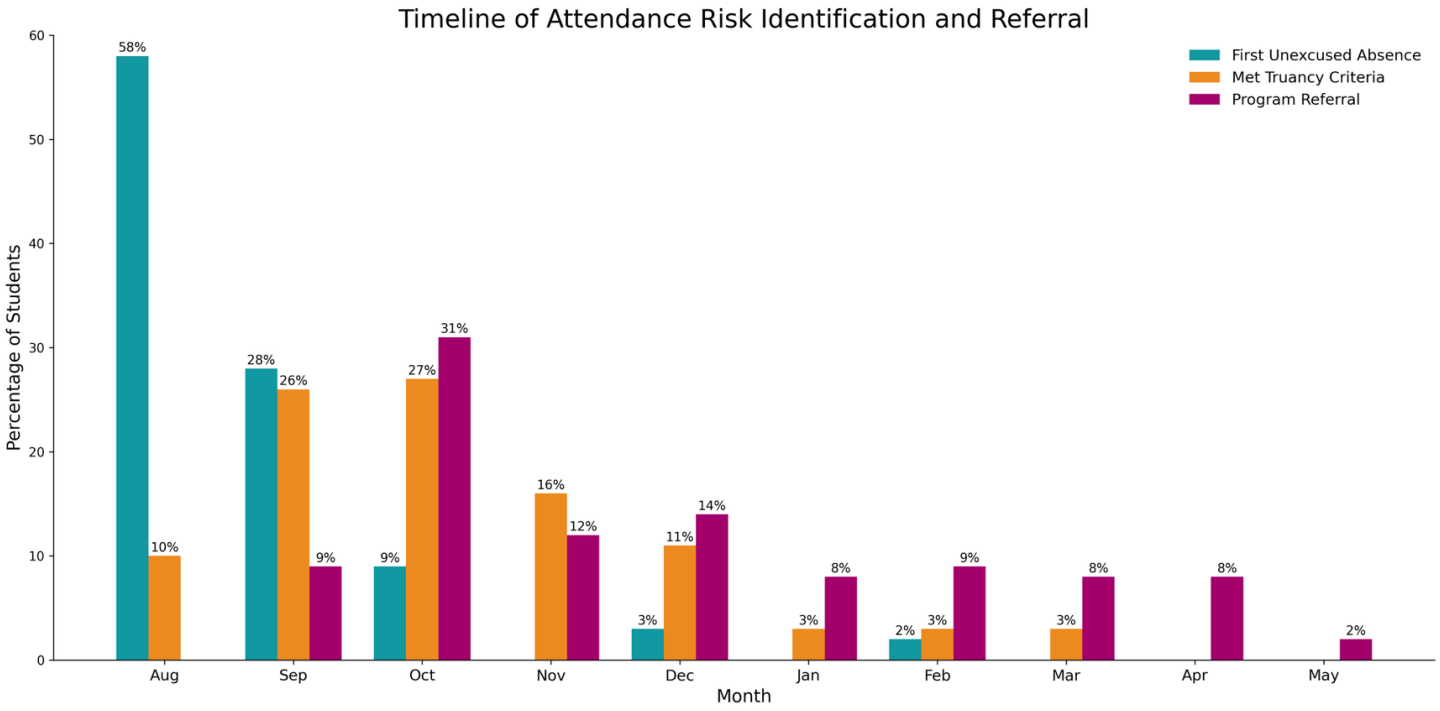


SupportEd's comprehensive model is the result of nearly 50 years of research and practice developed in close collaboration with students, families, schools, and community partners. CSC's coordinated approach reflects a core understanding that sustainable attendance improvement requires addressing the full range of behavioral, relational, and systemic factors that keep students from school.

Center for Supportive Communities' FY27 Budget Request Supplemental Data

Descriptive Analysis of Pre-Program Absences

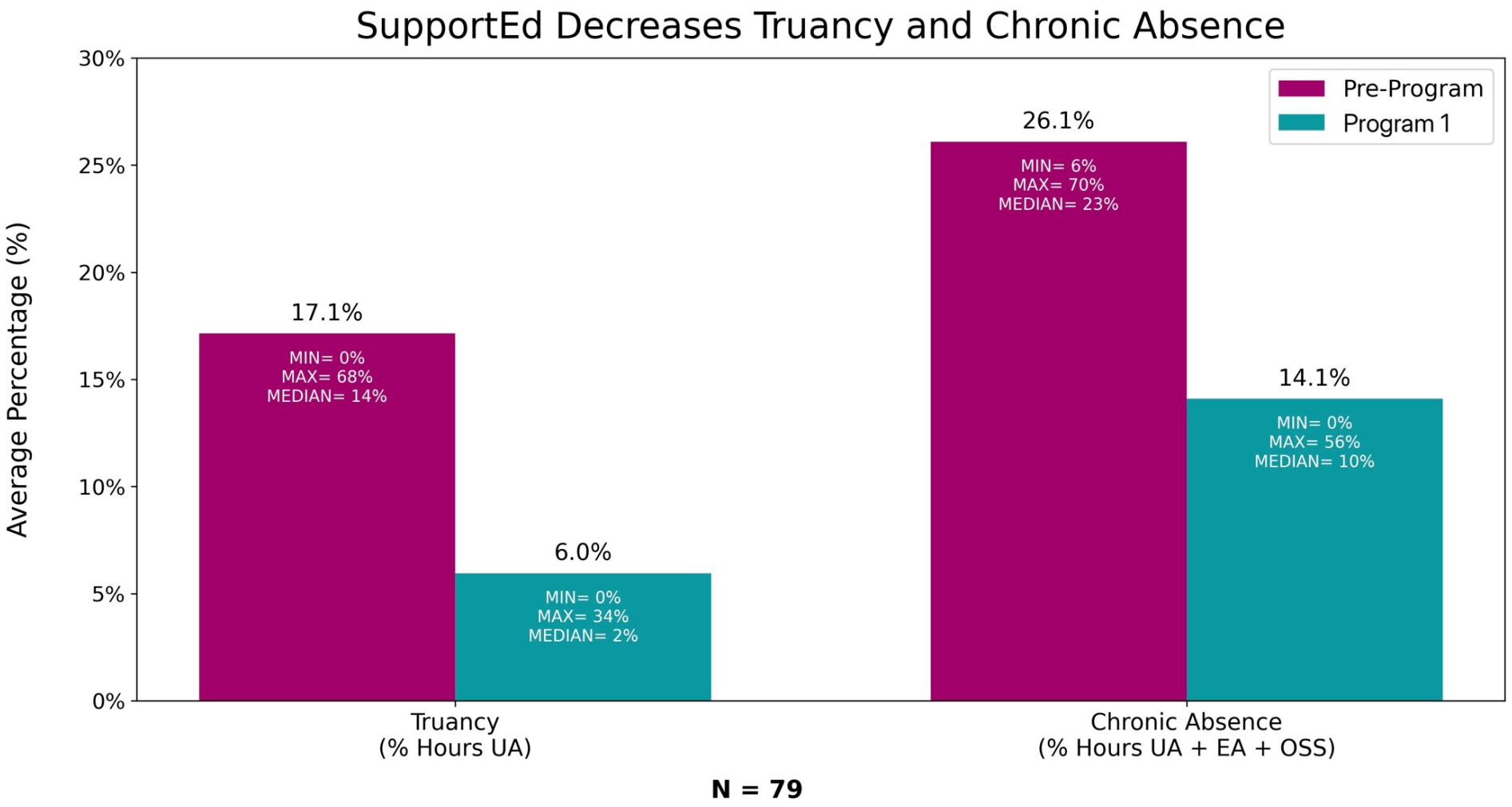
	Pre-Program Unexcused (%)				Pre-Program Unexcused, Excused, Suspensions (%)			
	Average	***Median***	***Max***	***Min***	***Average***	***Median***	***Max***	***Min***
2023-2024	103.3 (18%)	76.75 (14%)	370 (56%)	4 (1%)	174.6 (30%)	154 (27%)	480 (64%)	48.5 (11%)
2024-2025	125.6 (21%)	94.25 (17%)	344 (76%)	23 (4%)	194.7 (32%)	183.5 (30%)	436 (81%)	67.5 (11%)
2025-2026	120.8 (22.3%)	94.8 (19%)	344 (76%)	33.5 (5.7%)	173.2 (30.2%)	161.3 (26%)	365 (76%)	56.5 (11%)



Number of New Student Referrals Received by SupportEd Across Months

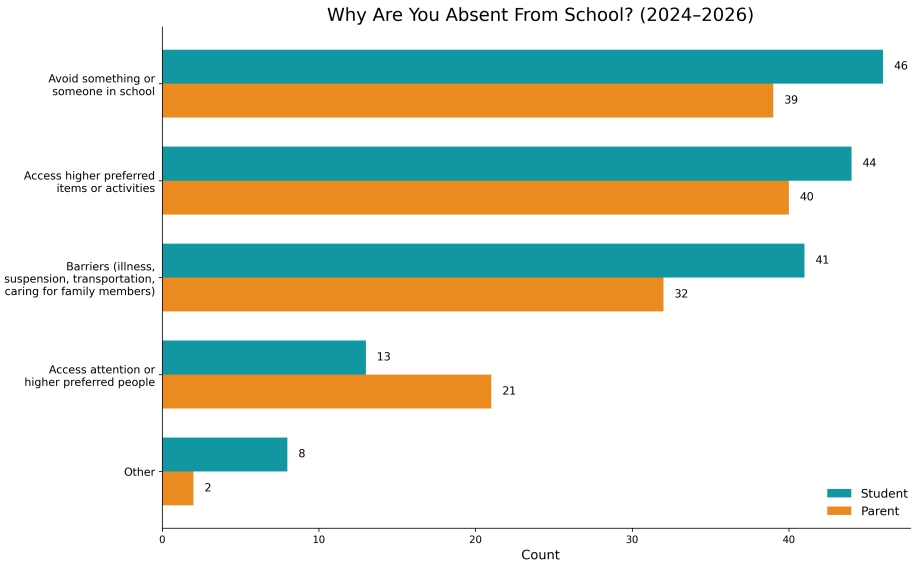
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	TOTAL
2021-2022	0	2	4	2	1	6	16	8	7	3	**49**
2022-2023	4	2	4	11	7	5	3	4	5	0	**45**
2023-2024	0	11	15	16	31	19	25	29	29	14	**189**
2024-2025	0	14	13	12	24	21	31	21	34	8	**178**
2025-2026	0	8	23	9	29	8	27	31	14	7	**156**
Average	**1**	**7**	**12**	**10**	**18**	**12**	**20**	**19**	**18**	**6**	**123**

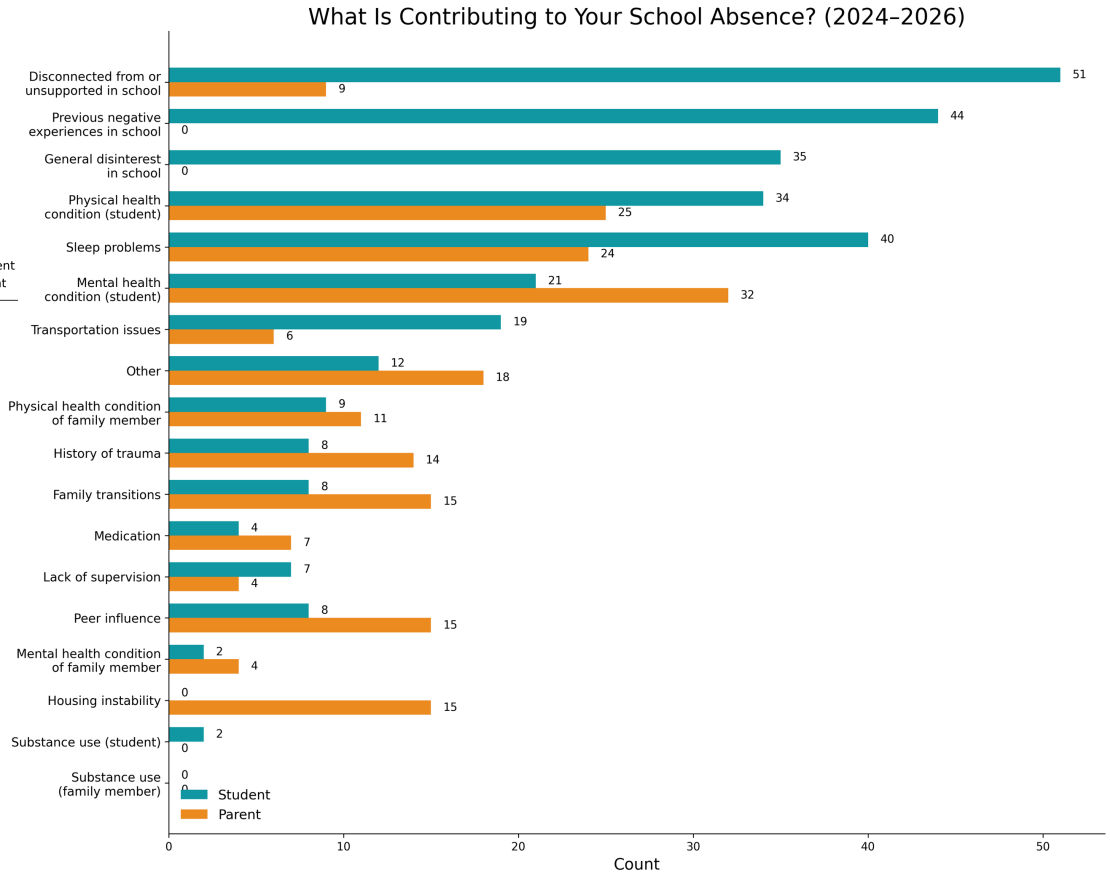
Note. The MOU established in 2023-2024 increased K-8 referrals by 320%, with referrals becoming more evenly distributed and stronger in the fall months, reflecting the success of cross-system partnerships in connecting students to support.

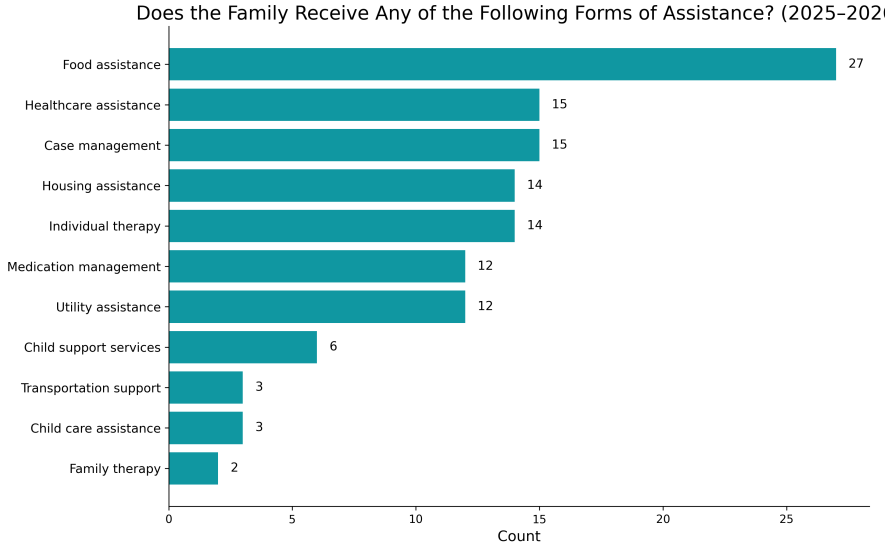


Note. One 8-week program effectively reduced both truancy (unexcused absences) and chronic absence (unexcused, excused, and suspensions) for the 79 students served in 2025-2026. Because SupportEd is designed to address the full range of barriers driving all categories of absence, it is uniquely positioned to advance the chronic absenteeism and truancy reduction targets outlined in the Douglas County Community Health Improvement Plan, making it a high-impact investment for both individual students and the broader community.

Center for Supportive Communities' FY27 Budget Request Supplemental Data

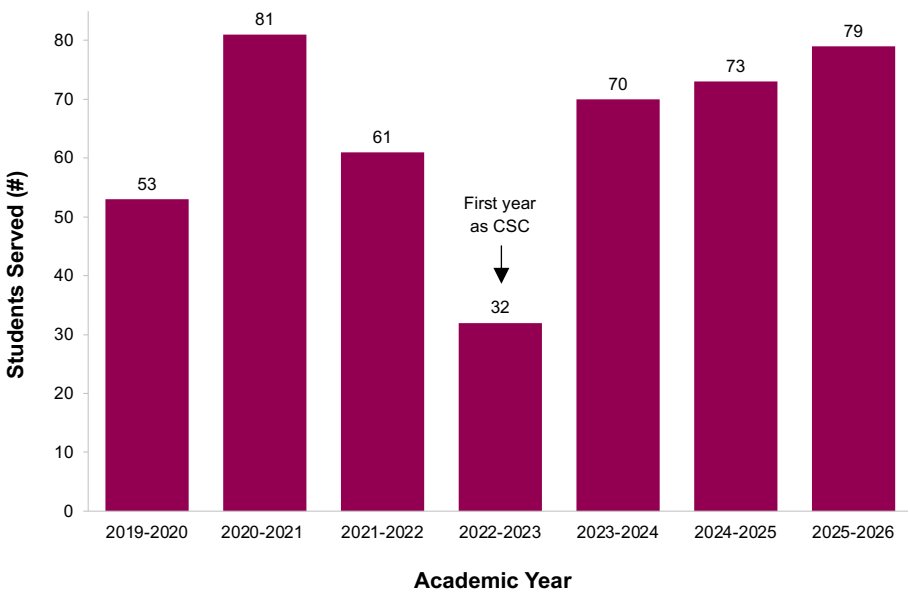




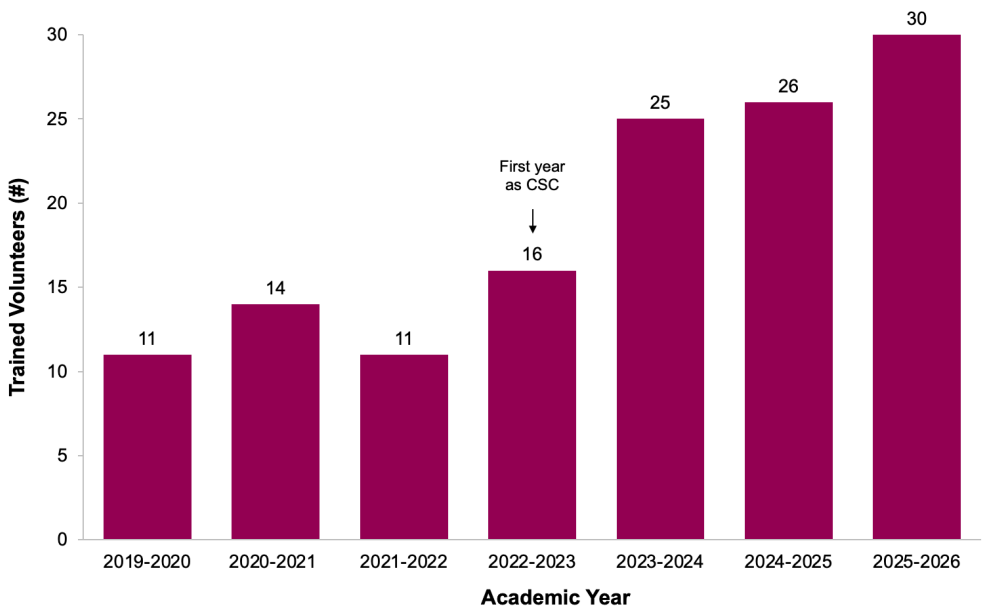


Center for Supportive Communities' FY27 Budget Request Supplemental Data

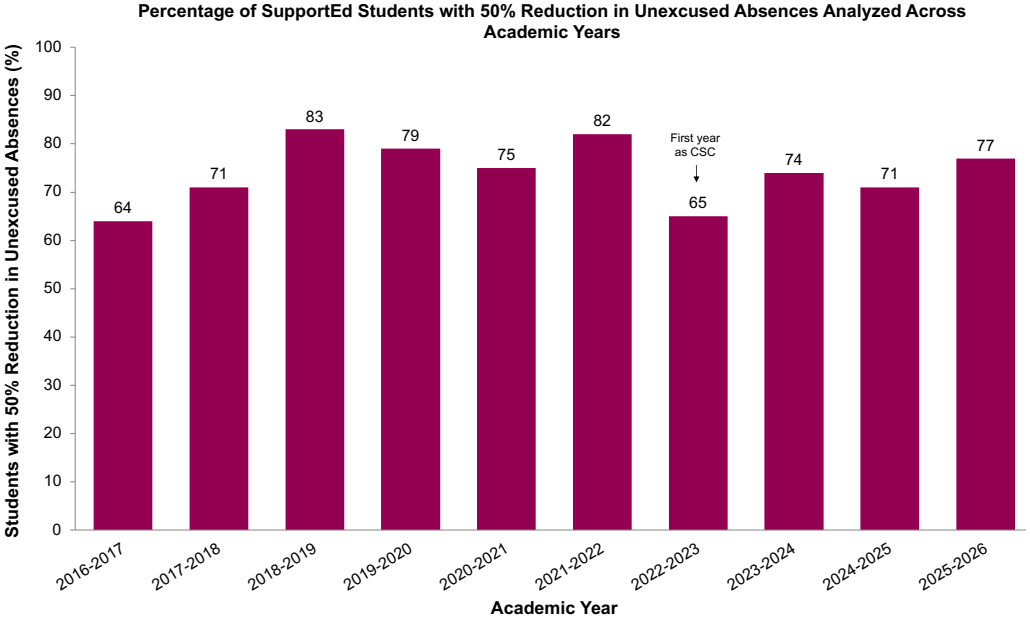
Number of SupportEd Students Served Across Academic Years



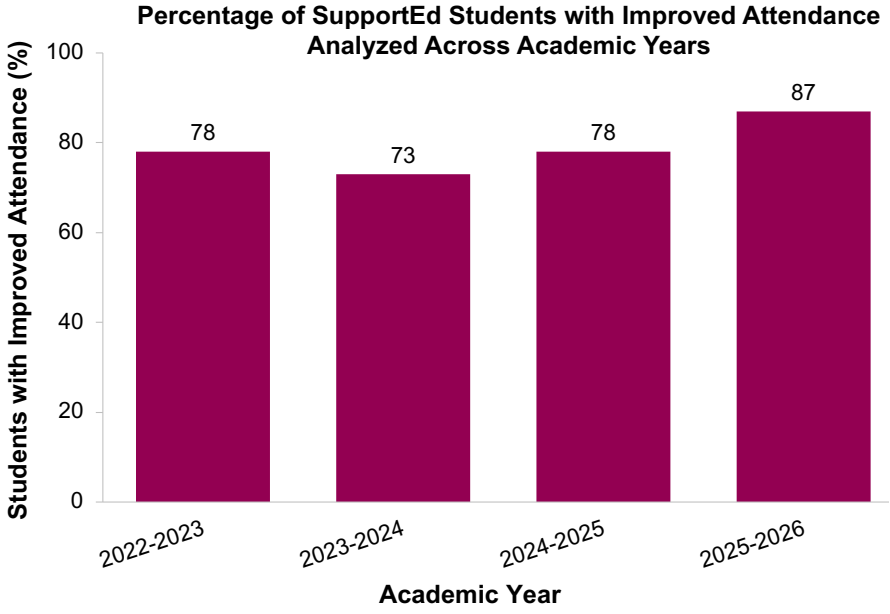
Number of SupportEd Volunteers Across Academic Years



Percentage of SupportEd Students with 50% Reduction in Unexcused Absences Analyzed Across Academic Years



Percentage of SupportEd Students with Improved Attendance Analyzed Across Academic Years



2027 Budget Request Detail

calculated fields

Community Partner	HeadQuarters Kansas Inc.					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	1,021,367	1,165,872	740,842	-30,834	-30,834	67,706
Douglas County	263,437	0	0	300,000	300,000	
City of Lawrence	0	0	0	0	0	0
United Way	112	2,043	1,835	0	0	0
Grants	3,625,952	3,392,919	3,322,411	3,685,670	3,467,835	3,320,215
Fundraisers	5,100	10,000	0	0	0	0
Contributions	288,737	185,595	121,220	190,000	191,500	100,000
Other	54,131	52,375	2,969	0	0	90,000
Other	0	0	0	0	0	0
Interest	21,757	30,953	9,715	0	0	0
Total Revenues	4,259,227	3,673,885	3,458,151	4,175,670	3,959,335	3,510,215
Total Revenues and Fund Balance	5,280,594	4,839,757	4,198,993	4,144,836	3,928,501	3,577,921
Expenditures:						
Salaries	2,617,027	2,480,055	2,362,543	2,291,175	2,188,291	2,257,187
Employee Benefits	253,592	275,408	244,160	219,351	218,703	211,922
Health Insurance	10,876	113,771	167,600	177,808	186,128	171,800
Supplies	198,755	158,310	123,986	61,476	40,157	18,300
Utilitites, Building Maint.	261,140	221,585	200,769	215,672	227,327	149,447
Travel & Training	61,015	75,086	28,413	30,962	18,191	10,512
Office Equipment	74,338	1,956	159	40,626	34,753	28,127
Debt Payments	0	0	0	0	0	0
Other	637,978	772,744	1,102,196	894,569	947,245	619,910
Other	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Expenditures	4,114,721	4,098,915	4,229,826	3,931,638	3,860,795	3,467,205
Ending Fund Balance 12/31/xx	1,165,872	740,842	-30,834	213,198	67,706	110,716

Community Partner	**HeadQuarters Kansas**	**Contact Name**	**Dan Watkins**
2027 Request Amount	**$ 0**	**Phone Number**	**785-843-0181**
Total Partner Budget	**$ 3,467,205**	**Email**	**danwatkins@danwatkinslaw.com**
Unrestricted Fund Balance	**$ 67,706**	**Website**	**https://hqkansas.org/**

Community Partner Summary

Community Partner Overview
HeadQuarters Kansas (HQ) is a 501(c)3 non-profit which coordinates with community partners to provide crisis and suicide counseling services, training, advocacy and awareness initiatives. HQ works collaboratively with the Douglas County Crisis Response Coalition (DCCRC) and Crisis Systems Operations Team (CSOT) and provides: a timely option for those experiencing mental health crisis or emotional distress; an entry point into behavior health services; and a safe environment for individuals to find the connections they need to live healthy, hopeful and resilient lives. HQ has been providing crisis service to Douglas County residents for over 50 years. Of the 102 Kansas Counties HQ serves, Douglas County callers constitute the 2nd highest volume. HQ's current staff of approximately 27 full-time and 30 part-time employees connects with Douglas Countians through 01. Transitioning calls to the longstanding local phone line (785-841-2345) which prompts callers to press 2 to be connected to 988 crisis line counselors serving residents in moments of need. 02. Awareness campaigns to inform, raise awareness and encourage usage of the 988 Lifeline. 03. Participation with CSOT, DCCRC and Suicide Review Board.
Service Overview

HQ's Douglas County Crisis Line (785-841-2345) transitioned to HQ's 988 lines and now prompts callers to "Press 2" to talk to a crisis counselor. HQ also answers callers to Bert Nash seeking crisis counseling or the Treatment and Recovery Center. HQ's 988 Suicide Prevention Lifeline answers calls from help seekers in 102 Kansas counties, including Douglas County, (which has the second highest volume of those calls). HQ's counselors provide screening, assessment, crisis counseling, referrals to mental health and/or substance use services, and access to suicide prevention pathways. HQ's services follow National Guidelines for Behavioral Health Crisis Care. Core service delivery components include real-time crisis care, immediate access to crisis support that includes assessment for risk and triage for accessing other crisis care options, including referral to and dispatch of the Bert Nash Mobile Response Team through the Douglas County Emergency Communications Center. In 2026 through April, HQ answered over 8,000 calls to its 988 lines (which includes calls transferred from the local crisis line.

HQ works with the ECC, Bert Nash and others in the County's Behavioral Health Crisis Response Coalition to improve diversion from 911, Law Enforcement/ EMS, and the LMH Emergency Department by offering accessible alternatives designed to respond to behavioral health and suicide crises. The relationships fostered among HQ, Bert Nash and its Mobile Response Team (MRT), LDCFM, Douglas County Emergency Communications, LMH, law enforcement and other community agencies aims to enhance efficient and effective service delivery. Specifically, HQ resources are utilized to support a system that connects individuals to mental health and human service providers through warm hand-offs and hands-on care coordination. In practice, this can entail contacting providers with the caller, referral to the MRT, coordinating transportation, providing structured follow-up contacts, and linking individuals to the Treatment Recovery Center (TRC).

Equity

What is your organization doing to advance equity?
HeadQuarters Kansas (HQ) is committed to advancing equity, in its culture, governance, and operations. HQ's governance and personnel policies reflect these values.
Have you employed strategies to mitigate equity considerations? Please list those below.
The organization is an equal opportunity employer. The organization provides opportunities for staff in all areas to provide feedback and share ideas in a safe and transparent environment. HeadQuarters Kansas (HQ) has defined Equity as: The value of "meeting people where they're at" in practice; consider individual circumstances when making decisions that impact the organization as a whole; and provide individualized support that empowers staff to be their best personal and professional selves. HQ also reviews and updates policies annually as the organization adapts and its culture progresses.

Budget Request Analysis

Analysis of Revenue Sources

HeadQuarters Kansas (HQ) funding currently comes primarily through a state-funded 988 Crisis Line grant from the Kansas Department of Aging and Disability Services (KDADS). HQ recently received approval from the Douglas County Commission for $300,000 in 2026 solvency assistance funding to address budget and cash flow issues. HQ also receives some contributions from individuals and community organizations. For State Fiscal Year 2026 (July '25-June '26) the KDADS 988 grants total $3.685M. For SFY 2027, (July '26-June '27) KDADS has approved $3.25M for HQ's 988 Crisis Line grant. The 2027 budget request reflects a $3.457M 988 grant from KDADS, the mid-point between the SFY'26 budget allocation and the preliminary SFY'27 budget allocation. KDADS 988 Crisis Line funding for HQ in calendar year 2026 of $3.685M is close to 90% of its $4.175M projected revenues.

HQ's projected revenues for 2026 significantly increased from its 2024 and 2025 total revenues of $3.675M in 2024 and $3.46M in 2025 when HQ experienced significant shortfalls in revenue in relation to its total expenditures, depleting its reserves.

HQ answered 9,829 calls 24/7/365 on the local crisis line (785-841-2345) in 2024 and nearly 1,000 calls/month on the local crisis line in 2025 before transitioning local line calls to 988 beginning January 1, 2026.

Analysis of beginning & ending fund balances and dedicated or restricted cash reserves

HQ's Unrestricted Fund Balance at the start of 2026 was close to $0. Its books reflected -$30,834 balance. HQ's cost of operations to staff 24/7/365 crisis line coverage has remained close to $4M annually from 2023-2026 but is projected at but is projected to decrease to $3.47M in 2027. The budget decrease for 2027 reflects costs to HQ's outreach staff due to reduced 988 funding from KDADS.

HQ collaborates with Douglas County's Crisis Response Coalition and is an active participant in the County's Crisis System Operations Coalition and the Suicide Review Board. That work and answering crisis calls from Douglas County residents comprises a meaningful portion of HQ's overall efforts. Over the past two years, HQ has: overhauled its financial systems and procedures; substantially enhanced its crisis counseling Staff; and established constructive, collaborative participation with Douglas County's Crisis Response Coalition.

For 2027, HQ's Supplemental request is $180,000, which would comprise 5% of HQ's projected $3.467M 2027 budget.

Analysis of expenditure changes

Since July 11, 2024, Dan Watkins has served as HQ's statutory custodian appointed by the Douglas County District Court.

HQ hired Forvis Mazars, a national accounting firm, to undertake the development and implementation of appropriate internal controls; financial policies and procedures designed to ensure compliance with laws, regulations, contracts and grant agreements; and the presentation of timely financial statements and grant reimbursement requests that accurately and completely reflect HQ's finances.

HQ has now completed audits for 2022, 2023, 2024 and 2025. The 2025 audit reflects that deficiencies identified in prior audits have been mostly all corrected. HQ has provided those audits to Douglas County.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**HeadQuarters Kansas**	**$ 180,000**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

HeadQuarters Kansas (HQ) requests $180,000 in Supplemental funding in the County's 2027 budget to assist HQ in funding its projected 2027 budget and continue its active collaboration with the Douglas County Crisis Response Coalition (DCCRC), the Crisis Systems Operations Team (CSOT) and Suicide Review Board. While HQ funding was not included in the County's 2024-2026 regular budgets, the Board's March 25, 2026 approval of $300,000 in Solvency Assistance funding is providing critical relief to HQ in working through its 2026 cash flow challenges.

HQ's initial 2027 budget request to Douglas County in early April was made anticipating that HQ's SFY '27 KDADS 988 funding would be similar to the level of its ultimate SFY '26 988 funding of $3.7M. But HQ's SFY '27 988 allocation from KDADS is only $3.25M, over $400,000 less than HQ's ultimate SFY '26 988 allocation. As a result, HQ is projected to receive about $220,000 less in 2026 in 988 funding from KDADS than projected ($3.467M vs $3.685M). This shrinks HQ's projected fund balance ending at 12/31/26 from $214,000 initially projected to $67,700.

The SFY '27 988 allocation from KDADS and resulting updated projections necessitated an organizational adjustment at HQ. The adjustment eliminated a number of outreach and other positions effective June 27, 2026 and fully outsources some administrative functions (HR, Financial/Accounting, IT).

In 2027, HQ's updated Budget Request Detail spreadsheet now projects $3.5M in total revenue in 2027. Projected expenditures for calendar year 2027 have also been reduced from a little over $4M to $3.5M, with a projected ending fund balance at 12/31/27 of $110,000. The 2027 projections in the Budget Request Detail in this updated request do not include HQ's $180,000 Supplemental funding request.

Impact if supplemental request is not funded

The changed 2026 and 2027 funding projections, in addition to necessitating the July 1, 2026 organizational adjustments, also mean HQ will continue to experience very tight cash flow challenges illustrated by the projected year-end fund balances which are both less than the amount of projected biweekly payroll. Supplemental Funding of $180,000 in 2027 would provide very needed, monthly cash flow relief, similar to (but less than) the $300,000 lifeline the County is providing HQ in 2026.

HQ provides a key link in the County's crisis services continuum by counseling Douglas County residents experiencing behavioral health crisis through its 988 line and collaborating with CSOT members to deliver the right care in the right place at the right time. HQ's involvement with Douglas County and its extensive crisis operations team far exceeds its activities in any other Kansas jurisdiction. This involvement has historical roots, as well as current recognition of HQ's ability in assisting the County's crisis response system be effective and efficient. While HQ handles 988 calls from 102 Kansas Counties (all but Johnson, Wyandotte and Sedgwick), calls from Douglas County comprise the 2nd highest volume of HQ's crisis line calls.

Additional background:

KDADS is conducting a cost study that could affect funding in 2027 for the five organizations currently receiving 9 88 funds. The study will not be finalized until later this year. HQ currently handles 50% of 988 calls to the five 988 centers and over 70% of the 988 texts/chats but receives about 1/3 of the $10M 988 state general fund moneys for the program.

HQ anticipates hiring an Executive Director and Director of Operations in the coming months and forming a new Board of Directors. This should add stability to HQ's operations.

2027 Budget Request Detail

calculated fields

Community Partner	Lawrence Corps					
	2023 Actuals	2024 Actuals	2025 Actuals	2026 Adopted Budget	2026 Current Estimates	2027 Budget Request
Revenues:						
Unrestricted Fund Balance 1/1/xx	-170,450	-287,977	-343,073	-498,605	-498,605	-560,616
Douglas County	0	0	0	0	0	
City of Lawrence	0	0	0	0	0	
United Way	1,669	2,956	2,128	0	0	
Grants	0	5,000	0	0	0	
Fundraisers	3,286	3,831	0	0	0	
Contributions	263,288	328,365	298,879	379,400	239,819	
Associated Organizations	207,997	254,124	76,038	168,462	4,200	
Donations in Kind	21,674	85,924	62,473	45,000	308,135	
World Services	784	551	135	750	105	
Interest	1,107	2,973	1,834	2,000	1,432	
Sundry			15	0	226	
Program Service Fees	218	370	-11	0	50	
Rental Income	82,363	48,538	0	0	0	
Women's Ministry Dues	542	255	0	0	0	
Insurance Reimbursement	0	690	0	0	0	
Total Revenues	582,929	733,576	441,491	595,612	553,967	0
Total Revenues and Fund Balance	412,479	445,599	98,418	97,007	55,362	-560,616
Expenditures:						
Salaries	156,151	145,083	144,117	166,766	99,643	
Officer Allowance	48,546	52,475	50,961	62,328	43,200	
Health Insurance	43,455	46,197	48,927	77,632	23,705	
Employee Benefits	42,384	47,440	18,079	26,222	12,349	
Payroll Taxes	12,660	12,113	12,236	15,422	8,866	
Professional Fees & Expenses	45,604	116,750	43,660	29,964	21,222	
Supplies	18,133	17,786	14,680	12,600	4,061	
Telephone & Internet	3,000	2,241	1,987	2,200	950	
Postage & Shipping	11,577	9,997	12,641	200	8,245	
Occupancy	97,141	71,802	56,901	59,192	32,871	
Furniture & Equipment	12,670	6,566	5,978	2,750	326	
Printed Materials	28,406	26,513	27,788	42,443	14,936	
Transportation	25,617	38,900	18,897	19,066	9,206	
Conference	2,039	1,500	5,437	800	928	
Financial Assistance	91,664	112,265	79,356	86,313	312,457	
Dues	610	1,058	654	1,000	0	
Awards & Grants	0	0	7,300	840	350	
Interest Expense	0	0	50	0	95	
Sundry	1,343	1,908	1,653	480	493	
World Services	15,469	16,208	12,448	16,979	7,075	
Appropriation to Other Funds		0	0	0	0	
Misc Expenses	1,750	2,693	0	0	0	
Support Service	42,237	59,179	33,273	44,467	15,000	
Total Expenditures	700,456	788,672	597,023	667,664	615,978	0
Ending Fund Balance 12/31/xx	-287,977	-343,073	-498,605	-570,657	-560,616	-560,616

2027 Community Partner Budget Request

Community Partner	**The Salvation Army**	**Contact Name**	**Karen Holness**
2027 Request Amount	**$ 0**	**Phone Number**	**785-843-4188**
Total Partner Budget	**$ 400,247**	**Email**	**karen.holness@usc.salvationarmy.org**
Unrestricted Fund Balance	**$ 328,155**	**Website**	

Community Partner Summary

Community Partner Overview
The Salvation Army has provided Hope in Douglas County since 1886 to countless individuals and families without discrimination through programs such as Pathway of Hope, Pantry, & all facets of Emergency assistance. It is currently under the leadership of Majors Patrick and Karen Holness, who oversee a staff providing social service programs for community members facing housing and food insecurity. We work in collaboration with the following local agencies: United Way, Lawrence Schools Foundation, EKAN, The Social Service League, Bert Nash, Ballard, Catholic Charities, Just Food, Warm Hearts of Douglas County, The Lawrence Chamber, LINK, Homeless Resource Center, and many more. The Salvation Army of Douglas County is involved in several service clubs/groups including DGCO partner pantry coalition, Douglas County Homeless Initiatives, Kiwanis, and Rotary tackling the most pressing issues Douglas County faces and is consistently trying to find ways to not duplicate programs in the community but provide services that benefit the overall landscape of Social Services in Douglas County. We serve everyone without discrimination.
Service Overview
The Salvation Army of Douglas County in 2025 provided services to individuals, families, the homeless, and the houseless through Emergency Assistance to 383 households, including rent and utility assistance; Food Pantry served 12,354 households, Beacon of Hope Feeding Program served 10,805 meals. Our food pantry is open three days a week; Mondays from 3:30pm - 5:30pm to serve those who work but still need our services and Tuesdays and Thursdays from 10am - 12pm. We serve a sack lunch everyday. We host community service members daily to complete their hours and receive letters of recommendation to those who are seeking jobs. Our Social Services Coordinator retired at the beginning of May after 7 years of service. We have made an offer to a candidate to fill that role. We hope to have them officially part of our team by the end of May. We are actively recruiting families to participate in our Pathway of Hope program. The Salvation Army Pathway of Hope program is a long-term, family-centered initiative designed to help break the cycle of poverty and move families toward stability and self-sufficiency. Pathway of Hope works with families—especially those with children—who want to improve their situation by overcoming challenges like unemployment, unstable housing, and lack of education. In short, we provide wrap -

around service to our clients and their families to continually walk alongside them and provide tools and support for a better future. We do all of this without discrimination.

Equity

What is your organization doing to advance equity?
The Salvation Army is motivated by the love of God to meet human needs in His name without discrimination. We serve individuals from a wide variety of ages, backgrounds, and ethnicities. Our Divisional Headquarters in Kansas City has a Racial Justice Taskforce to advance equity throughout the division, including The Salvation Army of Douglas County. Efforts to educate staff on topics of equity are ongoing and addressed at least annually during the Social Services Seminar. The taskforce focuses on issues related to diversity, equity, and inclusion by evaluating current policies and procedures, recruitment efforts, education, and various other areas that impact service delivery.
Have you employed strategies to mitigate equity considerations? Please list those below.
The Salvation Army is motivated by the love of God to meet human needs in His name without discrimination. We serve individuals from a wide variety of ages, backgrounds, and ethnicities. The purchase of the new building was necessary for multiple reasons, accessibility being one of those to mitigate equity considerations. The previous building had a lot of stairs and was not fully accessible. In an effort to increase inclusivity and equity, The Salvation Army of Douglas County invested in a building that would allow better access to services. The layout and design of the building better serves those with disabilities.

Budget Request Analysis

Analysis of Revenue Sources
The budget presented is our operating budget. Contributions are received in the form of mail appeals, on-line and direct solicitation of donors. Other income includes investment income and funding for special projects from our parent organization.
Analysis of beginning & ending fund balances and dedicated or restricted cash reserves
We do not anticipate any significant changes in expenditures for the upcoming year. Our organization maintains a proactive approach to financial management by consistently monitoring and analyzing expenses to ensure they remain aligned with budgetary expectations. This ongoing review process allows us to identify potential cost-saving opportunities, maintain fiscal discipline, and prevent overspending while continuing to support our operational priorities.
Analysis of expenditure changes
The changes in expenditures reflect a balanced approach: prioritizing essential investments that enhance program delivery and organizational resilience, while actively managing costs to ensure sustainability. This funding request is informed by that analysis and is designed to address the gap between rising operational demands and available resources, ensuring that we can continue to deliver high-quality, impactful services.

Supplemental Request for Additional Funding (1)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**The Salvation Army**	**$ 471,517**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

The replacement and installation of the new fire suppression system is vital in allowing The Salvation Army to continue serving the community without discrimination with no major disruption. The fire suppression system that previously occupied our building was taken out with the permission of the fire marshal prior to purchase by The Salvation Army. A fire suppression system protects people, property, and our mission. The need for the utilization of The Salvation Army's pantry, emergency assistance programs, and lunch is rising throughout Douglas County. We are significantly limited in the services we can provide since we can only host up to 50 persons in our building currently. We have plans to host sobriety support groups, financial literacy classes, best practices for interviewing classes, resume building classes, mommy and me classes, after hours study space for college students, teen and young adult gaming and hang out space and more. In order to continue serving the community with current programs and the creation of new programs, we need this to be replaced. We have an official bid from BA Green Construction.

Impact if supplemental request is not funded

If the request for a fire suppression system is not funded, the organization faces significant safety, financial, and operational risks. Without proper protection, even a small fire could escalate quickly, endangering staff, volunteers, and people served. In addition, The Salvation Army could face higher insurance premiums and possible non-compliance with fire safety regulations. Most importantly, an unexpected disruption could halt programs and services, leaving the community without essential support when it's needed the most.

Supplemental Request for Additional Funding (2)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**The Salvation Army**	**$ 60,000**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

The Salvation Army is requesting assistance from Douglas County to purchase a refrigerated van for our food recovery efforts. A refrigerated van is essential for a pantry to safely transport and store perishable food items such as fresh produce, diary, meant, and prepared meals. Without proper temperature control, these foods can spoil quickly, leading to waste and potential health risks for clients. Having a refrigerated van allows the pantry to: * Maintain food safety standards during pickup and delivery * Accept more donations of fresh, nutritious foods * Expand partnerships with grocery stores and food suppliers * Serve clients with higher-quality, healthier options * Reduce food waste by preserving items that would otherwise spoil Overall, it helps the pantry operate more efficiently while improving the quality and safety of the food it provides to the community.

Impact if supplemental request is not funded

If the request for a refrigerated van is denied, the pantry's ability to safely and effectively serve its community would be significantly limited. Without temperature-controlled transportation, perishable foods like meat, dairy, and fresh produce cannot be safely stored or distributed, increasing the risk of spoilage and foodborne illness. As a result, the pantry may be forced to decline donations of fresh, nutritious items, relying instead on shelf-stable foods that offer less nutritional value. This reduces the quality of support provided to clients, particularly for families who depend on the pantry for balanced meals. Additionally, more food may go to waste due to lack of proper storage during transport, and partnerships with grocery stores or food suppliers could be strained or lost. Overall, denying this request would hinder the pantry's ability to expand services, reduce food insecurity, and meet the growing needs of the community.

Supplemental Request for Additional Funding (3)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**The Salvation Army**	**$ 18,000**
Will this supplemental request be one-time or ongoing?		**One-time**

Purpose of additional revenue from County

A choice pantry allows clients to select their own food items rather than receiving pre-packed boxes. Its purpose is to create a more dignified, client-centered experience while better meeting individual household needs. Purpose: *Empower clients to choose foods that fit their dietary needs, cultural preferences, and family size *Provide a more respectful, grocery store–like experience *Improve efficiency by aligning distribution with actual demand Benefits: *Reduced food waste: Clients take only what they will use, minimizing discarded items *Improved nutrition: Individuals can select healthier or medically appropriate options (e.g., low-sodium, diabetic-friendly foods) *Greater dignity and autonomy: Clients feel more respected and in control of their choices *Better resource management: Inventory is distributed more effectively based on real needs *Stronger community relationships: Creates a more welcoming and supportive environment We have attached the following dollar amounts to each of the items we would need to change out pantry into a choice pantry. Shelving - $5,000 Freezer - $3,000 for 2 freezers Fridge - $10,000 for 2 refrigerators Overall, a choice pantry enhances both the quality of service and the overall impact of the organization.

Impact if supplemental request is not funded

If funding for a choice pantry is not received, the organization will likely continue operating under a traditional, pre-packaged distribution model, which can limit its effectiveness and impact. Without this funding: Client needs may not be fully met: Pre-packed boxes may include items that do not align with dietary restrictions, cultural preferences, or household needs Increased food waste: Clients are more likely to discard items they cannot use Reduced dignity and engagement: Clients have less control over their food choices, which can feel impersonal and discouraging Limited nutritional outcomes: Families may not receive the variety or quality of foods needed for balanced meals Operational inefficiencies: Staff and volunteers may spend more time assembling boxes rather than focusing on service and outreach Overall, not receiving the funding would restrict the pantry's ability to provide a more responsive, respectful, and efficient service model, ultimately reducing its positive impact on the community.

Supplemental Request for Additional Funding (4)

(Fill this out for any amount in addition to the request amount listed on page 1)

Community Partner	**The Salvation Army**	**$ 40,000**
Will this supplemental request be one-time or ongoing?		**Ongoing**

Purpose of additional revenue from County
The Salvation Army requests support for operational costs because these foundational expenses are what make our mission possible every single day. While program-specific funding is essential, it is the behind-the-scenes infrastructure—staff capacity, technology, facilities, and administrative systems—that ensures those programs are delivered effectively, consistently, and with lasting impact. Operational funding allows us to retain skilled staff who bring both expertise and continuity to our work. It enables us to maintain safe and accessible spaces for those we serve, invest in tools that improve efficiency and outreach, and uphold the accountability and transparency that our community and partners expect. Without these supports in place, even the most well-designed programs cannot reach their full potential.

Impact if supplemental request is not funded
The Salvation Army may be forced to reduce staffing capacity, limiting our ability to effectively serve our community. This could result in fewer services offered, longer wait times, or the inability to respond to urgent or emerging needs. Essential functions such as program coordination, outreach, and evaluation would be strained, diminishing both our reach and our overall effectiveness. Additionally, insufficient operational funding could affect our ability to maintain safe, accessible, and reliable spaces and systems. Interruptions in technology, facilities, or administrative support would create inefficiencies and barriers that directly impact those we serve.