

Carver County, Minnesota

2017 Annual Budget

And Long-Term Financial Plan
for 2018 and Beyond

*Adopted by the Carver County Board of Commissioners
Dec. 20, 2016*



CARVER
COUNTY

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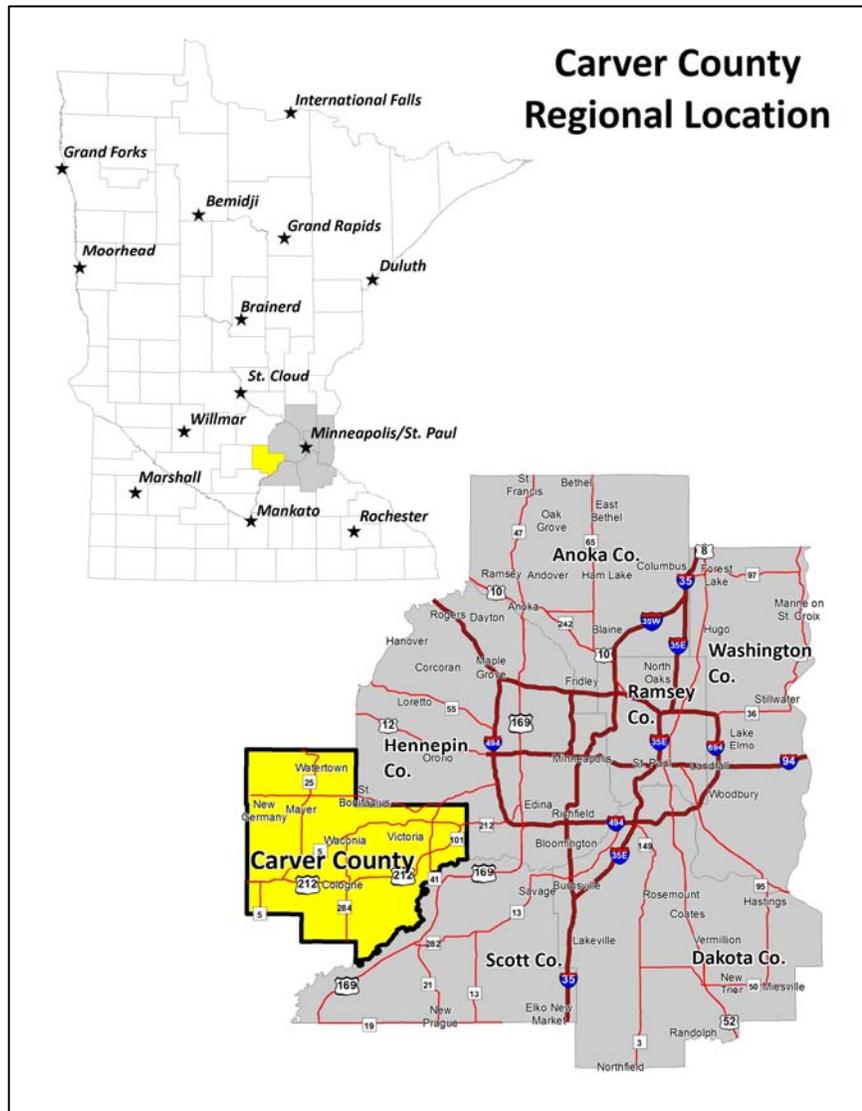
Carver County Profile

Description

The Minnesota Territorial Legislature established Carver County in March of 1855, naming it in honor of the explorer, Jonathan Carver. The original county seat was San Francisco Township. Voters moved the county seat to Chaska in 1856.

Carver County is located approximately 30 miles west of Minneapolis, MN. The county encompasses an area of approximately 357 square miles. It contains 11 cities (Carver, Chanhassen, Chaska, Cologne, Hamburg, Mayer, New Germany, Norwood Young America, Victoria, Waconia, and Watertown) and 10 townships (Benton, Camden, Dahlgren, Hancock, Hollywood, Laketown, San Francisco, Watertown, Waconia and Young America).

Part of the seven-county Twin Cities Metropolitan Area, Carver County remains a blend of suburban and rural populations. The western portion of the county is rural and agriculture-based, and the eastern side of the county is comprised of rapidly growing suburbs.



The 2015 population estimate for Carver County is 98,741, according to U.S. Census estimates. The largest city in the county, Chanhassen, had a 2015 estimated population of 25,332. Chaska, the County Seat, followed closely behind with an estimated population of 25,199.

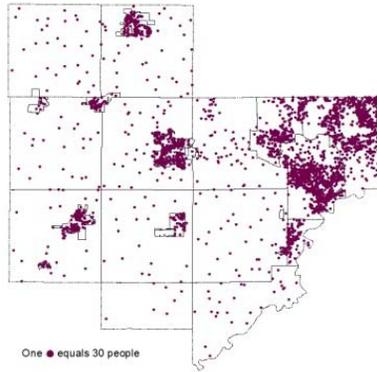
The 2040 forecasts from the Metropolitan Council predict that Carver County will experience the highest population growth rate in the Twin Cities Metro Region into 2040, reaching a forecasted population of 161,020. Using this projection, the change in County population from 2015-2040 is expected to see an increase of 63.07%.

Snapshot of Carver County

Population

		2000	2010	2015
Total Pop.	County Population	70,205	91,042	98,714
	County Rank (of 87)	11	11	11
Age	% over 65	7.5	8.5	9.7
	% under 18	31.5	29.9	27.8
	Median	33.9	36.3	36.7
Race/ Ethnicity	% White	95.9	90.7	89.6
	% Asian	1.6	2.5	3.0
	% Black/African Amer.	0.6	1.2	1.3
	% Other	1.9	1.7	2.0
	% Hispanic	2.6	3.9	4.1
School Enroll.	K - 12	16,043	20,328	19,980
	College/Grad. School	2,867	5,765	4,749

Population Density, 2010



Source: Metropolitan Council and U.S. Census Bureau

Budget Summary

2016 Adopted Budget		2017 Adopted Budget	
Operating Costs	\$87,030,605	Operating Costs	91,001,586
Capital Projects	11,605,116	Capital Projects	32,299,146
Total	\$98,635,721	Total	\$123,300,732
2017 Revenue Sources		2017 Expenditures	
Taxes & Penalties	\$53,594,192	Public Assistance	\$4,603,928
Licenses & Permits	1,143,323	Personal Services	66,855,699
Intergovernmental	51,000,023	Services & Charges	10,990,580
Charges for Services	13,180,165	Materials & Supplies	4,408,678
Fines & Forfeitures	212,286	Capital Outlay	32,299,146
Investment Earnings	1,546,661	Debt Services	5,057,200
Other Revenues	2,624,082	Other Expenses	(2,635,412)
Transfers	1,720,913	Transfers	1,720,913
Total Revenues	\$123,300,732	Total	\$123,300,732

Source: Carver County Financial Services

Income and Labor Force

		2013	2014	2015
Income	Median Household (2015 dollars)	\$87,041	\$83,594	\$86,323
	Per Capita (2015 dollars)	\$55,517	\$59,984	\$40,322
	% Poverty	4.7	4.3	4.5
Educational Attainment (Population age 25+)	% No H.S. Diploma	4.5	4.5	4.8
	% H.S. Graduate or Equivalent	21.7	21.2	21.2
	% Associate Degree or Some College	29.3	29.2	28.7
	% Bachelors Degree	31.9	32.2	32.0
	% Graduate or Professional Degree	12.5	12.9	13.2
	Population 25 years and over	59,103	60,296	61,321
Labor Force	Total Labor Force	53,553	54,458	55,104
	Unemployment Rate	4.3	3.6	3.2

Source: U.S. Census Bureau, BEA, MNDEED

Housing

		2010	2014	2015
Housing Units		34,536	36,424	36,901
Households		32,891	34,956	34,421
Persons per Household		2.77	2.78	2.76
		2012	2015	2016
Sheriff Foreclosure Sales		284	102	54

Source: U.S. Census Bureau and Carver County Sheriff's Office

Jobs: Major Employers and Industries

		2013	2014	2015
Employment by Industry (Top 6 Industries)	Manufacturing	11,181	10,615	10,386
	Health Care/Social Assistance	4,540	4,599	4,768
	Educational Services	3,974	4,021	4,363
	Retail Trade	3,270	3,071	3,080
	Accommodation and Food services	3,152	3,326	2,868
	Wholesale Trade	1,997	1,940	1,963
	Total (All Industries)	37,035	38,351	39,063
			2016	
Major Employers (estimated)	Ridgeview Medical Center	1,500		
	Rosemount, Inc.	1,200		
	Eastern Carver county ISD 112	1,500		
	Lifetime Fitness	1,160		
	Instant Web Companies	1,000		
	Entegris, Inc.	1,000		
	Beckman Coulter, Inc.	780		
	Target (3 locations)	700		
Carver County	682			
United Mailing	1,000			

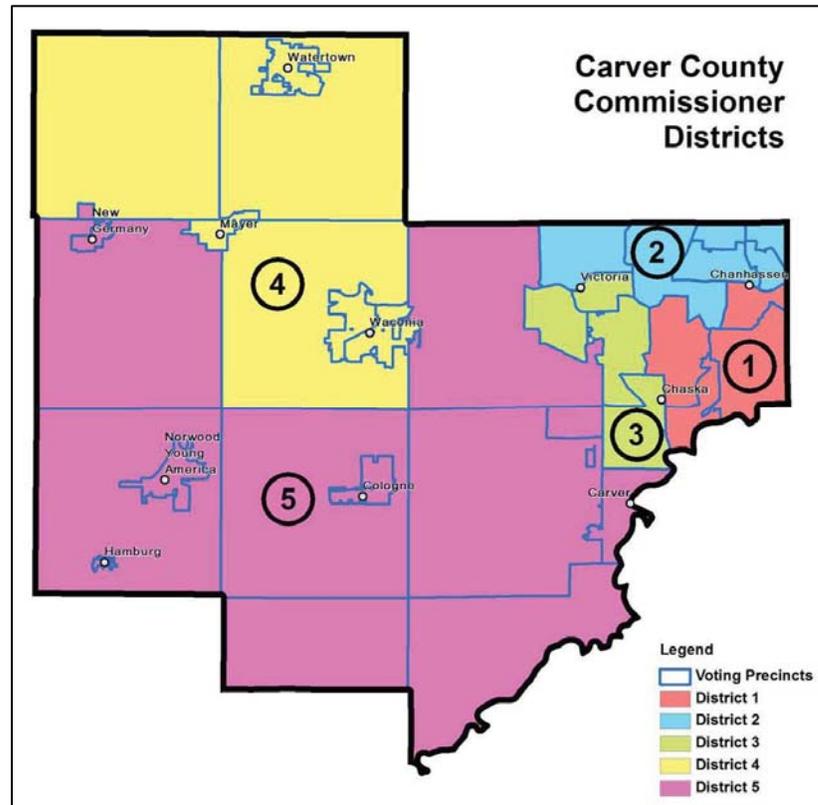
Source: U.S. Census Bureau, Reference USA, Greater MSP, Carver County, City of Chanhassen

Governing Body

Carver County is governed by the Carver County Board of Commissioners. The Board consists of the following commissioners elected from the five districts in the county:

- District 1:** Gayle Degler
- District 2:** Tom Workman
- District 3:** Randy Maluchnik
- District 4:** Tim Lynch
- District 5:** Jim Ische

The Board's responsibilities include adopting the annual budget, passing ordinances, and hiring the County Administrator, who serves as the chief administrative officer of the County. The County Administrator is responsible for carrying out Board policies and ordinances, overseeing day-to-day operations, and appointing the heads of the divisions and departments.



Strategic Plan, Vision, Mission and Goals

I. Vision

Where the future embraces the past in keeping Carver County a great place to live, work and play for a lifetime.

II. Mission

To meet the service requirements and special needs of our residents in a fiscally responsible and caring way. We will plan the county's growth to preserve its uniqueness and will encourage rural and urban compatibility. We will protect our history while planning for a dynamic future.

III. Goals - Summarized

To help define each goal statement, there is a distinctive and characteristic word which summarizes each goal. These five goals are designed to serve as the foundation for all future strategies, work and priorities of the County.

- I. Communities:** Create and maintain safe, healthy, and livable communities.
- II. Culture:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.
- III. Connections:** Develop strong public partnerships and connect people to services and information.
- IV. Finances:** Improve the County's financial health and economic profile.

- V. **Growth:** Manage the challenges and opportunities resulting from growth and development.

IV. Implementation Plan for 2017/2018

I. Communities Goal: Create and maintain safe, healthy, and livable communities.

- A. Improve Public Health of the County through policies and systems.
- Complete State Health Improvement Program (SHIP) 3 grant.
 - Develop proposals for SHIP 4 grant.
- B. Mitigate flooding of County infrastructure.
- Analyze and develop short and long range plan to mitigate flooding of County highways, bridges, and facilities. Determine high priority flood mitigation projects. Improve road closure process using GIS application.
- C. Protect and enhance the County's natural resources from AIS.
- Prepare an Aquatic Invasive Species (AIS) prevention plan for 2016 and beyond. Budget and staff for implementation of plan. Examine and refine organizational responsibilities for the AIS Program.
- D. Raise the quality and quantity of service to the County's veterans and their families to a level of excellence.
- Provide funds, staffing, collaborations, and systems necessary to ensure timely and excellent service to veterans and their families.
- E. Plan for the changing needs in Carver County as the demographics adjust due to the projected increase in the number of older adults living in Carver County 2030.
- Plan and support changes city and County services to better serve the projected increase in the number of older adults.
- F. Study, plan, and implement measures to provide for the security and protection of the public and County employees and County assets.
- Select, fund, and build facility upgrades designed to provide security for the public and employees on County grounds. Formulate and execute policies, procedures, and training to improve security for the public and employees on County grounds.
 - Devise and maintain a plan for continuous assessment of, and response to, cybersecurity threats, including safeguards, response protocols, and training.

II. Culture Goal: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

- A. Continue implementation and strengthening of performance evaluation and pay for performance systems.
- Assess the performance evaluation and pay for performance systems for strengths and opportunities for improvement. Implement strategic improvements to strengthen the process and system.
 - Conduct a comprehensive organization-wide compensation and classification study.
- B. Create a culture of learning, wellness, innovation and growth through enhanced training and development programs, investments in staff, and encouraging staff engagement and advancement.
- Provide programs and resources to improve the health and well-being of Carver County employees and their families and create a work environment that supports healthy choices

through Health Incentive Programs and Education. Develop a strategy to increase employee participation in the County's Health Incentive Plan to at least 70% in 2015.

- Design and implement strategies to increase employee engagement in managing change as well as developing a creative culture that regularly searches for innovative new methods, processes, policies, techniques, tools, software, etc. to improve customer service, increase staff efficiency and/or reduce current/future costs.
- Develop and implement strategies to attract and retain the best employees in our changing workforce.
- Design and implement employee training programs to develop and strengthen professional knowledge, skills, abilities, and wellbeing.
- Guide succession planning for key management positions and evaluate reorganization options in an effort to fill key leadership roles and continue streamlining the organization

C. Strengthen the Employee Relations Division, Finance Division and employee/manager access to data through HRIS technology investment.

- Select and implement technology solution(s) for Employee Relations and Finance to reduce duplication of work and increase efficiency, while enhancing employee and manager access to relevant HR/Payroll data.

III. Connections Goal: Develop strong public partnerships and connect people to services and information.

A. Develop technology infrastructure, systems and tools to provide better customer service and greater communication to the Carver County community.

- Execute the IT Service Plan including strategic software, timely support, replace HelpStar, review structure, and focus on innovation, cybersecurity and mobility.
- Design and launch a new County Website. Enhance site to include more e-government services. Creatively seek options for meeting increasing demands for technology including hosting options, software as solutions, partnerships with other counties and contracting for certain services.
- Develop a best practice for responding to requests for public data including redacting private information that can eventually be implemented county-wide.

B. Promote community connectedness through partnerships with community organizations, schools and government agencies.

- Fiber Optic Ring project – Continue to explore appropriate opportunities to provide enhancements, reliability, consistency and stability within the CarverLink network. Explore future partnerships and collaborations locally and regionally.
- Develop legislative priorities and advocate for legislative positions which assist in accomplishing the County's goals. As needed, contract with consulting services to assist the County in achieving high priorities.

IV. Finances Goal: Improve the County's financial health and economic profile.

A. Develop a dynamic and flexible budgeting, financing and fiscal forecasting model.

- Implement Asset Management Systems to efficiently track and manage county assets and plan for future needs.
- Create a sustainable funding system to develop, maintain and replace existing infrastructure parks and trails over a 20 year capital investment cycle.
- For County buildings, develop and fund a phased replacement schedule for identified deficiencies or planned replacement(s). Complete building assessments that serve as a basis for development of both a deferred maintenance plan and capital planning.

- Develop an Energy Plan to reduce costs and emissions, including potential capital costs, payback benchmarks, and consumption targets and taking all energy sources into consideration.

B. Develop, improve and monitor for compliance accounting and budgeting processes, policies, internal controls, etc. to ensure county wide financial efficiency, integrity, transparency and accountability.

- Automate invoice processing to eliminate handling paper and duplicating manual data entry for finance staff.

V. Growth Goal: Manage the challenges and opportunities resulting from growth and development.

A. Implement the elements of the Comprehensive Plan.

- Coordinate transit planning efforts between SW Transit, SmartLink, and other providers and develop County strategies for mid-long term transit delivery. Review potential impact of light rail plans.

B. Construct sufficient county infrastructure to accommodate land development while protecting natural resources and limiting the financial burden on the existing tax base.

- Develop funding and implementation strategies for next five years of emerging (non-CIP) highway projects.

C. Develop a county service strategy to efficiently accommodate citizen service needs, county staffing and facility needs.

- Complete space studies of Carver County facilities including the Space Master Plan and Public Works Space Study.

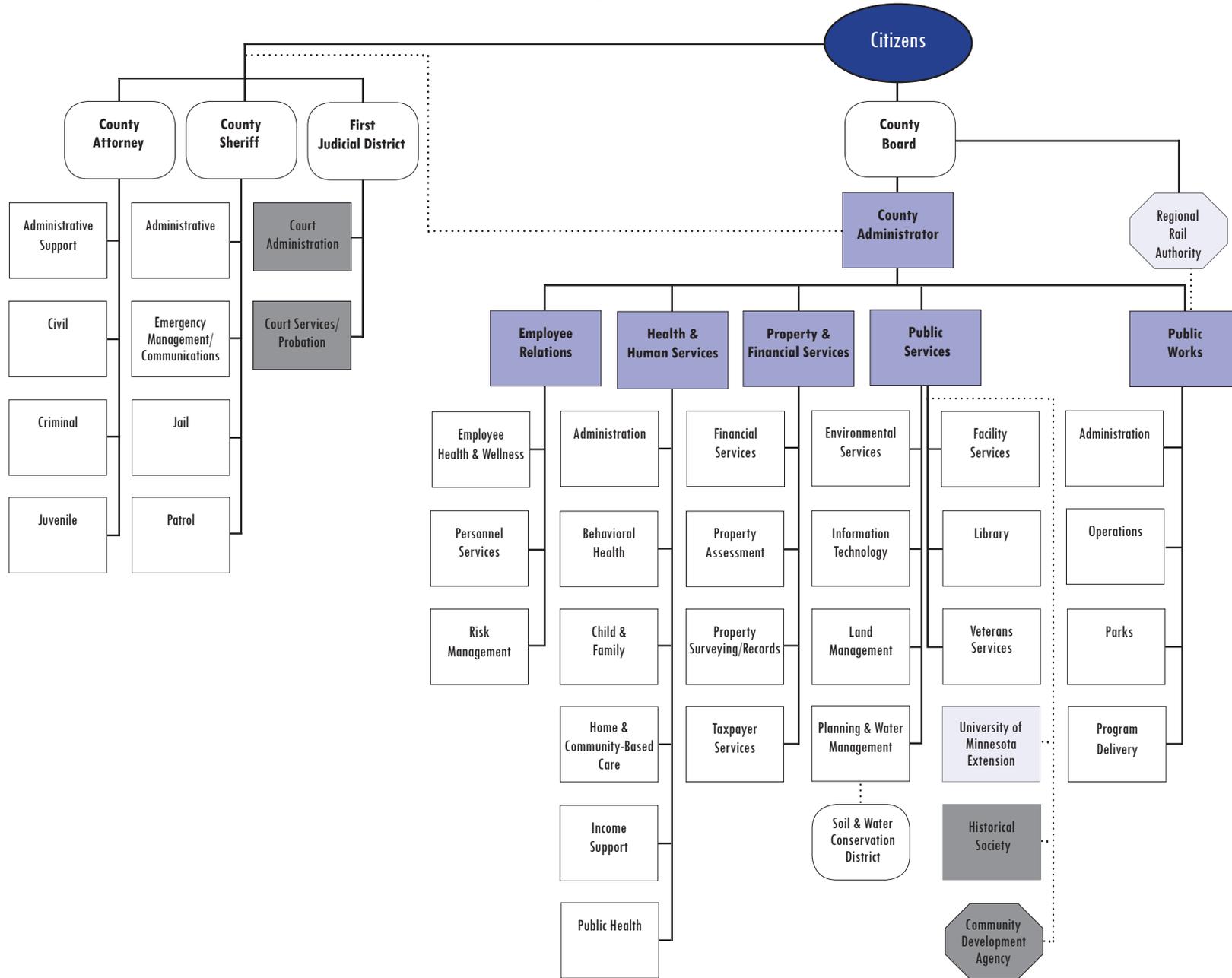
D. Modernize County Fleet Operations.

- Implement centralized fleet purchasing and maintenance. Analyze and enhance pool care program.

E. Develop Lake Waconia Regional Park.

- Update master plan for LWRP and Coney Island.
- Develop phased park development plan starting with DNR board landing
- Apply for grants and state bonding.

Carver County Organization Chart



Key

Elected Officials	Divisions	Separate Agency With County Employee Positions	Separate Tax Levy Authority/County Commissioners
Direct Report	Departments	Separate Agency/Non-County Employees	Separate Tax Levy Authority/Non-County Employees
Indirect Report			

The organizational structure of Carver County includes six divisions led by appointed officials and the departments/units within the divisions and independent/separate agencies related to the divisions. The divisions are summarized as follows:

- **County Administrator** David Hemze is responsible for the management of County affairs. His division implements the directives, resolutions, ordinances, and policies of the County Board.
- **Employee Relations** provides a full range of personnel services including personnel administration, staffing, classification and compensation, benefits, labor relations, training and development, risk management and safety, and employee health and wellness programming.
- **Health and Human Services** is responsible for providing a wide array of services and programs designed to protect and maintain the health and welfare of County residents. The division determines eligibility and assists residents applying for financial assistance, food support, child care assistance, health care coverage, and long-term care programs and services. The division oversees child protection and child support services, licenses child and adult foster homes and family child care providers, and provides public health, mental health, and employment services.
- **Property and Financial Services** is responsible for all phases of County budget planning, preparation and monitoring, and services related to taxation, surveying and land records, property assessment, elections, ditches, and the operation of two license/service centers. The division performs accounting and payroll services, financial management, long-term financial and capital improvement planning, debt financing, fixed asset inventory, independent audit assistance, grant reporting and contract management, and cash and investment management.
- **Public Services** is responsible for administrative, planning, and communications support for County projects and operations. The division provides services related to information technology and facility maintenance, library services, veterans services, and a wide array of programs and projects relating to planning, land and water management, environmental services, conservation, housing and economic development. The division serves as the liaison to the Carver County Development Agency, Historical Society, Soil and Water Conservation District, and University of Minnesota Extension.
- **Public Works Division** administers all functions associated with the County highway, County parks, and County surveying systems and its parks and trails. The division maintains a functional working relationship with the Carver County Regional Rail Authority (RRA), a separate tax levy authority that oversees designated rail transportation corridors in Carver County.

In addition to electing the Carver County Board of Commissioners discussed earlier, the citizens of Carver County elect the County Attorney, County Sheriff, and four resident judges that serve the Carver County District Court in the First Judicial District. Those offices/agencies are summarized as follows:

- **County Attorney's Office** is responsible for prosecuting all adult criminal felonies and all juvenile delinquency offenses and advising the Board of Commissioners on legal interests and concerns for all divisions within the county. It also processes gross misdemeanors, misdemeanors, and petty misdemeanors for 10 of the County's 11 cities under a prosecution contract.

- **County Sheriff's Office** provides statutory law enforcement coverage throughout the county. It operates the County Jail and is the 9-1-1 Public Safety Answering Point (PSAP) in the county for dispatching all police, fire, and medical calls for services. It also partners with cities in the county to provide contract law enforcement services in local communities and school districts.
- **First Judicial District** is one of 10 judicial districts that comprise Minnesota's District court system. Court Administration operates under the authority of the First Judicial District to process filings for civil, criminal, traffic, family, probate and juvenile matters. Court Services/Probation is a community-based corrections agency that serves under the authority of Minnesota Statute 244 and the First Judicial District. The judges are State employees, and Court Administration operates under the State. The employees of the Court Services/Probation are County employees.

List of Public Officials

Elected Officials

Office

Name

Term

Board of Commissioners

District 1	Gayle Degler	Expires 2020
District 2	Tom Workman	Expires 2018
District 3	Randy Maluchnik	Expires 2020
District 4	Tim Lynch	Expires 2018
District 5	Jim Ische	Expires 2020

County Attorney

Mark Metz Expires 2018

County Sheriff

Jim Olson Expires 2018

Appointed County Officials

Office

Name

Term

County Administrator

David Hemze Indefinite

Division Directors

Employee Relations	Kerie Anderka	Indefinite
Health & Human Services	Rod Franks	Indefinite
Property and Financial Services	David Frischmon	Indefinite
Public Services	Tom Vellenga	Indefinite
Public Works	Lyndon Robjett	Indefinite

Agency Officials

Community Development Agency Executive Director	Julie Frick	Indefinite
Court Administrator	Kristen Trebil	Indefinite
Court Services/Probation Director	Eric Johnson	Indefinite
Historical Society Director	Wendy Biorn	Indefinite
Soil and Water Conservation Manager	Mike Wanous	Indefinite
University of MN Extension Regional Manager	Pat Morreim	Indefinite

County Budget and Organization

The annual budget serves as the foundation for Carver County's financial planning and control. The budget process authorizes and integrates the decisions made by the Board of Commissioners and County management in a given year and integrates those decisions into the County's Long-Range Financial Plan. The legal level of budgetary control is maintained at the fund level pursuant to Minnesota Statute. The county's budget process and financial planning strategies support the mission, vision, and strategic goals for the county that have been adopted by the Board of Commissioners. In addition, Carver County financial policies and procedures maintain budgetary control at the division/department level.

As the Organization Chart and List of Public Officials on the preceding pages indicate, the organization structure for the County includes divisions led by appointed officials and the departments and units that comprise the divisions, as well as the independent or separate agencies associated with the divisions. It also includes offices led by elected officials and two separate tax levy authorities.

The "*Divisions*" section in this document includes the narratives and budget information for the County Administrator, Employee Relations, Health and Human Services, Property and Financial Services, Public Services, and Public Works divisions. Information on the County Commissioners, County Attorney's Office, Sheriff's Office, and the First Judicial District is included in this document in the "*Elected Officials*" section. The Carver County Community Development Agency (CDA) and the Carver County Regional Rail Authority both have the authority to levy taxes and are in the "*Separate Tax Levy Authorities*" section.

The "*County-Supported Agencies and Services*" section provides budget information on County funding that supports the CAP Agency, Carver County Agricultural Society, Carver County Ditch Authority, Memorial Day Services, Minnesota Regional Medical Examiner's Office, the Sexual Violence Center, and the Southern Valley Alliance for Battered Women. Information on Non-Departmental Revenue and Expenditures and Risk Management and Self Insurance is listed under "*Internal Service/Non-Departmental*," and additional budget information is summarized under "*Capital Projects*," "*Debt Services*," and "*Supplemental Schedules*." This budget book concludes with an "*Appendices*" of supporting documents including a Glossary of Terms and Acronyms.

Distinguished Budget Presentation Award

The Government Finance Officers Association (GFOA) of the United States and Canada awarded Carver County the GFOA's Distinguished Budget Presentation Award for its 2016 Budget Book. In order to receive the award, Carver County had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as a policy document, financial plan, operations guide, and a communications device. Budget documents must be rated "proficient" in all four categories, and the 14 mandatory criteria within those categories, to receive the award.

In granting the award to Carver County, the GFOA presented a Certificate of Recognition for Budget Presentation to Dave Frischmon, director of the Financial Services Division which was

primarily responsible for 2016 Budget Book. It was the seventh time the County applied for and received the award. The 2017 Budget Book will be submitted for review by the GFOA.

As a nonprofit professional association, the GFOA serves more than 17,600 government finance professionals throughout North America. The GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budgeting.





Carver County Government Center

600 East Fourth Street, Chaska, MN 55318

The Honorable Chair and Members
of the Board of County Commissioners
600 East Fourth Street
Chaska, MN 55318

Dear Commissioners and Citizens of Carver County:

I am pleased to present the Recommended 2017 Budget.

The recommendations included in this document reflect the improving but continually challenging economic times being experienced both globally and locally in Carver County. This recommended budget responds to these challenges by making smart fiscal decisions which will ultimately result in a continued stable level of service to our citizens.

Main economic benchmarks, including property market values and new construction, show improved growth over the past year. Capturing these potential new revenue sources is, however, limited by the County Board's direction that the County budget result in a zero tax impact on the average-value home. This presents a financial challenge in light of the increase in costs and demands for County services. The budget recommendation for 2017 meets this challenge. It marks the twelfth consecutive year that owners of an average-value home will pay the same or less in County taxes as compared to the previous year.

The County's average-value commercial and agricultural properties have increased in value more than the average-value home. As a result, most of these properties show a slight increase in county tax impact for 2017.

The 2017 Preliminary Budget totals \$123,300,732 which is a 25.01% increase from 2016 Budget of \$98,635,721. The \$24,665,011 increase is primarily driven by Road and Bridge capital projects planned for in 2017.

The recommended preliminary budget limits the 2017 levy increase to capturing new construction tax base. Doing so allows the 2017 levy to increase by \$1,406,800 (2.80%) to \$51,649,500 compared to the 2016 property tax levy of \$50,242,700.

The County Board will hold a public hearing on the 2017 Budget on Thursday, Dec. 1, 2016. The Board will be asked to adopt the final 2017 levy and budget on Tuesday, Dec. 20, 2016. The 2017 Budget Book will provide a broad overview of the budget, as well as narrative summaries for all county divisions and departments, elected officials, and programs and services

that receive financial support from the County.

The Board will also be asked to approve the 2018 Long-Term Financial Plan on Tuesday, Dec. 20, 2016. The County uses the [Long-Term Financial Plan](#) along with the Annual Budget to connect financial strategies to the County's short-term and long-term strategic goals and objectives. Long-term financial planning establishes a roadmap for funding significant capital projects, facilities, vehicles and equipment replacement, and significant operating budget financial challenges. The 2018 Long-Term Financial Plan will be used as a strategy planning tool to fund significant capital projects and operating challenges beyond the 2017 Budget.

The 2017 Recommended Budget was developed over the past several months through staff meetings, Board work sessions and public hearings. The hard work County staff provided in assisting with the preparation of this budget should be acknowledged. In particular, division directors, managers, Employee Relations and Financial Services staff were instrumental in preparing this budget recommendation, and their assistance is greatly appreciated.

The Budget Overview that follows forms the basis of the recommended preliminary 2017 Annual Budget and is being submitted for review by the Board of Commissioners and citizens of Carver County. It includes the 2016-2017 budget comparison summary, budget strategies, and trend data used to develop the preliminary budget. The updated summaries on revenues, expenditures, staffing changes, capital projects, and replacement cost for facilities, vehicles and equipment also factor into the final budget recommendation.

Thank you for your continued support and cooperation as we move toward completion of the 2017 Annual Budget process.

Sincerely,



David Hemze
County Administrator

Budget Overview

Budget Summary

The 2017 Preliminary Budget totals \$123,300,732, which is an increase of \$24.7 million from the 2016 Budget.

2016-2017 Budget Comparison		
Revenue	2016 Budget	2017 Budget
Taxes & Penalties	\$52,099,163	\$53,594,192
Licenses & Permits	1,022,330	1,143,323
Intergovernmental	28,441,537	51,201,943
Charges for Services	12,504,330	12,978,245
Fines & Forfeitures	225,786	212,286
Investment Earnings	1,646,661	1,546,661
Other Revenues	2,695,914	2,624,082
Total Revenues	\$98,635,721	\$123,300,732
Expenditures		
Public Assistance	\$4,693,180	\$4,603,928
Personnel Services	62,242,205	66,780,440
Services & Charges	10,087,102	11,040,080
Material & Supplies	4,406,294	4,408,678
Capital Outlay	11,605,116	32,299,146
Debt Services	5,749,365	5,057,200
Other Expenses	(1,711,489)	(2,609,653)
Transfers	1,563,948	1,720,913
Total Expenditures	\$98,635,721	\$123,300,732
Reserves Used	-	-

This chart compares the revenue and expenditure amounts for 2016 and 2017.

The most significant changes in the 2017 Budget are in Intergovernmental, Personal Services, and Capital Outlay.

The increase in both revenues and expenditures are primarily due to the additional state and federal funds for both Health and Human Services and Road and Bridge capital projects. The additional funding will largely go towards child protection, mental health, the CSAH 61 Turnback project, and other road projects.

Also, personnel services (costs) are budgeted to increase to remain competitive in the market.

Strategies to Close the Budget Gap

2017 Budget Gap: Executive Summary	
Tax Levy Increase: Capture New Construction Tax Base	(\$1,406,800)
Salary and Benefit Projection: (net offsetting revenue)	2,070,584
Attachment A: Net Levy Savings	(1,038,679)
Attachment B: Staffing Changes	180,995
Attachment C: Capital Projects	100,000
Attachment D: Facilities, Vehicles, and Equipment Replacement	93,900
Budget Gap: Reserves Used	\$0
Attachment E: Projects Funded by Non-Tax Levy Revenue	\$1,330,000

Following the Board's direction to have no county tax impact on the average-value home, the Recommended 2017 Budget was developed using the strategies that are summarized in this chart and then described in the following paragraphs.

- **Capture new construction tax base.**

The County Administrator's Recommended 2017 Tax Levy increase is **\$1,406,800**, which is a 2.80% increase over the 2016 Levy. This increase, which is captured from the additional tax base from new construction so it has zero impact on the average value home, is primarily used to invest in salary and benefits to remain competitive with the market.

- **Invest in salary and benefits to remain competitive with the market.**

The salary and benefits for 2017 are recommended to increase **\$2,070,584**, 3.3%, compared to 2016. The salary projection is based on market trends including the ongoing compensation and classification study, pay-for-performance, union settlements, and overtime increases. The benefit projection is estimated respectively based on the projected salary increases. These salary and benefit projections are subject to change based on final implementation costs for the compensation and classification study. The 2017 Budget for the county's contribution to employee health insurance stayed the same as the 2016 Budget since health insurance premiums will be decreasing for county employees due to a new 5 year health insurance contract for 2017.

- **Analyze trends to identify revenue increases/decreases and areas for spending needs/cuts.**

The budget process identified proposed changes in spending and revenue based on trends, best practices, and reprioritizing line-item spending.

The 2017 Budget identifies **\$1,038,679** in net levy savings. The majority of the levy savings come from \$692,000 in lower debt service costs and a \$625,000 increase in vacancy savings. The levy savings are offset by \$447,208 in negative trend adjustments and a \$100,000 decrease in investment income. *See Attachment A for a summary of the recommended 2017 \$1.0 million in net levy savings.*

- **Invest in staffing changes to respond to the pent-up and growing demand for services.**

The recommended staffing changes are primarily funded by non-levy sources along with **\$180,995** of the 2017 tax levy. The recommended staffing changes are subject to modification based on final implementation costs for the compensation and classification study. Thus, the recommended staffing changes are in a "soft freeze", which means these positions must receive County Administrator approval before they are posted for hiring. *See Attachment B for recommended 2017 Staffing Changes*

- **Fund new capital projects without increasing the property tax levy.**

New capital projects have been funded with revenue sources that did not increase the County's property tax levy. These sources include federal, state, regional grants, and County Program Aid (CPA). Following past County Board direction an additional tax levy of **\$100,000** is being

allocated to the Road P reservation Plan in the 2017 budget. *See Attachment C for the list of recommended 2017 Capital Projects.*

This recommended budget also includes one-time projects funded by **\$1.3 million** of Highway Reimbursement Funds in 2017. These funds are reimbursement by the State for the County’s advance-funding \$20 million of the State’s contribution to the Southwest Reconnection Project in 2014. The State is expected to reimburse the County for this advance-funding over the next seven years. *See Attachment E for the list of recommended 2017 Projects funded by 2017 Highway Reimbursement Funds.*

- **Five-year schedule to replace facilities, vehicles and equipment.**

Board direction in the County’s Long-Term Financial Plan is to have a five-year schedule to strategically replace facilities, vehicles and equipment. The 2017 Budget recommends \$2,019,684 million to replace facilities, vehicles and equipment, which is a \$260,184 increase from the 2016 Budget. The 2017 levy needed to fund these purchases is \$1,432,400, which is a **\$93,900** increase from 2016. *See Attachment D for the recommended 2017 facilities, vehicles and equipment replacement schedule.*

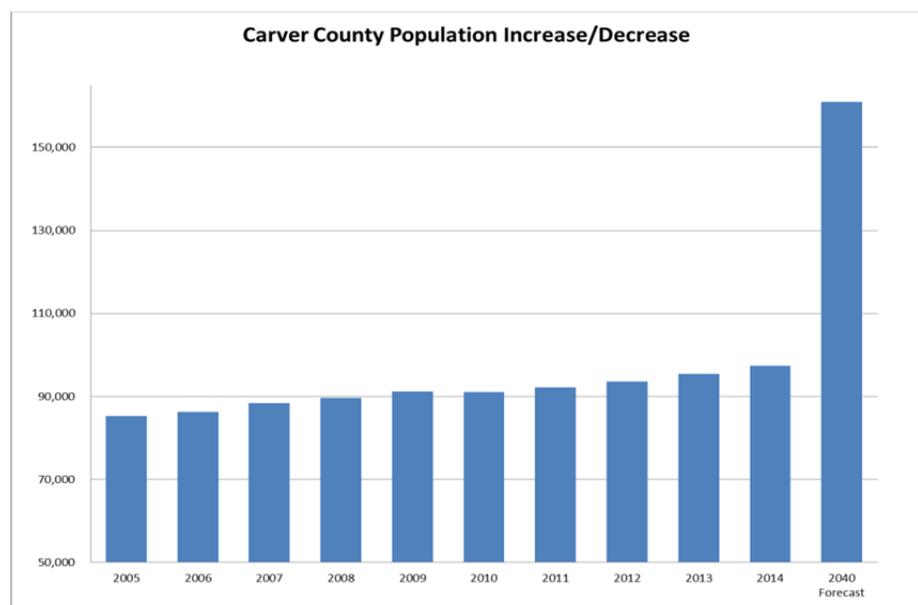
Trend Data

The following are key historical trends used to form the foundation of the 2017 Budget.

Population: Out of 87 counties in Minnesota, Carver County’s estimated 2015 population of 98,741 is the 11th highest. The County’s 2014 to 2015 population increase, 1.63%, was the third highest year-to-year growth rate in Minnesota. Over the last decade Carver County had a population growth of 14.50% that added a total of 12,505 residents. Carver County’s population is expected to continue to grow in the future. The 2040 forecasts from Metropolitan Council predict that Carver County will experience the highest population growth rate in the Metro Region into 2040, reaching a forecasted population of 161,020. That is a 63.07% increase from 2015. The following shows the 2006-2009 and 2011-2015 Metropolitan Council population estimates as well as the 2010 Census populations.

Year Population

2006	86,236
2007	88,384
2008	89,615
2009	91,228
2010	91,042
2011	92,104
2012	93,584
2013	95,463
2014	97,162
2015	98,741
2040	161,020 <i>(forecast)</i>



Population growth is the biggest factor related to service demand and pressure for Carver County. Significant growth increases the need for public investment in infrastructure and impacts service delivery for government entities.

In addition to overall population growth, Carver County’s aging population is expected to impact the type and number of services that will need to be provided in the future. The population of County residents age 65 and older is expected to constitute about 28.2% of the total County population in 2040, up from 9.7% in 2014.

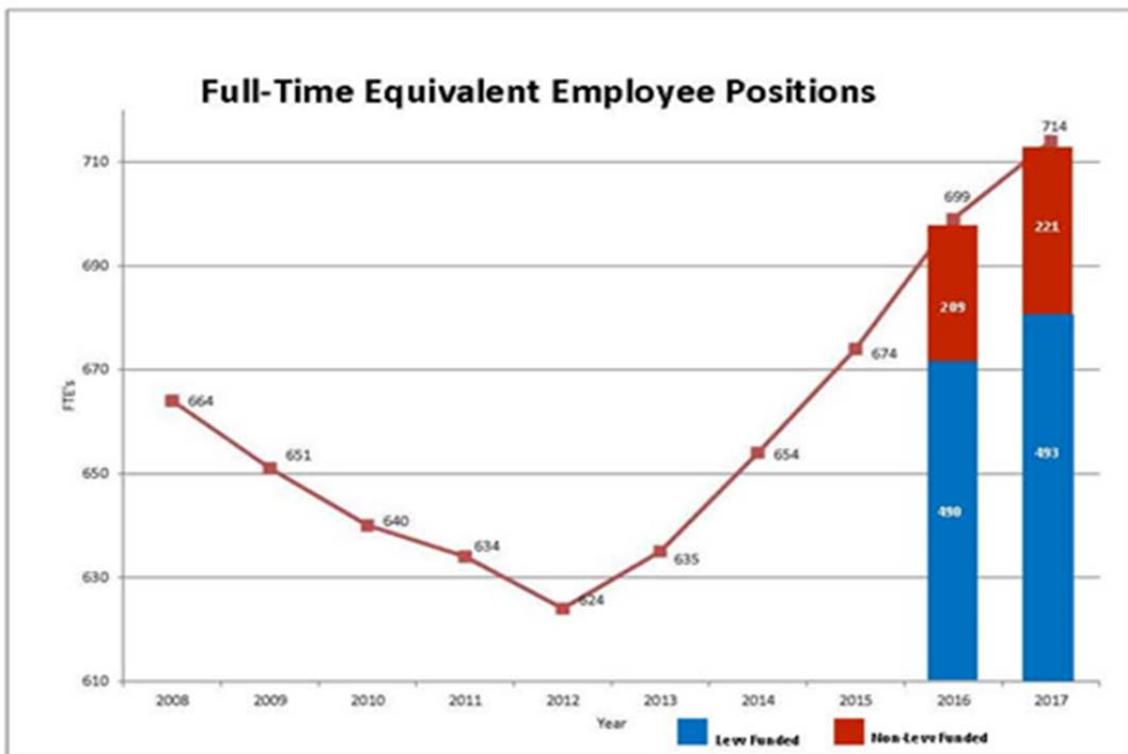
County Employees: As the County has grown in population over the past decade; the number of employees needed to meet service demands has also increased.

Budget adjustments made due to the recession and the corresponding loss of state aid resulted in a loss of 40 FTE employee positions from 2008 to 2012. Starting in 2013 with the rebounding economy and federal/state mandates, FTE employee positions started to increase.

The following graph shows the changes in the number of County employees in the past decade. It also shows the number of Full-Time Equivalent (FTE) employee positions funded by levy and non-levy funding sources in 2016 and 2017. The budget calls for 714 FTE employee positions in 2017, an increase of 15 FTE positions from the 2016 total of 699 FTEs. In 2017, 493 FTEs will be levy-funded positions and 221 FTEs will be funded by non-levy funds.

Based on 2017 budget figures, it is estimated that 30.95% of FTEs will be funded by other sources of revenue that the County has identified to help lower the need to use levy funds. Other revenue sources include contract revenue, fees for services, and grants.

Total Number of FTE Employee Positions (2008-2017)

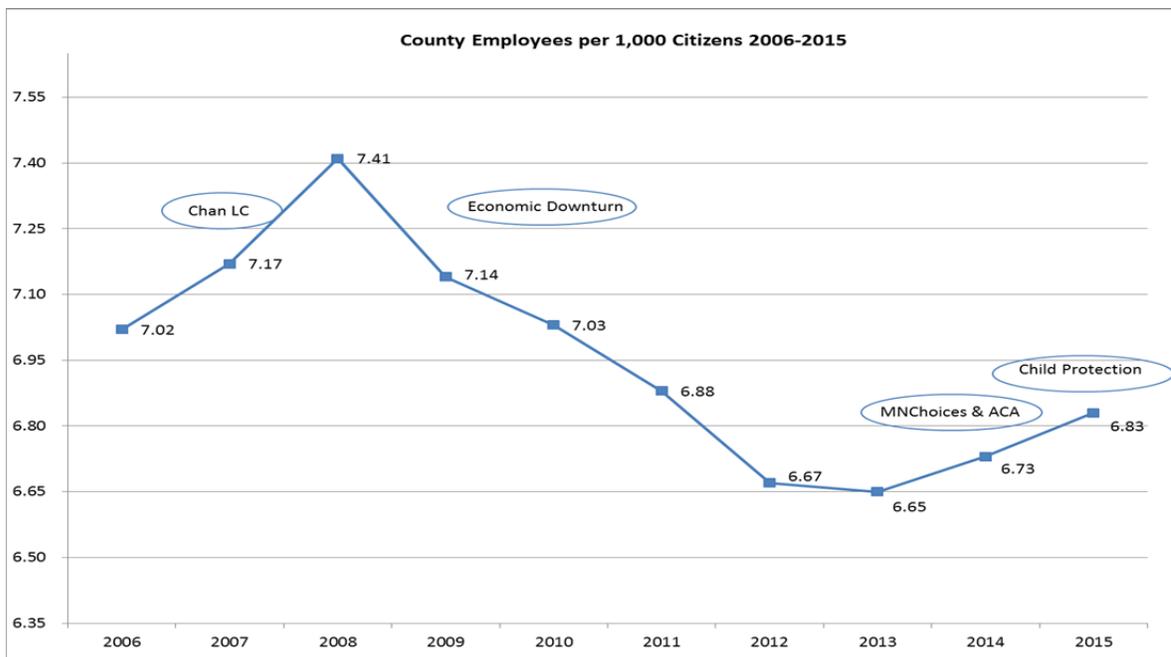


Since wage and benefit costs for personnel is the County's largest expense, the number of County employees significantly impacts the budget. For example, if the number of County employees were to increase at the same rate as the population and double over the next two decades, the result would be large increases in the County budget that would push dramatic property tax increases. Instead the increase in population is expected to introduce economies-of-scale that will allow the County to operate more efficiently with a lower employee-to-citizen ratio.

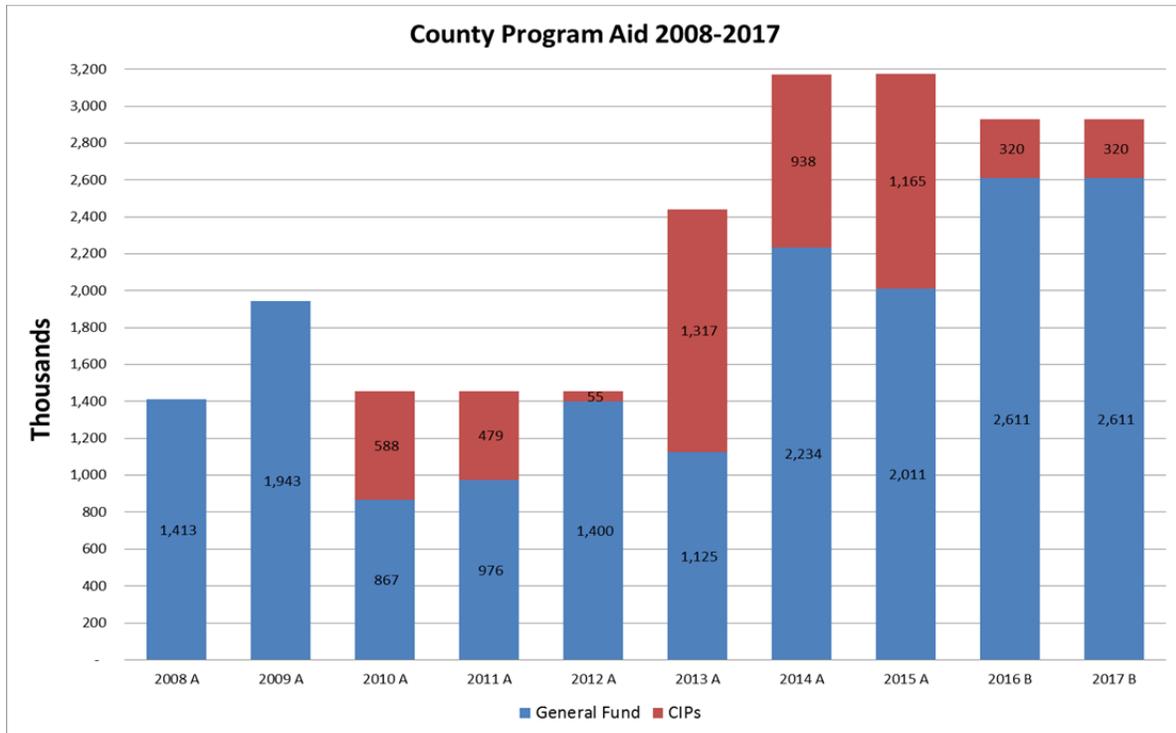
The following graph shows the fluctuation in the number of employees per 1,000 citizens. It has gone from a high of 7.41 employees per 1,000 citizens in 2008 to a low of 6.65 in 2013.

Since 2008 there has been a steady decrease in the number of employees per 1,000 citizens as a result of a limited growth in the tax base, flat and/or declining revenue as well as continual improvement in efficiencies gained through investments in technology and division reorganizations. The trend started to rebound in 2014 due to state and federal mandates for the MnChoices program, Affordable Care Act, and Child Protection.

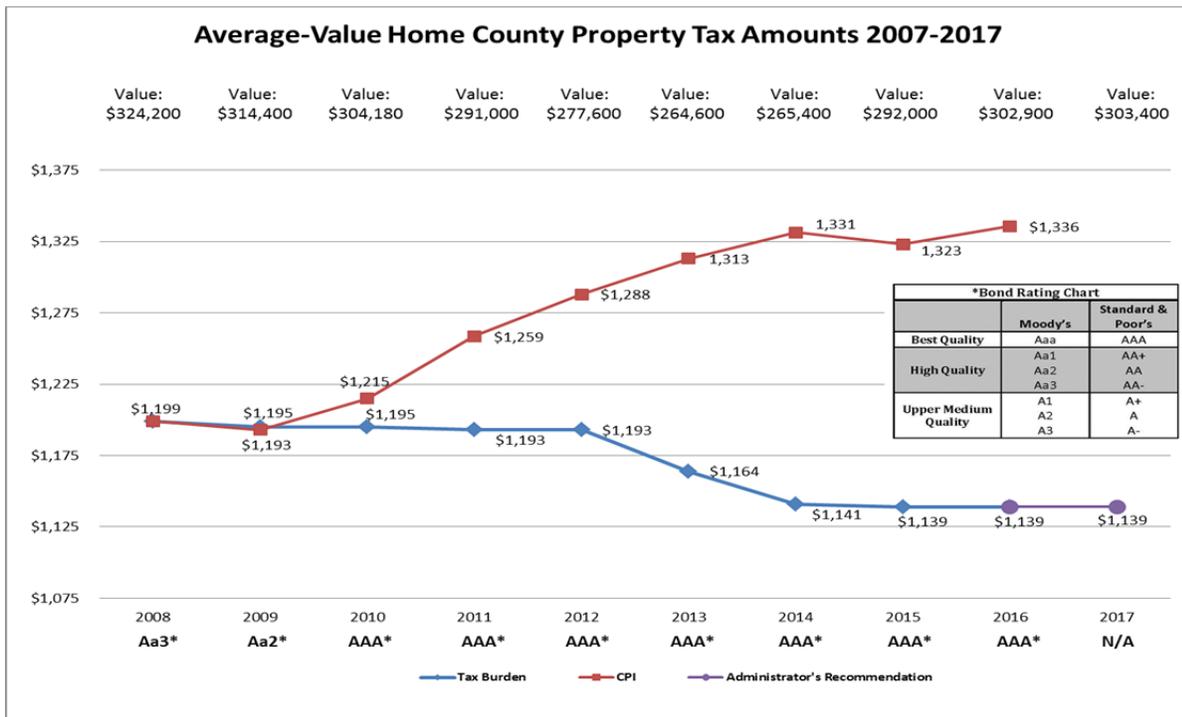
County Employees per 1,000 Citizens 2006-2015



County Program Aid Allocation: The following chart illustrates the actual amount of County Program Aid (CPA) the County has received from 2008-2015 and the budgeted amount for 2016 and 2017. The 2017 Budget has the County receiving \$2,931,000 of CPA funds, this is the same amount that was budgeted for 2016. This chart also illustrates the amount of CPA that has been directed to the Capital Improvement Project (CIP) Funds and the General Fund since 2010. In 2017, \$2,611,000 of CPA funds is budgeted in the General Fund.



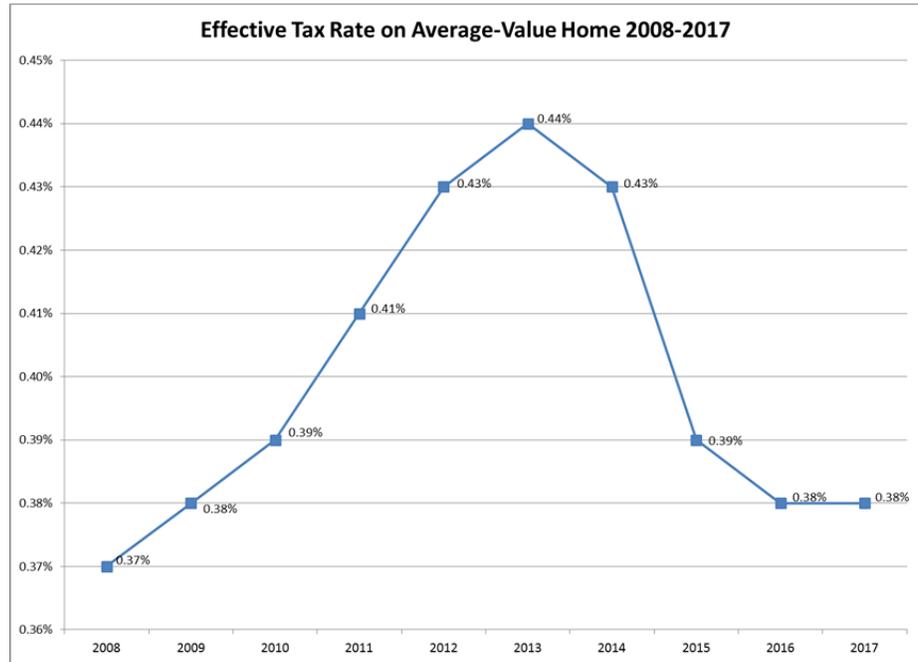
Property Taxation: The Board has continued its strategy of setting the levy to maintain or decrease the County’s tax-impact on an average-value home. The value of the average home in Carver County increased from \$302,900 in 2016 to \$303,400 in 2017. The County’s portion of the total property tax bill on an average-value home for 2017 will remain the same as the past two years, at \$1,139.



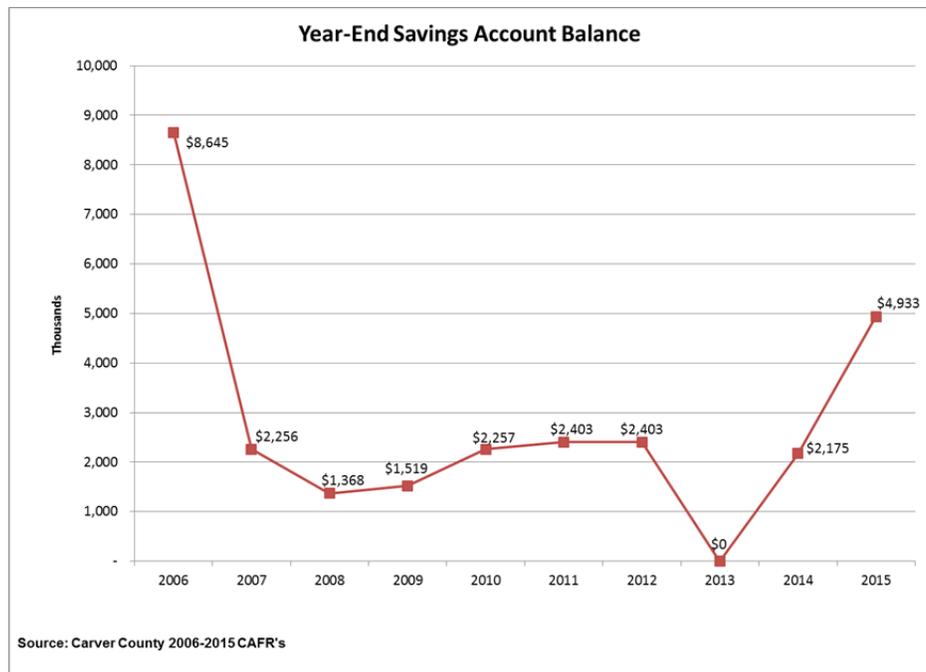
The above chart shows the changes in average home values and taxes from 2008 to 2017. It also shows how the average home's property tax has continually decreased compared to the Consumer Price Index (CPI), which has grown over the past several years. Carver County's bond rating which is also listed on the chart has been at the highest rating possible AAA rating since 2010.

Effective Tax Rate:

The effective tax rate is the percentage of market value a homeowner is paying in property taxes. It is calculated by taking the home's market value and dividing it by the tax. The upward movement on this trend reflects the decreasing valuation of homes that began in 2008 and ended in 2013. Rising home values and the relatively modest rate of tax increases by the County resulted in a decreasing effective tax rate starting in 2014 and through 2017.



Year-End Savings Account: The Year-End Savings (YES) Account designates up to 5 percent of the County's reserves for future unknowns such as emergencies, disasters, capital projects, and intergovernmental funding cuts. The chart shows the trend in this account's balance. Significant decreases in the YES Account from 2006 to 2008 were the result of planned Board-approved transfers to pay for one-time capital projects and land acquisitions. In 2013, the YES Account was

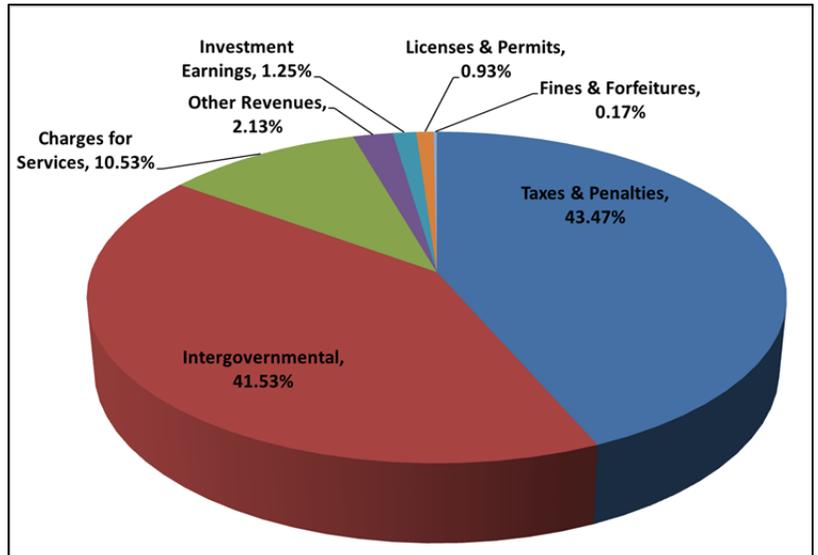


brought down to zero to offset a \$4.3 million negative 2013 mark-to-market investment adjustment. The YES account has been built back up to \$4.9 million in 2015 and is anticipated to be around the same amount for 2016. A portion of the YES account is earmarked to offset the next negative mark-to-market investment adjustment, which will occur if the market's historically low interest rates significantly rise at the end of the year similar to 2013.

Revenues

The 2017 Budget totals \$123,300,732 in revenues, which is an increase of \$24,665,011 compared to the 2016 budget. The following lists the sources of revenues for 2017, and the chart shows the percentage of the total associated with each revenue amount.

2017 Budget Revenue	
Taxes & Penalties	53,594,192
Intergovernmental	51,201,943
Charges for Services	12,978,245
Other Revenues	2,624,082
Investment Earnings	1,546,661
Licenses & Permits	1,143,323
Fines & Forfeitures	212,286
Total Revenues	123,300,732



Taxes and Penalties: The Certified Property Tax Levy is the primary funding source for the County budget, and the source of revenue the County has the most control over. The 2017 Budget includes the amount of property taxes levied for the year and penalties. Once established, property tax amounts cannot be adjusted upward during the year. The County Administrator's recommended total combined levy of \$51,649,500 for 2017 is an increase of 2.80%, or \$1,406,800 from the 2016 levy. Revenues from the property tax levy will constitute approximately 43.47% of all county revenues for 2017.

2017 Proposed Property Tax Levy

General Fund	\$31,634,306
Road and Bridge Fund	4,095,254
Community Social Services Fund	9,487,740
Road & Bridge Capital Improvement Fund	1,890,000
Debt Services Fund	4,247,200
Unestad Tax Abatement	123,000
Engler Blvd Tax Abatement	172,000
Total Levy County	\$51,649,500
Carver Watershed Management Organization	\$ 643,933
Total Combined Levy	\$52,293,433

The increase in the tax levy is the end-result of a 2017 Recommended Budget Strategy which was based on capturing the tax base from new construction. The County's portion of the total property tax bill on average-value homes will remain the same as 2016, and a slight increase for the average-value agricultural properties and most commercial properties with an average-value.

Intergovernmental and Other Revenues: Intergovernmental funding, which increased by \$22,760,406 from the 2016 Budget to the 2017 Budget, and the Other Revenues category are also major sources of revenue for the County. Intergovernmental funding refers to funding from other governmental units at the federal, state and local level in the form of grants, program aids, entitlements, shared revenues, payments in lieu of taxes, and reimbursements for performance of specific functions or services. It also includes voluntary non-exchange transactions that result from legislative or contractual agreements such as grants, entitlements, appropriations and donations. Tax credits paid by the state are included in intergovernmental revenues. Intergovernmental funding increased from \$28,441,537 in 2016 to \$51,201,943 in 2017 primarily from additional funding received in the human services area and in increased funding related to construction projects. The Other Revenues category totals \$2,624,082. It includes gifts and donations, miscellaneous revenue from contracts, and transfers between funds.

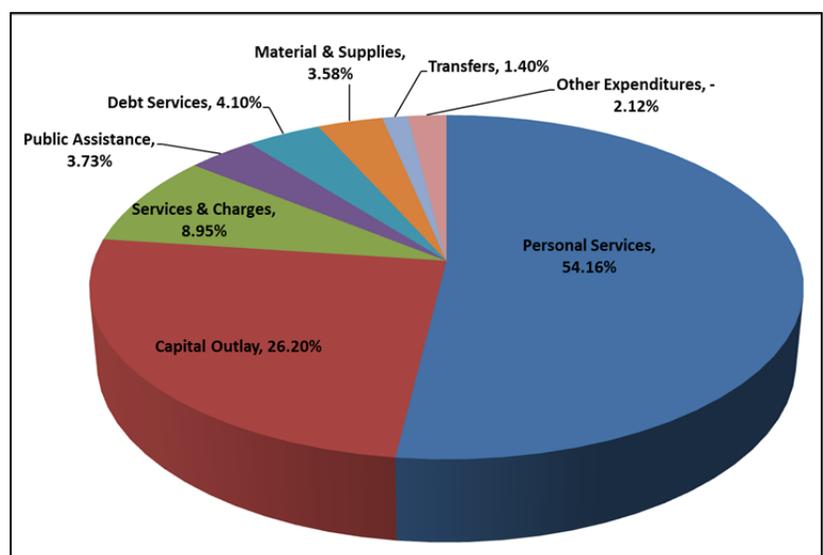
Charges for Services: The third-highest revenue source comes from Charges for Services, which totals \$12,978,245 in the 2017 Budget, an increase of \$473,915 from 2016. This revenue category refers to the County's acquisition of revenue from the professional services the County provides for a fee and other services and charges covered in its Fee-for-Service Schedule.

Investment Earnings: The revenue from investment earnings is budgeted at \$1,546,661 in 2017, a \$100,000 decrease from 2016 based on recent years and the short-term investment outlook.

Expenditures

The 2017 Budget totals \$123,300,732 in expenditures, which is an increase of \$24,665,011 compared to the 2016 budget. The increase is primarily due to salary and benefit costs and construction projects planned for 2017. The following lists the expenditures for 2017 and the chart shows the percentage of the total expenditure associated with each category.

2017 Budget Expenditures	
Personal Services	66,780,440
Capital Outlay	32,299,146
Services & Charges	11,040,080
Public Assistance	4,603,928
Debt Services	5,057,200
Material & Supplies	4,408,678
Transfers	1,720,913
Other Expenditures	(2,609,653)
Total Expenditures	123,300,732



Personnel Costs and Services and Charges: Costs associated with County employee wages and benefits comprise the largest expenditure for the County.

Expenditures for employee wages are captured in the “Personal Services” account class, which includes compensation paid to full-time, part-time, and temporary or intermittent employees with payroll deductions. It does not include fees or contractual payments paid to consultants or independent contractors: Those costs are captured in the “Services and Charges” account class that also includes other expenses associated with business operations.

The budgeted amount for personal services for 2017 is \$66,780,440, which is an increase of \$4,538,235 from the 2016 budgeted amount of \$62,242,205. The 2017 Budget includes salary and benefit increases to remain competitive with the market. At this preliminary stage of the budget process, Attachment B requests for additional staffing are not included in the above 2017 personal budget.

After years of seeing health insurance costs increase at a rate much higher than inflation, the County’s health insurance premiums had relatively small increases over the past few years due to rate cap guarantees in the County’s employee health insurance contract. Every five years, the County is statutorily required to re-bid its employee health insurance contract. In 2016, a request for proposals for employee health insurance resulted in an aggregate 15% decrease in 2017 health insurance premiums and single-digit rate cap increases for 2018 – 2021.

Conference and Training: The 2017 Budget includes \$500,894 for conference and training for County staff development. *See Attachment F for a listing of conference and training for each County division.*

Capital Outlay: The County’s second-highest expenditure category is \$32,299,146 for capital improvements. A number of capital projects are included in the 2017 Budget, most of which have off-setting cost savings, intergovernmental reimbursements, and sources of funds other than property taxes. *See Attachment C: Capital Projects and Attachment D: Facilities, Vehicles, and Equipment Replacement for projects that are included under Capital Outlay.*

Public Assistance: The 2017 Budget includes \$4,603,928 for Public Assistance. In terms of expenditures for specific County functions, expenditures for Health and Human Services (which includes Public Assistance) consume the most dollars in comparison to other services provided by the County. The amount budgeted for Public Assistance in 2017 is \$89,252 lower than the 2016 budget.

Debt Services: Annual principal and interest payments that retire County debt are budgeted in the Debt Service Fund and are another major component of County expenditures. In the 2017 Budget, \$5,057,200 is being budgeted for Debt Services, which is a decrease of \$692,165 from the previous year. This decrease is largely attributed to two factors: during 2016 the County refinanced both bond sales from 2008 which lowered debt service starting in 2017; the County is also capturing the levy savings from the 2014A and 2014 MPFA loan because the levy needed to repay this debt is less than what was initially anticipated.

2017 Budget: Recommended Net Levy Adjustments for Trends, Increased Fees, etc.

As of 9/9/16

Division/Dept.	Item	Division Director Request	County Administrator's Preliminary Recommendation	Board Approved
County-wide				
Debt Service	Refinancing debt (advance refunding the 08A & 08B bonds)	(100,000)	(100,000)	
Debt Service	Savings in the Debt Service fund (2014A & MPFA Loan)	(592,165)	(592,165)	
Vacancy Savings	Adjustment based on trends	(625,000)	(625,000)	
OPEB	Lower OPEB contribution for pay-as-you-go retiree health insurance	(169,980)	(169,980)	
Self Insurance Fund	Adjustments based on insurance and cost trends	(68,742)	(68,742)	
Grant Revenue	Unbudgeted grant revenue	(30,000)	(30,000)	
Investment Income	Unfavorable trends	100,000	100,000	
Subtotal		(1,485,887)	(1,485,887)	
Divison Requests/Adjustments				
Court Services	Ongoing data plan expenses for 8 additional IPADs (Paperless Project)	4,800	4,800	
Court Services	Ongoing yearly Court Services Tracking System (CSTS) enhancement costs	5,000	5,000	
Court Services	REAM Grant, exp side	10,000	10,000	
Employee Relations	Reallocated Gallagher and Health Partner Benefits- Wellness- Biometrics and Wellvation	60,000	60,000	
Employee Relations	Past trends and trends outside of the organization related to professional services costs	50,000	50,000	
Historical Society, SWCD, Extension	SWCD & Historical Society-allocation increase, Extension MOA increase	19,165	19,165	
Property & Financial Services-Finance	Indirect Federal Funding increase	(50,000)	(50,000)	
Public Services/Facilities	Increase in costs to repair and maintain county buildings serving additional staff members.	25,000	25,000	
Public Services/IT	Ongoing rising costs to provide licensing, hardware, and mobility to new hires and changing work environments.	25,000	25,000	
Public Services/IT	GIS ESRI licensing increase	15,000	15,000	
Public Services/IT	Renegotiate Microsoft Enterprise Licensing. Expect additional costs.	15,000	15,000	
Public Services/Library	Carver Library's eBooks comprise 4.4% of the collection budget -- 8% below that of every other metro library system.	32,500	32,500	
Sheriff	Contract increase for Aramark (4%)	10,000	10,000	
Sheriff	Contract increase for MENd (2%)	4,000	4,000	
Sheriff	Training increase for EVOC, 1st AID, SPSC in rotation	25,000	25,000	
Sheriff	Contracted Transports	4,000	4,000	
Requests after 6/11				
Court Administration	Increase budget for court appointed attorneys- caseloads have increased significantly with the new CHIPS laws	30,000	30,000	
County Administration	Membership due increases: based on AMC, MICA, and MESP projections	2,000	2,000	
Public Works	GIS ESRI Roads & Highway	14,000	14,000	
Requests after 7/11 & 7/12 Budget Packet was sent				
Health & Human Services	Purchase of Services- cost increases: Foster Care and Shelter	105,000	105,000	
Sheriff	Medical Examiner- contract increase, and a decrease in donation revenue that the Sheriff's office is no longer receiving	3,546	3,546	
Public Services/IT	Board Agenda replacement software	17,000	17,000	
Property & Financial Services-Finance	Contracted payroll temp services	21,197	21,197	
Subtotal		447,208	447,208	
GRAND TOTAL =		(1,038,679)	(1,038,679)	\$ -

Attachment B: Recommended Staffing Changes

Division/Department	Division Requested FTE's	Funding Source	Administrator Recommended FTE's Changes	Position	Requested Gross Levy (\$)	Direct Reimbursement	Indirect Funding	Division Requested Net Levy (\$)	Administrator Recommended Net Levy (\$)
Requested for 2017:									
Attorney	1.00	No Levy	1.00	Victim Witness Coordinator	92,383		92,383	-	-
Attorney	1.00	100% Levy	-	Assistant County Attorney I	98,642			98,642	
Court Services/ Probation	(0.50)	100% Levy	(0.50)	Collections/Payment Assistant	(25,331)			(25,331)	(25,331)
Court Services/ Probation	(0.20)	Partial Levy	(0.20)	Court Services Agent II	(14,878)			(14,878)	(14,878)
Court Services/ Probation	0.20	Partial Levy	0.20	Court Services Agent III	19,410		4,532	14,878	14,878
Employee Relations	1.00	100% Levy	-	Deputy Director of ER/Labor Relations Manager	128,831			128,831	
HHS - Admin Support	1.00	Partial Levy	1.00	Accountant Technician	75,483	18,871	55,594	1,018	1,018
HHS - Behavioral Health	0.12	No Levy	0.12	Case Management Associate II	8,514		8,514	-	-
HHS - Behavioral Health	0.50	No Levy	0.50	Advanced Practice Nurse	72,000	112,000		(40,000)	(40,000)
HHS - Behavioral Health	1.00	No Levy	1.00	Social Worker II	92,383	7,391	84,992	-	-
HHS - Child and Family	1.00	Partial Levy	1.00	Child/Family Unit Supvr.	114,531	9,162	105,369	-	-
HHS - Income Support	1.00	Partial Levy	1.00	Eligibility Representative I	77,963	38,981		38,982	38,982
Prop & Financial Svcs-Assessment	1.00	No Levy	1.00	Senior Appraiser - Commercial	98,809		98,809	-	-
Prop & Financial Svcs-Finance	(1.00)	100% Levy	(1.00)	Accounting Technician	(75,483)			(75,483)	(75,483)
Prop & Financial Svcs-Finance	1.00	100% Levy	1.00	Accountant	92,383			92,383	92,383
Prop & Financial Svcs-TSD	1.00	No Levy	1.00	Licensing Specialist	63,617		63,617	-	-
Prop & Financial Svcs-TSD	1.00	100% Levy	-	Project Specialist	72,283			72,283	
Public Services - Environmental Svcs	1.00	No Levy	1.00	Recycling Drop Off Operator (2 positions)	45,594		45,594	-	-
Public Services - Information Technology	1.00	100% Levy	1.00	Software Solutions Engineer	119,851			119,851	119,851
Public Services - Information Technology	1.00	Partial Levy	1.00	Lead Support Analyst	85,071		77,654	7,417	7,417
Public Services - Library	0.25	100% Levy	0.25	Associate Librarian (2 positions)	12,985			12,985	12,985
Public Services - Library	0.63	100% Levy	0.63	Library Shelves (2 positions)	23,424			23,424	23,424
Public Services - Library	0.13	100% Levy	0.13	STOC Librarian (STOC Professional Level Personnel)	7,304			7,304	7,304
Public Services - Library	0.13	100% Levy	0.13	STOC Library Assistant (STOC Support Personnel)	4,314			4,314	4,314
Public Services - Library	1.00	100% Levy	1.00	Library Assistant	65,319			65,319	65,319
Public Services - Library	1.00	100% Levy	1.00	Librarian	89,246			89,246	89,246
Public Services - Library	(1.00)	100% Levy	(1.00)	Assistant Branch Manager	(110,782)			(110,782)	(110,782)
Public Services - Library	(1.00)	100% Levy	(1.00)	Library Assistant (2 positions)	(48,354)			(48,354)	(48,354)
Public Services - Library	0.20	100% Levy	-	Volunteer Coordinator	17,367			17,367	
Public Services - Pub Svcs Admin	1.00	100% Levy	-	Innovation Officer	114,531			114,531	
Public Works - Administration	1.00	No Levy	1.00	Administrative Assistant	66,694		66,694	-	-
Public Works - Program Delivery	(0.33)	100% Levy	(0.33)	GIS Assistant (STOC)	(9,863)			(9,863)	(9,863)
Public Works - Program Delivery	1.00	No Levy	1.00	Transportation Planner	98,809		98,809	-	-
Public Works - Parks	0.62	Partial Levy	0.62	PT Seasonal	16,620	1,973		14,647	14,647
Public Works - Operations	0.70	No Levy	0.70	STOC - Hwy Maintenance Worker	22,032		22,032	-	-
Sheriff	0.31	100% Levy	0.31	Community Service Officer- base	13,918			13,918	13,918
SubTotal:	18.76		14.56		\$ 1,625,620	\$ 188,378	\$ 824,593	\$ 612,649	\$ 180,995

Approved during 2016:** Savings will carryover into 2017

Included in the 2017 Salary and Benefit Projection (after Adopted 2016 Budget)	FTE's		Date of RBA	Position	Requested Gross Levy (\$)	Direct Reimbursement	Indirect Funding	Division Requested Net Levy (\$)	
HHS - Administration	0.40	No Levy	10/6/2015	Support Services Aide	12,288	12,288		-	26
Public Services - Planning/Water Mgmt.	1.00	No Levy	10/6/2015	AIS Program Coordinator	70,540	70,540		-	

Prop & Financial Svcs-TSD	1.00	No Levy	12/1/2015	Land Administration Supervisor	82,200		82,200	-	
Prop & Financial Svcs-TSD	1.00	No Levy	12/1/2015	Customer Service Technician	70,900		70,900	-	
Prop & Financial Svcs-TSD	(1.00)	No Levy	12/1/2015	Customer Service Specialist	(48,100)		(48,100)	-	
Prop & Financial Svcs-TSD	(1.00)	No Levy	12/1/2015	Customer Service Specialist	(48,100)		(48,100)	-	
Prop & Financial Svcs-Property Records	1.00	No Levy	12/1/2015	Senior Land Title Specialist	62,250		62,250	-	
Prop & Financial Svcs-Property Records	1.00	No Levy	12/1/2015	Senior Land Title Specialist	62,250		62,250	-	
Prop & Financial Svcs-Property Records	(1.00)	No Levy	12/1/2015	Land Title Specialist	(59,750)		(59,750)	-	
Prop & Financial Svcs-Property Records	(1.00)	No Levy	12/1/2015	Land Title Specialist	(59,750)		(59,750)	-	
HHS - Behavioral Health	1.00	No Levy	2/2/2016	MH Crisis Program Supervisor	106,500	106,500		-	
HHS - Behavioral Health	(1.00)	No Levy	2/2/2016	Crisis Therapist	(90,000)	(90,000)		-	
HHS - Behavioral Health	(0.90)	No Levy	2/2/2016	Crisis Therapist	(81,000)	(81,000)		-	
HHS - Behavioral Health	0.90	No Levy	2/2/2016	Social Worker II	67,500	67,500		-	
HHS - Behavioral Health	1.00	No Levy	2/2/2016	Case Aide	49,400	4,400	45,000	-	
HHS - Behavioral Health	1.00	No Levy	2/2/2016	Social Worker II	75,000	6,000	69,000	-	
HHS- Child & Family	1.00	No Levy	2/2/2016	Social Worker III	88,500	88,500		-	
HHS- Child & Family	(1.00)	No Levy	2/2/2016	Social Worker II	(75,000)	(75,000)		-	
HHS- Child & Family	0.40	No Levy	2/2/2016	Social Worker II	30,000	2,400	27,600	-	
HHS- Child & Family	1.00	No Levy	2/2/2016	Case Aide	55,000	4,400	50,600	-	
HHS - Home & Comm Based Care	1.00	No Levy	2/2/2016	HCBC Supervisor	105,000	8,400	96,600	-	
HHS - Home & Comm Based Care	4.00	No Levy	2/2/2016	Social Worker II	300,000	-	300,000	-	
HHS - Home & Comm Based Care	1.00	No Levy	2/2/2016	Program Assistant	55,000	25,000	30,000	-	
NOT Included in the 2017 Salary and Benefit Projection (RBAs between 4/1 and 9/20/16)									
Attorney	0.15	100% Levy	8/16/2016	STOC On-call	4,900			4,900	
Public Services - Veteran Services	0.40	100% Levy	6/7/2016	Veteran Services Driver	23,098			23,098	
Public Services - Veteran Services	(0.40)	100% Levy	6/7/2016	Veteran Services Driver	(23,098)			(23,098)	
Public Services- Information Technology	(0.15)	100% Levy	8/16/2016	STOC On-call	(4,900)			(4,900)	
Public Services- Library	0.06	No Levy	8/16/2016	Librarian	4,512		4,512	-	
Employee Relations	1.00	100% Levy	6/21/2016	Employee Relations Business Partner	102,715			102,715	
Prop & Financial Svcs - TSD	1.00	No Levy	6/21/2016	Licensing Specialist	63,605		63,605	-	
Public Works - Administration	(1.00)	No Levy	6/7/2016	Administrative Asst	(65,329)		(65,329)	-	
Public Works - Program Delivery	1.00	No Levy	6/7/2016	GIS Technician	74,442		74,442	-	
Public Works - Program Delivery	(1.00)	No Levy	4/5/2016	Sr Engineering Technician	(86,529)		(86,529)	-	
Public Works - Program Delivery	1.00	No Levy	4/5/2016	Engineering Technician	76,115		76,115	-	
HHS - Behavioral Health	(1.00)	No Levy	6/21/2016	Health Care Navigator	(76,326)		(76,326)	-	
HHS - Behavioral Health	1.00	No Levy	6/21/2016	Social Worker II	76,326		76,326	-	
HHS - Behavioral Health	(1.00)	No Levy	6/21/2016	Social Worker II	(88,657)		(88,657)	-	
HHS - Behavioral Health	1.00	No Levy	6/21/2016	Registered Nurse/Case Manager	88,657		88,657	-	
HHS - Behavioral Health	(0.80)	No Levy	9/6/2016	Crisis Therapist	(89,847)		(89,847)	-	
HHS - Behavioral Health	0.90	No Levy	9/6/2016	Crisis Therapist	99,711		99,711	-	
HHS - Behavioral Health	(0.90)	No Levy	9/6/2016	Crisis Therapist	(99,711)		(99,711)	-	
HHS - Behavioral Health	0.80	No Levy	9/6/2016	Crisis Therapist	89,847		89,847	-	
HHS - Behavioral Health	(1.00)	No Levy	9/20/2016	Health Care Navigator	(90,746)		(90,746)	-	
HHS - Behavioral Health	1.00	No Levy	9/20/2016	Social Worker II	90,746		90,746	-	
HHS - Behavioral Health	1.80	No Levy	9/20/2016	Crisis Therapist	201,920		201,920	-	
HHS- Child & Family	2.00	No Levy	4/19/2016	Social Worker II	164,714	164,714		-	
HHS - Income Support	2.00	No Levy	4/19/2016	Eligibility Representative I	139,276	83,178	56,098	-	
Public Works - Administration	1.00	Partial Levy	9/20/2016	Financial Technician	84,287		3,199	81,088	
Public Works - Administration	(1.00)	100% Levy	9/20/2016	Account Clerk	(81,088)			(81,088)	
Sheriff***	(1.80)	100% Levy	8/16/2016	Jail Health Nurse	(175,280)			(175,280)	
Sheriff***			8/16/2016	Contracted Services	175,280			175,280	
SubTotal:	16.86				\$ 1,509,268.00	\$ 397,820.00	\$ 1,008,733.00	\$ 102,715.00	\$ -
Total:	35.62		14.56		\$ 3,134,888	\$ 586,198	\$ 1,833,326	\$ 715,364	\$ 180,995

Attachment C: Capital Projects by Fund for 2017
as of 12/2/16

DEPT.	CIP #	DESCRIPTION	2016 Board Approved	2017 Requested	2017 County Administrator's Preliminary Recommendation	Inc./Dec
Parks & Trails Capital Improvements						
528-519		Pavement Mgmt, Lk. Minnewashta, Parking lots and trails (Parks and Trails)		119,000	119,000	119,000
525-518		MN River Bluffs RT Co. Rd 61 to Bluff Creek Drive (Federal TAP)		282,630	282,630	282,630
525-518		MN River Bluffs RT Co. Rd 61 to Bluff Creek Drive (Parks and Trails)		180,000	180,000	180,000
		Extension of MN River Bluffs Regional Trail (CCRRA)	70,000	-	-	(70,000)
		Repurposing Houses, Plans & Construction for Group Use Area & Trailhead(CPA)	79,904	79,904	79,904	-
		34-520-XXX-XXXX-6610	149,904	661,534	661,534	511,630
Fund 34 Total	34-XXX-XXX-XXXX-66XX		149,904	661,534	661,534	511,630
Levy Dollars - Fund #34			-	-	-	-
Building and Other Capital Improvements						
		Master Space Plan Projects (CPA)	19,904	-	-	(19,904)
		Contribution to Agricultural Society 2013/2014 Building Projects (CPA)	60,000	60,000	60,000	-
		Building Security Improvement Plan- (CPA)	-	19,904	19,904	19,904
		30-XXX-XXX-XXXX-6630	79,904	79,904	79,904	-
Fund #30 Total	30-XXX-XXX-XXXX-66XX		79,904	79,904	79,904	-
Levy Dollars - Fund #30			-	-	-	-
Regional Rail Authority Right-of Way Capital Improvements						
		Contribution to County for FTE (levy)	41,000	41,000	41,000	-
		Extension of MN River Bluffs Regional Trail (levy)-to fund 34	70,000	-	-	(70,000)
		Ditch Drainage, Culvert Cleaning, Tree Removal	33,000	99,000	99,000	66,000
		15-XXX-XXX-XXXX-66XX	144,000	140,000	140,000	(4,000)
Fund #15 Total	15-XXX-XXX-XXXX-66XX		144,000	140,000	140,000	(4,000)
Levy Dollars - Fund #15			140,000	140,000	140,000	-

Road & Bridge Capital Improvements

Transfers

					-
	CSAH Regular funds transfer to Fund 03	143,000	230,000	230,000	87,000
	Wheelage tax funds transfer to Fund 35	315,000	315,000	315,000	-
	03-304 & 35-814	458,000	545,000	545,000	87,000

Professional Services

307-8712	CSAH 61 Turnback Improvements (Mun / State Participation)		1,859,400	1,859,400	1,859,400
307-8637	CSAH 18 Reconstruction (State Aid)	311,000	-	-	(311,000)
307-8637	CSAH 18 Reconstruction (Mun / State Participation)	206,000	-	-	(206,000)
307-8692	CSAH 14 Marsh Lake Road (State Aid)		546,000	546,000	546,000
307-8692	CSAH 14 Marsh Lake Road (Mun / State Participation)		234,000	234,000	234,000
307-8765	NON-CIP CSAH 10/51 Ring Road (Mun / State Participation)	128,000	406,750	406,750	278,750
307-8782	CSAH 33 / CSAH 34 Roundabout (State Aid)		200,000	200,000	200,000
	32-307-000-0000-6680	645,000	3,246,150	3,246,150	2,601,150
307-8014	Shoulder Widening (Levy)	400,000	-	-	(400,000)
307-8014	Shoulder Widening (Wheelage tax)	495,000	-	-	(495,000)
307-8014	Shoulder Widening (State Aid)	561,000	-	-	(561,000)
307-8015	Safety Set Aside (County Levy)	175,000	175,000	175,000	-
307-8016	Traffic Marking / Signs / Signals (County Levy)	315,000	315,000	315,000	-
307-8016	Traffic Marking / Signs / Signals (CPA)	110,000	-	-	-
307-8712	CSAH 61 Turnback Improvements (Mun / State Participation)		10,320,000	10,320,000	10,320,000
307-8737	CR 140 Bridge #L2795 (CPA)		159,808	159,808	159,808
307-8737	CR 140 Bridge #L2795 (Bridge Bonding)		402,000	402,000	402,000
307-8738	CR 140 Bridge #10504 (Bridge Bonding)		462,332	462,332	462,332
307-8739	CR 140 Bridge #L2797 (Bridge Bonding)		200,000	200,000	200,000
307-8740	CSAH 51 Bridge over Carver Creek (State Aid)		450,215	450,215	450,215
307-8740	CSAH 51 Bridge over Carver Creek (Bridge Bonding)		127,000	127,000	127,000
307-8743	CSAH 23 Bridge #10507 (Bridge Bond)	112,000	-	-	(112,000)
307-8745	CSAH 33 Bridge #10515 (CPA)	32,084	-	-	(32,084)
307-8765	NON-CIP CSAH 10-51 Ring Road (State Aid)		1,942,039	1,942,039	1,942,039
307-8765	NON-CIP CSAH 10-51 Ring Road (Mun / State Participation)	640,000	4,067,500	4,067,500	3,427,500
307-8780	CSAH 11 MN River Bridge (State Aid Regular)	225,000	-	-	(225,000)
307-8784	CSAH 61 Reconstruction (Mun / State Participation)	1,740,000	-	-	(1,740,000)
307-8784	CSAH 61 Reconstruction (CPA)	17,724	-	-	(17,724)
307-8785	84th Street B#10508 over Buffalo Creek (Bridge Bonding)		571,000	571,000	571,000
307-8790	SCAH 32 Shoulder Widening (State Aid Regular)		1,400,800	1,400,800	1,400,800
307-8795	CSAH 20 Bridge #93035 (Bridge Bonding)		-	-	-
	32-307-000-0000-6681	4,822,808	20,592,694	20,592,694	15,879,886

Right of Way

307-8637	CSAH 18 Reconstruction (TH41 to Galpin) (State Aid Regular)	181,350	1,007,500	1,007,500	826,150
307-8637	CSAH 18 Reconstruction (TH41 to Galpin) (Municipal/ State)	268,650	1,492,500	1,492,500	1,223,850
307-8692	CSAH 14 Marsh Lake Road (State Aid)		650,000	650,000	650,000
307-8692	CSAH 14 Marsh Lake Road (Mun / State Participation)		650,000	650,000	650,000
307-8739	CR 140 Bridge #L2797 (State Aid)		15,000	15,000	15,000
307-8740	CSAH 51 Bridge over Carver Creek (State Aid)		25,000	25,000	25,000
307-8765	NON-CIP CSAH 10-51 Ring Road (Mun / State Participation)	520,500	-	-	(520,500)
307-8782	CSAH 33 / CSAH 34 Roundabout (State Aid)		100,000	100,000	100,000
	32-307-000-0000-6685	970,500	3,940,000	3,940,000	2,969,500

Resurfacing/Maintenance

307-8000	Resurfacing/Maintenance (County Levy)	900,000	1,400,000	1,400,000	500,000
307-8000	Resurfacing/Maintenance (Wheelage)	-	545,229	545,229	545,229
307-8000	Resurfacing/Maintenance (State Aid)	2,482,500	358,855	358,855	(2,123,645)
	32-307-000-0000-6684	3,382,500	2,304,084	2,304,084	(1,078,416)

Fund #32 Total	32-307-XXX-XXXX-66XX	10,278,808	30,627,928	30,627,928	20,459,120
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	Road & Bridge Levy Dollars - Fund #32	1,790,000	1,890,000	1,890,000	100,000
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Attachment D: 2017 Facilities, Vehicles and Equipment

as of 8/18/2016

DEPT.	CIP #	DESCRIPTION	2016	2017	2017	Inc./Dec
			Board Approved	Requested	County Administrator's Preliminary Recommendation	
Public Services - Facilities						
Building Improvements - 6640						
	01-110	Facilities - Manager Initiatives	335,000	330,000	330,000	(5,000)
Dept. Total		01-110-XXX-2001-66XX	335,000	330,000	330,000	(5,000)
Public Services - Information Technology						
Manager Capital Initiatives						
		Technology - Manager Initiatives	320,000	330,000	330,000	10,000
		Software: 01-049-046-0000-6660	320,000	330,000	330,000	10,000
Computer Services						
		Endpoint Network Security Protection	-	20,000	20,000	20,000
		Software: 01-049-000-0000-6655	-	20,000	20,000	20,000
Client Services						
		Scanner Replacement	12,000	20,000	20,000	8,000
		Equipment: 01-049-060-0000-6660	12,000	20,000	20,000	8,000
CarverLink						
		CarverLink build out	20,000	20,000	20,000	-
		CarverLink equipment replacement	30,000	30,000	30,000	-
		Equipment: 01-049-061-1000-6660	50,000	50,000	50,000	-
Dept. Total		01-049-XXX-XXXX-66XX	382,000	420,000	420,000	38,000
Public Services - Library						
Administration						
		Furniture replacement	10,000	10,000	10,000	-
		Self checkout replacement	20,000	-	-	(20,000)
		Equipment: 01-014-500-0000-6660	30,000	10,000	10,000	(20,000)
Dept. Total		01-014-XXX-XXXX-66XX	30,000	10,000	10,000	(20,000)
Public Services - Planning & Water						
WMO						
		Carver County Water Mgmt. Organization Project Fund*	135,000	150,000	150,000	15,000
		16-XXX-XXX-XXXX-6630	135,000	150,000	150,000	15,000
Dept. Total		16-XXX-XXX-XXXX-66XX	135,000	150,000	150,000	15,000

Sheriff's Office

Jail

Washing Machines	25,000	-	-	(25,000)
Equipment: 01-201-235-0000-6660	25,000	-	-	(25,000)
Total Capital Outlay 01-201-235	25,000	-	-	(25,000)

Support Services

Investigations: Forensic Computer	-	10,000	10,000	10,000
Snowmobile Purchase	-	20,000	20,000	20,000
Conference room/ office renovation	24,000	-	-	(24,000)
Vehicles: 01-201-231-000-XXXX	24,000	30,000	30,000	6,000
Total Capital Outlay 01-201-231	24,000	30,000	30,000	6,000

Patrol

236-01 Vehicles	247,500	262,400	262,400	14,900
Vehicles: 01-201-236-0000-6670	247,500	262,400	262,400	14,900
Total Capital Outlay 01-201-236	247,500	262,400	262,400	14,900

Communication

240- MDC Replacement and Mobile Radio Replacement	50,000	50,000	50,000	-
Portable Radio Replacement Planning	-	35,000	35,000	35,000
Equipment: 01-201-240-0000-6660	50,000	85,000	85,000	35,000
Total Capital Outlay 01-201-240	50,000	85,000	85,000	35,000

Division Total	01-201-XXX-XXXX-66XX	346,500	377,400	377,400	30,900
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Public Works

Highway Operations

Public Works Equipment	265,000			(265,000)	
Tandem		240,000	240,000	240,000	
Hyster RT Packer		50,000	50,000	50,000	
Stepp Patcher		50,000	50,000	50,000	
Laminator		15,000	15,000	15,000	
Pickup		50,000	50,000	50,000	
Boat		60,000	60,000	60,000	
Public Works Equipment (CSAH)	150,000			(150,000)	
Equipment: 03-304-000-0000-6660	415,000	465,000	465,000	50,000	
Dept. Total	03-XXX-XXX-XXXX-66XX	415,000	465,000	465,000	50,000

Park Administration

Park Maintenance Projects (paid by increase in park permit fees*)	26,000	26,000	26,000	-
Site Improvements: 01-520-000-0000-6610	26,000	26,000	26,000	-

Dept. Total	01-520-XXX-0000-6610	26,000	26,000	26,000	-
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Health & Human Services

Software Purchase	10,000	-	-	(10,000)
Software 11-405-600-XXXX-6655	10,000	-	-	(10,000)
Home & Community Based Care Dept. Electronic Document Management Software (non-levy)	50,000	211,284	211,284	161,284
Software 11-405-700-XXXX-6655	50,000	211,284	211,284	161,284
Replacement Client Transport Vehicles (1 @ \$30,000)	30,000	30,000	30,000	-
Vehicles 11-405-700-XXXX-6670	30,000	30,000	30,000	-

Division Total	11-XXX-XXX-XXXX-66XX	90,000	241,284	241,284	151,284
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County Totals		1,759,500	2,019,684	2,019,684	260,184
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*Non-Levy Dollars Available to Pay	(421,000)	(587,284)	(587,284)	(16,284)
Net Levy Dollars Needed	\$ 1,338,500	\$ 1,432,400	\$ 1,432,400	\$ 93,900

2017 Budget: Software and Other One-Time Projects
as of 8/18/2016

Division/Dept.	Item	Division Director Request	County Administrator's Preliminary Recommendation	Board Approved
2017 LTFP	HVAC replacements/ upgrades	90,000	90,000	
2017 LTFP	Data Center Updates	100,000	100,000	
2017 LTFP	Building Security Improvement Plan (not covered by CPA)	55,000	55,000	
2017 LTFP	Asset Management Software (priority A)	75,000	75,000	
2017 LTFP	LWRP Phase 1 -Site Grading Utility Plan & Construction	100,000	100,000	
Court Services	Paperless Project (Integrate Onbase with Court Services Tracking System (CSTS), IPADS for agent mobility in the paperless environment (8), and 2 scanners)	32,000	32,000	
Sheriff	CIS Report Writer	62,000	62,000	
Sheriff	COOP Planning Software	69,000	69,000	
Sheriff	Carpet in Sheriff's Office	37,000	-	
Sheriff	Fleet adjustment	67,000	67,000	
Public Works	Road and Bridge CIP Projects - to offset CPA Reduction (mostly bridges and state projects) (priority A)	520,000	520,000	
Public Works	Snow & Ice Control MDSS	25,000	-	
Public Works- Parks	Camping Reservation Upgrade- Artstreet (reservation and point of sale software)	20,000	20,000	
Public Works- Parks	Recreation Services module- Artstreet (program registration software)	10,000	10,000	
Court Administration	Updated audio system for courtrooms 5 & 6 and completion of courtroom #6	100,000	100,000	
P&FS- TSD	Replacement of election equipment	1,000,000	-	
Public Services	Master Space Plan	75,000	30,000	
	Sub Total =	2,437,000	1,330,000	-
	Turnback Funds	(1,330,000)	(1,330,000)	(1,330,000)
	Unfunded	1,107,000	\$ -	\$ (1,330,000)

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2017**

as of 12/14/2016		2016	2017	2017	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	County Administrator's Preliminary Recommendation	Inc./Dec
Commissioners					
District 1	AMC and miscellaneous instate		4,000	4,000	4,000
District 2	Transportation Alliance Fly-in-Washington		1,500	1,500	1,500
	Waste Expo- New Orleans		1,500	1,500	1,500
	AMC and miscellaneous instate		1,000	1,000	1,000
District 3	Transportation Alliance Fly-in-Washington		1,000	1,000	1,000
	NACO Annual Conference- Ohio		1,500	1,500	1,500
	Western Interstate Conference- Oregon		500	500	500
	RAC (out of state-location TBD)		500	500	500
	AMC and miscellaneous instate		500	500	500
District 4	AMC and miscellaneous instate		4,000	4,000	4,000
District 5	Transportation Alliance Fly-in-Washington		1,500	1,500	1,500
	Western Interstate Conference- Oregon		1,500	1,500	1,500
	AMC and miscellaneous instate		1,000	1,000	1,000
	District 1-5 2016 conferences	20,000			(20,000)
Total- Commissioners	01-001-XXX-0000-6332	20,000	20,000	20,000	-
County Administration					
	AMC Annual Conference	700	700	700	-
	MCMA/MACA Annual Conference	725	725	725	-
	MACA Fall	475	475	475	-
	NACO/ICMA National	2,000	2,000	2,000	-
	Misc.- Administrator/staff	200	200	200	-
Total- County Administration	01-030-000-0000-6332	4,100	4,100	4,100	-
Public Services - Administration					
	APMP Meetings- Minnesota	200	200	200	-
	MCMA Annual Conference- Minnesota - 2	1,350	1,350	1,350	-
	ICMA National Conference (Texas)	1,600	1,600	1,600	-
	MACA Fall- Minnesota	475	500	500	25
	Webinars and In State Training	1,025	2,800	2,800	1,775
	Grant Workshop/Training	1,000	-	-	(1,000)
	AMC State Conference	325	-	-	(325)
	Land Use, Environmental or Water Resource issues workshop or seminar	475	-	-	(475)
	Staff Professional Training	100	100	100	-
Total- Public Services Admin	01-048-000-0000-6332	6,550	6,550	6,550	-
Public Services - Facilities					
Facilities Management					
	Boiler Chemical - Water Treatment - Electrical CE's	1,800	1,800	1,800	-
	Siemens Control Apogee Training - BAS HVAC	1,000	1,000	1,000	-
	Amag/Milestone Security software - Local	1,800	1,800	1,800	-
	IFMA & EDAM - Local	1,100	1,100	1,100	-
	IFMA National	1,400	1,400	1,400	-
Total- Facilities	01-110-000-0000-6332	7,100	7,100	7,100	-
Public Services - Information Services					
Manager					
	In state training	4,000	4,000	4,000	-
	01-049-000-0000-6332	4,000	4,000	4,000	-
Infrastructure					
	Sr. System Engineer - VMWare World (out of state - 1)	7,000	7,000	7,000	-
	Tech Supervisor Data Center Conference (out of state - 1)	3,000	3,000	3,000	-
	In state training	18,000	13,000	13,000	(5,000)
	01-049-046-0000-6332	28,000	23,000	23,000	(5,000)
Client Services					
	ARMA National Fall Conference (out of state - 1)	3,000	3,000	3,000	-
	In state training	4,000	4,000	4,000	-
	01-049-xxx-0000-6332	7,000	7,000	7,000	-
Development & GIS					
	ESRI International Conf. (out of state - 2)	4,000	4,000	4,000	-
	ESRI Developers Summit (out of state - 2)	4,600	4,600	4,600	-
	In state training	6,400	6,400	6,400	-
	01-049-062-0000-6332	15,000	15,000	15,000	-
Applications Services					
	Onbase National Conference (out of state - 1)	3,500	3,500	3,500	-
	Web and SharePoint (out of state - 1)	3,500	3,500	3,500	-
	SQL Database Conference (out of state - 1)	3,500	3,500	3,500	-
	PM/BA Conference (out of state - 2)	7,000	7,000	7,000	-
	In state training	10,500	5,500	5,500	(5,000)
	01-049-064-0000-6332	28,000	23,000	23,000	(5,000)
CarverLink					
	In state training	2,300	2,300	2,300	-
	02-048-000-0000-6332	2,300	2,300	2,300	-
Total- Information Tech	01-049-XXX-XXXX-6332 & 02-048.6332	84,300	74,300	74,300	(10,000)

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2017**

as of 12/14/2016

		2016	2017	2017	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	County Administrator's Preliminary Recommendation	Inc./Dec
Public Services - Library					
	Book Expo of America (Out of State)	1,000	-	-	(1,000)
	ALSC National Institute (Out of State)	1,000	-	-	(1,000)
	IUG 2017 Conference (National Harbor, MD)	2,000	4,000	4,000	2,000
	PLA Annual Conference 2016 (Denver, CO)	2,000	-	-	(2,000)
	ALA Conference - Out of State (County funding pays for one attendee)	-	2,000	2,000	2,000
	ALA Conference - Out of State (MELSA pays for one attendee)	-	-	-	-
	Internet Librarian's Conf. - Out of State (One attendee, to be funded by MELSA)	-	-	-	-
	Additional Staff Training - In-state trainings funded with non-county resources)	-	-	-	-
	01-014-500-0000-6332	6,000	6,000	6,000	-
	In State Training	-	500	500	500
	American Association of Law Libraries (funded by Law Library Fees)	3,500	-	-	(3,500)
	02-508-000-0000-6332	3,500	500	500	(3,000)
Total- Library	01-014-500-0000-6332	9,500	6,500	6,500	(3,000)
Public Services - Veteran Services					
	MN DVA Spring Training/Conference	500	1,000	1,000	500
	National County Veterans Service Officer Conference (Out of State)	3,000	2,200	2,200	(800)
	Minnesota County Veterans Service Officer Conference	1,000	1,500	1,500	500
	County Veterans Service Officer Assistant's & Secretary Association Conf	500	300	300	(200)
Total- Veteran Services	01-120-000-0000-6332	5,000	5,000	5,000	-
Public Services - Land Management					
	Planning/Zoning Administrators workshop or conference	900	900	900	-
	Tuition Reimbursement	200	200	200	-
	Continuing Education - Building Plan Technician Certification and Septic Certification	300	300	300	-
	CRM Training	200	200	200	-
	01-123-160-0000-6332	1,600	1,600	1,600	-
Public Services- Environmental Services					
Administration					
	Annual Agricultural Inspectors Conference	250	250	250	-
	Annual MPCA Sewage Treatment System Cont. Education (3)	900	1,900	1,900	1,000
	Annual MPCA County Feedlot Officers Training	300	300	300	-
	Misc. professional conferences or work related tuition reimbursement	400	400	400	-
	National Environmental Health Assoc. Conference [Out of State]	1,000	1,000	1,000	-
	Feedlot, SSTS and Water Quality misc. conferences	500	500	500	-
Solid Waste					
	RAM/SWANA Annual Conference [4]	950	950	950	-
	SWAA Annual conference	200	200	200	-
	Misc. special issue conferences	300	300	300	-
	National Household Hazardous Waste Conf. - [Out of State]- potentially Great Lakes Product Stewardship Initiative, National Product Stewardship Council	500	650	650	150
Industrial Hazardous Waste					
	National Hazardous Waste Conference - Out of State	500	500	500	-
	MN GroundWater Conference	150	-	-	(150)
	Misc. special issue conferences	300	300	300	-
	OSHA/Safety Training	300	300	300	-
	01-123-130-XXXX-6332	6,550	7,550	7,550	1,000
Public Services - Planning & Water Management					
	Various water related, ISTS, WCA, Wetland, Erosion Control Conferences, seminars, training sessions	1,250	1,350	1,350	100
	ESRI Annual User Conference - Out of State	1,400	1,500	1,500	100
	Misc. Professional conferences or Tuition Reimbursement	250	250	250	-
	Annual Water Resource Conference	350	550	550	200
	GIS Conference & Training	300	300	300	-
	National (Out of State) or State/Local Wetland and/or CRM Training	1,500	1,800	1,800	300
	National (Out of State) or State Water & Planning conference: potential Nat. APA Conf., Nat. NALMS Conf., Nat. StormCon Conf., Nat. TMDL Conf., State Water Resources, State MNAPA or State MECA, National LID Symposium	1,550	1,550	1,550	-
	AIS Related conferences and training: State of Water, AIS Summit, AISRC center, National (Out of State) related trainings	-	1,500	1,500	1,500
	01-123-XXX-XXXX-6332 & 16.6332	6,600	8,800	8,800	2,200
Total- Public Services		127,200	117,400	117,400	(9,800)

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2017**

as of 12/14/2016

		2016	2017	2017	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	County Administrator's Preliminary Recommendation	Inc./Dec
Attorney					
	IMLA & NDAA- Out of State	3,000	6,000	6,000	3,000
	IMLA Conference - Out of State	3,000			(3,000)
	Various training courses- continuing education credits for Attorneys	8,500	8,500	8,500	-
	01-090-000-0000-6332	14,500	14,500	14,500	-
Total- Attorney		14,500	14,500	14,500	-
Court Services - Probation					
	Correctional Evidence-Based Practices (LS/CMI, YLS, MI, Case Planning, etc.)	500	500	500	-
	APPA National Probation Training Institute (Out-of-State)	2,400	2,400	2,400	-
	MN Association of County Probation Officers (MACPO) - Spring Conference	1,500	1,500	1,500	-
	MACPO Regional Training for Probation Officers	250	250	250	-
	Supervision strategies and treatment methods for Probation Officers	100	100	100	-
	Minnesota Corrections Association (MCA) - Fall Institute	750	750	750	-
Total- Court Services	01-252-XXX-XXXX-6332	5,500	5,500	5,500	-
Employee Relations - Personnel Services					
	MCHRMA Spring Conference	300	300	300	-
	MCHRMA Fall Conference	400	400	400	-
	MPELRA Summer Conference	500	500	500	-
	MPELRA Winter Session	200	200	200	-
	ADA, WC, FMLA, COBRA, ACA	300	500	500	200
	SHRM Seminars	600	600	600	-
	Support, MCIT Seminars	600	600	600	-
	Legal Update Seminars	2,400	2,400	2,400	-
	NPELRA, SHRM or IPMA or NEOGOV Out-of-State Conference (Long Beach CA, Nev	2,000	4,000	4,000	2,000
	IPMA Local, Regional or National Conference	700	700	700	-
	PRIMA National Conference (TBD)	2,000	2,000	2,000	-
Total- Employee Relations	01-050-000-0000-6332	10,000	12,200	12,200	2,200
Property & Financial Services					
Property & Financial Services- Financial Services					
	National GFOA Conference (1), Denver, Colorado	2,200	2,200	2,200	-
	National APA Congress(1), Orlando, Florida	3,000	3,000	3,000	-
	Minnesota GFOA Conference (2)	1,500	1,500	1,500	-
	MCCC Annual Conference	850	850	850	-
	Additional Staff Training (IFS, Year-end, OSA)	1,250	1,250	1,250	-
	Treasurer's Mid-Year Conference	750	750	750	-
Total- Finance	01-045-000-0000-6332	9,550	9,550	9,550	-
Property & Financial Services- Taxpayer Services					
Administration					
	MN Assoc. of County Officers	750	750	750	-
	MN Assoc. of County Auditors	1,600	1,600	1,600	-
	Tax Training /Dept. Revenue	1,500	1,500	1,500	-
	MCCC Conference	1,500	1,500	1,500	-
	Staff Training	2,150	2,150	2,150	-
	01-040-040-0000-6332	7,500	7,500	7,500	-
License Center					
	MN Assoc. of County Officers	600	600	600	-
	Deputy Registrar Annual Meeting	600	600	600	-
	Staff Training	800	800	800	-
	01-040-055-0000-6332	2,000	2,000	2,000	-
Elections					
	MN Assoc. of County Officers	600	600	600	-
	Sec. of State Training	600	600	600	-
	National NACRC Conference- Lake Buena Vista, Florida	-	2,000	2,000	2,000
	MCRA Conference	-	300	300	300
	National NAO Conference - San Antonio, Texas	-	2,000	2,000	2,000
	Staff Training	600	600	600	-
	01-040-065-0000-6332	1,800	6,100	6,100	4,300
Total- Taxpayer Services	01-040-XXX-XXXX-6332	11,300	15,600	15,600	4,300
Property & Financial Services-Property Assessment					
	MAAO Fall Conference	1,220	1,220	1,220	-
	MAAO Seminars	700	700	700	-
	CLE Seminars	750	750	750	-
	MCCC Annual Conference	500	1,000	1,000	500
	Appraisal Training	3,100	3,100	3,100	-
Total- Property Assessment	01-047-000-0000-6332	6,270	6,770	6,770	500

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2017**

as of 12/14/2016

		2016	2017	2017	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	County Administrator's Preliminary Recommendation	Inc./Dec
Property & Financial Services-Property Records					
	MN Association of County Officers	2,000	2,000	2,000	-
	Recorder's Conference	2,000	2,000	2,000	-
	Examiner of Titles Training	500	500	500	-
	Staff Training	1,089	1,089	1,089	-
	MN GIS Conference	500	500	500	-
	MSPS Annual Conference	375	375	375	-
	MSPS Seminar	150	150	150	-
	MN RealEstate Institute	500	500	500	-
Total- Property Records	01-100-000-0000-6332	7,114	7,114	7,114	-
Total- Property & Financial Services		34,234	39,034	39,034	4,800
Public Works - Road & Bridge Administration					
	MCEA Institute	760	500	500	(260)
	MCEA Summer Conference	550	-	-	(550)
	Highway Accountants Conference (2)	700	700	700	-
	AMC Annual Conference	550	550	550	-
	NACE Annual Conference (Tacoma, WA) OUT OF STATE	2,200	1,450	1,450	(750)
	MTA Fly In	1,300	1,300	1,300	-
	MTA Annual Meeting	100	100	100	-
	MAPA (MN Asphalt Pavement Assoc.)	100	100	100	-
	Miscellaneous	1,240	1,800	1,800	560
	03-301-000-0000-6332	7,500	6,500	6,500	(1,000)
Program Delivery					
	MCEA Institute	1,074	2,505	2,505	1,431
	MCEA Summer Conference	400	650	650	250
	MSPS Conference	900	490	490	(410)
	MN-Dot Survey Technical Conference	1,200	1,400	1,400	200
	Frontier Precision	750	1,000	1,000	250
	CTC AutoCad	-	-	-	-
	MN GISLIS Conference	1,000	3,450	3,450	2,450
	ESRI User Conference (San Diego) OUT OF STATE	1,500	1,400	1,400	(100)
	Leadership Training	500	1,000	1,000	500
	ESRI Instructor Lead Training	3,000	3,100	3,100	100
	MN Transportation Conference	400	600	600	200
	Toward Zero Deaths Conference	800	800	800	-
	MN-Dot and U of M certificates	2,000	3,000	3,000	1,000
	MN-Dot and U of M re-certificates	2,000	2,200	2,200	200
	MN-Dot R-O-W Conference	500	500	500	-
	Microsoft Project Training	2,000	2,000	2,000	-
	Project Management Training	1,000	2,000	2,000	1,000
	NACE Annual Conference (Tacoma, WA) OUT OF STATE	2,200	2,250	2,250	50
	MN Bar Association	500	500	500	-
	Miscellaneous	-	75	75	75
	03-303-000-0000-6332	21,724	28,920	28,920	7,196
Highway Operations					
	Examples: Safety & Wellness Conferences				
	Equipment Training, Pesticide	-	3,000	3,000	3,000
	APWA National and Snow Conference, (out of State)	3,000	6,000	6,000	3,000
	U of W Snow and Ice Management	-	3,000	3,000	3,000
	NAFA 2016 Fleet Manager convention, (out of State)	3,000	-	-	(3,000)
	Asset Works Academy (2 staff) OUT OF STATE	5,500	3,000	3,000	(2,500)
	03-304-000-0000-6332	11,500	15,000	15,000	3,500
Equipment Operations					
	Hydraulic, Electrical, & Welding Training	10,000	2,500	2,500	(7,500)
	Mack Class OUT OF STATE	-	10,000	10,000	10,000
	03-306-000-0000-6332	10,000	12,500	12,500	2,500
Total- Public Works	03-XXX-XXX-XXXX-6332	50,724	62,920	62,920	12,196
Public Works - Parks					
	MRPA Annual Conference	1,500	1,500	1,500	-
	MN Shade Tree Short	100	100	100	-
	MRPA Seminars	100	100	100	-
	Park Supervisor Seminars	100	100	100	-
	National Park Institute (Out of State)	1,200	1,200	1,200	-
	Miscellaneous	-	500	500	500
Total- Parks	01-520-000-0000-6332	3,000	3,500	3,500	500

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2017**

as of 12/14/2016

		2016	2017	2017	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	County Administrator's Preliminary Recommendation	Inc./Dec
Sheriff's Office					
Administrative Services Unit	Clerical Support (15) MSA Summer Conference MSA Winter Conference Administrative Services Manager (PLEAA Conference) Sheriff MSA Jail Conference Chief Deputy	8,200	10,000	10,000	1,800
Jail Services Unit	Jail Training-Conf, Mgmt. Training, etc. From SS Other	9,000	9,000	9,000	-
Operation Services Unit	Investigation Division Crime Technician School Resource Officer/Gangs/Bike Patrol SERT	10,005	10,005	10,005	-
Support Services Unit	ATV Civil Process Conceal and Carry Warrants Dive Team Community Service Officers (CSO) Court/Bailiffs Reserves Volunteer Services- Chaplain Rec Services - Water Patrol Snowmobile Training -In House Entire Office - Sex Harr, Cult Div., 1st Aid Instructor Courses-recertification, etc. Supervisory - Sgt & Cpl Licensed Personnel Training ILEETA Conference Outstate - Chicago, IL (1) EVOC, 1st Aid, SPSC (2017 Att A request)	34,463	59,763	59,763	25,300
	01-201-XXX-XXXX-6332	61,668	88,768	88,768	27,100
Emergency Management Unit	AMEM Emergency Management Conference Governor's Emergency Mgmt. Conf. Emergency Management Training Hazardous Materials Training	2,900 600 600 900	3,900 1,000 1,000 2,600	3,900 1,000 1,000 2,600	1,000 400 400 1,700
	01-201-280-0000-6332	5,000	8,500	8,500	3,500
Conceal & Carry	Conceal & Carry- reserve fund	1,700	1,700	1,700	-
	02-202-000-0000-6332	1,700	1,700	1,700	-
Reserves-	Reserves	1,000	1,000	1,000	-
	02-204-000-0000-6332	1,000	1,000	1,000	-
Explorers	Explorers	2,750	2,750	2,750	-
	02-205-000-0000-6332	2,750	2,750	2,750	-
Posse	Posse Training	3,750	3,750	3,750	-
	02-203-000-0000-6332	3,750	3,750	3,750	-
911 Communication	Communications APCO/NENA MSA State Conference-(6)	4,200 3,480	4,200 3,480	4,200 3,480	- -
	02-911-000-0000-6332	7,680	7,680	7,680	-
Total- Sheriff	01-201-XXX-XXXX-6332	83,548	114,148	114,148	30,600

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2017**

as of 12/14/2016

		2016	2017	2017	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	County Administrator's Preliminary Recommendation	Inc./Dec
Health & Human Services-					
Social Services	National Child Protection Training Center Annual Conf. - Out of State	1,200	-	-	(1,200)
	Workforce Conference - Out of State - Out of State	1,400	1,800	1,800	400
	National Eligibility Workers Assoc Conf - Out of State	4,800	5,400	5,400	600
	National Child Support Assoc Conf Out of State	1,400	1,800	1,800	400
	National Child Support Assoc Conf Out of State - County Attorney	1,800	1,800	1,800	-
	Midwest Conf on Child Sexual Abuse - Out of State	1,500	-	-	(1,500)
	Signs of Safety Training - Out of State	5,000	4,000	4,000	(1,000)
	Family Finding Training w/Kevin Campbell - Out of State		1,500	1,500	1,500
	International Signs of Safety Garthering - Out of State	4,000	5,000	5,000	1,000
	International Conf on Violence, Abuse, & Trauma- Out of State	-	-	-	-
	Solution Focused Brief Therapy National Conference - Out of State	1,200	-	-	(1,200)
	National Attachment Conference - Out of State	1,800	-	-	(1,800)
	National Council of Behavior Health - Out of State	2,800	1,500	1,500	(1,300)
	National Crisis Providers Conference		2,200	2,200	2,200
	International Trauma Conference - Out of State	1,675	-	-	(1,675)
	Mental Health America Annual Conference - Out of State	1,500	1,500	1,500	-
	Justice and Mental Health Second Chance Conference - Out of State	1,600	1,600	1,600	-
	National Adult Protective Services Association Conference - Out of State		3,600	3,600	3,600
	Conferences within State	44,472	37,692	37,692	(6,780)
	11-XXX-XXX-XXXX-6332	76,147	69,392	69,392	(6,755)
Public Health					
Public Health Department - Leadership					
	National Public Health Conference - Out of State: potentially NACCHO, APHA, ASTHO or other public health focused conference	2,500	5,000	5,000	2,500
	AMC State Conference	300	-	-	(300)
	CHS State Conference	1,500	1,500	1,500	-
	CPHEO Public Health Institute Seminars	1,500	3,500	3,500	2,000
	Staff Computer Trainings	700	500	500	(200)
					-
Public Health Nursing Unit					
	Training for Maternal & Child Health	700	1,000	1,000	300
	Training for TANF-related Family Home Visiting	1,500	2,000	2,000	500
	Training for Disease Prevention & Control	1,000	1,000	1,000	-
	Training for Child & Teen Checkups	100	200	200	100
	Minnesota E-Health Summit	500	500	500	-
	National Conference - Out of State: focused on Family Health and Family Home Visiting	2,000	2,000	2,000	-
					-
Planning & Promotion Unit					
	NACCHO Emergency Preparedness Conference - Out of State	-	5,000	5,000	5,000
	Health Promotion Focused Conference - Out of State	4,550	5,000	5,000	450
	Aging Focused Conference - Out of State	3,700	3,700	3,700	-
	GIS Conference & Training - Out of State	3,000	3,000	3,000	-
	Planning and Health Promotion Workshops and Seminars	3,000	3,000	3,000	-
	Public Health Emergency Preparedness Training	400	1,300	1,300	900
	11-460-XXX-XXXX-6332	26,950	38,200	38,200	11,250
Total- Health & Human Services	11-XXX-XXX-XXXX-6332	103,097	107,592	107,592	4,495
County Totals		455,903	500,894	500,894	44,991

**BOARD OF COUNTY COMMISSIONERS
CARVER COUNTY, MINNESOTA**

Date: December 20, 2016

Resolution: 79-16

Motion by Commissioner: Maluchnik

Seconded by Commissioner: Degler

**COUNTY BOARD ADOPTION OF THE
2017 BUDGET
FOR CARVER COUNTY**

WHEREAS, the annual operating and capital budgets (the "Budget") for Carver County, which have been prepared by division directors and reviewed by the County Board of Commissioners, provided the basis for determining the allocation of available County resources and the property tax levy of Carver County necessary to fund the various functions of Carver County for the coming year; and

WHEREAS, the Carver County Board of Commissioners has established the property tax levy for Carver County which serves as a major funding source for County operations and capital projects; and

WHEREAS, the budgets as reviewed and amended by the County Board of Commissioners are within all limits of the afore-referenced levy as prescribed by law; and

WHEREAS, it is the stated purpose of the Budget to serve as a management tool for division directors and the County Board of Commissioners and sets the authorized expenditure limits for the 2017 budget year; and

WHEREAS, the Budget fulfills the County Board's direction to "connect financial strategies to the County's short-term strategic goals and objectives"; and

WHEREAS, the revenue and expenditure budget totals by fund are set forth below:

2017 CARVER COUNTY BUDGETS

	*****F9J9BI 9*	9LD9B8-HI F9*
General Revenue Fund	\$51,359,404	\$51,359,404
Road and Bridge Fund	7,559,975	7,559,975
Community Social Services Fund	27,163,340	27,163,340
Buildings CIP Fund	79,904	79,904
Road & Bridge CIP Fund	30,627,928	30,627,928
Parks & Trail CIP Fund	661,534	661,534
Debt Service Fund	4,857,200	4,857,200
County Ditch Fund	46,270	46,270
Carver County Water Management Organization	686,433	686,433
Self-Insurance Revolving Fund	<u>945,177</u>	<u>945,177</u>
HcHJ*	\$123,987,165	\$123,987,165

NOW, THEREFORE, BE IT RESOLVED by the Carver County Board of Commissioners that the 2017 operating and capital budgets are hereby adopted and placed on file in the Carver County Taxpayer Service's Office.

BE IT FURTHER RESOLVED, individual Division Budgets cannot be exceeded in total.

BE IT FURTHER RESOLVED, that the County Board will continue to commit the total fund balance of the Other Post Employment Benefit ("OPEB") trust, held in a Revocable trust account with the Public Employees Retirement Association ("PERA"), reported in the Other Post Employment Benefits Internal Service Fund.

BE IT FURTHER RESOLVED, any adjustments to the approved budget, requested by originating departments, can be approved by the Property & Financial Services Division Director after review for adequate transfer of existing budget or addition of new revenue sources.

BE IT FURTHER RESOLVED, capital expenditures that have been itemized in the 2017 budget when purchased must conform with State Statute 471.345 as amended. Further, in accordance with County Policy, any capital expenditure (object code 6600's) greater than \$25,000 must have prior County Board approval for purchase. Items classified as building improvements (code 6640) which are needed on an emergency basis may be purchased without prior Board approval but subsequent Board ratification will be required.

BE IT FURTHER RESOLVED, all position changes which are itemized and approved in the 2017 budget will not be required to be brought before the County Board for prior approval to fill. All salary and benefit issues will be funded and accounted for on a full accrual basis in accordance with GAAP.

BE IT FURTHER RESOLVED, that the County Administrator is delegated the authority to fill newly created classifications or remove incumbents from existing classifications which are eliminated within this budget on a timeframe within year 2017 as deemed appropriate by the Administrator.

BE IT FURTHER RESOLVED, the County Sheriff and County Attorney are authorized to expend funds from their respective contingency accounts for the purpose of travel to secure suspects, prisoners or other individuals at odds with the justice system upon presentation of a properly executed claim form to the Financial Services Department.

BE IT FURTHER RESOLVED, that the County Administrator is authorized at his discretion to expend County funds prior to board approval for purchases within an approved budget line item to qualify for a cash discount from early payment.

BE IT FURTHER RESOLVED, the 2017 budget is adopted on a GAAP basis by fund at the function level for the General Fund and the Special Revenue Funds; for the Capital Projects Funds the 2017 budget is adopted by the life of the project and remaining balances shall be carried over from the prior year and for the Debt Service Fund according to bond commitments. Budget appropriations for operating funds can be extended to a subsequent year upon approval of the County Administrator.

BE IT FINALLY RESOLVED, that copies of this resolution and individual division budgets be forwarded to division directors of Carver County.

YES	ABSENT	NO
<u>Degler</u>	_____	_____
<u>Ische</u>	_____	_____
<u>Lynch</u>	_____	_____
<u>Maluchnik</u>	_____	_____
<u>Workman</u>	_____	_____

STATE OF MINNESOTA
COUNTY OF CARVER

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Board of County Commissioners, Carver County, Minnesota, at its session held on the 20th day of December, 2016, now on file in the Administration office, and have found the same to be a true and correct copy thereof.

Dated this 20th day of December, 2016.

DocuSigned by:

5A1067756034111
County Administrator

**BOARD OF COUNTY COMMISSIONERS
CARVER COUNTY, MINNESOTA**

Date: December 20, 2016
Motion by Commissioner: Workman

Resolution: 80-16
Seconded by Commissioner: Lynch

**COUNTY BOARD ADOPTION OF THE
2018 LONG TERM FINANCIAL PLAN
FOR CARVER COUNTY**

WHEREAS, the Long Term Financial Plan (the "Plan") fulfills the County Board's direction to "connect financial strategies to the County's long-term strategic goals and objectives"; and

WHEREAS, the Plan which has been prepared by division directors and reviewed by the County Board of Commissioners provides the basis for determining the non-binding intent to allocate future County resources; and

NOW, THEREFORE, BE IT RESOLVED by the Carver County Board of Commissioners 2018 Long Term Financial Plan is hereby adopted and placed on the County's website.

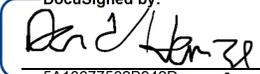
BE IT FINALLY RESOLVED, that copies of this resolution be forwarded to division directors of Carver County.

YES	ABSENT	NO
<u>Degler</u>	_____	_____
<u>Ische</u>	_____	_____
<u>Lynch</u>	_____	_____
<u>Maluchnik</u>	_____	_____
<u>Workman</u>	_____	_____

STATE OF MINNESOTA
COUNTY OF CARVER

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Board of County Commissioners, Carver County, Minnesota, at its session held on the 20th day of December, 2016, now on file in the Administration office, and have found the same to be a true and correct copy thereof.

Dated this 20th day of December, 2016.

DocuSigned by:

5A1067562B042D
County Administrator



BOARD OF COUNTY COMMISSIONERS CARVER COUNTY, MINNESOTA

Date: September 6, 2016

Resolution No.: 52-16

Motion by Commissioner: Maluchnik Seconded by Commissioner: Degler

—

RESOLUTION APPROVING THE 2017 PROPOSED BUDGET AND PAYABLE 2017 TAX LEVY OF THE CARVER COUNTY COMMUNITY DEVELOPMENT AGENCY AND CERTIFYING SAID LEVY TO THE COUNTY AUDITOR

WHEREAS, in accordance with Minnesota Statutes, Section 469.033, Subd. 6 (“**Section 469.033**”), and Laws of Minnesota, including Laws of Minnesota for 1980, Chapter 482, as amended by Laws of Minnesota for 2001, Chapter 214, the Carver County Community Development Agency (the “**Agency**”) is authorized to levy special benefit taxes upon all property within its area of operation; and

WHEREAS, the area of operation of the Agency is the whole of the County of Carver, Minnesota; and

WHEREAS, the Agency has by resolution duly approved and adopted its 2017 budget and levied the special benefits tax, payable 2017, subject to the approval of the Carver County Board of Commissioners (the “**Carver County Board**”); and

WHEREAS, the Authority is authorized to levy its special benefits tax pursuant to Minnesota Statutes, Section 469.107 or Section 469.033, with the approval of the Carver County Board;

NOW THEREFORE BE IT RESOLVED, by the Carver County Board of Commissioners as follows:

1. The County has previously approved the levy by the Authority for taxable year 2011 and any subsequent years of taxes upon the taxable property in the County in amounts pledged by the Authority to pay debt service with respect to its outstanding housing development bonds. In addition, the County hereby approves the levy by the Authority for taxable year 2017 of taxes upon the taxable property in the County in the amounts specified for purposes other than such debt services in the Authority’s annual budget upon the taxable property in the County.
2. The Authority’s requested levy of \$2,297,989 for taxes payable 2017 is hereby certified to the County Auditor.
3. A copy of this Resolution shall be furnished to the Authority through its Executive Director by the County Administrator.

YES	ABSENT	NO
<u>Degler</u>	_____	_____
<u>Ische</u>	_____	_____
<u>Lynch</u>	_____	_____
<u>Maluchnik</u>	_____	_____
<u>Workman</u>	_____	_____

**STATE OF MINNESOTA
COUNTY OF CARVER**

I, Dave Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Board of County Commissioners, Carver County, Minnesota, at its session held on the 6th day of September, 2016, now on file in the Administration office, and have found the same to be a true and correct copy thereof.

Dated this 6th day of September, 2016.

DocuSigned by:

SA106775628942D
County Administrator

**75 FJ9F 7 CI BHM F9; CB5 @F5 @5I H<CF HM
75 FJ9F 7 CI BHM A BB9 GCH5**

Date: December 20, 2016 Resolution: 02-16
Motion by Commissioner: Lynch Seconded by Commissioner: Maluchnik

79 FH MB; &\$%+ DF CD9 F HMH5 L @ JM

WHEREAS, the County of Carver, State of Minnesota, requires an Ad Valorem Property Tax to provide needed and necessary services to the citizens of Carver County; and

WHEREAS, the Carver County Regional Rail Authority Board has reviewed budget requests and has made a determination of the Ad Valorem Property Tax required to support Authority operations for the Calendar Year 2017.

NOW, THEREFORE, BE IT RESOLVED by the Carver County Regional Rail Authority Board that there by, and hereby is, levied upon the taxable property of the County of Carver the following sums for the respective purposes indicated herein for the calendar year commencing January 1, 2017, to wit:

CARVER COUNTY REGIONAL RAIL AUTHORITY \$140,000

58 CDH CB C: &\$%+ 6I 8; 9H

WHEREAS, the annual operating and capital budgets for the Carver County Regional Rail Authority, which have been prepared by Public Works Director and reviewed by the Carver County Regional rail Authority Board, provided the basis for determining the allocation of available County resources and the property tax levy of Carver County necessary to fund the various functions of Carver County Regional Rail Authority Board for the coming year; and

WHEREAS, the Carver County Regional Rail Authority Board has established the property tax levy for Carver County which serves as a major funding source for Rail Authority operations; and

WHEREAS, the budgets as reviewed and amended by the Carver County Regional Rail Authority Board are within all limits of the afore-referenced levy as prescribed by law; and

WHEREAS, it is the stated purpose of the Rail Authority budget to serve as a management tool for division directors and the Carver County Regional Rail Authority Board and sets the authorized expenditure limits for the 2017 budget year; and

WHEREAS, the revenue and expenditure budget totals by fund are set forth below:

	<u>Revenues</u>	<u>Expenditures</u>
Carver County Regional Rail Authority	<u>\$144,000</u>	<u>\$144,000</u>

NOW, THEREFORE, BE IT RESOLVED by the Carver County Regional Rail Authority Board that the 2017 budget is hereby adopted and placed on file in the Carver County Taxpayer Service's Office.

BE IT FURTHER RESOLVED, funds are hereby appropriated for the execution of the aforementioned 2017 budgets.

BE IT FURTHER RESOLVED, budget cannot be exceeded by category for any fund.

BE IT FURTHER RESOLVED, any adjustments to the approved budget, requested by originating departments, can be approved by the Property and Financial Services Director after review for adequate transfer of existing budget or addition of new revenue sources.

BE IT FURTHER RESOLVED, capital expenditures that have been itemized in the 2016 budget when purchased must conform with State Statute 471.345 as amended. Further, in accordance with County Policy, any capital expenditure (object code 6600's) greater than \$25,000 must have prior Regional Rail Authority Board approval for purchase. Items classified as building improvements (code 6640) which are needed on an emergency basis may be purchased without prior Board approval but subsequent Board ratification will be required.

BE IT FURTHER RESOLVED, in recognition that the Regional Rail Authority does not maintain any staff and meets on an infrequent basis, the Carver County Board and staff are authorized to conduct Regional Rail Authority day to day business on behalf of the Regional Rail Authority including, but not limited to, the payment and approval of Regional Rail Authority claims and invoices, adjusting the annual fee schedule and signing contracts consistent with the authority delegated to County staff in the County's Administrative Policy Manual.

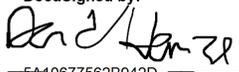
BE IT FINALLY RESOLVED, that copies of this resolution and individual division budgets be forwarded to division directors of Carver County.

YES NO	ABSENT	
<u>Degler</u>	_____	_____
<u>Ische</u>	_____	_____
<u>Lynch</u>	_____	_____
<u>Maluchnik</u>	_____	_____
<u>Workman</u>	_____	_____

STATE OF MINNESOTA
COUNTY OF CARVER

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Carver County Regional Rail Authority Board, Carver County, Minnesota, at its session held on the 20th day of December, 2016, now on file in the Administration Office, and have found the same to be a true and correct copy thereof.

Dated this 20th day of December, 2016.

DocuSigned by:

6A10677562D042D...
County Administrator

Financial Information

Financial Policy Goals

Carver County's financial planning and accounting policies support the County's commitment to a long-term vision and the principle of a balanced budget. Goals set forth in financial policies include the following:

- **Balanced Budget:** Financial planning policies and practices will be designed to maintain a commitment to a balanced budget. The Carver County Board of Commissioners will review actual expenditures to the budgeted amounts on a quarterly basis and decide what action, if any, is needed to bring the budget in to balance. The public will be informed of any deviation from a balanced budget if it is planned or occurs.
- **Long-Range Planning:** Budget documents will be used for current and long-term financial planning at the department, division, and county levels. The county's most current Annual Budget and its Long Term Financial Plan will be used to connect financial strategies to the county's short-term and long-term strategic goals and objectives.
- **Asset Inventory:** County staff will inventory and assess the condition of all major capital assets (defined as assets with an initial, individual cost equal to or greater than \$5,000 to more than \$50,000 (amount not rounded) depending on the asset type and category and an estimated life equal to or greater than two years) on an annual basis as part of the budget process for use in the long-term financial planning process.
- **Revenue and Expenditure Control:** The county budget will finance operations from current revenues, avoid the use of one-time revenues for ongoing costs, and minimize reliance on volatile or unpredictable revenues for funding ongoing operations. Fees and charges for select services will be based on the actual costs associated with providing those services. The budget will include a diversity of revenue sources and will maintain adequate financial reserves to meet emergencies, short-term capital improvement, and operating cash-flow needs. A fund balance will be maintained to respond to unexpected changes in revenues or expenditures, such as reductions in state aid. The County will specify appropriate uses for debt and identify the maximum amount of debt and debt services that should be outstanding at any time: It will follow State policy that limits the amount of net general obligation debt to less than 3% of the certified taxable market value.

The county's Budget and Long-Term Financial Plan Policy includes the county's definition of a balanced budget and is included in this document. Additional Financial Planning Policies (Capital Asset Inventory, Debt Administration, Fund Balance, Investments, and Revenue policies) and all other Accounting and Finance Policies are published in the Carver County Financial Policies Manual.

Budget and Long-Term Financial Plan Policy

Purpose

In response to the County Board's direction to connect financial strategies to the county's short-term and long-term strategic goals and objectives. To provide a general set of guiding principles for developing the annual budget and the long-term financial plan, along with an overview of the process and schedule.

Policy

Budget Philosophy: Carver County is committed to having a budget and a long-term financial plan that incorporates a long-term vision and supports the principle of a balanced budget, defined as a budget in which the total available resources equal the projected use of funds during normal circumstances. Balancing the county budget will include the planned use of fund balance for a one-time specific project(s) to close any gap between revenues and expenditures.

The county's budget will finance operations from current revenues, avoid the use of one-time revenues for ongoing costs, and minimize reliance on volatile or unpredictable revenues for funding ongoing operations. Fees and charges for select services will be based on the actual costs associated with providing those services. The county will invest all cash holdings in accordance with the Investment Policy to maximize holdings.

It is the county's policy to prepare a budget and a long-term financial plan that meets the following guidelines:

Balanced Budget: Financial planning policies and practices will be designed to maintain a commitment to a balanced budget. The Carver County Board of Commissioners will review actual expenditures to the budgeted amounts on a quarterly basis and decide what action, if any, is needed to bring the budget into balance. The public will be informed of any deviation from a balanced budget if it is planned or occurs.

Fund Balance: The budget will include a diversity of revenue sources and will maintain adequate financial reserves to meet emergencies, short-term capital improvement, and operating cash-flow needs. A fund balance will be maintained to respond to unexpected changes in revenues or expenditures, such as reduction in state aid. The County Board will designate 35% of the following year's expenditures as a fund balance for working capital/cash flow purposes in the General Fund, Road and Bridge Fund, and Community Social Services Fund. Additionally, up to 5% of the following year's operating budget will be transferred to the Capital Improvement Project Funds, based on percentage, to make up the Year End Savings (YES) account. The YES account is used to accumulate funds for future one-time capital purchases and/or significant budget variances.

Long-Term Planning: The Long-Term Financial Plan is a non-binding assertion of future intent. The Plan includes updated Capital Improvement Plans (Buildings, Road & Bridge, Park & Trail, etc.), a Facilities, Vehicles & Equipment Replacement Schedule and identifies strategies to address future operating budget financial challenges.

Asset Inventory: County staff will inventory and assess the condition of all major capital assets (defined as assets with an initial, individual cost equal to or greater than \$5,000 to more than

\$50,000 (amount not rounded) depending on the asset type and category and an estimated life equal to or greater than two years) on an annual basis as part of the budget process for use in the long-term financial planning process.

Accounting Practice: Carver County will maintain a high standard of accounting practices and internal controls. It will follow Generally Accepted Accounting Principles (GAAP) for year-end finance reporting and budget purposes as outlined by the Governmental Accounting Standards Board (GASB). The State Auditor's office will audit county records annually and will issue a financial opinion pursuant to M.S. 6.48 and a management and compliance report.

The Property and Financial Services Division will prepare a comprehensive annual financial report. This report will be available to elected officials, county management, bond-rating agencies, creditors and citizens. The county will submit its comprehensive annual financial report to the Government Finance Officers Association (GFOA) to determine its eligibility to receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting.

Public Information: The Property and Financial Services Division will make financial reports and publications available to the public and respond to any requests for additional financial information made by the public. The division will publish an annual budget summary and a summary of financial statements.

Process

The budget will be constructed by line item, and division budgets will be initiated within each division. Division directors will have the authority to exercise maximum flexibility within their approved budget to accomplish the goals and mission of their division and manage the resources provided to the departments in their division.

Division directors are responsible for operating within the approved budget amount. Division budgets will include the cost of software maintenance contracts developed after consultation with the Information Technology (IT) Department. The emphasis on expenditure control will be within the separate departments that comprise the divisions. Any adjustments to the approved department budgets, requested by the originating department and approved by the division director, will be reviewed by the Property and Financial Services Division for transfer of funds from the existing budget or addition of new revenue sources.

The County Administrator or his/her designee is delegated the authority to fill newly created employee classifications or remove incumbents from existing classifications that have been eliminated from the adopted budget. Divisions that have received Board approval for budgets that include itemized Full-Time Equivalent (FTE) capital expenditures, new positions and revised FTEs (revisions that change one classification for another without increasing the total number of FTEs in the department or division) will not have to request Board approval prior to hiring individuals to fill those positions.

Divisions that have received Board approval for budgets that include itemized Furniture, Fixtures and Equipment (FF&E) capital expenditures in their budgets will not have to request prior approval for those expenditures, unless the item is one that requires competitive bidding.

Divisions that have received Board approval for budgets that include itemized expenditures for out-of-state travel for conferences and trainings will not have to request prior approval for those expenditures.

At the end of each budget year, divisions can request that uncompleted professional service obligations, capital appropriations and/or unexpended grants be extended to the subsequent year by submitting a listing to the County Administrator for approval.

The ultimate authority for determining budgetary priorities rests with the County Board. The following schedule will be used to direct the annual budget process.

Schedule

May: County Administrator recommends a strategy for developing next year's annual budget to the County Board.

June: Divisions return completed budget and Capital Improvement Program (CIP) requests to the Financial Services Division and New Personnel Requests to the Employee Relations Division.

July/August: Budget hearings conducted with individual divisions, Administration, and County Board.

Prior to September 15: County Board sets the preliminary levy for next year in accordance with state statute.

October/November: County Administrator recommends an annual budget and levy for the next year and a long-term financial plan.

December: County conducts a public meeting in accordance with state statute. County Board adopts next year's levy, budget, and a long-term financial plan.

County Funds

As a government entity, Carver County uses a fund accounting system to ensure accountability and stewardship of financial resources received and expended in compliance with legal requirements. The system organizes the County's accounts on the basis of funds, each of which have a direct purpose and are considered a separate accounting entity. The operations of each fund are accounted for within a separate set of self-balancing accounts that comprise its assets, liabilities, equity, revenues and expenditures or expenses as appropriate.

State and local governments use three broad categories of funds: governmental funds, proprietary funds and fiduciary funds, with generic fund types within those categories. County governmental funds include the General Fund, Special Revenue Funds, Capital Projects Funds, and the Debt Service Fund. The County has one proprietary fund type, the Internal Service Funds. The County also has one fiduciary fund type, Agency Funds, used to account for assets on behalf of schools districts, special districts and retirement boards that use the County as a depository; property taxes collected on behalf of other governments; and surety bonds and performance deposits.

Measurement Focus, Basis of Budgeting: Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. The County considers all revenues reported in the governmental funds to be available if the revenues are collected within 60 days after year-end. Property taxes, sales taxes, franchise taxes, licenses, and interest are considered to be susceptible to accrual. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources. When both restricted and unrestricted resources are available for use, it is the County's policy to use restricted resources first, then unrestricted resources as they are needed.

The government-wide proprietary fund and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Non-exchange transactions, in which the County gives (or receives) value without directly receiving (or giving) equal value in exchange, include property taxes, grants, entitlements, and donations. On an accrual basis, revenue from property taxes is recognized in the fiscal year for which the taxes are levied. Revenue from grants, entitlements, and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

The fiduciary fund does not have a budget. The following charts show all of the other funds combined, the individual governmental funds and the individual proprietary funds that have a budget.

All Funds Combined

A summary of All Funds Combined for 2015, 2016 and 2017 is as follows:

All Funds Combined

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	53,796,462	52,099,163	53,594,192	1,495,029	2.87%
5100	Licenses & Permits	1,228,064	1,022,330	1,143,323	120,993	11.84%
5200-5400	Intergovernmental	44,386,349	28,441,537	51,000,023	22,558,486	79.32%
5500	Charges for Services	12,794,752	12,504,330	13,180,165	675,835	5.40%
5600	Fines & Forfeitures	214,048	225,786	212,286	(13,500)	-5.98%
5700	Investment Earnings	1,062,014	1,646,661	1,546,661	(100,000)	-6.07%
5750	Gifts & Contributions	74,412	16,500	15,400	(1,100)	-6.67%
5800-5900	Other Revenues	21,229,906	2,679,414	2,608,682	(70,732)	-2.64%
TOTAL REVENUES		134,786,007	98,635,721	123,300,732	24,665,011	25.01%
EXPENDITURES:						
6000	Public Assistance	4,975,005	4,693,180	4,603,928	(89,252)	-1.90%
6100	Personal Services	55,604,022	62,242,205	66,855,699	4,613,494	7.41%
6200-6300	Services & Charges	11,309,950	10,087,102	10,990,580	903,478	8.96%
6400-6500	Material & Supplies	5,392,953	4,406,294	4,408,678	2,384	0.05%
6600	Capital Outlay	56,698,164	11,605,116	32,299,146	20,694,030	178.32%
6700	Debt Services	3,985,958	5,749,365	5,057,200	(692,165)	-12.04%
6800	Other Expenses	819,147	(1,711,489)	(2,635,412)	(923,923)	53.98%
6900	Transfers	5,141,329	1,563,948	1,720,913	156,965	10.04%
TOTAL EXPENDITURES		143,926,528	98,635,721	123,300,732	24,665,011	25.01%
RESERVES USED		9,140,521	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		-	-	-	-	0%

*Carver County Water Management Organization and Carver County Regional Rail Authority are not included in the above totals.

General Fund

The General Fund is the general operating fund of the county. It is used to account for all financial resources except those that are required to be accounted for in another fund. The following chart gives a summary of the General Fund for 2015, 2016, and 2017.

General Fund

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	32,698,760	30,670,130	32,523,769	1,853,639	6.04%
5100	Licenses & Permits	1,228,064	1,022,330	1,143,323	120,993	11.84%
5200-5400	Intergovernmental	5,996,443	5,693,600	5,779,814	86,214	1.51%
5500	Charges for Services	8,922,625	8,889,172	9,307,016	417,844	4.70%
5600	Fines & Forfeitures	214,048	225,786	212,286	(13,500)	-5.98%
5700	Investment Earnings	929,940	1,645,391	1,545,391	(100,000)	-6.08%
5750	Gifts & Contributions	29,412	16,000	14,900	(1,100)	-6.88%
5800-5900	Other Revenues	1,129,725	749,907	832,905	82,998	11.07%
TOTAL REVENUES		51,149,017	48,912,316	51,359,404	2,447,088	5.00%
EXPENDITURES:						
6000	Public Assistance	408,950	348,111	348,111	-	0.00%
6100	Personal Services	34,130,265	38,314,170	40,832,201	2,518,031	6.57%
6200-6300	Services & Charges	7,849,279	7,168,027	7,733,854	565,827	7.89%
6400-6500	Material & Supplies	2,643,517	2,513,049	2,521,944	8,895	0.35%
6600	Capital Outlay	898,407	1,119,500	1,163,400	43,900	3.92%
6700	Debt Services	225,164	200,000	200,000	-	0.00%
6800	Other Expenses	439,175	(1,816,489)	(2,516,019)	(699,530)	38.51%
6900	Transfers	4,083,210	1,065,948	1,075,913	9,965	0.93%
TOTAL EXPENDITURES		50,677,967	48,912,316	51,359,404	2,447,088	5.00%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		471,050	-	-	-	0%

General Fund by County Department and Program

The following chart gives the 2017 General Fund Budget by County department and County-supported program and agency.

General Fund Budget by County Department and Program

Department/Program	2017 Revenue	2017 Expense	Net
Board of Commissioners	-	524,127	(524,127)
Court Administration	3,900	235,000	(231,100)
Library	353,420	4,160,645	(3,807,225)
County Administrator	-	399,821	(399,821)
Auditor	1,416,829	2,118,399	(701,570)
Financial Services	2,214,796	1,040,431	1,174,365
Assessor	588,533	1,271,321	(682,788)
Public Services - Administration	300,846	903,331	(602,485)
Information Technology	371,200	5,334,805	(4,963,605)
Employee Relations	-	1,713,297	(1,713,297)
Attorney	421,450	3,450,710	(3,029,260)
Recorder	873,100	908,271	(35,171)
Facilities Management	52,000	2,889,391	(2,837,391)
Veterans Services	12,500	339,419	(326,919)
Land, Water, & Environmental	2,834,064	3,867,538	(1,033,474)
Sheriff	5,762,177	19,732,558	(13,970,381)
Court Services	704,318	2,050,782	(1,346,464)
Parks	467,773	1,165,937	(698,164)
Extension	15,450	327,326	(311,876)
Non-Departmental	34,967,048	(1,371,356)	36,338,404
Carver County Historical Society	-	208,844	(208,844)
Carver County Agricultural Society	-	51,000	(51,000)
Soil & Water Conservation District	-	-	-
Memorial Day Services	-	4,500	(4,500)
CAP Agency	-	3,307	(3,307)
Southern Valley Alliance for Battered Women	-	15,000	(15,000)
Sexual Violence Center	-	15,000	(15,000)
Total	51,359,404	51,359,404	-

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted for specified purposes. They include Road and Bridge, Community Social Services, Regional Rail Authority, Water Management Organization, and the County Ditch funds. With the exception of the Regional Rail Authority Fund (which is summarized in the "Separate Tax Levy Authorities" section) those funds are summarized as follows:

Road and Bridge Fund

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	4,197,333	4,234,261	4,245,254	10,993	0.26%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	3,041,505	2,673,000	2,838,721	165,721	6.20%
5500	Charges for Services	17,705	15,000	15,000	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	328,159	364,000	461,000	97,000	26.65%
TOTAL REVENUES		7,584,702	7,286,261	7,559,975	273,714	3.76%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	4,510,565	4,712,001	4,834,584	122,583	2.60%
6200-6300	Services & Charges	556,303	511,560	568,316	56,756	11.09%
6400-6500	Material & Supplies	1,699,497	1,607,700	1,652,075	44,375	2.76%
6600	Capital Outlay	1,225,002	415,000	465,000	50,000	12.05%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	205,858	-	-	-	0.00%
6900	Transfers	196,901	40,000	40,000	-	0.00%
TOTAL EXPENDITURES		8,394,126	7,286,261	7,559,975	273,714	3.76%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		(809,424)	-	-	-	0%

The Road and Bridge Fund accounts for the maintenance and construction costs of streets and highways. Financing comes primarily from an annual property tax levy and intergovernmental revenue from local, state and federal governments.

Health and Human Services Fund

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	9,049,477	9,315,407	9,487,740	172,333	1.85%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	11,624,389	12,236,321	13,762,351	1,526,030	12.47%
5500	Charges for Services	3,854,422	3,600,158	3,858,149	257,991	7.17%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	45,000	500	500	-	0.00%
5800-5900	Other Revenues	602,379	139,739	54,600	(85,139)	-60.93%
TOTAL REVENUES		25,175,667	25,292,125	27,163,340	1,871,215	7.40%
EXPENDITURES:						
6000	Public Assistance	4,566,055	4,345,069	4,255,817	(89,252)	-2.05%
6100	Personal Services	16,963,192	19,216,034	21,188,914	1,972,880	10.27%
6200-6300	Services & Charges	1,618,330	1,365,477	1,467,059	101,582	7.44%
6400-6500	Material & Supplies	349,520	285,545	234,659	(50,886)	-17.82%
6600	Capital Outlay	22,108	80,000	241,284	161,284	201.61%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	31,653	-	(224,393)	(224,393)	0.00%
6900	Transfers	240,000	-	-	-	0.00%
TOTAL EXPENDITURES		23,790,858	25,292,125	27,163,340	1,871,215	7.40%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		1,384,809	-	-	-	0%

The Health and Human Services Fund accounts for all health and human services costs. Financing comes primarily from an annual property tax levy and intergovernmental revenue from the state and federal governments.

Water Management Organization Fund

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	569,497	614,458	643,933	29,475	4.80%
5100	Licenses & Permits	56,647	24,500	24,500	-	0.00%
5200-5400	Intergovernmental	1,814	-	-	-	0.00%
5500	Charges for Services	8,063	18,000	18,000	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	10,166	-	-	-	0.00%
TOTAL REVENUES		646,187	656,958	686,433	29,475	4.49%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	187,490	243,375	244,475	1,100	0.45%
6200-6300	Services & Charges	356,102	87,934	88,534	600	0.68%
6400-6500	Material & Supplies	4,198	7,200	6,600	(600)	-8.33%
6600	Capital Outlay	10,060	135,000	150,000	15,000	11.11%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	143,478	143,449	146,824	3,375	2.35%
6900	Transfers	29,987	40,000	50,000	10,000	25.00%
TOTAL EXPENDITURES		731,315	656,958	686,433	29,475	4.49%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		(85,128)	-	-	-	0%

The Water Management Organization Fund accounts for water management within the County's watersheds. Financing comes primarily from an annual property tax levy, fees, and cost recoveries.

County Ditch Fund

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	119,285	45,000	45,000	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	26,775	-	-	-	0.00%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	556	1,270	1,270	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	-	-	-	-	0.00%
TOTAL REVENUES		146,616	46,270	46,270	-	0.00%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	162,984	46,270	46,270	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	-	-	-	-	0.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	-	-	-	-	0.00%
TOTAL EXPENDITURES		162,984	46,270	46,270	-	0.00%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		(16,368)	-	-	-	0%

The County Ditch Fund accounts for special assessments revenues levied against benefitted property to finance the cost of constructing and maintaining an agricultural drainage ditch system.

Capital Projects Funds

Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. These funds include the Buildings Capital Improvement Fund, Roads and Bridges Capital Improvement Fund, and Parks and Trails Capital Improvement Fund and are summarized as follows:

Buildings Capital Improvement Fund

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	153	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	291,339	79,904	79,904	-	0.00%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	796,296	-	-	-	0.00%
TOTAL REVENUES		1,087,788	79,904	79,904	-	0.00%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	35,611	60,000	19,904	(40,096)	-66.83%
6400-6500	Material & Supplies	700,419	-	-	-	0.00%
6600	Capital Outlay	2,093,379	19,904	-	(19,904)	-100.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	49,238	-	-	-	0.00%
6900	Transfers	108,473	-	60,000	60,000	0.00%
TOTAL EXPENDITURES		2,987,120	79,904	79,904	-	0.00%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		(1,899,332)	-	-	-	0%

The Buildings Capital Improvement Fund accounts for the financial resources used for the acquisition or construction of major capital facilities or improvements.

Road and Bridge Capital Improvement Fund

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	2,533,626	2,600,000	2,750,229	150,229	5.78%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	21,191,529	7,678,808	27,877,699	20,198,891	263.05%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	131,518	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	14,817,814	-	-	-	0.00%
TOTAL REVENUES		38,674,487	10,278,808	30,627,928	20,349,120	197.97%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	-	-	315,000	315,000	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	51,323,351	9,820,808	29,767,928	19,947,120	203.11%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	463,250	458,000	545,000	87,000	19.00%
TOTAL EXPENDITURES		51,786,601	10,278,808	30,627,928	20,349,120	197.97%
RESERVES USED		-	-	-	-	100.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		(13,112,114)	-	-	-	0%

The Road and Bridge Capital Improvement Fund accounts for the financial resources used for the acquisition or construction of road and bridge improvements.

Parks and Trails Capital Improvement Fund

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	52	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	2,190,001	79,904	661,534	581,630	727.91%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	1,911,322	70,000	-	(70,000)	-100.00%
TOTAL REVENUES		4,101,375	149,904	661,534	511,630	341.31%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	134,866	-	-	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	1,135,917	149,904	661,534	511,630	341.31%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	-	-	-	-	0.00%
TOTAL EXPENDITURES		1,270,783	149,904	661,534	511,630	341.31%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		2,830,592	-	-	-	0%

The Parks and Trails Capital Improvement Fund accounts for the financial resources used for the acquisition or construction of parks and trails or improvements to existing parks and trails.

Debt Service Fund

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, principal, interest, and related costs of general long-term debt. These funds are not part of the operating budget but are included in the tax levy. The following chart summarizes the Debt Service Fund. More information on Debt Services can be found in the *Debt Services* section.

Debt Service Fund

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	5,197,776	5,234,365	4,542,200	(692,165)	-13.22%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	24,368	-	-	-	0.00%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	315,000	315,000	315,000	-	0.00%
TOTAL REVENUES		5,537,144	5,549,365	4,857,200	(692,165)	-12.47%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	-	-	-	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	-	-	-	-	0.00%
6700	Debt Services	3,760,794	5,549,365	4,857,200	(692,165)	-12.47%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	-	-	-	-	0.00%
TOTAL EXPENDITURES		3,760,794	5,549,365	4,857,200	(692,165)	-12.47%
RESERVES USED		(1,776,350)	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		-	-	-	-	0%

Internal Service Fund

Proprietary funds are used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments on a cost-reimbursement basis. Carver County has one type of Proprietary Fund, the Internal Service Fund, which includes the Self Insurance, Compensated Absences, and Other Post-Employment Benefits Funds. More information on Risk Management and Self Insurance Fund can be found in the *Internal Service/Non-Departmental* section. The following is a summary of the Internal Service Fund.

Internal Service Fund

Category		2015 Actual	2016 Budget	2017 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	-	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	-	-	-	-	0.00%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	1,329,211	1,040,768	945,177	(95,591)	-9.18%
TOTAL REVENUES		1,329,211	1,040,768	945,177	(95,591)	-9.18%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	952,577	935,768	840,177	(95,591)	-10.22%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	-	-	-	-	0.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	93,223	105,000	105,000	-	0.00%
6900	Transfers	49,495	-	-	-	0.00%
TOTAL EXPENDITURES		1,095,295	1,040,768	945,177	(95,591)	-9.18%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		233,916	-	-	-	0%

Internal Service Funds account for general liability and malpractice, workers compensation insurance coverage provided to other departments on a cost-reimbursement basis, employee-compensated absences, and retiree benefits.

Budgeted Fund Balances

The following chart is a summary of budgeted fund balances from 2015 actual to 12/31/2017 projected.

Budgeted Fund Balance Comparison 2015-2017

Fund	Actual 12/31/2015	Budgeted Fund Balance 2016 Changes	Budgeted 12/31/2016	Budgeted Fund Balance 2017 Changes	Projected 12/31/2017
Operating Budget					
General Fund	22,914,497	-	21,743,447	-	21,743,447
Road & Bridge	4,036,960	-	4,846,384	-	4,846,384
Community Social Services (In 2016- Health & Human Services)	8,788,014	-	7,403,205	-	7,403,205
Other Funds					
Ditch Fund	(102,031)	-	(85,663)	-	(85,663)
Water Management Organization	398,522		377,586		377,586
Buildings CIP	3,143,949	-	5,043,281	-	5,043,281
Parks & Trails CIP	3,744,155	-	913,563	-	913,563
Road & Bridge CIP	14,252,049	-	27,364,163	-	27,364,163
Debt Service	9,041,305	-	7,264,955	-	7,264,955
Regional Rail Authority	108,469	-	157,793	-	157,793
Total	66,325,889	-	75,028,714	-	75,028,714

2016 Fund Balance Changes

- None

2017 Fund Balance Changes

- None

Summary by Function

Carver County uses a State of Minnesota classification system for County functions to compile its financial reports. This fund classification system defines functions as “a group of related activities aimed at accomplishing a major service or regulatory program for which the County is responsible.” The County function classifications include the following:

- **General Government:** Includes expenditures for general county activities such as those related to the County Commissioners, County Administration, County Attorney’s Office, Court Administration, Property Records & Taxpayer Services, and other general services.
- **Public Safety:** Relates to the objective of protection of persons and property and includes expenditures for corrections activities, operations of the Sheriff’s Office, the County Jail, civil defense, and emergency services.
- **Highways and Streets:** Includes expenditures relating to the construction and maintenance of County highways and streets.
- **Human Services:** Represents activities designed to provide public assistance and institutional care for individuals unable to meet their own essential needs. These programs include child support collection, child welfare, medical assistance, behavioral health services and others services funded through the Community Social Services Fund.
- **Health:** Supports activities associated with community health needs assessments, disease prevention and control, health promotion, and public health emergency preparedness. This function includes all expenditures for County Public Health services.
- **Culture and Recreation:** Involves cultural and recreational activities maintained for the benefit of County residents and visitors. These activities include County libraries, parks and other cultural and recreation programs.
- **Conservation of Natural Resources:** Involves activities designed to conserve and develop such natural resources as water, soil, and forests and includes such programs as soil and water conservation, County Extension programs and other related programs.

Budget by Function/Program

The County's Statement of Activities Financial Statement published in the County's Comprehensive Annual Financial Report (CAFR) utilizes the State's function classification system. Completed in June of each year, the CAFR explains the County's financial position, results of operations and cash flows, and all disclosures necessary to enable maximum understanding of the County's financial affairs. It is available from the Property and Financial Services Divisions and is posted on the County's website.

The following Budget by Function/Program for the 2017 Budget lists Budgeted Expenses and Budgeted Program Revenues for each Primary Government Activity by function. It lists the Net between the Expense and Revenue amounts with the budgeted Change in Net Assets. The Budget by Function/Program also provides a categorization of General Revenues based on function.

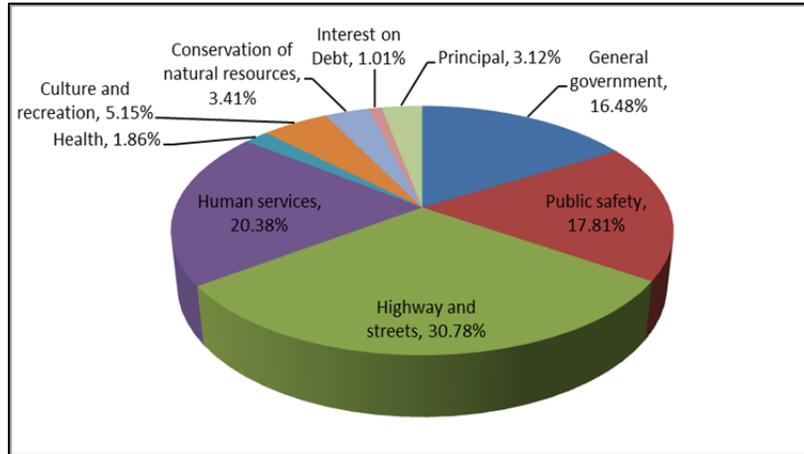
2017 Budget by Function/Program

	Budgeted Program Revenues				Net (Expense)/Revenue and Change in Net Position
	Budgeted Expenses	Fees, Charges, Fines & Other	Operating Grants and Contributions	Capital Grants and Contributions	Primary Government Governmental Activities
Functions/Programs					
Primary Government					
Government activity					
General Government	\$20,160,534	\$3,778,858	\$679,742	\$ -	\$(15,701,934)
Public Safety	21,783,340	4,943,574	1,322,301	-	(15,517,465)
Highways and Streets	37,642,903	15,000	28,794,280	1,762,332	(7,071,291)
Human Services	24,931,216	3,929,649	13,161,505	-	(7,840,062)
Health	2,262,124	1,500	581,046	-	(1,679,578)
Culture & Recreation	6,299,960	536,593	362,903	581,630	(4,818,834)
Conservation of Natural Resources	4,172,711	1,699,100	652,861	-	(1,820,750)
Interest on Debt	1,237,916	-	-	-	(1,237,916)
Principal	3,819,284	-	-	-	(3,819,284)
Total primary government	\$122,309,988	\$14,904,274	\$45,554,638	\$2,343,962	\$(59,507,114)
General revenues:					
Property Taxes					\$53,164,896
Wheelage Tax					860,229
Gravel Tax					100,000
Grants and contributions not restricted to specific programs					2,989,358
Payment in lieu of taxes					110,000
Investment income					1,546,661
Miscellaneous					735,970
Total general revenues					\$59,507,114
Budgeted Change in Net Position					-

The Budgeted Expenses exceed the Budgeted Program Revenue by \$59,507,114; the Budgeted General Revenues total \$59,507,114, which is used to offset the Budgeted Expenses. This statement is being used to show budgeted revenues and expenses by function and program. The following charts illustrate the data presented in the Statement of Activities in terms of percentages: program revenue by function, total expenses by function, and general revenue by category.

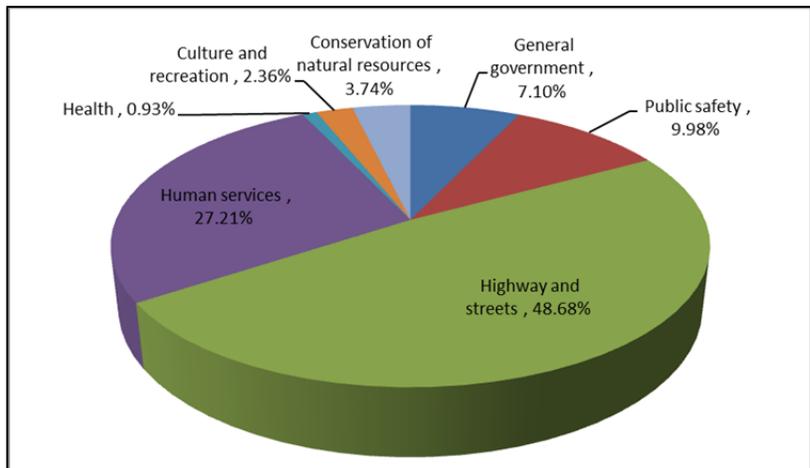
2017 Expense by Function:

Total Primary Government Budgeted Expenses for 2017 total \$122,309,988. As this chart indicates, the highest amount budgeted is for Highway and Streets, which comprise 30.78% of the total, followed by Human Services, which comprise 20.38% of the total. The amount budgeted for Public Safety is 17.81%, followed by General Government at 16.48%.



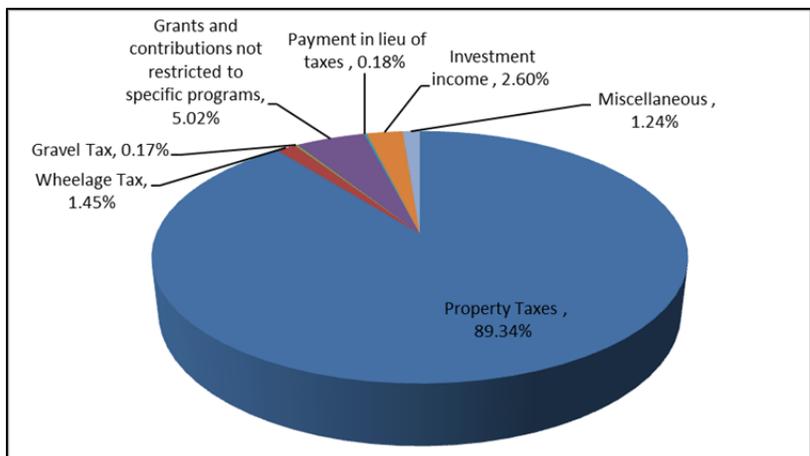
2017 Program Revenues by Function:

Total Primary Government Program Revenues for 2017 total \$62,802,874. As this chart indicates, the largest source of program revenue by function is for Highway and Streets, which comprises 48.68% of the total, followed by Human Services at 27.21%, and Public Safety at 9.98%.



2017 General Revenues:

Total general revenues for 2017 total \$59,507,114. As this indicates, Property Taxes comprise 89.34% of total General Revenue. This is a 2.70% increase in property taxes from the 2016 Budget.



Personnel Summary by Function

The Personnel Summary, below, lists the County divisions and departments under each function classification and compares the number of FTE positions assigned to the function/program from year-end 2014 to the 2017 Budget Year. Under this classification system, some employees in the same division/department may be accounted for under different functions. The chart at left illustrates the budgeted FTE employee positions assigned to each function in the 2017 Budget.

Personnel Summary Function/Program	2014 Year-end	2015 Budgeted	2015 Year-end	2016 Budgeted	2016 As of Sept	2017 Budgeted
Administration	2.00	2.00	2.00	2.00	2.00	2.00
Public Services Administration	3.20	2.20	4.70	4.70	4.20	4.20
CarverLink	-	1.00	1.00	1.00	1.00	1.00
Property Assessment	12.00	12.00	12.00	12.00	12.00	13.00
Attorney	31.20	31.20	31.20	31.20	31.35	32.35
Taxpayer Services	25.10	26.10	25.10	25.10	26.10	27.10
Commissioners	5.00	5.00	5.00	5.00	5.00	5.00
Facilities Management	16.00	16.00	16.00	16.00	16.00	16.00
Financial Services	7.70	7.70	7.70	7.70	7.70	7.70
HR/Employee Relations	11.00	11.00	11.00	11.00	12.00	12.00
Information Services	24.70	26.95	26.95	26.95	26.80	28.80
Property Surveying/Records	6.00	6.00	7.00	7.00	7.00	7.00
Veterans Services	4.10	4.10	4.60	4.60	4.60	4.60
Land Management	5.00	5.00	5.00	5.00	5.00	5.00
General Government Total	153.00	156.25	159.25	159.25	161.25	165.75
Court Services	16.10	16.10	16.10	16.10	16.10	15.60
Sheriff	160.77	160.77	160.77	161.99	160.19	160.50
Public Safety Total	176.87	176.87	176.87	178.09	176.29	176.10
Public Works	51.15	52.48	50.48	51.48	51.48	53.85
Social Services	181.13	184.13	191.53	196.53	212.58	217.20
Public Health Services	21.50	21.50	19.00	19.00	19.00	19.00
Library	38.94	43.70	43.70	43.70	43.76	44.90
Parks	11.80	12.72	10.98	11.41	11.41	12.03
Culture & Recreation Total	50.74	56.42	54.68	55.11	55.17	56.93
Planning & Water and Environmental Services	18.00	18.40	20.40	20.80	22.30	23.30
University MN Extension	1.70	1.70	1.70	1.70	1.70	1.70
Conservation of Natural Resources Total	19.70	20.10	22.10	22.50	23.50	25.00
County Total	654.09	667.75	673.91	681.96	699.37	713.83

Vacancy Turnover Allocation

Year-End 2016 Vacant Positions Excluding Positions Eliminated for 2017 Budget

Division/Department	Vacant FTEs	Position	Salary & Benefits Total
Attorney's Office	1.00	First Assistant County Attorney	129,014
	0.50	Paralegal	31,780
Attorney's Office Total	1.50		160,794
Public Services / Facilities	1.00	Custodian	54,070
Library	1.00	Assistant Branch Manager	102,717
	0.50	Librarian	27,702
	0.62	Associate Librarian	35,813
	1.50	Library Assistant	66,279
Environmental Services	1.00	Recycling Center Attendant	45,270
Information Technology	1.00	Chief Information Officer	156,132
	1.00	Lead Support Analyst	87,054
Public Services Division Total	7.62		575,037
Property & Financial Services / Taxpayer Services	1.00	Licensing Specialist	40,064
Financial Services	1.00	Accountant	98,285
P& FS Division Total	2.00		138,349
Public Works/Program Delivery	1.00	Program Delivery Manager	131,413
	1.00	Civil Engineer	73,105
Public Works Division Total	2.00		204,518
Sheriff's Office / Administration	2.00	Records Specialist	104,290
Communications	3.00	Dispatcher-911 Services	212,748
Jail Services	2.00	Detention Deputy	156,298
Patrol	6.00	Deputy Sheriff	528,540
	0.40	Community Service Officer	17,480
Sheriff's Office Total	13.40		1,019,356
Health & Human Services / Administrative Support	1.00	Information Technology Coordinator	81,223
	1.00	Accounting Supervisor	104,657
Behavioral Health	1.00	Nurse Practitioner- Psychiatry	144,293
	1.80	Psychologist	194,540
	2.40	Crisis Therapist	230,718
	1.00	Registered Nurse	92,519
	1.00	Case Aide	59,706
Child and Family	1.00	Therapist	74,534
	2.00	Social Worker II	136,232
Home & Community Based Care	3.00	Social Worker II	268,248
Income Support	1.00	Employment Counselor	93,244
	1.00	Child Support Officer	74,188
	1.00	Eligibility Representative I	61,605
Public Health	1.00	Public Health Manager	112,248
	1.00	Public Health Nursing Unit Supervisor	97,704
	5.00	Public Health Nurse	448,025
Health & Human Services Division Total	25.20		2,273,684
County Total	51.72		4,371,738

The previous chart lists vacant FTE employee positions as of year-end 2016 and the salary and benefits total budgeted amount for each position.

The total number of vacant Full-Time Equivalent (FTE) positions reported at the end of 2016 was 51.72 FTEs, which is higher than the 2015 year-end total of 39.62 vacant FTEs reported in the 2016 Budget Book.

The County's Budget has historically included an allocation for vacancy savings in recognition that not all positions will be filled for the entire year. The vacancy savings allocation increased by \$635,557 in 2017 to \$2,955,557; the increase for 2017 was based on a three year trend in vacancy savings. This entire amount has been allocated to the departments based on the assumption that the vacant positions as of Dec. 31, 2016 will be unfilled for an average of 6 months. The following chart lists the vacancy savings allocation for the 2017 Budget.

2017 Vacancy/Turnover Savings Allocation

Division/Department	Allocation of Prior Year Vacancies	Year-End 2016 Vacant FTEs	Salary and Benefit Totals for YE 2016 Vacant FTEs	2017 Vacancy Allocation
Public Services: Facilities	(50,000)	1.00	54,070	(30,000)
Information Services	(40,000)	2.00	243,186	(150,000)
Library	(10,000)	3.62	232,511	(20,000)
Environmental Services	(50,000)	1.00	45,270	(30,000)
Property & Financial Services				
Taxpayer Services	(60,000)	1.00	40,064	(60,000)
Public Works	(80,000)	2.00	204,518	(200,000)
Sheriff's Office	(1,200,000)	13.40	1,019,356	(1,170,000)
Health & Human Services	(800,000)	24.20	2,273,684	(1,295,557)
Total	(2,320,000)		4,112,659	(2,955,557)

County Administrator

The County Administrator implements the directives, resolutions, ordinances, and policies of the County Board. The County Administrator is the administrative head of the County and is responsible for the preparation and execution of the County budget.

This office provides policy and administrative guidance and support for all County departments and long-term planning for the County in all areas and is also responsible for direct support to the County Board.

Budget Highlights

The following table summarizes the budget for the County Administrator.

County Administrator's Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(1,195)	-	-		0.00%	(2,766)
Expenditure total	384,518	402,587	399,821		-0.69%	
Levy dollars needed	383,323	402,587	399,821		-0.69%	

Due to the projected increases in Minnesota Inter-County Association (MICA), Association of Minnesota Counties (AMC), and Metropolitan Emergency Services Board (MESB) membership dues, County Administration is requesting a \$2,000 increase in expense budget for 2017. Expenditures also include membership fees for the International County Management Association (ICMA) and Joint City/County Administrators (MCMA) and the costs associated with attended conferences for all of these organizations.

There were 2.0 Full-Time Equivalent (FTE) employee positions in the County Administrator Division in 2015. No change in FTEs is being requested for 2016.

County Administrator's Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTEs Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Administrative Assistant	1.00	1.00	-	-	1.00
County Administrator	1.00	1.00	-	-	1.00
<i>Division Total</i>	2.00	2.00	-	-	2.00

County Administrator Goals

The following five goals were developed as part of the organization's 2016 Strategic Plan and are the overarching goals for the County Administrator:

- **Communities:** Create and maintain safe, healthy, and livable communities.

- **Culture:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.
- **Connections:** Develop strong public partnerships and connect people to services and information.
- **Finances:** Improve the County’s financial health and economic profile.
- **Growth:** Manage the challenges and opportunities resulting from growth and development.

In 2017, the County Administrator will focus on the following specific activities in order to achieve those goals.

<u>Division Goal I</u> Ensure employees are provided with an appropriate compensation and benefits package in order to continue attracting and retaining the best and brightest employees.	
Performance Measures: Completion and implementation of compensation and classification study.	
Tasks	Progress to Date
Oversee study progress through various stages including consultant selection, job analysis, compensation analysis, contract negotiations, and implementation.	Job and compensation analysis nearing completion at the end of 2016.
<u>Division Goal II</u> Advocate for legislative positions which assist accomplishing the County’s goals.	
Performance Measures: Development and implementation of various legislative positions to advance Carver County concerns.	
Tasks	Progress to Date
Implement strategies to achieve legislative priorities during the 2017 legislative session.	2017 priorities adopted by Board late 2016.
<u>Division Goal III</u> Develop a 2018 budget with a goal of maintaining service levels while flat-lining or decreasing the tax impact on the average value home and maintaining our AAA credit rating.	
Performance Measures: Board adoption of a 2018 budget and Long-Term Financial Plan to the Board. Maintenance of AAA credit rating.	
Tasks	Progress to Date
Present a 2018 budget that flat-lines or decreases the tax impact on the average-value home.	Previous 12 budgets have flat-lined or decreased the tax impact on the average-value home.
<u>Division Goal IV</u> Guide facility space planning issues.	

Performance Measures: Finalization of a comprehensive space study and the development of security policies and training through 2017.	
Tasks	Progress to Date
Complete comprehensive space study.	Study nearing completion at end of 2016.
Develop security policies and provide training on security.	Policies and training in planning stages.

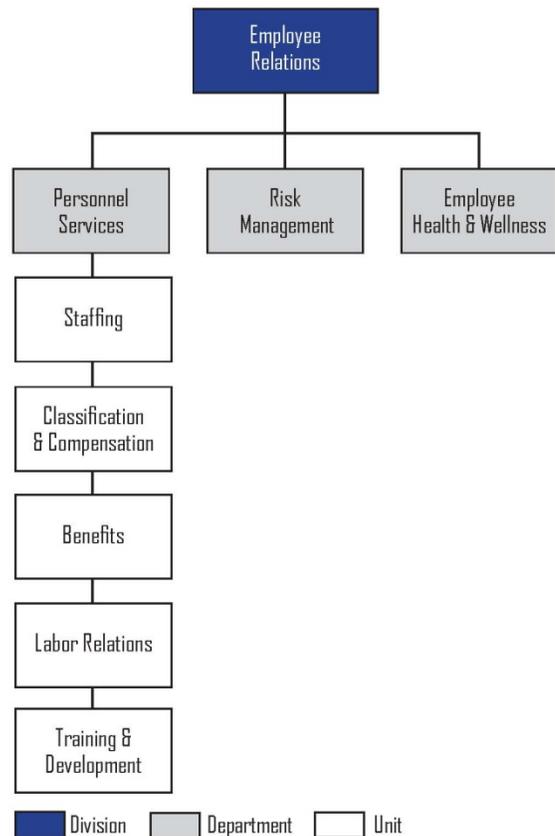
Employee Relations Division

The Employee Relations Division provides a full range of personnel services to the organization and supports all County divisions, leadership and employees in providing excellent public service.

Mission and Value Statements: Employee Relations promotes a safe, productive, healthy and rewarding work environment, while recognizing the individual talents, contributions and diverse needs of employees. The Employee Relations Division strives to create a culture built on open communications, accountability, performance and respect – to provide the highest level of service to County residents – delivered through engaged employees and a positive work environment. The mission and vision primarily support the Strategic Plan initiatives of Culture and Finances, and to a lesser degree, Communities, Connections and Growth.

Budget Highlights

The following table summarizes the budget for the division.



Employee Relations Division Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(26)	-	-	-	0.00%	233,608
Expenditure total	1,237,272	1,479,689	1,713,297	1,713,297	15.79%	
Levy dollars needed	1,237,246	1,479,689	1,713,297	1,713,297	15.79%	

Due to changes in the provision of funds for wellness initiatives through our health insurance carrier and insurance broker, it was requested that \$60,000 be reallocated to the Employee Relations (ER) budget for 2017. This funding has been used to provide onsite biometrics assessments and wellness program management technology to support the health of County employees and the organization’s wellness initiatives. This funding supports the long-term objective of controlling the rising costs of group health insurance.

To address requirements for legal and regulatory compliance assistance and professional services, an increase of \$50,000 was requested. This increase is in response to trends outside our organization as well as a modification of our labor negotiations schedule bringing all eleven contracts from a staggered approach onto an aligned cycle where contracts with all units will be negotiated for 2017. (See Attachment A.)

To meet the requests for additional Employee Relations support provided across County Divisions, 1.00 additional FTE Employee Relations Business Partner was approved by the Board in June of 2016. This was supported and prompted by discussion at the 2016 Division Director Strategic Planning Session, to fulfill Divisions' requests for additional partnership with ER to manage projects and daily Employee Relations support needs. This increase in FTE changed the total 2016 FTE count in Employee Relations from 11.00 to 12.00 FTEs as the following chart indicates.

Employee Relations Division Staff					
	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Positions:					
Administrative Assistant	1.00	1.00	-	-	1.00
Deputy Director of ER/Labor Relations Manager	-	-	1.00	-	-
Employee Relations Business Partner	3.00	4.00	-	-	4.00
Employee Relations Senior Business Partner	1.00	1.00	-	-	1.00
Employee Relations Coordinator	1.00	1.00	-	-	1.00
Employee Relations Director	1.00	1.00	-	-	1.00
Health & Wellness Program Manager	1.00	1.00	-	-	1.00
Risk Management Specialist	1.00	1.00	-	-	1.00
Seasonal Temporary On-Call (STOC) Clerical	2.00	2.00	-	-	2.00
Division Totals	11.00	12.00	1.00	-	12.00

Employee Relations team members play a key role in the effective management and success of many organizational and division initiatives, in meeting daily operational and compliance requirements, and in navigating new challenges. The role that Employee Relations plays in the organization has continued to grow, and the County has responded by increasing ER staff headcount. Additional demands point to the need for a new leadership level position to be added to the ER team, including requirements for additional high level support to: guide ER-related organizational strategy, manage critical initiatives and issues; provide supervisory and management support for the development and guidance of ER staff; and to meet the intensive time commitment required to oversee labor relations and negotiations with eleven bargaining units.

The Division recommended the addition of a Deputy Director/Labor Relations Manager. (*See Attachment B.*) This position would have brought Carver County's Employee Relations structure more in line with comparable metro county Employee Relations departments. The request for 1.00 FTE Deputy Director/Labor Relations Manager was not included in the County Administrator's final budget recommendation.

A shift in funding between line items of approximately \$2,000, to allocate adequate resources for Employee Relations staff training is incorporated into the 2017 budget. (*See Attachment F.*)

Description of Services

The division's services provided to its customers, primarily internal, include the following:

- **Personnel Administration:** Maintaining personnel files and data.
- **Staffing:** Conducting employee recruitment and retention processes, refining screening criteria and interview questions, advertising open positions, guiding the pre-placement processes, facilitating selection of the best qualified candidates, and providing onboarding services for new employees.
- **Classification & Compensation:** Ensuring compliance with Pay Equity and Fair Labor Standards, preparing, updating and evaluating job descriptions, completing salary surveys, computing wages and salaries, and recommending salary adjustments to the County Board.
- **Benefits:** Managing employee enrollment in health, dental, life, long- and short-term disability insurance, as well as health savings account (HSA), health reimbursement arrangement (HRA), flexible spending plans, deferred compensation accounts; managing benefits for former employees and retirees; administering benefits plans, communicating with benefits providers; and continuing to assess the most cost effective benefits plan options to meet employee needs and support workforce attraction and retention goals.
- **Labor Relations:** Negotiating collective bargaining agreements (CBAs), hearing and resolving grievances, explaining CBA terms and conditions to employees and supervisors. The County takes advantage of the services provided by the Bureau of Mediation Services (BMS) to help resolve contract and grievance differences to avoid more costly arbitration.
- **Training & Development:** Developing, delivering and coordinating leadership and employee training and development programs; conducting and coordinating the annual support staff conference; providing safety, harassment and discrimination prevention, respectful workplace practices, customer service, and performance management training initiatives.
- **Risk Management:** Managing liability, workers compensation, property and casualty insurance; reviewing contracts and assessing risk exposure and mitigation situations.
- **Safety:** Developing and implementing policies, programs, systems and training to maintain a safe work environment. Convening the County-wide safety committee, conducting safety audits, performing ergonomic assessments, providing employees in certain high risk roles with health surveillance screenings, analyzing incident reports to ensure the County is in compliance with federal and state Occupational Safety and Health Administration (OSHA) standards and the state AWAIR (A Workplace Accident and Injury Reduction) program.
- **Health & Wellness:** Providing programs, resources, and incentives to encourage employees and their families to improve their lifestyles and reduce the risks of chronic diseases. The mission of the County's Health Break Committee is to improve the health and well-being of Carver County employees and their families.

2017 Goals, Objectives and Performance Measures

Division Goal # 1

Enhance employee communications and build positive organizational culture. The Employee Relations Division strives to create an organizational culture built on open communications, performance, innovation, accountability and respect – to provide the highest level of service to County residents – delivered through engaged employees and a positive work environment.

Supports County Goal II: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Support county-wide employee communications and labor management discussions. Maintain open communications and build organizational trust to increase effective internal relationships and enhance internal/external service delivery.

Tasks: Guide productive discussions in employee and management meetings; conduct County and Union Leaders Meetings; participate actively on Labor Management Committees and other forums throughout the year; facilitate relevant and meaningful communications through a variety of methods to achieve organizational success. Provide county employee and leadership development opportunities to foster effective communications and positive workplace culture.

Performance Measures: Review outcomes and feedback from employees, management, County Union Leaders and Labor Management Committee meetings.

Status to-date: The County has invested in additional training for both employees and management in support of this goal including performance management training, leadership development training, and respectful workplace training among other topics. Regular All-Employee Meetings and Manager Meetings are conducted, with Employee Relations leading discussion and presentation topics at many of these meetings. Various Labor Management Committees, County/Union Leaders Meetings, and other forums are utilized to create opportunity for open communications. In addition, the County recently hosted an exploratory session with several bargaining units on interest based bargaining as part of ongoing discussions on options to create a collaborative approach in the collective bargaining process.

Division Goal # 2

Continue to strengthen the County's performance management and pay-for-performance process and systems.

Supports County Goal II: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Facilitate continuous improvement of the performance evaluation and ongoing performance management system. Continue investment in the development and improvement of the pay-for-performance program and a performance based culture.

Activities: Define and implement updates to improve the organization's pay-for-performance model and performance management approach. Continue to improve the performance management process through discussions, gathering feedback from employees and managers, and development of focused training and educational opportunities to support and enhance a meaningful and effective performance management approach. Develop and update policy, collective bargaining agreement, and procedural information in support of an effective performance management and pay-for-performance approach.

Performance Measures: Review organizational performance evaluation participation and results. Gather feedback from employees and management to gauge progress.

Status to-date: Employee Relations has successfully negotiated the participation of 10 out of 11 bargaining units in the pay-for-performance compensation model. We have realized 100% completion of performance evaluations for all County employees for the past three years' annual review cycles, demonstrating the enhanced focus on performance management across the organization.

Division Goal # 3

Conduct a comprehensive compensation and classification study, to support the County's ability to attract and retain a qualified workforce and ensure excellent service. Develop and define the County's pay philosophy and structure in relation to market factors to ensure continued ability to attract and retain a qualified workforce and to provide a pay program in line with the County's pay-for-performance approach. Maintain a system in compliance with applicable regulations such as pay equity and the Fair Labor Standards Act. Negotiate implementation of the study with all bargaining units and complete the implementation process county-wide.

Supports County Goal II: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Update the job description and classification systems, ensure rates are competitive with market and in compliance with pay equity guidelines, and define an appropriate pay philosophy for the County. Identify solutions to meet challenges the County faces with regard to recruitment, retention and market factors.

Tasks: Work with identified consulting firm to complete a review and update of job descriptions, classification analysis, and market study. Define pay structure and philosophy. Ensure regular communications throughout the project to support successful completion of this initiative. Negotiate implementation of the study and complete county-wide implementation details.

Performance Measures: Ensure project progress milestones are completed with consistent quality results. In 2017, Employee Relations will focus on implementation. Negotiate implementation with all eleven bargaining units. Complete policy and systems updates along with ongoing communications throughout the implementation process.

Status to-date: The majority of this project has been completed including the classification system updates, market study, establishing a pay and classification structure that incorporates both external market and internal equity considerations, and establishment of the County's pay philosophy. Ongoing communications efforts have included discussions at All-Employee Meetings, Manager and Division Director Meetings, and with Union Leaders. Information and educational resources for employees relating to this project are shared on the County's internal communications website.

Division Goal # 4

Create a culture of learning, wellness, innovation and growth through enhanced training and development programs, strengthening leadership and encouraging staff engagement and advancement.

Supports County Goal II: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Build employee engagement and advancement and ensure that the County's workforce is prepared to deliver high quality service to members of our community. Ensure our organization's leaders are developed to make a positive impact in their roles and to move the organization forward with wise decisions to enhance organizational success and confirm public trust.

Activities: Design and implement training programs to develop and strengthen professional knowledge, skills and abilities, build positive organizational culture, support performance and service oriented culture and initiatives, foster innovation, diversity, and inclusive leadership. Invest in ongoing leadership development. Further strengthen and enhance the county-wide safety program, addressing policies, procedures, systems and training. Support this goal through daily approach, communications and decision making processes.

Performance Measures: Record employee participation in training and development programs. Assess employee feedback, engagement, and organizational outcomes associated with initiatives.

Status to-date: Employee Relations has continued to build on workforce development initiatives, providing educational opportunities including training for leadership and staff in the areas of performance management, customer service, respectful workplace, leadership development series, public speaking training, safety training, employment law/legal compliance topics, and various wellness programs.

Division Goal # 5

Provide programs and resources to support and improve the health and well-being of Carver County employees and their families; provide an employee benefits package that aligns with the County's objectives to attract and retain a qualified workforce; and continue focus on options to control rising health insurance costs.

Supports County Goal II: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Provide an employee benefits package as part of total compensation that aligns with the County's goal to attract and retain a qualified workforce. Increase employee participation in the County's wellness program, improve the health and well-being of Carver County employees and their families, and make positive progress in controlling our group's health care costs. Create a work environment that supports healthy choices.

Activities: Continue to monitor group aggregate experience data and health insurance trends and developments, and analyze various insurance and healthcare models and options to manage the challenge of rising healthcare costs, which are being felt nationwide. Develop strategies to increase employee participation in the County's Health Incentive Program and target areas of opportunity through the wellness program. Provide a workplace environment that supports healthful choices and engages employees to achieve their best potential health outcomes as part of developing a positive workplace culture, building employee engagement, attracting and retaining employees in a competitive labor market, as well as controlling long-term group health insurance costs.

Performance Measures: Record employee participation in wellness program offerings, attainment of Health Incentive Program goals, and evaluate the program in terms of the number of employees who report lifestyle/behavior changes as a result of the programs. Longer term measurement includes monitoring and reviewing health insurance and aggregate health data trends over a multiple year period. Continue to monitor employee benefits options as a valuable component of the total compensation package to attract and retain a qualified workforce and provide service delivery excellence.

Status to-date: The County recently completed an RFP for health insurance. Both fully-insured and self-insured models were assessed, along with several different network strategies, and various carrier offerings. Favorable rates have been secured with Health Partners, continuing with a fully-insured model. As a result of this RFP process and the County's ongoing efforts to improve employee benefits education and wellness to positively impact group experience rates, the County will recognize an overall health insurance premium rates decrease of 15% for 2017. In addition, rate cap guarantees were secured for the following four years including caps at 6% for 2018, 7% for 2019, 8% for 2020, and 9% for 2021. The County continues to offer a successful wellness program focused on targeting meaningful areas of opportunity based on aggregate group health data.

Division Goal # 6

Leverage technology solutions to manage Employee Relations Division and Payroll data, streamline workflow and enhance service.

Supports County Goal III: Develop strong public partnerships and connect people to services and information.

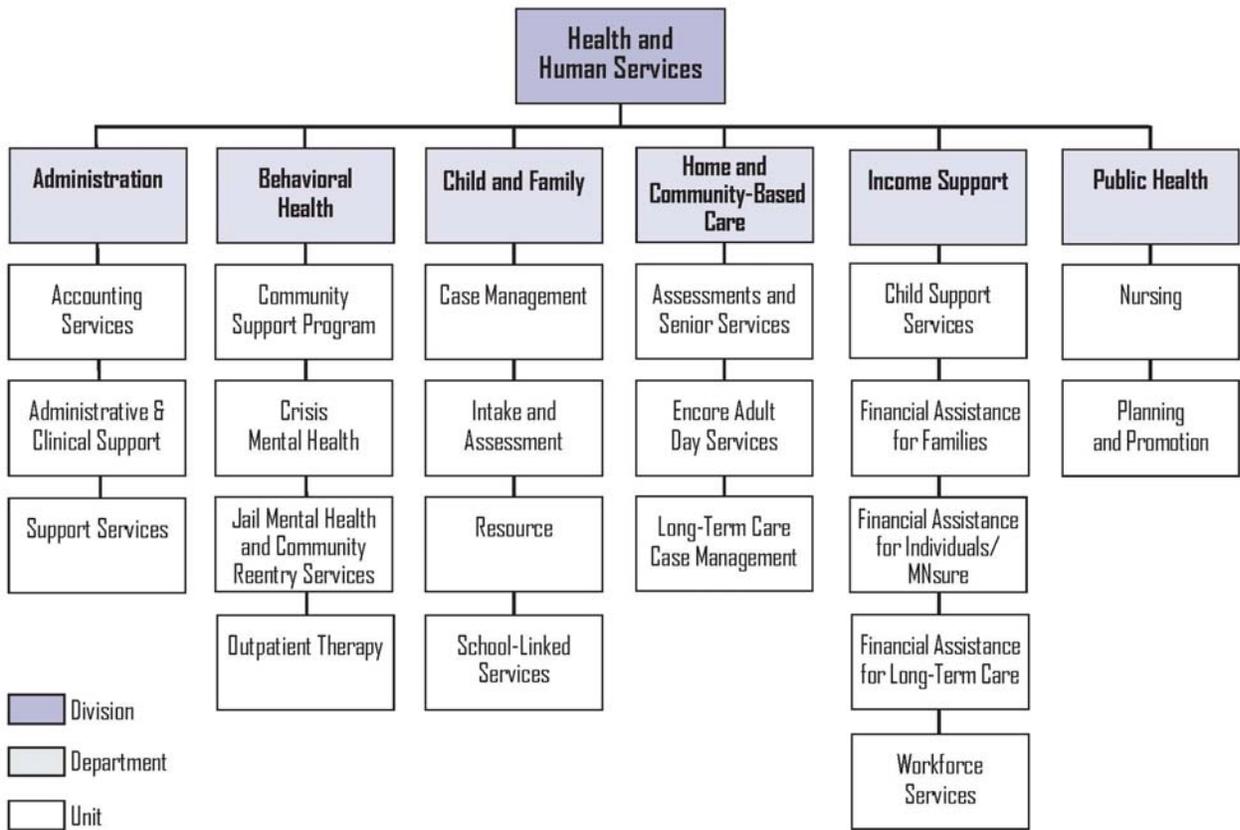
Objective: Implement technology solutions to meet the County's needs for a human resource information system (HRIS), payroll system, and time and attendance system.

Tasks: Guide a successful implementation plan including building more streamlined workflow and capitalizing on potential efficiency gains. Prepare to conduct benefits open enrollment in the new system. Complete the transition of OSHA and workers compensation incident recording and tracking to the new system and sunset the current OSHA/work comp tracking software.

Performance Measures: Guide project team through successful implementation of a technology solution which meets the organization's needs. Assess efficiency enhancements and increased capabilities to fulfill data management, access, and processing requirements.

Status to-date: An organizational needs assessment was completed relating to human resource information system (HRIS) and payroll technology. With ER guidance, a cross-divisional team completed an RFP and assessment process for technology solutions to include HRIS, payroll, time and attendance, and employee/manager self-service options. Implementation of the selected system began in 2016.

Health & Human Services



The Health and Human Services (HHS) Division provides a wide variety of social services and public health services and supports to children and families, vulnerable adults, and individuals who are disabled, mentally ill, chemically dependent, or medically compromised. The staff provides assessments and assists with application for state and federal programs, makes referrals for community resources, and provides direct services related to local programs.

Budget Highlights

The following table summarizes the budget for the division as a whole:

Health & Human Services Division Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(16,186,963)	(15,976,718)	(17,675,600)	(17,675,600)	10.63%	172,333
Expenditure total	23,790,858	25,292,125	27,163,340	27,163,340	7.40%	
Levy dollars needed	7,604,045	9,315,407	9,487,740	9,487,740	1.85%	

2016 saw the first full year of the new Health and Human Services Division. It was a year of growth and change. All six departments in the division experienced some level of reorganization. Three departments physically relocated into new work spaces. Across the division we experienced significant turnover in personnel and also multiple retirements of long-term staff.

The division also faced some significant work challenges. Most significant were the case pressures on the Income Maintenance Department due to continued problems with the MNsure system, increased child protection assessments and out-of-home placements in response to the Child Protection Task Force, and the necessity to respond to the Olmstead Decision.

These challenges have led to two significant budgetary impacts for 2017. First was the need to increase staffing in most departments to meet the increased service need requirements, and also in facing significantly higher out-of-home placement costs.

Our Child Protection assessments have increased by 40% since 2015. Recommendations of the Child Protection Task Force has led to decreased Family Assessments for traditional assessments, increased Court involvement, and higher community awareness and scrutiny of abuse and neglect. These factors beyond our control have combined to cause a significant increase in placement costs. We are experiencing great difficulty in funding this increased expense with our current revenue streams. We can only anticipate these costs to continue to rise. We have requested \$105,000 of additional ongoing levy commitment to help meet this expense and maintain the highest level of safety for children in our County. (*See Attachment A.*)

The HHS Division saw an increase of 16.05 FTEs from the 2016 adopted number of FTEs. Of this increase, 5.00 FTEs were accounted for in the Home Care and Community Based Care Department for completing MnChoices assessments mandated by the State. This growth further necessitated the hiring of an additional HCBC Supervisor. In 2017 we anticipate the need for up to 3.00 FTE additional staff to provide the resources to complete the anticipated 1,700 annual assessments. These additional staff will only be brought on as real demand is needed throughout 2017. The previous two years have demonstrated that sufficient revenue follows the positions to cover costs and are therefore not included in the 2017 budget.

The Division is also looking to add an additional Child Protection Supervisor in 2017. We are currently out of compliance with the worker-to-supervisor ratio suggested by the Child Protection Task Force. If the ratio recommendation becomes mandated as have other recommendations, we will need the supervisor to meet compliance. Also, without this position it will be difficult to add any additional staff to meet increasing caseload demands. This position has only 8% revenue attached to it and would require the rest to be covered by additional levy.

In the behavioral Health Department we are looking to add a 0.50 FTE Advanced Practice Nurse in psychiatry. We cannot meet the demand for psychiatric care with our current resources. This lack of service is also hurting our referral base for outpatient services which could have a negative effect on revenue. Revenue generated from this position is sufficient to cover its cost. A Social Worker II position for Adult Mental Health Case Management is also being requested to meet demand for client-centered services in this area. This position also generates sufficient revenue to cover costs.

MNsure continues to cause increased workloads. 2016 will start the conversion of all health care cases to the MNsure system. 2017 will see the start of the Periodic Data Match. Both of these issues will cause the need for an additional 1.00 FTE Eligibility Representative. This position is funded at 50%.

Finally, a request has been made for 1.00 FTE Account Tech needed to process the revenue generating work of the additional staff added. Processing and collecting this revenue is essential to maintaining a healthy financial position for division and decreasing the pressure to use levy dollars to fund staff and operations.

The following chart summarizes the staffing requests for 2017.

Health & Human Services Staff	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Unit/Department:					
Administrative Services	25.45	25.60	-	1.00	26.60
Behavioral Health	39.48	43.98	-	1.62	45.60
Child & Family	50.30	53.70	-	1.00	54.70
Home & Community-Based Care	35.50	41.50	-	-	41.50
Income Support	45.80	47.80	-	1.00	48.80
Public Health	19.00	19.00	-	-	19.00
Division Totals	215.53	231.58	-	4.62	236.20

In an effort to continue to drive down our mileage costs and increase worker safety, the division has been working over the past few years in building out a fleet of county vehicles for staff to use. An additional vehicle is requested for 2017 to continue this process which is already showing positive results. (See Attachment D.)

Accomplishments and Goal Setting

The Health and Human Services Division has worked hard in 2016 to integrate all six departments into a cohesive whole, including the integration of the Public Health Department into the division as part of the county's 2015 restructuring process. Public Health, Child and Family, HCBC, and the Crisis Team have all experienced significant organizational changes to increase both efficiency and revenue generation.

2016 also saw a major initiative to upgrade the physical facilities. Public Health, HCBC, Child and Family, First Street Center, and Encore Center all saw improvements in public facilities and staff work stations.

2017 will see a significant increase in the use of cutting-edge mobile technology in the Child and Family and HCBC Departments. This technology is expected to contain costs by increasing efficiencies. First Street Center will also see new document and billing management software in 2017, which should lead to an increase in revenue collections.

2017 will be a year of building on the foundational activities of 2016 to continue to move the HHS Division forward in its vision where "Caver County Health and Human Services envisions our county to be a caring place where communities and individuals are safe, healthy and secure."

Administrative Services

The Administrative Services Department reflects the overhead costs for administration of the HHS Division.

The department ended 2016 with 25.60 FTEs and requested an additional 1.00 FTE Accountant Technician for 2017 as the following table indicates:

Administrative Support Department Staff Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Accountant Technician	8.25	8.00	-	1.00	9.00
Accounting Supervisor	1.00	1.00	-	-	1.00
Administration Support Manager	1.00	1.00	-	-	1.00
Administrative Support Supervisor	1.00	1.00	-	-	1.00
Clinical Support Specialist	2.00	2.00	-	-	2.00
Health & Human Services Director	1.00	1.00	-	-	1.00
Information Technology Coordinator	1.00	1.00	-	-	1.00
Support Services Aide	4.60	5.00	-	-	5.00
Support Services Specialist	4.60	4.60	-	-	4.60
Support Services Supervisor	1.00	1.00	-	-	1.00
<i>Department Totals</i>	25.45	25.60	-	1.00	26.60

The 1.00 FTE Accountant Technician is needed to process the revenue generating work of the additional staff added. Processing and collecting this revenue is essential to maintaining a healthy financial position for Division and decreasing the pressure to use levy dollars to fund staff and operations. (See Attachment B.)

Behavioral Health Department

The Behavioral Health Department encompasses a variety of different units including Adult Mental Health, Crisis Program, Outpatient Mental Health, Jail Mental Health, Housing Services, and Chemical Health Assessment Services.

The department requested an additional 1.00 FTE Social Worker II (Supported Employment Specialist) in 2015. This position was added with grant funds in 2016 and will provide evidence-based supported employment services to people experiencing serious mental illness, using a model called Individual Placement and Support (IPS). This program is very different from other types of employment services, primarily because of its integration with mental health services, focus on participant's choice with competitive jobs as the goal, and continuous job supports. This position will be funded through the Adult Mental Health Initiative Grant. Statistics from March 2016 indicate that of the 240 persons served in the Adult Mental Health Unit, 103 were either unemployed and looking for work (31% of people served), or employed in a sheltered workshop or enclave setting (12% of people served) and not competitively employed.

For 2017, the division requested 0.50 FTE Advance Practice Psychiatric Nurse, 0.12 FTE Case Management Associate I, and 1.00 FTE Social Worker II position. (See Attachment B.) The changes in department staff is outlined in the following table:

Behavioral Health Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Adult Mental Health RN/ Case Manager	-	1.00	-	-	1.00
Advanced Practice Nurse	0.20	-	-	0.50	0.50
Behavior Health Manager	1.00	1.00	-	-	1.00
Case Aide	-	1.00	-	-	1.00
Case Management Associate I	0.80	0.80	-	-	0.80
Case Management Associate II	0.88	0.88	-	0.12	1.00
Clinical Director	1.00	1.00	-	-	1.00
Clinical Social Worker	1.00	1.00	-	-	1.00
Community Support Program Supervisor	1.00	1.00	-	-	1.00
Crisis Therapist	9.40	9.30	-	-	9.30
Crisis Therapist (On-call)	0.40	0.40	-	-	0.40
Health Care Navigator	3.00	1.00	-	-	1.00
Housing Coordinator	1.00	1.00	-	-	1.00
Licensed Practical Psychiatric Nurse	1.00	1.00	-	-	1.00
MH Crisis Program Supervisor	1.00	2.00	-	-	2.00
Nurse Practitioner- Psychiatry	1.00	1.00	-	-	1.00
Psychologist	2.80	2.80	-	-	2.80
Psychotherapist	4.00	4.00	-	-	4.00
Registered Nurse	1.00	1.00	-	-	1.00
Social Worker II	9.00	12.80	-	1.00	13.80
<i>Department Totals</i>	39.48	43.98	-	1.62	45.60

The following staffing requests were made for 2017:

0.5 FTE Advance Practice Psychiatric Nurse: This position would provide much needed psychiatric services to those in need. Currently, our psychiatry appointments are most often full, and we are booking weeks and months out. This has decreased our overall referrals for services, as patients cannot receive needed psychiatric care. This could have a negative effect on revenue collection. The estimated cost of an advanced practice Psychiatric Nurse at 24 hours/week is \$72,000.00. We would anticipate annual revenue generated from this position at \$117,716.

0.12 FTE Case Management Associate I: Due to growth of the Community Support Program (CSP), the existing 0.88 FTE Case Management Associate I position will be increased to 1.00 FTE. A primary focus will be to provide assistance with coordinating referrals and to provide client outreach. The CSP Grant will provide funding for the additional client outreach services.

1.0 FTE Social Worker II (Adult Mental Health Case Manager): This position will provide

Rule 79 Targeted Case Management for persons experiencing serious and persistent mental illness. Civil commitments and referrals for eligible participants have been increasing; the county is mandated to ensure that there is access to Rule 79 case management for those who qualify. This position will be funded through TCM revenue through Medical Assistance and health plans, and through the Adult Mental Health Initiative Grant for those who are uninsured or underinsured.

Outpatient Mental Health Program

Description

The Outpatient Mental Health Unit provides psychotherapy and psychiatry services to residents of Carver County.

Budget Highlights

The Outpatient Mental Health Unit became fully staffed in 2016 with the addition of a doctorate level psychologist and a Licensed Independent Clinical Social Worker. Both of these new staff have extensive experience working with children, adolescents and families. The psychologist will conduct psychological testing as well as providing ongoing therapy services. The Licensed Independent Clinical Social Worker will provide therapy services to both children and adults, with a special emphasis on working with children.

The Outpatient Unit faced a challenge in having one position open for many months, which impacted both access to mental health care as well as negatively impacting our revenue production.

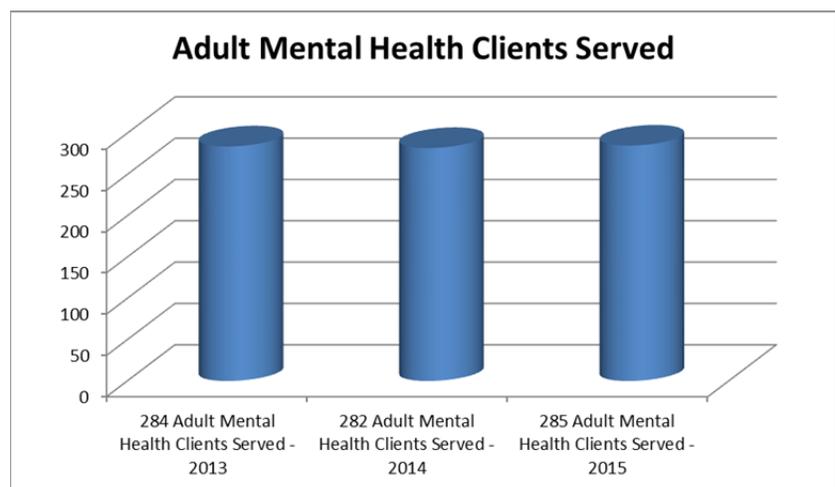
The Outpatient Unit had added a psychiatric nurse practitioner in 2015 and her schedule quickly filled up. Currently, we have two part-time psychiatrists and one 0.90 FTE psychiatric nurse practitioner. This has provided quicker access to psychiatric services. However, we continue to see a need for additional access as our nurse practitioner is scheduling new clients about three months into the future.

Goals and Objectives

The primary goal of the Outpatient Unit is to increase access to both psychiatry and psychotherapy services at First Street Center. This will be accomplished with expanding the hours of one of our psychiatrists.

We plan to create a system to offer one therapy intake slot to veterans either once every two weeks or once a month.

We will work with our Veterans Service Officers to provide referrals. Our plan is that a dedicated slot will be created in our therapists' schedules and if the slot isn't filled with 48 hours



prior to the appointment, it will be filled with another client.

In the early months of 2016 we adjusted one of our psychiatric provider's schedules to move from 30-minute sessions to 20-minute sessions. This creates greater accessibility. We plan to continue this in 2017 and look for additional ways to create easier and faster access to psychiatric and mental health services.

Crisis Program

The Crisis Program includes 24/7 telephonic and mobile crisis response. The program is a collaboration between Carver County and Scott County. In 2016, we expanded our services to McLeod County to include phone response and eventually mobile response.

Budget Highlights

The Crisis Program has become financially self-sufficient the past few years due to reimbursement from insurance, as well as grants from the State of Minnesota and contracts with local hospitals. The primary issue facing the Crisis Program is maintaining a stable level of staffing in order to meet the expectations of the State of Minnesota, hospitals, and other community standards.

Goals and Objectives for 2017

We added a second crisis supervisor in 2016. The intent of this was to distribute the workload between two supervisors instead of just one. The workload was divided, roughly, to allow the new supervisor to address the clinical issues that arise while doing this work. The original supervisor will focus on administrative issues such as grant management and will serve as a liaison with the State of Minnesota.

The crisis leadership team was approached by The State of Minnesota's Department of Human Services to consider assisting McLeod County in building its own crisis response program. We agreed to help and received additional funds from the State of Minnesota to start building their program. Our plan for 2016 was to establish a 24/7 crisis line (adding additional staff to our existing phone response) and start to establish mobile crisis response.

Chemical Health Assessment

The Carver County Rule 25 Chemical Health Assessment Unit is comprised of 1.5 FTE and two individuals. They provide chemical health assessments to residents of Carver County.

Budget Highlights

The Rule 25 Chemical Health Assessments are provided primarily for people who have no insurance or Minnesota's Medical Assistance.

Goals and Objectives for 2017

The primary goal for 2017 for the Rule 25 Chemical Health Assessment unit is to start moving toward electronic documentation. The Rule 25 unit had a site visit from the State of Minnesota in 2016 and passed the visit with very few recommendations.

Jail Mental Health

The Jail Mental Health Project is the product of a grant from the Department of Justice. The intent is to place mental health services directly in the jail. The mental health services include a psychologist, psychiatry services, and a small amount of administrative support.

Budget Highlights

We adjusted the manner in which we delivered psychiatry services in 2016. We moved from an in-person format to a telehealth format. This means that we reduced the time of commuting to the jail and, instead, had our psychiatry provider use our telehealth monitor to connect with our jail. This change also allowed us to see more inmates during the time allocated for our psychiatric provider. One of the measures of the grant for this project is to reduce the number of calls the jail makes to the Crisis Program by having mental health services directly in the jail and by training detention deputy staff on Crisis Intervention Training (CIT) techniques. The calls to the Crisis Program have been reduced significantly during regular business hours.

Goals and Objectives for 2017

The primary goal for 2017 is to make the psychologist and psychiatry time sustainable as the grant ends in the fall of 2016.

Housing Services

The Housing Services unit consists of one person, our Housing Coordinator. The goal of this program is to assess the available housing in the Carver County area, as well as work on building an infrastructure (with other Metro counties) to better serve housing-challenged or homeless individuals across Carver and other surrounding counties. This unit also works to inform and educate all social service staff on housing issues. Carver County's Housing Coordinator was instrumental in launching the Coordinated Entry System and continues to play a vital role in maintaining and facilitating communication among a continuum of agencies and organizations that focus on housing issues.

Budget Highlights

The Carver County Board approved this position and our Housing Coordinator started in 2014. No significant budget issues are related to this position/program.

Goals and Objectives for 2017

One of the goals for the Housing Services Unit in 2015 and 2016 was to enhance what is called the Coordinated Entry System. Coordinated Entry is a system that directs all people faced with housing issues to one number where they are asked to complete a short interview. Their information is compiled and their housing situation is given points and ranked based on the severity of their circumstances. In addition to this, another goal is to work with other community partners, the CAP Agency and Carver County Community Development Agency (CDA) in particular, to continually build stronger professional relationships in order to best serve the residents of Carver County. This goal continues for 2017 as we look for new ways to refine the process in order to more efficiently serve individuals in Carver County who have housing needs. In 2016/2017 our Housing Coordinator will be working in conjunction with our Adult Mental Health Unit to implement a grant we received from the Minnesota Department of Human

Services to provide housing assistance to individuals with serious mental illness. This is a group not currently serviced with our existing case management staff. The grant covers the cost needed to fund a case manager who will work exclusively with individuals with serious mental illness

Adult Mental Health

The Adult Mental Health Unit provides targeted case management, community support services and outreach services for people experiencing Serious and Persistent Mental Illness (SPMI). The adult mental health unit also completes pre-petition screenings for commitment requests.

Budget Highlights

Purchase of services for those who are civilly committed to State inpatient mental health services encompasses three distinct programs: Anoka Metro Regional Treatment Center (AMRTC), Minnesota Sexual Offender Program (MSOP), and St. Peter Security Hospital for those committed as Mentally Ill and Dangerous. The Legislature has enacted cost shares for counties. When the state hospital determines that a client no longer meets the “medical necessity” for the RTC, the County is then responsible for an increased portion of the cost until the person is discharged from the hospital to an appropriate setting. These cost shares have contributed to the increase in this portion of the budget. Carver County currently has four individuals committed to MSOP and three individuals in the St. Peter Security Hospital. There is one person at AMRTC currently. The sexual offenders were civilly committed following the completion of their prison sentence and the others were civilly committed because they were determined to be too mentally ill to stand trial for their crime. The State has effectively “cost shifted” part of their traditional expense to the counties. In CY2011 the cost to the County for these three services was \$118,946. With the increase in cost shares, \$380,765 was expended in CY2014. In CY 2015, the cost to the county was \$410,148. For CY2017, the division is budgeting \$400,000 for these state inpatient services.

In July 2016, a 1.0 FTE Registered Nurse/Case Manager position will be filled. The contract with the Department of Human Services for a Registered Nurse ended on June 20, 2016. This position provides support in the community to people who are at high risk for repeated hospitalizations. The Registered Nurse currently contracted through the state will be hired as a Carver County employee; the county will continue to receive funding for this position through the state.

Goals and Objectives for 2017

Primary goals for 2017 include implementing person-centered protocols into the work of the unit as mandated by the Olmstead Plan, ensuring those eligible for adult mental health services have access to this required service, and increasing the quality and range of services available to support those with serious mental illness. This includes the ongoing development of new programs including supported employment and housing with support services for people with serious mental illness, along with implementing quality improvement processes in the various components of the unit.

The Adult Mental Health Unit continued to see an increase in people served. The unit co-leads the Carver/Scott Adult Mental Health Initiative (AMHI) which meets every-other-month and

rotates between meeting in Carver County and Scott County. A focus of the Initiative has been to identify needs of the county residents/discuss planning with a local provider in its work to open a new Intensive Residential Treatment Service (IRTS) and Crisis Bed program. The Initiative has increased membership this past year, with the addition of health plan representatives and consumers.

The Community Support Program is working to implement person-centered practices, as directed by the Olmstead Plan. All staff participated in person-centered training. The department was awarded a two-year Housing with Supports for Adults with Serious Mental Illness (HSASMI) Grant, and is working to develop and implement this evidence-based program in 2017.

Child and Family Department

The Child and Family Department includes services for Child Protection, Child and Adolescent Mental Health, Out-of-Home Placement, Placement Prevention and Unification, and School-Linked Collaborative Services.

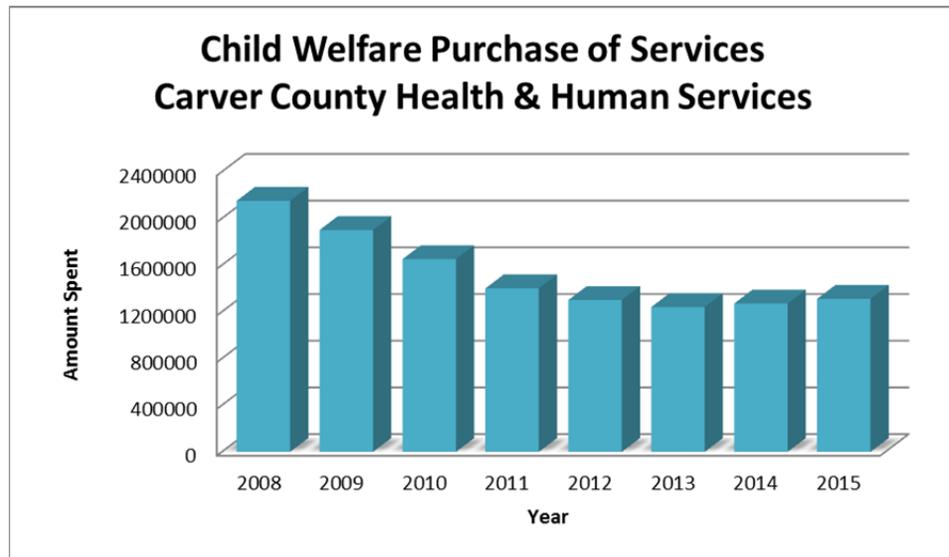
The statewide Child Protection Task Force has recommended 93 changes to the child protection system. One of the most expensive recommendations involves setting a maximum caseload size at 10 cases per social worker and 8 social workers per supervisor. Currently Carver County has an average of 15 cases per social worker and 12 social workers per supervisor. Even though Carver County is receiving up to \$348,000 in new child protection grant money that will enable us to move a bit closer to the caseload recommendations, the process for hiring the new workers takes time and the department won't feel the impact of the new workers until closer to the end of 2016.

To stay consistent with the Task Force Guidelines, and with our expanding Child Protection workforce, the department requested an additional Child Protection Supervisor in 2017. (*See Attachment B.*) The following table shows the staffing request for the department.

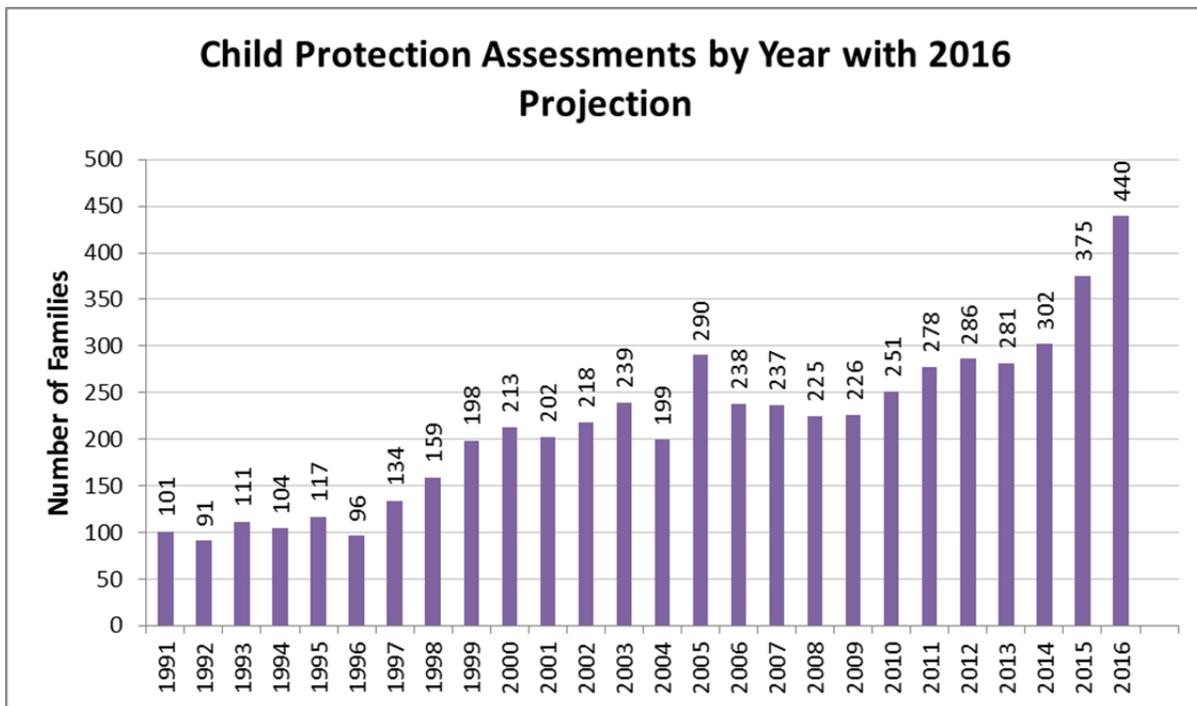
Child and Family Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Case Aide	1.00	2.00	-	-	2.00
Child/Family Unit Supervisor	4.00	4.00	1.00	1.00	5.00
Child/Family Services Manager	1.00	1.00	-	-	1.00
Social Worker II	28.05	29.45	-	-	29.45
Social Worker III	3.00	4.00	-	-	4.00
Therapist	13.25	13.25	-	-	13.25
<i>Department Totals</i>	50.30	53.70	1.00	1.00	54.70

Accomplishments and Goal Setting

The attached graph demonstrates that, even though Child Welfare demands have increased, the department has been able to hold the budget steady due to a variety of cost saving measures, hard work and a diligence to safety organized practice.



Child protection assessments have continued to rise due to heroin and methamphetamine abuse as we noted last year, but they have risen even more significantly than expected due to a statewide media focus on child protection. As you can see by the following graph, we are projecting a 20% increase in child protection assessments from last year to this year, which is also a 40% increase from the year before, as a result of these circumstances.

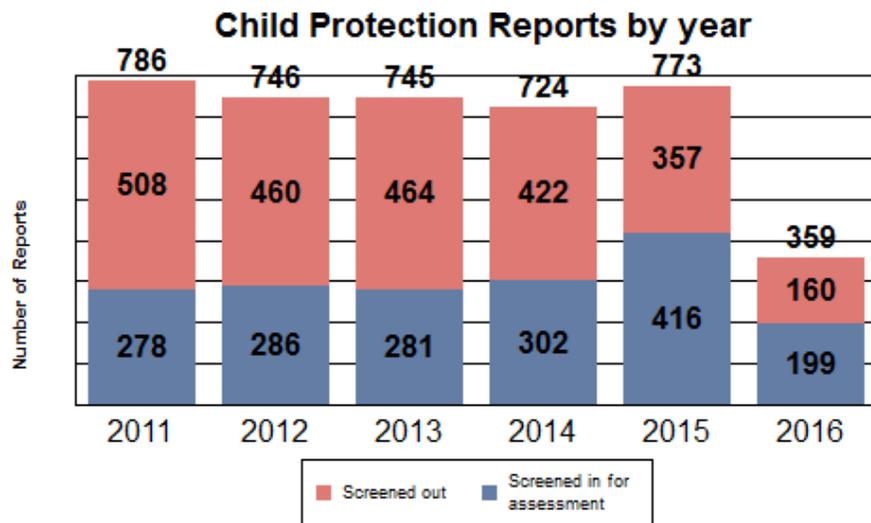


With the changes in the State Child Protection Screening guidelines, around 55% of all reports

are now being screened in as a child protection assessment, whereas in 2011, 35% of all reports were screened in. This chart shows the breakdown from year-to-year in terms of the number screened in for

assessment. (Note: 2016 numbers are for screenings completed through June 23, 2016.) This increase in the percentage screen in for assessment has resulted in an increased workload for our child protection assessment workers. One requirement is to have a 24-hour child protection response

available by Jan. 1, 2017. This will impact the department budget since, in the past, we have been able to rely on Law Enforcement and the Crisis Team to assist with afterhours response. The law now requires that a trained child protection specialist respond.



Child safety is the department's top priority in every open case. We clearly understand that children have to be safe and feel safe in order to overcome the effects of maltreatment. Every instance of repeat maltreatment represents a missed opportunity to create quick and lasting safety. Carver County is proud that through our intensive safety planning, there has not been a recurrence of repeat maltreatment for the last four years with Carver County's families with one exception. There was one family that experienced repeat maltreatment while residing in Carver County; however, Carver County was not case managing the family or controlling the service provision; the family had moved to Carver County while under the protective supervision of a nearby county responsible for the case. Unfortunately, since Carver was responsible for the child protection assessment because the family resided in Carver, our repeat maltreatment is now 2% when we have had a 0% recurrence the last four years.

Children's Mental Health services continue to increase which has also impacted our budget with the need to ensure a child's safety with difficult mental health issues. Sexually trafficked youth have also been a concern and secured placement facilities to address this need are in short supply. Carver County continues to look for training and services to address this need. In April of 2016, the county hosted a training on Non-Violent Resistance to help support parents in addressing their child's behavioral needs.

One of the Child and Family Department's biggest challenges has been documenting the quality of the work that our social workers are doing while their caseloads have increased. Even though this has been a struggle, Carver County was one of the counties that met its data performance standards to the state. This allowed Carver County to obtain an additional 20% in the child

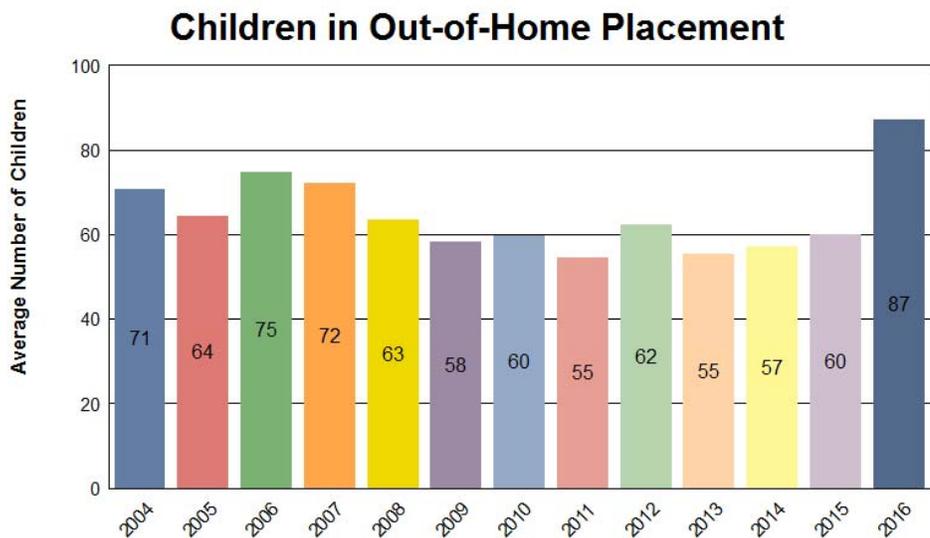
protection grant revenue; a process is in place to ensure that Carver County continues to meet the data requirements to ensure this additional revenue. To address the documentation needs, we are expanding the Compass/Onbase electronic workload management system that Carver County pioneered for financial services into the Child and Family Department. Our workers were provided with iPads and have learned the system called Northwoods in order to be able to capture documents and document their time when in the field or waiting at court.

The department continues to strive to effectively address chronic maltreatment; the majority of our child protection assessments are opened due to allegations of neglect. Child welfare research is rather conclusively proving that lasting neglect can be as damaging to children’s development and lifelong functioning as physical and sexual abuse. As a result, we are more likely to bring the family to CHIPS Court whenever parents fail to demonstrate good enough parenting that sticks over time. At the same time, we are seeking to improve our ability to help parents overcome their own childhood trauma by helping them to make sense of what happened to them and how it is affecting their parenting. Research has clearly shown that parents who have a coherent story of their childhood experiences are usually able to provide their children with good enough parenting, even when the parent’s childhood experiences were incredibly traumatic.

In addition, our department has continued to reframe the family experience through the lens of trauma. We have brought in Trauma Focused Training for our foster care providers to help them understand behavioral challenges through a different perspective. In addition, we plan to bring in additional Trauma Training for our social workers through the Child Welfare Training system. Furthermore, we have several school-linked therapists who will be trained and certified on the use of EMDR (eye movement desensitization and reprocessing), which is a way to help family’s process trauma. We also have a social worker planning to be certified as a trauma expert.

Our efforts to reduce chronicity is likely increasing the number of children in foster care and pre-adoption placements in the short-term, while helping to better manage the number of children entering residential settings in the future due to repeated exposure to traumatic situations. At the current time, we have more children in placement than we have experienced in the past few years. Not only have

the Child Protection Task Force recommendations contributed to this increase, but our focus on chronic neglect, as well as the implementation of Northstar for Children, has added to this struggle. It is also leading to an increase in court-involved cases at present. The First District Judicial



Branch has added an additional judge to assist with the increase in court involved intensive cases; however, new attorneys and guardians have not been added to the growing caseload.

Our foster care system has encountered additional challenges this past year but has risen to the need. Carver County provided a week-long Family Finding training to help workers find relatives and supports for our children; all of our licensing workers attended this training to support placing workers to find family and kin as resources. In addition, the Northstar program was implemented statewide a year ago and was the state's best attempt to equalize foster care payments for children adopted as well. This process has additional requirements such as relative or kinship homes need to be legally licensed for six months prior to being eligible for Northstar's payment. As a result, Carver has been inundated with requests to license families residing in Carver County who are caring for children placed by other counties. In addition, since Carver places the majority of our children in relative or kin homes, Carver County has to wait on the residency county to license the relative or kin. Since Northstar has increased the licensing work of agencies, there are times when Carver County is waiting on other counties, which is delaying our ability to get children to permanency quicker. As a result, Carver currently has about 20 children waiting on permanency due to these new requirements. Once the new structure requirements are sorted out, children should be permanently placed quicker.

The Bridge For Youth opened a new facility in Chanhassen to provide services for runaway youth and Carver County contributed \$95,000 per year. This service has been a needed addition to our community resources. Having an available local facility that will be licensed by the Department of Human Services as a shelter facility will also mean that agency social workers and law enforcement staff can safely keep youth in crisis in the community, reduce transportation time and costs, and improve opportunities for quickly implementing community-based services. Given the Bridge's reputation for working effectively with parents and other family members and for reuniting youth with their families within days, we anticipate that short-term increases in shelter costs will be mitigated by lasting reductions in the need for long term foster care and residential care.

Carver County's school-based collaborative mental health program continues to grow. Carver County now has co-located therapists in Eastern Carver County, Waconia, Watertown-Mayer, and Central Schools in Norwood Young America. Therapy at the school means parents have easier access to mental health services, and their children miss less time in the classroom. We continue to work toward making these positions sustainable by billing insurance every opportunity we have in the event our School-Linked Mental Health Grant is not renewed in 2017. We also provide mental health skills training services to children in Eastern Carver County School District and Watertown-Mayer Schools. Doing so helps us to fulfill the County's responsibility as the local children's mental health authority. Traumatized children are identified by the school and helped to heal before they need more expensive county services.

The Annica Day Treatment program in Chanhassen has been profoundly effective in serving middle school-aged children with mental health issues. The program filled up quickly and maintained a waiting list through much of 2015 and 2016. An additional therapist was added to the program in January of 2016 utilizing the revenue that day treatment services generate. In the fall of 2016, day treatment services expanded to provide a continuum of treatment from least

intensive to highly intensive mental health treatment options within the Chanhassen High School building to expand to high school students in need . The Eastern Carver County School District provides the space for the program.

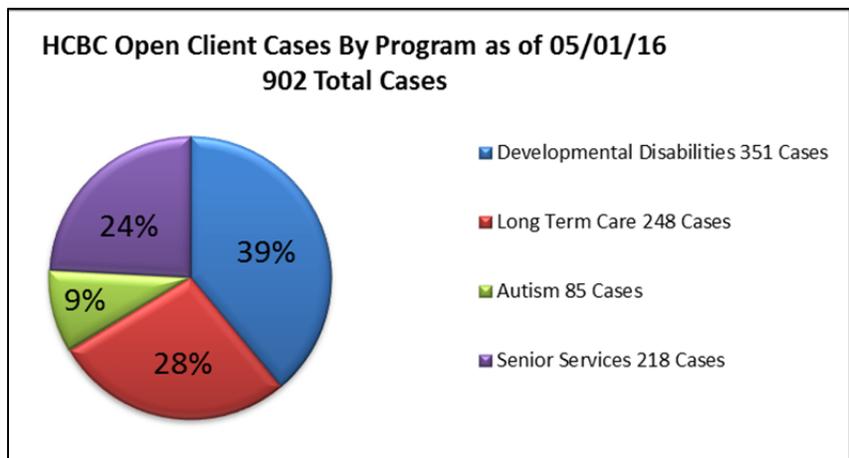
Home & Community-Based Care Department:

The Home and Community-Based Care (HCBC) Department is comprised of the Long-Term Care Unit, the Assessment and Senior Services Unit, MnChoices Assessment Unit, and the Encore Adult Day Services Program. No new staffing requests were made for 2017. The staffing for the department is as follows:

Home & Community Based Care Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Case Aide	2.00	2.00	-	-	2.00
HCBC Manager	1.00	1.00	-	-	1.00
HCBC Supervisor	2.00	3.00	-	-	3.00
Program Assistant	2.00	3.00	-	-	3.00
Social Worker II	26.50	30.50	-	-	30.50
Social Worker III	1.00	1.00	-	-	1.00
Therapeutic Recreation Specialist	1.00	1.00	-	-	1.00
<i>Department Totals</i>	35.50	41.50	-	-	41.50

The Home and Community Based Care (HCBC) Department is responsible for determining program eligibility, assessment, providing case management services, and investigation of vulnerable adult maltreatment reports. Department case managers assist clients in accessing necessary services by informing them of service options, developing service plans, coordinating client access to service providers, and monitoring service delivery to ensure the health and safety needs are being met.

Client groups served include elderly, autism, developmentally disabled, physically disabled, and brain injury. As of May 2015, the HCBC Department had a total of 902 open cases; 351 open for Developmental Disabilities case management, 218 open for Senior Services case management, 248 open for Long Term Care case management, and 85 open for Autism Spectrum Disorders case management. In 2015, 95 cases were opened to Adult Protection for investigation



and assessment.

Long Term Care Unit

The Long Term Care (LTC) Unit consists of 16 Case Managers, 1 Case Aide, and 1 Supervisor. Case management areas in the LTC unit include: 3.00 FTE case managers providing Children's Mental Health case management for clients with an autism diagnosis; 5.60 FTE case managers providing clients with an Intellectual (Developmental) Disability (ID/DD); and 7.00 FTE case managers providing supports to clients with medical, mental health, or brain injury diagnoses.

The LTC Unit is responsible for connecting individuals with disabilities to supports that make possible opportunities for clients to live as independently as possible in their communities. Case managers assist clients in identifying support needs related to a disability and linking the client to resources that ensure health and safety needs are addressed. Funding for programming support is primarily provided through the Medical Assistance waiver program and a variety of other state funded programs. In 2015, 477 clients in the LTC unit received programming support through Medical Assistance waiver programs. In 2016, it is projected the number of clients accessing Medical Assistance waiver programs will increase to 525 clients.

MnChoices Assessment Unit

The MnChoices Assessment Unit consists of 9 Case Manager Assessors, 1 Case Aide, and 1 Supervisor. In April of 2014, Carver County became one of the first counties to implement the MnChoices assessment tool in the State. MnChoices is a single, comprehensive assessment and support planning, web-based application for people in need of long-term supports due to a disability. The State of Minnesota requires that individuals receiving services through any state or federally funded program receive a face-to-face MnChoices assessment on an annual basis. The state has been working closely with the county to ensure full implementation of the program is in place by September 2017. At that time Health and Human Services will be responsible for conducting 1,500 assessments on an annual basis. Currently, 35% of eligible clients have received a MnChoices assessment.

Senior Services Adult Protection

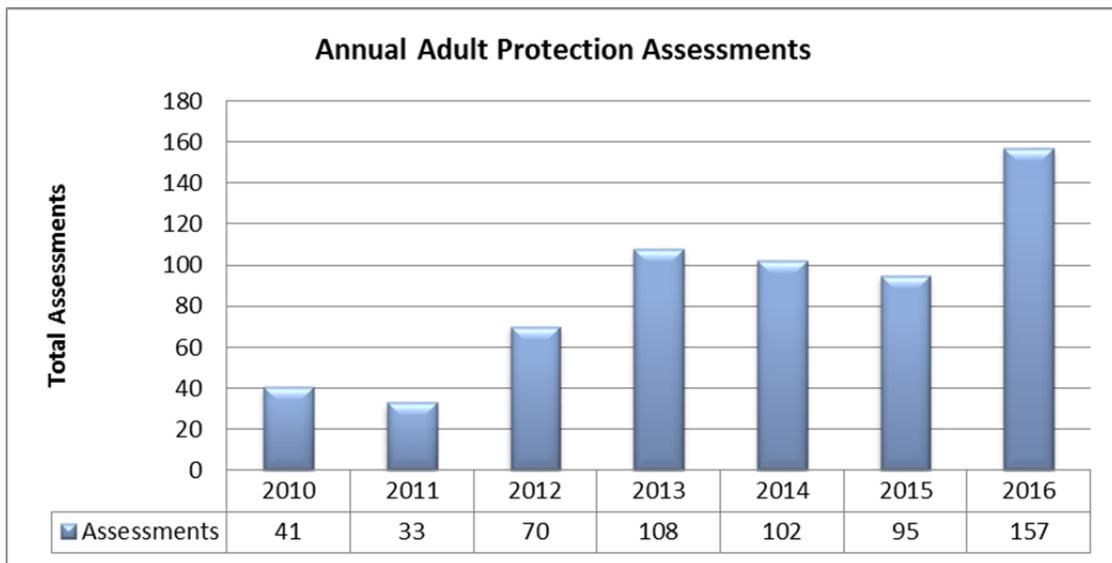
The Senior Services and Adult Protection Unit consists of 7 Case Managers, 3 Program Assistants, 1 Recreation Therapist, and 1 Supervisor. 4.5 FTE case managers provide case management to seniors, 1.5 FTE case managers are responsible for Adult Protection investigations, and the Encore Adult Services Day program which has 1 Case Manager, 3 Program Assistances, and 1 Recreation Therapist assigned to the program.

Senior Services case managers work with clients who are over the age of 65 and are receiving services funded by Managed Care programs or the Alternative Care / Elderly Waiver programs. The purpose of these programs is to keep individuals living in their community avoiding nursing home or hospital placements. Carver County provides contracted case care coordination for those clients enrolled in Blue Cross Blue Shield and Medicaid health plans. Currently, the Senior Services unit has 218 cases. The unit is projected to work with a total of 350 cases in 2016.

Adult Protection

Carver County is mandated to provide adult protective services to vulnerable adults living within

our county. In July 2015, the State of Minnesota started the Minnesota Adult Abuse Reporting Center (MAARC) a statewide centralized intake entry point for all adult maltreatment reports. At that time, the Department of Human Services predicted a 30% increase in reports and investigations consistent with other states that have implemented a centralized intake. As of May 17th, Carver County had 59 assessments assigned for investigation putting us on pace for 157 investigations in 2016. It is anticipated this trend will continue due to a rapidly growing senior population. The majority of investigations are related to self-neglect due to deteriorating physical or cognitive capacity and financial exploitation.



Encore Adult Day Services Program

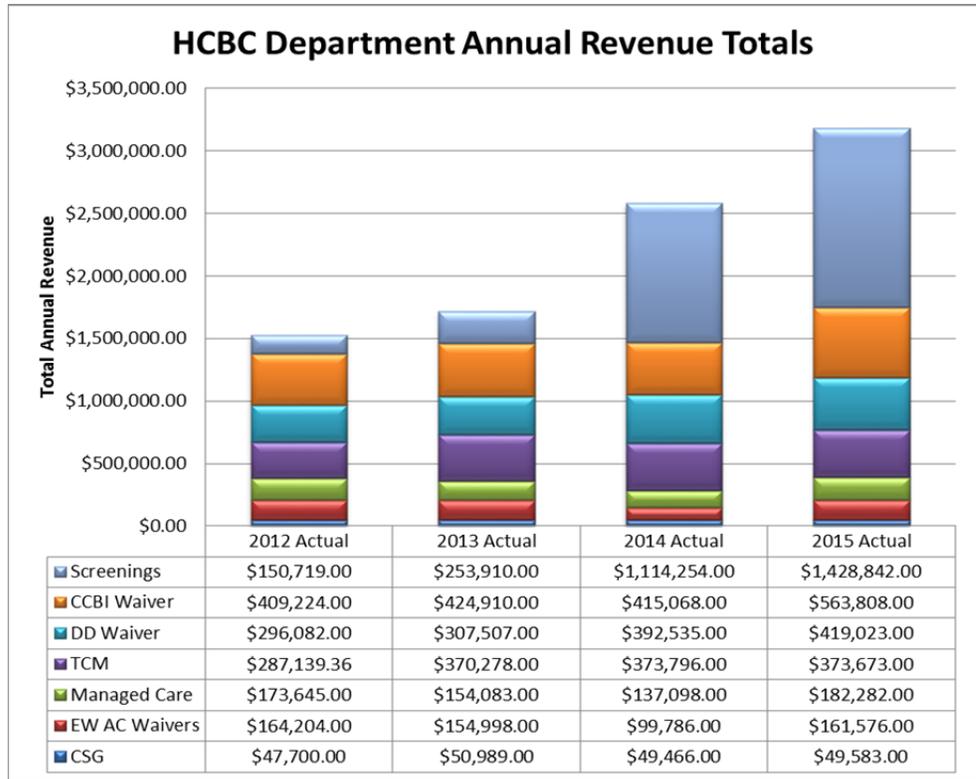
The Encore Adult Day Services Program will celebrate its 40th year of operation in September of 2017. The program continues to experience consistent growth. In 2014 the program had an average daily attendance of 12 participants. In 2015, Encore served a total of 54 participants with an average daily attendance of 15 participants. The 2016 average daily enrollment has increased to 17 and the daily attendance is projected to increase to 18 in 2017.

Encore's program operation budget does not rely on county tax levy. Funding comes from a variety of sources, including Alternative Care and Medical Assistance Waiver programs, health plans, private pay, Veterans Administration, and the Greater Twin Cities United Way. In April of 2016, the Encore Program was notified that funding through the Greater Twin Cities United Way has been extended through June of 2019. This grant award will allow Encore to expand the support provided to participants and their primary caregivers.

HCBC Department Objectives for 2017

Revenue: Health and Human Services receives significant revenue for case management services provided to clients. The revenue comes from a variety of programs including Medical Assistance waiver programs, Targeted Case Management (TCM), screenings, and care coordination for managed care programs. Since 2012, the Home and Community Based Care Department has experienced significant program growth, along with a number of new state mandates to provide services.

From 2012 to 2015, revenues have doubled keeping pace with population growth and demand for services. 2017 revenue totals are anticipated to level off as the department reaches full capacity and implementation of programs.



Electronic Data Storage: The HCBC Department is in the process of transitioning to an electronic case file and data storage

system. The goals of this transition are to increase efficiency, standardize departmental data entry, create clear workflows, and provide management the ability to monitor quality assurance standards. Standardization of departmental work flows will cut down on errors and increase efficiency of data entry performed by case managers. Electronic data storage will improve productivity and communication with other. It is anticipated efficiencies gained in the new system will allow the time entry standard to be increased to from the current 60% to 70% for 2018.

Income Support Department

The Income Support Department is beginning to adapt to all the changes that have taken place over the last year. We are looking forward to 2017 to adjust to our changing workloads and personnel. In the beginning of 2017, all three of the Financial Assistance Supervisors will have been in their positions for about one year. The current Child Support Supervisor will have been on slightly more than a year. The Income Support Manager will also have just over one year. We have had a significant number of retirements in 2016 that have created some significant gaps in our historical knowledge.

Employment and Training will have the first full year operating under the new Federal Workforce Innovation and Opportunity Act (WIOA). WIOA stresses services to “Out of school Youth,” which is a new area of importance to the staff. Workforce services are also transitioning to serve the emerging needs of local employers to fulfil a need for workers in an expanding economy.

In 2016, there have been nine eligibility specialists hired and one new supervisor hired due to retirements, transitions and internal promotions. Caseloads in all areas of eligibility for public programs will continue to expand into 2017, putting increased pressure on the current eligibility workforce. Many Medical Assistance (MA) cases will need to be transferred on to the MNsure system in late 2016 and 2017 creating additional work for staff, as well as the new periodic data match requirement. An additional 1.0 FTE Eligibility Representative was requested for 2017 to address this anticipated work increase pressure. The staffing for the department is as follows:

Income Support Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Case Aide	0.80	0.80	-	-	0.80
Child Care Specialist	0.50	0.50	-	-	0.50
Child Support Officer	8.00	8.00	-	-	8.00
Child Support Supervisor	1.00	1.00	-	-	1.00
Eligibility Representative I	1.00	8.00	1.00	1.00	9.00
Eligibility Representative II	19.00	14.00	-	-	14.00
Employment Counselor	6.00	6.00	-	-	6.00
Financial Assistant Supervisor	3.00	3.00	-	-	3.00
Income Support Manager	1.00	1.00	-	-	1.00
Resource Specialist	1.00	1.00	-	-	1.00
Social Worker II	1.00	1.00	-	-	1.00
Support Enforcement Aide	2.00	2.00	-	-	2.00
Support Services Specialist	0.50	0.50	-	-	0.50
Workforce Services Supervisor	1.00	1.00	-	-	1.00
Department Totals	45.80	47.80	1.00	1.00	48.80

Through all of 2016, the Child Support Unit was not fully staffed due to transitions and long term medical leaves. While taking on additional work to cover staffing shortages, the staff have had to transition to dealing with increasing complex cases involving artificial means of parenthood, and increasing numbers of same sex parents due to the recent changes in marriage laws in Minnesota.

SmartLink continues to make changes in transportation services in Carver County including a Dial A Ride service for the residents of Carver County and Scott County. Direct transportation services will be provided to Carver County residents through a contracted vendor. The Income Support Manager continues to be involved participating as a member of the Mobility Management Advisory Board as new transportation options are researched and implemented.

Accomplishments and Challenges

Financial Assistance

With the implementation of the Affordable Care Act, and the corresponding rollout of MNsure a little more than two years ago, we have experienced a significant change in both the volume of work needing to be done, as well as in how that work is actually conducted and managed. In

2016 Financial Assistance Caseloads continue to increase at a rapid pace. It is anticipated that the rate of growth in the number of new cases will increase in 2017 and the overall number of cases needing service by Eligibility Representatives will continue to increase at a pace that has not been experienced before. In 2016 we transitioned to three Financial Assistance Units from two. The addition of this Unit helped to cover the increased volume in 2016. It also allows the supervisors to be more specialized and able to assist their staff with the many more complex issues that arise within their units but particularly with MNSure. This reorganization, along with the addition of the third supervisor is completely funded by increases in enhanced Federal reimbursements as part of the Affordable Care Act.

Goals

For 2017, the Eligibility Representatives look forward to becoming more stable in the workforce and their added experience will help them with the continued growth expected in Carver County.

Child Support

The following chart illustrates how Carver County is the top performer in the metro on Child Support Federal Measures. (Lowest average ranking indicates the best overall performance.)

**Child Support 2015 Federal Performance Outcomes:
7 County Metro Area Relative Rankings**

	Paternity		Support		Current		Arrears		Cost		Avg
	Establish	#	Establish	#	Collections	#	Collections	#	Effect	#	Rank
Anoka	103%	4	92%	3	75%	4	72%	4	5.07	3	3.6
Carver	104%	2	94%	2	79%	1	82%	1	5.49	4	2.0
Dakota	97%	6	91%	5	72%	5	73%	5	4.40	5	5.2
Hennepin	98%	5	84%	6	69%	6	67%	6	3.07	7	6.0
Ramsey	95%	7	81%	7	67%	7	65%	7	3.28	6	6.8
Scott	108%	1	91%	4	79%	2	81%	2	5.64	2	2.2
Washington	104%	3	96%	1	75%	3	71%	3	6.87	1	2.2
Minnesota	99%		89%		74%		72%		3.54		

Paternity Establishment: The percent of children with paternity established

Support Order Establishment: The percent of cases with support orders established

Collections on Current Support: The percent collected of current support due

Collections on Arrears: The percent of cases with arrears collections

Cost Effectiveness: Dollars collected per dollar spent on the IV-D program goals.

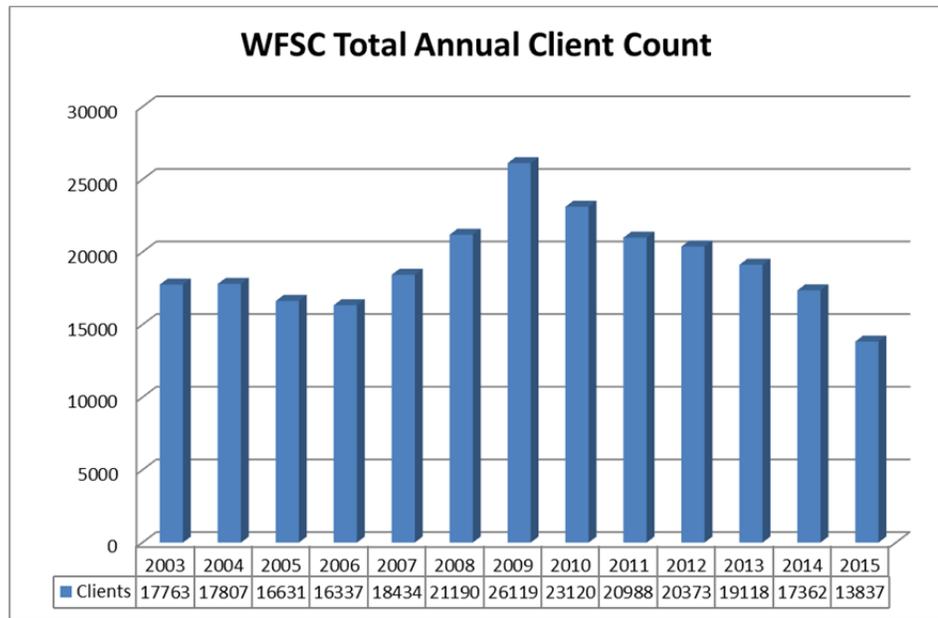
Child Support services include the locating and establishment of parentage, establishing and enforcing court orders for child, medical and child care support, reviewing and modifying court

orders, and working with other states to enforce support when one parent does not live in Minnesota. The primary goal of the Child Support Unit is to improve its performance on the five federal performance measures (Paternity Establishment, Order Establishment, Current Support Paid, Arrears Paid, and Cost Effectiveness). Particular attention will be focused on the Current Support Paid measure, where we have yet to maximize our potential federal incentive funding as we strive to achieve 80% of Current Support collected.

The new unit supervisor named in 2016 has more than 40 years of experience with Carver County. The Child Support Unit will look forward to being fully staffed in 2017.

Workforce Services

Workforce Services has transitioned operations under the new WIOA legislation. 2017 will see a slight increase in Federal funding for employment and training programs. We are anticipating a 26% increase in WIOA funds for Dislocated Workers and a decrease of 18% in WIOA funds for the Adult



program. This should not pose any service difficulty as we have experienced a corresponding drop in demand for workforce services from job seekers. The chart illustrates the trend in service utilization. The decline in daily visitors to our Workforce Service Center is directly related to improvement in the economy.

Even though the number of job seekers has declined somewhat, the number of employers participating in our Employer of the Day program has increased significantly. A mission of Carver County Workforce Services is to meet the needs of the local business community in building a secure workforce to maintain a healthy local economy.

Helping County residents become self-sufficient through employment is an important function of Workforce Services. Carver County works to help people on public assistance find and maintain employment.

Goals

Workforce Services will be working to better understand the new WIOA legislation and how to implement it programmatically to meet the needs of job seekers and employers in our County. The changes in the WIOA youth program will also provide a challenge for staff to recruit young adults who have not finished school to participate in training and job search to become self-

sufficient.

Child Care Assistance/Day Care Licensing

The Child Care and Development Block Grant Act signed into law in 2014 reauthorizes the Child Care Defense Program (CCDP) for the first time since 1996. There are many changes taking place between 2016 and 2018. The emphasis of this reauthorization is to provide continuity of care for children. We have concerns that the program changes taking place in 2017 may have a negative impact on people on the waiting list, as there will be fewer requirements placed on the parents to be able to retain Child Care Assistance. Carver County has had a waiting list to receive Child Care Assistance since 2012. Most individuals have to wait 6-18 months to be able to receive that service as there are not enough funds available. Each county must spend 90% or more of their allocation to be able to carry over to the following year. In 2015 Carver County spent 98.8%.

This reauthorization also has an impact on our Child Care Licensing Unit. There are many new requirements for licensed childcare providers in 2017. Most are in the areas of Health and Safety. Annual licensing inspections are required (instead of every two years), fingerprint-based FBI background studies have been added, many hours of specific additional training, as well as a new requirement of annual inspections for legally non-licensed providers who wish to receive Child Care Assistance funds. Although the number of licensed providers in Carver County and all over the state has decreased because of all of these changes, the responsibilities of our Licensing Unit have increased dramatically.

Goals

The Child Care Assistance Program has a goal to continue to properly manage the allocation spending at close to 100% so we can reduce the number of families on the waiting list.

Public Health Department

The Public Health Department functions under the authority of the Carver County Community Health Board and has the obligation and mandate under MN Statute Chapter 145A to assure that the health of Carver County residents is protected, maintained, and enhanced. MN Statute 145A, the Local Public Health Act, mandates six areas of responsibility for each local health department in order to assure consistency of public health services throughout Minnesota:

- Assure an adequate local public health infrastructure
- Promote healthy communities and healthy behaviors
- Prevent the spread of infectious disease
- Protect against environmental health hazards
- Prepare for and respond to disasters and assist communities in recovery
- Assure the quality and accessibility of health services.

The Public Health Department budget includes salaries and benefits for 20.00 FTE positions. No new positions were requested for 2017. In October 2015, the department was awarded the Statewide Health Improvement Program (SHIP) grant, funding work performed through October 2016. The department will submit a grant application for continued funding through October 2017. The grant requires continued designation of a 1.00 FTE Grant Coordinator. The staffing

for the department is as follows:

Public Health Department Staff					
Position	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approve
Accounting Technician	1.00	1.00	-	-	1.00
Health Informatics Specialist	1.00	1.00	-	-	1.00
Public Health Nurse (PHN)	7.00	7.00	-	-	7.00
Public Health Manager	1.00	1.00	-	-	1.00
Public Health Nursing Unit Supervisor	1.00	1.00	-	-	1.00
Public Health Planning & Promotions Supervisor	1.00	1.00	-	-	1.00
Public Health Program Specialist	7.00	7.00	-	-	7.00
SHIP Coordinator	-	-	-	-	-
<i>Department Totals</i>	19.00	19.00	-	-	19.00

**SHIP Coordinator is not included in the adopted or recommended budget.*

Community Health Planning & Promotion (CH&P) Unit

The CH&P Unit develops and implements county health promotion programs, including public health emergency preparedness planning and communications functions for biological threats and events. The unit is responsible for identification of priority health issues for Carver County residents and determining how to address them through a mandated assessment and planning process conducted every five years.

CH&P staff use planning, project management, group facilitation, quality improvement processes, technical assistance, and best practices to promote health assessment and analysis implementation strategies, which achieve measurable results. Programs and initiatives are developed with internal county partners as well as various organizations in the community. CH&P Unit operations are funded by the Local Public Health grant, the general levy, and the SHIP grant.

Public Health emergency preparedness initiatives are funded by the Public Health Preparedness Grant and the Cities Readiness Initiative Grant. These grants are used for planning and response to biological emergencies. The fiscal year for these grants is from July 2016 to June 2017, with grant revenue for 12 months of 2017 included in the division's 2017 budget request.

Community Health and Promotion Unit

Carver County Public Health will successfully implement the Community Health Improvement Plan (CHIP) developed in 2014, as part of the Local Public Health Assessment and Planning (LPHAP) project. The CHIP was developed with community commentary on the public health needs in the community.

The Public Health Department will continue to collaborate with county and community partners to address the top health issues identified by the Community Health Improvement Plan (obesity; alcohol, tobacco, and other drug use; and shortage of mental health services). Staff resources will be aligned with changing community demands as needed to address the community needs identified within the Plan.

As the department implements the results of the five-year Local Public Health Assessment and Planning project, Public Health leadership will monitor progress made to those plans and the project overall. Over the course of the five-year plan, timelines will be adjusted as needed to assure project completion.

In 2017 Public Health will continue to implement the Statewide Health Improvement Program (Health Improvement Program) strategies in the county.

Goal: Promote the development of evidence based, community level comprehensive strategies to create a healthier community.

Community Health and Promotion Unit Goal #3:

Work alongside existing partner organizations and foster new partnerships to prepare Carver County and its residents for the impacts of Alzheimer's and Dementia. Additionally, support pilot communities in implementing the Dementia Friends and Dementia-Friendly Businesses initiatives – smaller separate initiatives after full implementation of the toolkit. Promote and implement ACT on Alzheimer's Dementia Capable Community Toolkit with communities across Carver County.

Goal: Work within the scope of the toolkit guidelines/process. Support pilot communities in implementation through evaluation of community work.

Family Health Unit

The Family Health Unit's work is sustained by a combination of levy funds and state and federal grant funds. Ongoing grant funds expected in 2017 are from the Local Public Health Grant, the Department of Human Services (DHS) Child and Teen Check-ups (C&TC) Administrative Services Grant, the Temporary Assistance for Needy Families (TANF) Grant, the Maternal Child Health (MCH) Grant and several smaller state and federal grants. Funding levels for 2017 program areas are expected to be somewhat consistent with 2016 funding, with slightly higher funding projected for grants whose funding formula is based on populations/number of eligible clients. The unit staff offers health education and immunization programs to clinics, schools, worksites, and daycare providers, including bi-monthly immunization clinics at the county government center. The unit staff assists local clinics with immunization practice improvement and immunization recall communication to increase awareness of the importance of vaccines.

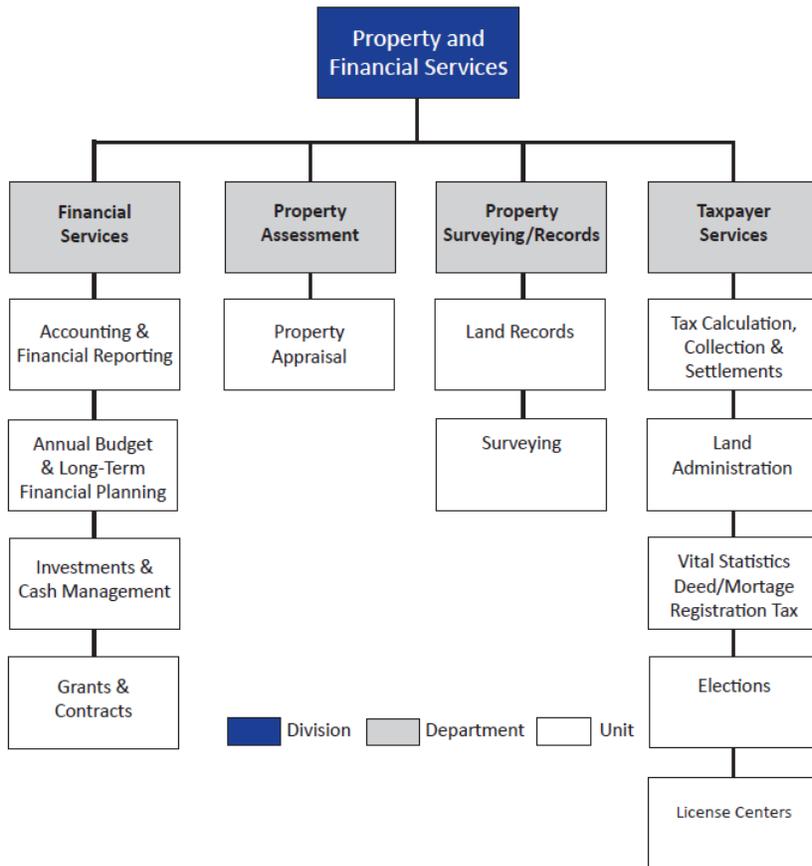
Goal: Increase protection from vaccine preventable diseases. Disease prevention and control is addressed through vaccination, communicable disease surveillance/monitoring, treatment (especially for tuberculosis), isolation/quarantine, and communications to health partners regarding communicable diseases occurring in Carver County.

Property and Financial Services

The Property and Financial Services Division is responsible for all phases of County budget planning, preparation and monitoring,

The division performs accounting, payroll, disbursements and receipt services, long-term financial and capital improvement planning, debt financing, independent audit assistance, and cash and investment management. The staff provides accounting support to the other divisions and support for communication of financial information to the County Board.

The division is also responsible for a wide range of services related to taxation, land records, property assessment, surveying, elections, ditches and the operation of three customer service centers.



Budget Highlights

The following table summarizes the department’s budget:

Property and Financial Services Division Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(4,495,474)	(4,875,092)	(5,093,258)	(5,093,258)	4.48%	45,363
Expenditure total	4,295,879	5,074,893	5,338,422	5,338,422	5.19%	
Levy dollars needed	(199,595)	199,801	245,164	245,164	22.70%	

The division currently had a total of 52.80 full-time equivalent (FTE) positions in 2016 and requested an additional 3.00 FTEs be added in 2017. Financial Services proposed the deletion of a 1.00 Accounting Technician position and the addition of a 1.00 Accountant position. Property Assessment requested the addition of a 1.00 FTE Commercial Appraiser, and Taxpayer Services requested the addition of a 1.00 FTE for passport processing and a 1.0 FTE for a Project Specialist which was not included in the Administrator’s Recommended 2017 Budget. The following table summarizes the requests and Administrator’s recommended changes.

Property and Financial Services Division Staff	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Financial Services	7.70	7.70	-	-	7.70
Property Assessment	12.00	12.00	-	1.00	13.00
Property Surveying/Records	7.00	7.00	-	-	7.00
Taxpayer Services	25.10	26.10	-	1.00	27.10
Division Totals	51.80	52.80	-	2.00	54.80

Divisional Goals, Objectives and Performance Measures- update for 2017

Division Activity #1: Build a Better Property and Financial Services Division by Improving Communication and Strategic Planning:

Supports County Goal II: Culture: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Develop a schedule of meetings to increase communications and strategic planning.

Tasks: Schedule monthly meetings for Managers and Staff, three performance evaluations between individual staff and their supervisor, two Strategic Planning meetings for Division Director, Managers and Supervisors, Bi-Annual meetings for all Division staff and regular meetings with IT staff.

Measures of Performance Summary: Monthly staff meetings were held for each Department and for Department Managers and Division Director. Three performance evaluations in Jan, May & Sept were held between individual staff and their supervisor. Strategic Planning meetings between the Department Managers and Supervisors, IT staff and the Division Director were held in March and October. All Division staff meetings were held in June and December. IT Business Analysts started attending Department Staff meetings and the Division Director started meeting quarterly with IT staff.

Division Goal #2:

Increase Staff Efficiency & Productivity.

Supports County Goal II: Culture: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Implement software projects

Tasks: Work with software vendors and IT staff to research, plan and implement various software projects.

Measures of Performance Summary: New ACH process accounted for 11% of all payments. New GIS layers decreased use of paper maps and steps to issue PID numbers for lot splits by Taxpayer Services staff. Credit cards now accepted at Recorder's and Taxpayer Services front counters. Remit software eliminated duplicate data entry for Finance staff. New CAMA software was rolled out for Assessors, roadblocks were addressed for eInvoice and Sheriff's eTimecard Plus software projects and new Employee Relations/Payroll "HRIS" software project started.

Division Goal #3:

Improve the Division's Participation in the Health Incentive Plan ("HIP") for county employees.

Supports County Goal IV: Improve the County's financial health and economic profile.

Objective: Improve the Division's 2016 HIP participation which was County's 2nd lowest participation Division in 2015.

Tasks: Recruit Wellness Champion for each Department within the Division. Develop a step by step process with individual deadlines and incentives and then monitor progress throughout the year.

Measures of Performance Summary: The Division's HIP participation of 50% in 2016 improved from the 2nd lowest in 2015 to the 2nd highest in 2016.

Financial Services

The Financial Services Department provides, coordinates and supports the following county wide functions:

- Accounting and Payroll
- Annual Budget
- Cash Management
- Financial Reporting
- Debt Financing
- Grant Writing and Management
- Long-Term Financial and Capital Improvement Planning.

Financial Services is responsible for ensuring financial integrity, accountability and transparency to County Staff, Board and to the public. The work of the division supports the Strategic Plan's Goal IV on Finances: Improve the County's financial health and economic profile.

Budget Highlights

The following table summarizes the department's budget.

Financial Services Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(1,675,158)	(2,264,796)	(2,214,796)	(2,214,796)	-2.21%	104,725
Expenditure total	929,292	985,706	1,040,431	1,040,431	5.55%	
Tax dollars needed	(745,866)	(1,279,090)	(1,174,365)	(1,174,365)	-8.19%	

Recommended Net Levy Adjustment - Attachment A

The Financial Services Department budget accounts for the indirect federal funding that the County receives related to Health and Human Services grants. In the recent years, we have seen an uptick in federal funds received. The plan for 2017 is to capture \$50,000 of this increase to help offset requests outlined in Attachment A - Recommended Net Levy Adjustments. This will address the increased costs in Facilities Services (\$25,000) and Information Technology (\$25,000). Since the increase in indirect federal funding goes hand-in-hand with the increase in indirect costs to support Health and Human Services grant programs, putting this revenue increase towards the additional Facilities Services and Information Technology costs needed to support Health and Human Services is a reasonable use of these funds. Also, based on past trends, investment income was decreased by \$100,000 for 2017.

Accountant Position Staffing Request – Attachment B:

There are currently a total of 7.70 FTE positions in the Financial Services Department. The department requested the addition of a 1.00 FTE Accountant position in 2017 and the deletion of the 1.00 FTE Accounting Technician position as the following chart indicates.

Financial Services Department Staff					
Positions:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Accounting Technician	2.00	2.00	(1.00)	(1.00)	1.00
Accountant	-	-	1.00	1.00	1.00
Assistant Financial Services Director	1.00	1.00	-	-	1.00
Cash Management Coordinator	1.00	1.00	-	-	1.00
Investment Manager	0.50	0.50	-	-	0.50
On-Call Account Technician	0.20	0.20	-	-	0.20
Payroll Administrator	1.00	1.00	-	-	1.00
Property & Financial Services Division Director	1.00	1.00	-	-	1.00
Senior Accounting Technician	1.00	1.00	-	-	1.00
Division Totals	7.70	7.70	-	-	7.70

An Account Technician position was added to the Financial Services Department as part of the 2015 Organization Restructuring. The position was not filled. After further review of the Financial Services Department’s structure, there is a high priority and strong need to upgrade the vacant Accounting Technician to an Accountant position which will require a four-year accounting degree, auditing experience, and Certified Public Accountant (CPA) status preferred,

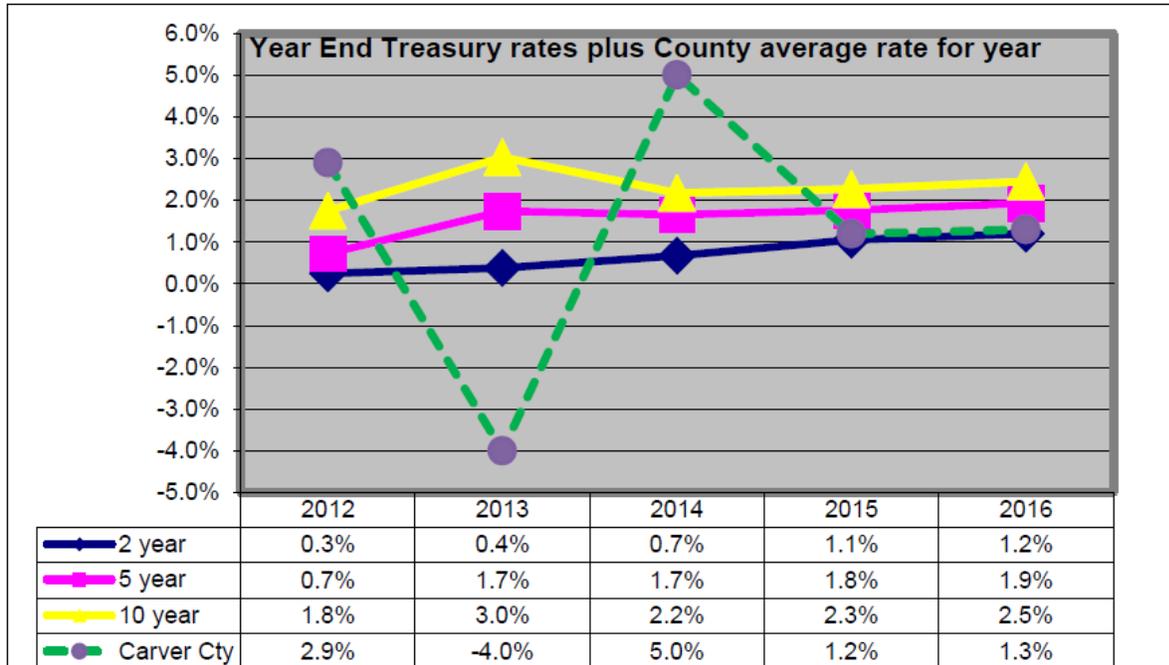
so that the individual can perform higher level accounting tasks and support the Assistant Financial Services Director with the preparation of the Comprehensive Annual Financial Report and Budget Book.

Despite downsizing from three to two higher-level Finance positions when the current PFS Division Director was hired as the division director for the former Financial Services Division, the County's Finance staff has expanded service to divisions and implemented innovation efforts through streamlining accounting, payroll, budgeting, and other processes. To continue the high level of service and financial integrity as the County grows, the County Board was asked to strongly consider returning the Financial Services Department to an organizational structure with three higher level positions by up grading the vacant Accounting Technician position to an Accountant position.

The primary source of revenue reflected in the division's budget is investment income. This revenue source is a function of average cash balances and interest rates which can be hard to predict especially due to a mark-to-market adjustment based on the current interest rate at the end of the year.

2017 Interest Rate Budget: The proposed investment income budget for 2017 is \$1.54 million which represents a decrease of \$100,000 compared to the 2016 Budget. The decrease reflects the trend for a lower overall cash balance and interest rates in 2017 with a projected 1.9% return on the average cash balance for the county during 2017. For comparisons, the 5 year and 10 year treasury rates at December 31st, 2016 were 1.2% and 1.9% respectively.

The following chart provides a review of interest rates for the last several years along with a summary of the county's investment income results for 2012 through 2016. The results for each year are a summary of the interest income received during the year plus or minus the change in the value of the portfolio at the end of each calendar year. The change in value for the year is primarily driven by the interest rates in the market place at the end of each calendar year. When market interest rates rise during the year, the result is usually a reduction in investment income and the opposite occurs when rates decrease.



	2014	2015	2016	Budget 2017
Average Cash Balance (millions)	\$88.0	\$91.3	\$91.7	\$85.0
Investment Income (millions)	\$4.3	\$1.1	\$1.15	\$1.54
County Yield %	5.00%	1.20%	1.30%	1.90%
2 Yr. Treasury Rate (End of Year)	0.67%	1.05%	1.20%	1.0% (estimate)
5 Yr. Treasury Rate (End of Year)	1.70%	1.80%	1.90%	1.8% (estimate)

Description of Services

The division provides a full range of services related to the accounting, financial management, and budget planning processes for the County. These services include the following:

- Accounting Services:** The Financial Services staff oversees cash receipting, claims processing, journal entries, budget entries, internal controls management, capital asset inventory, and use of IFS (Integrated Financial Services), the County's accounting software system.
- Cash Management:** The division manages cash transactions, investments and banking relationships, bank and cash reconciliation reports, and revenue recapture of delinquent taxes on mobile homes.
- Financial Reporting:** The division is responsible for communicating financial matters to the County Administrator and the County Board. The staff develops the annual Budget Book, Long-Term Financial Plan (LTFP), Comprehensive Annual Financial Report (CAFR), Popular Annual Financial Report (PAFR), and the Financial Policy Manual and posts these publications on the County's website. The staff also produces legal notices on financial

statements and press releases/publications related to the budget setting process and financial planning, financial statements, bond ratings, investments, and grant-funded projects.

- **Debt Financing:** The division ensures the County is in compliance with the state statute on long-term debt and the level of annual debt and in compliance with the County's Debt Policy in making recommendations on long-term financing options for major capital improvement projects.
- **Annual Budget:** The division works with the County Staff and Board to develop and implement a Budget Strategy that provides overall direction for the annual budget process.
- **Payroll Services:** The staff provides biweekly payroll processing, employee master file maintenance, insurance billing reconciliations, and reports related to payroll and employee position FTE counts.
- **Grant Writing and Grant Management:** The division in 2015 provided grant writing services for departments and community partners seeking grant funds to benefit County programs and services. It provides assistance with developing budgets, managing fund allocations, and meeting reporting requirements for grant projects.
- **Long-Term Financial and Capital Improvement Planning:** Financial Services staff work with other division employees to develop capital improvement plans and compile a comprehensive five to 30 year plans to finance significant road and bridge, building, park and trail capital projects. The County's Long Term Financial Plan also develops strategies to address major cost drivers such as employee health insurance and building security.

Goals

The Financial Services Department has focused on three main goals:

- Improve staff efficiencies.
- Improve collaboration with other divisions/departments.
- Streamline processes.

Major projects that Financial Services is currently involved in include:

- **eInvoice:** This project involves moving from a paper accounts-payable process to an electronic process.
- **ACH:** The Automated Clearing House project involves moving from paper checks to electronic payments for vendor claims.
- **HRIS:** This collaborative project with Employee Relations involves developing a Human Resources Information System that will include both the human resources and payroll functions.

These three major projects will extend into 2017. In addition, the department is planning to start a fourth major project in 2017 which will be researching and purchasing a comprehensive budget software program to increase the efficiency and effectiveness of the County's budget process.

Accomplishments

Unqualified Opinion/Certificate of Achievement for Excellence in Financial Reporting: The independent auditors gave the County an unqualified opinion on its year-end financial statement for another year, which is the best opinion possible. In addition, the Division prepared and submitted the County's year-end Comprehensive Annual Financial Report to the Governmental Financial Officers Association (GFOA) for review as a candidate to receive the award for a

Certificate of Achievement for Excellence in Financial Reporting. The Division has received this prestigious award for 19 consecutive years, and it is our intention to seek this award each year in the future.

The Division has also received a GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for four consecutive years. The PAFR's financial data is based on the CAFR but does not include the level of detail and disclosure required in the CAFR. This award acknowledges the creativity, presentation, understandability, and reader appeal of the document.

Distinguished Budget Award: The County has received the GFOA's Distinguished Budget Award for six consecutive years, and it is our intention to seek this award each year in the future.

Long-Term Financial Plan: The division completed the Long-Term Financial Plan for 2018 and beyond. The plan is used in conjunction with the recommended annual budget to connect financial strategies to the County's short-term and long-term strategic goals and objectives. The Long-Term Financial Plan is a comprehensive planning document that includes strategies to address significant future operating budget drivers along with Capital Improvement Plans.

Internal Controls: The Financial Services Division has documented, reviewed and recommended changes to the County's major transaction cycles (Receipts, Claims, Payroll) as well as areas where cash receipts are collected. Finance staff is now randomly testing these cycles to determine compliance with internal controls and sharing the results and additional recommendations with the appropriate county personnel.

Financial Policies Manual (FPM): The Financial Services updated policies and procedures to increase County employee awareness of the Financial Policies Manual and provide guidance on financial and accounting practices and procedures. Finance staff plans to continue to provide training on the policies and procedures in the FPM to further improve awareness and compliance throughout the County.

Property Assessment

Description

The Property Assessment Department housed in the Assessor's Office has the responsibility for the establishment of the tax base for the County's property tax levy. The work of the Office is two-fold: The first phase is to establish and defend an estimated market value for every individual property lying within Carver County. The second phase is to convert the estimated market values into a current tax base, upon which a tax rate can be applied to generate the appropriate property tax for each parcel.

Budget Highlights

The following table summarizes the department's budget.

Property Assessment Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(546,099)	(512,000)	(588,533)	(588,533)	14.95%	39,790
Expenditure total	1,079,251	1,154,998	1,271,321	1,271,321	10.07%	
Tax dollars needed	533,152	642,998	682,788	682,788	6.19%	

The department currently has a total of 12.00 FTE positions. It has requested a 1.00 FTE Commercial Appraiser position in 2017 as indicated in the following table.

Property Assessment Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 4/1/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Appraiser I	1.00	1.00	-	-	1.00
Appraiser II	5.00	5.00	-	-	5.00
Appraiser III	1.00	1.00	-	-	1.00
Appraiser- Commercial	-	-	-	1.00	1.00
Appraiser - Senior	1.00	1.00	-	-	1.00
Assessor Technician	1.00	1.00	-	-	1.00
Assistant County Assessor	1.00	1.00	-	-	1.00
County Assessor	1.00	1.00	-	-	1.00
Senior Assessor Clerk	1.00	1.00	-	-	1.00
Department Totals	12.00	12.00	-	1.00	13.00

Commercial Appraiser Position Request - Attachment B:

Beginning in 2002, there were 11 appraisers in the Property Assessment Department. With technology improvements, the department dropped to 10 appraisers in 2007 and has been able to complete county-wide assessments with 10 appraisers since 2007. The department requested a Commercial Appraiser who will focus on appraising commercial properties. This new position will address growth in the County, similar to the 2006 growth level increase, as well as deal with the increased complexity of commercial assessments.

Goals and Accomplishments for 2016 & 2017

The Vanguard CAMAVision is live and will be utilized for our 2017 assessment. In 2017, the department will provide CAMAVision training for appraisers to become proficient on the CAMAVision remote. The department will work with the Information Technology Department in 2017 to move forward with utilizing e-signature on Department of Revenue fillable forms such as, the Homestead form, Veteran's exclusion, etc.

Property Surveying/Records Department

Description

The Property Surveying/Records Department includes staff from the former Property Records Department, housed in the Recorder's Office, and the County Surveyor previously housed in the Public Work Division. Within the department, the Real Estate Unit consists of Abstract Property and Torrens Property. The Land Records Unit consists of records and is responsible for the accurate processing and maintenance of all real estate records in the county. It is the historical record (dating back to 1858) of all land transactions in the county. The office is used by individual property owners, lenders, attorneys, real estate firms, and title companies. Records are also available and shared with other governmental offices.

Budget Highlights

The main source of revenue generated in this department relies heavily on land transactions. The depressed real estate market has had a negative effect on land transactions in the past few years.

The following table summarizes the department's budget.

Property Surveying/Records Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(814,637)	(882,860)	(873,100)	(873,100)	-1.11%	32,750
Expenditure total	658,543	885,281	908,271	908,271	2.60%	
Tax dollars needed	(156,094)	2,421	35,171	35,171	1,352.75%	

The department currently has 7.00 FTE positions and is not requesting any additional positions in 2017.

Property Surveying/Records Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Assistant Property Records Manager	1.00	-	-	-	-
County Surveyor/Recorder	1.00	1.00	-	-	1.00
GIS Specialist	1.00	1.00	-	-	1.00
Land Title Senior Specialist	-	-	-	-	-
Land Title Specialist	4.00	4.00	-	-	4.00
Lead Recorder		1.00	-	-	1.00
Department Totals	7.00	7.00	-	-	7.00

Goals and Accomplishments for 2016 & 2017

Bringing the document recording backlog up-to-date has been the department's No. 1 goal for 2016. We are currently about three weeks behind but expect to be current within the next 1-2 months. Staff will then focus on working with the Veterans Office on bringing the DD214s

(military discharge documents) back to the Recorder's Office and working on getting the documents in the statewide database that is being built. The department's 2017 goals will be to maintain keeping recording documents current and begin the back-scanning project which will convert old documents to an electronic version.

In the surveying area, the department hired Brian Praske as the Assistant County Surveyor in April. He is working closely with the County Surveyor on subdivision plat review and parcel subdivision projects, along with assisting Public Works on their survey needs. The department has also been working on putting together a mapping application for Taxpayer Services to better streamline parcel splits. As part of this project, we are adding parcel dimensions which will benefit both internal users and the public for our public GIS applications. The department's 2017 goals will be to continue to review parcel splits and plats in a timely manner and to uphold our rich parcel dataset.

Taxpayer Services Department

Description

The Taxpayer Services Department administers the major aspects of the property taxation process. This involves: calculating tax capacities of all parcels; calculating adjustments for tax increment, fiscal disparities and power lines; calculating tax rates for each taxing district; calculating proposed tax notices and coordinating the scheduling of proposed taxation meetings; calculating final taxes due for tax statements. This department initiates and processes all tax distributions to Carver County taxing districts. Estimations of tax base are completed which assist taxing districts in determining the tax impact of their budgets.

The office also: calculates abatements or additions to the tax roll; calculates and collects delinquent tax; administers the delinquent tax forfeiture process and distributes proceeds of sale; processes taxpayer addresses changes and maintains special assessments certified for collection. This department is a resource for all taxing districts, compiling numerous state reports to ensure compliance and completing Auditor's certificates used for bonding purposes.

The staff processes all legal instruments that convey land, such as warranty deeds, quit claim deeds, plats and changes the abstract books and maps to reflect the process. The staff is also responsible for land combinations; name changes; splits to property and the vacation of roads and annexations. They are responsible for calculation and collection of mortgage registration tax and deed tax. Certificates of real estate value are reviewed, accepted and are later imaged for assessment and public use.

The Taxpayer Services Manager serves as a member and recording secretary for the County Board of Equalization. The office issues all beer, liquor, set-up, auctioneer, dangerous dog, and tobacco licenses in the townships and various cities within Carver County. This department is responsible for the collection of current year property taxes as well as their role in deed processing. The settlement of tax collections is also a function of this office. Other units in this department include:

Vital Statistics: The Deed Process and Vital Statistics Unit handles vital statistics for the County. This consists of maintaining the following records: Birth Certificates, Death Certificates, Marriage Certificates, Marriage Licenses, Notary Public Commissions, and Ordination Certificates.

License/Service Centers: The Taxpayer Services Manager serves as the Deputy Registrar of the Carver County Service Centers. The License Centers handle motor vehicle transactions, driver licensing and game and fish licenses. Motor vehicle transactions include license plates, tabs, vehicle transfers, new vehicle and out-of-state registrations, boat, snow mobile, all-terrain, motorcycle and trailer licensing. Driver license renewals, name and address changes, Minnesota identification cards, and instruction permits are available at both locations. Individual game and fishing licenses are also sold.

Due to Federal regulations, new Drivers Licenses are issued at the Chaska location only, while Passport applications are accepted for processing at the Chanhassen location only.

Elections: The Taxpayer Services Department administers the county functions of Federal, State and Local elections. In election years the department trains more than 400 City Clerks, Head Judges and Election Judges. Staff is also responsible for the registration of voters, candidate filings, ballot layout, electronic tabulation programming, absentee voting, Election Day signature rosters, election supplies, election night results via phone and web, abstracts of votes, maintaining voter history, and administering county recounts.

All precinct election supplies are ordered through this department. Training and resource tools are composed and provided to precincts. Service of election equipment is coordinated, as well as technical assistance provided for both the hardware and software used to tabulate votes. Candidate and office information are maintained to produce accurate ballots. This information is further verified, ballot rotation applied and, after extensive research, ballot orders are placed. During our public accuracy test workshops, city and township staff members and their election judges create test ballots and log votes. Valid votes on test ballots are reviewed to ensure that hardware and software used to tabulate votes are working accurately. Taxpayer Services serves as the main resource for judges on Election Day and for city, township and school district clerks for not only the primary and general elections but for any special elections held throughout the year. The department serves as the county-wide absentee precinct for all absentee balloting.

Budget Highlights

The following table summarizes the department’s budget.

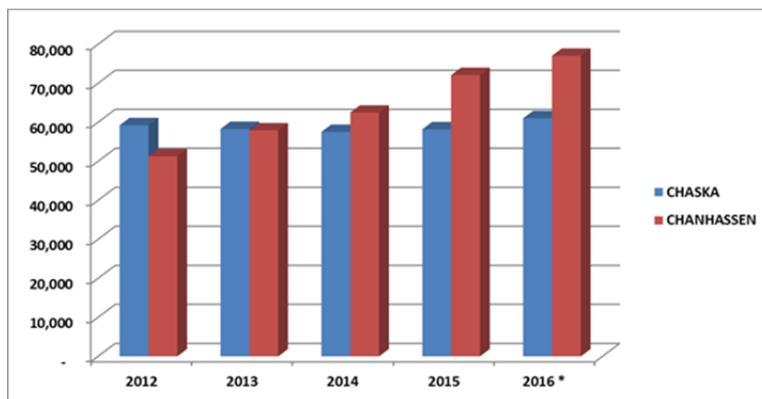
Taxpayer Services Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(1,459,580)	(1,215,436)	(1,416,829)	(1,416,829)	16.57%	(131,902)
Expenditure total	1,628,793	2,048,908	2,118,399	2,118,399	3.39%	
Tax dollars needed	169,213	833,472	701,570	701,570	-15.83%	

The department had a total of 26.10 FTEs in 2016 and requested 2.00 additional FTEs in 2017 as the following chart indicates.

Taxpayer Services Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Election Judges/Clerks (STOC)	0.25	0.25	-	-	0.25
Elections & Customer Service Supervisor	1.00	1.00	-	-	1.00
Elections & Customer Service Technician	-	1.00	-	-	1.00
Land Administration Supervisor	-	1.00	-	-	1.00
Land Administration Technician	-	2.00	-	-	2.00
Land Records Technician	2.00	-	-	-	-
License Center Supervisor	2.00	2.00	-	-	2.00
Licensing Specialist (full/part time)	8.35	9.35	1.00	1.00	10.35
Licensing Specialist (STOC)	0.25	0.25	-	-	0.25
Project Specialist	-	-	1.00	-	-
Senior Licensing Specialist (Lead Worker)	2.00	2.00	-	-	2.00
Settlement Technician	1.00	1.00	-	-	1.00
Tax Analyst	2.00	2.00	-	-	2.00
Taxation Supervisor	1.00	1.00	-	-	1.00
Taxpayer Services Mgr	1.00	1.00	-	-	1.00
Taxpayer Services Specialist	4.00	2.00	-	-	2.00
Taxpayer Services (STOC)	0.25	0.25	-	-	0.25
Department Totals	25.10	26.10	2.00	1.00	27.10

Staffing Requests - Attachment B:

The table and chart show the increase in use of the Chaska License Center and the Chanhasen Services Center from 2012 to 2015, with projected transactions for 2016 for both centers.



Due to these increases, the Taxpayers Services Department requested an additional 1.00 FTE Licensing Specialist. This position will be funded by increased License Center fees, including a projected increase in passport fees due to first-time renewals from the 10-year passport cycle. Adding this

position will help ensure reasonable customer wait times and hours at the License Centers.

In addition, the department requested a 1.00 FTE Project Specialist to be utilized for overall departmental support in management and each area, expertise directed to daily tasks and special projects.

Replace Election Equipment One-Time Capital Projects - Attachment D:

The County's existing election equipment is over eight years old and is nearing the end of its useful life. Purchase of new election equipment to ensure accuracy and reliability of vote tabulators should be considered for 2017/2018 for use in 2018 at the cost of \$1 million. This cost may be offset by full or partial state funding and/or local city/township fiscal participation.

Goals and Accomplishments for 2016 & 2017

The Taxpayer Services Department in 2015 experienced significant staffing turnover from several long-term employees retiring, including the Division Director and two supervisors. At the end of 2015, the Department was re-organized which resulted in adding a fifth supervisor to the department. This change addressed a structural gap in the department's organization chart. Of 27 department employees, 18 are either new or in new roles within the last 18 months. Of the remaining 9 employees, 3 have less than five years of experience. Therefore, 2016 and 2017 will mark years which focus on training and rebuilding a solid team to respond to the expected growth in county's population and tax base.

Elections: High voter turnout was anticipated for the 2016 General Election. The department will train more than 450 election judges county-wide. New election equipment was leased for use in our absentee polling place, and a central count was used for counting large-volume absentee ballots.

Deed Processing/Customer Service: Staff turnover has been tremendous, and we continue to strive to look for efficiencies while training for depth of knowledge and encourage staff retention.

Delinquencies: An all-new group prepared for a July 14 tax-forfeited land sale that returned two structures and multiple parcels to the tax rolls and discontinued county responsibility of maintenance.

Taxation: A strong knowledge base with new employees in new roles is being built in this area. They are continually challenged with testing and verification of accuracy and the recent impact of the fiscal disparities pool and tax software capabilities.

Specific goals include:

1) Staff Recruitment and Retention

- Underqualified pools of candidates/interest
- Restructure A/T/R, Comp/Class, Market Adjustment

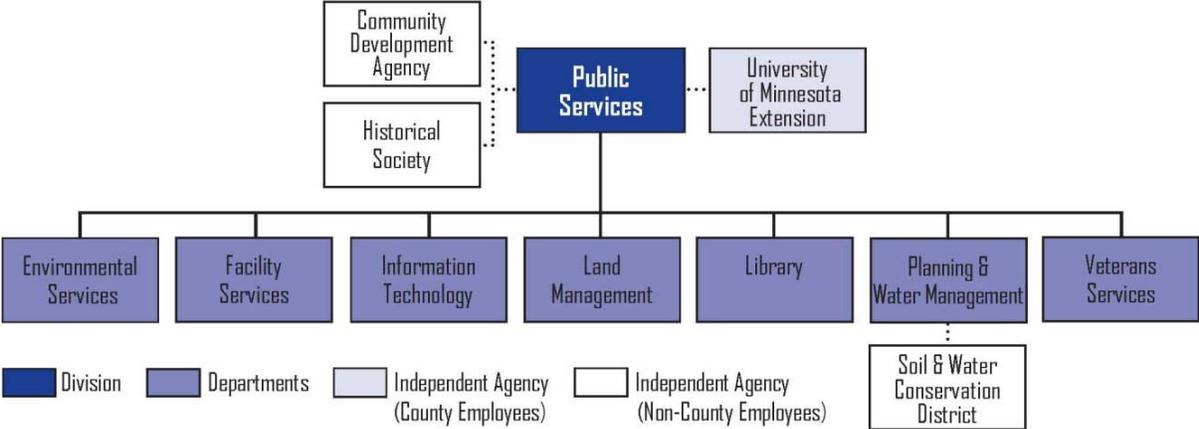
2) Drainage Ditches:

- Purchase of Buffer Strips
- Improvement of overall approval/communication/logging system.

3) License Centers:

- Chaska Drive-Thru Window Implementation:
 - 1) Soft Opening Jan
 - 2) Grand Opening 1-2 weeks following
 - Chan - Process Expected Increase in Passports due to 10-year cycle.
 - Replace/Upgrade Queuing Software
- 4) **New Election Equipment -2016 & 2017/2018**
- 2016: Precinct Count for Absentee Polling Places
 - 2016: Central County for large-volume Absentee Ballots
 - 2017/2018: Replace election equipment at an estimated cost of \$1 million.

Public Services



The Public Services Division provides library, environmental, land management, planning, technological, water, and veteran services for the County. Internally, it provides administrative, communications, facility, planning, and technological support for the County’s staff and systems.

Budgetary information for each of the County departments in the Public Services Division is listed separately in this section. The University of Minnesota Extension program is included, as it functions in partnership with the County and is supported by County employees.

The Division maintains the County’s working relationship with two other independent agencies – the Carver County Historical Society and the State’s Carver County Soil and Water Conservation District. Information on those two agencies is included in this section.

In addition, the Public Services Division maintains the County’s working relationship with the Carver County Community Development Agency (CDA), which is a separate tax levy authority. Budget information for the CDA is provided in the “Separate Tax Levy Authorities” section.

Budget Highlights

The following table summarizes the budget for the Public Services Division.

Public Services Division Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(4,155,095)	(3,804,910)	(3,939,480)	(3,939,480)	+ 3.54%	\$487,784
Expenditure total	16,670,356	17,408,945	18,031,299	18,031,299	+ 3.57%	
Levy dollars needed	12,515,261	13,604,035	14,091,819	14,091,819	+ 3.59%	

The division included the following in its 2017 budget request:

- Recommended Net Levy Adjustments totaling \$148,665, detailed in Attachment A. We describe these requests further in the departmental discussions for Environmental Services, Facility Services, IT, the Library, and for three independent agencies (the Extension Service, the Historical Society, and the Soil and Water Conservation District - SWCD).
- Recommended Staffing Changes to add 5.34 FTEs, to be funded by levy and non-levy sources, are detailed on Attachment B. We describe these requests further in the departmental discussions for Environmental Services, IT, the Library, and Public Services Administration.

The division had a net total of 125.36 Full-Time Equivalent (FTE) positions in 2016. This number includes County employees who are part of the Extension staff. It does not include Historical Society, Soil and Water Conservation District, or CDA employees, as they are not County employees. The Division requested an additional 5.34 FTEs for 2017. The FTEs for each department and the FTE requests and approvals for 2017 are as follows:

Public Services Division Staff	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Unit/Department:					
Administration	4.70	4.20	1.00	-	4.20
Facility Services	16.00	16.00	-	-	16.00
Environmental Services	11.40	11.90	-	1.00	12.90
Information Technology	27.95	27.80	2.00	2.00	29.80
Land Management	5.00	5.00	-	-	5.00
Library	43.70	43.76	1.34	1.14	44.90
Planning and Water Management	9.40	10.40	-	-	10.40
Veterans Services	4.60	4.60	-	-	4.60
University of MN Extension	1.70	1.70	-	-	1.70
Division Totals	124.45	125.36	4.34	4.14	129.50

The Division's budget provides for expenditures in the management and oversight of the departments, operations, personnel, and finances of the Division. Employees working in administrative positions coordinate division functions and personnel with other County divisions and outside entities and provide staff support and communication services to the Board and the County Administrator. They lead and coordinate such inter-divisional work as the Master Space Planning Committee, the Workplace Security Task Force, communications, policies, and strategic planning.

The budget for the administrative functions of the Public Services Division includes the salaries and the conference and training budget for its employees and other line items not related to

personnel. Revenue from ATM machines located in County facilities is included in the budget as well. The budget summary for the Division’s administration is as follows:

Administration Budget Highlights

The revenue from ATMs remains at \$1,000, and total non-personnel line items remain unchanged. The conference and training budget remains at \$6,650. Memberships include the International City/County Management Association, the Minnesota City/County Management Association, the Minnesota Association of County Administrators, and the Association of Public Management Professionals.

The following table shows the FTEs for administration and communications in the Public Services Division.

Public Services Administration Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(496,369)	(300,346)	(300,846)	(300,846)	0.17%	(43,447)
Expenditure total	672,906	946,278	903,331	903,331	-4.54%	
Tax dollars needed	176,537	645,932	602,485	602,485	-6.73%	

**Note the above chart does not include Attachment A and B requests*

The division requested that a 1.00 FTE Innovation Officer be added in 2017 to coordinate countywide innovative strategies and tactics, facilitate innovation processes, advocate for innovation, train and coach innovators, and measure and communicate results. This position was not approved by the County Administrator as indicated below.

Public Services Administration Staff					
Positions:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Accountant	1.00	1.00	-	-	1.00
Administrative Intern	0.20	0.20	-	-	.20
Assistant County Administrator	1.00	1.00	-	-	1.00
Communications Coordinator	1.00	1.00	-	-	1.00
Deputy Division Director	1.00	1.00	-	-	1.00
Innovation Officer	-	-	1.00	-	-
Program & Accounting Technician	0.50	-	-	-	-
Department Totals	4.70	4.20	1.00	-	4.20

Summary of Accomplishments and Plans

In 2016, working with the architectural contractor and our new Facility Services Manager, the divisional leadership made further progress on the County’s 20-year space master plan, completing an inventory of space and staffing forecasts through 2035.

The divisional leadership led the County Security Task Force through physical security upgrades, a new facility security assessment program, and the development of a draft workplace security policy and plans for a workplace security tabletop exercise, which will yield procedures and training.

Our goal to improve communications with staff and the public was supported with the launch of the new public website with enhanced features. The establishment of the new Communications Coordinator allowed the development of a Communications Plan. The team kicked off a Branding Task Force to bring consistency and aesthetic appeal to the County's furnishings.

Finally, the Innovation Program focused on recruiting and training new Innovation champions and on selecting the chief recommendations springing from the University of Minnesota's Carlson School of Management's Resilient Communities Project, including a plan to make the culture of the County more innovative and to improve our measurement of the results of innovations.

Divisional Goals, Objectives, and Performance Measures for 2017

Administration Goal #1

Develop and begin to implement recommendations from the County-wide space master plan.

Supports County Goal II and III: Provide an organizational culture that fosters individual accountability to achieve goals and sustain public trust and confidence in County government. Develop strong public partnerships and connect people to services and information.

Objective: Strategically plan for long-term space needs, establish new space standards, and identify opportunities to improve workplace security in the context of new space plans.

Tasks: Working with the architect and the Facility Services Department Manager, devise options for space plans leading up to 2035, propose an optimal plan in consultation with the Board, plan for, and implement, recommendations that result from the County-wide space master plan.

Measures of Performance: County leadership approval of the long-term space plans. A consultative process valued by county leadership, including division directors. Feasible plans that comport with County resources, its financial outlook, and its other long-term plans.

Administration Goal #2:

Improve staff and citizen communications.

Supports County Goals II and III: Provide an organizational culture that fosters individual accountability to achieve goals and sustain public trust and confidence in County government. Develop strong public partnerships and connect people to services and information.

Objectives: Implement a strategic communications plan.

Tasks: Implement and update a plan to improve communications with staff and the public. Explore the use of social media and other electronic means of communication with residents and employees. Support the County website.

Measures of Performance: Heightened media coverage of Carver County accomplishments and services. Increased public and media use of County online resources, including the website and social media.

Public Services Departments

The Assistant County Administrator leads the Public Services Division and oversees the team led by the Deputy Division Director as well as the following Public Services Departments:

Environmental Services

The Environmental Services Department is responsible for programs related to solid waste, industrial hazardous waste, household hazardous waste, animal feedlots, individual sewage treatment systems, agricultural inspections, and water quality protection. Several of these programs are jointly implemented with other departments of the Public Services Division and the State’s Soil & Water Conservation District (SWCD).

Environmental Services coordinates many of these programs with state agencies such as the Minnesota Pollution Control Agency (MPCA) and the Minnesota Department of Natural Resources (DNR). The staff investigates complaints related to environmental programs or ordinances such as illegal solid waste disposal, water quality problems, improper manure management, and failing sewage treatment systems.

Budget Highlights

Environmental Services Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(2,789,251)	(2,711,411)	(2,834,064)	(2,834,064)	4.52%	61,982
Expenditure total	3,884,079	3,682,903	3,867,538	3,867,538	5.01%	
Tax dollars needed	1,094,828	971,492	1,033,474	1,033,474	6.38%	

- Expenses for the disposal of electronics have doubled in 2016 and might increase in 2017. Consequently, the County has increased some fees, such as fees for the disposal of electronic goods, to help offset rising disposal costs.

There are 11.90 FTEs in the department in 2016. The County has approved a request to create two 0.50 FTE positions to work at the Environmental Center to replace the current contractors provided by Twin City Staffing. (See Attachment B.) Based on 2015 financials, the County

would save money by doing so. Moreover, this change will also provide the department with a consistently higher level of performance from County employees who would be invested in the County's high service goals. This request was captured in the following table.

Environmental Services Department	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Position:					
Assistant Environmentalist- STOC	0.50	0.50	-	-	.50
Environmental Services Manager	1.00	1.00	-	-	1.00
Environmentalist I	1.00	1.00	-	-	1.00
Environmentalist II	5.00	5.00	-	-	5.00
Environmentalist III	2.00	2.00	-	-	2.00
Program and Accounting Technician	0.50	1.00	-	-	1.00
Recycling Center Attendant	0.40	0.40	-	1.00	1.40
Senior Environmentalist	1.00	1.00	-	-	1.00
<i>Department Totals</i>	11.40	11.90	-	1.00	12.90

Summary of Accomplishments and Plans

More than 34,000 visitors visited the Carver County Environmental Center (EC) in 2016, where they dropped off over 4 million pounds of hazardous wastes and problem materials for proper management, recycling, and disposal. Both participation levels and waste volumes increased over previous years. The EC continues to be one of the most cost-efficient Household Waste facilities in the metro area. We continue to accept a greater variety of materials than any facility in the metro area. Mattresses have been the newest item accepted and have become a popular item. The Reuse Room at the EC continues to be popular with area residents, with over 70,000 pounds of good, usable products and materials being taken for free by County residents for use in various projects around their homes.

Environmental Services continues to hold three Special Waste Collections (spring and fall in NYA and spring in Watertown at the ATHC facility) with great success. Approximately 300 residents have been served at each collection event.

We are working with the Minnesota Pollution Control Agency (MPCA) to attain approval of Carver County's 2016 Waste Certification Report.

We are also working with the MPCA, EPA, University of MN Arboretum, and SET to continue our work with Source Separated Organic Material (SSOM) -- composting organics and yard waste. This is a major component of our plan to meet the State recycling mandate.

In 2017 we will be working to prepare and complete a required update of our Carver County Solid Waste Master Plan.

We will focus our efforts in 2017 on providing education to the County residents, businesses, and public entities, as we work to improve our recycling rates while striving to meet the State

mandate of 75%.

Goals, Objectives and Performance Measures for 2017

Environmental Services Department Goal #1

Manage Environmental Center operations to allow for continued growth in participation and convenience of customers without increasing the yearly budget.

Supports County Goal I: Create and maintain safe, healthy, and livable communities.

Objective: Operate the Environmental Center in a cost-effective and convenient manner.

Tasks: Continue to track both expenses and revenues on a monthly basis, and review them while seeking opportunities to reduce expenses and increase efficiencies. Track participation and material collection trends to forecast future budget needs. Continue to apply for grants, recruit volunteers, and partner with other organizations to reduce personnel costs or limit increases. Continue to work to find solutions for the challenges of long lines of participants waiting to drop off yard waste during peak times of the year.

Measures of Performance Summary: Participation and materials collected are tracked via iPads and a point of sale software, which provide detailed data on transactions and the types of materials collected. Various vendor statements provide detailed information on the amounts of materials collected, and the costs for proper management. Much of this information is tracked in detail via a separate database managed by Division staff.

Environmental Services Department Goal #2

Continue licensing, permitting, and ordinance enforcement programs in the areas of SSTS, solid waste, feedlots, agriculture inspections and industrial hazardous waste.

Supports County Goal I: Create and maintain safe, healthy, and livable communities.

Objective: Maintain inspection and other regulatory efforts at 2016 levels or above, given on-going County growth.

Tasks: Ordinance enforcement activities in these programs vary but are tracked on a yearly basis. All SSTS permits must be approved and the construction inspected (approximately 100 permits per year in recent years). All feedlot construction activities are inspected, while approximately one fourth of the 300 registered feedlots are also inspected each year. All hazardous waste facilities, all Large Quantity Generators, and one third of the smaller hazardous waste generators are inspected each year – a total of about 90 inspections per year.

Measures of Performance Summary: The numbers of permits issues, facilities licensed, and inspections performed are tracked each year. These programs are all mandatory or delegated and require yearly reporting to the State oversight agencies, such as the MN Pollution Control Agency and the MN Department of Agriculture.

Environmental Services Department Goal #3

Update, and continue to implement the Carver County Solid Waste Master Plan and the Metropolitan Solid Waste Management Plan.

Supports County Goals I & III: Create and maintain safe, healthy, and livable communities. Develop Strong public partnerships and connect people to services and information.

Objective: Improve existing solid waste programs to meet new aggressive State goals for the Metropolitan Region.

Tasks: The Solid Waste Master Plan 2012-2030 that was approved in 2012 outlines the need to increase public education, recycling, organic waste composting, and other solid waste programs to meet landfill diversion goals. Environmental Services will work with schools and local governments to increase public awareness of these programs, provide additional grant funds to support local programs, work with businesses and industry to increase services, and collaborate with the metro to ensure region-wide consistency and efficiencies of programs. New requirements passed by the 2014 legislature require additional efforts in the area of commercial recycling and organic waste composting. Note: The Solid Waste Master Plan will require updating in 2017 to reflect recent trend in waste management and changes in State policy.

Measures of Performance Summary: The Solid Waste Program is heavily subsidized by State grants that require yearly reporting on activities and performance measures such as tons of solid waste recycled, composted, and disposed. The Solid Waste Management Coordinating Board (SWMCB) counties work together on reporting to ensure consistency and learn from other counties' experience. These reports are shared with the Joint Powers Board. The Carver County Solid Waste Maser Plan assumes that these programs can be implemented without increasing General Levy funding.

Environmental Services Department Goal #4

Use advances in technology to improve program and staff efficiencies.

Supports County Goal V: Manage the challenges and opportunities resulting from growth and development.

Objective: Improve data management and inspection processes via the Microsoft Dynamics Customer Relationship Management (CRM) property information and permitting system.

Tasks: Fully implement an electronic inspection and data management process for the SSTS program and begin to implement similar efforts in the Industrial Hazardous Waste, Feedlot, and Solid Waste regulatory programs. Use technology such as GPS and portable computers to move data generated by permitting and inspections to a "paperless" system that improves the efficiencies of existing staff and reduces staff time related to data management.

Measures of Performance Summary: The Customer Relationship Management (CRM) system was rolled out in 2012. The SSTS program uses CRM and support hardware such as GPS and iPads to manage data and conduct field inspections. Efforts to institutionalize and further refine electronic data collection will continue in 2017 in the SSTS, Feedlot, and Hazardous Waste licensing programs. Success of these efforts will be measured by the ability to reduce paper-based transactions, and reduce staff time required for the performance of individual inspections and projects.

Information Technology

In support of the County Strategic Plan, the Information Technology (IT) Department provides the computing and communications infrastructure for delivery of business applications throughout Carver County. Departmental responsibilities include: implementing and overseeing policy, procedures, and tools for information security; application development; infrastructure support services; and Client Services, which include scanning, printing, and mail delivery services. IT also comprises the Project Management Office (PMO), Records Management, and the Geographic Information Systems (GIS), aligning information, hardware, and software with the County’s business needs.

IT’s primary goal is to be proactive in its planning efforts, understanding the growing demand for flexible employee and public service delivery, and to respond quickly and efficiently to requests and problems.

The CarverLink fiber optic cable network enhances many aspects of IT’s work, given our modes of business, development, and communication. It provides a reliable high-speed connectivity that allows all county agencies to connect, communicate, and share information, and to do business in an efficient and reliable manner. In addition, with the increase of mobile devices, employees have the ability to access data for reference as well as contribute field data immediately from any location.

Budget Highlights

The following table summarizes the department’s budget:

Information Technology Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(369,155)	(361,200)	(371,200)	(371,200)	2.77%	345,466
Expenditure total	4,566,823	4,979,339	5,334,805	5,334,805	7.14%	
Tax dollars needed	4,194,668	4,618,139	4,963,605	4,963,605	7.48%	

*Note that the above chart does not include Attachment A and B requests

The 2017 budget request includes increases for licensed software necessary to provide services to county operations. (See Attachment A.) All areas of IT will continue to maximize budget dollars to meet increasing needs for cybersecurity and mobile technologies.

The department also requested 1.00 FTE position for 2017 as indicated in the following table.

Information Technology	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Application Services Supervisor	1.00	1.00	-	-	1.00
Business Analyst	3.00	3.00	-	-	3.00
Client Services Specialist	3.00	3.00	-	-	3.00
Client Services Supervisor	1.00	-	-	-	-
Database Administrator	1.00	1.00	-	-	1.00
Development & GIS Supervisor	1.00	1.00	-	-	1.00
GIS Analyst	2.00	2.00	-	-	2.00
GIS Intern	0.25	0.25	-	-	.25
GIS Specialist	1.00	1.00	-	-	1.00
Infrastructure Services Supervisor	1.00	1.00	-	-	1.00
Information Technology Director	1.00	1.00	-	-	1.00
IT Intern	0.25	0.25	-	-	.25
IT Office Manager	-	1.00	-	-	1.00
Lead Support Analyst	-	1.00	1.00	1.00	2.00
On-Call Support Staff	0.45	0.30	-	-	.30
Project Manager- Broadband (funded by CarverLink)	1.00	1.00	-	-	1.00
Senior Systems Engineer	2.00	2.00	-	-	2.00
Service Desk Dispatcher	1.00	1.00	-	-	1.00
SharePoint Administrator	2.00	2.00	-	-	2.00
Software Solutions Engineer	1.00	1.00	1.00	1.00	2.00
Support Analyst	3.00	3.00	-	-	3.00
Systems Engineer	2.00	2.00	-	-	2.00
<i>Department Totals</i>	27.95	27.80	2.00	2.00	29.80

The requested Software Solutions Engineer will provide leadership to solve business problems. S/he will lever existing enterprise software as well as specialized department software to develop and automate solutions for the needs of Carver County. The position will be the catalyst between developers and staff, helping to bridge the gap. This person will work with internal and external users to understand reporting requirements and translate them into technical solutions for developing our data warehouse and business intelligence. In the future many of our applications will integrate with state systems, cloud collaborations, and medical data exchanges.

The department also requested Data Center updates totaling \$270,000. (*See Attachment E: One-Time Projects.*)

Summary of accomplishments and plans

Progress to date on Major 2016 Initiatives – Through a collaborative effort with the State of Minnesota and Homeland Security, Information Technology installed a high-end firewall security appliance. Software upgrades have been completed for the criminal information system

used by the Sheriff's Office. Upgrades in the Health of Human Services Division have paved the way for rolling out mobile devices to social workers. Work has been completed to integrate Emergency Management's new emergency alert communications system with Carver County employees and with the public. This system allows County residents and employees to receive emergency information regarding Carver County.

Highlights of major initiatives/goals planned for 2017 – IT will continue to incorporate cybersecurity efforts by evaluating new methods to scan our network activity and predict virus infection versus containment after an infection. In 2017 the IT department will be rolling out new versions of Microsoft Office products, including cloud-based solutions. IT and Facilities have chosen a vendor to assist in the design of a new job ticketing system to replace the current "Help Star" system. Roll-out of the ticketing portion will be in early 2017. CRM upgrades are planned as well as GRM (tax system) upgrades.

Workload Indicators

Technology has become much more diverse. Seven years ago, the IT Help Desk supported one PC and desk phone per employee. Today the devices on the county network have increased to over 3,000. In addition, the diversity of technology (iPhone, BYOD, laptops, cloud books, etc.) has dramatically increased the breadth of expertise required of staff.

The continued advancement and implementation of technology at the County has a direct impact on the Application Services team and the number of projects it manages. In just one year, from 2015 to 2016, the project workload has increased 33%, from 45 projects to 60. Examples of project increases include system upgrades, software innovation improvements, paperless workflows, and database upgrades.

Employees and the public continue to embrace Geographic Information Systems (GIS) as a location tool to track and view information. The demand for GIS services continued to grow in 2016. The publicly available Property Information mapping application increased visits by 20% with a year total around 193,000 visits to the application.

Goals, Objectives, and Performance Measures for 2017

The department will work on the following priorities in 2017 to help achieve the Strategic Plan and County goals:

Information Technology Department Goal #1: Boost County performance through reliable, efficient, and economical IT services.

Supports County Goal IV: Improve the County's financial health and economic profile.

Objective #1: Efficiently and timely maximize the County's use of information technology to improve County performance.

Tasks: Implement ITSM System to improve IT service levels to county employees. Utilize ITSM system to manage IT assets.

Measures of Performance Summary: Using our ticketing system, IT will create and follow metrics and trends to monitor and measure support services. All IT assets are being tracked within the ITSM system.

Objective# 2: Support initiatives for a new Human Resource Information System (HRIS).

Tasks: Assist the Employee Relations (ER) Division in implementing the new HRIS system. This includes multiple projects to adapt procedures, convert data and implement modules of the HRIS.

Measures of Performance Summary: Currently ER uses several manual and paper processes to manage the employee process. To measure performance, current statistics for common processes can be gathered and used as metrics with the new system.

Objective #3: Improve county data security posture by performing network intrusion and vulnerability testing to ensure adequate protection from cyber threats.

Tasks: Oversee testing of county security hardware, configurations and end user testing.

Measures of Performance: Report of findings and corrective measures addressing security inadequacies.

Information Technology Department Goal #2: Provide timely access to information.

Supports County Goal III: Develop strong public partnerships and connect people to services and information.

Objective #1: Develop useful, timely, and accurate information portals for the Information Technology Department and County Departments.

Tasks: Provide County Department's access to their current printer and multifunction device information and usage metrics.

Measures of Performance Summary: Successfully mapped device locations and provided County Departments with metrics to monitor departmental usage.

Objective #2: Continue implementing GIS application technology and GIS data sharing across the County.

Tasks: Work with new and existing GIS users in expanding the implementation of GIS across land departments. Take advantage of new GIS application technology in web mapping and dashboard applications.

Measures of Performance Summary: Completed the upgrade of the current GIS Land Services mapping application to the newer GIS application technology platform across all land departments. Utilize application usage metrics to measure success.

Objective #3: e-Government development.

Tasks: Continue development of online forms and registrations via the County’s website to give the public the ability to complete online forms – a savings in time and money for both the public and the County. Online data may then be fed directly into the county information systems without “re-typing” or manual routing. Create an online portal for public access to electronic data. Currently the county stores public documents, such as the Board of Commissioners meetings, on our website and in the OnBase electronic storage system. By creating an online “portal,” the public will be able to retrieve such documents directly from the OnBase system, eliminating duplication and giving residents a greater ability to search past documents.

Measures of Performance Summary: Multiple departments have a need to collect data on forms to process a citizen request. Efforts in 2017 will use new website tools to create online forms and transfer the entered data into the County “back-end” systems to promote efficiency and accuracy. By creating this portal, the County will provide additional services to the public and reduce staff time. Staff will no longer need to duplicate the process of storing documents in two places. Searching capability will also be improved with this project.

Information Technology Department Goal #3: Seek opportunities to improve work processes.

Supports County Goal II: Provide an organizational culture that fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Use the Innovation Process Improvement methods.

Tasks: In 2016, IT supported nine innovation-related events and multiple facilitation methods. Representatives from all facets of the county can participate in events and we will continue to support goal setting, mapping current processes, and developing desired processes to create efficiencies throughout the organization.

Measures of Performance Summary: Every Lean Kaizen process improvement event is completed with a “report out” where goals are established, assigned, and weighted according to effort and impact. The Innovation Team conducts follow-up throughout the schedule established from each event to ensure that staff achieve progress.

CarverLink – A Fiber Optic Cable Network (under the direction of IT)

CarverLink is a fiber optic cable network owned and operated by Carver County. Construction of the network throughout the County was completed and began operating in 2013. A Federal grant under the American Recovery and Reinvestment Act (ARRA) provided 80 percent of the funds for the approximately \$8 million one-time construction costs for the network. Carver County provided 20 percent of the funding. The CarverLink network consists of 89 miles of a “base ring” of fiber optic cable with 33 miles of “lateral” fiber. It has both diversity and redundancy in its electronics and physical plant architecture. The County built the network

chiefly in order to link County facilities and operations. In addition, CarverLink directly serves the public and community entities within the County: cities, schools, townships, transit facilities, hospitals, and others. It provides Internet services as well. CarverLink provides the opportunity for the initial private service provider in the network, Jaguar Communications, to provide services to businesses and residents of Carver County. Jaguar has begun to connect private businesses and homes to its private network, and six other private fiber optic cable providers have now established operations in Carver County – prompted by the advent of CarverLink. In addition, CarverLink oversees the availability of fiber within the network that is available to qualified service providers or other fiber-using entities for new opportunities known as “Open Access Fiber.”

Budget Highlights

The following table summarizes the program’s budget.

CarverLink Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(493,489)	(298,496)	(298,496)	(298,496)	0.00%	
Expenditure total	317,250	298,496	298,496	298,496	0.00%	
Tax dollars needed	176,239	-	-	-	0.00%	

Revenue: CarverLink receives revenue generated by user fees charged to public organizations and community support entities that use the “public use” fiber within the fiber network.

Expenditures: CarverLink pays for the maintenance, construction, repair, and upgrades of the fiber optic cable network as well as the cost of maintaining access to the Internet. As the chart below indicates, 1.00 Full-Time Equivalent (FTE) position was allotted to CarverLink in 2016. No new positions are requested for 2017.

Summary of Accomplishments and Plans

Progress on Major 2016 Initiatives – CarverLink won the contract to provide Internet and dark fiber services to the Carver County Schools Network (CCSN) Consortium for the next five years. In addition, CarverLink is meeting the increasing needs of the schools and community support customers by providing additional bandwidth services. CarverLink connected one more school district and is now providing services to all of the Carver County Public Schools.

Efforts are ongoing to “harden” the network by sourcing two alternate paths to/from our internet providers in downtown Minneapolis. This work will continue into 2017.

Significant work has been completed on the following:

- Connections for Ridgeview Medical, both to support 911 connectivity between the Ridgeview Medical Hospital Complex in Waconia and the Carver County Sheriff’s Office at the Carver County Government Center;
- Work on 800MHz Tower site redundancy with fiber connectivity.
- The connection of two additional Ridgeview Medical locations into the network and work on diverse and redundant connections into Ridgeview’s Hospital Complex in

Waconia and 212 Medical Facility in Chaska.

Highlights of major initiatives/goals planned for 2017 – CarverLink will continue to work on the alternate paths for internet transport services in downtown Minneapolis. We will support the Carver County library system with necessary services and upgrade the fiber network to provide increased bandwidth. We will also establish the connection into the CarverLink Network of Ridgeview Medical’s new Belle Plaine Clinic, which is slated to open in the summer of 2017.

Goals, Objectives, and Performance Measures for 2017

CarverLink Goal #1

Operate the CarverLink fiber network in a manner that provides participating entities with a 99 percent system-wide “uptime availability” average.

Supports County Goal III: Develop strong public partnerships and connect people to services and information.

Objective: Provide a stable, secure, and reliable fiber network supported by this new infrastructure to local institutions and residents.

Tasks: Monitor, review, configure, and expand the electronics and connections of the fiber network to both internal and external users.

Measures of Performance Summary: Overall system unavailability statistics.

CarverLink Goal #2

Continue outreach with public entities and community institutions and pursue project interconnection and expansion opportunities and collaborations.

Supports County Goal III: Develop strong public partnerships and connect people to services and information.

Objective: To expand opportunities for use of the fiber network among public and community institutions.

Tasks: Continue to work with the Carver County Schools Network Consortium and facilitate ongoing collaboration meetings of the group. Bring city IT professionals together for initial collaboration meetings and help to facilitate open conversation about sharing and collaboration. Such opportunities will aid the growing use of the fiber network.

Measures of Performance Summary: Validate the meeting events.

CarverLink Goal #3

To promote private market competition, establish a consistent, understandable, and realistic means by which appropriate organizations could explore opportunities to use the open access

fiber within the CarverLink network, and define the County’s proper role in that process.

Supports County Goal III: Develop strong public partnerships and connect people to services and information.

Objective: Provide an environment where parties interested in using the open access fiber within the network are able to explore usage opportunities.

Tasks: Create and refine a process in which interested private entities can explore opportunities to use open access fiber within the network. Establish the County’s role in that overall process.

Measures of Performance Summary: Validate that a documented process has been drafted and put in place. Confirm that the County has defined its role in the overall process of making available open access fiber within the network.

Land Management

The Land Management Department is responsible for the land use components of the Public Services Division. The department administers and enforces the Zoning Code, Subdivisions, Floodplain and Shoreland Regulations, State Building Codes, Agricultural Preserve Program, the issuance of Subsurface Sewage Treatment System (SSTS) Permits, and permitting in the unincorporated (township) areas of the county. The department staff assists in other coordinated efforts within the division such as particular areas of the SSTS and Feedlot Ordinances, as well as Water Rules, Wetland Conservation, and Environmental Services in the areas of land use, subdivisions, and development reviews. The department provides essential support for Planning and Water Management and Environmental Services by staffing the main public service windows at the Government Center and processing permits and other requests.

Land Management oversees the contracted Building Official and is also responsible for the Planning Commission and Board of Adjustment functions that can generate 50 public hearings per year.

Budget Highlights

The following table summarizes the department’s budget:

Land Management Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(372,301)	(310,000)	(340,000)	(340,000)	9.68%	(8,893)
Expenditure total	568,722	594,749	615,856	615,856	3.55%	
Tax dollars needed	196,421	284,749	275,856	275,856	(3.12)%	

*Note the above chart does not include Attachment A and B requests

As the following chart indicates, there were 5.00 FTE employee positions in the department in 2016, and no new FTE positions are requested for 2017:

Land Management Department Staff					
Position	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Land Management Department Manager	1.00	1.00	-	-	1.00
Land Management Permit Technician	1.00	1.00	-	-	1.00
Land Management Planner	1.00	1.00	-	-	1.00
Land Management Technician	1.00	1.00	-	-	1.00
Senior Planner	1.00	1.00	-	-	1.00
<i>Department Totals</i>	5.00	5.00	-	-	5.00

Summary of Accomplishments and Plans

Permit volume and related revenues have been budgetary highpoints. The department experienced an encouraging upturn in permit revenue in 2015 and 2016, exceeding projections. Therefore, the 2017 budget request includes an increase in revenue, resulting in a slight reduction of tax dollars needed. In addition to robust permit activity, solar development requests were a focal point for staff and the Planning Commission in 2016. These trends will likely continue into 2017. However, the department is not anticipating the need for additional FTEs in the foreseeable future.

In 2017, Land Management will continue to implement the land use elements of the 2030 Comprehensive Plan according to statute and deliver excellent customer service. The department will administer the State Building Code in an efficient and cost-effective manner and provide education and support to landowners and citizens to attain compliance with the land use provisions of the County Code. The department will continue to prioritize enforcement, permit reviews, and related actions based on the potential impacts a particular land use may have on public health, safety, welfare, natural resources, and irreversibility.

Goals, Objectives and Performance Measures for 2017

Land Management Department Goal #1

Implement the land use elements of the 2030 Comprehensive Plan according to statute, and deliver excellent customer service.

Supports County Goal V: Manage the challenge and opportunities resulting from growth and development.

Objective: Administer the land use provisions of the County Code and provide mandated services and interdepartmental support in a climate of economic uncertainty and limited resources. Deliver excellent customer service and promote good working relationships, internally and externally, with the public, advisory boards, townships, agencies and county divisions.

Tasks: The department implements the Zoning and Subdivision Ordinances, Shoreland & Floodplain Regulations, Agricultural Preserves Program, and supports the Water Rules, Wetland Conservation, SSTS and Feedlot regulations, among others.

Measures of Performance Summary: Administer the approximately 200 (total) annual permit reviews, zoning permits, and Planning Commission & Board of Adjustment hearings with active town board and citizen participation. Manage the 1,300 parcels enrolled in the Agricultural Preserves Program, including numerous renewals and annual landowner notices.

Land Management Department Goal #2

Administer the State Building Code in an efficient and cost-effective manner.

Supports County Goal V: Manage the challenge and opportunities resulting from growth and development.

Objective: Administer the State Building Code efficiently by coordinating departmental responsibilities with the private inspection service (Building Official) to reduce costs, while helping landowners comply with the code. The Building Official's contract is slated for renewal, and would be effective for 3 years (2017-2019) at a fixed rate.

Tasks: The department provides preliminary plan review, processing, fee collection and recordkeeping for all permits. The department also addresses complaints and enforcement for Building Code violations by working directly with the building inspector and appropriate county officials.

Measures of Performance Summary: Issuing and administering approximately 600 building permits annually in a professional and consistent manner.

Land Management Department Goal #3

Provide education and support to landowners and citizens to attain compliance with the land use provisions of the County Code.

Supports County Goal V: Manage the challenge and opportunities resulting from growth and development.

Objective: Protect public health, safety and welfare in a realistic and thoughtful manner. Deliver excellent customer service and promote good working relationships, internally and externally, with the public, advisory boards, townships, agencies and county divisions.

Tasks: The department promotes compliance with the County Code of Ordinances in a non-punitive manner by working with landowners and other customers via educational materials, permit application opportunities, and the public hearing process. Enforcement will be prioritized carefully based on available resources.

Measures of Performance Summary: Maintain the database with approximately 100 active and 200 inactive compliance/complaint records. Work closely with township officials to identify priorities and coordinating efforts with the Attorney's Office to review decisions and procedures as needed.

Planning and Water Management

The Planning and Water Management Department has three major areas of responsibility:

First, the Department is responsible for Planning Management, which includes:

- The development, maintenance and implementation of the 2030 County Comprehensive Plan (required by Minnesota statute) and several of its action components.
- Assistance to several other County divisions and departments in preparation of plans, studies, reports, demographic data, as well as tracking data metrics and measures for Comprehensive Plan implementation.
- In addition, the department provides a planning assistance function to local municipalities and often coordinates with regional planning activities.
- Development and implementation of the County Groundwater Plan.

Second, the Department is responsible for the administration of the Carver County Water Management Organization (CCWMO) which covers the physical watersheds of Bevens, Carver, East, West Chaska, and Pioneer Creeks and Crow River watersheds. Through the development and implementation of the Water Management Plan and budgets (required by Minnesota statute), the department:

- Administers and enforces the Water Management rules;
- Is the lead agency on a variety of water-related projects including Total Maximum Daily Load (TMDL) pollutant reduction plans.
- Staffs the WMO advisory committee (WMOAC).
- Administers the Water Management Plan including updates to the plan and the required review of local government units.
- Enforces the Minnesota statute required Wetland Conservation Act.
- Monitors the water quality of lake, stream, ground water and stormwater treatment practices.
- Administers the National Pollutant Discharge Elimination System (NPDES) and the Municipal Separate Storm Sewer System (MS4) state/federal NPDES permit.
- Coordinates required Water and Environment related education programs.
- Coordinates with, and is the liaison to, the Carver Soil and Water Conservation District.

Third, the department is responsible for the administration and implementation of the County Aquatic Invasive Species (AIS) program including:

- Inspections on public accesses on area lakes and rivers within the County.
- Management of 40+ seasonal AIS inspectors.
- Management of State grant and local partner funds.
- Policy and Annual Program development.
- Education efforts.
- Monitoring of AIS presence on area waters.

- Coordination with local partners and state agencies.

Budget Highlights

The following table summarizes the department's budget (not including the WMO portion):

Planning and Water Management Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(264,522)	(240,511)	(250,864)	(250,864)	4.30%	5,885
Expenditure total	802,873	621,751	637,989	637,989	2.61%	
Tax dollars needed	538,351	381,240	387,125	387,125	1.54%	

**Note the above chart does not include Attachment A and B requests*

With the transition of the AIS program from the Parks Department to the Planning and Water Management Department, the County added the AIS Program Coordinator. This request was approved by the Board in late 2015, and the position was filled in early 2016. As the following table indicates, there were 10.4 Full-Time Equivalent (FTE) Planning and Water Management (PWM) Department employee positions in the department in 2016. No additional positions were requested in 2017.

Planning & Water Management Department Staff					
Position	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
AIS Program Coordinator	-	1.00	-	-	1.00
AIS Program Staff	2.00	2.00	-	-	2.00
Land and Water Education Coordinator	1.00	1.00	-	-	1.00
Planner	1.00	1.00	-	-	1.00
Planning & Water Management Manager	1.00	1.00	-	-	1.00
Water Resources Assistant	1.40	1.40	-	-	1.40
Water Resources Program Specialist	2.00	2.00	-	-	2.00
Water Resources Technician	1.00	1.00	-	-	1.00
Department Totals	9.40	10.40	-	-	10.40

Summary of accomplishments and plans

An informal "kickoff" of the 2040 Carver County Comprehensive Plan began with a Board workshop. This discussion resulted in a consensus on the process, timeline, and planning principles to guide the update. Coordination meetings with County staff and City staff have begun as well, particularly in the area of roadway planning. The major goal of the department in 2017 will be to develop an initial draft of the 2040 Carver County Comprehensive Plan.

Administration and implementation of the AIS Program shifted from the Parks Department to the PWM Department as of 2016. The inspection program has been the area of focus to date in 2016 and has been implemented successfully. Efforts will shift to monitoring and program evaluation

as the season progresses, including beginning discussions on 2017 program planning.

The Resilient Communities Project (RCP) finished in the spring of 2016. Through the RCP, the University of Minnesota collaborated with Carver County and its partner organizations and agencies on 29 community-identified projects, engaging more than 350 students in meaningful real-world projects, and providing Carver County with information, ideas, and new perspectives on local sustainability and resilience issues. A national organization recognized the County for this accomplishment with an award for community-university partnership.

Goals, Objectives and Performance Measures for 2017

Planning & Water Management Department Goal #1

Develop a draft of the 2040 Carver County Comprehensive Plan.

Supports County Goal V: Manage the challenge and opportunities resulting from growth and development.

Objective: Develop a working draft of the 2040 Carver County Comprehensive Plan in order to position the County for a review and comment process during 2018.

Tasks: Development of the plan will be completed in coordination with other County Departments, affected Townships and Cities, significant stakeholders and the public. Frequent meetings and updates to the County Board, Administration, the Planning commission and other affected committees will be important.

Measures of Performance Summary: Development of 80% of the working draft of 2040 Plan.

Water Management Organization

The Carver County Water Management Organization (CCWMO) is a local unit of government responsible for performing management tasks including planning, funding, regulation, education and implementation of the Carver County Water Management Plan. The CCWMO boundaries cover 320 square miles and include the following watersheds: Bevens Creek, Carver Creek, East Chaska Creek, West Chaska Creek and parts of Pioneer Sarah and the Crow River. Within these boundaries there are 35 lakes greater than 10 acres and 365 miles of streams.

Budget Highlights

The following table summarizes the WMO’s budget:

WMO Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(83,638)	(42,500)	(42,500)	(42,500)	0.00%	29,475
Expenditure total	731,315	656,958	686,433	686,433	4.49%	
WMO Tax dollars needed	647,677	614,458	643,933	643,933	4.80%	

*Note the above chart does not include Attachment A and B requests.

An increase in the WMO levy is proposed based on the following:

- 1) Increase to the WMO project fund to maintain full funding of the direct (septic) discharge incentive program and to partially fund city projects based on requests received, \$15,000.

- 2) Increased allocation to the AIS inspection program to cover WMO lakes, \$10,000.
- 3) Increase in the SWCD allocation, \$3,375.

Note: WMO staff listing is included as part of the PWM department budget summary.

WMO Accomplishments and Highlights

- The WMO received high marks from the State as part of the Performance Review (PRAP) process completed in early 2016. In celebrating its 20th anniversary, the WMO is highlighting two decades of managing local waters.
- The WMO has enjoyed continuing success in implementing State Clean Water Legacy Fund and Partnership grants totaling \$465,000, including stormwater reuse practices in the City of Waconia, landowner cost share runoff reduction practices, and retrofit projects in Waconia and Chaska. Project work will continue through 2016, and a goal for 2017 is to secure additional state funds.
- The process for updating the WMO rules began in late 2015 with some critical input meetings held in 2016. The process was extremely helpful in crafting language and requirements that not only meet state requirements but further WMO goals and offer flexibility to both public and private entities. The new water rules went into effect in October 2016 and monitoring of these rules will be a priority in 2017.

Planning & Water Management Department Goal #2

Develop a draft of the update to the Carver County Water Management Organization Water Management Plan.

Supports County Goal V: Manage the challenge and opportunities resulting from growth and development.

Objective: Develop a working draft of the CCWMO Water Management Plan. Emphasis will be on refocusing plan to address major wetland restorations, state rule updates, stormwater re-use, AIS and the impacts of State buffer laws.

Tasks: Development of the plan will be completed in coordination with other County Departments, affected Townships and Cities, the Soil and Water Conservation District, state agencies, watershed districts, significant stakeholders and the public. Frequent meetings and updates to the County Board, Administration, will be key.

Measures of Performance Summary: Development of 80 percent of a working draft of the CCWMO updated plan.

Planning & Water Management Department Goal #3

Administer the Carver County Water Management Organization Water Management Plan.

Supports County Goal V: Manage the challenge and opportunities resulting from growth and development.

Objective: Effectively and efficiently implement the goals, policies, and strategies outlined in

the currently adopted CCWMO Plan.

Tasks: Many of the programs of the department are built around implementation of the plan including stormwater and WCA permitting, cost share programs, capital projects, staffing the WMO Advisory committee (WMOAC), monitoring of water resource quality, administering the AIS program and implementing the education program.

Measures of Performance Summary: Annual reports developed summarizing accomplishments of all tasks identified.

Soil & Water Conservation District

The Carver Soil & Water Conservation District (SWCD) is a political subdivision of the State of Minnesota established under Minnesota Statute 103C. Carver SWCD is governed by a board of five elected supervisors holding four-year terms. The Carver SWCD works closely with several of the County's divisions/departments including Public Services and the Planning and Water Management Department in particular, Public Works, Taxpayer Services, and the University of Minnesota Extension Service. The SWCD provides technical services to landowners in the county for the protection of soil health, water quality, wildlife habitat, and natural resources.

The SWCD also provides technical support to the Carver County Water Management Organization (WMO) in its implementation of the County Water Rules. In addition to the primary working relationship with Carver County, the SWCD partners with the USDA's Natural Resource Conservation Service (NRCS), the Farm Service Agency (FSA), the U.S. Fish & Wildlife Service (USFWS), various state agencies including the Board of Water and Soil Resources (BWSR) and the Department of Natural Resources (DNR), and local governments such as townships and cities.

Budget Highlights

The SWCD request in Attachment A is for staff salary increases consistent with Carver County employees, \$9,395 (an additional \$3,375 is being covered by the WMO levy). No additional increase is being requested.

Summary of Accomplishments and Plans

The SWCD has been very involved with the new Minnesota buffer law, and has assisted the DNR and Carver County ditch authority with creating the buffer protection maps. SWCD's across the state are gearing up for inventorying and providing technical assistance to landowners for compliance with the new buffer law.

The SWCD has also been a key player in the wetland banking process on the tax forfeited land in Watertown. We are just finishing up the concept plan for the wetland restoration that will provide wetland banking credits to Carver County to offset future wetland impacts from road and building projects. State and federal agencies will be providing comments on our concept plan, and the final step in the process is submitting a full wetland banking application. Construction of the wetland restoration is planned for summer of 2017.

New for 2017, the SWCD is preparing for a new state/federal conservation easement program

called Conservation Reserve Enhancement Program (CREP). This program leverages federal dollars with state funding to remove marginal cropland from environmentally sensitive areas and restore them to wetland or prairie. Restored areas are protected with a permanent conservation easement and landowners are compensated for the easement. The land remains in private ownership (stays on the tax rolls) and helps provide water quality improvement, flood relief, and wildlife habitat improvement.

2017 will also be an important year for the MN buffer initiative. Fifty-foot buffers are required on public waters by November 1, 2017 and one rod (16.5') buffers are required on public ditches by November 1, 2018. The SWCD is charged with inventory, technical assistance, and compliance reporting.

The SWCD will also continue to provide assistance to the Planning & Water Management Department by providing inspections on sites permitted through the WMO and by providing best management practice designs. We will continue to provide the Property and Financial Services Division with assistance in maintaining Public Ditches.

Goals, Objectives and Performance Measures for 2017

SWCD Goal #1:

Continue implementation of the new State-mandated buffer strip program.

Supports County Goal III: Develop strong public partnerships and connect people to services and information.

Objective: The 2015 Legislative Session resulted in a new requirement that all public waters must have a 50-foot vegetated buffer by November 1, 2017. In addition, all public ditches must have a one rod (16.5 feet) vegetated buffer by November 1, 2018. The SWCD is the primary implementation agency for this new requirement.

Tasks: In 2017, the SWCD will continue public outreach to landowners affected by this new legislation. Landowners will be provided an opportunity to apply for conservation programs that compensate for the buffer strip such as CRP, RIM and possibly a new CREP program. In addition, it is anticipated that there will be an increase in requests for redetermination of benefits on public ditch systems in order to compensate landowners for the one rod buffer on public ditch systems.

Measures of Performance Summary: The SWCD is required to track compliance with the new buffer legislation. Although the deadlines for meeting the buffer requirements are not until November 1, 2017 and November 1, 2018, many landowners are starting to contact the SWCD about conservation programs and actions needed to get into compliance. The SWCD is tracking compliance using a state developed GIS tool. Carver County has 3,730 parcels of land that border a public water or public ditch. The goal is to review all parcels and inform landowners of compliance measures needed before the deadlines.

SWCD Goal #2:

Continue working with Carver County on the wetland banking project in Watertown that will provide Carver County with wetland bank credits.

Supports County Goal V: Manage the challenges and opportunities resulting from growth and development.

Objective: Continue working with Carver County in the development of the wetland restoration and wetland banking process.

Tasks: The SWCD will develop the necessary wetland banking documents needed for this project. Survey and design work will be completed for the wetland restoration. The SWCD will coordinate the approvals of state and federal agencies to complete the banking process.

Measures of Performance Summary: Wetland banking credits will be generated from this project. In the metro area, wetland banking credits are valued at approximately \$1 per square foot. The Watertown banking site could generate 30- 40 acres (up to 1,742,400 sq. ft.) of wetland banking credits. Performance can be measured by the amount of banking credits generated on this site, but it should be noted that credit approvals are given in stages and the final amount of credits will not be released until the wetland vegetation and hydrology reach full restoration.

SWCD Goal #3:

Continue to provide the local delivery of state and federal conservation programs that brings outside funding into Carver County for the protection of natural resources.

Supports County Goals III and V: Develop strong public partnerships and connect people to services and information; manage the challenges and opportunities resulting from growth and development.

Objective: Implement programs such as Reinvest in Minnesota (RIM), Conservation Reserve Program (CRP), and other conservation programs. These programs have multiple benefits of better water quality, flood protection, wildlife habitat improvement, and protection of groundwater. Minnesota is expected to announce a new Conservation Reserve Enhancement Program (CREP) in early 2017. The SWCD will be the lead agency in rolling out this new program.

Tasks: SWCD staff will continue to work with landowners and state and federal agencies to make these programs available to Carver County citizens. The SWCD will promote application periods, assist landowners with applications, and follow through with installation of projects selected for funding. These programs will align nicely with the new buffer initiative .

Measures of Performance Summary: Over the past 6 years, the SWCD has secured more than \$5 million in state and federal funding for landowner easement payments through conservation programs. The programs compensate landowners for permanent

conservation easements to retire environmentally sensitive land, helping to achieve County goals of clean water. The land stays in private ownership and stays on the tax role. In addition, Carver County has over 3,000 acres in the CRP program with approximately \$500,000 in annual payments to landowners.

Deputy Director Departments

The Deputy Director of the Public Services Division oversees the following departments:

Facility Services

Facility Services is composed of three units that provide maintenance, custodial, and property management and construction services.

Budget Highlights

The following table summarizes the department's budget:

Facility Services Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(96,343)	(49,000)	(52,000)	(52,000)	6.12%	(16,559)
Expenditure total	2,901,673	2,902,950	2,889,391	2,889,391	-0.47%	
Tax dollars needed	2,805,330	2,853,950	2,837,391	2,837,391	-0.58%	

*Note the above chart does not include Attachment A and B requests.

The department requested a \$25,000 increase to repair and maintain county buildings serving additional staff members. (See Attachment A.) The department had 16.00 FTEs in 2016 and did not request any additional FTEs for 2017 as indicated in the table below.

Facility Services Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Assistant Project Mgr/ Low Voltage	1.00	1.00	-	-	1.00
Custodial Supervisor	1.00	1.00	-	-	1.00
Custodian	7.00	7.00	-	-	1.00
Facilities Clerk	1.00	1.00	-	-	1.00
Facilities Maintenance Worker I	3.00	3.00	-	-	3.00
Facilities Maintenance Worker III	1.00	1.00	-	-	1.00
Facilities Services Manager	1.00	1.00	-	-	1.00
Project Mgr/Licensed Master Electrician	1.00	1.00	-	-	1.00
Department Totals	16.00	16.00	-	-	16.00

The department made a request for \$19,904 under Capital Projects (see Attachment C) to continue to improve/upgrade all county building security systems.

The department made a request under Facilities, Vehicles and Equipment (*see Attachment D*) to upgrade HVAC systems, update the interior of existing spaces with new paint/carpet and flooring, and energy efficiency upgrades that total \$330,000.

Under One-Time Capital Projects (*see Attachment E*), the department requested HVAC Upgrades totaling \$90,000 and Building Security improvements totaling \$55,096.

Summary of Accomplishments and Plans

Improve Energy Efficiency: The department identified energy saving projects in 2016, including securing all new LED four-foot lighting tubes for the Government Center buildings at no cost to the county. (Projected savings of \$33,000 annually in energy costs).

Security Improvements: The department identified areas for improvement in county buildings, and we have initiated the improvements.

In 2017, the department will continue making security improvements, and it will continue with building energy-efficient projects to include re-commissioning HVAC systems at the Government Center buildings and LED lighting upgrades. It will continue to improve the interior aesthetics at all county buildings to include public and staff areas.

Goals, Objectives, and Performance Measures for 2017

Facility Services Goal #1: Maintain County buildings to achieve optimal use, determining how best to use existing space and planning well for future construction.

Supports County Goal IV: Provide an organizational culture that fosters individual accountability to achieve goals and sustain the public trust and confidence in County government.

Objective: Complete the 20-year master space plan to produce a plan that achieve the county's long-term service goals while planning ahead for the County's growth.

Tasks: Working with County leadership and appropriate representatives of Divisions, develop recommendations for best use of space through 2035. We have Completed inventory analysis and staffing forecasts, engaged leadership, and now we will develop options for service delivery and space requirements.

Measures of Performance Summary: Excellent performance would include consensus on the scope of the study and the support of County leadership for the principal recommendations. Budget targets should prove to be sustainable and achievable. Solutions should be feasible and consistent with the County's Strategic and Comprehensive Plans and financial outlook. Furniture and space standards should be compatible with the facilities and technology improvements and achieve environmental or state mandates for energy and construction.

Facility Services Goal #2

Improve energy efficiency for all buildings to reduce energy use to meet the expected future

increased demand for energy and potentially higher energy prices as the County continues to grow.

Supports County Goal IV: Improve the County’s financial health and economic profile.

Objective: Implement Energy Saving Projects with paybacks of baseline capital within a 10-year amortization.

Tasks: Develop baseline standards for comfort and deliver consistent environments for maximum employee production levels. Recommend energy savings projects with “payback period” of 10 years or less. Use rebates. Engage a process to deliver a five-year strategic energy plan to maintain utility expenditures and manage anticipated rate increases from utility providers.

Measures of Performance Summary: Deliver a strategic energy plan for 2017 implementation.

Facility Services Goal #3

Improve workplace safety and security

Supports County Goal I: Create and maintain safe, healthy, and livable communities.

Objective: Complete security assessments for priority facilities. Provide and implement recommendations for security improvements. In conjunction with the Sheriff’s Office, identify security improvements and provide training.

Tasks: Measure the success of the phased security improvement plan(s). Implement training opportunities for all county staff members. Review policies and procedures to aid in the safety of all staff. Continue to add, replace or upgrade existing security hardware/software.

Measures of Performance: Sheriff’s Office satisfaction with operation and security. Public and staff comments. Well-defined policies and standards that meet the objective across County operations and achieve continuity of security operations.

Library

The overarching goal for the Carver County Library (www.carverlib.org) is that the Carver County Libraries are integrated into the fabric of each community in the County and into the lives of our community members. Each district of the county has representation on the Library Board, whose members are appointed by the County Board of Commissioners. The Carver County Library System consists of six public branch libraries (in Chanhassen, Chaska, Norwood Young America, Victoria, Waconia, and Watertown), a law library (Carver County Courthouse), four express library locations (in Carver, Cologne, Mayer, and Victoria), and a “virtual branch” website. While the advent of e-resources has meant a change in how some people access materials from in-person to online, the brick and mortar library remains an essential “gathering place” and community asset. The county Library system also provides for efficient use of

resources.

Budget Highlights

The following table summarizes the department's budget:

Library Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(385,959)	(367,503)	(353,420)	(353,420)	-3.83%	138,297
Expenditure total	3,883,965	4,036,431	4,160,645	4,160,645	3.08%	
Tax dollars needed	3,498,006	3,668,928	3,807,225	3,807,225	3.77%	

*Note the above chart does not include Attachment A and B requests

An additional \$32,500 is requested for e-resources for the Library. (See Attachment A.) The Library has not been able to keep up with the increase in e-book circulation. On its heels is a rise in e-audiobook circulation. In order to provide for these needs expressed by the public, we are requesting this amount for 2017. The Library requested 1.34 FTEs in 2017 as indicated below.

Library Staff	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Position:					
Administrative Assistant	0.80	0.80	-	-	0.80
Associate Librarian	2.25	2.25	0.25	0.25	2.50
Assistant Branch Manager	1.00	1.00	(1.00)	(1.00)	-
Branch Manager	3.00	3.00	-	-	3.00
Circulation Supervisor	3.00	3.00	-	-	3.00
Law Librarian	1.00	1.00	-	-	1.00
Librarian	11.84	11.90	1.00	1.00	12.90
Library Assistant	12.66	12.66	-	-	12.66
Library Director	1.00	1.00	-	-	1.00
Library Shelves	2.50	2.51	0.63	0.63	3.14
Library Systems Administrator	1.00	1.00	-	-	1.00
Library Technology Assistant	2.00	2.00	-	-	2.00
On-Call Librarian	0.51	0.51	0.13	0.13	0.64
On-Call Library Assistant	0.34	0.33	0.13	0.13	0.46
Volunteer Coordinator	0.80	0.80	0.20	-	0.80
<i>Department Totals</i>	43.70	43.76	1.34	1.14	44.90

The staffing requests made for 2017 are as follows:

Associate Librarian- 0.25 FTE

Ten additional hours on Chanhassen desk are needed for desk coverage. By adding five hours to each of two associate librarian positions, not only this will be accomplished, but the associate Chanhassen librarian positions' hours will be equal to the Western associate librarian hours, creating equity in hours among those positions.

Shelvers (TBC-Aides) - 0.625 FTE

Circulation Supervisors determined that they could use their aide positions more optimally for some functions currently handled by library assistants (a higher job classification) and would require a .625 FTE. Since we are now optimizing the Victoria Library Assistants, we would not request additional Library Assistants until such time as needed for the new Chaska Library.

STOC Librarian- 0.13 FTE (Originally requested in 2016.)

STOC Library Assistant- 0.13 FTE (Originally requested in 2016.)

These staffing levels were decreased 3 1/2 years ago to help create a new position. The need is still there for .25 additional FTE. These positions are unique in that they are only employed when needed for front line work.

Summary of Accomplishments and Plans

Progress on Major 2016 Initiatives:

Library Goal #1: Provide the resources and services residents want and need.

Objective # 1: Evaluate library offerings on an ongoing basis.

Progress:

- Kaizen process improvement event held and programming evaluations reviewed.
- Sub group working on evaluation revision.
- Evaluations part of SharePoint programming form in the midst of development.

Objective # 2: Work with City of Chaska and County on new Chaska Library building.

Progress:

- Director wrote letter of support for City of Chaska's grant.
- City projects groundbreaking to take place in 2018
- Gathering input from the community for what they want in "their" library has begun.

Objective # 3: Begin RFID Implementation (radio frequency identification of resources)

Progress:

- RFID RFP released in July for bidding and contracts were awarded.
- Branch libraries currently conducting a collection maintenance project.
- Plans for tagging to include staff, volunteers and paid contractors and tagging tentatively slated to begin January 2017.

Library Goal #2: Increase internal as well as external communication.

Objective: Make the library's SharePoint site page "communication central."

Progress:

- Assignment of Library SharePoint update/clean-up/re-org to a work group.

- New Program Smart form being developed.
- Retraining on how to submit to Library SharePoint accomplished.
- MELSA team reports page being developed.

Library Goal #3: Build partnerships with community groups and/or businesses.

Objective #1: Integrate library's presence into public transportation infrastructure.

- Ride and Read book collections installed in 3 SW transit stations.

Objective # 2: Build deeper partnerships with the local school districts

- Digital library project was initiated with School District 112 with a follow-up in 2017 with the other 3 school districts in the County
- Chromebook lab established at the Waconia Library with School District 110, including trainings for the District, programming for children on the tablets and a links to the public library's resources established on the school tablet's pages.

Library Goal #4: Seek internal and external budget opportunities.

Objective #1: Investigate potential for bringing vendor services in-house.

- New website should launch by mid-July bringing a \$25,000 maintenance fee down to \$5,000.

Objective #2: Increase the library's private fundraising capabilities.

Progress:

- Non-event event added to activities of Foundation
- Two small fundraising events held in October.
- Annual Ask incorporated an electronic component
- Foundation/Friends meeting held in September and request from all Friends groups to make this an annual event.

Library Goal #5: Provide staffing at branches that meets service needs.

Progress: Additional staffing in County Administrator's budget for 2017.

Highlights of major initiatives/goals planned for 2017

Library Goal #1: Provide the resources and services residents want and need.

Library Goal #2: Increase internal as well as external communication.

Library Goal #3: Build partnerships with community groups and/or businesses.

Library Goal #4: Provide staffing at branches that meets service needs

Library Goal # 5: Optimize staffing.

Veteran Services

Carver County Veteran Services assists county veterans, their dependents, and military families in preparing claims for the Minnesota Department of Veterans Affairs (MDVA) and United States Department of Veterans Affairs (VA) for benefits and services. These include service-connected disability benefits, healthcare benefits, VA pensions/Special Monthly Pension, dependent indemnity compensation, survivor death pensions, MDVA State Soldiers Assistance

Program (SSAP), and burial and memorial benefits – local, state, and federal.

The office provides many other services, including: membership in the Carver/Scott Family Homelessness Prevention and Assistance Program; participation on the Carver County Veterans Court Team; maintaining veterans’ files and records, recording and providing certified copies of veterans’ discharges as deputy recorders; requesting documents from the National Personnel Records Center; providing information to the Carver County Veterans Council; working and collaborating with Carver County’s other departments/divisions; and numerous outreach events in area communities.

The Veteran Services Office also provides the Veteran Transportation Program, which assists in transporting veterans to their VA medical appointments from their homes to both the Minneapolis VA Medical Center (five days per week) and the Shakopee VA Community-Based Outreach Center (currently offered on Wednesdays). This service is free of charge. The program has the capability of transporting 14 veterans (including veterans needing wheelchair accessibility) and their dependents.

Budget Highlights

The following table summarizes the department’s budget:

Veterans Services Office Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(13,695)	-	(12,500)	(12,500)		(11,392)
Expenditure total	273,062	338,311	339,419	339,419	0.33%	
Tax dollars needed	259,367	338,311	326,919	326,919	-3.37%	

**Note the above chart does not include Attachment A and B requests.*

Revenue includes \$12,500 from the County Veteran Services Officer Enhancement Grant from the State of Minnesota Department of Veterans Affairs. This is an annual grant which is adjusted by the National Center for Veterans Analysis and Statistics Geographic Distribution of VA Expenditures Report (GDX). Veteran Services had 4.60 FTEs in 2016 and did not request additional positions in 2017 as the following table indicates.

Veteran Services Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Asst. Veterans Services Officer	1.00	1.00	-	-	1.00
Veterans Services Driver	1.60	1.20	-	-	1.20
Veterans Services Officer	1.00	1.00	-	-	1.00
Veterans Services Technician	1.00	1.00	-	-	1.00
STOC- Veterans Services Driver	-	0.40			0.40
Department Totals	4.60	4.60	-	-	4.60

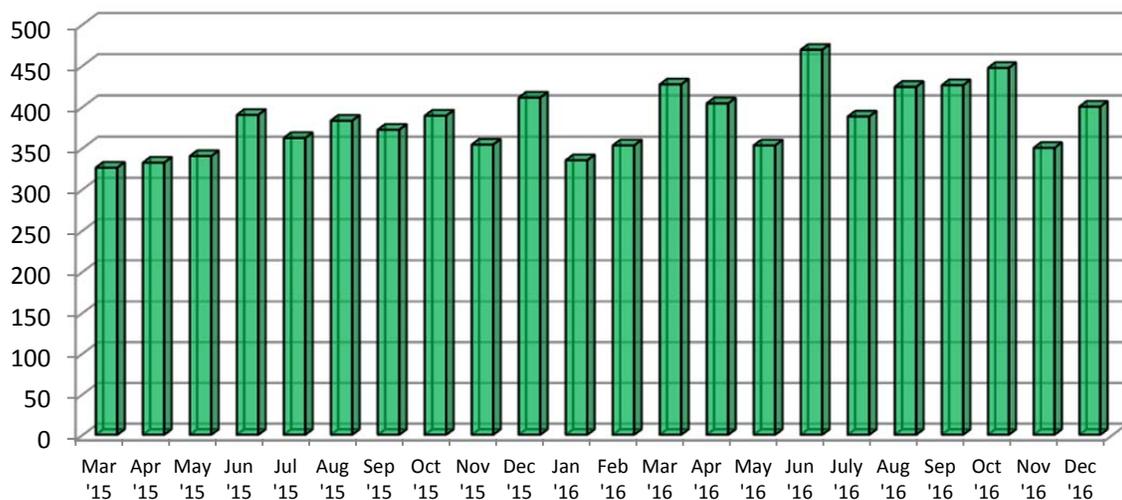
Summary of Accomplishments and Plans

The department has outgrown its current operating area (535.5 square feet of office space) to support the clientele we serve. For comparison, other metro counties have approximately four to five times the space that we have, and this issue has hindered our ability to maintain privacy when working with clients. The space issue prompted our department to work with Facilities, IT, and County leadership to identify new options and locations to house our department. We are extremely happy to report that we expect to move into a larger space (1,276 square feet) in the Carver County Government Center, Chaska (former GIS location).

To date, we have expanded service to outreach appointments to an annex office in the Government Center (Chaska), the Chanhassen Library (Chanhassen), and various appointments at assisted living facilities in Waconia, Watertown, and Norwood-Young America. These outreach appointments make up approximately 20% of our overall in-person contacts.

As shown in the graphic above, Veterans Services has experienced a substantial influx of

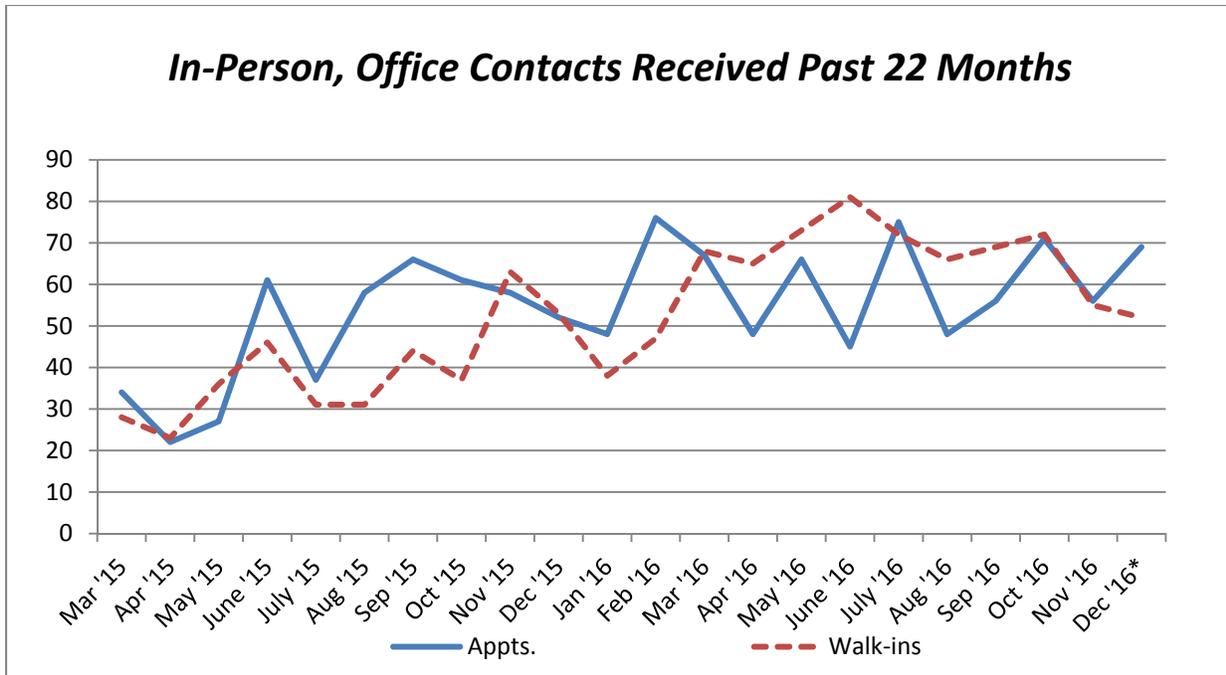
Phone calls received past 22 months



contacts and business. Over the course of 22 months, there has been increasing trend to phone calls received in the office.

When the department added an Assistant County Veteran Services Officer in August 2015, this marked a great improvement in contact return times (wait time between our employees returning a call/email to a veteran who has reached out to our office), but we still walk a fine line of meeting a five business-day contact return time in a number of cases. This means that while we have added staff, we anticipate that more will be needed in order to improve our ability to best serve our county’s heroes and their families.

Along with a parallel comparison to the increase in phone calls, the department’s overall in-person contacts have sustained consistently high numbers, with an average of 33.8 more in-person, office contacts being made per month in 2016 than in 2015. Because of the importance of end of month claims, the service officers now offer walk-in only days on the last three business days of the month to ensure that informal claims are being sent in and that claims are not being missed.



Veterans Services has greatly expanded its use of innovative programs offered by the IT business analysis team. In 2016, the department launched a project to “map out” a solution for records processing and retention. One result of this meeting: all primary staff members have been equipped with scanning capabilities. This important addition has reduced our department’s printing costs by nearly half. Our next step in the scanning project is the scanning of all historical documents (veterans’ files). We currently have a large, rotating file cabinet which holds just under 98 boxes of files dating back to the 1930s. This storage method is quite cumbersome and (as indicated above) eats up 10% of our current space. In reducing the hard copy files and electronically converting them, we are ensuring better use of space, as well as increased security/storage of important documents. Innovation has also taken the form of tracking statistics, improving the delivery of the Veterans Transportation Program, and developing better marketing materials for the department.

On April 2, 2016, the department (in cooperation with Scott County Veterans Services) held the first annual Carver/Scott Veterans Resource Fair. This was an extremely successful program which included vendors from VA Healthcare, VA Benefits, State and County job resources, Encore Adult Day Care Services, SmartLink Transit, and the Carver County Sheriff’s Office. Many community-based resources also provided support at the event, as the Carver County Veterans’ Council and Beyond the Yellow Ribbon chapters had representation, as well. Local media (television, radio, and newspapers) covered the event, which had over 300 attendees from the public – the largest turn-out for a meeting of this type, according to a representative from the St. Paul VA Regional Office.

In the final quarter of 2016, Veteran Services and the County Recorder’s office collaborated to meet the State of Minnesota mandate requiring all counties participate in the Discharge Access Database System (DADS). DADS is a first-of-its-kind information-sharing database which allows approved users (County Recorders and VSOs) to access locations of records across the

State of MN. In the case of DADS, Carver County's participation ensures that our veterans and any deceased veterans' next of kin will be able to access their DD214s for benefits within a matter of several business days. Comparatively, prior to a system like DADS, veterans often needed to wait up to eight months to order their service documents from the National Personnel Records Center in St. Louis.

Highlights of major initiatives/goals planned for 2017

The highest priority (other than continuing our high-quality of service to veterans) will be to ensure a seamless transition for the Veteran Services Department's new location/space. This will require proper planning, budgeting, time management, and logistical performance. A successful move to the new office will result in better and more sophisticated services for our veterans and the public as a whole.

The department will work with County Leadership and Employee Relations to plan for new FTEs in order to help match the growing need for services in the veteran community.

Veteran Services will continue strong cooperation/partnerships of adjacent agencies and organizations to provide first-rate opportunities and resources for Carver County's veterans and military families.

Goals for 2017:

Veteran Services Goal #1

Improve assistance to veterans for claims and benefits and decrease public contact wait times.

Supports County Goal III: Connections: Develop strong public partnerships and connect people to services and information.

Objective: Carver County VSO's No. 1 goal is to serve and assist the county's veteran population. Improving efficiency, while maintaining a high level of customer service and technical knowledge of job functions, will be vital in the 2017 budget cycle.

Tasks: Scheduling veterans and work functions appropriately, improving statistical records, continuing a solid transportation program with access to both the Minneapolis VAMC and the Shakopee CBOC, and eliminating a backlog of claims and phone calls/public contact to an acceptable amount.

Performance Measures: Reduce the backlog of claims and phone calls, track performance measures in the department, and continue a state-leading transportation program.

Veteran Services Goal #2

Improve operations and sustain managerial duties.

Supports County Goal II: Culture: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective 1: Implement the full use of FTEs and technology into office operations.

Objective 2: Align enhancement grant with office goals and priorities.

Objective 3: Improve employee knowledge and understanding of operations.

Tasks: Take advantage of department assigned business analyst in identifying opportunities to utilize innovation to improve and sustain office efficiency. Improve staff communication by holding additional one-on-one meetings, staff meetings, and team trainings.

Performance Measures: Work output increased due to innovation/efficiency measures utilized. Scheduling consistent,

Veteran Services Goal #3

Increase outreach to veterans.

Supports County Goal III: Connections: Develop strong public partnerships and connect people to services and information.

Objective: Look for opportunities to educate and empower the veterans, dependents, and supporters in our communities.

Tasks: Continue to work with Carver County Veterans Council (CCVC) to attend and present at all scheduled meetings. In addition to reaching out to the CCVC, the office will continue to work with Veterans Organization Post Commanders to ensure they are having needs of Posts met from a “Service Office” perspective. Other outreach opportunities include: Beyond the Yellow Ribbon groups; working with local groups, businesses, and non-profits to raise awareness of veterans’ issues; and participating in County events to ensure that County employees and residents know about and understand our capabilities. While completing these important tasks, it is imperative that the office plans, executes, and maintains after action reviews of each outreach event in order to evaluate the need for future events, improve on our message to the public, and to help communication for future events. Continue to submit press releases for various news events with a goal of at least one press release per quarter. With the many happenings and changes taking place in Veterans advocacy, we should not have any issue finding messages to communicate to the general public and, more importantly, to our veterans.

University of Minnesota Extension

The University of Minnesota Extension Service and Carver County have an educational partnership. Support for these educational programs comes from a combination of local public funds, program fees, grants, state and federal funds.

The University of Minnesota Extension Mission is “Connecting Community Needs and University Resources to address critical issues in Minnesota” reflecting a commitment to delivering high quality, relevant, research-based educational programs and information to Carver County citizens and communities. This University of Minnesota Extension Mission aligns closely with the Carver County Strategic Plan Vision, Mission, and Goals. Together, we strive to create a great place to live, work and play.

Extension currently provides program services through a regional delivery system and through local positions purchased and agreed to by Carver County through a Memorandum of Agreement (MOA) with the University of Minnesota Extension. These positions provide specific educational programs and services to county residents based on a needs assessment done through the County Extension Committee and the priorities they set. Major programs include: 4-H Youth Development, Extension Master Gardener, Agriculture, and Financial Capability.

Budget Highlights

The following table summarizes the department’s budget:

University of Minnesota Extension Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(4,323)	(15,450)	(15,450)	(15,450)	0.00%	7,867
Expenditure total	291,456	319,459	327,326	327,326	2.46%	
Tax dollars needed	287,133	304,009	311,876	311,876	2.59%	

Extension is requesting \$4,200 to fund the increase to the agreement between the County and University of Minnesota for providing program educators and coordinators. (See Attachment A.) This increase was negotiated by the Association of Minnesota Counties and captures the increased costs to provide these positions. This increase is in line with the increase that the County budgets for County staff. Carver County Extension had 1.70 FTEs in 2016. No new position requests were made for 2017 as the following table indicates.

University of Minnesota Extension Carver County Staff	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Position:					
Extension Administrative Assistant	0.60	0.60	-	-	0.60
Senior Extension Administrative Assistant	0.90	0.90	-	-	0.90
On-Call Support	0.20	0.20	-	-	0.20
Department Totals	1.70	1.70	-	-	1.70

Summary of Accomplishments and Plans

Program Accomplishments for 2016 Include:

4-H Youth Development

- Approximately 16 4-H youth achieved national recognition in the project areas of dairy, wildlife, and livestock for knowledge bowl participation.
- Established new standards for financial stewardship of Carver County 4-H Federation funds.
- Showed a significant increase in revenue from the 4-H food stand fundraiser at the County Fair.

Extension Master Gardener

- Extension Master Gardener Volunteers have a greater sense of their brand, priorities, strengths, and impact.
- The program is better organized, more professional, and efficient, offers expanded services, gained more partners, and reached out to more residents and decision makers.

Agriculture

- The Extension dairy volunteer team implemented three successful events providing education and cutting-edge research to producers and agri-business owners.
- Provided agronomy education at crop days and plot tours.
- Participated in the Children's Water Festival.

Financial Capability

- Created a new class that integrates budgeting concepts into Supplemental Nutrition Assistance Program (SNAP)-Education class series that focuses on stretching food dollars while on SNAP benefits. This class was taught to 56 people in 2016.
- Taught financial education classes at the Carver County Jail to 64 participants. These participants are always eager to learn and excited about the topics, Budgeting, Credit and Banking.
- Coached three participants who left the jail and wanted to work on their individual personal finance situation.

Program Goals for 2017

4-H Youth Development

- To welcome, mentor, and support new 4-H families in the Carver County Program by hosting at least two events specific to new families. Success will be measured by families re-enrolling in the fall of 2018.
- To offer eight new programs that cater to the interest of enrolled 4-H members and volunteers through project exploration days.
- To increase community partnership outreach so that more youth have exposure to what 4-H can offer with Watertown-Mayer Community Education.

Extension Master Gardener

- To support and implement programs that focus on the Extension Master Gardener priorities of pollinators, plant biodiversity, clean water, horticulture skills, local food, climate change, and nearby nature. The CSEMG is transitioning to be a model program, testing new technologies, and developing more materials, partnerships, and services.

Agriculture

- To increase awareness of agricultural Extension programs through partnerships and media publicity to reach traditional clients as well as new clients to Extension.
- To focus on emerging rural enterprises through “Living on the Land” and beginning farmer education.
- To strengthen financial resilience with farm transfer and ag business management education tools.
- To work in cooperation with Carver County Water and Soil partners to increase water quality awareness and management.

Financial Empowerment

- To continue to offer programs at the Carver County Jail and SNAP-Ed program sites.
- To expand offerings by partnering with Community Education. To market classes on Minimizing Post-Secondary Debt Load, Health Insurance Literacy and transference of non-titled property.
- To analyze and report on data collection as a way to better tell the story of program impact and work with participants.

Summary

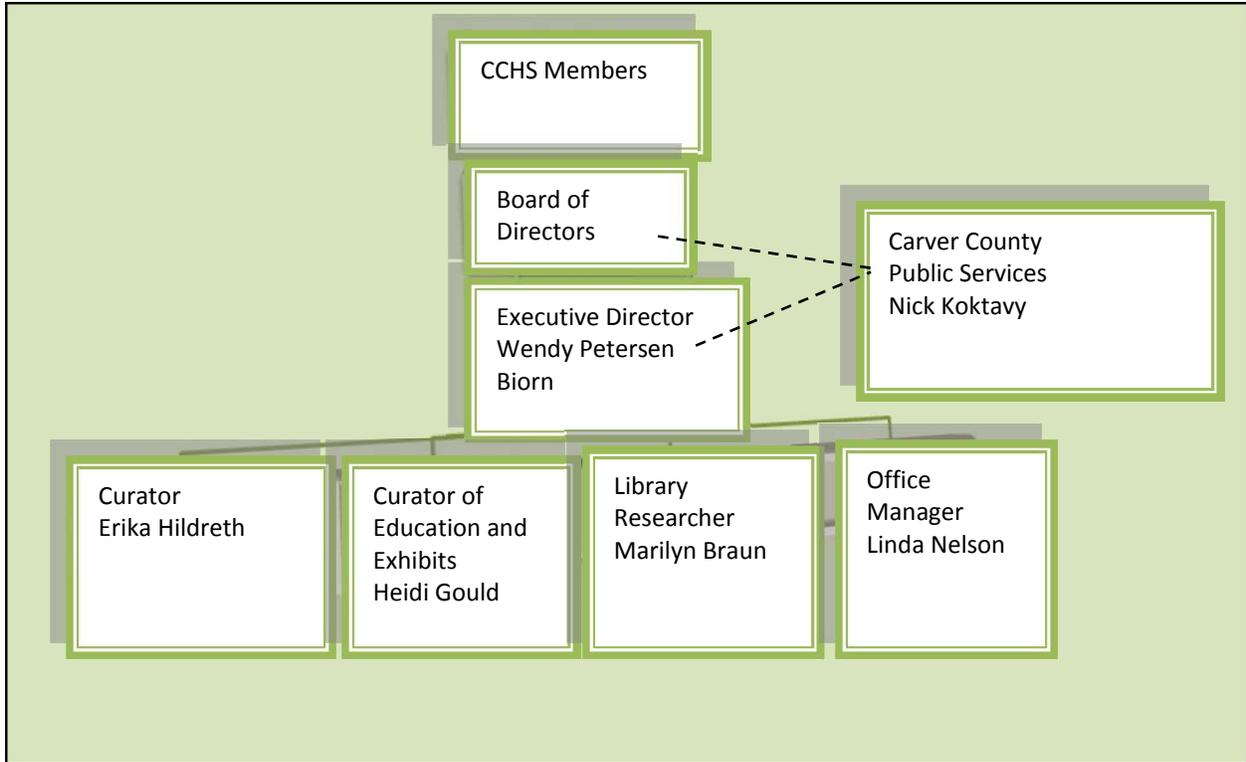
Carver County Commissioners have historically been very strong supporters of University of Minnesota Extension programs in Carver County. Extension continues to work in new and different ways. The main goal continues to be to serve the residents of the county, through the local positions in the Memorandum of Agreement and through Regional staff. The staff and Extension Committee remain committed to providing excellent opportunities for Carver County residents to benefit from the programs and research-based information of the University of Minnesota and are thankful for the past support from the County Board of Commissioners.

Historical Society

In April of 2015, the Carver County Historical Society celebrated its 75th year of operation as a nonprofit 501(c)3 educational organization. The partnership with Carver County dates back nearly as far. The mission of the Historical Society is to “collect, preserve and interpreting the history of Carver County.” The Historical Society provides for the preservation of the collections and for its accessibility, to all who wish to examine, study, and disseminate historical information.

It is our goal to work closely with Carver County to provide free or low cost services to the citizens of Carver County. In order to accomplish this, the Carver County Historical Society partners with numerous organizations. Thanks to Carver County, numerous generous donors, and our wonderful members, the Carver County Historical Society provides free school programming, displays, research facilities, public assistance, newspaper indexing, public speakers, rotational displays and family programming. Information regarding programming and collections are disseminated through quarterly newsletter, monthly e-blasts, newspaper articles, Facebook, Website, Carver outreach programs, speaking engagements, log granary at the Carver County fair, various news releases and soon the Historic Andrew Peterson Farmstead.

Historical Society Organization



Board of Directors:

		City	Area of Expertise
President	Peter Gustafson	Waconia	Education
Vice-President	Darlene Fasching	Minnetrasta	Local History
Treasurer	Richard Scott	Victoria	Grants/fundraising
Secretary	Michael Owen Hill	St. Paul	Social Media/fundraising
	Burton Johnson	Chaska	Peterson farm
	Lin Deardorff	Waconia	Local business/history
	Al Bongard	Cologne	Building maintenance
	Mike Coleman	East Union	Local history
	Dan Lund	Chanhassen	Business
	Maureen Farrell	Chanhassen	Education/planning
	Mike Fahey	Carver	Local history

Staff:	Position	
Wendy Petersen-Biorn	Executive Director	1.00 FTE
Erika Hildreth	Curator	1.00 FTE
Heidi Gould	Educator/exhibits	1.00 FTE
Linda Nelson	Office Assistant	0.45 FTE
Marilyn Braun	Researcher	0.48 FTE

Budget Highlights

	Revenue	Expenses	
County	\$ 208,844.00	Marketing	\$ 1,400.00

Appropriation			
Fund raisers	\$ 3,700.00	Repairs/services needs	\$ 1,986.00
Memberships	\$ 6,000.00	Security System	\$ 900.00
Affiliate			
memberships	\$ 1,100.00	Staff training	\$ 600.00
Fund appeal	\$ 4,500.00	Supplies	\$ 1,700.00
Inventory Sales	\$ 2,000.00	Health insurance	\$ 19,100.00
Sales/research			
fees	\$ 1,600.00	Employment taxes	\$ 12,359.11
Donations	\$ 2,300.00	Telephone	\$ 1,400.00
		Technology/program	
Sponsorships	\$ 500.00	support	\$ 1,300.00
Program fees	\$ 1,800.00	Utilities	\$ 14,000.00
Endowment			
income	\$ 6,400.00	Mileage	\$ 1,500.00
Interest earned	\$ 3,340.00	Volunteer benefits	\$ 300.00
Peterson farm	\$ 4,000.00	Salaries	\$ 153,200.00
Total	\$ 246,084.00	PERA	\$ 11,490.00
		MCIT	\$ 3,066.00
		Workers Comp	\$ 314.00
		Payroll services	\$ 2,265.33
		Fundraising expenses	\$ 1,425.56
		Books for staff	\$ 200.00
		Material for library	\$ 800.00
		Programs	\$ 1,700.00
		Past Perfect on line	\$ 550.00
		Accounting needs	\$ 1,300.00
		Stock for resale	\$ 1,000.00
		Collections care	\$ 2,700.00
		Membership dues	\$ 953.00
		Exhibits maintenance	\$ 450.00
		County fair	\$ 500.00
		Licenses and permits	\$ 50.00
		Newsletter	\$ 1,300.00
		Shop needs	\$ 500.00
		Postage	\$ 1,100.00
		Landscaping	\$ 175.00
		Property tax	\$ 500.00
		Peterson farm	\$ 4,000.00
		Total	\$ 246,084.00

The above budget includes the increased allocations for additional staff costs that are outlined in Attachment A, \$5,570. Similar to 2016, the Historical Society requested a staffing cost increase that would be the same as what is budgeted for County staff.

Summary of Accomplishments and Plans

Progress to-date on Major 2015/2016 Initiatives

The Carver County Historical Society had a year for the history books. Not only were a number

of significant grants received, it was awarded five peer recognition awards. Added to this, were a number of successful joint projects, completion of the restoration of the German Reading Society banner, and release of a new website. While all of the previously mentioned items could stand on its own in regard to accomplishments or highlights, nothing compares to the close on the Historic Andrew Peterson Farmstead after a legal battle that lasted more than two years.

Highlights on major initiatives/goals planned for 2017

- Continue partnering with other local organizations.
 - Three Rivers Park has asked to partner with them in agricultural education. The partnership would include the Grimm, Gale and Peterson Farmsteads.
- Peterson Farm: Focus on infrastructure. Utilize the Concept Plan as possible.
 - Complete Historic Structures and Cultural Landscape Reports.
 - Explore the feasibility and location for public restrooms at the farm.
 - Encourage growth of the Friends of the Andrew Peterson Farm.
 - Capitol Fundraising Campaign ramp up. Identify a Development Director, for hire in 2018. Begin planning and accepting commitments for a capitol fundraising campaign for the Peterson Farm.
- Continued partnership with Carver County in areas as requested, to include:
 - Working with Parks to write and receive an archaeology grant for Coney Island.

2015-16 Goals and Expectations

- Continue partnering with other local organizations.
- Peterson Farm- Focus on infrastructure- Utilize the Concept Plan as possible.
 - Install new septic system for the house
 - Complete the restoration of the north barn
 - Complete structural assessments of the buildings
 - Explore the feasibility and location for public restrooms
 - Encourage growth of the Friends of the Andrew Peterson Farm
 - Explore joint programing with organizations who have expressed interest
- Continued partnership with Carver County in areas as requested.

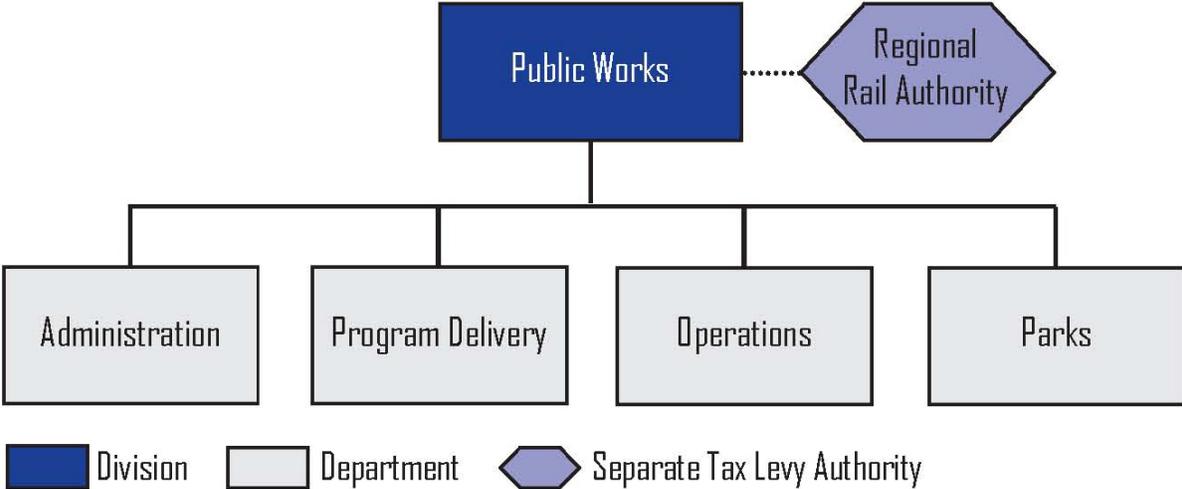
2030 Carver County Comprehensive Plan Contributions

The Carver County Historical Society is actively involved in the 2030 Comprehensive Plan in the following ways.

- Serving as the go-to source for Section 106 questions and discussion.
 - Executive Director Petersen-Biorn is Section 106 Essentials certified through the Advisory Council on Historic Preservation. This knowledge has been a continued asset to the County. This advice was utilized by Chanhassen regarding the Lyman farm development in 2015.
- County Policy HP-11: Protect significant historic and cultural resources from destruction or changes that will compromise their ability to convey their significance.
 - The CCHS has just completed the process to obtain ownership and protect the Historic Andrew Peterson Farmstead. This property will be used as the donor requested and as the County Policy states, to convey the high significance of the property to the public. The property will be used by and for the general community.

- Serve as preservation/historical advisor as requested for the development of Coney Island.
- County Policy LU-13 Historic Preservation Goals – Education: Educate the public about historic resources and use historic resources to encourage tourism in Carver County.
 - The addition of the Andrew Peterson farm is already showing a return by the arrival of first group of visitors from Sweden in September of 2015. Several other Swedish groups have shown interest in returning in 2016.
 - The new website has received three awards for its design. It is being used not only by members, but communities who utilize the GIS maps.

Public Works



The Carver County Public Works Division administers all functions associated with the county highway and the county parks systems. The Division is comprised of four departments as shown. Administration, Program Delivery and Operations is budgeted in the Road and Bridge Fund. Consistent with State guidelines, the Parks Department is budgeted in the General Fund and is reported separately from the other three departments.

The Public Works Division maintains a functional working relationship with the Carver County Regional Rail Authority, a board that oversees designated rail transportation corridors in Carver County. Information on the Rail Authority is in the “Separate Tax Levy Authority” section.

Budget Highlights

Public Works Division Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(4,266,964)	(3,647,334)	(3,932,494)	(3,932,494)	7.82%	16,961
Expenditure total	9,681,097	8,423,791	8,725,912	8,725,912	3.59%	
Levy dollars needed	5,414,133	4,776,457	4,793,418	4,793,418	0.36%	

The division currently has a total of 62.89 full-time equivalent (FTE) positions and requested an additional 2.99 FTEs be added in 2017. The request was for 2.00 FTE full-time positions and 0.99 FTE seasonal in Administration, Program Delivery, Operations, and Parks to address increased service demands related to traffic growth, comprehensive planning, parks and recreation, innovation, and infrastructure maintenance.

The following table indicates the requests for additional FTEs made by the division and the Administrators Recommended Changes to division staff.

Public Works Division Staff Departments:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Administration	5.00	4.00	1.00	1.00	5.00
Program Delivery	20.25	21.25	0.67	0.67	21.92
Operations	26.23	26.23	0.70	0.70	26.93
Parks	11.41	11.41	0.62	0.62	12.03
Division Totals	62.89	62.89	2.99	2.99	65.88

The division requested an increase in the overall expense budget by approximately \$120,000, not including new FTEs:

- o Increase Services by \$74,000
- o Increase Supplies by \$46,000.
- o

The division also requested the following:

- o Increase training by \$12,700
- o Increase traffic signal maintenance by \$13,000
- o Increase software licensing by \$15,000
- o Increase fuel by \$40,000
- o 7% increase in parts, tires, oil & lubricants
- o Increase furniture and equipment by \$50,000 (attach D)
- o Increase seal coat oil and aggregate by \$40,000
- o Reduce salt by \$100,000 due to surplus stockpiles.

The division anticipates an overall increase in revenue by approximately \$264,000 based on the following:

- o \$147,000 increase CSAH Maintenance
- o \$40,000 increase in Gravel Tax revenue
- o \$97,000 increase in other revenues
- o \$20,000 net decrease in Parks Revenue.

Administration Department

The Administration Department coordinates all the adm inistration needs for the division and is responsible for the preparation of the annual budget and six- year capital improvement program. The staff includes the Public Works Director, who coordinates all functions of the Division with assistance of three m anagers, and the Administration Services Manager, who is responsible for accounting for all Pub lic Works Division depa rtments. This accou nting includes highway construction and park development projects. Fixed assets are also tracked by the department.

There were 4.0 FTE e mployee positions in the department in 2016. F or 2017, the departm ent requested an additional Administrative Assistant, 1.0 FTE. C ontinued implementation of Asset Management Systems (AssetWorks, PM WEB, Brightwork, AGO Ops Da shboard, SharePoint, Cartegraph & its replacem ent) requires data entry and tracking. La rge workload in contracts,

report writing and grant tracking as well as desire to enhance project communications justifies the need for this position. Without additional administrative assistance, managers and supervisors will continue to perform most of these duties, not ideal use of their time. The following table indicates the requests made for 2017.

Administration Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Account Clerk	1.00	-	-	-	-
Administrative Assistant	2.00	1.00	1.00	1.00	2.00
Administrative Services Manager	1.00	1.00	-	-	1.00
Financial Technician	-	1.00	-	-	1.00
Public Works Director	1.00	1.00	-	-	1.00
Department Totals	5.00	4.00	1.00	1.00	5.00

Program Delivery Department

The Program Delivery Department is responsible for the design and construction of county highways and bridges. The County investment in projects is often combined with federal, state, and other contributed dollars. Funding sources are shown in the Road and Bridge CIP Fund section. Other department responsibilities include:

- Annual inspection of township, city, and county bridges.
- Traffic safety and impact studies.
- Biannual traffic counts on all county highways.
- Issuance of utility, access, moving, and transportation permits.
- Review of developments that impact county roads.
- Creation of traffic and highway policies.
- Assistance in the development of the Capital Improvement Plan.
- Short and long term local and regional transportation studies.
- Maintenance of signs and traffic signal systems.
- Development and maintenance of Asset Management Systems including GIS and Cartograph.
- Maintenance of the Public Land Survey section corner markers.
- GIS parcel mapping.
- Surveying and mapping county property and highway corridors.
- Development of highway right of way plats
- Providing high-precision positional control for county construction projects.

The department had 21.25 FTEs in 2016. For 2017, the department requested the addition of a Transportation Planner, 1.00 FTE and eliminated the GIS Assistant (STOC) 0.33 FTE.

Program Delivery Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Asset Manager	1.00	1.00	-	-	1.00
Assistant County Surveyor	1.00	1.00	-	-	1.00
Assistant Public Works Director	1.00	1.00	-	-	1.00
Civil Engineer	2.00	2.00	-	-	2.00
Construction Coordinator	1.00	1.00	-	-	1.00
Design Engineer	1.00	1.00	-	-	1.00
Engineering Intern	0.50	0.50	-	-	0.50
Eng/ Land Surveying Assistant (STOC)	-	-	-	-	-
Engineering Technician	1.00	2.00	-	-	2.00
GIS Assistant (STOC)	0.33	0.33	(0.33)	(0.33)	-
GIS Technician	1.00	2.00	-	-	2.00
Highway Sign Maintenance Worker	1.00	1.00	-	-	1.00
Highway Sign Shop Foreman	1.00	1.00	-	-	1.00
Program Delivery Manager	1.00	1.00	-	-	1.00
Right-of-Way Agent	1.00	1.00	-	-	1.00
Senior Engineering Technician	3.00	2.00	-	-	2.00
Survey Crew Leader	1.00	1.00	-	-	1.00
Survey Intern	0.42	0.42	-	-	0.42
Transportation Planner	-	-	1.00	1.00	1.00
Transportation Manager	1.00	1.00	-	-	1.00
Transportation Technician	1.00	1.00	-	-	1.00
Department Totals	20.25	21.25	0.67	0.67	21.92

The Transportation Planner will report to the Transportation Manager/Traffic Engineer and will be responsible for transportation planning efforts for the county transportation system. The Transportation Planner will also assist with the development review process, manage corridor studies, prepare grant applications, enhance communications and public relations and assist with the asset management system.

Due to growth in the county, planning for the future is an ever increasing need for the county transportation system. The majority of the planning work is done by the Public Works Director and with the assistance of the Transportation Manager/Traffic Engineer and the planner from Public Services. With only one planner available county wide, who is in high demand, Public Works has a difficult time performing all the work in an efficient cost effective way. The Metropolitan Council continues to put high demands on growing counties and it is critical we stay engaged with their transportation policy development and planning requirements. From a development standpoint, this position will help ensure we perform development reviews within the statutory deadlines imposed upon Public Works. Failure to meet these deadlines may allow

the developers and local cities to construct improvements that do not align with county planning goals. The following table indicates the requests made and Administrator's recommended changes for the department staff.

Operations Department

The Operations Department is responsible for the maintenance of the county highway system including 270 miles of roadway and 55 county bridges. It is also responsible for the servicing of all county vehicles and county major pieces of equipment. Department responsibilities include snowplowing, sheet patching, seal-coating, signing, pavement marking, roadside spraying, roadside mowing, crack-filling, shouldering, erosion control, hand patching, and culvert repair. About 250 vehicle/equipment units are serviced at the Public Works Headquarters facility in Cologne. Only body damage, painting, heavy equipment transmission/engines, and unique repairs are completed by outside vendors.

The county currently operates highway maintenance shops located in Watertown, Young America Township, Benton Township (Public Works Headquarters), and Chaska (combined facility with MnDOT). The County has completed a Public Works Facilities Study which will result in the consolidation of the Norwood Young America and Watertown shops into one facility located in Hollywood Township. This will occur in 2015 and 2016. The study also recommended the expansion of the PWHQ facility. Implementation of the PWHQ facility is planned in the future and detailed in the County Long Term Financial Plan.

As the following chart indicates, the department had 26.23 FTEs in 2016. Public Works is requesting 0.70 additional FTEs in seasonal highway maintenance staffing in 2017. Seasonal staff augments the permanent staff between May and November. Seasonal staff are assigned to several different crews including ditch cleaning, shoulder repairs, culvert repairs, crack sealing, seal coating, bridge maintenance, guard rail repair and patching and perform other miscellaneous duties. Public Works has a crew of 13 full-time workers available for summer work and additional 2.00 FTEs of seasonal labor which represents 7-8 workers.

The 2016 Operations Workplan shows a 2,600 hour shortage of labor to complete the current program. Without the additional labor, projects get postponed or outsourced. For example, in 2016 a significant portion of the crack sealing program was outsourced due to labor shortages. This is not sustainable. However, the work had been delayed for a number of years due to resource needs. The 0.70 FTE will account for half of the labor shortage listed.

Operations Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Highway Maintenance Lead Worker	2.00	2.00	-	-	2.00
Highway Maintenance Worker	11.00	11.00	-	-	11.00
Highway Maintenance Worker (STOC)	2.00	2.00	0.70	0.70	2.70
Highway/Parks Maintenance Worker	1.00	1.00	-	-	1.00
Lead Shop Mechanic	2.00	2.00	-	-	2.00

Mechanic	4.00	4.00	-	-	4.00
Operations Manager	1.00	1.00	-	-	1.00
Operations Supervisor	3.00	3.00	-	-	3.00
Seasonal Shop Helper	0.23	0.23	-	-	.23
Department Totals	26.23	26.23	0.70	0.70	26.93

Road and Bridge Fund

The following table shows the Road and Bridge Fund, which supports the Administration, Program Delivery, and Operations departments.

Road and Bridge Fund						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(3,527,036)	(3,162,000)	(3,464,721)	(3,464,721)	9.57%	
Expenditure total	8,394,126	7,286,261	7,559,975	7,559,975	3.76%	
Tax dollars needed	4,867,090	4,124,261	4,095,254	4,095,254	-0.70%	(29,007)

*Note the above chart does not include Attachment A and B requests.

Attachment A - Net Levy Adjustment: Public Works requests the following levy adjustments:

1. \$14,000 in new software license fees for ESRI Roads and Highways which was purchased in 2016 – **Road and Bridge Fund**. ESRI Roads and Highways is a linear reference system for GIS.

Attachment C - Capital Improvements: Road and Bridge CIP projects are discussed in the CIP Fund (Fund 32) section.

Attachment D - Facilities, Vehicles and Equipment: Public Works has created a 10-year equipment replacement plan which is incorporated into the Long Term Financial Plan. The equipment plan is based on industry standards for lifecycle and includes new equipment needs as well.

The Public Works **Road and Bridge Fund** requests \$465,000 for the Furniture, Vehicles and Equipment (FVE) budget. This includes \$150,000 in CSAH funding and \$315,000 in County Levy. The following equipment is included in the budget request:

- Tandem Axle Snow Plow
- 2 passenger cars to replace old squad cars
- 1-Ton Pickup
- Rubber Tired Roller
- Boat
- Laminator

Attachment E - Software and Other One-time Projects:

1. \$75,000 for Asset Management Software- **Road and Bridge Fund**. Development of asset management system is a major priority for Public Works. The Federal Highway Administration and State Department of Transportation are required to establish performance targets and measures for high priority assets and local

government are encouraged to do so also. The Metropolitan Council has moved toward this method of planning with the 2040 TPP and will require more robust measures in the next update. Developing a system is a huge undertaking that takes several years. Public Works is well positioned with our state of the art GIS system, however a Management software is needed to tie asset condition to financial decision making. Public Works currently utilizes Cartegraph for portions of this but the software needs upgrading and may not meet all goals of the system. An analysis of all available systems will be done to find the most suitable for the county.

2. \$25,000 for MDSS software for snow and ice control. – **Road and Bridge Fund.** This software will help Public Works manage operations for snow and ice storm events.

Attachment F - Conference and Training List:

Public Works Road and Bridge Fund requests \$62,920 for Conference and Training, \$12,196 more than 2016. The increase covers additional GIS, project management, construction certification and heavy equipment training.

Public Works Divisional Goals

The following goals relate to the Administration, Program Delivery and Operations departments. Goals for the Parks Department are listed in that section.

<u>Division Goal I</u>	
Improve the existing road and bridge system, maintain a safe and efficient road and bridge system.	
Supports Strategic Plan Goal I: Communities	
Create and maintain safe, healthy, and livable communities.	
Objective: Reconstruct high priority road and bridge projects.	
Performance Measures: Completing projects on-schedule and within budget.	
Tasks	Progress to Date
Continue development of Asset Management System. Develop preliminary performance target data for vehicles and equipment utilizing Assetworks data. Complete strategic plan. Research and buy enterprise software. Evaluate needs of Parks and other divisions. Develop performance targets and measures for all assets.	Implemented GIS application-based work order system for Operations Department. Implemented AssetWorks for fleet maintenance.
Reconstruct high priority road and bridge projects: Replace three bridges on CR 140, one on CSAH 51, one on CSAH 33. Rehabilitate three bridges on CSAH 11, CSAH 23, and CSAH 33. Assist Hollywood Township with replacement of 84 th St. Bridge.	CSAH 11, 23, and 33 bridges designed in 2016; waiting for bridge bond funds.
Reconstruct CSAH 61 from CR 140 to TH 41 including the bridge over the Chaska Diversion Channel.	Work postponed to 2017 due to corridor evaluation.
Widen shoulders, reclaim pavement and resurface CSAH 30	Completed CSAH 30 Bridge

<p>between New Germany and Mayer.</p> <p>Widen shoulders, reclaim pavement and resurface CSAH 32 from TH 25 east to CSAH 10.</p> <p>Resurface CSAH 21 from TH 7 to north county line, CR123 from TH 7 to CR 122, CR 117 from TH 5 to the north county line and CSAH 43 from CSAH 50 to Maplewood Road.</p> <p>Reconstruct Flying Cloud Drive (CSAH 61) from 101 to East County Line (Part of Hennepin County Project to Hartman Way).</p> <p>Plan for motor pool needs for 2018 budget cycle.</p> <p>Begin development of Maintenance Decision Support System (MDSS) for snow and ice control operations.</p>	<p>west of New Germany in 2016. CSAH 30 shoulder widening delayed to 2017.</p> <p>Raised CR 123 to mitigate flooding. Nine miles of highway resurfaced in 2016.</p> <p>Highways 101/61 Southwest Reconstruction Project completed in 2016.</p>
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Division Goal II

Enhance internal communications and create employee development plans.

Supports Strategic Plan Goal II: Culture

Provide an organizational culture that fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

Objective: Increase employee engagement through operational changes and improved communications.

Performance Measures: Record changes to existing systems and use of new software.

Tasks	Progress to Date
<p>Implement career development plan. Define position levels in each department and progression requirements. Implement with completion of County Comp and Class Study recommendations.</p> <p>Enhance internal communication. Complete Project Registry to link current and future project documentation to mapping using GIS and SharePoint intranet site so that all project information can be viewed at single source. Implemented Brightwork project management software will be used to standardize project schedules and communication.</p>	<p>Completed outline of potential employee levels in each work group in 2016. Division will be coordinating implementation process with Employee Relations as part of Comp and Class Study in 2017.</p> <p>Division began having quarterly all-employee meetings in 2016, including a team-building meeting at Baylor Park in late summer. Departments now hold monthly staff meetings. Managers hold regular meetings with direct supervisors. Division continues to develop and utilize SharePoint for file sharing, communication. Completed Phase 1 (Needs Assessment) of Paperless Filing Project in 2016. Completed two 5S events to clean/organize shop and office areas.</p>

Division Goal III

Increase outside revenue and manage budgeting and financial health of Public Works.

Supports Strategic Plan Goal III: Finances

<p>Improve the County's financial health and economic profile.</p> <p>Objective: Apply for outside funding and enhance CIP tracking and Project Management.</p> <p>Performance Measures: Grant and project funding and recorded use of new software.</p>	
Tasks	Progress to Date
<p>Fully implement PMWeb Software to manage CIP projects and prepare 2018 CIP.</p> <p>Construct Wetland Bank site in Watertown for future wetland mitigation credits.</p> <p>Determine revenue needs and sources to fund high priority transportation projects.</p> <p>Evaluate the need to implement the Half-Cent Sales Tax for Transportation and/or increase the Wheelage Tax.</p> <p>Determine GO Bonding needs.</p>	<p>Purchased PM Web to manage CIP in 2016 and began use in data entry mode. Began using Brightwork for Project Management in 2016.</p> <p>Submitted multiple grant applications for federal and state funds to improve highways and trails. Received a \$3.5 million TED grant for TH 41.</p>

Division Goal IV
Plan a safe and efficient transportation system.

Supports Strategic Plan Goal V: Growth
 Manage the challenges and opportunities resulting from growth and development.
Objective: Construct new highways or expand existing highways, plan for future projects.
Performance Measures: Record progress on individual projects within plans.

Tasks	Progress to Date
<p>Develop 2040 Roadway Systems Plan and assist with Transit System Plan for incorporation into County Comprehensive Plan.</p> <p>Complete final design plans and acquire right-of-way for Marsh Lake Rd. (Future CSAH 18) between CSAH 43 and CSAH 11 in Victoria.</p> <p>Complete final design plans and acquire right-of-way for Lyman Blvd (CSAH 18) from TH 41 to Galpin in Chaska and Chanhassen.</p> <p>Construct future CSAH 10 (new ring road west of Waconia) with High School expansion.</p>	<p>Highway 101/61 (Southwest Reconnection Project) completed in 2016. CSAH 61 design nearly complete from 101 to East County Line (Hennepin County Lead). Construction start planned for 2017. Preliminary design for 101 up the bluff from CSAH 61 to Pioneer trail is complete. City applied for federal funds and state bonding. Design of three bridges on CR 140 completed. Construction in 2017.</p> <p>Preliminary design complete for Marsh Lake Road (future CSAH 18) in Victoria. Construction planned for 2018. CSAH 18 extension south of Arboretum put on hold when development proposal stalled.</p> <p>Preliminary design of TH 41 expansion north of 212 is complete. On track for 2018 construction. Corridor study for CSAH 61 and TH 41 complete in Chaska and Chanhassen. Preliminary design of Lyman Blvd (CSAH 18) from TH 41 to Galpin complete. Submitted federal grant application for 2019 construction.</p> <p>CSAH 10 ring road in Waconia delayed to 2017. On track for school opening.</p>

Parks Department

The Parks Department of the Public Works Division is under the supervision of the Parks Director. The Parks Director oversees the ongoing planning, development, operations, maintenance of three existing Regional Parks, one public lake access, one undeveloped county park under the jurisdiction of Carver County, and 15 miles of railroad corridor under the jurisdiction of the Carver County Regional Railroad Authority. There are 6.80 Full-Time Equivalent (FTE) positions and 20-25 seasonal workers, contracted lifeguards, and campground hosts that comprise the department's development, operations, and maintenance personnel.

More than 614,696 user visits are annually recorded at the County regional park and trail facilities. The Carver County Parks System provides the public with a wide variety of recreational opportunities. The facilities offered include: swimming beaches, hiking trails, fishing piers, cross country ski trails, picnic areas and shelters, nature trails, creative play facilities, tot lots, ball fields, tennis courts, open play fields, volleyball courts, boat accesses, an off-leash dog area, disc golf, family camping, group camping sites and 14 miles of developed regional trails.

The Department also provides many recreational programs and events including various outdoor based camps, bike events, canoeing, paddle boarding, slack lining, archery, fishing, geo-caching, cross country skiing, and outdoor survival skills.

Budget Highlights

Primary sources of revenue for the Parks Department include general fund, grants and fees for services. Carver County receives three types of grants through the Metropolitan Council. These grants include Operation and Maintenance, Capital Improvement, and Parks and Trails Funds. The following table summarizes the department's budget.

Parks Department Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(739,928)	(485,334)	(467,773)	(467,773)	-3.62%	45,968
Expenditure total	1,286,971	1,137,530	1,165,937	1,165,937	2.50%	
Tax dollars needed	547,043	652,196	698,164	698,164	7.05%	

Attachment A- Net Levy Adjustments:

The Department is requesting \$10,000 for contracting with the County Sheriff Department for law enforcement. The County maintains three regional park areas consisting of nearly 700 acres and has more than 16 miles of regional trails that require patrol and enforcement to maintain user satisfaction and public safety. Additionally, there are approximately 686,000 user visits recorded to the County Parks and Trails System.

The frequency of user conflict/complaints has increased pertaining to the need for more park patrol and park ordinance enforcement. Common complaints are dogs off-leash, speed of cyclist on trails, failure to observe traffic signage on trails, inappropriate use of park facilities, and vehicles off road in park areas. Additionally, the public has expressed a sense of lack of security

in our park areas and appreciates the presence of law enforcement. Failure to provide additional service will result in more complaints, decreased user satisfaction with park and trail areas, increased risk to the public for not providing enforcement to correct behaviors that are inconsistent with park ordinance. A decrease in user satisfaction could reduce attendance and have a negative impact on revenue.

New to the Park System is the addition of 34-acre Coney Island at Lake Waconia Regional Park. This new area brings on additional challenges to provide the public with emergency services as well as providing an environment that is safe and respectful to all users.

Attachment C- Capital Improvement Projects

Parks & Trails CIP projects are discussed in the CIP Fund (Fund 34) section.

Attachment D-Facilities, Vehicles and Equipment:

Equipment

It is planned that the Department would maintain its current fleet of vehicles and equipment with timely replacement to provide efficient reliable service. Additionally, the Department is looking to add a sturdy and stable watercraft to facilitate transport of staff and equipment to and from Coney Island. This piece of equipment will be key to providing reliable maintenance services to the island. This watercraft may also be utilized for other activities such as the 4th of July fireworks display which is held from the island.

Site Improvements

A portion of revenue collected from park fees (\$26,000) has been dedicated to maintaining existing facilities and grounds. These improvements often include replacement of deteriorated roofs, concrete repairs, bituminous patching, replacement of picnic tables and grills, upgrades to electrical, improvements to drainage, contracted services such as painting and tree removal. The annual allocation of these funds maintains the investment in existing infrastructure helping to ensure user satisfaction with park and trails areas of the County.

Attachment E- Software and Other One-time Projects:

Software

Reservation and Point of Sale Software

Critical to the delivery of service and collection of park fees is software used to reserve picnic shelters, camping sites and track point of sale items ranging from firewood to program fees for services.

Existing software of the Department is outdated, difficult to obtain service to upgrade, does not provide the level of revenue tracking desired and no longer matches the expectation of the public for on-line services. It is requested that \$20,000 be provided to replace reservation and point of sale software. Of concern is the reliability of the software. This software is vital to our customer service, park operations and communication with the public.

Program Registration Software

The Department now offers more than 170 recreation programs and has contact with approximately 3,500 participants. To allow for new customer service of online recreation

program registration, the efficient recording and filing participant data, collection of program fees, and improved communications with the public, \$10,000 is requested. The new software will improve efficiencies, and make us less reliant on our program partners, and fill a critical gap in service for participants outside our partnerships agreements and for initiated programs of the Department.

Attachment F-Conference and Training List:

Staff training is critical to staying current with trends, maintenance and recreation safety practices, and professional and technical skill development.

The Department requests \$3,500 for training, seminar and conference participation. Participation includes annual attendance to state conference for professional staff. Also includes out of state travel to either National Recreation and Parks Association or National County Park Association by the Parks Director or Designee. Technical training includes participation at programs in natural resource management, equipment operation, site and grounds care, water and sewer system.

The Parks Department had 11.41 FTEs in 2016 and is requesting an additional 0.62 FTE in part-time seasonal employee positions in 2017.

Parks Department Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Campground Attendant	0.53	0.53	-	-	.53
Lead Parkkeeper	1.00	1.00	-	-	1.00
Park Support Service Specialist	0.80	0.80	-	-	0.80
Parkkeeper	2.00	2.00	-	-	2.00
Parks and Trails Supervisor	1.00	1.00	-	-	1.00
Parks Director	1.00	1.00	-	-	1.00
Part-Time Seasonal	4.08	4.08	0.62	0.62	4.70
Recreation & Volunteer Specialist	1.00	1.00	-	-	1.00
<i>Department Total</i>	11.41	11.41	0.62	0.62	12.03

The additional part-time seasonal labor is being requested to fulfill the following:

- **100 additional hours** for seasonal recreation program instruction and leadership for various park programs due to demand for recreation services.
- **420 additional hours** of Park Service Attendants (Gate Staff) to perform user count data collection consistent with the procedures of the Metropolitan Council which require independent staff time to perform work separate from gate or customer contact duties. This is a requirement Metropolitan Council is emphasizing. Also, intensive user count data is to be collected on Coney Island requiring additional labor.
- **400 additional hours** for maintenance duties on Coney Island to maintain and help ensure public safety.

- **375 additional hours** for required training and orientation of Department STOC employees such as: Right to Know; Blood Borne Pathogens; CPR/First Aid; Sexual Harassment; Cyber Security; Personal Protection Equipment, 15-passenger van training, Driving while Trailering, general Department Orientation and job specific training/expectations.

Board of Commissioners

The Board of Commissioners is the governing body for County of Carver and responsible for the operation of the County and the delivery of County services. The Carver County Board of Commissioners functions as the legislative and policy making Board of Carver County. The Board sets a budget, levies taxes to finance County services and establishes overall County policies.

The mission of the Board of Commissioners is to meet the service requirements and special needs of our residents in a fiscally responsible way. We will plan the county's growth to preserve its rural uniqueness and urban compatibility. The Board utilizes the following Value Statement in fulfilling the mission and vision of Carver County:

- **Fiscal Responsibility:** We believe in good stewardship of public funds and providing services in a cost-effective manner.
- **Respect:** We affirm the value of each individual and strive to meet the needs of citizens of all ages from all cultural, social and economic experiences.
- **Service:** We serve the public with respect, concern, courtesy and responsiveness.
- **Ethics:** We demonstrate the highest ethical standards of professional and personal integrity and honesty, as these are the foundation of public trust and confidence
- **Accountability:** We believe in a government that is accountable and accessible; one that listens to and communicates with its residents. We encourage and value public participation by the citizens we serve.
- **Stewardship:** We recognize the delicate balance between growth and the protection of our natural resources. We are committed to maintaining this environmental balance to protect our historic past while planning for a dynamic future.
- **Collaboration:** We communicate and cooperate with other units of government to achieve better understanding and to accomplish common goals.
- **Employees:** We recognize our employees as the most valuable resource in providing service to the public. We encourage creativity and innovation in fulfilling our responsibilities to the people of Carver County.
- **Leadership:** We provide progressive and visionary leadership.

Budget Highlights

The budget summary for the Board of Commissioners is as follows:

Board of Commissioners' Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	-	-	-	-	0.00%	10,630
Expenditure total	371,653	513,497	524,127	524,127	2.07%	
Levy dollars needed	371,653	513,497	524,127	524,127	2.07%	

For 2017, the Board's salary was increased to \$62,064 per Board member which was based on the 2016 average commissioner salary for comparable metro counties excluding Hennepin and Ramsey counties. The monthly expense allowances were also increased by \$100 at each level.

To offset the increases in 2017 salary and expense allowances, the Board approved a corresponding decrease in the 2017 commissioner contingency.

There are five commissioners on the Carver County Board representing five geographical districts in the County. No change in the number of Full-Time Equivalent (FTE) positions is proposed for 2017 as the following table indicates:

Board of Commissioners' Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
County Commissioner	5.00	5.00	-	-	5.00
<i>Division Total</i>	5.00	5.00	-	-	5.00

Goals, Objectives and Performance Measures

The primary goal of the Board of Commissioners is to continue to make progress toward achieving its mission to meet the service requirements and special needs of residents in a fiscally responsible way and to plan County growth to preserve its rural uniqueness and urban compatibility.

The Board utilizes the County's Strategic Plan in setting its overarching goals and objectives. The five major goals of the Strategic Plan are summarized as follows:

- **Communities:** Create and maintain safe, healthy, and livable communities.
- **Culture:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.
- **Connections:** Develop strong public partnerships and connect people to services and information.
- **Finances:** Improve the County's financial health and economic profile.
- **Growth:** Manage the challenges and opportunities resulting from growth and development.

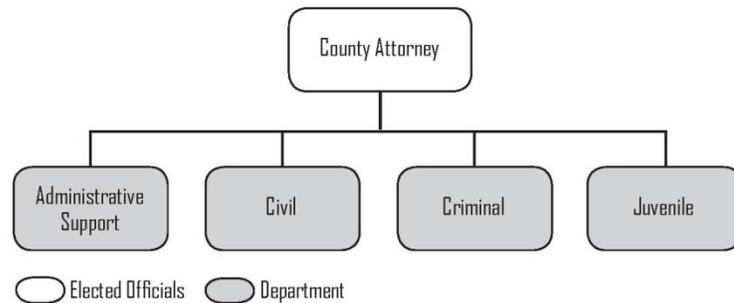
The Implementation Plan for the Strategic Plan serves as the foundation for strategies, work and priorities carried out by the County. The Board will assess progress on the tasks assigned in the Implementation Plan as it reviews the work of County divisions, departments, offices, and agencies in 2017. The Board will in 2017 discuss and finalize an update of the Implementation Plan for achieving the goals outlined in the Strategic Plan.

County Attorney

Description

The Carver County Attorney's Office is responsible for prosecuting all adult criminal felonies and all juvenile delinquency offenses, as well as gross misdemeanors, misdemeanors, and petty misdemeanors for 10 of the County's 11 cities under a

prosecution contract. In addition, the Office is responsible for advising the County Board of Commissioners and representing the legal interests and concerns of all divisions in the County.



Specifically, the County Attorney's Office provides legal advice, representation and training to all County divisions on a variety of civil and criminal matters, including drainage ditches, public health, civil commitments, zoning and environmental, children in need of protective services, employee relations, contracts and bidding, law enforcement, and numerous issues impacting social services, including paternity and child support actions.

The Carver County Attorney's Office is committed to providing the highest quality, ethical representation in all matters, with a customer service model of representation. The County Attorney's Office places excellence, professionalism, and fair play in the pursuit of justice and public safety as its highest priorities.

Budget Highlights

The following table summarizes the budget for the County Attorney's Office.

County Attorney's Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(349,678)	(341,450)	(421,450)	(421,450)	23.43%	
Expenditure total	3,018,103	3,278,037	3,450,710	3,450,710	5.27%	
Levy dollars needed	2,668,425	2,936,587	3,029,260	3,029,260	3.16%	92,673

For 2017, the County Attorney's Office requested an additional 1.00 FTE Assistant County Attorney and an additional 1.00 FTE Victim Witness Coordinator. The first request was for a Juvenile Attorney to handle juvenile protection cases and juvenile delinquency cases. The position would assist the Juvenile Division with the additional demands created by the new legislation that has spawned out of the Governor's Task Force and legislative mandates on child protection cases. The County Administrator did not recommend this request to the Board.

The request for an additional Victim Witness Coordinator was approved. The Victim Witness Coordinator provides statutorily mandated services to victims of all crimes committed in Carver

County. Minnesota law clearly provides specific requirements that prosecuting offices must provide to victims. The Victim Witness Coordinator communicates with victims and advises them of their rights, the legal process, plea offers, and services. This position is the direct link between the prosecutor and the victim. The Victim Witness Coordinator schedules meetings and court testimony and meets with the prosecutor and the victim to gather their input and prepare them for the legal process. The Victim Witness Coordinator is responsible for taking careful notes on those meetings, which are then provided to defense counsel.

The following table summarizes the FTEs for the Attorney's Office.

County Attorney's Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Administrative Assistant- Attorney	1.00	1.00	-	-	1.00
Assistant County Attorney I	1.00	2.00	1.00	-	2.00
Assistant County Attorney II	3.00	2.00	-	-	2.00
Assistant County Attorney III	8.00	8.00	-	-	8.00
Assistant County Attorney- Division Manager	3.00	3.00	-	-	3.00
County Attorney	1.00	1.00	-	-	1.00
Chief Deputy County Attorney	1.00	1.00	-	-	1.00
Executive Assistant	1.00	1.00	-	-	1.00
Law Clerk	0.70	0.70	-	-	0.70
Law Office Manager	1.00	1.00	-	-	1.00
Legal Administrative Assistant	3.00	4.00	-	-	4.00
On-Call Clerical	-	0.15	-	-	0.15
Paralegal	2.50	2.50	-	-	2.50
Senior Legal Administrative Assistant	4.00	3.00	-	-	3.00
Victim Witness Coordinator	1.00	1.00	1.00	1.00	2.00
Department Total	31.20	31.35	2.00	1.00	32.35

Accomplishments and Goals

In 2016, the County Attorney's Office successfully prosecuted the murder of Earl Olander of Carver. Both defendants pled guilty to murder and were sentenced to 37½ years in prison.

The office also prosecuted the attempted murder case in which Joshua Lee Gilpin of Jordan shot his ex-partner through the neck and then shot his father at point-blank range. He pled guilty to attempted murder and assault and was sentenced to 27½ years in prison.

The County Attorney continues to be actively involved in the death investigation involving Prince Rogers Nelson, the entertainer who died on April 23, 2016 at his Paisley Park Studio in Chanhassen.

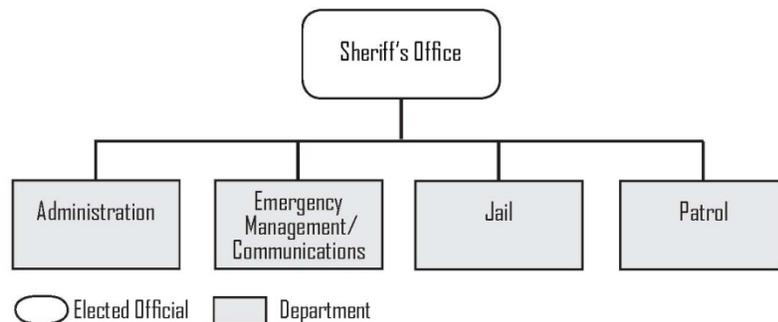
The Attorney's Office switched to an upgraded computer system for its case filing in 2016 and worked closely with the court system to electronically file all cases.

A major goal for 2017 is to continue working with our justice partners to create a drug court, which may include a DWI specialty court. Other initiatives include updating our website to make it more user-friendly and able to quickly answer frequently asked questions, and to continue training with other attorneys across the state, as well as with law enforcement partners.

<u>Division Goal I</u>	
Serve the citizens and cities of Carver County by providing legal prosecution to help ensure safer communities.	
Supports Strategic Plan Goal I: Communities	
Create and maintain safe, healthy, and livable communities.	
Objective: Continue to represent the communities of Carver County for all adult felonies, select adult gross misdemeanors, and all juvenile delinquencies, handle civil matters including County Board and Departments, child protection, paternity/child support and civil commitments, and contract with cities to provide representation in adult gross misdemeanors, misdemeanors, and petty misdemeanors.	
Performance Measures: Maintenance of prosecution contracts with the current 10 cities.	
Tasks	Progress to Date
Develop annual Prosecution Contracts with 10 cities in Carver County (excluding Chanhassen) to act as prosecution for case types mentioned above.	Office Administration staff attend City Council meetings throughout the county on an annual basis to present the contract and gain consensus.
<u>Division Goal II</u>	
Work with justice partners to create a Drug Court.	
Supports Strategic Plan Goal III: Connections	
Develop strong public partnerships and connect people to services and information.	
Objective: Create a court for individuals who are involved in the criminal justice system as a result of chemical dependency.	
Performance Measures: Completion of a proposal for a Drug Court and implementation.	
Tasks	Progress to Date
Research existing Drug Courts and the possibility of including a DWI specialty court, and propose a structure for review by justice partners.	Information has been gathered on existing Drug Courts.
Implement Drug Court.	

Sheriff's Office

The Carver County Sheriff's Office provides statutory law enforcement coverage throughout Carver County. In doing so, the Sheriff provides county-wide response to calls for service, transports prisoners and staffs the courts for security,



serves civil process and warrants, conducts criminal investigations, processes crime scenes and pieces of evidence, has a recreational services unit that conducts training and enforcement of laws surrounding boating, snowmobile and ATV safety and operation, collaborates on dive team operations and conducts drug investigations as a partner in the Southwest Metro Drug Task Force.

The Sheriff's Office participates through a joint powers agreement in the Tri-City Tactical Team. The Sheriff also operates the County Jail, Emergency Management, as well as the only 9-1-1 Public Safety Answering Point (PSAP) in the county from which it dispatches all police, fire and medical calls for service.

The Sheriff's Office also partners with cities, townships and school districts in Carver County to provide contract law enforcement services in local communities and school districts.

Budget Summary & Overview

The Sheriff's Office budget is consistent with keeping Carver County a great place to live, work and play for a lifetime. The budget will meet statutorily required service requirements as well as meet the special needs of our residents in a fiscally responsible manner.

Personnel costs are the single biggest factor impacting the Sheriff's Office operational budget. The increase in the Sheriff's Office budget is comprised of requested CIP money and wage rates established through collective bargaining agreements.

Budget Highlights

The following table summarizes the budget for the Sheriff's Office:

Sheriff's Office Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(5,730,765)	(5,620,435)	(5,762,177)	(5,762,177)	2.52%	599,608
Expenditure total	17,951,272	18,991,208	19,732,558	19,732,558	3.90%	
Levy dollars needed	12,220,507	13,370,773	13,970,381	13,970,381	4.48%	

The Sheriff’s Office requested \$16,546 to satisfy contractual obligations with the vendors. These include: Aramark (\$10,000 jail inmate food service provider); MEnD (\$4,000 jail inmate health care provider), and Midwest Medical Examiner’s Office contract (\$2,546 for Medical Examiner services). It also requested \$25,000 for law enforcement training. MN POST requires continuing education for licensed law enforcement professionals. Increased funding in a rotational training schedule will be used, as will succession training and development for leadership positions. The Sheriff’s Office also requested \$4,000 to meet transport needs when hiring a private security firm to provide interstate transport of prisoners and \$1,000 to offset annual donation revenue that is no longer being received. *(See Attachment A for these requests.)*

The Sheriff is requesting an additional 0.31 FTE in 2017. This additional Community Service Officer (CSO) FTE will be utilized to provide base-level CSO services to the growing Carver County Parks and Recreation Division. The expansion of available park and recreation services in Carver County has increased user numbers and increased the need of CSO services.

Sheriff’s Office Staff	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/16)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Department:					
Administration	14.00	14.00	-	-	14.00
Emergency Management/Communications	22.00	22.00	-	-	22.00
Jail	41.80	40.00	-	-	40.00
Patrol	84.19	84.19	0.31	0.31	84.50
Division Totals	161.99	160.19	0.31	0.31	160.50

A request was made for \$262,400 for Sheriff’s fleet cycling (i.e., replacing worn emergency response vehicles). Other requests were: \$65,000 requested for forensic computer update; \$10,000 for replacement snowmobiles to be used in patrols; \$20,000 for youth training; and \$35,000 for portable radio replacement planning. *(See Attachment D for these requests.)*

The Sheriff’s Office requested \$62,000 for CIS Report Writer, a software upgrade that will allow deputies to complete police reports within the records management system while in the field, increasing efficiencies and minimizing time in district offices. In addition, \$69,000 was requested for Continuity of Operations Planning (COOP) software. COOP development software will assist emergency management personnel in completing the County’s COOP, which will provide a framework for strategies, policies, and procedures to ensure all divisions of Carver County government are able to continue performing essential functions under a broad range of circumstances. Previous plans were developed with the assistance of contracted professionals. Carver County Emergency Management personnel have the knowledge, skill, and ability to complete the plan, but need the technological support of the software. A request for \$37,000 was made for carpeting to complete the office re-carpeting started in 2016. A request was also made for \$67,000 for Fleet Adjustment: Over the past few years the Sheriff has minimized fleet CIP by purchasing replacement squads at a slower pace than previous years. As a result, the fleet of vehicles needs a “boost” in funding to ensure continued safe, reliable emergency response vehicles. Further compounding the problem, the manufacturer (Ford) has discontinued the

relatively inexpensive Crown Victoria Police Interceptor, replacing it with a more costly Ford Explorer Police Interceptor. *(See Attachment E for these requests.)*

The Sheriff's Office requested \$72,268 for office-wide training to satisfy continuing education licensing requirements, as well as to prepare and develop skills to perform efficiently (this does not include the \$25,000 that is being requested on Attachment A). There is an additional \$16,880 dollars budgeted through non-levy sources such as 911 Fees, firearm permitting fees, and fund raising efforts of volunteers (e.g., Reserve, Posse). *(See Attachment F.)*

2016 Goals and Outcomes

Statutory Responsibilities

The Sheriff is statutorily obligated to perform certain duties for the health, safety and welfare of our citizenry. The Sheriff will continue to provide these essential services, to include keeping the peace, apprehending felons, executing all legal process, locating drowned bodies, searching for lost/missing persons, and maintaining a safe and secure jail.

Financial

The Sheriff's Office will continue to look for opportunities to enhance operational efficiencies to improve the County's financial health and economic profile, which is in alignment with the County's Strategic Plan. In 2013, 2014, 2015 and 2016, the Sheriff's Office actively pursued operational savings through temporarily maintaining vacant positions, resulting in year-end savings each year. The Sheriff's Office will also continue to generate revenue through inmate boarding and contracted police services to local cities, townships and school districts.

Communities

The Sheriff's Office will continue to develop and expand its strategic community partnering. This will include expanding community outreach programming such as medicine take-back/disposal initiatives, Triad, inmate reintegration programs and juvenile offender programs designed to reduce recidivism. The Sheriff's Office will also work directly with Public Health and Environment to develop responsive, proactive strategies aimed at suicide prevention, mental health management and emergency preparedness.

Connections

The Sheriff's Office will pursue collaborative partnerships with other law enforcement groups, Court Administration and the County Attorney's Office to develop criminal information sharing and analysis mechanisms, develop enhanced domestic violence response protocols and support Veteran's Court programming.

Technologies

The Sheriff's Office successfully implemented a pilot project with MN BCA for National Incident Based Reporting System (NIBRS) which replaced Uniformed Crime Reporting (UCR). NIBRS provides greater accuracy in initial data and provides comprehensive and detailed analysis of crime and victim information. Carver County Sheriff's Office is the only MN law enforcement agency certified to use NIBRS which will be mandatory for all MN law enforcement agencies in the next few years.

Carver County Emergency Management (EM) has purchased, installed and implemented Everbridge, a mass communication tool. EM worked closely with C CSO Dispatch, IT, GIS, Employee Relations, Administration and the Security Task Force to develop a way to utilize the technology for communications with employees in the event of severe weather, bomb threat, active shooter, etc. This project was completed and tested in November of 2016 and is now ready for use.

Measures / Accomplishments

The Sheriff's Office will continue to monitor the Uniform Crime Report as well as internal reporting to evaluate effectiveness in curbing criminal activity as well as prioritizing resource allocation. Additionally, the Sheriff's Office routinely tracks revenues and expenses to ensure operational practices are within the predetermined financial constraints.

2017 Goals

In 2017, the Sheriff intends to continue to meet the statutorily obligated service requirements and provide services that meet the health, safety, and welfare needs of our citizenry. This will include seeking opportunities to enhance efficiencies through incorporating technologies and building partnerships with other areas of government(s) and community groups.

First Judicial District

The First Judicial District has 36 judges and more than 250 staff that handle nearly 120,000 cases annually in the counties of Carver, Dakota, Goodhue, Le Sueur, McLeod, Scott and Sibley. The court's mission is "to provide justice through a system that assures equal access for the fair and timely resolution of cases and controversies."

There are 36 District Court Judges in the First Judicial District, including the Chief Judge, the Honorable Terrence E. Conkel, the Assistant Chief Judge, the Honorable Kathryn Messerich, and Judicial District Administrator Brian Jones.

The four resident judges who serve Carver County are:

- **Judge Janet L. Barke Cain** – Appointed November 2007 by Gov. Tim Pawlenty. Elected in 2010. Current term expires January, 2023.
- **Judge Kevin W. Eide** – Appointed January 2001. Elected in November 2002 and 2008. Current term expires in January 2021.
- **Judge Eric J. Braaten** – Appointed October 30, 2014, by Governor Mark Dayton. Current term expires January, 2023.
- **Judge Michael D. Wentzell** - Appointed December 12, 2012, by Governor Mark Dayton. Current term expires January, 2021.

The county's district court judges are state employees.

The First Judicial District is one of the 10 judicial districts that comprise Minnesota's District Courts which are located in each of the state's 87 counties. Each year, there are approximately 2 million cases filed in Minnesota's District Courts. Each district is made up of 2 to 17 counties, with the exception of the Second District (Ramsey County) and the Fourth District (Hennepin County). Each district is managed by a chief judge, an assistant chief judge, and a judicial district administrator. A court administrator is responsible for the day-to-day operations in each county.

The Minnesota Judicial Branch is a fully state-funded system. By working as one unit, the goal is to ensure that all Minnesotans receive fair and equal treatment under the law. For further information, please visit: <http://www.mncourts.gov/>

In Carver County, Court Administration and Court Services/Probation operate under the authority of the First Judicial District. Court Administration employees are state employees. Court Services employees are considered County employees, although Court Services Agents, Supervisor, and the Director are appointed by the Chief Judge of the First Judicial District.

Court Administration

The District Court processes filings for civil, criminal, traffic, family, probate and juvenile matters. The court is responsible for case-flow management, jury management, and revenue (fines, fees and restitution) collection and disbursement. The court provides a range of services to the public, attorneys, judges and other members of the judiciary branch.

While Court Administration operates under the State of Minnesota, the County has Court Administration budget costs associated with legal and attorney fees. The following table summarizes the County's portion of the budget for Court Administration.

Court Administration Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(2,683)	(3,900)	(3,900)	(3,900)	0.00%	30,000
Expenditure total	278,977	205,000	235,000	235,000	14.63%	
Levy dollars needed	276,294	201,100	231,100	231,100	14.92%	

Court Administration requested an increase in the court-appointed attorney's budget by \$30,000 (Attachment A). Court Administration continues to see a rise in child protection cases which has had an impact on our court-appointed attorney fees. The state of Minnesota has implemented a number of changes to how child protection cases are being processed and as a result our CHIPS (child in need of protection or services) filings are continuing to increase. The court is mandated to appoint court appointed attorneys for parents in CHIPS cases when they qualify based on income guidelines.

Court Administration requested \$100,000 to fully complete courtroom six, and audio system updates for courtroom five and six (Attachment E). Courtroom six has movable chairs, no crown molding and is in need of a new audio system. When the courtroom was completed it was the intent to provide finishing details in the future so that it would be in line with the quality of the other five courtrooms. To date, this has not been done. Courtroom five is also in need of an updated audio system. This could be done at the same time as courtroom six to minimize the expense.

Court Services/Probation

Carver County Court Services/Probation is a community-based corrections agency which serves under the authority of the Minnesota Statute 244 and the First Judicial District.

The mission of Court Services is: *“To strengthen public safety by utilizing evidence-based correctional practices which focus on the risks and needs of offenders, victims, and our communities in a restorative and responsible manner.”*

Budget Highlights

The budget for Court Services/Probation is summarized in the following table.

Court Services/Probation Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(710,544)	(699,786)	(704,318)	(704,318)	0.65%	(26,949)
Expenditure total	2,046,505	2,073,199	2,050,782	2,050,782	-1.08%	
Levy dollars needed	1,335,961	1,373,413	1,346,464	1,346,464	-1.96%	

Levy increases are proposed for ongoing yearly expenses related to a 2017 integration project (Attachment A). Court Services looks to go “paperless” by purchasing additional IPADs (or similar) in order for Probation Agents to be fully mobile and have access to necessary client information at all times. Attachment A reflects the ongoing data expenses and enhancement costs for this project.

One-Time Capital Projects listed in Attachment E reflect one-time funds requested for integration of OnBase with our Court Services Tracking System (CSTS) for the purpose of record storage (approx. \$32,000 for a user fee agreement), as well as the costs associated with the actual purchase of the IPADs above.

Court Services/Probation is currently authorized to operate with 16.10 Full-Time Equivalent (FTE) positions. The department staff provides probation supervision and related services for the District Court and Carver County, with funding support from the Minnesota Department of Corrections. The department provides mandatory probation supervision services for all levels of sentenced juvenile offenders, adult misdemeanor and gross misdemeanor offenders, pre-trial and conditional release services for specific cases, juvenile diversion, and a variety of community-based correctional interventions and programs. In 2013, Court Services took over, from Human Services, the task of collecting third-party reimbursement for juvenile placement and services expenditures. Since that time, attempts have been made to accomplish this by hiring a 0.50 FTE Collections Officer. Such attempts came with limited success. It was decided by Court Services Management to add these duties to the description for our current Corrections Administrative Assistants and eliminate the Collections Officer position. The table reflects this request and the proposed levy savings of \$25,331 if approved. Also, Court Services has requested a slight shift in FTEs without changing the total FTE number. One probation officer has requested a reduction to 0.80 FTE, while two other probation officers have requested to increase their hours from 0.80 to 0.90. If approved, Court Services will have a total of 15.60 FTEs, while at the same time accommodating the staff requests with minimal levy burden.

Court Services/Probation Staff					
Position:	2016 FTEs Adopted	2016 FTEs Actual (as of 9/20/15)	2017 FTE Division Requested Changes	2017 Administrator Recommended Changes	2017 FTEs Approved
Corrections Administrative Assistant	2.00	2.00	-	-	2.00
Court Services Agent I	2.00	-	-	-	-
Court Services Agent II	2.00	5.00	(0.20)	(0.20)	4.80
Court Services Agent III	6.60	5.60	0.20	0.20	5.80
Court Services Director	1.00	1.00	-	-	1.00
Court Services Supervisor	1.00	1.00	-	-	1.00
Collections Officer	0.50	0.50	(0.50)	(0.50)	-
Office Manager Court Services	1.00	1.00	-	-	1.00
Department Total	16.10	16.10	(0.50)	(0.50)	15.60

Primary funding for the department comes from multiple sources, including local tax dollars, state reimbursements of approximately 40% for appointed probation officers (or Court Services

Agents) and managers, state grants, statutorily authorized local correctional fees paid by offenders under supervision, and parental reimbursement for juvenile placements and interventions.

Description

Court Services uses this budget report to communicate plans and strategies for prioritizing and sustaining key services within a challenging fiscal environment and to provide rationale for requests in operations and personnel expenditures and relate agency efforts toward enhancing public safety, accountability, and competency development. This report also provides information and highlights on the following Court Services activities:

1) Traditional Probation Supervision Services

2) Technology-Based Services

3) Evidenced-Based Practices and Strategies

a) Offender Assessment of Risk/Needs;

b) Case Planning Practices and Supervision Strategies

c) Effective Treatment Interventions, Offender Reintegration and Re-Entry.

Traditional Probation Supervision Services: Examples of Mandated and/or Court-Ordered Services provided Court Services includes the following:

- Reports to the District Court
 - Pre-Sentence Investigations
 - Restitution Investigations
 - Victim Impact Statements
 - Violation Reports
 - Offender Progress Reports
 - Discharge Reports
 - Extended Jurisdiction Juvenile (EJJ)/Certification Reports
 - Bail Evaluations
- Offender Restitution Collections
- Inter- and Intra-State transfer of cases
- Pre-trial and conditional release services
- Supervision of offenders sentenced for person, property, DWI, drug/alcohol, and traffic offenses
- Conditions Tracking and Monitoring
- Mental Health Screening
- Chemical Health Screening
- Monitor offender compliance with recommendations made from sex offender, chemical use, psychological, and domestic violence assessments
- Drug Screening and Testing
- DNA Sample Collection
- Statistical Reporting to the Minnesota Department of Corrections (DOC), the Bureau of Criminal Apprehension (BCA), and other agencies

Technology Based Services:

Court Services also utilizes specific public safety-focused technology to document and track case/client information and progress. Access to advanced technology also assists staff in providing more cost-effective options for supervising certain types of offenders, and enhances violation response options. A partial list of corrections technological resources includes the following:

- Court Services Tracking System (CSTS), now used by all county and community corrections departments with the exception of one metro agency, is continually updated for faster, more efficient services. New improved CSTS software packages are periodically added and software updates are completed on an annual basis. CSTS automated merging for various case management documents such as offender case plans and reports to the District Court and the MN Department of Corrections
- Electronic surveillance of client chemical use and tracking offender location (EHM, GPS, and SCRAM monitoring capabilities)
- Statewide Supervision System (S3) - a database with offender arrest/conviction information
- Bureau of Criminal Apprehension statewide Predatory Offender Registration and Portal 100, a nationwide offender database
- MNCIS – Court Information System for tracking judicial information
- Odyssey- System for tracking statewide court information
- MN DVS – Department of Public Safety database for tracking traffic violations and other related information for probationers
- Instant Drug Screening: “Split-Specimen Cup” and other testing methods for immediate and cost-effective offender drug screening
- MGA- allows a Government Agency to access appropriate electronic court records and documents stored in the Minnesota Court Information System for cases in Minnesota district courts
- IntoxBox- a check-in/alcohol testing kiosk

Evidenced-Based Practices and Strategies:

Staff training initiatives focus on validated and research-based approaches to working with offenders and enhancing behavior change for higher risk offenders under supervision, and ultimately on reducing recidivism of criminal behavior.

Offender Assessment of Risk/Needs: Through the use of validated and reliable screening and assessment tools such as the Level of Service Inventory-Revised: Screening Version (LSI-R: SV), Level of Service/Case Management Inventory (LS/CMI), Youth Level of Service Inventory/Case Management Inventory Pre-Screen, and the Youth Level of Service/Case Management Inventory (YLS/CMI 2.0), probation officers assign risk levels to all offenders who are assigned to a traditional caseload or into a special program.

Case Planning Practices and Supervision Strategies: Offender case plans include long-term and short-term goals, with action steps indicated for the purpose of achieving these goals. Based on the results of careful assessment, probation agents target certain criminogenic (crime-causing) need areas of offenders.

Treatment Interventions, Offender Reintegration and Re-Entry: Facilitating integration of offenders into the community and helping them become more competent are effective methods of reducing the likelihood of repeat criminal behavior. To accomplish integration, principles of risk, needs, and responsivity need to be addressed.

- First, research has shown that high-risk offenders respond better to correctional treatment.
- Second, criminogenic (crime-causing) are targeted for the case planning of offenders.
- Finally, the offender should be matched to the appropriate treatment program whenever possible.

To this end, Court Services Agents are planning to continue to facilitate the *Thinking For a Change* (T4C) cognitive skills program with high-risk juvenile offenders under supervision. Currently higher risk juvenile offenders, who are at risk for out-of-home placement, can be referred into the T4C curriculum. This program consists of approximately 25 sessions, each 90 minutes long, that teach cognitive skills such as problem solving and social skills, and challenge anti-social thinking and attitudes. The program is facilitated by highly trained and dedicated probation officers and over half of our Probation Agents are trained in this curriculum.

In addition, Court Services uses out-of-home placements and intensive treatment services for juvenile offenders, which often requires a significant financial commitment from the County and potentially from families. This is an area of foremost concern for Court Services staff, which requires constant monitoring and review. Similar to other correctional and social services agencies, significant budgetary obstacles can occur due to the unpredictability of out-of-home child placements. In 2016, we will continue to research and implement additional community-based supervision strategies for higher risk juvenile offenders, in an effort to maintain reduced long-term juvenile placement costs and support successful interventions.

Highlights and Accomplishments 2016

E-filing- under the direction of Supervisor Holcomb, we began e-filing with the Court months before the deadline date of July 1, 2016

Restorative Circles- On a bi-monthly basis, Lindsay Cates partnered with a Metro State Professor to convene restorative circles for delinquent boys on Saturdays.

FMSC- As an office, we volunteered at Feed My Starving Children on 9/16/16.

Master Trainers- Jackie Nichols became a Motivational Interviewing Master Trainer and Leah Fleming became a Youth Level of Service Case Management Inventory 2.0 Master Trainer.

Autism Training- Court Services funded and invited justice partners to a critical training on working with clients with Autism on 9/22/16.

IntoxBox- piloted an IntoxBox alcohol testing/check-in kiosk

Goals, Objectives and Performance Measures for 2017

Division Goal #1

Offender Case Planning, Practices and Supervision Strategies: Provide effective and efficient probation supervision services that support the requirements and orders of the District Court and services that are fiscally responsible to the citizens of Carver County and the County's Board of Commissioners.

Supports County Goal I: Create and maintain safe, healthy and livable communities.

Objective: Offender probation goals will address Court-Ordered conditions and will target greatest risk and needs areas, recent offending patterns, and restoration to victims and communities.

Tasks: Establish case plans with specific higher-risk clients, in correlation with research-based risk and needs assessments, with a focus toward public safety, accountability, and competency development.

Measures of Performance Summary: Case plans for higher-risk clients will be evaluated in terms of the individual's risk/needs assessment and effectiveness in reoffending patterns. Restoration to victims and the community will be recorded and assessed.

Division Goal #2

Offender Risk/Need Assessment: Employ strategies, interventions and sanctions that are based on evidence of effectiveness.

Supports County Goal I: Create and maintain safe, healthy and livable communities.

Objective: Offenders will be assigned to the most appropriate supervision levels and services that are directly related to risk level assessments and community safety.

Tasks: Agents will complete risk screenings and additional assessments and incorporate the use of motivational interviewing. Lower-risk offenders will be monitored under an "administrative supervision track system" in order to maximize resources for higher-risk offenders.

Measures of Performance Summary: Each risk assessment completed by probation agents is thoroughly reviewed by the Supervisor/Director to ensure accuracy. Case review audits are also conducted by the agency Supervisor.

Division Goal #3

Effective Treatment Interventions and Reintegration: Utilize treatment interventions and educational programs including cognitive skills-based approaches that build competencies for offenders, protect victims, encourage collaboration with partner agencies, and strengthen the skills of our staff and our citizens.

Supports County Goal I: Create and maintain safe, healthy and livable communities.

Objectives: Appropriate interventions will be utilized with all higher-risk clients in correlation with results of research-based risk and needs assessments. Intervention goals will target greatest risk and needs areas, recent offending patterns, restoration to victims and communities, court ordered conditions, and offender skills and motivational factors. Reintegration efforts will focus on supporting successful behavior change, risk reduction efforts and public safety, and re-entry into the community.

Tasks: Re-entry planning will begin during the initial phases of placement/treatment and will include effective relapse prevention strategies. Offender goals will target greatest risk and needs areas and will consider recent offending patterns, restoration to victims and communities, and will address Court-Ordered conditions.

Measures of Performance Summary: County probation officers facilitate ongoing research-based cognitive skills group programs for higher-risk offenders, and provide other research-based interventions. During the past several years, over 90% of misdemeanor offenders who completed adult probation sentences avoided any felony level convictions (as reported through a 3-year recidivism review of randomly selected probationers). Offenders who complete any research based curriculum will be tracked and recidivism data will be recorded.

Summary

In 2017, Court Services will continue to implement public safety-driven supervision strategies and interventions, which are based on cost-effective and **evidence-based practices**. Our requested budget allocation is reflective of our essential operations and continuous efforts to comply with effective offender supervision services, District Court ordered requirements including sanctions and interventions, various mandates, and maintaining public safety priorities for Carver County.

Community Development Agency

Board Members: Sarah Carlson – Chair, LaVonne Kroells– Vice Chair,– Molly K. Oivumaki - Secretary/Treasurer, Darrel Sudheimer and Greg Anderson

Mission Statement:

The Carver County Community Development Agency provides affordable housing opportunities and fosters Community and Economic Development in Carver County.

Vision:

To be an innovative leader in creating housing and economic opportunities to create Communities for a Lifetime in Carver County.

Values:

Commitment to Quality Results

Providing quality housing and private development assistance activities will be the hallmark of the Carver County CDA.

Quality Customer Service

As the Carver County CDA communities continue to develop, we are committed to meeting our customers' needs.

Commitment to Our Employees

To promote a challenging, fulfilling and safe work environment that recognizes employee commitment to excellence.

Partnering

The CDA will achieve its mission through actively seeking partnerships and collaborative efforts with Carver County, its communities and with other agencies.

Integrity

In undertaking our duties, we are committed to the values of honesty, fairness, and trust.

2017 Budget Narrative

For the 2017 budget, the Carver County Community Development Agency (CDA) is requesting a levy of \$2,297,989 which has a \$1.34 increase on a home with the Estimated Market Value of \$303,400.

Carver County Community Development Agency Budget						
Budget Summary	2014 Budget	2015 Budget	2016 Budget	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(7,380,149)	(7,704,053)	(8,101,065)	(8,252,605)	1.87%	118,137
Expenditure total	9,230,354	9,658,957	10,280,917	10,550,594	2.62%	
Tax dollars needed	1,850,205	1,954,904	2,179,852	2,297,989	5.42%	

Rental Housing Programs

The CDA administers a variety of housing programs in Carver County that assist households with various affordable housing options. The following is a summary of the major rental programs:

Veterans - The CDA was awarded three project based vouchers from Metro HRA for homeless veterans. We have a ten year contract with Metro HRA for the units. Residents will pay 30% of their adjusted monthly income towards rent.

Public Housing - The CDA owns and operates a Federally subsidized Public Housing Rental Program that consists of 81 units scattered thru-out the county that range from apartment style units to single family homes. This program is for households at or below 80% of Area Median Income (\$45,100 for 1 person).

Rental Assistance - The CDA administers a variety of smaller rental assistance programs with funding provided through a variety of agencies that include HUD, the State of MN and Minnesota Housing. These programs are offered in collaboration with the First Street Center/Mental Health Department and The Carver-Scott Educational Cooperative's New Beginnings Program.

Additionally, the CDA was awarded a total of nine (9) Project- Based Vouchers for three (3) properties through the Metro HRA. Three of the units, one at each property, is designated for homeless.

Section 811 – The CDA was awarded Section 811 funding in 2015 for five units. Section 811 provides project-based rental assistance for low-income people with disabilities.

Housing - The CDA owns four rental developments within the county that consist of affordable, workforce housing; 225 units that range from efficiency type units to three-bedroom townhomes.

Senior Housing - The CDA also owns over 297 units of 55+ housing for seniors looking to down size into a more manageable housing unit in a senior, socially active community.

Housing Counseling – Rental counseling, pre-purchase counseling, foreclosure counseling and post-purchase counseling are services offered to Carver County residents seeking assistance with their

housing needs. The CDA is also a part of the Minnesota Homeownership network in order to stay connected with the ever changing landscape of housing counseling.

Coordinated Entry – The CDA became an access point for the Coordinated Entry System in August 2015 for single adults and families that experiencing homelessness. We act as a conduit to the Coordinated Entry System, which is HUD mandated to connect the homeless with housing program resources.

CDA Economic and Community Development Programs

The CDA oversees a variety of Federal and State programs including the Small Cities Development Program, the Minnesota Housing Finance Agency Programs, Livable Communities Demonstration Account Program grants through the Metropolitan Council and other grants that are awarded to the CDA at various times.

The CDA has a partnership with the Carver County Department of Public Health and Environmental Services Departments to process applications, administer low interest loan funds, and apply special assessments to properties for homeowners that replace Individual Sewage Treatment Systems (ISTS) throughout Carver County.

The Community Growth Partner Initiatives Grant Program was created and funded by the Carver County Community Development Agency (CDA) in January of 2016. The goals of the Program are to increase the tax base and improve the quality of life in Carver County through three specific strategies: affordable housing development, job creation and redevelopment.

The CDA actively looks for properties and development sites in the County to develop new senior and affordable workforce rental housing to meet the housing demand outlined in the Carver County 2030 Comprehensive Plan.

2015 Major Accomplishments & Challenges

The CDA administers the Minnesota City Participation Program (MCPP) offered through the Minnesota Housing Finance Agency. The MCPP program is designed to assist first time homebuyers in Carver County obtain affordable financing to purchase a home. The 2016 MCPP program year has been a resounding success to date.

MCPP results as of 7-8-16:

- Carver County 2016 Allocation Amount: \$1,691,667
- Committed Loans: 13
- Committed Amount: \$2,277,448
- Overallotment for Carver County: \$585,781 (134.63% usage rate)

Metropolitan Consortium of Community Developers (MCCD) Open to Business Program

The Open to Business program has had the following activity through June 2016:

Clients Served: 21

Industry Segment: Retail: 2; Service: 3; Food: 8; Manufacturing: 5; Construction:1;
 Health/Fitness: 2
 Financing Provided: 2; Total Amount: \$190,000
 Leveraged: \$2,202,374

Client Location by City:

Carver	1	Chanhassen	3
Chaska	7	Cologne	0
Mayer	1	New Germany	1
NYA	3	Victoria	1
Waconia	1	Watertown	3

Ongoing Initiatives

- Develop workforce, senior, and affordable housing in Carver County so workers can live and work here in Carver County, which will support economic development and business throughout the county.
- Promote redevelopment within the cities of Carver County through new mixed use projects which promote downtown living and shopping.
- Provide marketing, technical assistance to cities, and business finance resources to industrial and business park developments in the county.
- Establish and maintain high quality service with interested stakeholders to build a collegial working relationship that contributes to CDA initiatives.
- Participate in the Greater MSP Economic Development Partnership; represent Carver County as the Public Sector Representative on the Greater MSP Advisory Group.
- Work towards attracting new sources of capital and investment to Carver County.
- CDA integration of SharePoint software use in conjunction with Carver County IT and Public Health and Administrative staff
- Joint CDA-Carver County Public Works fuel purchasing and maintenance of CDA vehicles
- Enhanced partnerships with Carver County and GIS applications.

Carver County Regional Rail Authority

Description

The Carver County Regional Rail Authority (CCRRA) is governed by five Commissioners appointed by the Carver County Board of Commissioners. In Carver County, the CCRRA Commissioners are the County Board Commissioners. The Public Works Division manages projects and work activities for the CCRRA. The purpose of the CCRRA is to provide for the preservation and improvement of local rail service for agriculture, industry, or passenger traffic and provide for the preservation of abandoned rail right-of-way for future transportation uses when determined to be practicable and necessary for the public welfare, particularly in the case of abandonment of local rail lines.

The CCRRA levies separately from Carver County to fund regional rail projects and activities. The levy includes funding for County staff to administer and maintain CCRRA properties, conduct capital improvement projects, contract for services, and provides materials and supplies. **The proposed 2017 levy is \$140,000, no change from 2016.** Several other funding sources are used to augment the CCRRA levy for property acquisition, corridor preservation, management and development.

Budget Highlights

The following table summarizes the budget for the Carver County Regional Rail Authority.

Carver County Regional Rail Authority Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(3,611)	(4,000)	(4,000)	(4,000)	-	
Expenditure total	171,172	144,000	144,000	144,000	-	
CCRRA Levy dollars needed	167,561	140,000	140,000	140,000	-	-

CCRRA is planning a number of stewardship projects for both the Dakota Railroad and former Union Pacific Railroad corridors. The projects include ditch and culvert cleaning, drainage and erosion improvements, tree removal. Other work to be considered involves structure maintenance and preservation such as bridges. *(See Attachment C for Capital Improvement Project requests.)*

Summary of Accomplishments and Plans

Progress to-date on Major 2016 Initiatives

2016 MN River Bluffs RT- Chaska to Carver Segment

CCRRA contributed funding for the planning and construction of 2.1 miles of the Minnesota River Bluffs Regional Trail. This project got underway late winter and is nearing completion for the 2.1 mile trail segment. The project included paving a 10" trail, construction 150 pedestrian bridge over Spring Creek in the City of Carver and the construction of a trailhead facility creating 12 parking spaces, informational kiosk, bicycle rack and benches. Additionally, a scenic overlook with bench was constructed mid-way between the two cities. The project is substantially complete and is expected to be closed out by December 2016.

2016 MN River Bluffs RT- Co. Rd. 61 to Bluff Creek Drive

CCRRA has provided funding to begin planning and design work for 1.3 miles of former Union Pacific Railroad property in Chanhassen. Construction is planned for 2017.

2016 Railroad Corridor Stewardship

Funding was provided to contractually remove diseased trees from the Dakota Railroad corridor. Work to remove diseased trees has been an ongoing commitment to help to ensure safety and user satisfaction.

The 2017 CCRRA projects and activities are summarized below:

2017 Railroad Corridor Stewardship

Funding is provided to continue with diseased tree removal. Additionally, there are a number of areas in both the former Union Pacific Railroad and Dakota Railroad corridors that are in need of ditch and culvert cleaning. Sediment and vegetation are blocking drainage ways and structures. Other areas of the corridors are in need of drainage improvements to better manage stormwater and erosion to stabilize banks. Funding is also provided to make repairs to structures such as bridges and culverts.

CCRRA is currently involved with two rail corridors, the Dakota Rail Line and the Union Pacific Rail Line, both of which have been rail banked and approved for interim trail use. Activities and projects on these corridors are described below.

2017 Goals and Objectives

Goal #1: Railroad Corridor Stewardship

Supports County Goal I Communities: Create and maintain safe, healthy and livable communities

Objective: Maintain infrastructure of railroad corridors. Accelerate Railroad Corridor Stewardship activities of diseased tree removal, tree trimming, culvert cleaning, and erosion control and drainage improvements

Goal #2: Continue with Parks/Highway Maintenance Worker for railroad corridor stewardship and trail maintenance. (50% CCRRA levy) - \$26,000. Transfer funds to Road and Bridge operating fund.

Supports County Goal I Communities: Create and maintain safe, healthy and livable communities

Objective: Provide staffing to maintain approximately 14 miles of trail and railroad corridor.

Goal #3: Provide general Administration of CCRRA activity- \$15,000. Transfer funds to Parks

operating budget (General Fund).

Supports County Goal I Communities: Create and maintain safe, healthy and livable communities

Objective: Provide staffing to administer and direct activities for approximately 14 miles of trail and railroad corridor.

CAP Agency

The CAP Agency, the Community Action Partnership of Scott, Carver and Dakota counties, is one of 28 community action agencies in the state of Minnesota and is part of a national network of over 1,000 agencies. Annually, the CAP Agency provides 50,000 individuals with the assistance needed to achieve social and economic well-being.

The CAP Agency's vision is to create a strong community with healthy individuals and families, quality education, safe and affordable housing, and work that dignifies. Its mission is to assist and empower people to achieve social and economic well-being by providing services in partnership with our communities.

The CAP Agency utilizes a comprehensive service delivery method, which allows the agency to work in partnership with the communities it serves. The staff works with individuals and families to understand all of their needs and then provide programs and services to ensure they are successful in achieving economic and social well-being. The comprehensive service delivery method provides a single point of entry for all services and programs, comprehensive assessment, joint case planning & management, and co-location of services.

The 2017 Budget provides \$3,307 in County support to the CAP Agency.

Carver County Agricultural Society

The Carver County Fair is one of a small number of fairs throughout the state that is operated independently from county government. The Carver County Agricultural Society owns the fairgrounds located in Waconia, a site with 27 buildings on approximately 24 acres. The operation of the Carver County Fair, which is held each year in early August, is overseen by an independent Fair Board consisting of 20 members.

Minnesota State Statute 38.14 allows counties to appropriate money to assist in maintaining a county fair managed by a county agricultural society.

The Agricultural Society's 2017 Budget request is \$111,000 which consists of:

- \$51,000 for an operations allocation from the General Fund, and
- \$60,000 for a capital projects contribution from the Building CIP.

Carver County Ditch Authority

The Carver County Ditch Authority is responsible for maintenance of the county ditch system. Carver County Commissioners comprise the Ditch Authority.

The County maintains a Ditch Fund for county ditch maintenance. The Auditor communicates cleanout requests to the Ditch Authority for ditches that are in the county ditch system and for ditches that are jointly owned with other counties.

The Ditch Authority has an agreement with the Carver Soil and Water Conservation District (SWCD) to inspect the public ditch systems and assist the county and Auditor in responding to ditch cleanout requests and citizen inquiries.

The 2017 Budget provides \$1,270 in project and interest income and \$45,000 in special assessments in funding for the Ditch Authority.

Medical Examiner’s Office

The Medical Examiner’s Office provides a variety of services related to death investigations in Carver County. All accidental, suicidal, and undetermined deaths are certified by this office.

Minnesota Statute 390.005 requires counties to provide Medical Examiner or coroner services. The Carver County Board approved an agreement for Medical Examiner Services on 10/29/15 with Anoka County for 2016, with automatic renewal for 2017 and 2018.

The Medical Examiner’s Office provides a variety of services related to death investigations in Carver County. All accidental, suicidal, and undetermined deaths are certified by this office.

The Carver County Medical Examiner’s Office budget request for 2017 is for \$238,856

The following table summarizes the budget for Medical Examiner services.

Minnesota Regional Medical Examiner’s Office**					
Budget Summary	2015 Actual	2016 Budget	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	-	-	-	0.00%	
Expenditure total	232,110	236,310	238,856	1.08%	
Tax dollars needed	232,110	236,310	238,856	1.08%	2,546

** The Medical Examiner budget is within the Sheriff’s Office budget

Memorial Day Services

Minnesota State Statute 375.35 permits counties to award up to \$300 to each local post of a recognized military service organization or society to defray the expenses of Memorial Day exercises.

The Veteran’s Service Office has requested the County budget \$4,500 to provide 15 stipends for \$300 each to local veteran’s service organizations that conduct public Memorial Day exercises.

Sexual Violence Center

The Sexual Violence Center is a non-profit organization working against all forms of sexual violence by providing advocacy and support services, prevention programs, community education, and training for professionals throughout Hennepin, Scott and Carver counties. The West Suburban Office of the Sexual Violence Center is located in Chaska. It provides a crisis line, hospital advocacy, support groups, community education and outreach, general advocacy

services and systems change work.

The Sexual Violence Center receives a grant from the Minnesota Coalition Against Sexual Assault to coordinate the local Sexual Assault Interagency Council (SAIC). This Council consists of criminal justice system and community organization representatives who are committed to SAIC's mission to ensure the coordination of a consistent, respectful, victim-centered response to sexual assault in Carver County. The Council has worked to design best practices in response to incidents of sexual assault. County representation on SAIC includes the Attorney's Office, Community Social Services, Court Services, Public Health, and the Sheriff's Office.

The 2017 Budget provides \$15,000 in County funds to support the Sexual Violence Center.

Southern Valley Alliance for Battered Women

The Southern Valley Alliance for Battered Women's mission is to end domestic violence and to assist abused women and their children. The Alliance serves Carver and Scott counties by providing advocates to help abused women explore the medical, legal and social service options available to them.

The 2017 Budget provides \$15,000 in county funds to support the Southern Valley Alliance for Battered Women.

Non-Departmental Revenue and Expenses

Description

Non-department items include general revenues such as County tax levy dollars and State property tax aid. Budgeted expenditures include the commissioners contingency and salary contingency accounts.

The 2017 salary contingency includes the estimated savings from position vacancies during 2017. The budgeted salary contingency was increased by \$635,557 for 2017 based on prior year trends in vacancy savings. This increase in salary contingency is offset by an increase in salaries budgeted for the compensation and classification study and pay-for-performance that will be allocated to the various departments during the 2017 budget year.

For 2017, the County budgeted for \$2,930,216 in County Program Aid (CPA), \$2,610,600 will be allocated to the General Fund and \$319,616 will be allocated to the County's three Capital Improvement (CIP) Funds to help fund capital projects.

The following table summarizes the Non-Departmental Revenue and Expenses budget. The large revenue and expenditure difference from the 2015 actual to the 2016 and 2017 budget are due to one-time transfers made between the General Fund and other Funds during the year; these are not reoccurring transfers so they were not included in the adopted budget for 2016 and 2017.

Non-Departmental Revenue and Expenses						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(5,706,902)	(3,302,742)	(3,332,742)	(3,332,742)	0.91%	339,720
Expenditure total	3,136,460	(1,652,269)	(1,282,549)	(1,282,549)	-22.38%	
Tax dollars needed	(2,570,442)	(4,955,011)	(4,615,291)	(4,615,291)	-6.86%	

Self Insurance Fund

Description

The Carver County Self Insurance Fund accounts for a variety of County-wide programs and services. This budget account also includes the County's self-insuring of property, casualty, automobile, and workers' compensation programs as well as the costs of coverage through the Minnesota Counties Intergovernmental Trust (MCIT). This program is part of the Employee Relations Division and works with risk issues across the entire organization. The personnel costs related to these programs and services are listed in the Employee Relations Budget.

The following table summarizes the budget for the Self Insurance Fund.

Self Insurance Fund						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(1,329,210)	(1,040,768)	(945,177)	(945,177)	-9.18%	
Expenditure total	1,095,295	1,040,768	945,177	945,177	-9.18%	
Tax dollars needed	(233,915)	-	-	-	0.00%	-

Budget Highlights

2017 will be the 22nd year the County is insuring the Workers Compensation program with a cap through MCIT. This has proven to provide good exposure coverage at a reasonable cost.

The County also maintains other insurance coverage through the self-insurance program with MCIT as well as Flood insurance coverage through the National Flood Insurance Program with Assurant Flood Solutions. Changes in the insurance market have impacted the MCIT program; however, the costs and overall financial impact to the County could be significantly higher without the MCIT pooling.

The frequency and severity of claims continue to vary. An important feature of the County's self-insurance model is maintaining sufficient reserves for future expenses. For policy year 2017, the Workers Compensation program received an experience modification credit factor of .943 which reflects claim results from policy years 2013, 2014 and 2015. The County's loss experience in the property/casualty area tends to be favorable.

MCIT determined the 2017 insurance contribution rates in the fall of the 2016. Carver County's Work Comp and Property Casualty premiums went down from 2016. The Risk Management Department continues to improve services and favorably influence the County's risks and exposure by training staff, investigating accidents, developing and maintaining safety programs, reviewing contracts, seeking subrogation/restitution, recommending appropriate level of insurance, and developing related policies and procedures.

2015-2016 Accomplishments

1. Continued to utilize the web-based Incident Report which provides enhanced tracking and response.

2. Improved the follow-up process on safety audits to ensure that identified risks are minimized or eliminated.
3. With continued analysis of the cost and exposure, the County continues to reduce insurance coverage on small items to keep contribution costs down.
4. Performed Ergonomic Assessments to design the work environment to fit the employee in an effort to provide a safe and comfortable workplace and minimize loss of work time and injury.

2017 Objectives

1. Enhance the risk management and safety programs to provide accessible resources to employees.
2. Continue the contract review process in conjunction with the County Attorney's Office.
3. Continue to analyze cost and exposure to reduce costs as appropriate.
4. Focus on Claims Review stats to reduce risk and improve safety.

Capital Projects: Buildings CIP Fund

Description

Capital projects are those that fund the purchase or construction of a capital asset. They include the costs for planning, design, and development of a new facility, the acquisition of land for a specific purpose, and the acquisition of a major vehicle or equipment. The County defines capital assets as assets with an initial, individual cost equal to or greater than \$5,000 to more than \$50,000 (amount not rounded) depending on the asset type and category and an estimated life equal to or greater than two years. Machinery and equipment with a cost equal to or greater than \$2,500 (amount not rounded) and an estimated life equal to or greater than three years is tracked for inventory/insurance purposes.

In 2008, the County separated its Capital Improvement Projects (CIP) Fund into two separate funds to show the distinction between Buildings Projects and Road and Bridge Projects. In addition, the County created a fund for Park and Trail Capital Improvement Projects in 2010.

The Buildings CIP Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities. These expenses may include those for new construction, expansion, remodeling, land acquisition, and infrastructure replacement and upgrades (including technology).

Carver County has established an ongoing program for the planning of future Building Projects through its Capital Improvement Plan (CIP). The purpose of the CIP is to define an investment plan that best meets the building needs with the financial resources available. Financing and developing projects often take several years due to the increasingly complex financial and regulatory environment. The Buildings CIP ensures an efficient budgeting and accounting for the actual capital projects from their inception to completion. A 20-year plan for building projects is a part of the County's separate Long-Term Financial Plan.

The following table summarizes the budget for the Buildings CIP Fund.

Buildings CIP						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(1,088,812)	(79,904)	(79,904)	(79,904)	0.00%	
Expenditure total	2,988,144	79,904	79,904	79,904	0.00%	
Tax dollars needed	1,899,332	-	-	-	0.00%	-

Building Project Highlights

Chaska License Center Drive-Thru: Approved May of 2014, this project is in partnership with the City of Chaska. This project will assist the City in providing more off-street parking and decrease vehicle-related congestion in the Pine Street/4th Street area. This project will assist the County in providing additional off-street parking for County employees, customers of the License Center, and will allow the addition of a drive-thru. Funding for this project comes from

commissioner contingency, CPA, and unused budget from the MNDOT Facility project. The partners have acquired the property, installed the parking lot, and will complete the building improvements in January of 2017.

Security Task Projects: The County created a new Security Task Force in December of 2014 to help address security issues throughout the County. Funds have been budgeted in the Building CIP fund to help fund the recommendations to address security needs, \$74,904 (\$19,904 from County Program Aid and \$55,000 from Turnback Funds). A number of small to medium size security related projects have been accomplished across County buildings. The Task Force has additional projects that they will be working on in 2017.

Public Works Satellite Facility: The County completed a Public Works Space Study in 2015. One recommendation was creating a new satellite facility in the northwestern portion of the County. The property for the northwestern facility was purchased in the fall of 2015, within Hollywood Township. In 2016, the County added a salt shed and paved a portion of the yard.

Master Space Plan: Carver County is working with an Architect to develop a space plan analysis and recommendations to achieve service delivery goals. The plan will describe how the County facilities will develop by addressing immediate needs over the next five years while planning for the long term evolution of services and facilities over the next 20 years. The County anticipates the plan to be completed by the spring of 2017.

2017 Building Improvement Projects

For 2017, \$319,616 of budgeted County Program Aid (CPA) has been allocated to capital improvement in a 50/25/25 ratio with 50% allocated to the Road and Bridge CIP, 25% to the Building CIP, and 25% to the Parks & Trails CIP Funds. The following table summarizes the \$79,904 allocated to the Building Capital Improvement Fund.

		2016 Adopted	2017 Requested	2017 Approved	Increase/Decrease
Building and Other Capital Improvements					
	Master Space Plan Projects (CPA)	19,904	-	-	(19,904)
	Contribution to Agricultural Society 2013/2014 Building Projects (CPA)	60,000	60,000	60,000	-
	Building Security Improvement Plan- (CPA)	-	19,904	19,904	19,904
	30-XXX-XXX-XXXX-6630	79,904	79,904	79,904	-
Fund #30 Total	30-XXX-XXX-XXXX-66XX	79,904	79,904	79,904	-
Levy Dollars - Fund #30		-	-	-	-

Parks and Trails CIP Fund

Description

The Park & Trail CIP Fund #34 separates the Parks and Trails capital activity from the operating activity. This fund accounts for capital projects that relate to park land acquisition, park development/redevelopment and trail development/redevelopment.

Carver County has established an ongoing program for the planning of future Parks and Trails projects through the County’s Capital Improvement Plan (CIP). The purpose of the CIP is to define an investment plan that best meets the development, redevelopment and capital repair needs with the financial resources available.

Financing and developing projects often takes several years due to the increasingly complex financial and regulatory environment. The CIP ensures an efficient flow of projects from their inception to completion. The Parks and Trails CIP Fund budgets and accounts for the actual capital projects. A five-year plan for Parks and Trails projects is a part of the County’s separate Long-Term Financial Plan.

Budget Highlights

The following table summarizes the budget for the Park and Trail CIP.

Parks and Trails CIP Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(4,101,375)	(149,904)	(661,534)	(661,534)	341.31%	
Expenditure total	1,270,783	149,904	661,534	661,534	341.31%	
Levy dollars needed	2,830,592	-	-	-	-	-

Attachment C: Capital Improvement Projects

The following Parks and Trails capital improvement projects are planned for 2017:

Pavement Management

It is proposed that trail, road and parking lot areas at Lake Minnewashta Regional Park would be crack-sealed and seal-coated. Funding is provided through the Parks and Trails Legacy Funds distributed by the Metropolitan Council. The work maintains the investment in pavement prolonging the life expectancy of the bituminous surface and user satisfaction for a smooth ride.

Minnesota River Bluffs Regional Trail

This project constructs and paves approximately 1.3 miles of trail on a portion of the former Union Pacific Railroad Corridor and on the South Light Rail Transit (LRT) Line. The segment of trail extends from near the intersection of County Road 61 to Bluff Creek Drive. Funding for the project comes from federal funds approved through the Regional Solicitation and from Parks and Trails Legacy Funds distributed by the Metropolitan Council.

Attachment E: Software and Other One-time Projects

Capital Project –County Road 10 Trailhead

It is requested that \$100,000 be provided to construct the Dakota Rail Regional Trail County Road 10 Trailhead to provide additional parking along this 12-mile segment of trail. The trailhead would provide a needed parking facility midway between the existing trailheads located in St. Bonifacius and the City of Mayer. The trailhead would be conveniently located closer to the City of Waconia and help to alleviate informal parking which is occurring on township and County roads of Northshore Road, Goose Lake Drive and Co. Rd 10. The facility would be equipped with 10 vehicle parking stalls, informational kiosk and area map, bike racks, trash receptacle and picnic tables.

Planning:

Waconia Regional Park Site Grading and Utilities Plan

The Parks Department is in the process of obtaining approval for the Lake Waconia Regional Park Master Plan. The community has provided strong support for the master plan and is eager for the County to begin development of the park. It is requested that \$100,000 be provided to develop site grading and utility plans in preparation of development of the park, the DNR watercraft access, and Metropolitan Council Environmental Services sanitary sewer force main replacement. It is critical to have plans prepared that provide the foundation for how the park will be graded and serviced with utilities. The plan will provide needed direction for work to be done inside the park boundary to accommodate the development of a 40-vehicle facility with trailer parking and watercraft launching in relation to the development of park facilities and grounds. The coordination and perhaps partnering with the DNR as development occurs will lead to efficiencies and continued service to connect the City of Waconia by trail to the park across DNR property. Further, the planned construction of the sanitary sewer line also presents an opportunity for efficiencies and partnership. As the sewer line is installed, the opportunity to create a parallel trail connection from the park to County Road 92 exists. Understanding the utility and trail relationship is necessary to achieve the efficiency and partnership to construct both during the same construction period.

TH 5 Regional Trail Master Plan

In preparation for the 2019 Arboretum trail construction project from Minnewashta Parkway to Century Boulevard in Chanhassen along TH 5, a regional trail master plan needs to be created. An adopted master plan will make the project eligible for planned regional funding to be provided through Parks and Trails Legacy funding and distributed by the Metropolitan Council. These funds are planned to be used as the 20% local match to construction as well as used for design and engineering work not covered by the federal funding.

Accomplishments in 2016

2016 MN River Bluffs RT- Chaska to Carver Segment

This project got underway late winter in 2016 and is nearing completion for this 2.1 mile trail segment. The project included paving the 10-foot wide trail and construction 150-foot pedestrian bridge over Spring Creek in the City of Carver and the construction of a trailhead facility creating 12 parking spaces, informational kiosk, bicycle rack and benches. Additionally, a scenic overlook with bench was created mid-way between the two cities. The project is substantially complete and is expected to be closed out by December 2016.

2017 Goals and Objectives

Goal #1: Complete construction Minnesota River Bluffs Regional Trail from County Road 61 to Bluff Creek Drive.

Supports County Goal I Communities: Create and maintain safe, healthy, and livable communities.

Objective: Construct a paved trail connection from County Road 61 to Bluff Creek Drive. Construction is planned for 1.3 miles of 10-foot wide bituminous trail. The project paves an existing aggregate-surfaced trail located on a former railroad grade and is financed with Federal and Parks and Trails Legacy Funds.

Activities

- Complete Plans
- Obtain Hennepin County Regional Railroad Authority Permit
- Bid project February/March 2017.
- Construction will begin spring 2017. The project substantially complete by November 2017.

Measure of Performance Summary: In 2014 Carver County made application to the Federal Transportation Enhancement program for the Minnesota River Bluffs Regional Trail. Preliminary design work and completion of the project memorandum occurred in 2016. Bidding of the project is planned for late winter of 2017. Construction activity to begin spring of 2017. Completion of the project is anticipated by November of 2017.

Goal #2: Complete County Road 10 trailhead master plan amendment, prepare construction documents, implement construction activity spring of 2017.

Supports County Goal I Communities: Create and maintain safe, healthy, and livable communities.

Objective: Provide an access point from County Road 10 to the Dakota Rail Regional Trail. Construct a parking lot to facilitate use of the trail and minimize or reduce parking conflicts along the roadway. The project is financed with County Program Aid.

Activities: For 2016 and 2017 activities include:

- Hire consultant and create a master plan amendment to include a trailhead facility at the intersection of County Road 10 and the Dakota Rail Regional Trail January 2016. Construction is planned for a 10-car parking lot, informational kiosk, bike rack, benches and trash receptacle in the southeast quadrant of the intersection of County Road 10 and the Dakota Rail Regional Trail.
- Submit master plan amendment for approval processes at County and Metropolitan Council.
- Determine funding sources and eligibility for reimbursement of costs pertaining to land acquisition and construction.
- Complete plans and specifications 2017.

- Bid and begin construction spring of 2017.

Measure of Performance Summary: Design and construct an approximate 10-vehicle-stall parking lot, with kiosk structure, informational signage, bike racks, picnic tables, trash receptacle. Complete project spring of 2017.

Goal #3 Develop Plans and begin work for Coney Island Cleanup & Phase I Construction

Supports County Goal I Communities: Create and maintain safe, healthy, and livable communities.

Objective: Provide public access and use of Coney Island by spring of 2018. The project is financed with a donation.

Activities: For 2017 activities include:

- Complete phase I and if necessary phase II archaeology survey work
- Submit archaeological reports to the State Historic Preservation Office
- Contract with design and engineering firm to prepare cleanup and development plans.
- Bid project late summer/fall 2017.
- Begin cleanup and construction in late summer/fall 2017. This will involve removal of old structures, piles of debris, old fence, sealing of abandoned wells, construction of trails and active use areas.

Measure of Performance Summary: Work to clean up island, complete phase I construction and provide the island in a enjoyable state for the public spring of 2018.

Goal #4: Crack seal and seal coat recently constructed paved trail, road and parking lot surfaces at Lake Minnewashta Regional Park . The project is financed with Parks and Trails Legacy Funds .

Supports County Goal I Communities: Create and maintain safe, healthy, and livable communities.

Objective: To maintain infrastructure and user satisfaction with paved surfaces in the park.

Activities:

- Develop project scope of areas to be cracksealed and seal coated.
- Determine if a bid or quote approach will be used based on preliminary cost estimates.
- Contract with service provider

Measure of performance Summary: Project scoped areas are cracksealed and sealcoated.

Road & Bridge CIP Fund

Description

The Road & Bridge Capital Improvement Plan (CIP) Fund accounts for capital projects that relate to county roads, bridges and signage, including new construction, replacement, right-of-way acquisition, and professional service fees.

Carver County has established an ongoing program for the planning of future Road and Bridge Projects through the long-range County's 2030 Roadway System Plan (2030 RSP) and short-term Capital Improvement Plan (CIP). The Road & Bridge CIP prioritizes and defines investment of road and bridge projects for the next six years within available financial resources and utilizing the vision and goals of the 2030 RSP. The 2030 RSP plan was amended in 2014 and includes a long-term outlook at highway needs and funding in Carver County. Even though the RSP remains the official 2030 plan, it more realistically represents 2040 given the trends in development and funding.

Financing and developing projects often takes several years due to the increasingly complex financial and regulatory environment. The CIP includes the current budget year (2017) and the following 5-years (2018-2022). The CIP helps ensure an efficient flow of projects from their inception to construction. The 2018-2022 CIP is shown in detail in the County Long-Term Financial Plan.

The CIP includes goals for Preservation, Safety, Bridge Replacement, Reconstruction, Connectivity, and Expansion. Traditional funding is aimed at the preservation, safety, bridge, and existing highway reconstruction needs, with any remaining and new funds going to new road connections and expansions.

The new 2018-2022 CIP continues to fund preservation, safety and bridge replacements, and also funds high priority reconstruction, expansion and connectivity projects. High priority projects include regionally significant projects on the state highway system as well as the county highway system. Funding projects on the state highway system has become increasingly necessary given the importance of these routes and lack of investment in them by MnDOT.

CIP projects are selected using the following 10 Prioritization Criteria where possible along with input from regional partners:

- Safety Benefits (Measures crash rate and frequency and if route has high risk.)
- Congestion (Measures volume/capacity.)
- System Relief (Measures future traffic demand.)
- Significance of System (Measures functional class and connections to jobs, economic growth areas, transit service and accounts for physical barriers like rivers, railroads.)
- Multimodal Connections (Measures transit and trail importance.)
- Roadway Condition (Measures pavement condition, age, structural capacity, and geometric deficiencies.)
- Freight Needs (Measures heavy commercial truck volume and if the roadway connects to large industrial areas.)

- Funding Availability (Measures how many funding opportunities exist.)
- Project Readiness (Measures level of project development.)
- Community Support (Measures if the project is supported/requested by a city.)

Budget Highlights

Road & Bridge CIP Budget						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(37,009,470)	(8,488,808)	(28,737,928)	(28,737,928)	238.54%	100,000
Expenditure total	51,786,601	10,278,808	30,627,928	30,627,928	197.97%	
Levy dollars needed	14,777,131	1,790,000	1,890,000	1,890,000	5.59%	

Road and Bridge CIP projects for 2017 are shown on Attachment C and on the map and funding table below. Project funding comes from multiple sources including County Levy, Wheelage Tax, County Program Aid, CSAH, Federal and cost sharing from Cities and Minnesota Department of Transportation (MnDOT).

- The County Long Term Financial Plan recommends increasing the amount of levy funding for road and bridge projects by \$100,000 per year for 10 years beginning in 2016. The levy is primarily used for resurfacing/rehabilitation, maintenance and safety projects. The 2017 levy request for the road and bridge CIP is \$1,890,000.
- Wheelage tax is used for debt service (\$315,000 per year) and resurfacing/rehabilitation projects. (\$545,229 projected for 2017)
- County Program Aid is primarily used for bridge replacements and projects on State highways. In 2017 the CPA allocated to road and bridge is \$159,808. This is substantially less than recommended in previous County Long Term Financial Plans. See Attachment E discussion below.
- CSAH funding is projected to be \$6.5 million in 2017. Approximately \$7 million in CSAH funding is allocated to 2017 projects. This fund builds as needed and is programed over several years.
- There are no federal construction projects in 2017.
- 2017 includes \$1.76M in State Bridge Bonding. These projects are ready but need legislative action to fund the bond program.

Attachment E: Software and Other One-time Projects

Public Works requested the following one-time projects in the Road and Bridge CIP Fund for 2017:

- **\$520,000 for Bridge Replacements – Road & Bridge CIP Fund.** This request is to offset the loss in CPA from the previous LTFP goals. CPA has been reduced substantially from previous LTFPs. \$520,000 is requested in 2017 to offset this loss. The funding is needed for two bridges on CR 140 that were planned for replacement in 2015 but were delayed due to lack of State Bridge Bonds; \$300,000 in CPA was budgeted for these projects in 2015 but was reassigned to other bridges and project development expenses for the TH 41 Expansion Project

north of 212. Without these funds, bridges and resurfacing/rehabilitation projects will need to be delayed.

Summary of Accomplishments and Plans

Progress to-date on major initiatives/goals planned- **See Public Works Division Budget Narrative**

Debt Service Fund

Carver County currently has a AAA bond rating, which is the highest bond rating possible. When Moody’s Investors Service upgraded the County’s bond rating in 2009 from the prior Aa2 rating assigned in 2008, it stated that the County’s rating reflects sound fiscal management and future economic outlook. The ratings recognize the County Board’s and management’s long-term commitment to maintaining and improving the County’s infrastructure using sound financial disciplines as well as other strong management practices. Bond ratings are important because they result in lower interest rates that the County must pay when selling bonds.

The following table summarizes the budget for the Debt Service Fund.

Debt Service Fund						
Budget Summary	2015 Actual	2016 Budget	2017 Requested	2017 Approved	% Change 2016-2017	Change In Levy
Revenue total	(378,293)	(315,000)	(315,000)	(315,000)	0.00%	(692,165)
Expenditure total	3,760,794	5,549,365	4,857,200	4,857,200	-12.47%	
Tax dollars needed	3,382,501	5,234,365	4,542,200	4,542,200	-13.22%	

Debt Service Limits and Debt Service Obligations

The County’s long-term debt and the level of annual debt service are regulated by Minn. Stat. Section 475.53, subd. 1. State policy establishes maximum debt limits, which limits the County to debt of three percent of taxable market value. As shown by the following information, the County’s current debt is well below state limits.

Legal Debt Limit – State of Minnesota General Obligation Debt	
Assessor’s Estimated Market Value for taxes payable in 2016 (rounded)	\$ 12,421,561,200
Debt limit (Three percent of payable 2016 assessed value)	0.03
Maximum debt applicable to debt limit	372,646,836
Current outstanding debt (12/31/16)	(45,377,553)
Assets currently available to pay bonds (estimated)	18,257,121
Available margin per Legal Debt Limits:	\$345,526,404

Debt Policy

The County adheres to the following Debt Policy:

Purpose

To provide orderly and balanced debt administration in order to maintain a high credit standing, preserve debt capacity for future capital needs, acquire capital at the lowest possible borrowing cost, and administer obligations in an efficient manner.

Policy

In developing, offering and administering its debt obligations, Carver County will adhere to the following guidelines:

- The Finance Department will use a competitive and open process in all matters related to the planning, structuring, approving, and selling of general obligation and revenue bonds, and other obligations issued by the County.
- Communications with the investor and the national bond rating community will be given a high priority in order to maintain creditability through the flow of information both by personal contact and electronic means.
- Complete and full disclosure of all financial and economic operations will be met through the timely distribution of the comprehensive annual financial report, prospectus, operating budget, capital improvement plan, and the immediate transmission of information and details related to any material event.
- Compliance with the terms, conditions and covenants of all outstanding bond or lease transactions will be continually monitored and controlled by the Finance Department.
- Complex financial transactions requiring County limited or unlimited guarantees may be publicly sold through negotiation with syndicate or investment banks, provided credit agency communications and disclosure responsible are closely coordinated with the Finance Department.
- Determination of the type and level of security of debt should be made based upon the following factors:
 - Direct and indirect beneficiaries of the project
 - Time pattern of the stream of benefits and the project's useful life
 - Ability of a project to fund itself through user fees.
- Refunding and advance refunding opportunities will be monitored and action taken when determined financially advantageous.
- Bond books containing information of the issuance and terms of the bond will be held in the Finance Department over the life of the bond.
- Debt will be issued based on needs identified in the five-year long term financial plan that minimizes fluctuations in annual levy committed to advance and maintain the infrastructure of the County.
- The County limits the amount of net general obligation debt to less than 3 percent of the last certified market value by the Minnesota Department of Revenue, in accordance with state statute.
- The County uses both levy and reserves from the Debt Service Fund to attain the 105 percent pledge limit required by state statute.

Long-Term Financial Plan

I. EXECUTIVE SUMMARY

This 2018 Long-Term Financial Plan (referred to here as “the Plan”) along with the 2017 Annual Budget, fulfills the County Board’s direction to “connect financial strategies to the County’s short and long-term strategic goals and objectives.” The Plan is not a budget but rather a non-binding assertion of future intent. Ideally, individual elements of the Plan will systematically be rolled forward each year until they are brought into the Annual Budget process for approval and implementation. The Plan focuses on the four areas which will significantly impact future property tax levy and budgets:

- A. Capital Improvement Plans (CIPs) for New Capital Projects
- B. Five Year Replacement Schedule for Facilities, Vehicles and Equipment
- C. Future Bond Sales and Debt Service
- D. Personnel Costs

A. Capital Improvement Plans (CIPs) for New Capital Projects:

CIP Revenue Summary – New Considerations:

County Wheelage Tax: In 2013, the County Board approved a \$10 wheelage tax which currently generates \$860,000 annually from auto and motorcycle license renewals. Starting in 2018, the State Legislature now allows a County to collect a \$20 wheelage tax which would annually generate an additional \$880,000 for County road and bridge projects

Half-Cent Sales Tax: The State Legislature allows all counties that are not in the County Transportation Improvement Board (CTIB) taxing district to collect a half-cent sales tax for transportation and transit capital projects and transit operating costs. This would generate approximately \$3.5 million annually for County road and bridge projects.

Request for State Bonding: A County Board 2017 Legislative Priorities that is being considered is a request for \$6 million in State Bonds that would be matched by \$4 million in County bonds to pay for a \$10 million Phase I Development Project for Lake Waconia Regional Park. The debt service for the County bond sale would be approximately \$330,000 per year for the next 15 years.

CIP Revenue Summary - Existing:

Road & Bridge Tax Levy: The County Board has directed that the \$1.8 million tax levy for road and bridge annual maintenance be increased \$100,000 for the next 8 years to finance the Road Preservation Plan. New road and bridge construction projects are financed from the Highway Users Tax Distribution Fund (Fuel Tax, License Fees and Motor Vehicle Sales Tax), Sales Tax on Leased Vehicles, Federal, State, Regional and Local grants and contributions along with a \$4.5 million debt service levy for bond sales.

State County Program Aid (CPA): The Recommended 2017 Budget has approximately \$320,000 in unallocated 2017 CPA which will be directed to the CIPs according to the percentages below:

50%	Road & Bridge CIP
25%	Park & Trail CIP
<u>25%</u>	Building CIP
100%	Total State CPA

State Sales Tax “Legacy Funds:” The 2008 State Legislature increased the State sales tax and allocated a portion of the new revenue to expand parks and trails throughout the State. The County’s share of these new funds is expected to be approximately \$350,000. These funds, commonly referred to as “Parks and Trails Legacy Funds,” are being used for the local match to Federal Grants for the Extension of the MN River Bluffs Regional Trail and trail pavement resurfacing.

Metropolitan Council Reimbursement for Park Land Acquisition: The County is currently reimbursed 100% from the Metropolitan Council for parkland acquisitions that are included in the County’s Regional Park Master Plan. The reimbursement formula is currently up to \$1.7 million of the purchase price reimbursed at the land acquisition closing and then a biannual reimbursement of up to \$498,000.

Beginning with the 2018 Legislative Session, the County’s CIP request to the Metropolitan Council can only include 40% of its CIP allocation for land acquisition reimbursement. The Metropolitan Council is applying language in its policy plan that states in part, “Regional park implementing agencies should submit their CIP funding requests with the understanding that reimbursement grants should not exceed 40% of a regional park implementing agency’s biennial CIP allocation.”

Based on receiving 40% in future CIP allocations for land acquisition reimbursement, the timeline to be reimbursed for previous land acquisitions for Waconia Regional Park will be significantly lengthened. At the anticipated levels of funding, it is estimated that the County will receive full reimbursement in 2034.

Due to the change in reimbursement allocation, the good news is that 60% of the Metropolitan Council CIP allocation to Carver County can be used to support other projects to develop or redevelop the County’s regional park facilities.

CIP Project Summary:

Buildings CIP: Building projects related to ongoing maintenance, increasing security and expanding square footage are included in the Building CIP. These projects include:

- A new library being furnished in Chaska.
- Building Space Plan Study.

Funding for these building projects has not been identified at this time.

Roads & Bridges CIP: The County completed a 2014 amendment to the 2030 Road System Plan (RSP). The RSP identifies \$860 million of road and bridge projects to meet the needs of the projected growth in population and employment by 2040. This includes \$670 million for County road and bridges and \$190 million for critical State highway projects.

Road and bridge needs include: preservation (overlays); bridge replacement; safety enhancements (turn lanes, traffic signals, roundabouts, etc.); system expansion (added lanes); system connectivity (new roads and bridges); and reconstruction (rebuilding existing roads without adding lanes). A six-year Road and Bridge Plan was developed to fund traditional preservation, bridge replacement and safety enhancement goals, as well as partially fund high priority expansion, connectivity and other emerging regionally significant projects. The CIP identifies projects that are traditional and development driven as the County has a cost participation policy that differs for each.

Parks and Trails CIP: This CIP focuses on sustainability projects to maintain the County's existing park and trail system, as well as the next round of park and trail development projects. Additional resources may need to be identified in order to complete park and trail development projects on a timely basis. Options to address this potential financing gap are being developed by the Park Board and County staff.

B. Facilities, Vehicles and Equipment Replacement

The Administrator Recommended 2017 Budget includes \$1.4 million in levy funding to replace facilities, vehicles and equipment. This Plan includes a five-year replacement schedule for Facilities, Vehicles and Equipment based on division requests for 2018 thru 2022. These capital replacement requests will be rolled forward each year until they become part of current year Budget process. The five year replacement schedule relies on a \$100,000 a year increase to the \$1.4 million levy over the next five years. The County Board has been supportive of this \$100,000 a year increase in levy dollars to create an orderly and scheduled replacement of County facilities, vehicles and equipment.

C. Future Bond Sales and Debt Service

Pay-as-you-go financing is the Board's preference for financing Building and Park & Trail projects. Therefore there are no current plans to issue debt in either the Building CIP or the Park & Trail CIP except for a potential \$4 million Carver County match to \$6 million in State Bonds for a Lake Waconia Regional Park Phase 1 Development Project.

The 2018-2022 Road and Bridge CIP currently identifies \$5 million in bonding needs. All other projects in the Road & Bridge CIP are funded provided external funding sources are secured.

In 2015, \$1.3million in State Turnback reimbursement related to the 10 1 Bridge project replaced State CPA as a funding source for one-time capital projects. When State Turnback reimbursement ends in 2022, this decrease in funding could be offset by redirecting the decrease in debt service of \$875,000 in 2021.

County staff is evaluating the need for additional Road & Bridge bond sales for unfunded high priority projects that are not listed in the 2018-2022 CIP. Possible funding sources for the debt service on a bond sale include real locating debt service levy from expiring debt in 2021 and an increase in the Wheelage Tax and/or approving the ½ cent Sales Tax.

D. Personnel Costs

Personnel costs are the largest and have been the fastest growing portion of the County's operating budget. This Plan identifies strategies for addressing the three major drivers of personnel costs:

1. Requests for Additional Levy-Funded Staffing
2. Employee Health Insurance
3. Other Post-Employment Benefits (OPEB)

The County Board carries the ultimate budget authority. The 2017 Annual Budget and the 2018 Long Term Financial Plan were approved at the December 20, 2016 County Board meeting.

II. CAPITAL IMPROVEMENT PLANS

A Capital Improvement Plan (CIP) is created to provide a stable and sustainable road-map for funding future capital projects. Financing and developing capital projects often takes several years due to the increasingly complex financial and regulatory environment. A CIP ensures a long-range perspective for capital projects and provides for efficient project tracking from project inception to construction.

By design, a CIP is fluid because future priorities can change dramatically based on current circumstances. Therefore projects listed for the next year are approved in the Annual Budget, whereas projects listed beyond the next year are considered merely placeholders.

The County's CIPs have been developed by prioritizing a list of capital projects based on the estimated earliest year needed. The estimated total project cost is listed and includes construction costs, soft costs (engineering, legal, administration), and contingencies. An inflation factor is then added based on the number of years before the project is estimated to start. Funding sources are also identified. At the bottom is a summary of the projected fund balance for future years based on the timing and cost of the projects and the estimated funding sources. Projected deficits in future years indicate that additional capital project funding needs to be identified and/or capital projects need to be pushed back until the necessary financial resources are available.

Carver County has three CIPs:

- Buildings & Misc. (including furnishing Libraries) – Fund #30
- Roads & Bridges – Fund #32
- Parks & Trails – Fund #34.

A. **BUILDINGS CIP - Fund #30**

This CIP finances a comprehensive list of building capital projects thru 2040 totaling more than \$35 million for:

- Equipment, fixtures, materials, and furniture for the City's planned new Chaska Library.
- Facility remodeling projects and building improvements.
- Technology projects for data centers, fiber ring, network closets (wiring installations), and similar technology hubs.
- Building Space Plan Study.

County staff is developing a funding plan to provide adequate funding sources for all projects in the Buildings CIP. Please see the Buildings CIP summary on the next page for further details.

BUILDINGS CAPITAL IMPROVEMENT PLAN - Fund #30 2017				ESTIMATED PROJECT COST PLUS INFLATION		
DESCRIPTION	ESTIMATED YEAR NEEDED	ESTIMATED PROJECT COST				
JUSTICE CENTER and GOVERNMENT CENTER :						
PHASE Ia: Courts 2nd floor w 4th courtroom/Lower level and LEC Build-out	2008	\$ 8,200,000	\$ 8,200,000			
PHASE Ib: Central Plant Project (boiler, chillers, roofs, etc.) (2)	2008	5,500,000	5,500,000			
PHASE Ic: LEC Maintenance Projects* (Stormwater, Tuck Point, Caulk Courts, etc.)	2018	125,000	130,000			
PHASE Id: Admin West Entry Door Replacement	2020	160,000	180,000			
PHASE IIa: Security Review and Enhancements	2011	50,000	50,000			
PHASE IIb: Security Task Force Project: Courthouse Weapons Screening	2014	525,000	525,000			
PHASE IIc: Security Task Force Projects	2017	55,000	55,000			
PHASE IId: Court Room Technology Upgrades & Build Out Courtroom 6	2017	100,000	\$100,000			
OTHER COUNTY BUILDINGS:						
Chan License Center land plus preliminary architectural/construction manager services	2007	645,000	645,000			
License Center: Chaska - remodel	2008	1,200,000	1,200,000			
License Center: Chanhassen - new	2008	3,500,000	3,500,000			
Joint MNDOT/Public Works Facility: County contribution 20% of total project cost	2010	1,870,000	1,870,000			
Environmental Center: Reuse Room Expansion (Paid for by grant funds/solid waste fees)	2014	50,000	50,000			
License Center: Chaska Drive Thru	2014	271,000	271,000			
Public Works: Neeton Property to Replace Watertown Building	2015	1,964,818	\$1,964,818			
Public Works: Cologne HVAC Repairs & Upgrades*	2017	90,000	90,000			
1st Street Remodel*	2020	160,000	180,000			
Public Works: Cologne Water & Sewer*	2021	320,000	370,000			
FURNISHING LIBRARIES (1):						
Norwood Young America - Relocated Expansion	2010	425,000	425,000			
Victoria - New	2014	550,000	550,000			
Chaska (Funding TBD)	2019	2,500,000	2,700,000			
TECHNOLOGY:						
Fiber Optic Loop connecting county buildings - County 20% share of Federal BIP0 grant	2010	1,500,000	1,500,000			
Board Room - Audio & Video Replacement*	2015	100,000	100,000			
Library RFID*	2015	186,500	186,500			
Carverlink Backbone Connection*	2016	320,000	320,000			
Data Center Update/Remodel/Relocate*	2017	100,000	100,000			
Data Storage Replacement*	2018	240,000	250,000			
Network Closet - Air Conditioned Racks*	2018	72,000	75,000			
Infrastructure Cable Upgrade*	2019	215,000	230,000			
New/Upgrade County Phone System	2019	254,000	275,000			
Lidar Elevation Data Collection	2021	64,000	75,000			
Projects Total		\$ 31,312,318	\$ 31,667,318			
Projected Cash Flow						
	2017	2018	2019	2020	2021	2022
BEG. FUND BALANCE:	\$ -	\$ 20,000	\$ 40,000	\$ 60,000	\$ 80,000	\$ 100,000
*State Turnback Funds	345,000	455,000	505,000	360,000	445,000	-
Funding To Be Determined	-	-	2,700,000	-	-	-
State CPA - 25% allocated to Buildings CIP	80,000	80,000	80,000	80,000	80,000	80,000
Capital Contribution to Fair Board Buildings	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Project Costs	(345,000)	(455,000)	(3,205,000)	(360,000)	(445,000)	-
PROJECTED YEAR END FUND BALANCE: (Fund #30)	\$ 20,000	\$ 40,000	\$ 60,000	\$ 80,000	\$ 100,000	\$ 120,000

(1) Cities provide the library buildings, County CIP pays for the initial set of books, shelves, etc. and County Operating Budget pays for operational costs including staff.

B. ROADS & BRIDGES CIP – FUND #32

Carver County has established an ongoing program for the planning of future Road and Bridge Projects through the County's Capital Improvement Plan (CIP). The purpose of the Road & Bridge CIP is to define a highway investment plan that best meets the transportation needs with the financial resources available. Financing and developing projects often takes several years due to the increasingly complex financial and regulatory environment.

The Road & Bridge CIP Fund accounts for capital projects that relate to county roads, bridges and signage, including new construction, replacement, right-of-way acquisition, and professional service fees. The CIP differentiates projects that are *traditional* (programmed based on existing transportation needs) and *development driven* (unprogrammed but needed for imminent land development) as the County has a cost participation policy for each.

To meet the transportation needs from the expected growth in the next 25 years (2016-2040), the County 2040 Road System Plan (R SP) identifies preservation, bridge replacement, safety, expansion, connectivity, corridor reconstruction and other significant county projects. The County Engineer estimates the cost of these projects to be approximately \$876 million with a maximum expected revenue of \$375 million from all sources with the exception of the portion of additional county levy from future growth in the tax base that will be used for transportation projects. It should be noted that this \$876 million estimate does not include needed improvements to TH 212, TH 5, TH 7 and TH 41 under Minnesota Department of Transportation (MnDOT) jurisdiction. It does not include any transit-related projects either. With current transportation revenue sources it is simply not feasible to fund all these projects in 25 years.

The CIP includes goals for Preservation, Safety, Bridge Replacement, Connectivity, Expansion, and Emerging Issues. Traditional funding is aimed at the preservation, safety and bridge needs, with any remaining and new funds going to new road connections and expansions. The current 2017-2022 CIP continues to fund preservation, safety, bridge replacements, and identify high priority expansion and connectivity projects.

The CIP utilizes a scored criteria system to assist in allocating limited resources to the highest priority transportation needs. The goal of the CIP will continue to be to fund preservation, bridge and immediate safety needs along with regionally significant partnership projects like the TH 101 river crossing, the TH 101 Bluff project and the TH 41 expansion project between 212 and Pioneer Trail. Projects have been analyzed using the following criteria and allocated funding as available:

- i. Safety Benefits (Measures crash rate and frequency)
- ii. Congestion (Measures volume/capacity)
- iii. System Relief (Measures future traffic demand)
- iv. Significance of System (Measures functional class, connections)
- v. Project Readiness (Measures level of project development)
- vi. Roadway Condition (Measures pavement condition and strength)
- vii. Freight Needs (Measures the volume of trucks)
- viii. Modal Opportunities (Measure transit and trail importance)

As shown on the following map and tables, the recommended CIP:

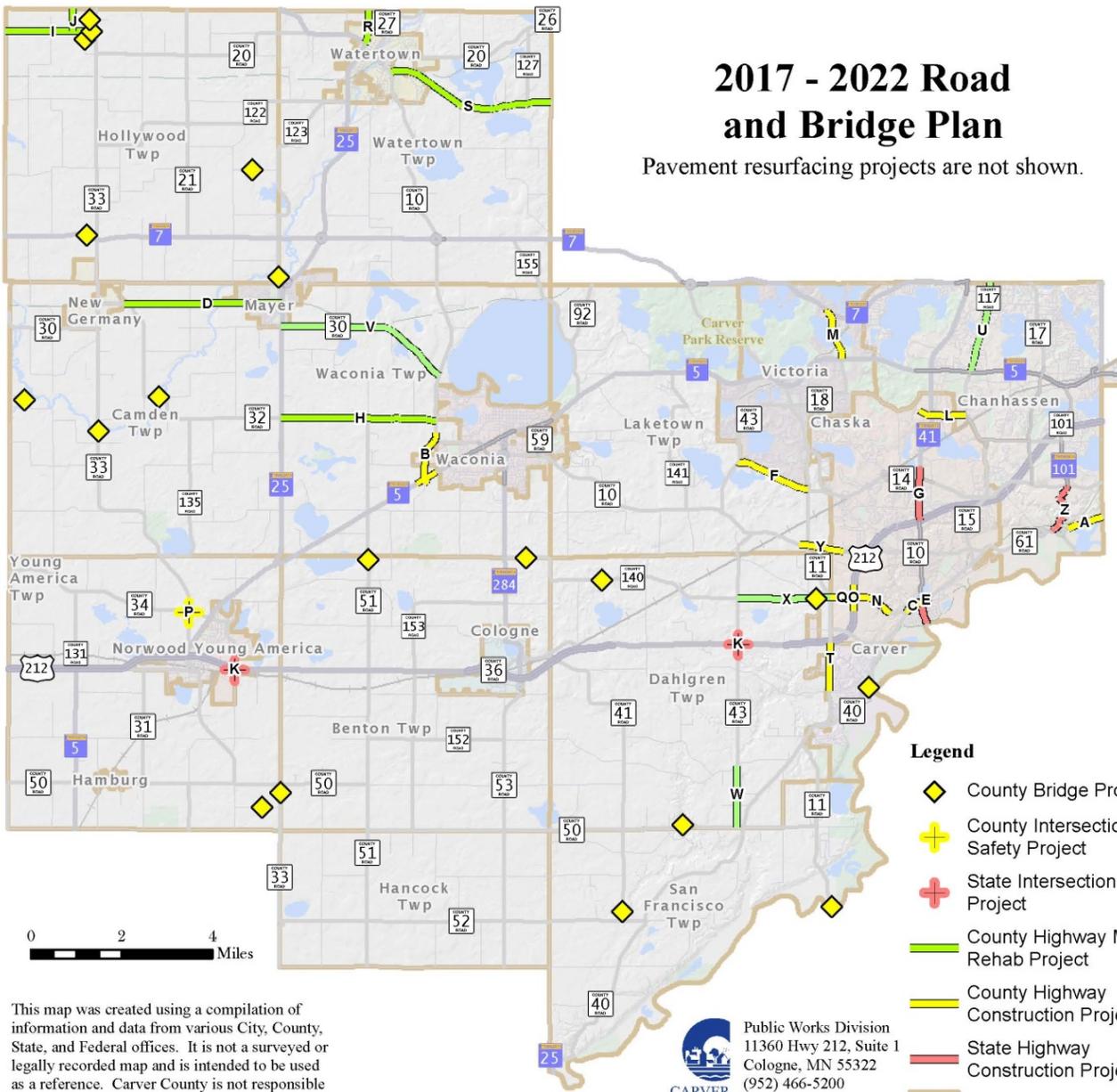
- Allows for funding at traditional levels for preservation and safety.
- Allows for key bridges to be replaced if CPA and State Bridge Bonds are available.
- Funds County match on federal projects.
- Funds County match on MnDOT projects.
- Funds several Expansion/Connectivity/Emerging projects(dependent on grants and bonding):
 - CSAH 18 between TH 41 and Galpin Blvd in Chanhassen
 - CSAH 10 from CSAH 11 to Chaska Creek in Chaska

- CSAH 10 Ring Road West of Waconia High School
- CSAH 13 from TH 5 to TH 7 in Victoria
- CSAH 61 (old TH 212) from 101 “Y” to East County Line in Chanhassen
- CSAH 61 from CSAH 140 to TH 41 in Chaska.
- TH 101 “Bluff” from CSAH 61 to CSAH 14 in Chanhassen.
- TH 41 from TH 212 to CSAH 14 in Chaska
- Marsh Lake Road (CSAH 14 Extension) from CSAH 11 to CSAH 43 in Victoria
- TH 212/CSAH 140 Interchange and Road in Chaska.
- CSAH 18 Extension from Bavaria to TH 41 in Chaska, Victoria, Chanhassen (if development occurs).
- Anticipates \$100,000 county levy increase in 2017 and each year thru 2026 for the 60-year Road Preservation Plan.

Please see the Roads and Bridges CIP summary on the next page for further details.

2017 - 2022 Road and Bridge Plan

Pavement resurfacing projects are not shown.



This map was created using a compilation of information and data from various City, County, State, and Federal offices. It is not a surveyed or legally recorded map and is intended to be used as a reference. Carver County is not responsible for any inaccuracies contained herein.

Public Works Division
11360 Hwy 212, Suite 1
Cologne, MN 55322
(952) 466-5200
Created: 2/21/2017



Legend

- ◆ County Bridge Projects
- + County Intersection Safety Project
- + State Intersection Safety Project
- County Highway Major Rehab Project
- County Highway Construction Project
- State Highway Construction Project
- City / Township Boundary

2017 - 2022	
Project Number	Project Description
A	Reconstruction of CSAH 61 from East of the Roundabout to the Hennepin County line (Lead by Hennepin County)
B	CR 10 Construction – Waconia School Phase – from TH 5 to CSAH 10
C	Reconstruction of CSAH 61 and replacement of Bridge No. 1002 with new Bridge No. xxxxx on CSAH 61 over West Chaska Creek
D	Pavement rehabilitation (SFDR) and shoulder widening of CSAH 30 from New Germany to TH 25
E	Reconstruction of CSAH 61 to a divided urban highway from TH 41 to East Chaska Creek and TH 41 improvements from the Minnesota River to County Highway 61
F	Reconstruction of Marsh Lake Road (Future CSAH 14) between CSAH 43 and CSAH 11
G	Reconstruction of TH 41 from the US 212 North Ramp Intersection through the CSAH 14 Intersection
H	Pavement rehabilitation (CIR) and shoulder widening of CSAH 32 from TH 25 to CSAH 10
I	Pavement rehabilitation (CIR) of CSAH 20 from M Leod County Line to CSAH 33
J	Pavement rehabilitation (CIR) of CR 13 from CSAH 33 to Wright County Line
K	Rural Intersection Conflict Warning System installation at the US 212 intersections of CSAH 34 and 43
L	Reconstruction of CSAH 18 between 0.25 mile West of TH 41 to CSAH 5
M	Reconstruction of CSAH 13 between TH 5 and TH 7
N	Reconstruction of CSAH 40 from the East Ramp of US 212 to 400 feet Southeast of the Cemetery Driveway
O	Reconstruction of CSAH 40 and Construction of a New Interchange at US 212
P	Intersection reconstruction to build a new roundabout at the CSAH 33 / CSAH 34 Intersection
Q	Reconstruction of CSAH 40 from CSAH 11 to West Ramp of US 212 Interchange
R	Pavement rehabilitation (SFDR) and shoulder widening of CSAH 10 from TH 25 to Wright County Line
S	Pavement rehabilitation (SFDR) and shoulder widening of CSAH 24 from CSAH 10 to Hennepin County Line
T	Reconstruction and expansion to 4 lanes of CSAH 11 from 6th Street to the US 212 Intersection
U	Pavement rehabilitation (FDR) and shoulder widening of CR 17 from TH 5 to Hennepin County line
V	Pavement rehabilitation (FDR) of CSAH 30 from TH 25 to CSAH 10
W	Pavement rehabilitation (FDR) of CSAH 43 from CSAH 50 to Maplewood Road
X	Pavement rehabilitation (FDR) of CSAH 44 from CSAH 43 to CSAH 11
Y	CSAH 10 Reconstruction – Chaska Creek Phase – from 0.25 mile west of CSAH 11 to 500 feet west of West Creek Lane
Z	Reconstruction of TH 10 (Turnback) on the Minnesota River Bluff between CSAH 61 and CSAH 14

CARVER COUNTY PUBLIC WORKS 2018-2022 ROAD AND BRIDGE CONSTRUCTION PLAN CIP and Development Driven Projects

Revised: Mar-17

2018					FUNDING SOURCE														
JOB / SERVICE #	PR#	PROJECT / ROAD DESCRIPTION	Budget Year	A/C	A/C 299	A/C 399	A/C 599	A/C 699	A/C 699	COUNTY									
					SAR	SAM	FEDERAL	MUNI. / ST.	BRIDGE	BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	OTHER	WT	CPA		
8000	188000	OVERLAYS/REHAB	2018	CON	787,326									1,500,000				564,166	
8746	148746	3rd ST Carver Culvert #L4967 Replacement - City Project	2017	PS															
			2017	CON					640,000										
			2017	ROW															
8747	148747	Wagon Ave Bridge over Ditch #4 (L2774) - Hollywood Twp.	2017	PS															
			2017	CON					447,000										
			2017	ROW															
8748	148748	16th St. Bridge over Ditch #4 (L2812) - Hollywood Twp.	2018	PS															
			2018	CON					315,000										
			2018	ROW															
8749	148749	CSAH 50 Culvert #L2787 over Bevens Creek.	2018	PS	75,000														
			2018	CON					241,000								370,000		
			2018	ROW	25,000														
8692	148692	DEVELOPMENT DRIVEN CSAH 14 Ext. (Marsh Lake Road) from CSAH 11 to CSAH 43	2018	PS	546,000			234,000											
			2018	CON	4,460,000			2,340,000					1,000,000						
			2017	ROW															
8752	148752	53rd St. Bridge over Joint Ditch #1 (3569) - Hollywood Twp.	2019	PS															
			2019	CON					571,000										
			2019	ROW															
8758	148758	TH 41 Reconstruction from 212 to Pioneer Trail.	2015	PS															
			2018	CON	210,723		7,420,000	4,129,277											
			2017	ROW															
8783	158783	TH212 at CSAH 43&34 RICWS. HSIP. AC Fed	2014	PS															
			2018	CON			273,618	30,402											
			2018	ROW															
8790	158790	CSAH 32 shoulder widening and CIR from TH25 to CSAH 10	2017	PS															
			2018	CON	1,442,824														
			2017	ROW															
8795	158795	CSAH 20 Bridge over JD 4 (93035) Replacement	2016	PS															
			2018	CON					149,589								280,000		
			2018	ROW	25,000														
8015	188015	Safety Set Aside	2018	CON									175,000						
8016	188016	Signing/Striping /Signals	2018	CON								175,000	315,000					160,000	
8014	188014	Development Driven Fund	2018	CON															
			2018	PS	320,000								320,000					315,000	
2005B		2005 Bond Sale (9.9M) 212	2005	DS											924,928				
2008B		2008 Bond Sale (11.4M) CSAHs	2008	DS											1,069,400				
2012B		2012 Bond Sale (1.46M) Engler	2012	DS											148,793				
2014B1		2014 TRLF (#8 16M) 101/61 Y	2014	DS											1,298,520				
2014B2		2014 Bond Sale (10M) 10, 61/101 Y, 61 E	2014	DS											750,350				
		PROFESSIONAL SERVICES			941,000			234,000				320,000						315,000	
		CONSTRUCTION			6,900,873		7,693,618	6,499,679	2,363,589			1,175,000	1,990,000		650,000		564,166	160,000	
		RIGHT-OF-WAY			50,000														
		DEBT SERVICE												4,191,991					
2018 TOTALS					7,891,873		7,693,618	6,733,679	2,363,589			1,495,000	1,990,000	4,191,991	650,000	879,166	160,000		
										34,048,916									

2014 TRLF for 101/61 (Southwest Reconnection) - \$18 16M/ Line of credit.
 Reallocated remaining funding from 2014 County CIP Bond for CSAH 10 (30 to TH 7) and County Share of Southwest Reconnection Project and 61 East Project
CPA: LTFP Goal: \$110,000 increase for 10 years beginning in 2015. CHANGED IN 2016 - NOW FLAT UNTIL MORE \$s
 Was funded with CPA. LTFP backfill from 101/61 Turnback repayment = \$ 650,000
 GROWTH LEVY: \$100,000 Additional Levy - LTFP goal

CARVER COUNTY PUBLIC WORKS 2018-2022 ROAD AND BRIDGE CONSTRUCTION PLAN CIP and Development Driven Projects

Revised: Mar-17

2019					FUNDING SOURCE															
JOB / SERVICE # <small>03-307-000-xxxx</small>	PR#	PROJECT / ROAD DESCRIPTION	Budget Year	A/C	A/C 299	A/C 399	A/C 599	A/C 699	A/C 699	COUNTY							CPA			
					SAR	SAM	FEDERAL	MUNI. / ST.	BRIDGE	BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	OTHER	WT				
8000	198000	OVERLAYS/REHAB	2019	CON	173,295									1,689,299				583,102		
8637	128637	CSAH 18 - Reconstruction TH 41 to Galpin. (Not incl TH41 Intersection)	2015	PS	37,000			265,740					-265,740							
			2019	CON				2,657,400						1,322,600				370,000		
			2017	ROW																
8681	148681	CSAH 13 reconstruction from TH 5 to TH 7 (Not incl. intersections at TH 5 & TH 7)	2019	PS			214,854		165,000											
			2019	CON				1,074,270		825,000				3,600,730						
			2019	ROW				375,000		375,000										
8750	148750	CSAH 33 Bridge over Bevens Creek (10503)	2019	PS						241,000								75,000		
			2019	CON														180,000	160,000	
			2019	ROW														25,000		
8751	148751	154th St. Bridge over Bevens Creek (L2826) - Young America Twp.	2019	PS																
			2019	CON						571,000										
			2019	ROW																
8786	158786	DEVELOPMENT DRIVEN. CSAH 44 from TH 212 to Cemetery Driveway.	2016	PS	560,000			240,000												
			2019	CON	2,146,457			1,200,000					653,543							
			2019	ROW	375,000			375,000												
8788	158788	DEVELOPMENT DRIVEN. CSAH 44 and TH212 Interchange.	2016	PS																
			2019	CON				7,000,000					1,000,000							
			2019	ROW																
8782	158782	CSAH 33 at CSAH 34 Roundabout. HSIP	2019	PS	200,000															
			2019	CON	168,523			1,516,709												
			2019	ROW	50,000															
8790	158790	CSAH 32 shoulder widening and CIR from TH25 to CSAH 10	2017	PS																
			2019	CON	1,207,463															
			2017	ROW																
8015	198015	Safety Set Aside	2019	CON									85,701							
8016	198016	Signing/Striping /Signals	2019	CON									25,000	315,000						
			2019	PS	320,000								102,000						315,000	
8014	198014	Development Driven Fund	2019	CON																
2005B		2005 Bond Sale (9.9M) 212	2005	DS											925,393					
2008B		2008 Bond Sale (11.4M) CSAHs	2008	DS											1,070,600					
2012B		2012 Bond Sale (1.46M) Engler	2012	DS											146,713					
2014B1		2014 TRLF (#8 16M) 101/61 Y	2014	DS												1,155,000				
2014B2		2014 Bond Sale (10M) 10, 61/101 Y, 61 E	2014	DS												749,450				
		PROFESSIONAL SERVICES			1,117,000	214,854		670,740		812,000			-163,740			75,000	315,000			
		CONSTRUCTION			3,695,738	1,074,270	1,516,709	11,682,400					6,601,873	2,090,000		550,000	583,102	160,000		
		RIGHT-OF-WAY			425,000	375,000		750,000								25,000				
		DEBT SERVICE														4,047,156				
2019 TOTALS					5,237,738	1,664,124	1,516,709	13,103,140	812,000			6,438,133	2,090,000	4,047,156	650,000	898,102	160,000			
										36,617,102										

Development
Driven
Projects

2014 TRLF for 101/61 (Southwest Reconnection) - \$18 16M/ Line of credit.

Reallocated remaining funding from 2014 County CIP Bond for CSAH 10 (30 to TH 7) and County Share of Southwest Reconnection Project and 61 East Project

CPA: LTFP Goal: \$110,000 increase for 10 years beginning in 2015. CHANGED IN 2016 - NOW FLAT UNTIL MORE \$\$

Was funded with CPA. LTFP backfill from 101/61 Turnback repayment =

GROWTH LEVY: \$100,000 Additional Levy - LTFP goal

\$ 650,000

CARVER COUNTY PUBLIC WORKS 2018-2022 ROAD AND BRIDGE CONSTRUCTION PLAN CIP and Development Driven Projects

Revised: Mar-17

2020					FUNDING SOURCE												
JOB / SERVICE # 03-307-000-xxxx	PR#	PROJECT / ROAD DESCRIPTION	Year	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 FEDERAL	A/C 699 MUNI. / ST.	A/C 699 BRIDGE	BOND	BOND INT	FUND BALANCE	COUNTY			WT	CPA
										TAX 1	TAX 2	OTHER					
8000	208000	OVERLAYS/REHAB	2020	CON									300,000			472,549	
8726	148726	TH 101 Bluff from CSAH 61 to Pioneer Trail. <i>Dependent on Turnback or State Funds</i>	2020	PS			2,500,000										
			2020	CON	562,910			19,300,000							650,000	87,090	
			2020	ROW				6,200,000									
8744	148744	CSAH 32 Bridge over Crow River (10514)	2020	PS	12,000												
			2020	CON	1,000,000				750,000								
			2020	ROW	25,000												
8787	158787	DEVELOPMENT DRIVEN. CSAH 44 from CSAH 11 to TH212	2017	PS				192,000									
			2020	CON	2,240,000			960,000									
			2020	ROW	175,000			175,000									
8793	158793	CSAH 10 shoulder widening and SFDR from TH 25 to Wright County Line	2020	PS													
			2020	CON	575,276												
			2020	ROW	100,000												
8794	158794	CSAH 24 shoulder widening and SFDR from CSAH 10 to Hennepin County Line	2020	PS													
			2020	CON	1,714,314							1,300,000				42,399	
			2020	ROW	100,000												
9005	169005	TH 41 and CSAH 61 Reconstruction	2020	PS													
			2020	CON				3,000,000									
			2020	ROW													
8015	208015	Safety Set Aside Signing/Striping	2020	CON									175,000				
8016	208016	/Signals Transfer	2020	CON									400,000				160,000
			2020	PS	320,000								15,000			315,000	
8014	208014	Development Driven Fund	2020	CON													
2005B		2005 Bond Sale (9.9M) 212	2005	DS													923,779
2008B		2008 Bond Sale (11.4M) CSAHs	2008	DS													1,070,400
2012B		2012 Bond Sale (1.46M) Engler	2012	DS													149,325
2014B1		2014 TRLF (348 16M) 101/61 Y	2014	DS													1,155,000
2014B2		2014 Bond Sale (10M) 10, 61/101 Y, 61 E	2014	DS													750,475
		PROFESSIONAL SERVICES			332,000			2,692,000					15,000			315,000	
		CONSTRUCTION			6,092,499			23,260,000	750,000				2,175,000		650,000	602,039	160,000
		RIGHT-OF-WAY			400,000			6,375,000									
		DEBT SERVICE												4,048,979			
2020 TOTALS					6,824,499			32,327,000	750,000				2,190,000	4,048,979	650,000	917,039	160,000
										47,867,517							

Development
Driven
Projects

2014 TRLF for 101/61 (Southwest Reconnection) - \$18 16M/ Line of credit.

Reallocated remaining funding from 2014 County CIP Bond for CSAH 10 (30 to TH 7) and County Share of Southwest Reconnection Project and 61 East Project

CPA: LTFP Goal: \$110,000 increase for 10 years beginning in 2015. CHANGED IN 2016 - NOW FLAT UNTIL MORE \$s

Was funded with CPA. LTFP backfill from 101/61 Turnback repayment = \$ 650,000

GROWTH LEVY: \$100,000 Additional Levy - LTFP goal

CARVER COUNTY PUBLIC WORKS 2018-2022 ROAD AND BRIDGE CONSTRUCTION PLAN CIP and Development Driven Projects

Revised: Mar-17

2021					FUNDING SOURCE													
JOB / SERVICE # 03-307-000-xxxx	PR#	PROJECT / ROAD DESCRIPTION	Year	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 FEDERAL	A/C 699 MUNI. / ST.	A/C 699 BRIDGE	BOND	BOND INT	FUND BALANCE	COUNTY			WT	CPA	
										BOND			TAX 1	TAX 2	OTHER		CPA	
8000	218000	OVERLAYS/REHAB	2021	CON									1,800,000				107,330	
8760	148760	CSAH 10 (Engler) Reconstruction from CSAH 11 to West Chaska Creek.	2021	PS														
			2021	CON	5,680,000			1,000,000		5,000,000		520,000						
			2021	ROW														
8796	158796	CSAH 41 Bridge over Silver Creek (10502). SF Township	2021	PS														
			2021	CON					450,000							650,000		
			2021	ROW	25,000													
8797	158797	CSAH 44 Shoulder Widening and SFDR from CSAH 43 to CSAH 11	2021	PS														
			2021	CON	1,192,517									0			513,645	
			2021	ROW	100,000													
8015	218015	Safety Set Aside	2021	CON									175,000					
8016	218016	Signing/Striping /Signals	2021	CON								75,000	315,000					160,000
			2021	PS	320,000								226,000				315,000	
8014	218014	Development Driven Fund	2021	CON														
2005B		2005 Bond Sale (9.9M) 212	2005	DS										done				
2008B		2008 Bond Sale (11.4M) CSAHs	2008	DS											1,068,800			
2012B		2012 Bond Sale (1.46M) Engler	2012	DS											150,000			
2014B1		2014 TRLF (#8 16M) 101/61 Y	2014	DS												1,155,000		
2014B2		2014 Bond Sale (10M) 10, 61/101 Y, 61 E	2014	DS												751,000		
PROFESSIONAL SERVICES					320,000							226,000				315,000		
CONSTRUCTION					6,872,517			1,000,000	450,000	5,000,000		595,000	2,290,000		650,000	620,975	160,000	
RIGHT-OF-WAY					125,000													
DEBT SERVICE														3,124,800				
2021 TOTALS					7,317,517			1,000,000	450,000	5,000,000		821,000	2,290,000	3,124,800	650,000	935,975	160,000	
21,749,292																		

Development
Driven
Projects

2014 TRLF for 101/61 (Southwest Reconnection) - \$18 16M/ Line of credit.

Reallocated remaining funding from 2014 County CIP Bond for CSAH 10 (30 to TH 7) and County Share of Southwest Reconnection Project and 61 East Project

CPA: LTFP Goal: \$110,000 increase for 10 years beginning in 2015. CHANGED IN 2016 - NOW FLAT UNTIL MORE \$\$

Was funded with CPA. LTFP backfill from 101/61 Turnback repayment = \$ 650,000

GROWTH LEVY: \$100,000 Additional Levy - LTFP goal

CARVER COUNTY PUBLIC WORKS 2018-2022 ROAD AND BRIDGE CONSTRUCTION PLAN CIP and Development Driven Projects

Revised: Mar-17

2022 Construction CIP					FUNDING SOURCE													
JOB / SERVICE # 03-307-000-xxxx	PR#	PROJECT / ROAD DESCRIPTION	Year	A/C	A/C 299	A/C 399	A/C 599	A/C 699	A/C 699	COUNTY						CPA		
					SAR	SAM	FEDERAL	MUNI. / ST.	BRIDGE	BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	OTHER		WT	
8000	228000	OVERLAYS/REHAB	2022	CON									1,720,000					80,631
8678	228678	CSAH 11 - Reconstruction From 6th Street to TH 212.	2022	PS		484,000		556,000										
			2022	CON	2,420,000	1,100,000		2,780,000			3,200,000							
			2022	ROW		400,000		400,000										
8013	228013	CSAH 30 shoulder widening and SFDR from TH 25 to CSAH 10	2022	PS														
			2022	CON	2,195,931										650,000	424,912	79,369	
			2022	ROW	100,000													
8015	228015	Safety Set Aside	2022	CON								175,000						
8016	228016	Signaling/Striping /Signals	2022	CON									315,000				215,000	
			2022	PS	320,000									180,000			315,000	
2005B		2005 Bond Sale (9.9M) 212	2005	DS										done				
2008B		2008 Bond Sale (11.4M) CSAHs	2008	DS											1,071,200			
2012B		2012 Bond Sale (1.46M) Engler	2012	DS											150,000			
2014B1		2014 TRLF (4# 16M) 101/61 Y	2014	DS											1,155,000			
2017B		Extension+Engler Blvd (\$13M)	2017	DS											650,000			
2014B2		2014 Bond Sale (10M) 10. 61/101 Y, 61 E	2014	DS											751,000			
		PROFESSIONAL SERVICES			320,000	484,000		556,000					180,000			315,000		
		CONSTRUCTION			4,615,931	1,100,000		2,780,000			3,200,000		2,210,000			650,000	639,912	
		RIGHT-OF-WAY			100,000	400,000		400,000										
		DEBT SERVICE													3,777,200			
2022 TOTALS					5,035,931	1,984,000		3,736,000			3,200,000		2,390,000	3,777,200	650,000	954,912	160,000	
					21,888,043													

Development
Driven
Projects

2014 TRLF for 101/61 (Southwest Reconnection) - \$18 16M/ Line of credit.

Reallocated remaining funding from 2014 County CIP Bond for CSAH 10 (30 to TH 7) and County Share of Southwest Reconnection Project and 61 East Project

CPA: LTFP Goal: \$110,000 increase for 10 years beginning in 2015. CHANGED IN 2016 - NOW FLAT UNTIL MORE \$\$

Was funded with CPA. LTFP backfill from 101/61 Turnback repayment = 650,000

GROWTH LEVY: \$100,000 Additional Levy - LTFP goal

**ROAD & BRIDGE
CAPITAL IMPROVEMENT PLAN - Fund #32
2017**

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
PROJECTED BEG. FUND BALANCE:	\$0	\$ -	\$ -	\$ -	\$ -	\$ -
Road & Bridge Preservation Levy - Board direction to increase \$100K per year	1,890,000	1,990,000	2,090,000	2,190,000	2,290,000	2,390,000
State Turnback \$ to offset CPA reductions	550,000	650,000	650,000	650,000	650,000	650,000
State CPA - 50% allocated to Road & Bridge CIP	160,000	160,000	160,000	160,000	160,000	160,000
Projected Wheelage Taxes	860,000	880,000	900,000	915,000	935,000	955,000
Transfer to Debt Service Fund for Wheelage Tax supported bonds	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)
Summary of Road & Bridge Projects listed in Road & Bridge 5-Year CIP:						
Safety Set Aside - (8888)	(175,000)	(175,000)	(86,000)	(175,000)	(175,000)	(175,000)
Traffic Sign Replacement Project - (6520)	(315,000)	(315,000)	(315,000)	(560,000)	(475,000)	(315,000)
Road & Bridge Construction Projects (XXXX)	(1,492,748)	(810,000)	(810,000)	(2,092,000)	(1,163,000)	(1,549,000)
Annual Road Resurfacing Costs - (6284)	(1,162,252)	(2,065,000)	(2,274,000)	(773,000)	(1,907,000)	(1,801,000)
PROJECTED YEAR END FUND BALANCE: (R&BCIP - Fund #32)	<u>\$ -</u>					

C. **PARKS & TRAILS CIP – FUND #34**

The county regional park system faces tremendous challenges to redevelop aging infrastructure, develop its park areas, and implement a vision which secures new areas as identified in county and regional planning documents. Development and redevelopment of our parks system is a continuing process through our partnership with the Metropolitan Council. Currently, the County is advancing funding land acquisition for Lake Waconia Regional Park. Advanced funding is to be repaid to the County in a future capital improvement budget of the Metropolitan Council. However, reimbursement under the present funding allocations from the Metropolitan Council means that the County will wait a number of years before being repaid. In the meantime, what capital funds are allocated to Carver County from the Metropolitan Council's CIP is being consumed to repay the County for previous land acquisitions.

Designating County reserves for land acquisition is a part of the County's strategy to provide funding to assist with acquisitions. Funding provided by the Metropolitan Council for park and trail acquisitions will replenish the designated reserves. Having completed the identified land acquisitions within Lake Waconia Regional Park will allow the County to consider other opportunities to preserve and provide conservation and recreation space for the future. Current suggested acquisitions include land needed the expansion of Baylor Regional Park. Other possible acquisition areas are shown on the County's Comprehensive Plan.

Additionally, the 2009 legislative session passed the Parks and Trail Legacy Fund. This is new funding provided through the constitutional amendment passed by the voters in November of 2008. As a result of the amendment, Carver County receives approximately \$350,000 annually for new projects consistent with the language of the constitutional amendment.

Finally, in the 2016 Budget, the County shifted a portion of County Program Aid (CPA) back to operations and away from pay-as-you-go capital projects in the Park and Trail CIP. The CPA allocated to the Parks and Trail CIP is expected to remain constant at \$80,000 annually which will allow for the investment in small capital projects or for the funds to be combined with other sources for larger projects. Previous years CPA funding projections were substantially higher than \$80,000.

Lake Waconia Regional Park Boat Access

County staff has partnered with the Minnesota DNR to developing a boat access consistent with the Lake Waconia Regional Park Master Plan. The DNR has acquired the land and is in the process of designing the boat access. Carver County will provide maintenance operations seamless from the surrounding park property.

Union Pacific Railroad

The Union Pacific Railroad decided in 2010 to abandon a rail line that connects Carver County to Scott County by a rail bridge over the Mississippi River. Scott County, Carver County, the Metropolitan Council, and the cities of Carver and Chaska formed an alliance and purchased the abandoned line through the Federal Rail Line Abandonment process in September, 2011. The majority of the funding for this land acquisition comes from the Metropolitan Council. Carver County has received federal funding to construct a paved trail from Athletic Park in Chaska to County Road 40 in Carver.

Minnesota River Bluffs Regional Trail

Carver County applied for and was notified that it would receive federal funding for a segment of the Minnesota River Bluffs Regional Trail between County Road 61 and Bluff Creek Drive. This project is scheduled for construction in 2017

Trail Maintenance

Since 2010, Carver County has constructed 14 miles of paved trail within park areas and regional trails. Funding is planned to maintain trails surfaces at regular intervals to maximize the pavement life.

PARK DEVELOPMENT CAPITAL PROJECTS

The County's Park Board and staff are prioritizing the following development projects and exploring various options to bring additional resources to the County's Park & Trail Capital Improvement Plan.

Baylor Regional Park

Longer term objectives of remodeling the park visitor center, upgrading electrical service to campsites, considering a splash pad instead of a swimming beach due to poor lake water quality are emerging ideas to improve customer satisfaction with the park.

Lake Minnewashta Regional Park

Land previously occupied for parking at a second boat access will be made available for large group activities to help separate group usage from family and casual users, thereby reducing conflict in general use areas of the park.

Emerging needs include the replacement of the playground equipment. The existing equipment is approaching 20 years old. There have been numerous repairs made, and the equipment is showing signs of wear and tear. Other enhancements being contemplated include lighting for the trail system, development of group camp site, a swim pond for dogs, and repurposing the caretaker house for recreation activities.

Lake Waconia Regional Park

Lake Waconia Regional Park is in need of a Phase I Development project to address sustainable and longer term usage of the park. The need for sewer and water services is becoming ever more apparent with sensitivity of septic systems near the lake and concern about possible contamination. At a time when sewer and water are brought into the park, site grading for a new restroom/lifeguard station/concession building, parking lot, storm water management and picnic areas should be included.

The restroom building, which was constructed in the late 1960s, was not designed as a change-house facility. There is insufficient space for routine changing of clothing while operating as a restroom building. Changing in toilet stalls is difficult due the lack of space, and the area is often wet from sweaty toilet fixtures making it poorly suited for changing clothing. The building is also not handicapped accessible. Future plans call for the construction of a new beach change house/restroom building. However, construction of new facilities such as the restroom building may not be constructed in the foreseeable future given the present funding allocation for regional parks.

Additionally, there is preliminary work underway to consider future development east of the park boundary. The eventual expansion of city limits is proposed to be serviced with municipal water and sewer services which would extend through the park. Plans for park development should be prepared in advance of considering utilities which would run through the park to provide services to park buildings and to minimize disturbance to park land.

Other identified needs that remain unfunded include a playground area, boat access, picnic shelters, parking, trails and site restoration. The County and the Regional Park System do not have a timeline that indicates when construction on these items could begin.

The following Parks and Trails CIP summary provides further details.

PARKS & TRAILS CAPITAL IMPROVEMENT PLAN - Fund #34 2017							
DESCRIPTION	PERCENT	ESTIMATED	ESTIMATED	ESTIMATED	COUNTY	State Bonding /Advanced Funding	
	PAID BY Others	YEAR NEEDED	PROJECT COST	PROJECT PLUS INFLATION			CIP
Parks and Trails Pavement Management	0	2017	\$ 120,000	\$ 120,000	\$ 120,000	-	
MN River Bluffs Trail	0	2017	180,000	180,000	180,000	-	
Group Use Area and Trailhead	0	2017	80,000	80,000	80,000	-	
Lake Waconia Regional Park - Phase I Redevelopment	0	2018	9,600,000	10,000,000	4,000,000	6,000,000	
Lake Minnewashta Regional Park - Playground Equipment	0	2019	650,000	700,000	700,000	-	
Lake Minnewashta Regional Park - Contact Station	0	2019	90,000	100,000	100,000	-	
Lake Minnewashta Regional Park - Group Camp Area	0	2022	280,000	300,000	300,000	-	
Baylor Park Visitor Center	0	2021	450,000	500,000	500,000	-	
Totals Project Costs			\$ 11,450,000	\$ 11,980,000	\$ 5,980,000	\$ 6,000,000	
Projected Cash Flows		2017	2018	2019	2020	2021	2022
BEG. FUND BALANCE: (Not Designated for Park Land Acquisition)		\$ -	\$ -	\$ 405,000	\$ 10,000	\$ 415,000	\$ 320,000
Sales Tax Legacy Allocation		300,000	350,000	350,000	350,000	350,000	350,000
State Aid - 25% to Park & Trail CIP		80,000	80,000	80,000	80,000	80,000	80,000
Funding to be Determined		-	4,000,000	-	-	-	-
Park and Trail Sustainability Projects		-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Parks & Trails Construction Project Costs		(380,000)	(4,000,000)	(800,000)	-	(500,000)	(300,000)
PROJECTED YEAR END FUND BALANCE: (Fund #34)		\$ -	\$ 405,000	\$ 10,000	\$ 415,000	\$ 320,000	\$ 425,000

III. VEHICLES, FACILITIES AND EQUIPMENT REPLACEMENT

The Administrator Recommended 2017 Budget includes \$1.4 million in levy funding to replace facilities, vehicles and equipment. This Plan includes a five year replacement schedule for Facilities, Vehicles and Equipment based on division requests for 2018 thru 2022. These requests will be rolled forward each year until they become part of current year Budget process. The five year replacement schedule relies on a \$100,000 a year increase to the \$1.4 million levy over the next five years. The County Board has been supportive of this \$100,000 a year increase in levy dollars to create an orderly and scheduled replacement of County facilities, vehicles and equipment.

IV. FUTURE BOND SALES AND DEBT SERVICE

Pay-as-you-go financing is the Board's preference for financing Building and Park & Trail projects. Therefore, there are no current plans to issue debt in either the Building CIP or the Park & Trail CIP except for a potential \$4 million Carver County match to \$6 million in State Bonds for a Lake Waconia Regional Park Phase 1 Development Project.

The 2018-2022 Road and Bridge CIP currently identifies \$5 million in bonding needs. All other projects in the Road & Bridge CIP are funded provided external funding sources are secured.

In 2015, \$1.3 million in State Turnback reimbursement related to the 101 Bridge project replaced State CPA as a funding source for one-time capital projects. When State Turnback reimbursement ends in 2022, this decrease in funding could be offset by redirecting the decrease in debt service of \$875,000 in 2021.

County staff is evaluating the need for additional Road & Bridge bond sales for unfunded high priority projects that are not listed in the 2018-2022 CIP. Possible funding sources for the debt service on a bond sale include reallocating debt service levy from expiring debt in 2021 and an increase in the Wheelage Tax and/or approving the Half-Cent Sales Tax.

Please see the 5 Year Debt Service Schedule below for more details.

**CARVER COUNTY
CHASKA, MINNESOTA
COMBINED SCHEDULE OF BONDS PAYABLE
December 31, 2017**

Bond Type	Interest Rates	Payment Due Date	Original Amt. Issued	Amount Outstanding 12/31/17	2018	2019	2020	2021	2022	2023 to 2027	2028 2032
2008B General Obligation*											
Principal.....		2/1	5,020,000	2,745,000	2,745,000	-	-	-	-	-	-
Interest.....	4% - 4.8%	2-1/8-1		55,349	55,349	-	-	-	-	-	-
Total				2,800,349	2,800,349	-	-	-	-	-	-
2012A General Obligation Tax Abatement											
Principal.....		2/1	1,460,000	955,000	130,000	130,000	135,000	135,000	140,000	285,000	-
Interest.....	0.6-2.6%	2-1/8-1		77,315	18,793	16,713	14,325	11,625	8,633	7,226	-
Total				1,032,315	148,793	146,713	149,325	146,625	148,633	292,226	-
2013A GO Refunding											
Principal.....		2/1	5,150,000	2,555,000	840,000	855,000	860,000	-	-	-	-
Interest.....	0.3-1.5%	2-1/8-1		52,482	27,788	18,244	6,450	-	-	-	-
Total				2,607,482	867,788	873,244	866,450	-	-	-	-
2014A GO Capital Improvement											
Principal.....		2/1	9,555,000	7,555,000	540,000	550,000	565,000	580,000	595,000	3,275,000	1,450,000
Interest.....	2.0-3.0%	2-1/8-1		1,427,175	210,350	199,450	185,475	168,300	150,675	469,125	43,800
Total				8,982,175	750,350	749,450	750,475	748,300	745,675	3,744,125	1,493,800
2014 MPFA Loan (12/2015 Projection)											
Principal.....		8/20	18,000,000	15,753,000	1,141,000	1,152,000	1,164,000	1,175,000	1,187,000	6,115,000	3,819,000
Interest.....	1.0%	2-20/8-20		1,124,660	157,530	146,120	134,600	122,960	111,210	375,600	76,640
Total				16,877,660	1,298,530	1,298,120	1,298,600	1,297,960	1,298,210	6,490,600	3,895,640
2016A GO Refunding											
Principal.....		2/1	7,190,000	7,180,000	745,000	1,095,000	1,150,000	1,205,000	1,260,000	1,725,000	-
Interest.....	2.0-5.0%	2-1/8-1		1,199,725	328,875	290,325	234,200	175,325	113,700	57,300	-
Total				8,379,725	1,073,875	1,385,325	1,384,200	1,380,325	1,373,700	1,782,300	-
Total											
Principal.....			40,430,000	36,743,000	6,141,000	3,782,000	3,874,000	3,095,000	3,182,000	11,400,000	5,269,000
Interest.....				3,936,706	798,685	670,852	575,050	478,210	384,218	909,251	120,440
Total				40,679,706	6,939,685	4,452,852	4,449,050	3,573,210	3,566,218	12,309,251	5,389,440

*Will be refunded with the 2016A debt issue

V. PERSONNEL COSTS

The most significant cost-driver for future operating budgets is the staffing costs needed to address the increasing service demands from a growing county along with increasing regulatory and compliance mandates. As a result, key financial strategies have been developed to focus on three issues related to personnel costs:

A. Requests for Levy-Funded Staffing

Chart #1: Population Trend

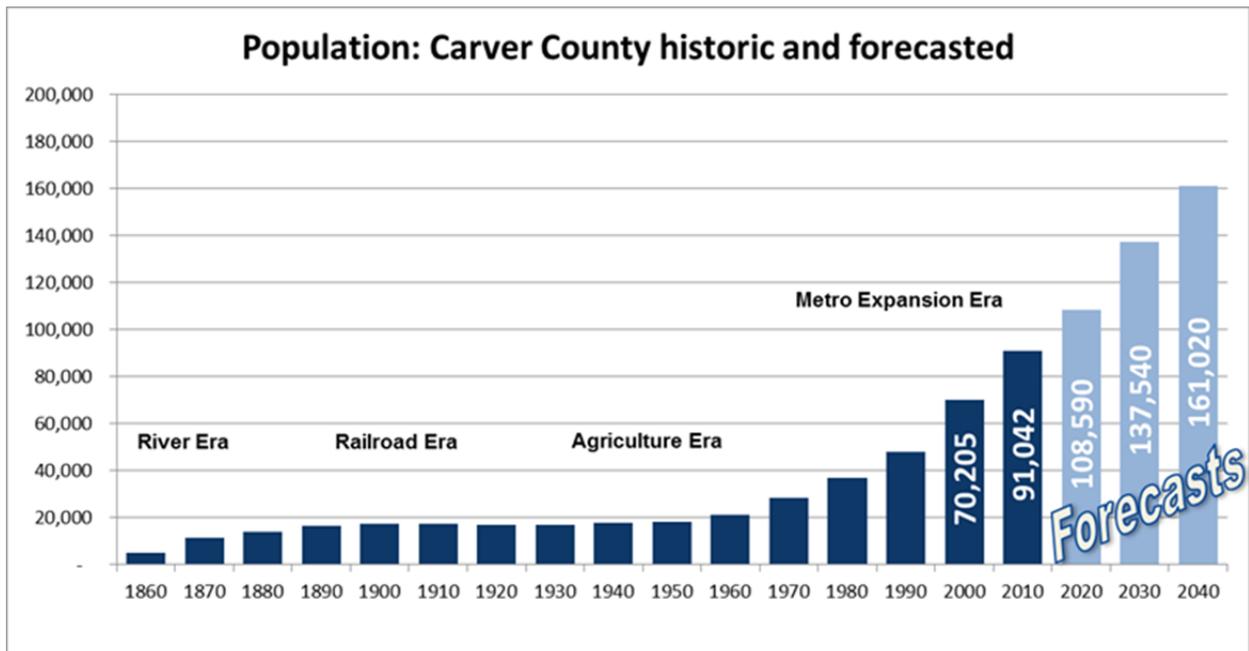
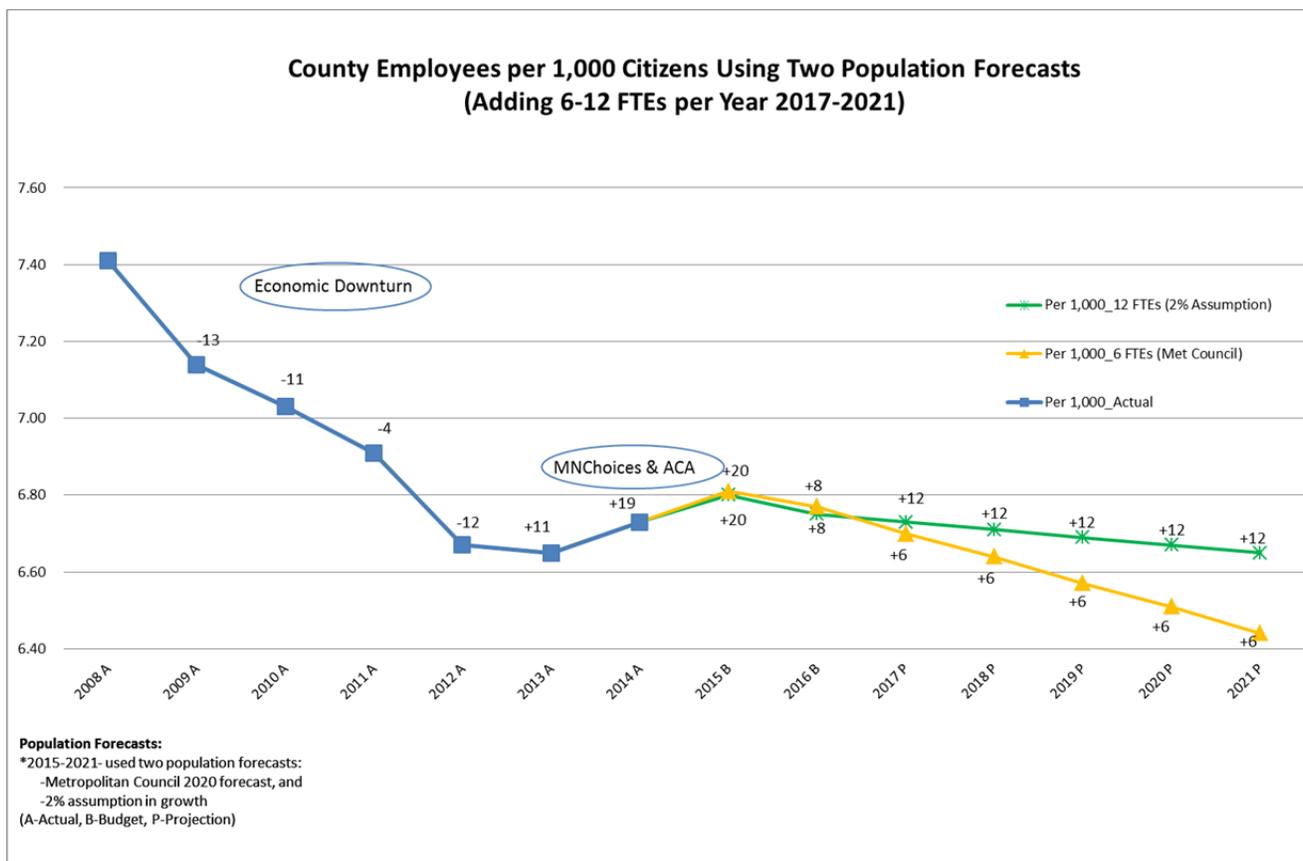


Chart #1 shows the dramatic forecasted increase to 161,020 residents by the year 2040. The County's primary strategy to finance increasing service demands from population growth is to hire additional Full-Time Equivalent (FTE) employees at a slower rate than the County's overall growth by:

1. Leveraging technology to gain staff efficiencies: An extensive list of technology projects throughout the County are expected to increase staff efficiencies along with a new focus on LEAN/Kaizen Events which has emerged as a successful new tool to increase workflow efficiency.
2. Collaborating with other organizations to enhance service delivery, increase efficiencies, and eliminate duplication of efforts: In 2008, the County created the Association of Carver County Elected Leaders (ACCEL) to facilitate this effort. For 2012, this association was expanded to include appointed city administrators/school superintendents.

3. Implement pay-for-performance that rewards performance: The long-term plan has been to transition employee groups from a legacy step pay model to a pay-for-performance model. This plan has been implemented for non-bargaining employees in 10 out of 11 of eleven bargaining units in 2016.

The FTE Per Thousand Residents graph below compares county FTEs to County residents from 2008 thru 2015. The graph also projects a downward trend of FTEs per thousand residents if the County adds 6 FTEs each year based on the Met Council's 2021 population growth assumption or adds 12 FTEs each year based 2% population growth continuing thru 2021. This projection range of 6 – 12 additional FTEs over the next 5 years provides a high-level planning benchmark for future operating budget's most significant cost driver. However, this high-level projection could change dramatically during the annual budget process due to future circumstances that are often outside of the County's control.



B. Employee Health Insurance

When the County went out for 2007 health insurance bids, only one major health insurance carrier offered a bid, and two major carriers indicated they would not bid for the County's future business until the County provided consumer-driven health insurance options to its employees. In response, the County developed the following strategies:

1. Plan Design: Consumer-Driven Models

The latest trend to attempt to slow health care costs is to give consumers more choice in their health care, what is commonly referred to as “consumer-driven health plans.” In 2009 and 2010, the County Board approved the recommendations of the Health Care Labor Management Committee and created incentives for employees to migrate from the legacy Plan A to one of the following:

- Plan B high-deductible HR A which shares risk with the employee in exchange for lower premiums.
- Improved Plan C, a tiered network in which clinics/hospitals with higher care ratings have lower deductibles.
- Plan D high-deductible HSA plan.

The Board also created a cafeteria plan to provide employees with more benefit flexibility.

2. Education/Wellness

Estimates have calculated that up to 65% of health care costs relate to poor lifestyles choices related to nutrition, smoking, alcohol and drug use, lack of exercise, etc. In 2008, the County Board approved the creation of the Health Break Team to create a healthier culture at the County. Employee awareness, participation and support for the various Wellness programs and activities has been growing and is expected to continue in the future.

3. Health Incentive Plan

Beginning in 2012, the County Board approved the Health Break’s Team recommendation for \$100 incentive for employees who participate in the Health Incentive Plan by completing basic health screenings and wellness tasks: biometrics, health assessment, preventive screenings, and a dentist visit. The Board’s strategic plan creates a long-term goal of a 70% employee participation rate in the Health Incentive Plan.

The great news from responses to health insurance request for proposals in 2012 and 2017 is that premiums decreased on average 2% and 14% due to very competitive bidding for the County’s five-year contract. In addition, single digit rate cap increases will be in place through 2021.

C. Other Post-Employment Benefits (OPEB) - GASB Statements 43 & 45

The Governmental Accounting Standards Board (GASB) requires that governments disclose the actuarial valuation of their post-employment benefits in their financial statements. Governments are not required to fund this liability or make a contribution. However, many governments are advance funding their Other Post-Employment Benefits (OPEB) liability with an OPEB Annual Contribution because:

- Rating agencies view a large, unfunded OPEB Liability as an increased risk that could negatively impact a government’s credit rating.

- State statutes create an opportunity for OPEB contributions to earn a higher interest rate if they are deposited in a separate OPEB trust.

As background, Carver County has two types of post-employment benefits:

- Subsidized Health Insurance Payments – For employees hired before June 1, 2010, Carver County Policy provides eligible employees who retire with at least 20 consecutive years of service, the same coverage as an active employee until eligible for Medicare. Eligible employees who have attained the age of 60 years are currently provided the same County contribution as active employees toward the cost of health insurance under this Policy.
- Access to Group Insurance – MN Statutes requires that pension-eligible retirees be given access to the County's group insurance plan for the same premium as active employees until Medicare eligibility (retiree pays 100% of the premium). The State mandate that blends the premium for more costly to insure retirees and the less costly active employees creates what is called an Implicit Rate subsidy.

The annual required contribution (ARC) for these two benefits, commonly referred to as the OPEB Annual Contribution, is \$1,083,897 as of 1/1/15. The majority (approximately three-fourths) of Carver County's OPEB Contribution is attributed to the State Law requiring Retiree's Access to Group Insurance.

In the 2009 - 2016 Budgets, the County Board directed that the annual levy allocation for OPEB be increased by \$100,000 each year to a total of \$800,000 in 2016. As of 12/31/16, \$5,037,740 has been accumulated in an OPEB revocable trust administered by Public Employee Retirement Association Board.

In 2017, the County's contribution for retired employees, which totaled \$170,000 in 2015, will begin being paid by the OPEB trust account. Based on the new OPEB ARC calculated as of 1/1/17, County staff recommends increasing the OPEB allocation by \$100,000 each year until the OPEB allocation equals the OPEB ARC.

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022	
Buildings - CIP - Fund # 30												
6630-Building Construction												
<i>Building Projects</i>												
ADMIN WEST ENTRY DOOR REPLACEMENT		A	0	0	0	180,000	0	0	180,000	0	180,000	D-78
Building Security Improvement Plan		A	55,000	0	0	0	0	0	0	0	0	D-75
City of Chaska New Library: Collection and FF&E		B	0	50,000	2,650,000	0	0	0	2,700,000	0	2,700,000	D-82
COURT ROOM TECHNOLOGY UPGRADES		A	100,000	0	0	0	0	0	0	0	0	D-76
First Street Remodel		B	0	0	0	180,000	0	0	180,000	0	180,000	D-77
LEC - STORM WATER TUCK POINT & CAULK COURTS		A	0	130,000	0	0	0	0	130,000	0	130,000	D-81
Phase II - Master Plan Space Study		B	0	0	0	0	0	0	0	0	0	D-74
PW Water & Sewer		C	0	0	0	0	370,000	0	370,000	0	370,000	D-80
<i>Building Projects Total</i>			<i>155,000</i>	<i>180,000</i>	<i>2,650,000</i>	<i>360,000</i>	<i>370,000</i>	<i>0</i>	<i>3,560,000</i>	<i>0</i>	<i>3,560,000</i>	
<i>Public Services: Facilities Management</i>												
HVAC repairs and upgrades		C	90,000	0	0	0	0	0	0	0	0	D-12
<i>Public Services: Facilities Management Total</i>			<i>90,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
<i>Public Services: IS: Specific Projects</i>												
Data Center Updates		A	100,000	0	0	0	0	0	0	0	0	D-5
Data Storage Replacement		B	0	250,000	0	0	0	0	250,000	0	250,000	D-1
Infrastructure cable upgrade		C	0	0	230,000	0	0	0	230,000	0	230,000	D-6
Lidar Elevation Data Collection		B	0	0	0	0	75,000	0	75,000	0	75,000	D-7
Network Closet - Air Conditioned Racks		B	0	75,000	0	0	0	0	75,000	0	75,000	D-4
New/upgrade county phone system		C	0	0	275,000	0	0	0	275,000	0	275,000	D-9
<i>Public Services: IS: Specific Projects Total</i>			<i>100,000</i>	<i>325,000</i>	<i>505,000</i>	<i>0</i>	<i>75,000</i>	<i>0</i>	<i>905,000</i>	<i>0</i>	<i>905,000</i>	
<i>Public Works: Road & Bridge</i>												
New Miscellaneous Capital Projects		C	0	0	0	0	0	0	0	0	0	D-53
<i>Public Works: Road & Bridge Total</i>			<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT			EXPENDITURES							REVENUES			
Project Title	Department	Priority	Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022	Page #	
			6630 Totals	345,000	505,000	3,155,000	360,000	445,000	0	4,465,000	0	4,465,000	
			Buildings - CIP - Fund # 30 Totals	345,000	505,000	3,155,000	360,000	445,000	0	4,465,000	0	4,465,000	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022	
Roads/Bridges - CIP - Fund # 32												
6281-Construction												
<i>Public Works: Road & Bridge</i>												
CPA 50% Allocation		C	160,000	160,000	160,000	160,000	160,000	160,000	800,000	0	800,000	D-54
State Turnback \$ to Offset CPA Reductions		A	550,000	650,000	650,000	650,000	650,000	650,000	3,250,000	0	3,250,000	D-52
<i>Public Works: Road & Bridge Total</i>			<i>710,000</i>	<i>810,000</i>	<i>810,000</i>	<i>810,000</i>	<i>810,000</i>	<i>810,000</i>	<i>4,050,000</i>	<i>0</i>	<i>4,050,000</i>	
6281 Totals			710,000	810,000	810,000	810,000	810,000	810,000	4,050,000	0	4,050,000	
6284-Maintenance - Resurfacing												
<i>Public Works: Road & Bridge</i>												
Road Preservation Plan		A	1,890,000	1,990,000	2,090,000	2,090,000	2,190,000	2,290,000	10,650,000	0	10,650,000	D-55
<i>Public Works: Road & Bridge Total</i>			<i>1,890,000</i>	<i>1,990,000</i>	<i>2,090,000</i>	<i>2,090,000</i>	<i>2,190,000</i>	<i>2,290,000</i>	<i>10,650,000</i>	<i>0</i>	<i>10,650,000</i>	
6284 Totals			1,890,000	1,990,000	2,090,000	2,090,000	2,190,000	2,290,000	10,650,000	0	10,650,000	
Roads/Bridges - CIP - Fund # 32 Totals			2,600,000	2,800,000	2,900,000	2,900,000	3,000,000	3,100,000	14,700,000	0	14,700,000	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022	
Parks and Trails - CIP - Fund # 34												
6615-Park Development												
<i>Public Works - Parks</i>												
BAYLOR PARK SPLASH PAD		C	0	0	0	0	0	0	0	0	0	0 D-64
BAYLOR PARK VISITOR CENTER		A	0	0	0	0	500,000	0	500,000	0	500,000	D-63
LAKE WACONIA PARK - PHASE 1		A	100,000	4,000,000	0	0	0	0	4,000,000	0	4,000,000	D-60
Lake Waconia Park Playground		B	0	0	0	0	0	0	0	0	0	D-61
LMP VISITOR CONTACT STATION		B	0	0	100,000	0	0	0	100,000	0	100,000	D-66
LMP GROUP CAMP AREA		B	0	0	0	0	300,000	0	300,000	0	300,000	D-67
LMP PLAYGROUND EQUIPMENT		A	0	0	700,000	0	0	0	700,000	0	700,000	D-65
<i>Public Works - Parks Total</i>			100,000	4,000,000	800,000	0	800,000	0	5,600,000	0	5,600,000	
<i>Public Works: Parks & Trails</i>												
LAKE WACONIA PARK TRAIL CONNECTION		A	0	0	0	0	0	0	0	0	0	D-62
<i>Public Works: Parks & Trails Total</i>			0	0	0	0	0	0	0	0	0	
6615 Totals			100,000	4,000,000	800,000	0	800,000	0	5,600,000	0	5,600,000	
Parks and Trails - CIP - Fund # 34 Totals			100,000	4,000,000	800,000	0	800,000	0	5,600,000	0	5,600,000	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022	
Facilities/Equip. - Operating # 1, 3, 11 & 14												
6640-Building Improvements												
<i>Building Projects</i>												
System Wide Energy Improvement Initiatives		A	0	0	0	0	25,000	0	25,000	25,000	0	D-79
<i>Building Projects Total</i>			<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>25,000</i>	<i>0</i>	<i>25,000</i>	<i>25,000</i>	<i>0</i>	
<i>Public Services: Facilities Management</i>												
Custodian Equipment Replacement		C	15,000	0	20,000	0	10,000	0	30,000	0	30,000	D-32
1st Street Center boiler replacement		B	0	40,000	0	0	0	0	40,000	0	40,000	D-26
BAS - Siemens - Energy Mgmt		A	5,000	25,000	0	0	20,000	0	45,000	0	45,000	D-28
BAS system upgrade		B	0	0	0	0	0	30,000	30,000	0	30,000	D-18
Boiler Replacement Central Plant		C	0	0	0	0	50,000	0	50,000	50,000	0	D-15
Central Plant Cooling Tower Maintenance Seal/Motor		A	10,000	0	0	0	0	0	0	0	0	D-17
Chanhassen Service Center Seal Coat		C	0	0	0	0	0	0	0	0	0	D-24
Concrete repairs to PWHQ shop floor		B	30,000	0	0	25,000	0	0	25,000	0	25,000	D-14
CSS/Admin Board Area Remodel		A	0	0	100,000	50,000	0	0	150,000	0	150,000	D-36
Emergency Building Repairs		A	50,000	50,000	50,000	50,000	50,000	50,000	250,000	0	250,000	D-11
Encore Replace Roof/Flashing		A	0	50,000	0	0	0	0	50,000	0	0	D-35
Entrance Mat/Misc.		A	0	0	5,000	0	10,000	0	15,000	0	15,000	D-22
Exterior joint replacement on GC buildings		C	15,000	0	10,000	0	15,000	0	25,000	0	25,000	D-27
First Street Center Lower Level Kitchen Plumbing		B	0	0	20,000	0	0	0	20,000	0	20,000	D-34
Flooring Replacement & Wall treatment Schedules		B	50,000	65,000	20,000	20,000	20,000	20,000	145,000	0	145,000	D-29
Historical Life Safety Improvements		C	0	0	0	0	25,000	0	25,000	0	25,000	D-31
Misc. Building Improvements		A	85,000	65,000	65,000	120,000	115,000	90,000	455,000	0	455,000	D-16
Parking lot asphalt repairs		B	0	0	0	0	0	20,000	20,000	0	20,000	D-25
Peavey Building, Replace hanging unit heaters		B	0	15,000	0	0	0	0	15,000	0	15,000	D-20
Pump Replacement		A	10,000	5,000	30,000	5,000	0	0	40,000	0	40,000	D-23
Recommission of HVAC system		A	0	0	0	0	0	30,000	30,000	0	30,000	D-19

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #	
Project Title	Department	Priority	Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022		
Replacement of side walk light poles at GC		C	20,000	0	0	0	0	0	0	0	0	0	D-13
Roof replace for Peavy / Enviro center		B	0	0	0	0	0	85,000	85,000	0	85,000	85,000	D-21
Sign Upgrades All		A	0	15,000	0	15,000	0	0	30,000	0	30,000	30,000	D-33
Skid Loader/Trade		C	40,000	0	0	0	0	0	0	0	0	0	D-10
UPS Infrastructure Switching		B	0	0	0	20,000	0	0	20,000	0	20,000	20,000	D-30
<i>Public Services: Facilities Management Total</i>			330,000	330,000	320,000	305,000	315,000	325,000	1,595,000	50,000	1,495,000		
<i>Sheriff</i>													
Jail Paint		C	0	5,000	0	0	0	0	5,000	0	5,000	5,000	D-39
<i>Sheriff Total</i>			0	5,000	0	0	0	0	5,000	0	5,000		
6640 Totals			330,000	335,000	320,000	305,000	340,000	325,000	1,625,000	75,000	1,500,000		
6660-Equipment And Furniture Purchase													
<i>Public Services: IS: Specific Projects</i>													
Capital Technology - Manager Initiatives		B	330,000	360,000	360,000	360,000	375,000	400,000	1,855,000	0	1,855,000	1,855,000	D-2
Central Service - Printer/Scanner Replacements		B	20,000	15,000	20,000	15,000	20,000	20,000	90,000	0	90,000	90,000	D-8
Endpoint network security protection		C	20,000	0	0	0	0	0	0	0	0	0	D-3
<i>Public Services: IS: Specific Projects Total</i>			370,000	375,000	380,000	375,000	395,000	420,000	1,945,000	0	1,945,000		
<i>Public Services: Library - Administration</i>													
Furniture Replacement for Library Branches		A	10,000	10,000	10,000	10,000	10,000	10,000	50,000	0	50,000	50,000	D-58
Self-Check-Out Replacement		A	0	20,000	0	20,000	10,000	10,000	60,000	0	60,000	60,000	D-59
<i>Public Services: Library - Administration Total</i>			10,000	30,000	10,000	30,000	20,000	20,000	110,000	0	110,000		
<i>Sheriff</i>													
Investigations: Forensic Computer		A	10,000	0	0	0	0	0	0	0	0	0	D-45
Jail Appliance Replacement LEC		C	0	0	0	30,000	0	0	30,000	0	30,000	30,000	D-38
MDC Replacement		A	20,000	25,000	25,000	25,000	25,000	25,000	125,000	0	125,000	125,000	D-48
Mobile Radios Replacement		A	30,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	175,000	D-47
Portable Radios Replacement		A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	175,000	D-49

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022	
Snowmobile Purchase		A	20,000	0	0	0	0	0	0	0	0	D-40
<i>Sheriff Total</i>			<i>115,000</i>	<i>95,000</i>	<i>95,000</i>	<i>125,000</i>	<i>95,000</i>	<i>95,000</i>	<i>505,000</i>	<i>0</i>	<i>505,000</i>	
6660 Totals			495,000	500,000	485,000	530,000	510,000	535,000	2,560,000	0	2,560,000	
6670-Vehicle Purchase												
<i>Public Services: Admin</i>												
Vehicle Replacement for Public Services		B	0	0	0	30,000	30,000	30,000	90,000	0	90,000	D-37
<i>Public Services: Admin Total</i>			<i>0</i>	<i>0</i>	<i>0</i>	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<i>90,000</i>	<i>0</i>	<i>90,000</i>	
<i>Sheriff</i>												
Crime Scene Van		A	0	0	40,000	0	0	0	40,000	0	40,000	D-46
Emergency Management Incident Command Unit		A	0	0	0	0	0	0	0	0	0	D-43
Emergency Management Vehicle		A	0	0	0	30,000	0	0	30,000	0	30,000	D-42
Fleet		A	262,400	278,000	294,400	311,600	327,000	345,000	1,556,000	606,840	933,600	D-44
Watercraft Boat		A	0	0	25,000	0	0	0	25,000	0	25,000	D-41
<i>Sheriff Total</i>			<i>262,400</i>	<i>278,000</i>	<i>359,400</i>	<i>341,600</i>	<i>327,000</i>	<i>345,000</i>	<i>1,651,000</i>	<i>606,840</i>	<i>1,028,600</i>	
<i>Social Services</i>												
Client Transport Vehicles		B	30,000	30,000	30,000	35,000	35,000	35,000	165,000	13,200	151,800	D-56
<i>Social Services Total</i>			<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<i>35,000</i>	<i>35,000</i>	<i>35,000</i>	<i>165,000</i>	<i>13,200</i>	<i>151,800</i>	
6670 Totals			292,400	308,000	389,400	406,600	392,000	410,000	1,906,000	620,040	1,270,400	
6690-Equipment - Highway												
<i>Public Works: Road & Bridge</i>												
Public Works Vehicles and Equipment		A	315,000	390,000	440,000	490,000	540,000	575,000	2,435,000	0	2,435,000	D-51
<i>Public Works: Road & Bridge Total</i>			<i>315,000</i>	<i>390,000</i>	<i>440,000</i>	<i>490,000</i>	<i>540,000</i>	<i>575,000</i>	<i>2,435,000</i>	<i>0</i>	<i>2,435,000</i>	
6690 Totals			315,000	390,000	440,000	490,000	540,000	575,000	2,435,000	0	2,435,000	
Facilities/Equip. - Operating # 1, 3, 11 & 14 Totals			1,432,400	1,533,000	1,634,400	1,731,600	1,782,000	1,845,000	8,526,000	695,040	7,765,400	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022	
Debt Service - Fund # 35												
6705-Principal Retirement												
<i>Debt Service</i>												
G.O. Capital Improvement Bonds, 2008A		A	1,055,700	1,052,500	1,053,000	1,052,100	1,049,800	1,050,800	5,258,200	0	5,258,200	D-68
G.O. Capital Improvement Bonds, 2008B		A	461,098	462,598	463,048	461,960	459,553	456,066	2,303,225	0	2,303,225	D-69
G.O. Capital Improvement Bonds, 2012A		A	150,580	148,793	146,713	149,325	146,625	146,953	738,409	0	738,409	D-70
G.O. Capital Improvement Bonds, 2014A		A	751,050	750,350	749,450	750,475	748,300	748,175	3,746,750	0	3,746,750	D-72
G.O. Capital Improvement Refunding Bonds, 2013A		A	875,138	867,788	873,244	866,450	0	0	2,607,482	0	2,607,482	D-71
MPFA Loan, 2014		A	1,297,820	1,298,530	1,298,120	1,298,600	1,297,960	1,297,960	6,491,170	0	6,491,170	D-73
<i>Debt Service Total</i>			4,591,386	4,580,559	4,583,575	4,578,910	3,702,238	3,699,954	21,145,236	0	21,145,236	
6705 Totals			4,591,386	4,580,559	4,583,575	4,578,910	3,702,238	3,699,954	21,145,236	0	21,145,236	
Debt Service - Fund # 35 Totals			4,591,386	4,580,559	4,583,575	4,578,910	3,702,238	3,699,954	21,145,236	0	21,145,236	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT			EXPENDITURES							REVENUES		
Project Title	Department	Priority	Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022	Page #
Grand Totals			9,068,786	13,418,559	13,072,975	9,570,510	9,729,238	8,644,954	54,436,236	695,040	53,675,636	

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #	
			Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022		
Building Projects													
950 005	Phase II - Master Plan Space Study	B	0	0	0	0	0	0	0	0	0	0	D-74
950 008	Building Security Improvement Plan	A	55,000	0	0	0	0	0	0	0	0	0	D-75
962 001	COURT ROOM TECHNOLOGY UPGRAD	A	100,000	0	0	0	0	0	0	0	0	0	D-76
962 002	First Street Remodel	B	0	0	0	180,000	0	0	180,000	0	180,000	0	D-77
962 003	ADMIN WEST ENTRY DOOR REPLACE	A	0	0	0	180,000	0	0	180,000	0	180,000	0	D-78
962 004	System Wide Energy Improvement Initiatives	A	0	0	0	0	25,000	0	25,000	25,000	0	0	D-79
962 005	PW Water & Sewer	C	0	0	0	0	370,000	0	370,000	0	370,000	0	D-80
962 007	LEC - STORM WATER TUCK POINT & C	A	0	130,000	0	0	0	0	130,000	0	130,000	0	D-81
970 001	City of Chaska New Library: Collection and F	B	0	50,000	2,650,000	0	0	0	2,700,000	0	2,700,000	0	D-82
Totals			155,000	180,000	2,650,000	360,000	395,000	0	3,585,000	25,000	3,560,000		
Debt Service													
814 001	G.O. Capital Improvement Bonds, 2008A	A	1,055,700	1,052,500	1,053,000	1,052,100	1,049,800	1,050,800	5,258,200	0	5,258,200	0	D-68
815 001	G.O. Capital Improvement Bonds, 2008B	A	461,098	462,598	463,048	461,960	459,553	456,066	2,303,225	0	2,303,225	0	D-69
815 002	G.O. Capital Improvement Bonds, 2012A	A	150,580	148,793	146,713	149,325	146,625	146,953	738,409	0	738,409	0	D-70
815 004	G.O. Capital Improvement Refunding Bonds,	A	875,138	867,788	873,244	866,450	0	0	2,607,482	0	2,607,482	0	D-71
815 005	G.O. Capital Improvement Bonds, 2014A	A	751,050	750,350	749,450	750,475	748,300	748,175	3,746,750	0	3,746,750	0	D-72
815 006	MPFA Loan, 2014	A	1,297,820	1,298,530	1,298,120	1,298,600	1,297,960	1,297,960	6,491,170	0	6,491,170	0	D-73
Totals			4,591,386	4,580,559	4,583,575	4,578,910	3,702,238	3,699,954	21,145,236	0	21,145,236		
Public Services: Admin													
123 001	Vehicle Replacement for Public Services	B	0	0	0	30,000	30,000	30,000	90,000	0	90,000	0	D-37
Totals			0	0	0	30,000	30,000	30,000	90,000	0	90,000		
Public Services: Facilities Management													
110 001	Skid Loader/Trade	C	40,000	0	0	0	0	0	0	0	0	0	D-10
110 002	Emergency Building Repairs	A	50,000	50,000	50,000	50,000	50,000	50,000	250,000	0	250,000	0	D-11

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #	
			Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022		
110 003	HVAC repairs and upgrades	C	90,000	0	0	0	0	0	0	0	0	0	D-12
110 004	Replacement of side walk light poles at GC	C	20,000	0	0	0	0	0	0	0	0	0	D-13
110 005	Concrete repairs to PWHQ shop floor	B	30,000	0	0	25,000	0	0	25,000	0	25,000	0	D-14
110 006	Boiler Replacement Central Plant	C	0	0	0	0	50,000	0	50,000	50,000	0	0	D-15
110 007	Misc. Building Improvements	A	85,000	65,000	65,000	120,000	115,000	90,000	455,000	0	455,000	0	D-16
110 008	Central Plant Cooling Tower Maintenance Se	A	10,000	0	0	0	0	0	0	0	0	0	D-17
110 009	BAS system upgrade	B	0	0	0	0	0	30,000	30,000	0	30,000	0	D-18
110 010	Recommision of HVAC system	A	0	0	0	0	0	30,000	30,000	0	30,000	0	D-19
110 011	Peavey Building, Replace hanging unit heater	B	0	15,000	0	0	0	0	15,000	0	15,000	0	D-20
110 012	Roof replace for Peavy / Enviro center	B	0	0	0	0	0	85,000	85,000	0	85,000	0	D-21
110 013	Entrance Mat/Misc.	A	0	0	5,000	0	10,000	0	15,000	0	15,000	0	D-22
110 014	Pump Replacement	A	10,000	5,000	30,000	5,000	0	0	40,000	0	40,000	0	D-23
110 015	Chanhassen Service Center Seal Coat	C	0	0	0	0	0	0	0	0	0	0	D-24
110 016	Parking lot asphalt repairs	B	0	0	0	0	0	20,000	20,000	0	20,000	0	D-25
110 017	1st Street Center boiler replacement	B	0	40,000	0	0	0	0	40,000	0	40,000	0	D-26
110 018	Exterior joint replacement on GC buildings	C	15,000	0	10,000	0	15,000	0	25,000	0	25,000	0	D-27
110 020	BAS - Siemens - Energy Mgmt	A	5,000	25,000	0	0	20,000	0	45,000	0	45,000	0	D-28
110 021	Flooring Replacement & Wall treatment Sche	B	50,000	65,000	20,000	20,000	20,000	20,000	145,000	0	145,000	0	D-29
110 026	UPS Infrastructure Switching	B	0	0	0	20,000	0	0	20,000	0	20,000	0	D-30
110 028	Historical Life Safety Improvements	C	0	0	0	0	25,000	0	25,000	0	25,000	0	D-31
110 029	Custodian Equipment Replacement	C	15,000	0	20,000	0	10,000	0	30,000	0	30,000	0	D-32
110 030	Sign Upgrades All	A	0	15,000	0	15,000	0	0	30,000	0	30,000	0	D-33
110 037	First Street Center Lower Level Kitchen Plum	B	0	0	20,000	0	0	0	20,000	0	20,000	0	D-34
110 040	Encore Replace Roof/Flashing	A	0	50,000	0	0	0	0	50,000	0	0	0	D-35
110 041	CSS/Admin Board Area Remodel	A	0	0	100,000	50,000	0	0	150,000	0	150,000	0	D-36
Totals			420,000	330,000	320,000	305,000	315,000	325,000	1,595,000	50,000	1,495,000		

Public Services: IS: Specific Projects

049 001	Data Storage Replacement	B	0	250,000	0	0	0	0	250,000	0	250,000	D-1
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CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #
			Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022	
049 002	Capital Technology - Manager Initiatives	B	330,000	360,000	360,000	360,000	375,000	400,000	1,855,000	0	1,855,000	D-2
049 003	Endpoint network security protection	C	20,000	0	0	0	0	0	0	0	0	D-3
049 004	Network Closet - Air Conditioned Racks	B	0	75,000	0	0	0	0	75,000	0	75,000	D-4
049 005	Data Center Updates	A	100,000	0	0	0	0	0	0	0	0	D-5
049 006	Infrastructure cable upgrade	C	0	0	230,000	0	0	0	230,000	0	230,000	D-6
049 007	Lidar Elevation Data Collection	B	0	0	0	0	75,000	0	75,000	0	75,000	D-7
049 008	Central Service - Printer/Scanner Replacemen	B	20,000	15,000	20,000	15,000	20,000	20,000	90,000	0	90,000	D-8
049 009	New/upgrade county phone system	C	0	0	275,000	0	0	0	275,000	0	275,000	D-9
Totals			470,000	700,000	885,000	375,000	470,000	420,000	2,850,000	0	2,850,000	
Public Services: Library - Administration												
500 003	Furniture Replacement for Library Branches	A	10,000	10,000	10,000	10,000	10,000	10,000	50,000	0	50,000	D-58
500 004	Self-Check-Out Replacement	A	0	20,000	0	20,000	10,000	10,000	60,000	0	60,000	D-59
Totals			10,000	30,000	10,000	30,000	20,000	20,000	110,000	0	110,000	
Public Works - Parks												
520 001	LAKE WACONIA PARK - PHASE 1	A	100,000	4,000,000	0	0	0	0	4,000,000	0	4,000,000	D-60
520 023	Lake Waconia Park Playground	B	0	0	0	0	0	0	0	0	0	D-61
527 001	BAYLOR PARK VISITOR CENTER	A	0	0	0	0	500,000	0	500,000	0	500,000	D-63
527 002	BAYLOR PARK SPLASH PAD	C	0	0	0	0	0	0	0	0	0	D-64
528 001	LMP PLAYGROUND EQUIPMENT	A	0	0	700,000	0	0	0	700,000	0	700,000	D-65
528 002	LMP VISITOR CONTACT STATION	B	0	0	100,000	0	0	0	100,000	0	100,000	D-66
528 003	LMP GROUP CAMP AREA	B	0	0	0	0	300,000	0	300,000	0	300,000	D-67
Totals			100,000	4,000,000	800,000	0	800,000	0	5,600,000	0	5,600,000	
Public Works: Parks & Trails												
523 001	LAKE WACONIA PARK TRAIL CONNEC	A	0	0	0	0	0	0	0	0	0	D-62
Totals			0	0	0	0	0	0	0	0	0	

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #
			Current Amount 2017	2018	2019	2020	2021	2022	2018 To 2022	Other Sources 2018 To 2022	County Cost 2018 To 2022	
Public Works: Road & Bridge												
305 019	Public Works Vehicles and Equipment	A	315,000	390,000	440,000	490,000	540,000	575,000	2,435,000	0	2,435,000	D-51
307 001	State Turnback \$ to Offset CPA Reductions	A	550,000	650,000	650,000	650,000	650,000	650,000	3,250,000	0	3,250,000	D-52
307 002	New Miscellaneous Capital Projects	C	0	0	0	0	0	0	0	0	0	D-53
307 003	CPA 50% Allocation	C	160,000	160,000	160,000	160,000	160,000	160,000	800,000	0	800,000	D-54
307 8000	Road Preservation Plan	A	1,890,000	1,990,000	2,090,000	2,090,000	2,190,000	2,290,000	10,650,000	0	10,650,000	D-55
Totals			2,915,000	3,190,000	3,340,000	3,390,000	3,540,000	3,675,000	17,135,000	0	17,135,000	
Sheriff												
201 002	Jail Appliance Replacement LEC	C	0	0	0	30,000	0	0	30,000	0	30,000	D-38
201 003	Jail Paint	C	0	5,000	0	0	0	0	5,000	0	5,000	D-39
231 001	Snowmobile Purchase	A	20,000	0	0	0	0	0	0	0	0	D-40
231 002	Watercraft Boat	A	0	0	25,000	0	0	0	25,000	0	25,000	D-41
231 004	Emergency Management Vehicle	A	0	0	0	30,000	0	0	30,000	0	30,000	D-42
231 005	Emergency Management Incident Command	A	0	0	0	0	0	0	0	0	0	D-43
236 001	Fleet	A	262,400	278,000	294,400	311,600	327,000	345,000	1,556,000	606,840	933,600	D-44
239 001	Investigations: Forensic Computer	A	10,000	0	0	0	0	0	0	0	0	D-45
239 004	Crime Scene Van	A	0	0	40,000	0	0	0	40,000	0	40,000	D-46
240 001	Mobile Radios Replacement	A	30,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-47
240 002	MDC Replacement	A	20,000	25,000	25,000	25,000	25,000	25,000	125,000	0	125,000	D-48
240 005	Portable Radios Replacement	A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-49
Totals			377,400	378,000	454,400	466,600	422,000	440,000	2,161,000	606,840	1,538,600	
Social Services												
405 002	Client Transport Vehicles	B	30,000	30,000	30,000	35,000	35,000	35,000	165,000	13,200	151,800	D-56
Totals			30,000	30,000	30,000	35,000	35,000	35,000	165,000	13,200	151,800	
Grand Totals			9,068,786	13,418,559	13,072,975	9,570,510	9,729,238	8,644,954	54,436,236	695,040	53,675,636	

Appendix A: Budget Summary Comparison

Account Description	2015 ACTUAL (restructure applied)	2016 Adopted Budget	2017 Adopted Budget	% OF CHANGE	CHANGE IN LEVY
COMMISSIONERS					
REVENUES	-	-	-	0.00%	
EXPENDITURES	371,653	513,497	524,127	2.07%	
TAX LEVY DOLLARS NEEDED	371,653	513,497	524,127	2.07%	10,630
COUNTY ADMINISTRATION					
REVENUES	(1,195)	-	-	0.00%	
EXPENDITURES	384,518	402,587	399,821	-0.69%	
TAX LEVY DOLLARS NEEDED	383,323	402,587	399,821	-0.69%	(2,766)
EMPLOYEE RELATIONS					
REVENUES	(26)	-	-	0.00%	
EXPENDITURES	1,237,272	1,479,689	1,713,297	15.79%	
TAX LEVY DOLLARS NEEDED	1,237,246	1,479,689	1,713,297	15.79%	233,608 (1) (2)
COURT SERVICES/ PROBATION					
REVENUES	(710,544)	(699,786)	(704,318)	0.65%	
EXPENDITURES	2,046,505	2,073,199	2,050,782	-1.08%	
TAX LEVY DOLLARS NEEDED	1,335,961	1,373,413	1,346,464	-1.96%	(26,949)
NON DEPARTMENTAL					
REVENUES	(5,706,902)	(3,302,742)	(3,332,742)	0.91%	
EXPENDITURES	3,136,460	(1,652,269)	(1,282,549)	-22.38%	
TAX LEVY DOLLARS NEEDED	(2,570,442)	(4,955,011)	(4,615,291)	-6.86%	339,720 (2)
COURT ADMINISTRATION					
REVENUES	(2,683)	(3,900)	(3,900)	0.00%	
EXPENDITURES	278,977	205,000	235,000	14.63%	
TAX LEVY DOLLARS NEEDED	276,294	201,100	231,100	14.92%	30,000
PROPERTY & FINANCIAL SERVICES DIVISION					
REVENUES	(4,495,474)	(4,875,092)	(5,093,258)	4.48%	
EXPENDITURES	4,295,879	5,074,893	5,338,422	5.19%	
TAX LEVY DOLLARS NEEDED	(199,595)	199,801	245,164	22.70%	45,363 (1)
ATTORNEY					
REVENUES	(349,678)	(341,450)	(421,450)	23.43%	
EXPENDITURES	3,018,103	3,278,037	3,450,710	5.27%	
TAX LEVY DOLLARS NEEDED	2,668,425	2,936,587	3,029,260	3.16%	92,673 (2)

PUBLIC SERVICES DIVISION					
REVENUES	(4,155,095)	(3,804,910)	(3,939,480)	3.54%	
EXPENDITURES	16,670,356	17,408,945	18,031,299	3.57%	
TAX LEVY DOLLARS NEEDED	12,515,261	13,604,035	14,091,819	3.59%	487,784 (1) (2)
SHERIFF					
REVENUES	(5,730,765)	(5,620,435)	(5,762,177)	2.52%	
EXPENDITURES	17,951,272	18,991,208	19,732,558	3.90%	
TAX LEVY DOLLARS NEEDED	12,220,507	13,370,773	13,970,381	4.48%	599,608 (1) (2)
PARKS					
REVENUES	(739,928)	(485,334)	(467,773)	-3.62%	
EXPENDITURES	1,286,971	1,137,530	1,165,937	2.50%	
TAX LEVY DOLLARS NEEDED	547,043	652,196	698,164	7.05%	45,968
GENERAL FUND TOTAL					
REVENUES	(21,892,290)	(19,133,649)	(19,725,098)	3.09%	
EXPENDITURES	50,677,966	48,912,316	51,359,404	5.00%	
TAX LEVY DOLLARS NEEDED	28,785,676	29,778,667	31,634,306	6.23%	1,855,639
ROAD & BRIDGE FUND					
REVENUES	(3,527,036)	(3,162,000)	(3,464,721)	9.57%	
EXPENDITURES	8,394,126	7,286,261	7,559,975	3.76%	
TAX LEVY DOLLARS NEEDED	4,867,090	4,124,261	4,095,254	-0.70%	(29,007)
HEALTH & HUMAN SERVICES FUND					
REVENUES	(16,186,963)	(15,976,718)	(17,675,600)	10.63%	
EXPENDITURES	23,790,858	25,292,125	27,163,340	7.40%	
TAX LEVY DOLLARS NEEDED	7,603,895	9,315,407	9,487,740	1.85%	172,333 (1) (2)
CAPITAL PROJECTS FUND					
REVENUES	(1,087,788)	(79,904)	(79,904)	0.00%	
EXPENDITURES	2,987,120	79,904	79,904	0.00%	
TAX LEVY DOLLARS NEEDED	1,899,332	-	-	0.00%	-
ROAD & BRIDGE CIP					
REVENUES	(37,009,470)	(8,488,808)	(28,737,928)	238.54%	
EXPENDITURES	51,786,601	10,278,808	30,627,928	197.97%	
TAX LEVY DOLLARS NEEDED	14,777,131	1,790,000	1,890,000	5.59%	100,000 (3)
PARKS & TRAILS CIP					
REVENUES	(4,101,375)	(149,904)	(661,534)	341.31%	
EXPENDITURES	1,270,783	149,904	661,534	341.31%	
TAX LEVY DOLLARS NEEDED	(2,830,592)	-	-	0.00%	-

DEBT SERVICE FUND					
REVENUES	(378,293)	(315,000)	(315,000)	0.00%	
EXPENDITURES	3,760,794	5,549,365	4,857,200	-12.47%	
TAX LEVY DOLLARS NEEDED	3,382,501	5,234,365	4,542,200	-13.22%	(692,165) (1)
DITCH FUND					
REVENUES	(146,616)	(46,270)	(46,270)	0.00%	
EXPENDITURES	162,984	46,270	46,270	0.00%	
TAX LEVY DOLLARS NEEDED	16,368	-	-	0.00%	-
SELF INSURANCE FUND					
REVENUES	(1,329,210)	(1,040,768)	(945,177)	-9.18%	
EXPENDITURES	1,095,295	1,040,768	945,177	-9.18%	
TAX LEVY DOLLARS NEEDED	(233,915)	-	-	0.00%	-
COUNTY WIDE TOTAL					
REVENUES	(85,659,040)	(48,393,021)	(71,651,232)	48.06%	
EXPENDITURES	143,926,527	98,635,721	123,300,732	25.01%	
NET (OVER) / UNDER BUDGET	(8,405,567)				
TAX LEVY DOLLARS NEEDED	49,861,920	50,242,700	51,649,500	2.80%	1,406,800

Significant levy changes:

- (1) Net levy operating adjustments needed, see Attachment A of the Administrator's Budget Message for further detail.
- (2) The levy increases are largely related to salary and benefit cost increases.
- (3) Board directed yearly levy increase for road preservation.

Appendix B: Total Full-Time Equivalent Employee Positions

Board of Commissioners

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Commissioners	5.00	-	5.00
<i>Board of Commissioners Totals</i>	5.00	-	5.00

County Administrator

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
County Administrator	1.00	-	1.00
Administrative Assistant	1.00	-	1.00
<i>County Administrator Totals</i>	2.00	-	2.00

Public Services Division

Administration & Communication

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Assistant County Administrator	1.00	-	1.00
Deputy Division Director	1.00	-	1.00
Communications Coordinator	1.00	-	1.00
Accountant	1.00	-	1.00
Administrative Intern	0.20	-	0.20
<i>Department Totals</i>	4.20	-	4.20

Environmental Services

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Assistant Environmentalist	0.25	-	0.25
Program Technician	1.00	-	1.00
Environmental Grant - Intern	0.25	-	0.25
Environmental Services Manager	1.00	-	1.00
Environmentalist I	1.00	-	1.00
Environmentalist II	5.00	-	5.00
Environmentalist III	2.00	-	2.00
Recycling Drop Off Operator	0.40	1.00	1.40

Senior Environmentalist	1.00	-	1.00
<i>Department Totals</i>	11.90	1.00	12.90

Information Technology

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Information Technology Director	1.00	-	1.00
Application Services Supervisor	1.00	-	1.00
Infrastructure Services Supervisor	1.00	-	1.00
Project Manager- Broadband (funded by CarverLink)	1.00	-	1.00
Systems Engineer	2.00	-	2.00
SharePoint Administrator	2.00	-	2.00
GIS Analyst	2.00	-	2.00
GIS Specialist	1.00	-	1.00
Database Administrator	1.00	-	1.00
GIS Supervisor	1.00	-	1.00
Senior Systems Engineer	2.00	-	2.00
Business Analyst	3.00	-	3.00
Client Services Supervisor	1.00	-	1.00
Lead Support Analyst	-	1.00	1.00
Support Analyst	3.00	-	3.00
Administrative Support/Level 1 Help Desk	1.00	-	1.00
Client Services Specialist	2.00	-	2.00
Records Technician	1.00	-	1.00
GIS Intern	0.25	-	0.25
IT Intern	0.25	-	0.25
Software Solutions Engineer	1.00	1.00	2.00
On-Call Support Staff	0.30	-	0.30
<i>Department Totals</i>	27.80	2.00	29.80

Land Management

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Land Management Department Manager	1.00	-	1.00
Senior Planner	1.00	-	1.00
Land Management Planner	1.00	-	1.00
Permit Technician	1.00	-	1.00
Land Management Technician	1.00	-	1.00
<i>Department Totals</i>	5.00	-	5.00

Planning & Water Management

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Planning & Water Management Manager	1.00	-	1.00
AIS Program Coordinator	1.00	-	1.00
AIS Program Staff	2.00	-	2.00
Planner	1.00	-	1.00
Water Resources Assistant	1.00	-	1.00
Water Resources Assistant	0.40	-	0.40
Water Resources Education Coordinator	1.00	-	1.00
Water Resources Program Specialist	2.00	-	2.00
Water Resources Technician	1.00	-	1.00
Department Totals	10.40	-	10.40

Facility Services

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Assistant Project Mgr/ Low Voltage	1.00	-	1.00
Custodian	7.00	-	7.00
Custodial Supervisor	1.00	-	1.00
Facilities Clerk	1.00	-	1.00
Facilities Maintenance Worker I	3.00	-	3.00
Facilities Maintenance Worker III	1.00	-	1.00
Facilities Services Manager	1.00	-	1.00
Project Mgr/Licensed Master Electrician	1.00	-	1.00
Department Totals	16.00	-	16.00

Library

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Library Director	1.00	-	1.00
Administrative Assistant	0.80	-	0.80
Associate Librarian	2.25	0.25	2.50
Assistant Branch Manager	1.00	(1.00)	-
Branch Manager	3.00	-	3.00
Circulation Supervisor	3.00	-	3.00
Library Systems Administrator	1.00	-	1.00
Law Librarian	1.00	-	1.00
Librarian	11.90	1.00	12.90

Library Assistant	13.46	(0.80)	12.66
Library Technology Assistant	2.00	-	2.00
Library Shelves	2.51	0.63	3.14
On-Call Librarian	0.51	0.13	0.64
On-Call Library Assistant	0.33	0.13	0.46
Volunteer Coordinator	-	0.80	0.80
<i>Department Totals</i>	43.76	1.14	44.90

Veterans Services

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Veterans Services Technician	1.00	-	1.00
Veterans Services Driver	1.60	-	1.60
Asst. Veterans Services Officer	1.00	-	1.00
Veterans Services Officer	1.00	-	1.00
<i>Department Totals</i>	4.60	-	4.60

University of Minnesota Extension

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Extension Senior Services Clerk	0.90	-	0.90
Extension Services Clerk III	0.60	-	0.60
On-Call Support	0.20	-	0.20
<i>Department Totals</i>	1.70	-	1.70
Public Services Division Totals	125.36	4.14	129.50

County Attorney

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Executive Assistant	1.00	-	1.00
Administrative Assistant- Attorney	1.00	-	1.00
Assistant County Attorney I	2.00	-	2.00
Assistant County Attorney II	2.00	-	2.00
Assistant County Attorney III	8.00	-	8.00
Assistant County Attorney- Division Manager	3.00	-	3.00
County Attorney	1.00	-	1.00
Chief Deputy County Attorney	1.00	-	1.00

Law Clerk	0.70	-	0.70
Law Office Manager	1.00	-	1.00
Legal Administrative Assistant	4.00	-	4.00
Senior Legal Administrative Assistant	3.00	-	3.00
Paralegal	2.50	-	2.50
On-Call	0.15	-	0.15
Victim Witness Coordinator	1.00	1.00	2.00
Attorney's Office Totals	31.35	1.00	32.35

Employee Relations Division

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Administrative Assistant	1.00	-	1.00
Employee Relations Business Partner	4.00	-	4.00
Employee Relations Senior Business Partner	1.00	-	1.00
Employee Relations Coordinator	1.00	-	1.00
Employee Relations Director	1.00	-	1.00
Risk Management Specialist	1.00	-	1.00
Health & Wellness Program Manager	1.00	-	1.00
Seasonal Temporary On-Call (STOC) Clerical	2.00	-	2.00
Employee Relations Division Totals	12.00	-	12.00

Property and Financial Services Division

Financial Services

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Accounting Technician	2.00	(1.00)	1.00
Accountant	-	1.00	1.00
Assistant Financial Services Director	1.00	-	1.00
Cash Management Coordinator	1.00	-	1.00
Investment Manager	0.50	-	0.50
On-Call Account Technician	0.20	-	0.20
Payroll Administrator	1.00	-	1.00
Property & Financial Services Director	1.00	-	1.00
Senior Accounting Technician	1.00	-	1.00
Department Totals	7.70	-	7.70

Property Assessment

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Appraiser II / Appraiser III	6.00	-	6.00
Appraiser I	1.00	-	1.00
Sr. Assessor Clerk	1.00	-	1.00
Assessor Technician	1.00	-	1.00
Asst County Assessor	1.00	-	1.00
County Assessor	1.00	-	1.00
Senior Appraiser Commercial	-	1.00	1.00
Senior Appraiser	1.00	-	1.00
Department Totals	12.00	1.00	13.00

Property Surveying/ Records

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Assistant Property Records Manager	1.00	-	1.00
County Surveyor/ Recorder	1.00	-	1.00
GIS Specialist	1.00	-	1.00
Land Title Specialist	4.00	-	4.00
Department Totals	7.00	-	7.00

Taxpayer Services

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Taxpayer Services Mgr	1.00	-	1.00
License Center Supervisor	2.00	-	2.00
Taxation Supervisor	1.00	-	1.00
Land Administration Supervisor	1.00	-	1.00
Elections & Customer Service Supervisor	1.00	-	1.00
Elections & Customer Service Technician	1.00	-	1.00
Tax Analyst	2.00	-	2.00
Senior Licensing Specialist (Lead Worker)	2.00	-	2.00
Settlement Technician	1.00	-	1.00
Land Records Technician	2.00	-	2.00
Taxpayer Services Specialist	2.00	-	2.00
Licensing Specialist	9.35	1.00	10.35
Licensing Specialist (STOC)	0.25	-	0.25

Election Judges/Clerks (STOC)	0.25	-	0.25
Taxpayer Services (STOC)	0.25	-	0.25
Department Totals	26.10	1.00	27.10
Property and Financial Services Division Totals	52.80	2.00	54.80

First Judicial Court – Court Services/Probation

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Corrections Administrative Assistant	2.00	-	2.00
Court Services Agent II	5.00	(0.20)	4.80
Court Services Agent III	5.60	0.20	5.80
Court Services Director	1.00	-	1.00
Court Services Supervisor	1.00	-	1.00
Collections Officer	0.50	(0.50)	-
Office Manager Court Services	1.00	-	1.00
Court Services/Probation Totals	16.10	(0.50)	15.60

Public Works Division

Administration

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Public Works Director	1.00	-	1.00
Administrative Services Manager	1.00	-	1.00
Financial Technician	1.00	-	1.00
Administrative Assistant	1.00	1.00	2.00
Department Totals	4.00	1.00	5.00

Program Delivery

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Assistant Public Works Director	1.00	-	1.00
Program Delivery Manager	1.00	-	1.00
Design Engineer	1.00	-	1.00
Transportation Planner	-	1.00	1.00
Transportation Manager	1.00	-	1.00

Right-of-Way Agent	1.00	-	1.00
Construction Coordinator	1.00	-	1.00
Senior Engineering Technician	2.00	-	2.00
Engineering Technician	2.00	-	2.00
Civil Engineer	2.00	-	2.00
Assistant County Surveyor	1.00	-	1.00
Asset Manager	1.00	-	1.00
GIS Specialist	-	-	-
Survey Crew Leader	1.00	-	1.00
GIS Technician	2.00	-	2.00
Transportation Technician	1.00	-	1.00
GIS Assistant (STOC)	0.33	(0.33)	-
Engineering Intern	0.50	-	0.50
Survey Intern	0.42	-	0.42
Highway Sign Shop Foreman	1.00	-	1.00
Highway Sign Maintenance Worker	1.00	-	1.00
<i>Department Totals</i>	21.25	0.67	21.92

Operations

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Operations Manager	1.00	-	1.00
Operations Supervisor	3.00	-	3.00
Highway Maintenance Foreman	2.00	-	2.00
Highway Maintenance Worker	11.00	-	11.00
Highway/Parks Maintenance Worker	1.00	-	1.00
STOC Highway Maintenance Worker	2.00	0.70	2.70
Lead Shop Mechanic	2.00	-	2.00
Shop Mechanic	4.00	-	4.00
Seasonal Shop Helper	0.23	-	0.23
<i>Department Totals</i>	26.23	0.70	26.93

Parks

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Parks Director	1.00	-	1.00
Parks and Trails Supervisor	1.00	-	1.00
Lead Parkkeeper	1.00	-	1.00

Recreation & Volunteer Specialist	1.00	-	1.00
Park Support Service Specialist	0.80	-	0.80
Parkkeeper	2.00	-	2.00
Part-Time Seasonal	4.08	0.62	4.70
Campground Attendant	0.53	-	0.53
<i>Department Totals</i>	11.41	0.62	12.03
Public Works Division Totals	62.89	2.99	65.88

Sheriff's Office

Administration

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Administrative Support Assistant	1.00	-	1.00
Administrative Services Manager	1.00	-	1.00
Chief Deputy Sheriff	1.00	-	1.00
Civilian Background Inv	2.00	-	2.00
County Sheriff	1.00	-	1.00
Financial Technician	1.00	-	1.00
Investigations Assistant	1.00	-	1.00
Lead Records Specialist	1.00	-	1.00
Records Specialist	4.00	-	4.00
Records Supervisor	1.00	-	1.00
<i>Department Totals</i>	14.00	-	14.00

Emergency Management/ Communications

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Communications Manager	1.00	-	1.00
Dispatcher-911 Services	15.00	-	15.00
PSAP Supervisor	2.00	-	2.00
Terminal Agency Coordinator	1.00	-	1.00
Commander- Emergency Mgmt & Comm. Services	1.00	-	1.00
Emergency Management Specialist	2.00	-	2.00
<i>Department Totals</i>	22.00	-	22.00

Jail

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Asst. Jail Administrator	1.00	-	1.00
Commander - Jail/Admin	1.00	-	1.00
Detention Deputy	33.00	-	33.00
Detention Sergeant	5.00	-	5.00
<i>Department Totals</i>	40.00	-	40.00

Patrol

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Civil Process Assistant	1.00	-	1.00
Administrative Civil Specialist	1.00	-	1.00
Commander	1.00	-	1.00
Community Services Officer	2.19	0.31	2.50
Deputy Sheriff	62.00	-	62.00
Evidence Technician	1.00	-	1.00
Lieutenant	4.00	-	4.00
Sergeant	11.00	-	11.00
Warrants Specialist	1.00	-	1.00
<i>Department Totals</i>	84.19	0.31	84.50
Sheriff's Office Totals	160.19	0.31	160.50

Health and Human Services Division

Administration

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Health & Human Services Director	1.00	-	1.00
Administration Support Manager	1.00	-	1.00
Accounting Supervisor	1.00	-	1.00
Administrative Support Supervisor	1.00	-	1.00
Support Services Supervisor	1.00	-	1.00
Accountant Technician	8.00	1.00	9.00
Support Services Specialist	4.60	-	4.60
Clinical Support Specialist	2.00	-	2.00

Support Services Aide	5.00	-	5.00
Information Technology Coordinator	1.00	-	1.00
Department Totals	25.60	1.00	26.60

Behavioral Health

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Behavior Health Manager	1.00	-	1.00
Clinical Director	1.00	-	1.00
Community Support Program Supervisor	1.00	-	1.00
Nurse Practitioner- Psychiatry	1.00	-	1.00
Advanced Practice Nurse	-	0.50	0.50
Registered Nurse	1.00	-	1.00
Adult Mental Health RN/Case Mgr	1.00	-	1.00
MH Crisis Program Supervisor	2.00	-	2.00
Psychologist	2.80	-	2.80
Clinical Social Worker	1.00	-	1.00
Crisis Therapist	9.30	-	9.30
Psychotherapist	4.00	-	4.00
Housing Coordinator	1.00	-	1.00
Social Worker II	12.80	1.00	13.80
Health Care Navigator	1.00	-	1.00
Licensed Practical Psychiatric Nurse	1.00	-	1.00
Case Management Associate II	0.88	0.12	1.00
Case Management Associate I	0.80	-	0.80
Case Aide	1.00	-	1.00
Crisis Therapist (On-call)	0.40	-	0.40
Department Totals	43.98	1.62	45.60

Child and Family

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Child/Family Services Manager	1.00	-	1.00
Child/Family Unit Supervisor	4.00	1.00	5.00
Social Worker III	4.00	-	4.00
Therapist	13.25	-	13.25
Social Worker II	29.45	-	29.45
Case Aide	2.00	-	2.00
Department Totals	53.70	1.00	54.70

Home & Community-Based Care

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
HCBC Manager	1.00	-	1.00
HCBC Supervisor	3.00	-	3.00
Social Worker III	1.00	-	1.00
Social Worker II	30.50	-	30.50
Case Aide	2.00	-	2.00
Therapeutic Recreation Specialist	1.00	-	1.00
Program Assistant	3.00	-	3.00
<i>Department Totals</i>	41.50	-	41.50

Income Support

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Income Support Manager	1.00	-	1.00
Workforce Services Supervisor	1.00	-	1.00
Child Support Supervisor	1.00	-	1.00
Financial Assistant Supervisor	3.00	-	3.00
Employment Counselor	6.00	-	6.00
Social Worker II	1.00	-	1.00
Child Support Officer	8.00	-	8.00
Eligibility Representative II	14.00	-	14.00
Eligibility Representative I	8.00	1.00	9.00
Case Aide	0.80	-	0.80
Child Care Specialist	0.50	-	0.50
Resource Specialist	1.00	-	1.00
Support Enforcement Aide	2.00	-	2.00
Support Services Specialist	0.50	-	0.50
<i>Department Totals</i>	47.80	1.00	48.80

Public Health

Position	2016 FTEs Actual (as of 9/20/16)	2017 Administrator Recommended Changes	2017 FTEs Approved
Public Health Department Manager	1.00	-	1.00
Planning & Promotion Unit Supervisor	1.00	-	1.00
Public Health Nursing Unit Supervisor	1.00	-	1.00
Public Health Program Specialist	7.00	-	7.00
Public Health Nurse (PHN)	7.00	-	7.00

Health Informatics Specialist	1.00	-	1.00
Accounting Technician	1.00	-	1.00
<i>Department Totals</i>	19.00	-	19.00
Health and Human Services Division Totals	231.58	4.62	236.20

County Total FTEs	699.27	14.56	713.83
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**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS**

<u>Function/program</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>General Government</u>										
Administrative Services										
Square Feet of Building Space (1)	538,633	560,665	565,665	610,665	610,665	610,665	610,665	610,665	610,665	610,665
Employee Relations										
New Hires Processed	175	155	166	139	98	112	109	168	192	163
Terminations Processed	98	113	130	155	121	74	116	123	165	140
Collective Bargaining Agreements	8	8	8	8	11	11	11	11	11	11
Financial Services										
Cash Receipts Processed	5,116	5,264	5,319	5,977	6,142	5,310	6,798	6,862	5,854	5,811
Payroll Checks Issued	3,754	3,004	2,842	2,667	856	365	498	480	587	423
Payroll Stubs Issued	14,724	15,219	16,830	16,841	18,337	17,905	17,968	19,005	18,390	19,767
Claims Paid	14,471	14,791	16,549	15,019	14,464	15,010	13,016	13,507	13,603	14,001
Contracts Maintained	244	276	323	344	444	367	306	424	482	616
Journal Entries	658	727	828	884	804	806	726	776	646	728
Budget Amendments Entered	149	145	171	101	88	150	107	127	127	141
Capital Assets Inventoried	110	73	72	66	91	65	71	81	62	80
Property Records and Taxpayer Services										
Deeds Recorded	3,495	2,921	2,215	2,059	2,394	2,701	3,422	3,962	3,447	3,857
Birth and Death Certificate Copies Issued	6,266	5,148	4,682	4,315	4,416	4,262	4,797	5,792	5,783	5,835
Marriage Licenses Processed	449	464	439	448	387	408	443	507	485	478
Passports Processed	3,905	3,701	2,637	1,988	3,094	2,885	3,947	4,310	4,869	6,520
Motor Vehicle Registrations	28,507	27,471	23,169	23,040	34,704	39,801	52,690	56,697	59,332	61,577
% of Voter Turnout (General Election)	66%	-	94%	-	70%	-	96%	-	65%	-
Real Estate Documents Processed	28,985	24,677	20,153	24,135	23,246	19,724	25,840	24,822	17,828	21,154
Number of Real Estate Compliant Documents	27,723	20,997	19,914	23,993	15,588	8,785	895	1,260	-	5,655
Real Property Parcels (2)	37,246	37,807	38,179	39,539	39,746	39,876	41,424	42,617	43,173	42,759
Personal Property Parcels (2)	1,115	1,120	151	-	-	-	-	-	-	-
Number of New Homes Constructed	769	572	250	283	314	386	394	610	573	508
Properties Appraised	6,890	6,941	8,527	8,486	7,173	7,756	7,498	8,670	9,144	8,871

**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Public Safety</u>										
Sheriff's Office										
Calls for Service Received:	56,891	56,597	57,319	54,239	53,329	53,180	50,430	50,640	53,068	53,081
Chaska Calls	15,622	14,725	14,336	13,064	13,294	12,811	11,802	11,375	11,298	10,864
County Calls	41,269	41,872	42,983	41,175	40,035	40,369	38,628	39,265	41,770	42,217
Part I Crimes	1,203	1,050	1,161	903	856	896	865	818	865	928
Part II Crimes	2,663	2,588	2,536	2,064	1,768	1,802	1,627	1,587	1,645	1,789
Misc. Non-Criminal Incidents	37,172	37,921	39,272	38,065	37,376	37,671	36,136	36,860	39,260	39,500
Fire Calls	712	611	618	573	570	590	552	640	730	769
Medical Calls	1,842	1,967	2,056	2,041	2,098	2,124	2,309	2,445	2,549	2,531
Drug Cases	238	239	238	118	118	123	145	222	267	260
Crashes	1,529	1,396	1,505	1,264	1,323	1,185	1,052	1,410	1,424	1,463
Fatal Crashes	8	9	9	8	7	5	3	6	9	4
Personal Injury Crashes	262	258	228	142	174	135	156	194	160	190
Property Damage Crashes	1,259	1,129	1,268	1,113	1,142	1,045	896	1,210	1,255	1,269
Alarm calls	1,909	2,188	1,933	1,712	1,752	1,614	1,587	1,400	1,312	1,297
Citations Issued	7,871	6,671	6,147	5,200	5,105	4,830	4,315	4,313	4,530	5,180
Total Arrests	1,350	1,307	1,329	1,430	1,284	1,252	664	542	590	590
Drug Arrests	140	155	144	204	189	221	289	76	100	89
Civil Papers Served	1,432	1,542	1,530	1,736	1,996	1,708	1,513	1,201	1,183	1,259
Warrants	1,412	1,427	1,118	1,256	1,042	1,109	1,001	753	948	893
Number of Prisoners Transported	Not Available	734	548	574	485	417	539	425	574	472
Prisoners Transported (Miles)	Not Available	53,738	37,520	46,082	38,813	33,311	55,850	41,738	57,906	40,133
Inmates Booked:	2,378	2,471	2,442	2,289	1,910	2,083	1,956	1,927	1,856	1,831
Total Carver County Inmates Booked	1,972	1,767	1,603	1,583	1,488	1,581	1,488	1,352	1,511	1,507
Males Booked	1,560	1,405	1,247	1,264	1,172	1,243	1,151	1,050	1,166	1,168
Female Booked	412	362	356	319	316	338	337	302	345	339
Boarded Inmates from Other Jurisdictions	406	704	839	698	422	502	468	575	345	324
Average Daily Inmate Population	71	89	89	85	74	75	69	62	76	63
Prisoners Days Stayed	26,006	32,362	32,380	31,044	27,015	27,286	24,959	22,398	27,775	23,005
Jail Medical Unit- Inmate Interaction (4)	-	-	-	2,049	1,910	2,332	2,390	2,279	1,948	1,795
Total Juveniles Booked:	373	360	243	225	283	317	306	265	284	272
Carver County Juveniles Booked	241	254	138	139	138	126	138	87	113	128
Male Juveniles Booked	181	190	111	106	106	96	119	72	75	78
Female Juveniles Booked	60	64	27	33	32	30	19	15	38	50
Boarded Juveniles from Other Jurisdictions	132	106	105	86	145	191	168	178	171	144
Average Daily Juvenile Population	3	3	2	2	2	3	3	3	3	3
Juvenile Resident Days Stayed	1,176	1,092	721	691	872	1,009	1,059	980	1,142	1,226

**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Court Services</u>										
Number of Probation Supervision Clients/Offenders	1,442	1,333	1,329	1,279	1,220	1,161	1,123	1,274	1,136	1,102
Number of Probation Supervision Cases	2,248	2,053	1,949	1,903	1,521	1,469	1,293	1,470	1,167	1,208
Number of Offender Risk Assessments Completed	1,217	1,230	1,010	969	939	801	749	650	855	677
Number of Offender Drug/Alcohol Tests Completed	510	721	1,950	1,789	2,160	3,040	3,583	3,457	4,479	3,638
Number of Offender Probation Violations Filed	296	349	255	281	257	303	366	288	273	251
<u>Highways & Streets</u>										
<u>Road & Bridge</u>										
Resurfacing (miles)	16.5	10.5	11.5	11.3	5.6	7.2	6.5	11.2	9.9	9.4
Vehicle/Equipment Units Serviced	Not Available	296	344.0	344.0	355.0	355.0	355.0	355.0	360.0	361.0
<u>Human Services</u>										
<u>Community Social Services</u>										
Financial Assistance End of Year Caseload	2,055	2,248	2,505	2,952	3,219	3,361	3,295	3,453	6,165	6,674
Child Support Annual Disbursements	\$ 8,142,474	\$ 8,381,287	\$ 8,655,895	\$ 8,522,442	\$ 8,231,783	\$ 8,218,129	\$ 8,164,867	\$8,440,219	\$8,627,101	\$8,644,514
Open Child and Family Workgroups	310	333	352	344	362	320	319	300	335	730
Developmentally Disabled Clients	322	315	318	333	358	344	341	346	334	341
Crisis Program Clients Served	4,245	3,665	3,776	3,814	3,819	5,691	8,858	9,459	9,098	Not Available
Detox Visits	382	369	329	334	185	153	176	193	163	166
Child Support End of Year Caseload	2,036	1,993	1,890	1,899	1,904	1,864	1,934	1,902	1,816	1,779
Children in Out-Of Home Placement	79	76	66	62	61	54	56	53	59	91
Child Care Assistance End of Year Caseload	133	142	153	168	179	128	165	132	128	131
Licensed Family Day Care Homes	209	201	199	198	197	188	182	167	155	144
Encore Adult Day Services Participants	53	60	54	50	51	54	48	46	48	54
MNsure Assessments	130	138	181	165	158	174	173	222	212	451
Workforce Resource Center Average Daily Client Usage	66	74	85	105	93	84	81	77	69	58
Workforce Services Enrolled Clients	702	775	855	1,161	1,256	828	720	644	640	584
SmartLink Transit Passenger Trips	43,187	47,967	52,615	206,284	220,462	223,549	209,956	193,832	190,023	154,143
<u>Health</u>										
<u>Public Health</u>										
Information & Resources Calls (3)(5)	747	659	695	3,047	728	675	748	646	594	420
Jail Medical Unit - Inmate Interactions (4)	1,371	1,757	2,572	-	-	-	-	-	-	-
Children 0-3 Enrolled in Follow Along Program	985	1,037	1,083	924	1,061	1,178	1,201	1,309	1,241	1,170
MRC Volunteers Registered	95	135	100	107	111	113	120	120	120	120

**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Culture & Recreation</u>										
Library										
Library Visits	561,687	555,213	586,391	622,502	600,750	584,998	580,242	557,219	551,358	535,064
Library Circulation	725,281	879,249	988,974	1,072,908	1,115,108	1,113,621	1,078,004	1,039,915	1,059,994	1,064,549
Number of Materials	225,377	226,242	242,468	246,403	256,206	233,209	240,780	242,603	255,474	279,462
Queries for Information	81,903	85,289	80,670	76,158	66,671	42,861	37,310	67,353	56,186	57,954
Public Service Hours	12,264	13,939	14,125	13,210	13,286	13,374	13,364	13,217	13,303	14,994
Attendance of Library Hosted Programs	17,815	18,866	20,818	27,575	30,373	26,387	36,245	27,441	29,042	34,650
Park										
Park Admissions (annual use)	252,000	237,500	265,000	265,500	307,000	443,900	582,000	615,000	1,250,355	Not Available
Historical Society										
Attendance of Programs hosted in Schools	2,496	4,640	4,364	3,463	2,819	2,099	1,174	2,546	4,373	4,038
Attendance of Programs hosted in Museum	727	451	1,302	2,539	1,549	1,493	3,169	2,798	1,592	1,193
Attendance of Programs hosted in Library	Not Available	839	690	897	823	711	653	478	648	1,067
Attendance of Programs - other	Not Available	Not Available	2,612	2,957	3,130	4,073	2,377	2,341	4,869	2,995
<u>Conservation of Natural Resources</u>										
Land & Water Services										
Environmental Center Visits	15,473	17,858	18,932	23,451	24,918	25,799	26,158	26,812	27,423	33,641
Appliances Recycled (in units)	2,075	2,531	2,741	3,778	3,546	3,266	2,862	3,036	2,952	3,111
Tons of Tires Recycled	31	33	31	37	27	24	32	33	37	30
Tons of Electronics Recycled	127	176	200	266	297	286	276	316	292	292
Tons of Household Hazardous Waste Recycled	316	445	394	492	469	489	488	526	506	520
Building Permits Issued	639	618	615	598	551	598	596	478	557	635
New & Replacement On-site Sewer Systems	193	104	119	134	114	115	100	95	95	107
Hazardous Waste Generators Licensed/Re-licensed	280	290	307	310	317	293	307	297	300	304
Planning Commission/Board of Adjustment Actions	59	58	40	26	29	30	47	45	42	60
Minor Subdivisions	61	31	33	24	21	26	34	35	31	43
Zoning Permits Issued	162	175	252	277	528	228	243	172	167	120
Wetland Conservation Act Cases	456	271	380	308	121	205	170	271	266	137
Number of Water Projects Approved	43	69	38	33	49	54	62	62	65	109
Number of Feedlot Inspections	37	89	54	44	80	78	55	58	71	49

Note: (1) Square feet of Building Space does not include leased space. (2) In 2008, personal property parcels combined with real property. (3) In 2009, there was an increase in Public Health Calls related to H1N1. (4) Inmate interactions transferred to the Sheriff's Office in April of 2009. (5) The number of Information & resources calls has increased from 2010, but due to changes in processing calls and the database used, the 2011 I&R number was lower than expected.

Data Sources:

Various County Departments

D: Glossary of Terms and Acronyms

Balanced Budget: The County defines a balanced budget as a budget in which the total available resources equal the projected use of funds during normal circumstances.

Capital Project: The purchase or construction of a capital asset, including costs for: planning, design, and development of a new facility; acquisition of land for a specific purpose; and the acquisition of a major vehicle or equipment.

Character Classification of County Expenditures: The County's governmental expenditures are classified by the character of the periods expenditures are presumed to benefit. They include:

- **Current:** Operating expenditures are presumed to benefit the current fiscal period.
- **Debt Service:** Presumed to benefit prior fiscal periods as well as current and future periods and includes amounts expended for the payment of principal, interest and other costs associated with debt.
- **Capital Outlays:** Presumed to benefit current and future fiscal periods and include amounts expended for the construction or acquisition of county capital assets.

Component Unit: Describes a legally separate organization for which the county Board is financially accountable. Component units can all be other organizations for which the nature and significance of their relationship with the County is such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

Governmental Fund Types: Carver County accounts are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for within a separate set of self-balancing accounts that comprise its assets, liabilities, equity, revenues and expenditures or expenses as appropriate. The accounts are grouped in this document into two broad fund categories, Governmental Funds and Proprietary Funds, and six generic fund types:

Government Funds

General Fund: This is the general operating fund of the county. It is used to account for all financial resources except those that are required to be accounted for in another fund.

Special Revenue Funds: These funds are used to account for the proceeds of specific revenue sources that are legally restricted for specified purposes. They include Road and Bridge, Community Social Services, Rail Authority, and the County Ditch funds.

Capital Projects Funds: These funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. These funds include the Buildings Capital Improvement Fund, and Road and Bridge Capital Improvement Fund.

Debt Service Fund: These funds are used to account for the accumulation of resources for, and the payment of principal, interest, and related costs of general long-term debt. These funds are not part of the operating budget but are included in the tax levy.

Propriety Funds

Internal Service Fund: County proprietary funds are used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments on a cost-reimbursement

basis. It includes the Self Insurance and Compensated Absences Fund.

Intergovernmental Revenue: Revenues from other governments in the form of local, state and federal grants, entitlements and property tax relief.

Operating Budget: The portion of the budget that pertains to current revenues and expenditures. The annual operating budget is the principle way most of the financing, acquisition, spending and service activities of a government are monitored.

Primary Government: A term used in connection with defining the financial reporting entity. The primary government is the focus of financial reporting entity. For the county, the primary government represents the financial activities, funds or accounts directly under the control of the board.

Torrens: The registration system of land titles by District Court Order that results in the creation of a Certificate of Title. All subsequent transactions affecting the property are noted on the certificate.

Acronyms

AC - Alternative Care

AMC - Association of Minnesota Counties

APCO - Association of Police Safety Communications Officials

APMP - Association of Proposal Management Professionals

APPA - American Probation & Parole Association

ARRA - American Recovery and Reinvestment Act

ASD - Asperger's Spectrum Disorder

BLF - Business Loan Fund

BTOP - Broadband Technology Opportunities Program

CAFR - Comprehensive Annual Financial Report

CAMA - Computer Aided Mass Appraisal

CBA - Collective Bargaining Agreement

CCOFI - Carver County Open Fiber Initiative

CCSA - Children and Community Service Act

CCRRA - Carver County Regional Railroad Authority

CCWMO - Carver County Water Management Organization

CDA - Community Development Agency

CIP - Capital Improvement Program

CPI - Consumer Price Index

CMS - Center for Medicare and Medicaid Services

CSAH - County State-Aid Highway

CSO - Community Service Officer

CSTS - Court Services Tracking System

CY - Calendar Year

COBRA - Consolidated Omnibus Budget Reconciliation Act (COBRA) gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances.

CSP - Community Support Program

CSEC - Carver-Scott Educational Cooperative

DEED - Department of Employment and Economic Development

DEFRA - Deficit Reduction Act

DFIRM - Digital Flood Insurance Rate Map

DHS - Department of Human Services

DWC - Driving With Care cognitive-behavioral curriculum that targets multiple-**DWI** (Driving While Intoxicated) offenders

EAP - Employee Assistance Program

EBP - Evidence-Based Practices

EECBG - Energy Efficiency and Conservation Block Grant

EMPG - Emergency Management Performance Grant

EMS - Emergency Medical Services

FEMA - Federal Emergency Management Agency

FHPAP - Family Homeless Prevention and Assistance Program

FFP - Federal Financial Participation

FTE - Full-Time Equivalent, refers to the conversion of employee positions to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, an employee who works 20 hours a week is the equivalent to one-half of a full-time position, or 0.5 FTE.

FY - Fiscal Year

GFOA - Governmental Financial Officers Association

GIS - Geographic Information Systems is a computer-based mapping tool that takes information from a database about a location and turns it into a map, enabling planners, analysts, emergency responders and others to make informed decisions about their communities.

GO – General Obligation

GPS - Global Positioning System

HAVA - Help America Vote Act

HHS - Health and Human Services

HPRP- Homeless Prevention and Rapid Re-Housing Program

ICMA - International County Management Association

IFS - Integrated Financial System

ISTS - Individual Sewage Treatment Systems

IPMA-HR - International Public Management Association – Human Resources

IT - Information Technology

LMC - Labor Management Committee

LMD - Land Management Department of the Land and Water Services Division

LSI-R - Level of Service Inventory - Revised

MA - Medical Assistance

MAHF - Metro Alliance for Healthy Families

MACA - Minnesota Association of County Administrators

MACO - Minnesota Association of County Officers

PHN- Public Health Nurses

PRIMA - Public Risk and Insurance Management Association

PTO - Paid Time Off

RN - Registered Nurse

SAIC - Sexual Assault Interagency Council

SARA - Superfund Amendments and Reauthorization Act

SHIP - Statewide Health Improvement Program grant

SHRM - Society for Human Resource Management

SSTS - Subsurface Sewage Treatment Systems

STOC - Seasonal Temporary On-Call

STS - Sentence To Service

SVC - Sexual Violence Center

SWCD - Soil & Water Conservation District

TANF - Temporary Assistance for Needy Families

TCCCF - Twin Cities Community Capital Fund

TCM - Targeted Case Management

TC&W – Twin Cities and West Railroad

TH - Thoroughfare

TMDL - Total Maximum Daily Load is a regulatory term in the U.S. Clean Water Act describing a value of the maximum amount of a pollutant that a body of water can receive while still meeting water quality standards.

UBC - Uniform Building Code

WCA - Wetland Conservation Act

WENR - Water Environment and Natural Resource

YES – Year-End Savings account

YLS/CMI - Youth Level of Service/Case Management Inventory

CONSOLIDATED LISTING OF CAPITAL PROJECTS

Data Entry Group: County Wide

Project Number	Project Title	Department Name	Page Number	2018 To 2022 Totals
970 001	City of Chaska New Library: Collection an	Building Projects	D-82	2,700,000
962 001	COURT ROOM TECHNOLOGY UPGRA	Building Projects	D-76	0
962 002	First Street Remodel	Building Projects	D-77	180,000
962 003	ADMIN WEST ENTRY DOOR REPLACE	Building Projects	D-78	180,000
962 004	System Wide Energy Improvement Initiati	Building Projects	D-79	25,000
950 005	Phase II - Master Plan Space Study	Building Projects	D-74	
962 005	PW Water & Sewer	Building Projects	D-80	370,000
962 007	LEC - STORM WATER TUCK POINT &	Building Projects	D-81	130,000
950 008	Building Security Improvement Plan	Building Projects	D-75	
Building Projects Total:				3,585,000
814 001	G.O. Capital Improvement Bonds, 2008A	Debt Service	D-68	5,258,200
815 001	G.O. Capital Improvement Bonds, 2008B	Debt Service	D-69	2,303,225
815 002	G.O. Capital Improvement Bonds, 2012A	Debt Service	D-70	738,409
815 004	G.O. Capital Improvement Refunding Bon	Debt Service	D-71	2,607,482
815 005	G.O. Capital Improvement Bonds, 2014A	Debt Service	D-72	3,746,750
815 006	MPFA Loan, 2014	Debt Service	D-73	6,491,170
Debt Service Total:				21,145,236
123 001	Vehicle Replacement for Public Services	Public Services: Admin	D-37	90,000
Public Services: Admin Total:				90,000
110 001	Skid Loader/Trade	Public Services: Facilities Ma	D-10	
110 002	Emergency Building Repairs	Public Services: Facilities Ma	D-11	250,000
110 003	HVAC repairs and upgrades	Public Services: Facilities Ma	D-12	0
110 004	Replacement of side walk light poles at G	Public Services: Facilities Ma	D-13	
110 005	Concrete repairs to PWHQ shop floor	Public Services: Facilities Ma	D-14	25,000
110 006	Boiler Replacement Central Plant	Public Services: Facilities Ma	D-15	50,000
110 007	Misc. Building Improvements	Public Services: Facilities Ma	D-16	455,000
110 008	Central Plant Cooling Tower Maintenance	Public Services: Facilities Ma	D-17	
110 009	BAS system upgrade	Public Services: Facilities Ma	D-18	30,000
110 010	Recommision of HVAC system	Public Services: Facilities Ma	D-19	30,000
110 011	Peavey Building, Replace hanging unit he	Public Services: Facilities Ma	D-20	15,000
110 012	Roof replace for Peavy / Enviro center	Public Services: Facilities Ma	D-21	85,000
110 013	Entrance Mat/Misc.	Public Services: Facilities Ma	D-22	15,000
110 014	Pump Replacement	Public Services: Facilities Ma	D-23	40,000
110 015	Chanhassen Service Center Seal Coat	Public Services: Facilities Ma	D-24	
110 016	Parking lot asphalt repairs	Public Services: Facilities Ma	D-25	20,000
110 017	1st Street Center boiler replacement	Public Services: Facilities Ma	D-26	40,000
110 018	Exterior joint replacement on GC building	Public Services: Facilities Ma	D-27	25,000
110 020	BAS - Siemens - Energy Mgmt	Public Services: Facilities Ma	D-28	45,000
110 021	Flooring Replacement & Wall treatment S	Public Services: Facilities Ma	D-29	145,000
110 026	UPS Infrastructure Switching	Public Services: Facilities Ma	D-30	20,000
110 028	Historical Life Safety Improvements	Public Services: Facilities Ma	D-31	25,000
110 029	Custodian Equipment Replacement	Public Services: Facilities Ma	D-32	30,000
110 030	Sign Upgrades All	Public Services: Facilities Ma	D-33	30,000
110 037	First Street Center Lower Level Kitchen P	Public Services: Facilities Ma	D-34	20,000

CONSOLIDATED LISTING OF CAPITAL PROJECTS

Data Entry Group: County Wide

Project Number	Project Title	Department Name	Page Number	2018 To 2022 Totals
110 040	Encore Replace Roof/Flashing	Public Services: Facilities Ma	D-35	50,000
110 041	CSS/Admin Board Area Remodel	Public Services: Facilities Ma	D-36	150,000
Public Services: Facilities Management Total:				1,595,000
049 001	Data Storage Replacement	Public Services: IS: Specific	D-1	250,000
049 002	Capital Technology - Manager Initiatives	Public Services: IS: Specific	D-2	1,855,000
049 003	Endpoint network security protection	Public Services: IS: Specific	D-3	
049 004	Network Closet - Air Conditioned Racks	Public Services: IS: Specific	D-4	75,000
049 005	Data Center Updates	Public Services: IS: Specific	D-5	
049 006	Infrastructure cable upgrade	Public Services: IS: Specific	D-6	230,000
049 007	Lidar Elevation Data Collection	Public Services: IS: Specific	D-7	75,000
049 008	Central Service - Printer/Scanner Replac	Public Services: IS: Specific	D-8	90,000
049 009	New/upgrade county phone system	Public Services: IS: Specific	D-9	275,000
Public Services: IS: Specific Projects Total:				2,850,000
500 001		Public Services: Library - Ad	D-57	
500 003	Furniture Replacement for Library Branch	Public Services: Library - Ad	D-58	50,000
500 004	Self-Check-Out Replacement	Public Services: Library - Ad	D-59	60,000
Public Services: Library - Administration Total:				110,000
520 001	LAKE WACONIA PARK - PHASE 1	Public Works - Parks	D-60	4,000,000
528 001	LMP PLAYGROUND EQUIPMENT	Public Works - Parks	D-65	700,000
527 001	BAYLOR PARK VISITOR CENTER	Public Works - Parks	D-63	500,000
527 002	BAYLOR PARK SPLASH PAD	Public Works - Parks	D-64	0
528 002	LMP VISITOR CONTACT STATION	Public Works - Parks	D-66	100,000
528 003	LMP GROUP CAMP AREA	Public Works - Parks	D-67	300,000
520 023	Lake Waconia Park Playground	Public Works - Parks	D-61	0
Public Works - Parks Total:				5,600,000
523 001	LAKE WACONIA PARK TRAIL CONNEC	Public Works: Parks & Trails	D-62	0
Public Works: Parks & Trails Total:				0
307 001	State Turnback \$ to Offset CPA Reductio	Public Works: Road & Bridge	D-52	3,250,000
307 002	New Miscellaneous Capital Projects	Public Works: Road & Bridge	D-53	0
307 003	CPA 50% Allocation	Public Works: Road & Bridge	D-54	800,000
305 019	Public Works Vehicles and Equipment	Public Works: Road & Bridge	D-51	2,435,000
307 8000	Road Preservation Plan	Public Works: Road & Bridge	D-55	10,650,000
Public Works: Road & Bridge Total:				17,135,000
239 001	Investigations: Forensic Computer	Sheriff	D-45	
236 001	Fleet	Sheriff	D-44	1,556,000
231 001	Snowmobile Purchase	Sheriff	D-40	
240 001	Mobile Radios Replacement	Sheriff	D-47	175,000
240 002	MDC Replacement	Sheriff	D-48	125,000
201 002	Jail Appliance Replacement LEC	Sheriff	D-38	30,000
231 002	Watercraft Boat	Sheriff	D-41	25,000
201 003	Jail Paint	Sheriff	D-39	5,000

CONSOLIDATED LISTING OF CAPITAL PROJECTS

Data Entry Group: County Wide

Project Number	Project Title	Department Name	Page Number	2018 To 2022 Totals
231 004	Emergency Management Vehicle	Sheriff	D-42	30,000
239 004	Crime Scene Van	Sheriff	D-46	40,000
231 005	Emergency Management Incident Comm	Sheriff	D-43	0
240 005	Portable Radios Replacement	Sheriff	D-49	175,000
240 006	Logger Recorder 7.15 Compliant	Sheriff	D-50	
Sheriff Total:				2,161,000
405 002	Client Transport Vehicles	Social Services	D-56	165,000
Social Services Total:				165,000
Grand Total:				54,436,236

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	001
Project Title	Data Storage Replacement			Year Started	2018	
Priority	B	Project # Last Year:		Year Ended	2020	
Description/ Location	Replacement of Storage Area Network system which provides the data storage for all county Server and Virtual Desktops as well as SQL Database storage.					
Purpose/ Justification	Existing storage system is 5 years of age and reaching end of support. The system is no longer capable of performance and capacity requirements for county virtual systems. Proposing new system with up to date storage technology such as solid state drives that can offer the performance and growth to accommodate data used in Carver County.					
Funding Source and Amt:	County Tax Dollars		\$250,000	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2018 2022
Building Construction						
01 049 046 0000 6630	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Total	\$0	\$250,000	\$0	\$0	\$0	\$250,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr			Proj#	049	-	002
Project Title	Capital Technology - Manager Initiatives				Year Started	2009		
Priority	B	Project # Last Year:	02		Year Ended	2020		
Description/ Location	Technology Advancement Capital							
Purpose/ Justification	Project identified and approved by I.T. for advancement of County Technology. These funds include those capital projects impacted by Division strategic planning and internal division advancement.							
Funding Source and Amt:	County Tax Dollars			\$1,855,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Equipment And Furniture Purchase								
01 049 000 0000 6660	\$330,000	\$360,000	\$360,000	\$360,000	\$375,000	\$400,000	\$1,855,000	
Total	\$330,000	\$360,000	\$360,000	\$360,000	\$375,000	\$400,000	\$1,855,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr	Proj#	049	-	003	
Project Title	Endpoint network security protection			Year Started	2017		
Priority	C	Project # Last Year:		Year Ended	2017		
Description/ Location	Information technology and all PC's						
Purpose/ Justification	Endpoint network security protection. Current contract ends 12/2016. This is the software that protects our computer systems from virus, malware and other intrusions.						
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2022	2018 2022
Equipment And Furniture Purchase							
01 049 046 0000 6660	\$20,000						
Total	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	004
Project Title	Network Closet - Air Conditioned Racks			Year Started	2013	
Priority	B	Project # Last Year:		Year Ended	2017	
Description/ Location	Network Closet - Air Conditioned Racks/Fiber need Adjustments.This project supports the County Strategic Plan goal for connections and utilizing technology for efficiency and productivity gains.					
Purpose/ Justification	Existing Network Closets house mission critical network switches and one contains equipment that facilitates county need for redundant storage access. The new network racks will have self-contained air conditioners to assist the cooling requirements of the network equipment.11/2016 - reduced \$170k estimate to \$75k in 2018 with funds spent over 3 years					
Funding Source and Amt:	County Tax Dollars		\$75,000	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2018 2022
Building Construction						
01 049 046 000 6630	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Total	\$0	\$75,000	\$0	\$0	\$0	\$75,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr	Proj#	049	-	005	
Project Title	Data Center Updates			Year Started	2017		
Priority	A	Project # Last Year:		Year Ended	2019		
Description/ Location	Chaska Government Services building. Update data center to accommodate growing needs of equipment, racks, cooling and flooring.						
Purpose/ Justification	The county is outgrowing the room in the main data center located at the Chaska Government Services building. The cooling systems are undersized and aging, no sub-flooring is in half the room prohibiting add racking.						
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Construction							
01 000 000 000 6630	\$100,000						
Total	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr	Proj#	049	-	006
Project Title	Infrastructure cable upgrade			Year Started	2019	
Priority	C	Project # Last Year:		Year Ended	2021	
Description/ Location	Re-wire all Carver buildings with new network cabling.					
Purpose/ Justification	The CAT5 network cabling throughout Carver campus is more than 20 years old. This older technology limits the amount of data delivered to the desktop as the demand changes. This project is to re-wire all Carver campuses. For budgeting purposes it is projected over a 3 year budget cycle. The project can be done in one budget year if funding available as such.					
Funding Source and Amt:	County Tax Dollars		\$230,000	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2022
Building Construction						2018 2022
01 049 046 000 6630		\$0	\$230,000	\$0		\$230,000
Total	\$0	\$0	\$230,000	\$0	\$0	\$230,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	007	
Project Title	Lidar Elevation Data Collection			Year Started	2021		
Priority	B	Project # Last Year:		Year Ended	2022		
Description/ Location	Update 2011 Lidar data for GIS elevation mapping needs.						
Purpose/ Justification	The county purchased its first Lidar flight in 2005 and received Lidar data in 2011 from the State. Lidar data is used to create a base elevation data model for the county. The elevation data model is used to generate 2 foot contours, water modeling, and orthorectification of Aerial Photography (increases the accuracy of the aerial imagery). Urbanization within Carver County continues to change the earth's surface and over time the elevation data model becomes outdated. If the State doesn't do another Lidar flight the county will need to update their elevation data model.						
Funding Source and Amt:	County Tax Dollars		\$75,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Construction							
01 049 062 0000 6630	\$0	\$0	\$0	\$0	\$75,000		\$75,000
Total	\$0	\$0	\$0	\$0	\$75,000	\$0	\$75,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr	Proj#	049	-	008	
Project Title	Central Service - Printer/Scanner Replacements			Year Started	2010		
Priority	B	Project # Last Year:		Year Ended	2020		
Description/ Location	Central Service - Printer/Scanner Replacements						
Purpose/ Justification	Copier replacement program						
Funding Source and Amt:	County Tax Dollars			\$90,000	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2022	2018 2022
Equipment And Furniture Purchase							
01 060 000 0000 6660	\$20,000	\$15,000	\$20,000	\$15,000	\$20,000	\$20,000	\$90,000
Total	\$20,000	\$15,000	\$20,000	\$15,000	\$20,000	\$20,000	\$90,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr			Proj#	049	-	009
Project Title	New/upgrade county phone system				Year Started	2017		
Priority	C	Project # Last Year:			Year Ended	2017		
Description/ Location	County-wide phone system.							
Purpose/ Justification	County-wide phone system maintenance agreement expires. Consider renewal or new phone system. (Finance pushed back, assume renewal for 2 years with operating budget continuing to cover maintenance agreement, IT can move forward with non-levy funding)							
Funding Source and Amt:	County Tax Dollars			\$275,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Building Construction								
30 000 000 0000 6630	\$0		\$275,000				\$275,000	
Total	\$0	\$0	\$275,000	\$0	\$0	\$0	\$275,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	001	
Project Title	Skid Loader/Trade				Year Started		
Priority	C	Project # Last Year:		Year Ended			
Description/ Location	Facilities Skid Loader low hours but high on years. Take advantage of trade value on new skid steer and correct sizing for use.						
Purpose/ Justification	Reduced fuel costs, less maintenance time down.						
Funding Source and Amt:	County Tax Dollars		\$0	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$40,000						
Total	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	002	
Project Title	Emergency Building Repairs			Year Started	2013		
Priority	A	Project # Last Year:	02	Year Ended	2018		
Description/ Location	Emergency repairs for all County Buildings.						
Purpose/ Justification	Funds would be available to address unplanned necessary building repairs and improvements during the year.						
Funding Source and Amt:	County Tax Dollars		\$250,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Total	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	004	
Project Title	Replacement of side walk light poles at GC			Year Started	2016		
Priority	C	Project # Last Year:		Year Ended	2017		
Description/ Location	Replace existing sidewalk light poles at the GC.						
Purpose/ Justification	Replacement of existing side walk light poles at the GC to a LED energy efficient pole.						
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
6640 110 000 0000 6640	\$20,000						
Total	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	005	
Project Title	Concrete repairs to PWHQ shop floor			Year Started	2017		
Priority	B	Project # Last Year:		Year Ended	2021		
Description/ Location	PWHQ shop floor concrete breaking away around floor drain						
Purpose/ Justification	The concrete floor around the shop floor drain is breaking away causing trip hazards and needs to be repaired.						
Funding Source and Amt:	County Tax Dollars		\$25,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$30,000			\$25,000			\$25,000
Total	\$30,000	\$0	\$0	\$25,000	\$0	\$0	\$25,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	006	
Project Title	Boiler Replacement Central Plant			Year Started	2021		
Priority	C	Project # Last Year:		Year Ended	2021		
Description/ Location	Boiler replacement Central Plant						
Purpose/ Justification							
Funding Source and Amt:	01-110-000-0000-6640		\$50,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640					\$50,000		\$50,000
Total	\$0	\$0	\$0	\$0	\$50,000	\$0	\$50,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	007	
Project Title	Misc. Building Improvements			Year Started	2001		
Priority	A	Project # Last Year:	07	Year Ended	2015		
Description/ Location	Misc. Building Improvements for County Buildings						
Purpose/ Justification	Funds would be used to cover Department requests for Board approved capital improvements during the year.						
Funding Source and Amt:	County Tax Dollars		\$455,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$85,000	\$65,000	\$65,000	\$120,000	\$115,000	\$90,000	\$455,000
Total	\$85,000	\$65,000	\$65,000	\$120,000	\$115,000	\$90,000	\$455,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	008	
Project Title	Central Plant Cooling Tower Maintenance Seal/Motor			Year Started	2017		
Priority	A	Project # Last Year:		Year Ended	2017		
Description/ Location	Tower seal and motor.						
Purpose/ Justification							
Funding Source and Amt:	01-110-000-0000-6640		\$10,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$10,000						
Total	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	009	
Project Title	BAS system upgrade			Year Started	2022		
Priority	B	Project # Last Year:		Year Ended	2022		
Description/ Location							
Purpose/ Justification	Upgrade existing BAS system to new.						
Funding Source and Amt:	County Tax Dollars		\$30,000	Funding Account Number:			
Funding Source and Amt:	County Tax Dollars		\$0	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$0					\$30,000	\$30,000
Total	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	010	
Project Title	Recommision of HVAC system			Year Started	2022		
Priority	A	Project # Last Year:		Year Ended	2022		
Description/ Location							
Purpose/ Justification	Recommision of HVAC system for PWHQ.						
Funding Source and Amt:	County Tax Dollars		\$30,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640						\$30,000	\$30,000
Total	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	011	
Project Title	Peavey Building, Replace hanging unit heaters			Year Started	2016		
Priority	B	Project # Last Year:		Year Ended	2017		
Description/ Location	Replace 2 hanging unit heaters						
Purpose/ Justification	Replace 2 hanging unit heaters in warehouse. Old heaters are way past there useful life and are not energy efficient.						
Funding Source and Amt:	County Tax Dollars		\$15,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
6640 110 000 0000 6640	\$0	\$15,000					\$15,000
Total	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	012	
Project Title	Roof replace for Peavy / Enviro center			Year Started	2022		
Priority	B	Project # Last Year:		Year Ended	2022		
Description/ Location							
Purpose/ Justification							
Funding Source and Amt:	County Tax Dollars		\$85,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640						\$85,000	\$85,000
Total	\$0	\$0	\$0	\$0	\$0	\$85,000	\$85,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	013	
Project Title	Entrance Mat/Misc.			Year Started	2001		
Priority	A	Project # Last Year:	13	Year Ended	2021		
Description/ Location	New entrance mats, directional signs, service devices.						
Purpose/ Justification	Provide professional way finding entrances serving the public and staff.						
Funding Source and Amt:	County Tax Dollars		\$15,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640			\$5,000		\$10,000		\$15,000
Total	\$0	\$0	\$5,000	\$0	\$10,000	\$0	\$15,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	014	
Project Title	Pump Replacement			Year Started	2013		
Priority	A	Project # Last Year:	14	Year Ended	2018		
Description/ Location	Replace or overhaul of existing heating and cooling pumps						
Purpose/ Justification	Provide funding for replacement or refurbishing of water pumps for heating, cooling etc. Life expectancy based on hours of usage will require manufacturer recommended overhaul or replacement of heating and cooling pumps including drives that control the pumps.						
Funding Source and Amt:	County Tax Dollars		\$40,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$10,000	\$5,000	\$30,000	\$5,000	\$0		\$40,000
Total	\$10,000	\$5,000	\$30,000	\$5,000	\$0	\$0	\$40,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	015	
Project Title	Chanhassen Service Center Seal Coat			Year Started	2015		
Priority	C	Project # Last Year:		Year Ended	2015		
Description/ Location	Seal Coat Parking Lot at Chanhassen Service Center.						
Purpose/ Justification							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640							
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	016	
Project Title	Parking lot asphalt repairs			Year Started	2022		
Priority	B	Project # Last Year:		Year Ended	2022		
Description/ Location							
Purpose/ Justification	Asphalt repairs made to selected county buildings						
Funding Source and Amt:	County Tax Dollars		\$20,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640						\$20,000	\$20,000
Total	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: Facilities Mana			Proj#	110	-	017
Project Title	1st Street Center boiler replacement				Year Started	2017		
Priority	B	Project # Last Year:			Year Ended	2018		
Description/ Location	Boiler upgrade, 1st street center							
Purpose/ Justification	Replace outdated, end of usefull life boiler. A new energy efficient boiler to be installed.							
Funding Source and Amt:	County Tax Dollars			\$40,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Building Improvements								
6640 110 000 0000 6640		\$40,000					\$40,000	
Total	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	018	
Project Title	Exterior joint replacement on GC buildings			Year Started	2016		
Priority	C	Project # Last Year:		Year Ended	2021		
Description/ Location	Exterior joint replacement.						
Purpose/ Justification	Exterior joint replacement/re-caulk of select GC buildings. Numerous joints have failed and need to be replaced.						
Funding Source and Amt:	County Tax Dollars		\$25,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$15,000		\$10,000		\$15,000		\$25,000
Total	\$15,000	\$0	\$10,000	\$0	\$15,000	\$0	\$25,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	020	
Project Title	BAS - Siemens - Energy Mgmt			Year Started	2014		
Priority	A	Project # Last Year:		Year Ended	2021		
Description/ Location	Energy Management System \$3.6 million backbone hardware to control building automation system.						
Purpose/ Justification	Allow for hardware and software upgrades and energy management innovations and implementation.						
Funding Source and Amt:	County Tax Dollars		\$45,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$5,000	\$25,000			\$20,000		\$45,000
Total	\$5,000	\$25,000	\$0	\$0	\$20,000	\$0	\$45,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	021	
Project Title	Flooring Replacement & Wall treatment Schedules			Year Started	2010		
Priority	B	Project # Last Year:	21	Year Ended	2015		
Description/ Location	Stairwell vinyls, Administration Carpet/Flooring, Entries, License center tiles.High traffic areas. Wall treatment conversion.						
Purpose/ Justification	Usefull life has expired.						
Funding Source and Amt:	County Tax Dollars			\$145,000	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$50,000	\$65,000	\$20,000	\$20,000	\$20,000	\$20,000	\$145,000
Total	\$50,000	\$65,000	\$20,000	\$20,000	\$20,000	\$20,000	\$145,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	026	
Project Title	UPS Infrastructure Switching			Year Started	2014		
Priority	B	Project # Last Year:		Year Ended	2019		
Description/ Location	Electrical System Upgrades to accomodate changing technology infrastructure requirements.						
Purpose/ Justification	Changes in technology, rooms and infrastructure..						
Funding Source and Amt:	County Tax Dollars		\$20,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640		\$0		\$20,000			\$20,000
Total	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	028	
Project Title	Historical Life Safety Improvements			Year Started	2013		
Priority	C	Project # Last Year:		Year Ended	2021		
Description/ Location	Historical Building, Waconia. Fire System to muesum grade, secuirty camera system.						
Purpose/ Justification	Life safety systems are not up to UL standards.						
Funding Source and Amt:	County Tax Dollars		\$25,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$0		\$0		\$25,000		\$25,000
Total	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	029	
Project Title	Custodian Equipment Replacement			Year Started	2013		
Priority	C	Project # Last Year:		Year Ended	2021		
Description/ Location	Replacement program of floor maintenance equipment.						
Purpose/ Justification	Floor polishers, vacuums, as required.						
Funding Source and Amt:	County Tax Dollars		\$30,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$15,000		\$20,000		\$10,000		\$30,000
Total	\$15,000	\$0	\$20,000	\$0	\$10,000	\$0	\$30,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana			Proj#	110	-	030
Project Title	Sign Upgrades All				Year Started	2013		
Priority	A	Project # Last Year:			Year Ended	2018		
Description/ Location	Upgrade signs/multi-lingual, directional, etc., for all Carver County Buildings as needed.							
Purpose/ Justification	Additional multi-lingual signs as well as directional signs for general public. Government Center, Encore, First Street, other.							
Funding Source and Amt:	County Tax Dollars			\$30,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Building Improvements								
01 110 000 0000 6640	\$0	\$15,000		\$15,000			\$30,000	
Total	\$0	\$15,000	\$0	\$15,000	\$0	\$0	\$30,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	037	
Project Title	First Street Center Lower Level Kitchen Plumbing			Year Started	2013		
Priority	B	Project # Last Year:		Year Ended	2018		
Description/ Location	First Street Center Waconia. Sink and restrooms.						
Purpose/ Justification	Lower sink works on a pump system. System is prone to leaks. Code improvements.						
Funding Source and Amt:	County Tax Dollars		\$20,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640			\$20,000				\$20,000
Total	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	041
Project Title	CSS/Admin Board Area Remodel			Year Started	2013	
Priority	A	Project # Last Year:		Year Ended	2018	
Description/ Location	board room electronics, space modification, clean, paint, storage container placement and wall and ceiling modifications with capital improvements					
Purpose/ Justification	FFE, Carpet, All out of date and worn.					
Funding Source and Amt:	County Tax Dollars		\$150,000	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2018 2022
Building Improvements						
01 110 000 0000 6640	\$0	\$0	\$100,000	\$50,000		\$150,000
Total	\$0	\$0	\$100,000	\$50,000	\$0	\$150,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: Admin			Proj#	123	-	001
Project Title	Vehicle Replacement for Public Services				Year Started	2015		
Priority	B	Project # Last Year:			Year Ended	2015		
Description/ Location	Replacement cycle for vehicles used by Public Services including facilities							
Purpose/ Justification	Public Services has a variety of vehicles that need to be replaced. The plan is to replace one of these vehicles each year based on age and condition for each vehicle.							
Funding Source and Amt:	County tax dollars			\$90,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Vehicle Purchase								
01 123 120 0000 6670				\$30,000	\$30,000	\$30,000	\$90,000	
Total	\$0	\$0	\$0	\$30,000	\$30,000	\$30,000	\$90,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Sheriff	Proj#	201	-	002	
Project Title	Jail Appliance Replacement LEC			Year Started	2008		
Priority	C	Project # Last Year:	27	Year Ended	2018		
Description/ Location	Equipment replacement for Jail Kitchen. Energy based and operational efficiency improvements						
Purpose/ Justification	Kitchen Equipment Replacement - Dishwasher, walk in condensors, mixer, coffee, ice machine.						
Funding Source and Amt:	County Tax Dollars		\$30,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Equipment And Furniture Purchase							
01 201 235 0000 6660	\$0		\$0	\$30,000			\$30,000
Total	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	231	-	001
Project Title	Snowmobile Purchase				Year Started	2016		
Priority	A	Project # Last Year:	01		Year Ended	2016		
Description/ Location	One snowmobiles.							
Purpose/ Justification	We had purchased two 2002 models and these models will need to be replaced as they will be coming old and unreliable. We have snowmobile patrol throughout the County. In 2005-2006 they patrolled approximately 125 hours for snowmobile patrol (this is subject to weather). The older models will be 10 years old and will be unreliable therefore, will not be used often. The plan is to cycle the oldest models for back up and training and the new snowmobiles for primary snowmobile patrol. The Sheriff's Office also conducts snowmobile safety training courses for youth and adults. On average, the Sheriff's Office has 2-3 eight hour youth classes per year. Each class has approximately 30 students. The Sheriff's Office does one four hour adult class a year as well. Each snowmobile costs approximately \$14,000. (Redirected to SO Office Renovation as a higher priority)							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Equipment And Furniture Purchase								
01 201 231 1652 6660	\$20,000							
Total	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	231	-	002
Project Title	Watercraft Boat					Year Started	2018		
Priority	A	Project # Last Year:	02			Year Ended	2018		
Description/ Location	New Watercraft/Boat-Purchase a 19 foot boat with a motor and bunk trailer.								
Purpose/ Justification	To purchase in 2015 a new watercraft/boat for the Carver County Sheriff's Office Water Patrol and also for search and rescue. This boat will replace the existing transport/countywide boat which is a 2003. The existing transport boat would then be traded in to reduce the expense of the new water craft. The current transport boat is a 2003 Crestliner with a Mercury 115 motor and a trailer. This watercraft will be 12 years old at the time of replacement. We use the watercraft throughtout the summer on weekends. This boat is used in the rivers and shallow lakes as it is not as large as our other boat. On an average summer weekend, waterpatrol patrols 10-12 hours per day on Fridays-Sundays (Memorial Day-Labor Day). We had budgeted for a new watercraft in 2013 and also in previous years. However, we were able to obtain a grant to provide funds to purchase a watercraft to replace the other watercraft.								
Funding Source and Amt:	County Tax Dollars				\$25,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Vehicle Purchase									
01 201 231 1655 6670		\$0	\$25,000				\$25,000		
Total	\$0	\$0	\$25,000	\$0	\$0	\$0	\$25,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	231	-	004
Project Title	Emergency Management Vehicle					Year Started	2014		
Priority	A	Project # Last Year:	06			Year Ended	2014		
Description/ Location	Replacement vehicle rated for the hauling of the command post.								
Purpose/ Justification	Vehicle to haul command post and be utilized countywide for any public safety concern.								
Funding Source and Amt:	County Tax Dollars				\$30,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Vehicle Purchase									
01 231 227 1651 6670			\$0	\$30,000	\$0		\$30,000		
Total	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	231	-	005
Project Title	Emergency Management Incident Command Unit					Year Started	2015		
Priority	A	Project # Last Year:				Year Ended	2015		
Description/ Location	Transportable trailer system.								
Purpose/ Justification	Current comand post is 20 years old. The latest in mobile command post structure is a transportable trailer system which allows for greater diversity in customization. Cost of trailer ranges from \$75,000 - \$150,000. A grant will supplement . (Finance moved funding source to State Turnback Reimbursement Funds)								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
Funding Source and Amt:	Grant				\$0	Funding Account Number:			
Total		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	236	-	001
Project Title	Fleet				Year Started	2011			
Priority	A	Project # Last Year:	01		Year Ended	2019			
Description/ Location	Purchase vehicles for marked patrol and administrative purposes.								
Purpose/ Justification	The Sheriff's Office operates 24/7 and has a continuing need to replace motor vehicles that become worn through use in daily operations. The Sheriff's Office fleet is on a replacement cycling schedule that incorporates vehicle application, operating costs, improvements in technologies, and scheduling practices in determining the cycling schedule. Most of the current fleet is used in patrol operations. We are currently operating 36 squads and investigative vehicles. Current appropriation allows for replacement of 8.5 vehicles per year at the 2013 price point. A 5% increase per year allows for the replacement of 9 vehicles every year with a total fleet replacement every 4 years. The replacement of each vehicle within the four year window will maximize trade value, while maintaining the latest technological advantages in performance and safety features.								
Funding Source and Amt:	County Tax Dollars				\$944,492	Funding Account Number:	01 201 236 0000 6670		
Funding Source and Amt:	Police Contracts				\$611,508	Funding Account Number:	01 201 201 0000 5574		
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Vehicle Purchase									
01 201 236 0000 6670	\$262,400	\$278,000	\$294,400	\$311,600	\$327,000	\$345,000	\$1,556,000		
Total	\$262,400	\$278,000	\$294,400	\$311,600	\$327,000	\$345,000	\$1,556,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	239	-	001
Project Title	Investigations: Forensic Computer					Year Started	2017		
Priority	A	Project # Last Year:	01			Year Ended	2017		
Description/ Location	Forensic Computer system for down loading information and images from computers.								
Purpose/ Justification	We purchased a computer in 2006 however, with increased technology and the average computer lifespan, we will need to replace that computer with a new one. Our child pornography cases and cellular telephone downloading, not to mention general forensic cases, have increased substantially. This computer is a necessary tool to investigate these crimes as it allows the investigator to download information from a suspects computer hard drive or cellular telephone. Once the hard drive is removed or the cellular telephone is hoked up to the computer, we are able to copy the information for prosecution in these cases. This would be coordinated with Information Services. This was originally scheduled for 2011 but was moved to 2012 due to budget considerations.A rotation of computer replacement needs to be done every four years due to changing technology.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Equipment And Furniture Purchase									
01 201 239 1713 6660	\$10,000								
Total	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	239	-	004
Project Title	Crime Scene Van				Year Started	2018			
Priority	A	Project # Last Year:			Year Ended	2018			
Description/ Location	Crime Scene Van								
Purpose/ Justification									
Funding Source and Amt:	County Tax Dollars			\$40,000	Funding Account Number:				
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Vehicle Purchase									
01 201 239 1715 6670	\$0	\$0	\$40,000				\$40,000		
Total	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	001
Project Title	Mobile Radios Replacement				Year Started	2011		
Priority	A	Project # Last Year:			Year Ended	2019		
Description/ Location	Squad Car Equipment							
Purpose/ Justification	The current radios were purchased in 2002 and the life expectancy for each is approximately 10 years. We need to replace them over the next five years and there are 65 units to replace. We should rotate 15 units per year.							
Funding Source and Amt:	County Tax Dollars			\$175,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Equipment And Furniture Purchase								
01 201 240 0000 6660	\$30,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000	
Total	\$30,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	002
Project Title	MDC Replacement				Year Started	2011		
Priority	A	Project # Last Year:			Year Ended	2019		
Description/ Location	Purchase Panasonic Toughbook Computers to replace aging existing computers deployed in Sheriff's Office squad cars.							
Purpose/ Justification	The mobile computers currently utilized by patrol were purchased in 2007. The applications utilized by the deputies have been upgraded several times and new applications have been added. These upgrades and additions significantly tax the resources of the computer. Additionally, the computers are now out of manufacturer's warranty causing on going repair and maintenance costs.							
Funding Source and Amt:	County Tax Dollars			\$125,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Equipment And Furniture Purchase								
01 201 240 0000 6660	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	
Total	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	240	-	005
Project Title	Portable Radios Replacement					Year Started			
Priority	A	Project # Last Year:				Year Ended			
Description/ Location	Replace portable radios (same or different from mobile radio replacement?)								
Purpose/ Justification	Set aside more funds for replacing portable radios								
Funding Source and Amt:	County Tax Dollars				\$175,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Equipment And Furniture Purchase									
01 201 240 0000 6660	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000		
Total	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	240	-	006
Project Title	Logger Recorder 7.15 Compliant					Year Started	2016		
Priority	A	Project # Last Year:				Year Ended	2017		
Description/ Location									
Purpose/ Justification	Logger Recorder 7.15 Compliant								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
Funding Source and Amt:	Shared 911 Fees and Revenue				\$140,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Total									

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Road & Bridge	Department Public Works: Road & Bridge			Proj#	305	-	019
Project Title	Public Works Vehicles and Equipment				Year Started	2015		
Priority	A	Project # Last Year:			Year Ended	2021		
Description/ Location	Consolidated PW requests in 6690 - Detail replacement list maintained by PW							
Purpose/ Justification	Replacement of all highway and parks equipment and vehicles							
Funding Source and Amt:	County Tax Dollars			\$2,435,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Equipment - Highway								
03 304 000 0000 6690	\$315,000	\$390,000	\$440,000	\$490,000	\$540,000	\$575,000	\$2,435,000	
Total	\$315,000	\$390,000	\$440,000	\$490,000	\$540,000	\$575,000	\$2,435,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works: Road & Bridge			Proj#	307	-	001
Project Title	State Turnback \$ to Offset CPA Reductions				Year Started	2017		
Priority	A	Project # Last Year:			Year Ended	2021		
Description/ Location	Road & Bridge Projects - To offset CPA Reduction							
Purpose/ Justification	Finance lowered projected increase to 50% of the estimated annual State Turnback Funds							
Funding Source and Amt:	County Tax Dollars			\$3,250,000	Funding Account Number:			
		Current Year	2018	2019	2020	2021	2022	2018 2022
Construction								
32 307 199 8000 6281	\$550,000		\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000
Total	\$550,000		\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,250,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works: Road & Bridge	Proj#	307	-	002	
Project Title	New Miscellaneous Capital Projects			Year Started			
Priority	C	Project # Last Year:		Year Ended			
Description/ Location	Placeholder for entering Public Works Miscellenous Capital Projects into the Buildings CIP						
Purpose/ Justification	Purpose is to keep new Public Works capital projects in Fund #30 so they can be prioritized and funded without impacting the Operating Funds (01,03,11&14) 5 year capital replacement schedule						
Funding Source and Amt:	County Tax Dollars		\$0	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Construction							
30 307 0000 0000 6630		\$0	\$0			\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works: Road & Bridge				Proj#	307	-	003
Project Title	CPA 50% Allocation					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	50% of State CPA that is allocated to the CIPs goes to Fund #32								
Purpose/ Justification	CPA that is allocated to the CIPs is split 50% to Fund #32 and 25% to Funds #30 & 34								
Funding Source and Amt:	County Tax Dollars				\$800,000	Funding Account Number:			
		Current Year	2018	2019	2020	2021	2022	2018 2022	
Construction									
32 307 199 8000 6281		\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$800,000	
Total		\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$800,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works: Road & Bridge	Proj#	307	-	8000
Project Title	Road Preservation Plan			Year Started	2017	
Priority	A	Project # Last Year:	8000	Year Ended	2021	
Description/ Location	Various CSAHs and County Roads					
Purpose/ Justification	60 year plan to preserve existing roadway surfaces: Need an additional \$1M per year. Board direction is a +\$100K levy increase each year for the next 10 years.					
Funding Source and Amt:	County Tax Dollars	\$10,650,000	Funding Account Number:			
Funding Source and Amt:	State Aid Regular	\$0	Funding Account Number:	03 307 000 8000 5212		
	Current Year	2018	2019	2020	2021	2022 2018 2022
Maintenance - Resurfacing						
32 307 199 8000 6284	\$1,890,000	\$1,990,000	\$2,090,000	\$2,090,000	\$2,190,000	\$2,290,000
Total	\$1,890,000	\$1,990,000	\$2,090,000	\$2,090,000	\$2,190,000	\$2,290,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Social Services	Department Social Services	Proj#	405	-	002	
Project Title	Client Transport Vehicles			Year Started	2007		
Priority	B	Project # Last Year:	02	Year Ended	2012		
Description/ Location	Replacement of cars and mini-vans in the Division's fleet of clients transport vehicles.						
Purpose/ Justification	The Division obtained the first four (4) client transport vehicles in 2001. The Division obtained two (2) additional new mini-vans in 2007 and started a replacement cycle of one new client transport vehicle each year. The issue of staff liability for transporting clients in their personal vehicles was raised in the Labor Management Committee and Labor Negotiations in 2006. The Division believes that the most satisfactory resolution to this issue is provide county owned vehicles that staff can use to transport clients.						
Funding Source and Amt:	County Tax Dollars		\$151,800	Funding Account Number:			
Funding Source and Amt:	FFP		\$13,200	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Vehicle Purchase							
11 405 700 0000 6670	\$30,000	\$30,000	\$30,000	\$35,000	\$35,000	\$35,000	\$165,000
Total	\$30,000	\$30,000	\$30,000	\$35,000	\$35,000	\$35,000	\$165,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: Library - Admi			Proj#	500	-	003
Project Title	Furniture Replacement for Library Branches				Year Started	2014		
Priority	A	Project # Last Year:			Year Ended	2019		
Description/ Location	Replacement schedule for public space furniture at five branch locations.							
Purpose/ Justification	Public space furniture at all branches receive regular wear and tear. At first, most items are cleaned but, over time, it becomes necessary (and more cost effective) to replace the item with new. The chronology of branch libraries' construction works to budgeting advantage: a regular replacement schedule in keeping with aging of branches. Such planning prevents a one-time, high-dollar purchase. The library will work with the Facilities Department to ensure purchases are most cost-effective and coordinated (if possible) with other county furniture purchases.							
Funding Source and Amt:	County Tax Dollars			\$50,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Equipment And Furniture Purchase								
01 014 500 0000 6660	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	
Total	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Library	Department Public Services: Library - Admi	Proj#	500	-	004
Project Title	Self-Check-Out Replacement			Year Started	2014	
Priority	A	Project # Last Year:	04	Year Ended	2016	
Description/ Location	Self check out machines-new and replacements. Machines will go to the Waconia, Watertown and Chanhasen Library.					
Purpose/ Justification	Replace two shelf check out machines every other year to provide additional self check out opportunities for library customers and to replace older machines. (County IS staff does not support this technology in libraries therefore it is necessary to work with a company that provides maintenance support when needed).					
Funding Source and Amt:	County Tax Dollars		\$60,000	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2018 2022
Equipment And Furniture Purchase						
14 500 000 0000 6660		\$20,000		\$20,000	\$10,000	\$10,000
Total	\$0	\$20,000	\$0	\$20,000	\$10,000	\$10,000
						\$60,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks			Proj#	520	-	001
Project Title	LAKE WACONIA PARK - PHASE 1				Year Started	2017		
Priority	A	Project # Last Year:	24		Year Ended	2019		
Description/ Location	<p>\$10M Phase 1 design and development of Lake Waconia Regional Park to include site grading, utilities, storm water management, parking, and restroom / change house building. Funding could be advance funded by the County with reimbursement from Met Council. County levy dollars will be considered as well as the timing for the project by County staff and the Park Board. (Initial \$100K for site grading utility plan financed by 2017 Budget Attachment E: One-time projects funded by State Turnback Funds).</p>							
Purpose/ Justification	<p>Planning work to provide facilities to support park usage. Also, incorporate plans for east lake neighborhood. Financing plan relies on \$7M State Bond proceeds matched by \$3M County contribution that would be eligible for reimbursement by Met Council. Similar as compared to what county has done for land acquisition.</p>							
Funding Source and Amt:	County Tax Dollars			\$4,000,000	Funding Account Number:			
		Current Year	2018	2019	2020	2021	2022	2018 2022
Park Development								
34 520 000 0000 6615	\$100,000		\$4,000,000	\$0	\$0	\$0		\$4,000,000
Total	\$100,000		\$4,000,000	\$0	\$0	\$0	\$0	\$4,000,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works - Parks			Proj#	520	-	023
Project Title	Lake Waconia Park Playground				Year Started	2017		
Priority	B	Project # Last Year:			Year Ended	2017		
Description/ Location	Construct new playground at Lake Waconia Regional Park.							
Purpose/ Justification	Reconstruct playground at Lake Waconia Regional Park. Playground equipment at Lake Waconia Regional Park is out dated and much of the equipment was installed around 1970. The playground no longer meets the needs for a park that attracts 100,000 visitors a year. New equipment would meet the need to comply with the American Disabilities Act. Funding included in \$10M Phase I Project.							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Park Development								
01 520 000 0000 6615	\$0	\$0	\$0	\$0			\$0	
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works: Parks & Trails	Proj#	523	-	001
Project Title	LAKE WACONIA PARK TRAIL CONNECTION			Year Started	2018	
Priority	A	Project # Last Year:		Year Ended	2018	
Description/ Location	<p>DNR will construct a boat access at Lake Waconia Regional Park. Related is the need to remove the old road surface of Old Beach Lane/County Road 30, Utilities and construct a new trail connection from town into the park.</p>					
Purpose/ Justification	<p>When the boat access is constructed, the existing roadway which services pedestrians and bicyclist will be removed. There will be a need to construct a trail from the property line of the park to and around the boat access. Work will need to be coordinated with the city of Waconia, as they are to construct a portion of the same trail through the Legacy Village development. Funding part of \$10M Phase 1 Project.</p>					
Funding Source and Amt:	County Tax Dollars		\$0	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2022
Park Development						2018 2022
34 523 000 0000 6615		\$0				\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks	Proj#	527	-	001
Project Title	BAYLOR PARK VISITOR CENTER			Year Started	2019	
Priority	A	Project # Last Year:		Year Ended	2019	
Description/ Location	Baylor Park Vistor Center Remodel / Address ADA requirements					
Purpose/ Justification						
Funding Source and Amt:	County Tax Dollars	\$500,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022
Park Development						2018 2022
34 527 000 0000 6615			\$0		\$500,000	\$500,000
Total	\$0	\$0	\$0	\$0	\$500,000	\$0 \$500,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks			Proj#	527	-	002
Project Title	BAYLOR PARK SPLASH PAD				Year Started	2020		
Priority	C	Project # Last Year:			Year Ended	2020		
Description/ Location	Baylor Park splash pad / pool							
Purpose/ Justification	Finance pushed back to 2023 due to lack of funding.							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Park Development								
34 527 000 0000 6615				\$0			\$0	
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks			Proj#	528	-	001
Project Title	LMP PLAYGROUND EQUIPMENT				Year Started	2018		
Priority	A	Project # Last Year:			Year Ended	2018		
Description/ Location	Replace 22 year old playground equipment at Lake Minnewashta Regional Park							
Purpose/ Justification	Equipment is at the end of its expected life cycle, many repairs have been made to the structure. The playground equipment is requiring more service as parts become worn out..							
Funding Source and Amt:	County Tax Dollars			\$700,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Park Development								
01 520 000 0000 6615		\$0	\$700,000	\$0			\$700,000	
Total	\$0	\$0	\$700,000	\$0	\$0	\$0	\$700,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks			Proj#	528	-	002
Project Title	LMP VISITOR CONTACT STATION				Year Started	2020		
Priority	B	Project # Last Year:			Year Ended	2020		
Description/ Location	LMP Visitor Contact Station							
Purpose/ Justification								
Funding Source and Amt:	County Tax Dollars			\$100,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022	
Park Development			\$100,000	\$0			\$100,000	
34 528 000 0000 6615								
Total	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks				Proj#	528	-	003
Project Title	LMP GROUP CAMP AREA					Year Started	2021		
Priority	B	Project # Last Year:				Year Ended	2021		
Description/ Location	Construct group camp area at Lake Minnewashta Regional Park								
Purpose/ Justification	Lake Minnewashta Park has a number of large scouting groups which use the park for day and week long activities. Because these groups are large they compete with the same space as the general public at the beach, picnic shelters and other general use areas of the park, conflicts arise when the large groups occupy general use areas of the park making it difficult for members of the general public to have access to recreation facilities or the environment is not comfortable for general use. (Finance pushed project back to 2025 due to limited funding)								
Funding Source and Amt:	County Tax Dollars				\$300,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Park Development									
34 528 000 0000 6615	\$0	\$0	\$0	\$0	\$300,000		\$300,000		
Total	\$0	\$0	\$0	\$0	\$300,000	\$0	\$300,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Debt Service	Department Debt Service				Proj#	814	-	001
Project Title	G.O. Capital Improvement Bonds, 2008A					Year Started	2008		
Priority	A	Project # Last Year:	001			Year Ended	2023		
Description/ Location	\$11,505,000 for new road projects \$3,485,000 refund Justice Facility Revenue Bonds \$3,850,000 refund Capital Improvement Justice Center Refunding Bonds								
Purpose/ Justification	Refundings for interest rate savings. New road projects mainly related to new Highway 212 roadway expansion								
Funding Source and Amt:	County Tax Dollars				\$5,258,200	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Principal Retirement									
35 814 000 0000 6705	\$1,055,700	\$1,052,500	\$1,053,000	\$1,052,100	\$1,049,800	\$1,050,800	\$5,258,200		
Total	\$1,055,700	\$1,052,500	\$1,053,000	\$1,052,100	\$1,049,800	\$1,050,800	\$5,258,200		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Debt Service	Department Debt Service				Proj#	815	-	001
Project Title	G.O. Capital Improvement Bonds, 2008B					Year Started	2008		
Priority	A	Project # Last Year:	001			Year Ended	2024		
Description/ Location	Central Plant Project in the Courthouse/Government Center								
Purpose/ Justification	Replace old boilers and chillers with an integrated, energy saving central plant								
Funding Source and Amt:	County Tax Dollars				\$2,303,225	Funding Account Number:			
		Current Year	2018	2019	2020	2021	2022	2018 2022	
Principal Retirement									
35 815 000 0000 6705	\$461,098		\$462,598	\$463,048	\$461,960	\$459,553	\$456,066	\$2,303,225	
Total	\$461,098		\$462,598	\$463,048	\$461,960	\$459,553	\$456,066	\$2,303,225	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Debt Service	Department Debt Service				Proj#	815	-	002
Project Title	G.O. Capital Improvement Bonds, 2012A					Year Started	2012		
Priority	A	Project # Last Year:				Year Ended	2024		
Description/ Location	Tax abatement Bonds for Engler Blvd Project								
Purpose/ Justification	Capture Data Center property taxes to pay for new intersection and road improvements on Engler Blvd								
Funding Source and Amt:	County Tax Dollars				\$738,409	Funding Account Number:			
		Current Year	2018	2019	2020	2021	2022	2018 2022	
Principal Retirement									
35 815 0 0 6705	\$150,580		\$148,793	\$146,713	\$149,325	\$146,625	\$146,953	\$738,409	
Total	\$150,580		\$148,793	\$146,713	\$149,325	\$146,625	\$146,953	\$738,409	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Debt Service	Department Debt Service				Proj#	815	-	004
Project Title	G.O. Capital Improvement Refunding Bonds, 2013A					Year Started	2013		
Priority	A	Project # Last Year:				Year Ended	2020		
Description/ Location	2013A GO Capital Improvement Refunding Bonds, refunding 2005A Bonds								
Purpose/ Justification	Refunding bonds								
Funding Source and Amt:	County Tax Dollars				\$2,607,482	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Principal Retirement									
35 808 0 0 6705	\$875,138	\$867,788	\$873,244	\$866,450	\$0		\$2,607,482		
Total	\$875,138	\$867,788	\$873,244	\$866,450	\$0	\$0	\$2,607,482		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Debt Service	Department Debt Service				Proj#	815	-	005
Project Title	G.O. Capital Improvement Bonds, 2014A					Year Started	2014		
Priority	A	Project # Last Year:				Year Ended	2029		
Description/ Location	GO CI Bonds for 101/61 Southwest Reconnection Project.								
Purpose/ Justification	101/61 Southwest Reconnection Project (County is the lead agency)								
Funding Source and Amt:	County Tax Dollars				\$3,746,750	Funding Account Number:			
		Current Year	2018	2019	2020	2021	2022	2018 2022	
Principal Retirement									
35 809 0 0 6705		\$751,050	\$750,350	\$749,450	\$750,475	\$748,300	\$748,175	\$3,746,750	
Total		\$751,050	\$750,350	\$749,450	\$750,475	\$748,300	\$748,175	\$3,746,750	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Debt Service	Department Debt Service				Proj#	815	-	006
Project Title	MPFA Loan, 2014				Year Started	2015			
Priority	A	Project # Last Year:			Year Ended	2030			
Description/ Location	MN Public Facilities Authority Bond Purchase and Project Loan Agreement- 101/61 Southwest Reconnection Project: County Board issued debt for State's of MN's contribution to the 101 Bridge Project due to the State's Turnback Account cash flow challenges. State is expected to reimburse the County roughly \$1.3M over the next 10 years.								
Purpose/ Justification	101/61 Southwest Reconnection Project:: High priority bridge replacement would not have happened without County financing the State of Mn's contribution to this project.								
Funding Source and Amt:	County Tax Dollars				\$6,491,170	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Principal Retirement									
35 810 0 0 6705	\$1,297,820	\$1,298,530	\$1,298,120	\$1,298,600	\$1,297,960	\$1,297,960	\$6,491,170		
Total	\$1,297,820	\$1,298,530	\$1,298,120	\$1,298,600	\$1,297,960	\$1,297,960	\$6,491,170		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects				Proj#	950	-	005
Project Title	Phase II - Master Plan Space Study				Year Started	2015			
Priority	B	Project # Last Year:			Year Ended	2015			
Description/ Location	Phase II to the Chaska campus build-out is renovating the Government Center - Admin N and W to provide additional capacity and to reconfigure the space based on the current priorities and optimizing service delivery, Project cost, timing and funding need to be determined.								
Purpose/ Justification	Over time the delivering of county services changes and expands as the county grows. To optimize service delivery while maximizing building capacity, the Admin N and W need to be renovated similar to the build out and renovations to the Justice Center in 2009.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Building Construction									
30 118 950 0000 6630									
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Building Projects				Proj#	950	-	008
Project Title	Building Security Improvement Plan					Year Started			
Priority	A	Project # Last Year:				Year Ended			
Description/ Location	Develop a long range plan to improve the security in the County's buildings.								
Purpose/ Justification	The County's 2011 Long Term Financial Plan first identified building security as a growing concern that the County Board and staff should address as part of its long range planning. A Security Task Force has developed a long range plan to control accessibility and increase building security to all County Buildings.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022		
Building Construction									
30 950 0000 0000 6630	\$55,000								
Total	\$55,000	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects	Proj#	962	-	001	
Project Title	COURT ROOM TECHNOLOGY UPGRADES			Year Started	2013		
Priority	A	Project # Last Year:	22	Year Ended	2018		
Description/ Location	Due to growth, demand and traffic patterns new display and audio setup are required for high profile cases for Court Rooms 5 & 6.						
Purpose/ Justification	Reduce congestion and staff window time. Dedicate space for press conferences that produce a superior image of Carver County. Accomodate for universal audio and video settings to accomodate both Defense and Prosecuting Attorneys.						
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Construction							
30 110 000 0000 6630	\$100,000	\$0	\$0				\$0
Total	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects	Proj#	962	-	002	
Project Title	First Street Remodel			Year Started			
Priority	B	Project # Last Year:		Year Ended			
Description/ Location	First Street Center Waconia. Woodwork around windows and audio/visual. Remove or replace plumbing.						
Purpose/ Justification	Efficiency and operational. Add elevator for staff. change of building uses and functions.						
Funding Source and Amt:	County Tax Dollars		\$180,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Construction							
01 110 000 0000 6630		\$0		\$180,000	\$0		\$180,000
Total	\$0	\$0	\$0	\$180,000	\$0	\$0	\$180,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects	Proj#	962	-	003
Project Title	ADMIN WEST ENTRY DOOR REPLACEMENT			Year Started	2011	
Priority	A	Project # Last Year:		Year Ended	2015	
Description/ Location	DEVELOP PLAN TO REPLACE ENTRY DOORS IN WEST ENTRY - Secure more entry doors and enhance security door features.					
Purpose/ Justification	REPLACE ENTRY DOORS IN ADMINISTRATION WEST ENTRY.					
Funding Source and Amt:	County Tax Dollars		\$180,000	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2018 2022
Building Construction						
01 110 000 0000 6630	\$0			\$180,000		\$180,000
Total	\$0	\$0	\$0	\$180,000	\$0	\$180,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects	Proj#	962	-	004	
Project Title	System Wide Energy Improvement Initiatives			Year Started	2006		
Priority	A	Project # Last Year:	38	Year Ended	2018		
Description/ Location	REPLACE VARIABLE FREQUENCY DRIVES (VFD), Motors, lighting, and exterior lighting where rebates and payback is 10 year or better ROI						
Purpose/ Justification	EMS Consulting recommendations for energy reduction/savings.						
Funding Source and Amt:	Deferred Maintenance		\$25,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Improvements							
01 110 000 0000 6640	\$0	\$0	\$0	\$0	\$25,000		\$25,000
Total	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Building Projects				Proj#	962	-	005	
Project Title	PW Water & Sewer				Year Started	2015				
Priority	C	Project # Last Year:			Year Ended	2020				
Description/ Location	PWHQ Cologne									
Purpose/ Justification	Expansion potential, eliminate high maintenance costs, replace fire system and well water with municipal system. Maintain well for irrigation and tanker trucks.									
Funding Source and Amt:	County Tax Dollars				\$370,000	Funding Account Number:				
	Current Year	2018	2019	2020	2021	2022	2018 2022			
Building Construction										
30 962 000 0000 6630				\$0	\$370,000		\$370,000			
Total	\$0	\$0	\$0	\$0	\$370,000	\$0	\$370,000			

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects	Proj#	962	-	007	
Project Title	LEC - STORM WATER TUCK POINT & CAULK COURTS			Year Started	2009		
Priority	A	Project # Last Year:		Year Ended	2021		
Description/ Location	LAW ENFORCEMENT CENTER TUCK POINT AND CAULK						
Purpose/ Justification	15 year preventative Maintenance for water and moisture control; including window seals and brick mortar.						
Funding Source and Amt:	County Tax Dollars		\$130,000	Funding Account Number:			
	Current Year	2018	2019	2020	2021	2022	2018 2022
Building Construction							
01 110 000 0000 6630		\$130,000					\$130,000
Total	\$0	\$130,000	\$0	\$0	\$0	\$0	\$130,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects	Proj#	970	-	001
Project Title	City of Chaska New Library: Collection and FF&E			Year Started	2018	
Priority	B	Project # Last Year:	01	Year Ended	2021	
Description/ Location	Provide opening day books and materials for a new City of Chaska library branch. Also includes furniture, fixtures and equipment such as material shelving, staff and customer furniture and equipment.					
Purpose/ Justification	Provide library services at a new downtown site as part of downtown revitalization project. Anticipate \$50,000 in architectural fees to be incurred in 2018 and the remainder of project in 2019.					
Funding Source and Amt:	County Tax Dollars		\$2,700,000	Funding Account Number:		
	Current Year	2018	2019	2020	2021	2022
		2018	2022			
Building Construction						
30 970 000 0000 6630	\$0	\$50,000	\$2,650,000	\$0		\$2,700,000
Total	\$0	\$50,000	\$2,650,000	\$0	\$0	\$2,700,000