

Carver County, Minnesota

# Annual Budget

And Long-Term Financial Plan  
for 2020 and Beyond

*Adopted by the Carver County Board of Commissioners  
Dec. 18, 2018*



Carver County Financial Services Department  
Government Center Administration Building  
600 East Fourth Street, Chaska, MN 55318  
Phone: 952-361-1506  
Web: [www.co.carver.mn.us](http://www.co.carver.mn.us)

2019

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CARVER  
COUNTY

# **CARVER COUNTY PROFILE**

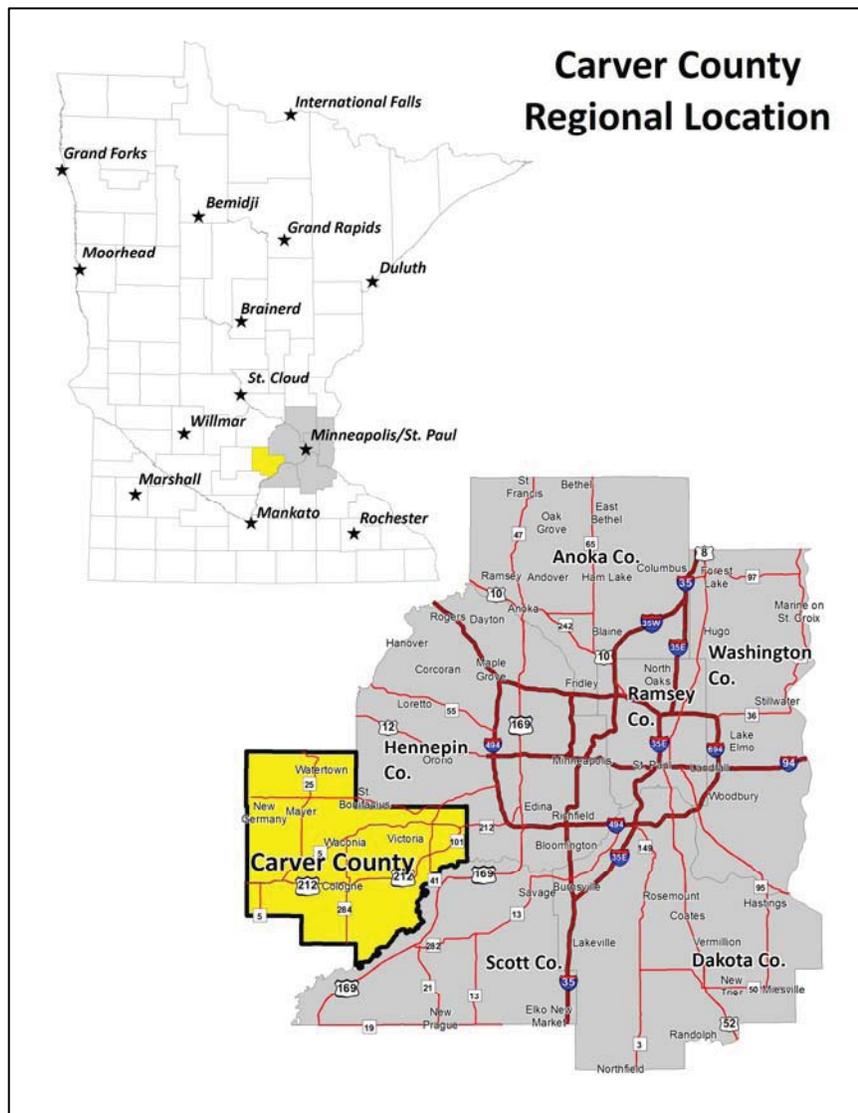
# Carver County Profile

## 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 2017 population estimate for Carver County is 102,119, according to U.S. Census estimates. The largest city in the county, Chaska (the County Seat), had a 2017 estimated population of 26,941. Chanhassen followed closely behind with an estimated population of 25,955.

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 161,240. Using this projection, the change in County population from 2017-2040 is expected to see an increase of 56.76%.

# Snapshot of Carver County

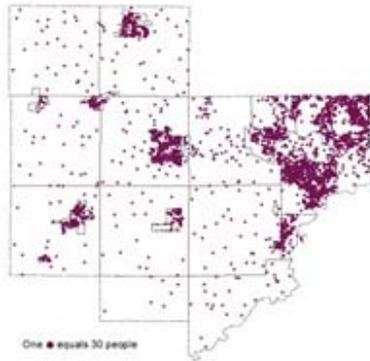
Population		2000	2010	2017
Total Pop.	County Population	70,205	91,042	102,858
	County Rank (of 87)	11	11	11
Age	% over 65	7.5	8.5	11.5
	% under 18	31.5	29.9	27.1
	Median	33.9	36.3	37.2
Race/ Ethnicity	% White	95.9	90.7	89.0
	% Asian	1.6	2.5	3.1
	% Black/ African American	0.6	1.2	2.0
	% Hispanic	1.9	1.7	4.2
	% Other	2.6	3.9	1.8
School Enroll.	K - 12	16,043	20,328	20,123
	College/ Grad. School	2,867	5,765	4,786

## Income and Labor Force

		2015	2016	2017
Income	Median Household	\$ 86,323	\$ 88,600	\$ 101,271
	Median Earnings	\$ 40,322	\$ 41,800	\$ 41,957
	% Poverty	4.5	4.1	3.6
Educational Attainment (Population age 25+)	% No H.S. Diploma	4.8	4.3	2.9
	% H.S. Graduate or Equivalent	21.2	20.5	18.3
	% Associate Degree or Some College	28.7	29.2	28.9
	% Bachelors Degree	32.0	32.7	34.7
	% Graduate or Professional Degree	13.2	13.4	15.3
Labor Force	Population 25 years and over	61,321	64,689	66,083
	Total Labor Force	55,104	55,819	56,816
	Unemployment Rate	3.2%	3.3%	2.7%

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

## Population Density, 2010



Source: Metropolitan Council and U.S. Census Bureau

## Budget Summary

2018 Adopted Budget		2019 Adopted Budget	
Operating Costs	\$ 96,549,350	Operating Costs	\$ 99,928,541
Capital Projects	27,796,722	Capital Projects	47,401,220
<b>Total</b>	<b>\$ 124,346,072</b>	<b>Total</b>	<b>\$ 147,329,761</b>
2018 Expenditures		2019 Expenditures	
Public Assistance	\$ 5,716,123	Public Assistance	\$ 5,950,731
Personal Services	70,071,063	Personal Services	73,247,625
Services & Charges	11,809,550	Services & Charges	11,773,465
Materials & Supplies	4,524,157	Materials & Supplies	4,490,925
Capital Outlay	27,796,722	Capital Outlay	47,401,220
Debt Services	5,057,200	Debt Services	5,032,200
Other Expenses	(2,794,417)	Other Expenses	(2,827,887)
Transfers	2,165,674	Transfers	2,261,482
<b>Total</b>	<b>\$ 124,346,072</b>	<b>Total</b>	<b>\$ 147,329,761</b>

Source: Carver County Financial Services

## Housing

	2010	2015	2017
Housing Units	34,536	36,901	36,955
Households	32,891	34,421	35,721
Persons per Household	2.77	2.76	2.83
	2016	2017	2018
Sheriff Forclosure Sales	54	59	40

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

## Jobs: Major Employers and Industries

		2010	2015	2017
Employment by Industry (Top 6 Industries)	Manufacturing	11,181	10,386	9,753
	Health Care/ Social Assistance	4,540	4,768	6,995
	Educational Services	3,974	4,363	5,431
	Retail Trade	3,270	3,080	7,172
	Construction	2,788	3,299	3,583
	Finance/ Insurance	3,563	4,398	3,558
	Total (All Industries)	37,035	39,063	58,556
		2018		
Major Employers (estimated)	Ridgeview Medical Center			1,500
	Emerson Process Management			1,200
	United Mailing			1,100
	Strom Aviation Inc			1,000
	Automated Building Components			1,000
	Entegris			1,000
	IWCO Direct			1,000
	Beckman Coulter Inc			780
	Carver County			700
	Bernard Group			600

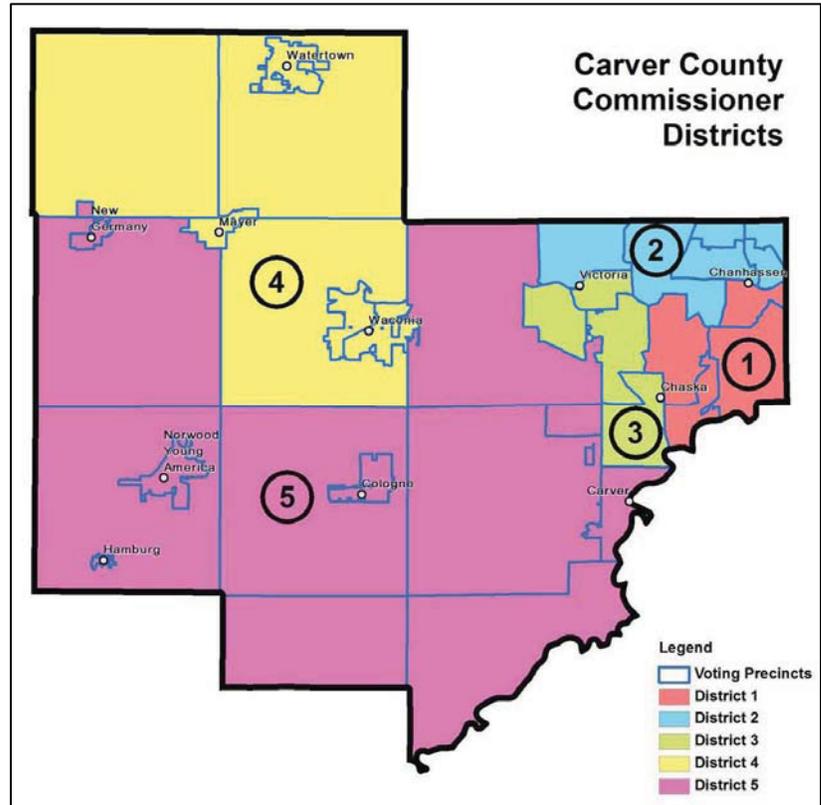
Source: Reference USA

## **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

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

- A. 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.
- B. Protect and enhance the County's natural resources from aquatic invasive species (AIS).
- Prepare an Aquatic Invasive Species (AIS) prevention plan for 2017-2020 based on a priority lakes system.
- C. Raise the quality and quantity of service to the County's veterans and their families to a level of excellence.
- Provide staffing, location, and the space necessary to ensure timely and excellent service to veterans and their families.
- D. 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 by 2030.
- Plan and support changes city and County services to better serve the projected increase in the number of older adults.
- E. Plan to make Carver County a Dementia Friendly Community to address the needs of our expanding population with memory disorders.
- Continue to work with the City of Chanhassen on implementing the ACT on Alzheimer's Dementia Friendly Community program. Support other Carver County cities in this effort. Provide a County wide solution.
- F. Enhance the general overall mental health of Carver County.
- Expand and enhance the School Linked Mental Health program by placing a Mental Health Professional in every Carver County school, and expanding Day Treatment option in Dist. 112 and Dist. 111.
  - Update First Street Center facilities. Expand Psychiatry services. Develop branding and advertise services to new customer base.
  - Increase collaboration with Law Enforcement of 24/7 Crisis services.
  - Explore a partnership with Ridgeview for a residential crisis stabilization facility.
- G. Study, plan, and implement measures to provide for the security and protection of the public and county employees and assets on County grounds.
- Select, fund, and build facility upgrades designed to improve security for the public and employees on County grounds. Formulate and execute a workplace security policy, procedures, and training.
- H. Update resources and services across the Library system.
- Launch radio identification of Library assets (RFID) to improve tracking and reduce costs.
  - Plan for a new Chaska Library slated for 2019.
- I. Develop strategies to change the governance of the Metropolitan Council.
- Coordinate suburban counties to develop and propose a better governance model for the Metropolitan Council. Then coordinate with legislators to implement changes.

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

A. Position the County to attract and retain a well-qualified workforce. Review and update the County's employee pay structure and philosophy, aligned with pay-for-performance, and continue to build a performance based culture.

- Complete the final portions of the compensation and classification study. Negotiate implementation with all eleven bargaining units, and complete the implementation process for non-bargaining employees. Continue improving the evaluation system by focusing on changes designed to create a better communications tool.

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.

- Raise and then sustain increasing employee engagement in Innovative thinking and Innovation methods, training more facilitators, sparking more innovations, sustaining cultural changes, and better measuring more results.
- Design and implement employee training programs to develop and strengthen professional knowledge, skills, abilities, and wellbeing, and to build a positive workplace culture, equipping staff to provide service delivery excellence. Continue to strengthen and develop the County's performance based focus and performance management process and approach. Ensure effective service delivery through targeted staff development.

C. Increase the culture competency of workforce.

- Conduct assessments and training for County employees on diversity and inclusion. Complete initial Intercultural Development Inventory (IDI) assessment in Child and Family Department. Participants will receive feedback on how they engage cultural diversity and identify issues that may be impeding them from working more effectively across cultural differences. County gets a profile for guidance on policy, practices, structural changes, and training. Evaluate progress and potentially roll out to entire division and County workforce.

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

A. Develop technology infrastructure, and applications to provide better service and communication to the Carver County community and to raise productivity.

- Implement new IT and Facility "ITSM" system for "help" and facility requests and for asset inventory.
- Implement IT Action Plan based on the 2016 IT Assessment, including increased "Cloud" hosting and improvements in IT management, customer service and communications, core technologies, data integration, and the development of high-level business intelligence.
- Continuously advance cybersecurity protections and training.
- Upgrade and modernize HHS Software Solutions connecting all HHS departments. Create a truly paperless work environment and increasing efficiency.
- 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 Cable Network - CarverLink -Explore partnerships locally and regionally. Explore opportunities to provide enhancements, reliability, consistency and stability within the Carverlink network. Connect additional public and community support entities. Expand bandwidth for existing partners. Continue to improve level of service to customers.
  - Continue to evolve and expand legislative priorities and advocacy efforts to accomplish County goals.
  - The County’s election equipment is nearing the end of its useful life. A Federal grant paid for the last election equipment purchase. A State grant maybe available to pay for all or a portion of the new election equipment. If the State grant does not cover 100% of the election equipment, the County should consider creating an elections task force to develop a strategy and a cost sharing agreement with the cities and school districts in the County to share in the replacement cost for new election equipment.
  - State Law changes dramatically increased the use of absentee ballots for the 2016 election. The popularity of this preferred voting option is expected to overwhelm the County’s ability to process absentee ballots for the entire County in our current locations – Chaska Gov’t Center and Chan License Center. So the County needs to create a task force and develop a strategic plan to expand its capacity to process absentee ballots for future elections.
- C. Communications: raise and enhance public and employee awareness of County services and resources.
- Finish the internal and external communications plan and implement it.
  - Create a visual brand for Carver County to maintain a consistent identity. Including design standards for logos, PowerPoints, print items, signage, and colors.
  - Enhance the development of the County Board agenda technology and improve board room technical capabilities including live streaming.

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

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

- Create a sustainable funding system to develop, maintain and replace existing infrastructure parks and trails over a 20 year capital investment cycle.
- Study energy usage and options to develop an Energy Plan to reduce costs and emissions, including potential capital costs, payback benchmarks, and consumption targets taking all energy sources into consideration.
- Create sustainable strategic solutions to structurally balance annual operational revenues and expenditures while meeting service demands.

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.

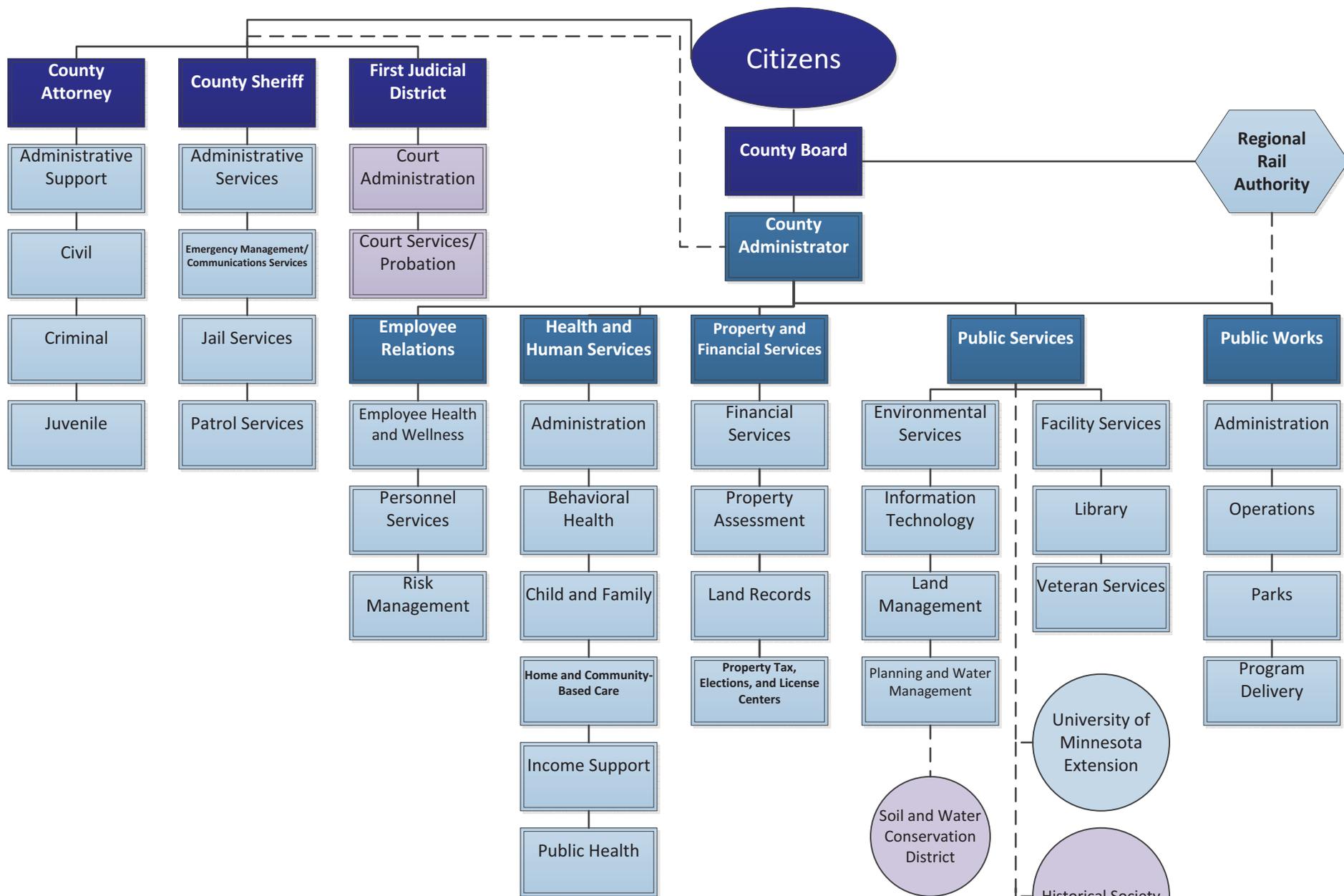
- Implement Asset Management Systems to efficiently track and manage county assets and plan for future needs.

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

A. Develop the 2040 update to the Comprehensive Plan.

- Develop draft plan: gather data and update traffic model; hold city and township meetings; gather public input and draft policies.

- B. Construct sufficient county infrastructure to accommodate land development while protecting natural resources and limiting the financial burden on the existing tax base.
- Develop a project list, justification, cost information and perform stakeholder engagement for potential implementation of a ½ percent local option sales tax and wheelage tax for high priority county and state road improvements.
- C. Modernize County Fleet Operations.
- Analyze and enhance pool car program. As part of space plan, consider storage of pool cars.
- D. Develop Lake Waconia Regional Park
- Apply for grants and state bonding.
- E. Update the CCWMO Water Management Plan.
- Update the water management plan and coordinate water management plans with the 2040 Comprehensive Plan.
- F. Improve the safety and efficiency of solid waste programs and prepare for future growth.
- Prepare Solid Waste Master Plan and find a new yard waste transfer site acceptable to the Board.
  - Plan the County's future relationship with the Solid Waste Management Coordinating Board (SWMCB) and with other metro county environmental service departments.



**Legend:**

- Elected Officials:** Dark blue rectangle
- Divisions:** Medium blue rectangle
- Departments:** Light blue rectangle
- Direct Report:** Solid line
- Indirect Report:** Dashed line
- Separate Agency/Non-County Employees:** Light purple circle
- Separate Agency with County Employee Positions:** Light blue circle
- Separate Tax Levy Authority/County Commissioners:** Light blue hexagon
- Separate Tax Levy Authority/Non-County Employees:** Light purple hexagon

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 follow:

- **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 accounting and financial reporting, the annual budget and long term financial plan, investments and cash management for the County. The Division also provides services related to taxation, land records, property assessment, elections, ditches, and the operation of three customer service/license centers.
- **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 Statue 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 2022
District 3	Randy Maluchnik	Expires 2020
District 4	Tim Lynch	Expires 2022
District 5	Jim Ische	Expires 2020

#### **County Attorney**

Mark Metz Expires 2022

#### **County Sheriff**

Jason Kamerud Expires 2022

### **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 Robjent	Indefinite

#### **Agency Officials**

Community Development Agency Executive Director	Julie Frick	Indefinite
Court Administrator	Mary Dalbec	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	Tammy McCulloch	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), the Carver County Water Management Organization (WMO), and the Carver County Regional Rail Authority (RRA) all have the authority to levy taxes. The CDA and RRA are in the "*Separate Tax Levy Authorities*" section. The WMO is within the Public Services narrative and budget information.

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 2018 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 the Financial Services Department, part of the Property and Financial Services Division, which was primarily responsible for 2018 Budget Book. It was the ninth time the County applied for, and received, the award. The 2019 Budget Book will be submitted for review by the GFOA.

*Government Finance Officers Association is a major professional association servicing the needs of more than 19,000 appointed and elected local, state, and provincial-level government officials and other finance practitioners.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Carver County  
Minnesota**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morill*

Executive Director



CARVER  
COUNTY

# **BUDGET OVERVIEW**



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 2019 Budget.

The budget recommendations included in this document respond to a variety of fiscal challenges and continue Carver County's history of providing a stable level of service to our citizens. The prudent decisions included within these budget recommendations are meant to continue our fiscal stability and Carver County's long history of maintaining a AAA bond rating.

One of the more significant challenges includes addressing unfortunate societal impacts such as higher service levels and expenses for child protection and foster care. Unfortunately, this challenge is made even more difficult as the State of Minnesota continues to shift costs to Carver County for these types of mandated expenses – the 2019 shifts alone total over \$580,000.

On a more positive note, main economic benchmarks, including property market values and new construction, show improved growth over the past year. For example, the County's \$336,900 average value home increased in value by 6% compared to last year. The budget recommendations for 2019 utilize new revenues obtained by this growth ultimately resulting in a 3.8% County tax impact on the average-valued residential property.

The 2019 Preliminary Budget totals \$147,329,761 which is a \$22,983,689 (18.48%) increase from 2018 Budget of \$124,346,072. The significant change is a \$19.6M increase in capital outlay mainly for the Road and Bridge Capital Improvement Budget. The recommended preliminary 2019 levy increases by \$2,615,355 (4.9%) to \$56,264,855 compared to the 2018 property tax levy of \$53,649,500.

The County Board held the public hearing on the 2019 Budget on Thursday, Nov. 29, 2018. The Board is being asked to adopt the final 2019 levy and budget on Tuesday, Dec. 18, 2018. The 2019 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 is being asked to approve the 2020 Long-Term Financial Plan on Tuesday, Dec. 18,

2018. 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 2020 Long-Term Financial Plan will be used as a strategy planning tool to fund significant capital projects and operating challenges beyond the 2019 Budget.

The 2019 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 2019 Annual Budget and is being submitted for review by the Board of Commissioners and citizens of Carver County. It includes the 2018-2019 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 2019 Annual Budget process.

Sincerely,



David Hemze  
County Administrator

# Budget Overview

## Budget Summary

The 2019 Preliminary Budget totals \$147,329,761 which is an increase of \$22,983,689 from the 2018 Budget.

2018-2019 Budget Comparison		
Revenue	2018 Budget	2019 Budget
Taxes & Penalties	\$60,171,019	\$62,813,374
Licenses & Permits	1,259,906	1,336,613
Intergovernmental	44,379,073	63,618,673
Charges for Services	13,727,359	14,717,867
Fines & Forfeitures	211,486	216,486
Investment Earnings	1,546,661	1,546,522
Other Revenues	3,050,568	3,030,226
<b>Total Revenues</b>	<b>\$124,346,072</b>	<b>\$147,329,761</b>
Expenditures		
Public Assistance	\$5,716,123	\$5,950,731
Personnel Services	70,071,063	73,247,625
Services & Charges	11,809,550	11,773,465
Material & Supplies	4,524,157	4,490,925
Capital Outlay	27,796,722	47,401,220
Debt Services	5,057,200	5,032,200
Other Expenses	(2,794,417)	(2,827,887)
Transfers	2,165,674	2,261,482
<b>Total Expenditures</b>	<b>\$124,346,072</b>	<b>\$147,329,761</b>
Reserves Used	-	-

This chart compares the revenue and expenditure amounts for 2018 and 2019.

The most significant changes in the 2019 Budget are in Intergovernmental, Personal Services, and Capital Outlay.

The increase in intergovernmental revenues is primarily due to the additional state and federal funds that were included in the 2019 Budget to finance Road and Bridge capital projects. The 2019 Road and Bridge Capital Improvement Budget increased by \$21.7 million compared to 2018. Personnel services (costs) are budgeted to increase to remain competitive in the market.

## Strategies to Close the Budget Gap

2019 Budget Gap: Executive Summary	
Tax Levy Increase: 3.8% Impact on Average Value Home	(\$2,615,355)
Salary and Benefit Projection:	2,510,242
Attachment A: County-wide Levy Adjustments	(500,000)
Attachment A2: Net Division Levy Adjustments	(87,956)
Attachment B: Staffing Changes	392,469
Attachment C: Capital Projects	100,000
Attachment D: Facilities, Vehicles, and Equipment Replacement	100,600
Attachment E: Redirect CPA from operating to capital	100,000
<b>Budget Gap: Reserves Used</b>	<b>\$0</b>
Attachment E: Projects Funded by Non-Tax Levy Revenue	\$2,068,000

Following the Board's direction to have a minimal county tax impact on the average-value home, the Recommended 2019 Budget was developed using the strategies that are summarized in this chart and then described in the following paragraphs.

- **Capture tax base from new construction so the County's tax impact on the average value home reflects an inflationary increase.**

The County Administrator's Recommended 2019 Tax Levy increase is **\$2,615,355** which is a 4.9% increase over the 2018 Levy. However, by capturing the tax base from new construction the county's tax impact on the average value home is reduced to 3.8% increase.

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

The salary and benefits for 2019 are recommended to increase **\$2,510,242**, 3.58%, compared to 2018. The salary projection is based on market trends, pay-for-performance, health insurance, PERA changes, and overtime increases. The other benefit projections are estimated respectively based on the projected salary increases.

- **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 2019 Budget identifies **\$500,000** in County-wide levy savings primarily from the vacancy savings projection. The County's OPEB contribution is being reduced by \$600,000 as a result of significantly lowering the County's OPEB liability by switching to an Irrevocable OPEB Trust and implementing the new Governmental Accounting Standard Board pronouncement. \$500,000 of this decrease will be redirected to increase the Commissioner's Contingency. Division levy adjustments totaled \$674,926 with the majority coming from: Sheriff contract revenue - \$347,498, additional CSAH Maintenance funding in PW - \$71,000, Solid waste fee increase to offset operations funding gap - \$44,000, and use of local sales tax revenue for lobbyist contract - \$40,000. The Division levy adjustments are offset largely by Health and Human Services negative trends which include: \$277,000 increased service costs for foster care, \$119,970 Legislative cost shift to County for HHS services, and a \$50,000 increase for Court Appointed Atty costs related to CHIPS cases. *See Attachments A1 and A2 for a summary of the \$87,956 in recommended net levy adjustments.*

- **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 **\$392,469** of the 2019 tax levy. *See Attachment B for recommended 2019 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 Preservation Plan in the 2019 Budget. *See Attachment C for the list of recommended 2087 Capital Projects.*

This recommended budget also includes one-time projects funded by **\$1.44 million** of Highway Reimbursement Funds plus \$120k carryover from 2018, a \$508K transfer of Year-End Savings in 2018, and **\$100,000** in CPA redirection. The State is reimbursing the County for advance-funding \$20 million of the State's contribution to the Southwest Reconnection Project in 2014. This funding is planned to end in 2022. *See Attachment E for the list of recommended 2019 Capital Projects funded by 2019 Highway Reimbursement Funds and other financing sources.*

- **Funding for a 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 2019 Budget recommends \$1,730,611 million to replace facilities, vehicles and equipment, which is a \$155,364 increase from the 2018 Budget. The 2019 levy needed to fund these purchases is \$1,533,000, which is an increase of **\$100,600** from 2018. *See Attachment D for the recommended 2019 facilities, vehicles and equipment replacement schedule.*

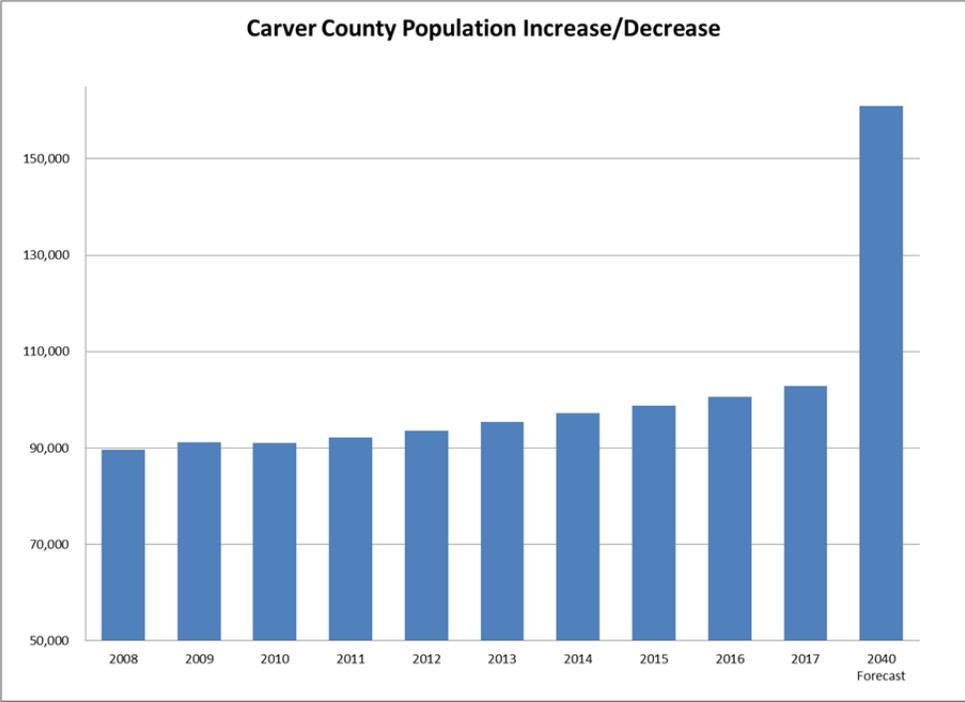
**Trend Data**

The following are key historical trends that were used to form the foundation of the 2019 Budget.

**Population:** Out of the 87 Counties within Minnesota, Carver County had the 11th highest population in 2017. Our population increase from 2016 to 2017 of 2.22% ranked third among all counties within Minnesota, 102,858. Carver County also has the highest growth rate of all counties between the years 2011 and 2017 at a 11.7% increase. Over the last decade Carver County had a population growth of 14.78% that added a total of 13,243 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 56.55% increase from 2017.

The following shows the 2008-2009 and 2011-2016 Metropolitan Council population estimates as well as the 2010 Census populations.

<u>Year</u>	<u>Population</u>
2008	89,615
2009	91,228
2010	91,042
2011	92,104
2012	93,584
2013	95,463
2014	97,162
2015	98,741
2016	100,621
2017	102,858
2040	161,020 <i>(forecast)</i>



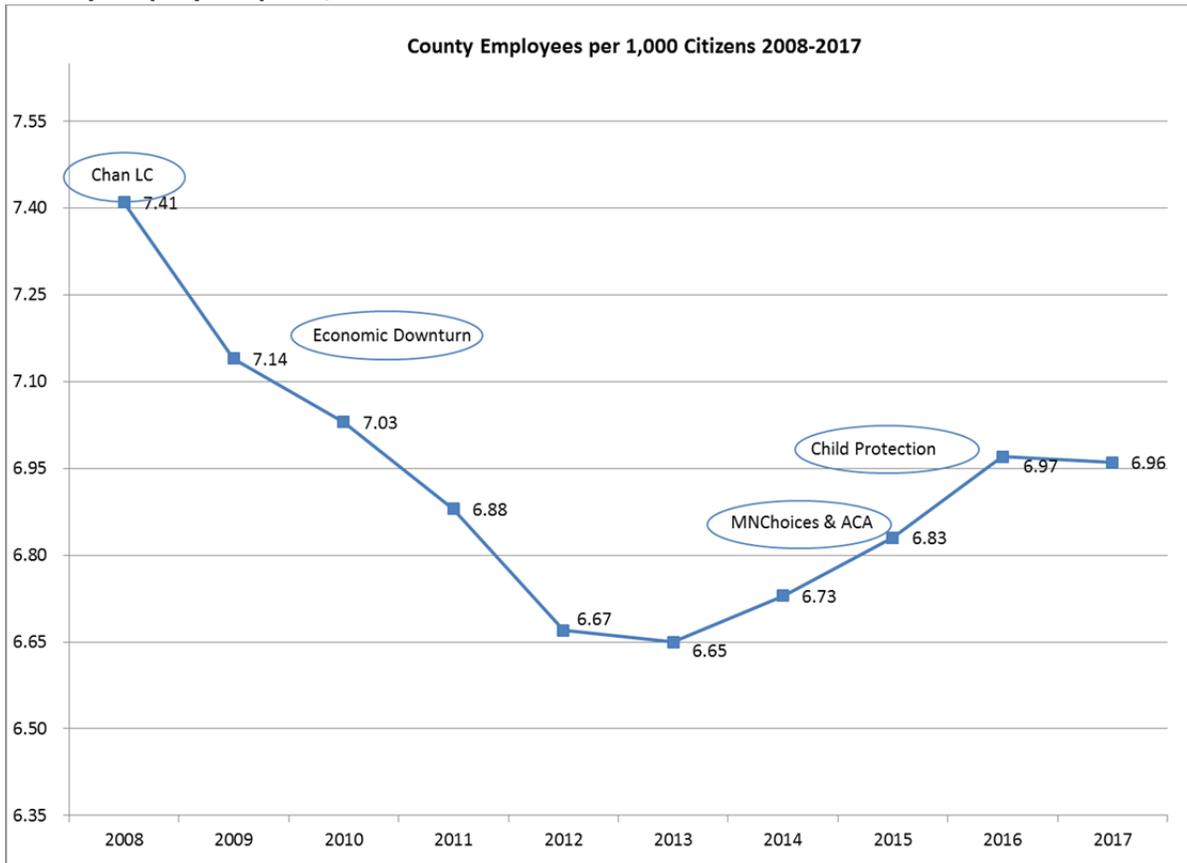
Population growth is the biggest factor related to service demand pressure for Carver County. Significant growth increases the need for public investment in infrastructure and impacts service delivery for government entities.

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 11.5% in 2017.

**County Employees:** 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 Full-Time Equivalent (FTE) employee positions over the past decade (2008-2017) have increased by 7.8%.

**County Employees per 1,000 Citizens 2008-2017**

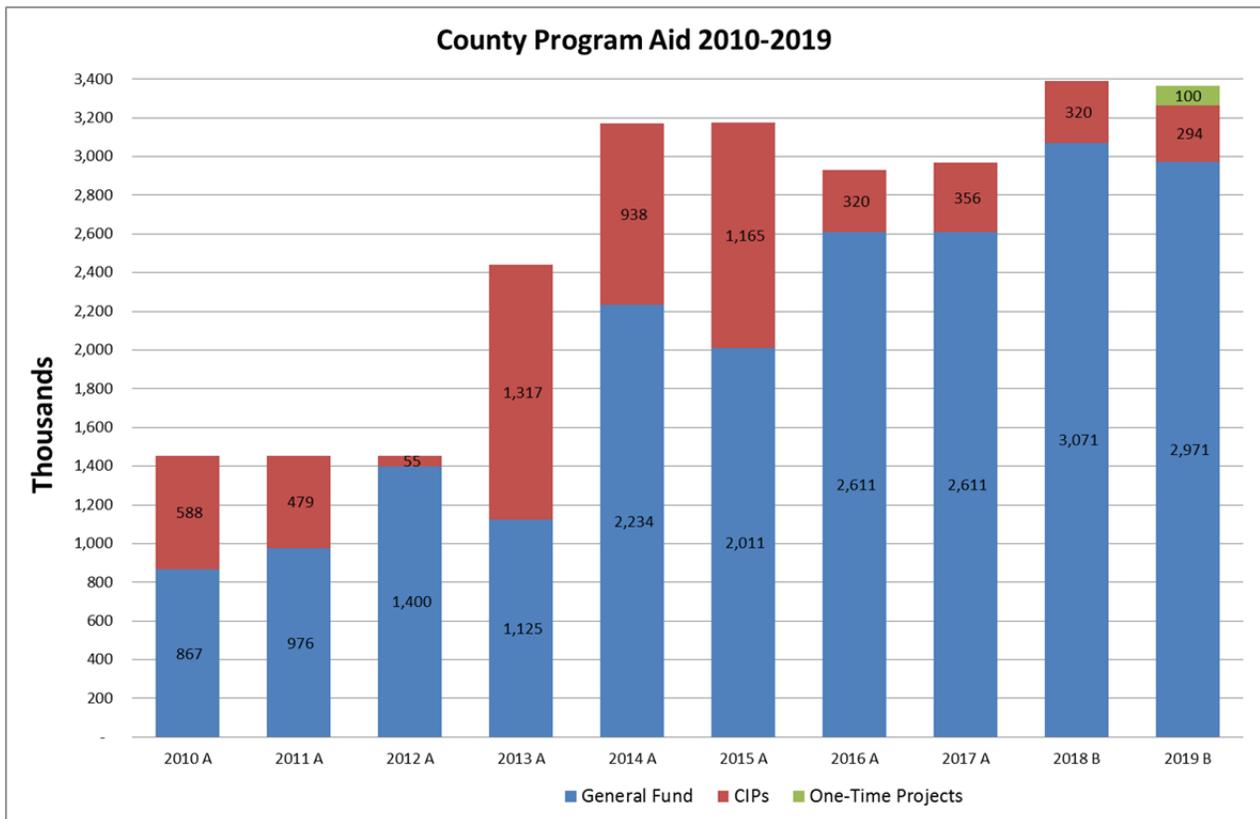


The above graph shows the fluctuation in the number of employees per 1,000 citizens. It has gone from a high of 7.41 employees per 1,000 citizens in 2008 to a low of 6.65 in 2013.

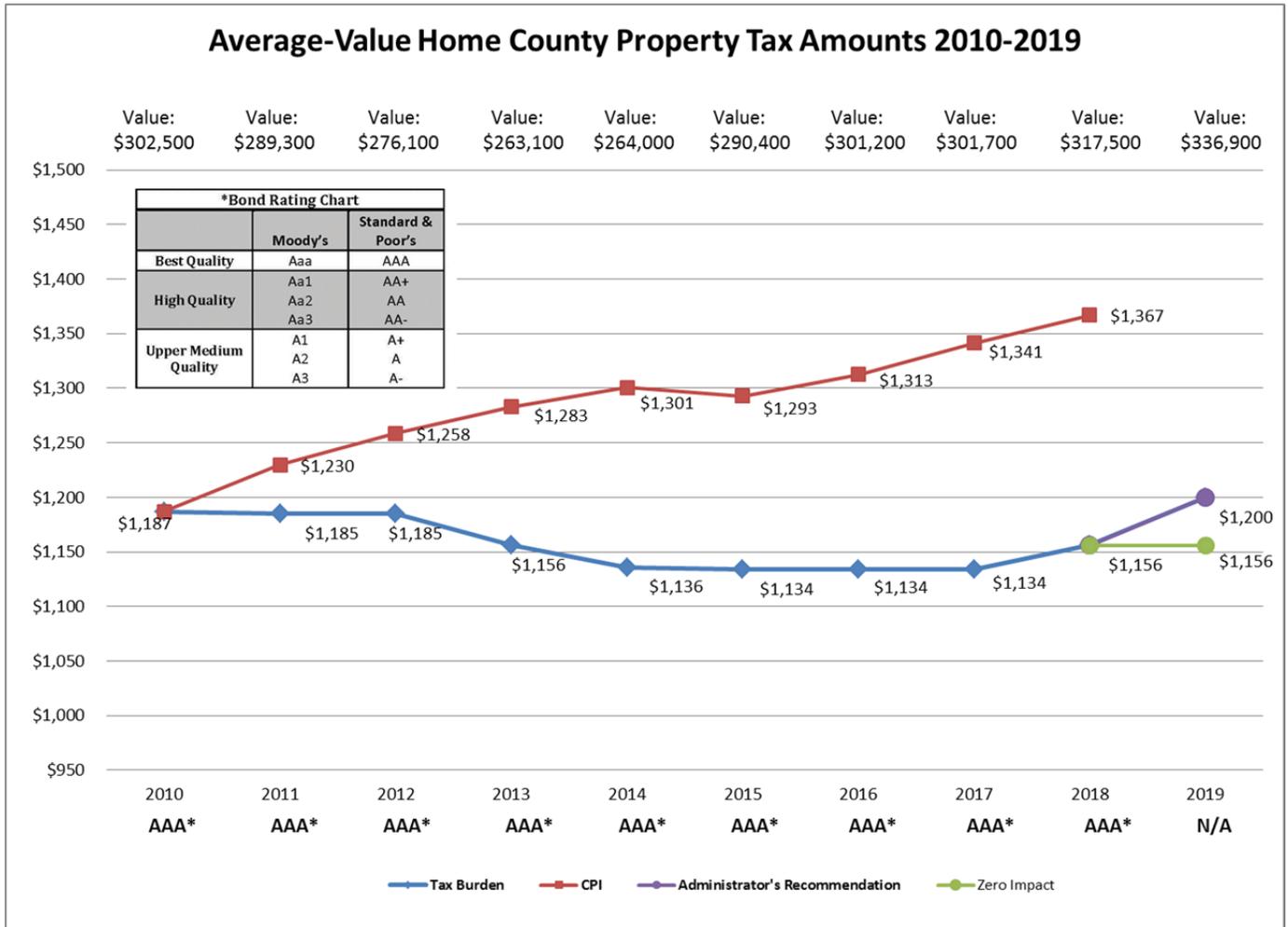
From 2008 thru 2013, there was a steady decrease in the number of employees per 1,000 citizens as a result of a limited growth in the tax base, as well as, continual improvement in efficiencies gained through investments in technology and division reorganizations. The trend reversed in 2014 due to state and federal mandates for the MnChoices program, Affordable Care Act, and Child Protection.

As of September 30<sup>th</sup> 2018, there are 728 FTEs accounted for at the County. For the 2019 budget there have been an additional 10 FTEs approved for a total of 738 FTEs (see Attachment B). The 12 FTEs added for the 2019 budget cycle are 53% non-levy funded and 47% levy funded.

**County Program Aid Allocation:** The following chart illustrates the actual amount of County Program Aid (CPA) the County has received from 2010-2017 and the budgeted amount for 2018 and 2019. The 2019 Budget has the County receiving \$3,365,252 of CPA funds; this is a \$25,459 decrease from 2018. 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 2019, \$2,971,095 of CPA funds is budgeted in the General Fund.



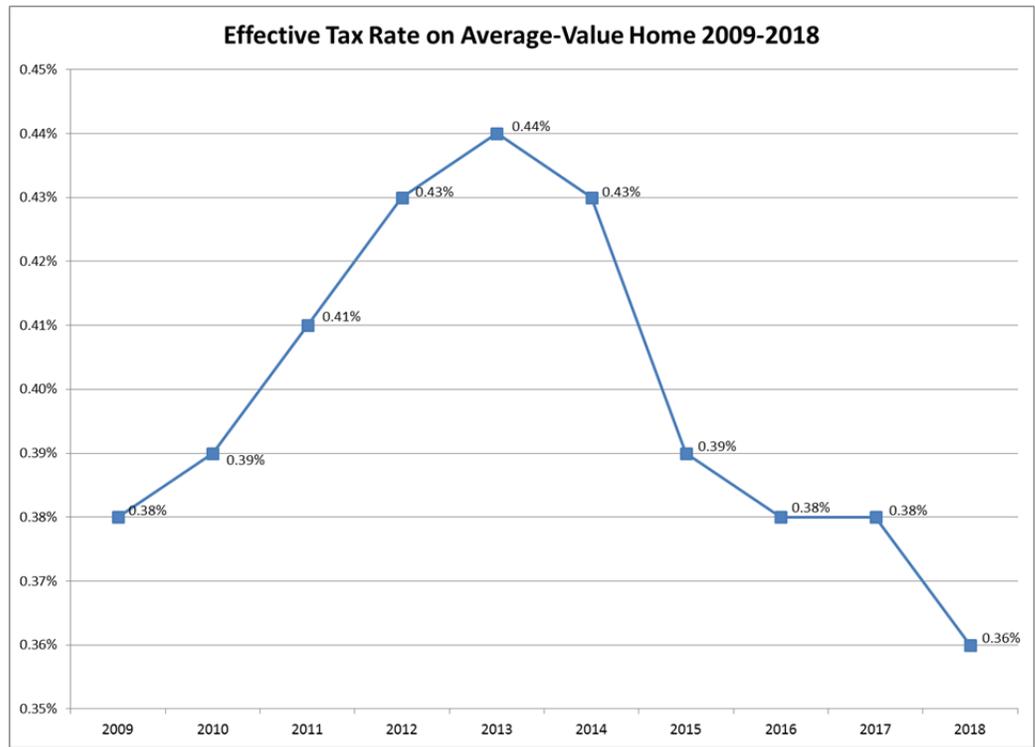
**Property Taxation:** The Board’s direction for setting the 2019 levy was to limit County tax impact on the average value home to an inflationary increase. The value of the average home in Carver County increased from \$317,500 in 2018 to \$336,900 (6%) in 2019. The County’s portion of the total property tax bill on an average-value home for 2018 will increase by \$44 (4%).



The above chart shows the changes in average home values and taxes from 2010 to 2019. It also shows how the average home’s property tax compares 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.

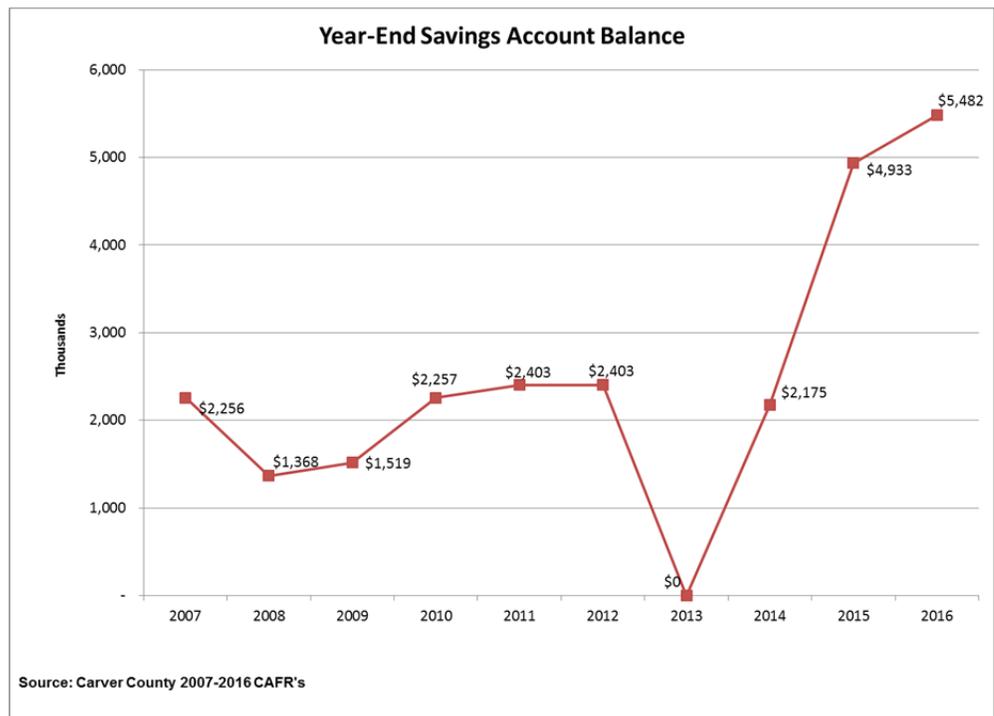
**Effective Tax Rate:**

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 2009 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 2018.



**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

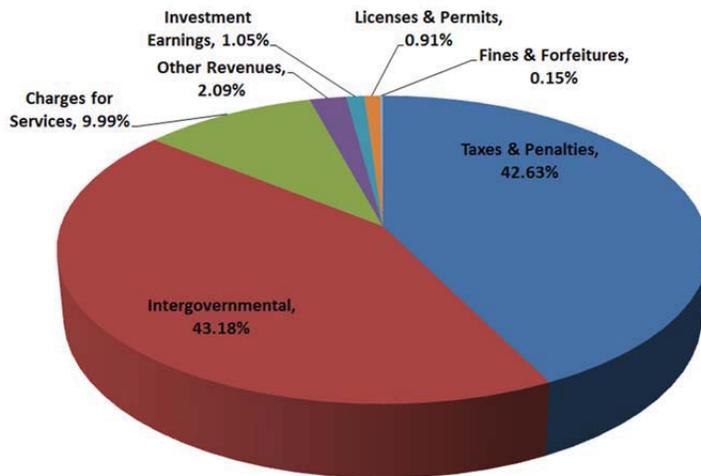


2007 to 2008 were the result of planned Board-approved transfers to pay for one-time capital projects and land acquisitions. In 2013, the YES Account was brought down to zero to offset a \$4.3 million negative 2013 mark-to-market investment adjustment. The YES account has been built back up to \$5.5 million in 2016. There are planned uses in 2017 as well as 2018 for the YES account. In 2017, \$550k of the YES account is being used to help fund the purchase of a building that will be used as a Mental Health Wellness Facility. 2018, \$875k is budgeted to cover a portion of the Attachment E requests (Software and Other One-Time Projects). Finally, \$2.2 million 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 2019 Budget totals \$147,329,761 in revenues, which is an increase of \$22,983,689 compared to the 2018 budget. The following lists the sources of revenues for 2019, and the chart shows the percentage of the total associated with each revenue amount.

2019 Budget Revenue	
Taxes & Penalties	\$62,813,374
Intergovernmental	63,618,673
Charges for Services	14,717,867
Other Revenues	3,080,226
Investment Earnings	1,546,522
Licenses & Permits	1,336,613
Fines & Forfeitures	216,486
<b>Total Revenues</b>	<b>\$147,329,761</b>



**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 2019 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 county levy of \$56,264,855 for 2019 is an increase of 4.87%, or \$2.6 million from the 2018 levy. Revenues from the property tax levy will constitute approximately 42.63% of all County revenues for 2019.

**2019 Proposed Property Tax Levy**

General Fund	\$32,425,422
Road and Bridge Fund	4,608,591
Community Social Services Fund	12,598,642
Road & Bridge Capital Improvement Fund	2,090,000

Debt Services Fund	4,247,200
Unestad Tax Abatement	123,000
Engler Blvd Tax Abatement	172,000
<b>Total Levy County</b>	<b>\$56,264,855</b>
<u>Carver Watershed Management Organization</u>	<u>\$ 764,979</u>
<b>Total Combined Levy</b>	<b>\$57,029,834</b>

By capturing the tax base from new construction, the \$2.6 million increase in the 2019 tax levy will only have an inflationary 3.8% County tax impact on the average value home. The County's portion of the total property tax bill on average-value agricultural and commercial properties will decrease slightly in 2019.

**Intergovernmental and Other Revenues:** Intergovernmental funding, which increased by \$19.2 million from the 2018 Budget to the 2019 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 \$44,379,073 in 2018 to \$63,618,673 in 2019 primarily from additional funding received in 2019 related to construction projects.

The Other Revenues category totals \$3,080,226. It includes gifts and donations, miscellaneous revenue from contracts, and transfers between funds.

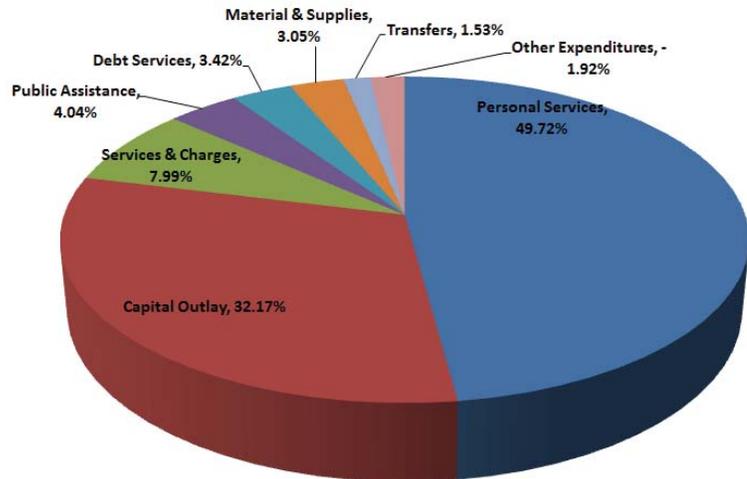
**Charges for Services:** The third-highest revenue source comes from Charges for Services, which totals \$14,717,867 in the 2019 Budget, an increase of \$990,508 from 2018. This revenue category refers to the County's acquisition of revenue from the professional services the County provides for a fee and other services and charges covered in its Fee-for-Service Schedule.

**Investment Earnings:** The revenue from investment earnings is budgeted at \$1,546,522 in 2019, a decrease of \$139 compared to 2018 based on recent years and the short-term investment outlook.

## Expenditures

The 2019 Budget totals \$147,329,761 in expenditures, which is an increase of \$22,983,689 compared to the 2018 budget. The following lists the expenditures for 2019 and the chart shows the percentage of the total expenditure associated with each category.

2019 Budget Expenditures	
Personal Services	\$73,247,625
Capital Outlay	47,401,220
Services & Charges	11,773,465
Public Assistance	5,950,731
Debt Services	5,032,200
Material & Supplies	4,490,925
Transfers	2,261,482
Other Expenditures	(2,827,887)
<b>Total Expenditures</b>	<b>\$147,329,761</b>



**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 2019 is \$73,247,625, which is an increase of \$3,176,562 from the 2018 budgeted amount of \$70,071,063. The 2019 Budget includes salary and benefit increases to remain competitive with the market. This also includes the recommended FTE changes reflected on Attachment B.

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 2019 Budget includes \$523,769 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 \$47,401,220 for capital improvements. A number of capital projects are included in the 2019 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 2019 Budget includes \$5,950,731 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 2019 is \$234,608 higher than the 2018 budget, mostly the result of out-of-home placements.

**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 2019 Budget, \$5,032,200 is being budgeted for Debt Services, which is \$25,000 less than 2018.

## 2019 Budget: Net Levy Adjustments/Trends

	Item	Division Request	County Administrator's Preliminary Recommendation	Board Approved
<b>County-wide:</b>				
	Attachment C - 2018 Capital Projects - Road Preservation	100,000	100,000	
	Attachment D - 2018 Equipment Replacement	100,600	100,600	
	Attachment E - Redirect CPA from Operating to One-Time Projects	100,000	100,000	
	Irrevocable trust lowers OPEB Contribution (net \$500K impact on levy after increase wage & benefit projection by \$100K)	-	(600,000)	
	Increase Commissioner Contingency	-	500,000	
	Vacancy Savings Adjustment - 5.4% of 2019 Salary & Benefit Projection	(400,000)	(400,000)	
	<i>Subtotal</i>	<i>(99,400)</i>	<i>(199,400)</i>	
<b>Divisions:</b>				
<b>HHS</b>	Increase in Beacon Contract- families moving forward	30,000	30,000	
<b>HHS</b>	Increased service costs within Child & Family for treatment foster care related to high needs children, family assessment cases, changes in State eligibility requirements.	225,000	225,000	
<b>HHS</b>	Increased services costs within HCBC for foster care related to high needs children.	52,000	52,000	
<b>HHS</b>	Revenue shortfalls and cuts (VCA, FA, Child Protection, etc.)	119,970	119,970	
<b>Public Services- Facilities</b>	Waconia Event Center (operating costs for Townhall model)	20,000	20,000	
<b>Court Admin</b>	Increase based on 3 year average- civil court appointed atty costs	50,000	50,000	
<b>Sheriff</b>	First-Net (ongoing costs)	20,000	20,000	
<b>Sheriff</b>	COOP Plan (ongoing costs)	10,000	10,000	
<b>Employee Relations</b>	County-wide training	10,000	10,000	
<b>Employee Relations</b>	Professional Services- Arbitration	10,000	10,000	
<b>PW- Parks</b>	Eliminate park entrance fees	170,000	-	
<b>PW- Parks</b>	Decrease STOC gate attendants (weekday)	(15,000)	-	
<b>PW</b>	Federal Lobbyist contract	40,000	40,000	
	<i>Subtotal</i>	<i>741,970</i>	<i>586,970</i>	
	Accounted for in Attachment A2	(741,970)	(586,970)	
	Accounted for in Attachment C-E	(300,600)	(300,600)	
	<b>GRAND TOTAL =</b>	<b>\$ (400,000)</b>	<b>\$ (500,000)</b>	<b>\$ -</b>
				<b>\$ -</b>

Attachment A2a

"Zero Impact (1)" 2019 Budget Gap = \$ (1,800,000)

Levy Adjustment Targets By Division: **Note: Bolded adjustments submitted by the Divisions are to hit levy targets, but are not being recommended by the Division.**

Division(s)	2018 Levy /CPA Allocation	2018 Levy/ CPA %	2019 Initial Levy Target	Departments	Adjustment Type (Pick One): New Revenue, Trends, Cost Savings, "Decrease Programs/Services", etc.	DD Submitted Levy Adjustments	Administrator's Recommended Levy Adjustments	Board Approved Levy Adjustments	Describe Adjustments i.e. driving factors, impact, effective date, etc.
Property & Financial Services				Property Assessment	Cost Savings	(3,887)	(3,887)	-	Due to past trends, reductions in gas and auto tabs/licenses can be reduced
				Property Assessment	New Revenue	(43,134)	-	-	Projected increase in City Assessing Contract revenue which is recommended to help cover the Att B request for an additional Assessor and, therefore, has been submitted to meet levy targets, but is not recommended to be used as a levy adjustment target.
				Land Records	New Revenue	(18,000)	(18,000)	-	Due to past trends, mortgage registration and county recorder fees have been up.
				PTELC	Trends	(17,200)	(17,200)	-	Due to past trends, reductions in various expenditure line items can be reduced and an increase in revenues related to certified copies and elections.
				Financial Services	Cost Savings	(4,950)	(4,950)	-	Due to past trends, reductions in office equipment, stationary, and data processing can be reduced
<b>Subtotal PFS</b>	1,762,592	3.0%	<b>(54,660)</b>			<b>(87,171)</b>	<b>(44,037)</b>		
Public Services				Facilities	Att A1- Waconia Event Center	20,000	20,000		Transition Waconia Event Center from a third party lease with an "Event Manager Model" (Lancer) to a "Town Hall Model" so utilities, maintenance, insurance, etc. included in Facilities budget similar to other County buildings i.e. Environmental Center, First Street, etc. (note: building stewardship costs which would be eligible for Met Council reimbursement are not included in this amount.)
				IT	Decrease Programs/Services	(40,000)	-	-	Eliminate the CIO's Initiatives Fund: Doing so would eliminate projects the CIO supports. These projects include CIO initiatives, Division projects, projects that go over budget, and unexpected issues that arise. Examples of previous uses: defeating the Qakbot worm (vendor), ITSM (helpstar replacement) Professional Services, and Aumentum Hosting for PFS Division. Making this cut entails an almost certain risk of system failures, slowdowns, and postponements in upgrades.
				IT	Cost Savings	(800)	-	-	Cut Learning Resources: Cutting this fund would reduce the number of new instructional, reference, and related books, manuals, guides, and related materials for the IT office. Such resources are critical to the IT staff's continuous learning as Info. Technology changes every year.
				IT	Cost Savings	(10,000)	(10,000)		Cut cell phone payments for phones with no usage for 1 month: This decrease would give IT the authority automatically to suspend devices with no monthly usage and cancel the following month if there were no request for reactivation. IT would not deactivate the device if there were a documented business case on file to keep it active.
				IT	Cost Savings	(2,000)	-	-	Postpone Computer Workstation Purchases: GIS and Software teams would extend the life of their computer workstations. This would raise the risk of errors and slowdowns and likely cause inefficiencies with professional staffers using older computers that are beyond their recommended life.
				IT	Decrease Programs/Services	(5,000)	-	-	Cut Noncapitalized Equipment: This reduction would completely remove IT's ability to make larger purchases on items like GPS units, storage, and plotters.
				IT	Decrease Programs/Services	(1,500)	-	-	Eliminate the GIS GeoCortex server monitoring software. The GIS Team wouldn't have the ability to monitor the health of GIS Services. This tool allows staff to see if GIS is "up or down" by sending alerts.

IT	Decrease Programs/Services:	(29,870)	-		Reduce Project Management professional services: this cut would almost eliminate the PMO professional services fund and remove our ability to bring in experts' help on almost all system upgrades, software deployments, and maintenance support. Our own staff would have to take on challenges for which they are not equipped, with limited resources. IT uses professional services to bring in firms that have specialized knowledge in technologies beyond that of staff on security, troubleshooting hardware/software issues, and technology implementations.
IT	Decrease Programs/Services	(5,000)	-		Cut Software purchases: The IT software budget is very tight; there is only about \$10,000 for additional license costs or increases. IT would have to be extremely selective on additional software licensing requests in 2019 if this cut were implemented.
IT	Decrease Programs/Services	(53,643)	-		Reduce Infrastructure professional services: this cut would severely limit our ability to bring in vendor help on system upgrades, software deployments, and maintenance support. The staff would have to take on such tasks with limited resources. IT uses professional services to bring in firms that have specialized knowledge in technologies beyond the expectations of staff on security, troubleshooting hardware/software and technology implementations. The cut would raise a substantial risk of system failures and slowdowns and postpone or cut programs and services to County divisions and partner cities.
IT	Cost shift to CarverLink	(3,458)	(3,458)		Costs for one Sr. Systems Engineer position are shared between the CarverLink and IT budgets. Additional costs for budgeted salary and benefits increases can be shifted to CarverLink.
Extension	Trend	4,263	4,263		MOA Increase: AMC negotiates with the University of Minnesota Extension on the cost to provide local educators such as 4H program educators and Master Gardener coordinators. For 2019, the increase is 2.2%.
Extension	Cost Savings	(2,773)	-		Reduce office supply budget, food and beverage budget, professional and technical fees, mileage for intern, and teaching supplies.
Extension	Cost Savings	(2,500)	-		Eliminate per diem for Extension Committee members. Could have a negative impact on ability to attract and retain members.
Facilities	Cost Savings	(30,000)	(30,000)		Reduce grounds keeping costs by moving additional snow removal duties in-house.
Facilities	Cost Savings	(25,000)	-		Eliminate energy consultant services. Probably a negative impact on rebates and energy reducing projects.
Facilities	Cost Savings	(3,000)	-		Reduction in cleaning supplies. Would reduce the number of cleaning chemicals used.
Facilities	Decrease Programs/Services	(5,000)	-		Reduction in non-capital equipment purchases. This cut would raise the risk of a deterioration in Facilities' ability to buy the equipment needed to complete a repair or construction timely.
Facilities	Decrease Programs/Services	(10,000)	-		Reduction in professional services. This cut would reduce our ability to hire vendors (architects, designers, technical experts) to assist on project design. That reduction would raise the risk that our project designs would yield flawed elements, raising costs and decreasing satisfaction in the long run.
Facilities	Decrease Programs/Services	(44,400)	-		Reduce and postpone Facility repairs, upgrades, additions, build-outs, and other improvements. This cut would erode building conditions, maintenance, and employee working conditions -- and therefore employee morale, recruitment, and retention.
Library	Decrease Programs/Services	(104,000)	-		Cut more than 25% of library material acquisitions for its collection, including books and magazines. This would have a large negative impact on the collection and our ability to furnish the materials the public seeks. We would anticipate strong dissatisfaction and complaints from some library patrons, employees, and the media.
Library	Cost Savings	(400)	-		Cut in communications (Facebook blasts, promotional materials, e.g.). Fewer people would learn about the services that the library offers.
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				VSO	Trends	4,000	4,000		Costs for training, memberships, software licensing, and other IT needs have increased since adding an additional two employees over the past three years. The VSO requires another \$4,000 per year to provide the resources necessary for the professional staff.
				VSO	Cost shift to Grant funding	(4,000)	-		Shift costs to grant funds rather than general levy to fund operating cost increases. This shift would yield a smaller amount of the grant for projects and events.
				VSO	Decrease Programs/Services	(5,865)	-		Reduction in STOC. Less office coverage during summer. We would look at the VA's Federal Work-study Program as an option to backfill this loss in staffing.
				VSO	Cost shift to Grant funding	(5,000)	-		Use grant funds rather than general levy to fund most of the department's conference and training activities. This would limit grant funds available for special projects and events. It would not be sustainable over the long term if the MDVA grant were reduced by the Legislature.
				PWM	New Revenue	(4,000)	(4,000)		Per agreement with the Lower MN Watershed District (LMWD), the 2019 amount from the LMWD increases the funding covering labor by this amount.
				PWM	WMO Levy Cost Shift	(10,290)	(10,290)		Staff salaries for the dept. are currently funded by both the General Levy and the WMO levy. The shift would, in turn, move an additional \$10,290 from the general levy to the WMO levy to cover more personnel costs. That shift would raise the proposed 2019 WMO levy, putting additional pressure on the WMO levy to cover a greater percentage of PWM staff costs.
				Public Services Admin.	Cost Savings	(20,000)	-		Eliminate the Professional Services line. This cut would erase our ability to contract for expertise on training, technology, and other unusual & urgent priorities for the Division as well as unplanned activities and costs.
				Public Services Admin.	Cost Savings	(6,054)	-		Reduce STOC expense by eliminating the Administrative Fellow position. This position has benefited the county by providing division and county leadership with support for research and special projects that help our communications, policy planning, and strategic planning work. It is also an investment in future municipal administrative leaders.
				Env Services	New Revenue - SW Fee increase	(44,000)	(44,000)		By raising our Solid Waste Fee by \$1 in 2019, we could generate approximately \$44,000 in new revenue. We would put \$37,458 toward ensuring that ES requires no levy funds. We would then propose placing the remainder in our grant programs for increased recycling and organics diversion.
				Env Services	New Revenue- Fee increases	(11,750)	(11,750)		Fee increases at the Environmental Center to offset cost increases related to carpet, mattresses, and box spring disposals
				Env Services	Trend	11,750	11,750		Cost increases at the Environmental Center related to carpet, mattresses, and box spring disposals.
				Env Services	Trend	6,542	6,542		Addition to solid waste grant programs, to be funded by the additional Solid Waste service fee revenue (see above).
				Env Services	New Revenue - SW Fee increase	(83,500)	(83,500)		Raise Solid Waste Fee to \$33 instead of \$31 (revised after initial recommendation) to fund additional recycling programs and improvements to the Environmental Center
				Env Services	Trend	23,500	23,500		HHW Collection event, County Fair, organics collection for rural drop-off sites, organics composting study- water sample
				Env Services	Trend	60,000	60,000		Property improvements to recycling facilities to be funded by Solid Waste fee increase
				<b>Total PS</b>		<b>(442,748)</b>	<b>(66,943)</b>		
				<b>Sheriff's Office</b>					
				Communications	Att A1- FirstNet	20,000	20,000		ongoing costs
				Communications	Att A1- COOP Plan	32 10,000	10,000		ongoing costs

				Patrol	2019 Contract Revenues	(347,498)	(347,498)		Police contract increases for FY2019
				Communications	Decrease Program/Service	(50,000)	-		Defer equipment purchase
				Jail	Increase Pay For Stay	(10,000)	(10,000)		Pay For Stay Revenue increase
				All	Misc. Line Item Cuts	(22,000)	-		Short supplies, decrease professional contracted services, services cut
				Emergency Mgmt.	Decrease Program/Service	(10,000)	-		Eliminate FD funding of mutual aid equipment - results in lack of public safety equipment
<b>Subtotal Sheriff</b>	14,854,203	25.6%	(460,648)			(409,498)	(327,498)		
<b>Public Works</b>				Parks	Att A1- Eliminate Park Entrance Fees	155,000	-		Eliminate park entrance fees offset by a decrease in STOC gate attendants on weekdays only
					Att A1- Federal Lobbyist Contract	40,000	40,000		ongoing costs
				PW	New Revenue from Local Option Sales Tax	(40,000)	(40,000)		Use to fund Lobbyist Contract. There is a significant advantage in having Lockridge in DC lobbying for TH 212 grants.
				PW	New Revenue from CSAH	(71,000)	(71,000)		Additional CSAH Maintenance Funding
				PW	Decrease Supplies	(12,000)	(12,000)		Tires, Parts, General supplies
				PW	Decrease Services	(19,888)	(19,888)		Rentals, Traffic Signal Maintenance, Misc. Repairs
				PW	Decrease Conference & Training	(5,000)	(5,000)		Trends indicate underutilization
				Parks	New Revenue- Fee increases	(38,035)	(38,035)		Increased fees to be consistent with regional agency rates
				Parks	Trends- increase in parks & rec stewardship	38,035	38,035		Trends indicate underutilization
				PW	Eliminate Project Manager Position	(122,000)	-		This position was funded with Sales Tax in 2018 to assist with the management of the Transportation Tax Implementation Plan. Need to shift the sales tax used for this position to other levy funded FTEs. Eliminating this position is a short term solution that will force additional work onto existing employees and delay the delivery of projects.
<b>Subtotal PW</b>	7,413,028	12.8%	(229,888)			(74,888)	(107,888)	-	
<b>Buildings CIP</b>						-	-	-	
<b>Subtotal Buildings CIP</b>	19,904	0.0%	(617)			-	-	-	
<b>Health &amp; Human Services</b>				HHS	Att A1- Beacon Contract	30,000	30,000		increased contract costs for Beacon Contract- families moving forward
				HHS	Decrease in services	(83,000)	-		Non mandated service. Homelessness may increase
				Workforce	Eliminate vacant position	(104,000)	(104,000)		Due to low unemployment & workforce caseloads
				Crisis	Decrease in services	(98,000)	-		Eliminates ability to initiate collaborative work with law enforcement
				Child & Family	Decrease in services	(100,000)	-		Will increase length of time a child protection case stays open. Non revenue generating position
				Early Childhood Respite	Decrease in services	(9,000)	-		No funding for parents struggling with special needs children
				Jail Mental Health	Decrease in services	(70,600)	-		Discontinue contract for mental health services provided in the jail - non mandated service
				HCBC	Att A1- Increase service need	52,000	52,000		Foster care for high needs children
				Child & Family	Att A1- Increase service need	100,000	100,000		Increased treatment foster care costs for high needs children
				Child & Family	Att A1- Increase service need	33 50,000	50,000		Due to increased family assessment cases vs. investigations

				Child & Family	Att A1- Increase service need	75,000	75,000		Change in State eligibility requirement which now opens it up to age 23
					Eliminate vacant position	(107,000)	(107,000)		Non revenue generating position
					<b>Cost savings</b>	<b>(64,500)</b>	<b>-</b>		<b>Non revenue generating position</b>
					<b>Cost savings</b>	<b>(90,000)</b>	<b>-</b>		<b>Loss of revenue attached to position - Net levy is reflected</b>
					Att A1- Revenue	119,970	119,970		Revenue shortfall in multiple grant areas (VCA, FA, Child Protection, etc.)
<b>Subtotal HHS</b>	<b>11,287,188</b>	<b>19.4%</b>	<b>(350,030)</b>			<b>(299,130)</b>	<b>215,970</b>	<b>-</b>	
<b>County Attorney</b>					<b>Decrease Programs/Services</b>	<b>(99,925)</b>	<b>-</b>		<b>Eliminate existing personnel. This will cause delays for clients, overload staff, deadlines will be missed. Staff taking on more tasks.</b>
					New Revenue	(3,000)	(3,000)		Increase in Prosecution Contract revenue for 2019
<b>Subtotal CA</b>	<b>3,226,463</b>	<b>5.6%</b>	<b>(100,057)</b>			<b>(102,925)</b>	<b>(3,000)</b>	<b>-</b>	
<b>Employee Relations</b>					Att A1- County-wide training	10,000	10,000		increased need and cost of training
					Att A1- Professional Services	10,000	10,000		increased arbitration costs
					Professional Services	11,000	11,000		Learning Management System
					<b>Decrease Programs/Services</b>	<b>(3,100)</b>	<b>-</b>		<b>Reduce Wellness Other Miscellaneous Expenses 01-050-050-6379-6379</b>
					<b>Decrease Programs/Services</b>	<b>(25,000)</b>	<b>-</b>		<b>Reduce Wellness Professional Services 01-050-050-0000-6260. Eliminate wellness portal technology along with additional program elements.</b>
					<b>Decrease Programs/Services</b>	<b>(29,000)</b>	<b>-</b>		<b>Significantly Reduce Countywide Training 01-050-000-0000-6335</b>
					<b>Decrease Programs/Services</b>	<b>(11,000)</b>	<b>-</b>		<b>Eliminate Learning Management System 01-050-000-0000-6260</b>
					Trends	(20,000)	(20,000)		Reduce Wellness Program HIP Funding 01-050-050-6376-6379
<b>Subtotal ER</b>	<b>1,836,509</b>	<b>3.2%</b>	<b>(56,953)</b>			<b>(57,100)</b>	<b>11,000</b>	<b>-</b>	
<b>Court Services/Probation</b>					New Revenue	(20,000)	(20,000)		Anticipated increase in probation supervision fee revenue- client numbers up, which will impact supervision and services to clients
					Cost Savings	(4,034)	(4,034)		CSTS User/Enhancement fees- less than expected fee for 2019
					New Revenue	(10,000)	(10,000)		Increase in salary/benefit reimbursement from MN Department of Corrections based on anticipated salary increases for 2019
					Decrease Programs/Services	(10,000)	(10,000)		Decrease child placement budget, specifically line 01-252-254-3715-6040- greater use of community alternatives to short-term juvenile placement.
<b>Subtotal Court Serv.</b>	<b>1,419,923</b>	<b>2.4%</b>	<b>(44,034)</b>			<b>(44,034)</b>	<b>(44,034)</b>	<b>-</b>	
<b>Court Administration</b>					<b>Att A1- Court Appointed Atty Costs Trends -</b> Based on market rates of County Attorneys and comparable to other surrounding counties, the hourly rate of Court Appointed Attorney's is \$100/hour and due to the increased CHIPS attorney fees and statutory changes effective 2015-2016, the trends increased. However, case filings from 2015 to 2017 appear to have stayed consistent and thus far in 2018 our report projections reflect 2018 will also not increase compared to years past. We do not foresee an increase in filings or fees related to CHIPS cases in 2019.	50,000	50,000		increase needed based on 3 year budget to actual trends within civil court appointed atty costs. Court appointed attorney fees are market driven hourly rates and the county is ordered to pay the hourly fees pursuant to statute. The court continues to track each court appointed attorney invoice, type of work and hours worked so we can compare the appointed attorney's fees to other appointed attorneys with similar case work with a large overview to see if there are options to reduce the number of hearings, or look into other possibilities to reduce overall costs. The increase will assist Civil Commitments which according to budget trends have consistently been above the funds appropriated to that case type the last three years. Commitment case filings have not significantly increased within the last three years and current year projections are that they will remain consistent. However, the funding increase will assist with ensuring accurate funding needs are available for the attorney fees related to Civil Commitments.
<b>Subtotal Court Adm.</b>	<b>281,100</b>	<b>0.5%</b>	<b>(8,717)</b>			<b>34 50,000</b>	<b>50,000</b>	<b>-</b>	

<b>County Commissioners</b>	-					-	-	-	Reductions to County Commissioner and County Admin budgets were considered but are not being recommended including reductions to Commissioner Contingency, membership dues, conference and training, and lobbying expenses.
<b>Subtotal County Commissioners</b>	601,025	1.0%	(18,639)			-	-		
<b>County Administration</b>						-	-	-	See County Commissioner budget note above.
<b>Subtotal County Admin.</b>	425,958	0.7%	(13,210)			-	-	-	
<b>County Commissioners &amp; County Admin Total</b>	1,026,983		(31,848)			-	-	-	
<b>Soil and Water Conservation District</b>				SWCD	staffing costs	16,602	16,602	-	increase cost of staffing, based on County projection
				SWCD	Cost shift to WMO	(5,366)	(5,366)		A portion of the increase in SWCD staffing costs has been included in the WMO recommended levy increase for 2019.
				SWCD	Decrease Programs/Services	(20,932)	-		Shift accounting from SWCD to the BWSR district capacity grant. Additional staff time would be charged to the grant, leaving fewer funds available for projects.
<b>Subtotal SWCD</b>	312,656	0.5%	(9,696)			(9,696)	11,236	-	
<b>Historical Society</b>				Historical	staffing costs	6,238	6,238	-	increase cost of staffing, based on County projection
				Historical	Decrease Programs/Services	(12,900)	-		To make their levy adjustment target, the Society would reduce personnel cost increases (projected at \$6,238 for 2019) and keep vacant positions open longer. This would compound the challenges of attracting and retaining staffers.
<b>Subtotal Historical Society</b>	214,823	0.4%	(6,662)			(6,662)	6,238	-	
<b>Fair Board</b>					Cost Savings/ additional grants	(3,442)	-	-	The Fair Board plans to recover the respective levy adjustment by applying for additional grants and seeking sponsors for specific items.
<b>Subtotal Fair Board</b>	111,000	0.2%	(3,442)			(3,442)	-	-	
<b>Subtotal</b>	<b>\$ 58,043,344</b>	<b>100.0%</b>	<b>\$ (1,800,000)</b>			<b>\$ (1,487,294)</b>	<b>\$ (298,956)</b>	<b>\$ -</b>	

<b>Debt Service</b>	4,542,200	n/a	n/a	Accounted for in Attachment B - Staffing Changes	211,000
<b>Interest Income</b>	(1,543,391)			Division Negative Trends in Attachment A1	(586,970)
<b>Non-Departmental</b>	(7,073,037)	n/a	n/a	Net Division Levy Adjustments	(674,926)
<b>Total Levy/ CPA</b>	<u>53,969,116</u>				

Gap as a % of Total Levy/CPA = 3.3%

## Attachment B: Recommended Staffing Changes

as of 8/17/2018

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 (\$)
<b>Requested for 2019:</b>									
Attorney's Office	1.00	Levy	1.00	Assistant County Attorney	111,176	-	-	111,176	111,176
HHS/Administrative Support	1.00	Partial Levy	1.00	Accounting Supervisor	111,249	16,687	-	94,562	94,562
HHS/Administrative Support	1.00	Partial Levy	1.00	Social Services Director	145,816	21,872	-	123,944	123,944
HHS/Child and Family	0.50	Partial Levy	-	Social Worker	60,869	4,870	-	55,999	-
HHS/Income Support	1.00	Partial Levy	1.00	Financial Assistance Specialist	77,861	38,931	-	38,931	38,931
HHS/Public Health	1.00	Partial Levy	-	Public Health Nurse	107,537	-	35,000	72,537	-
Property and Financial Services	0.80	Partial Levy	0.80	Payroll Technician	66,274	-	31,597	34,677	34,677
Property and Financial Services	(1.00)	Levy	(1.00)	Payroll Administrator	(87,623)	-	-	(87,623)	(87,623)
Property and Financial Services	1.00	Partial Levy	1.00	Senior Payroll Administrator	91,145	-	-	91,145	91,145
Property and Financial Services	1.00	No Levy	1.00	Appraiser	78,524	-	78,524	-	-
Property and Financial Services	1.00	Levy	-	Taxation Analyst	77,859	-	-	77,859	-
Public Services	1.00	No Levy	1.00	Environmentalist	83,345	-	83,345	-	-
Public Services	1.00	Levy	1.00	Facility Technician	79,340	-	25,000	54,340	54,340
Public Services	1.00	Levy	1.00	IT Systems Engineer	88,604	-	-	88,604	88,604
Public Services	1.00	Levy	-	Librarian	101,755	-	-	101,755	-
Public Services	1.00	Levy	-	Library Assistant	63,555	-	-	63,555	-
Public Services	0.25	No Levy	0.25	Seasonal Water Resource Education Intern	9,131	-	9,131	-	-
Public Works	1.00	Levy	-	Communications Manager	103,429	-	-	103,429	-
Public Works	1.00	Partial Levy	1.00	Park Operations and Natural Resource Supervisor	108,714	-	55,000	53,714	53,714
Public Works	0.25	No Levy	0.25	STOC - PT Seasonal	6,953	-	6,953	-	-
Public Works	2.00	No Levy	2.00	Highway Maintenance Operator	160,345	-	160,345	-	-
Public Works	1.00	Partial Levy	-	Senior Engineering Technician	88,702	-	44,351	44,351	-
Sheriff's Office	1.00	Partial Levy	-	Deputy Sheriff	94,579	36,000	-	58,579	-
<b>Subtotal:</b>	<b>19.80</b>		<b>12.30</b>		<b>\$ 1,829,139</b>	<b>\$ 118,360</b>	<b>\$ 529,246</b>	<b>\$ 1,181,533</b>	<b>\$ 603,469</b>

### Levy Adjustments:

Eliminate Vacant Positions	Division Submitted FTE's	Funding Source	Administrator Recommended FTE's Changes	Position	Division Submitted Gross Cost (\$)	Direct Reimbursement	Indirect Funding	Division Submitted Net Levy (\$)	Administrator Recommended Net Levy (\$)
HHS/	(1.00)	Partial Levy	(1.00)	CD Assessor	(107,000)	-	-	(107,000)	(107,000)
HHs/Workforce	(1.00)	Partial Levy	(1.00)	Employment Counselor	(104,000)	-	-	(104,000)	(104,000)
<b>Subtotal:</b>	<b>(2.00)</b>		<b>(2.00)</b>		<b>\$ (211,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (211,000)</b>	<b>\$ (211,000)</b>
<b>Grand Total:</b>	<b>17.80</b>		<b>10.30</b>		<b>\$ 1,618,139</b>	<b>\$ 118,360</b>	<b>\$ 529,246</b>	<b>\$ 970,533</b>	<b>\$ 392,469</b>

**Attachment C: Capital Projects by Fund for 2019**  
as of 12/08/2018

DEPT.	CIP #	DESCRIPTION	2018 Board Approved	2019 Recommended	2019 Board Approved	Inc./Dec
<b>Parks &amp; Trails Capital Improvements</b>						
522-512	TH5	Arboretum Trail (Municipal / State Participation)	1,472,000	256,000	-	(1,216,000)
522-512	TH5	Arboretum Trail (CPA)	79,904	73,539	-	(6,365)
522-516	TH5	Arboretum Trail (Parks & Trails)	299,000	-	-	(299,000)
529-000		Reimbursement for Lake Waconia Park Land Acquisition (Met Council Grant)	705,270	-	-	(705,270)
	34-000-XXX-XXXX-66xx		2,556,174	329,539	-	(2,226,635)
<b>Fund 34 Total</b>		34-XXX-XXX-XXXX-66XX	2,556,174	329,539	-	(2,226,635)
<b>Levy Dollars - Fund #34</b>			-	-	-	-
<b>Building and Other Capital Improvements</b>						
		Contribution to Agricultural Society 2013/2014 Building Projects (CPA)	60,000	60,000	-	-
		Building Security Improvement Plan- (CPA)	19,904	13,539	-	(6,365)
	30-XXX-XXX-XXXX-6630		79,904	73,539	-	(6,365)
<b>Fund #30 Total</b>		30-XXX-XXX-XXXX-66X	79,904	73,539	-	(6,365)
<b>Levy Dollars - Fund #30</b>			-	-	-	-
<b>Regional Rail Authority Right-of Way Capital Improvements</b>						
		Contribution to County for FTE (levy)	63,202	63,202	-	-
		Ditch Drainage, Culvert Cleaning, Tree Removal	102,798	102,798	-	-
	15-XXX-XXX-XXXX-66XX		166,000	166,000	-	-
<b>Fund #15 Total</b>		15-XXX-XXX-XXXX-66XX	166,000	166,000	-	-
<b>Levy Dollars - Fund #15</b>			162,000	162,000	-	-
<b>Road &amp; Bridge Capital Improvements</b>						
<b>Transfers</b>		State Aid Regular transfer for FTEs	320,000	320,000	-	-
		Transportation Sales & Use Tax to Fund 3 for FTEs and Fed Lobbyist Contract	279,970	319,970	-	40,000
		CSAH Regular funds transfer to Fund 03	25,000	25,000	-	-
		Wheelage tax funds transfer to Fund 35	315,000	315,000	-	-
	03-304 & 35-814		939,970	979,970	-	40,000
<b>Professional Services</b>						
307-8692	CSAH 14	Marsh Lake Road Reconstruction (CSAH 43 - CSAH 11) (State Aid)		546,000		
307-8692	CSAH 14	Marsh Lake Road Reconstruction (CSAH 43 - CSAH 11) (Mun / St)		234,000		
307-8747	Hollywood Township	Bridge #L2774 (Mun / State Participation)	10,000		-	(10,000)
307-8747	Hollywood Township	Bridge #L2812 (Mun / State Participation)	10,000		-	(10,000)
307-8758	TH41	Reconstruction (TH212 - Pioneer) (Mun / State Participation)	840,259		-	(840,259)
307-8786	Highway 212 / CSAH 44	Interchange Phase I (State Aid)		220,000		
307-8786	Highway 212 / CSAH 44	Interchange Phase I (Mun / State Participation)		120,000		
307-8788	CSAH 44 and TH 212	Interchange (State Aid)	350,979		-	(350,979)
307-8788	CSAH 44 and TH 212	Interchange (Mun / State Participation)	724,228	875,000	-	150,772
307-8813	CSAH 61	Reconstruction (TH41 - East Chaska Creek (Mun / State Participation)		340,000		
	32-307-000-0000-6680		1,935,466	1,215,000	-	(1,060,466)

<b>Construction</b>					
307-8015	Safety Set Aside (County Levy)	175,000	85,701	-	(89,299)
307-8016	Traffic Marking / Signs / Signals (County Levy)	315,000	315,000	-	-
TBD	Additional Wheelage Tax funded projects	879,166	859,396	-	(19,770)
TBD	Transportation Sales & Use Tax funded projects	3,296,829	3,256,829	-	(40,000)
307-8016	Traffic Marking / Signs / Signals (CPA)	159,808	-	-	(159,808)
307-8637	CSAH 18 Reconstruction (TH41 - CSAH 15) (State Aid)		1,972,180		
307-8637	CSAH 18 Reconstruction (TH41 - CSAH 15) (Mun / State Participation)		2,657,820		
307-8692	CSAH 14 Marsh Lake Road Reconstruction (CSAH 43 - CSAH 11) (State Aid)		4,460,000		
307-8692	CSAH 14 Marsh Lake Road Reconstruction (CSAH 43 - CSAH 11) (Mun / St)		2,340,000		
307-8747	Hollywood Township Bridge #L2774 (Bridge Bonding)	447,000		-	(447,000)
307-8748	Hollywood Township Bridge #L2812 (Bridge Bonding)	315,000		-	(315,000)
307-8750	Bridge #10503 on CSAH 53 over Bevens Creek (CPA)		147,078		
307-8750	Bridge #10503 on CSAH 53 over Bevens Creek (Bridge Bonding)		241,000		
307-8751	Bridge #L2826 on 154th Street over Bevens Creek (Bridge Bonding)		571,000		
307-8752	Bridge #3569 on 53rd Street over Joint Ditch 1 (Bridge Bonding)		571,000		
307-8758	TH 41 Reconstruction (TH 212 - Pioneer Trail) (State Aid Regular)	2,100		-	(2,100)
307-8758	TH 41 Reconstruction (TH 212 - Pioneer Trail) (Federal)	7,420,000		-	(7,420,000)
307-8758	TH 41 Reconstruction (TH 212 - Pioneer Trail) (Municipal / State)	3,081,145		-	(3,081,145)
307-8783	Th 212 @ CSAH 43 and 34 (RICWS) (Federal)	273,618		-	(273,618)
307-8783	Th 212 @ CSAH 43 and 34 (RICWS) (Municipal / State)	30,402		-	(30,402)
307-8786	Highway 212 / CSAH 44 Interchange Phase I (State Aid)		1,250,000		
307-8786	Highway 212 / CSAH 44 Interchange Phase I (Mun / State Participation)		1,200,000		
307-8788	CSAH 44 and TH 212 Interchange (Mun / State Participation)		8,750,000		
307-8796	CSAH 20 Bridge #93035 Replacement (Bridge Bonding)	149,589		-	(149,589)
307-8830	TH41 Reconstruction (TH41 / CSAH 18 Roundabout) (Mun / State Participation)		1,610,000		
307-8834	TH41 Reconstruction (MN River - Walnut Court) (Mun / State Participation)		1,135,200		
307-8835	CSAH 34 Reconstruction from McLeod CL 500' East (State Aid)	100,000		-	(100,000)
307-8836	TH 212n Flashing Yellow Arrows (State Aid)	161,158		-	(161,158)
307-8836	TH 212n Flashing Yellow Arrows (Mun / State Participation)	215,001		-	(215,001)
	<b>32-307-000-0000-6681</b>	<b>17,020,816</b>	<b>31,422,204</b>	<b>-</b>	<b>(12,503,890)</b>
<b>Right of Way</b>					
307-8726	TH101 Reconstruction (CSAH 61 - CSAH 14) (Muni/ State Participation)		5,900,000		
307-8786	CSAH 44 from TH 212 to Cemetery Driveway (State Aid)	250,000		-	(250,000)
307-8786	CSAH 44 from TH 212 to Cemetery Driveway (Mun / State Participation)	250,000		-	(250,000)
307-8788	CSAH 44 and TH 212 Interchange (Mun / State Participation)	875,000		-	(875,000)
307-8790	CSAH 32 Major rehab (County Levy)	50,000		-	(50,000)
307-8796	CSAH 20 Bridge #93035 Replacement (State Aid Regular)	25,000		-	(25,000)
307-8813	CSAH 61 Reconstruction (TH41 - East Chaska Creek) (Mun / State Participation)		10,000		
	<b>32-307-000-0000-6685</b>	<b>1,450,000</b>	<b>10,000</b>	<b>-</b>	<b>(1,450,000)</b>
<b>Resurfacing/ Rehab/ Maintenance</b>					
307-8000	Resurfacing/ Rehab/ Maintenance (County Levy)	1,450,000	1,689,299	-	239,299
307-8000	Resurfacing/ Rehab/ Maintenance (Wheelage)	564,166	583,936	-	19,770
307-8000	Resurfacing/ Rehab/ Maintenance (State Aid)	1,586,508	3,711,160	-	2,124,652
	<b>32-307-000-0000-6684</b>	<b>3,600,674</b>	<b>5,984,395</b>	<b>-</b>	<b>2,383,721</b>
<b>Fund #32 Total</b>	<b>32-307-XXX-XXXX-66XX</b>	<b>24,946,926</b>	<b>46,631,569</b>	<b>-</b>	<b>(12,590,635)</b>
<b>Road &amp; Bridge Levy Dollars - Fund #32</b>		<b>1,990,000</b>	<b>2,090,000</b>	<b>-</b>	<b>100,000</b>

# Attachment D: 2019 Facilities, Vehicles and Equipment (County-wide)

as of 8/17/18

DEPT.	DESCRIPTION	2018	2019	2019	2019	Inc./Dec
		Board Approved	Initially Rolled Forward from 2018 LTFP	County Administrator's Preliminary Recommendation	Board Approved	
<b>Public Services - Admin</b>						
	Vehicle Replacement for Public Services (\$30K moved to PW)	-	-	-	-	-
Dept. Total	01-048-000-0000-66XX	-	-	-	-	-
<b>Public Services - Facilities</b>						
Building Improvements - 6640						
	Facilities - Manager Initiatives	330,000	330,000	330,000	-	-
Dept. Total	01-110-XXX-2001-66XX	330,000	330,000	330,000	-	-
<b>Public Services - Information Services</b>						
Capital Initiatives						
	IT Capital Initiatives	334,400	334,400	334,400	-	-
	Moved to operations budget, based on usage and need		(250,000)	(250,000)		(250,000)
	Software: 01-049-046-0000-6660	334,400	84,400	84,400	-	(250,000)
Client Services						
	Scanner Replacement	15,000	20,000	20,000	-	5,000
	Equipment: 01-049-060-0000-6660	15,000	20,000	20,000	-	5,000
CarverLink						
	CarverLink buildout	70,000	55,000	55,000	-	(15,000)
	CarverLink equipment replacement	30,000	30,000	30,000	-	-
	Equipment: 02-048-000-130x-666x	100,000	85,000	85,000	-	(15,000)
Dept. Total		449,400	189,400	189,400	-	(260,000)
<b>Public Services - Library</b>						
Administration						
	Furniture replacement	10,000	10,000	10,000	-	-
	Equipment 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)
<b>Public Services - Planning &amp; Water</b>						
WMO						
	Carver County Water Mgmt. Organization Project Fund*	177,575	186,611	186,611	-	9,036
	16-XXX-XXX-XXXX-6630	177,575	186,611	186,611	-	9,036
Dept. Total	16-XXX-XXX-XXXX-66XX	177,575	186,611	186,611	-	9,036
<b>Sheriff's Office</b>						
Admin						
	Sheriff Priorities		25,000	25,000	-	25,000
	Equipment: 01-201-201-0000-66xx	-	25,000	25,000	-	25,000
Jail						
	Jail Facility Maintenance	5,000	-	-	-	(5,000)

	Equipment: 01-201-235-0000-6660	5,000	-	-	-	(5,000)
<b>Patrol</b>						
	Vehicles	278,000	293,600	293,600	-	15,600
	Vehicles: 01-201-236-0000-6670	278,000	293,600	293,600	-	15,600
<b>Communication</b>						
	MDC Replacement and Mobile Radio Replacement	60,000	60,000	60,000	-	-
	Portable Radio Replacement Planning	35,000	35,000	35,000	-	-
	Equipment: 01-201-240-0000-6660	95,000	95,000	95,000	-	-
<b>Division Total</b>	01-201-XXX-XXXX-66XX	378,000	413,600	413,600	-	35,600
<b>Public Works</b>						
<b>Highway Operations</b>						
	Public Works Equipment (PS +30K & HHS +30K)	315,000	425,000	425,000	-	110,000
	Public Works Equipment (CSAH)	150,000	150,000	150,000	-	-
	Equipment: 03-304-000-0000-6660	465,000	575,000	575,000	-	110,000
		-	-	-	-	-
<b>Park Administration</b>						
	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	-	-
<b>Division Total</b>		491,000	601,000	601,000	-	110,000
<b>Health &amp; Human Services</b>						
	Replacement Client Transport Vehicles (1 @ \$30,000) (\$30K moved to PW)	30,000	-	-	-	(30,000)
	Vehicles 11-405-700-XXXX-6670	30,000	-	-	-	(30,000)
<b>Division Total</b>	11-XXX-XXX-XXXX-66XX	30,000	-	-	-	(30,000)
<b>County Totals</b>		<b>1,885,975</b>	<b>1,730,611</b>	<b>1,730,611</b>	<b>-</b>	<b>(155,364)</b>
	Transfer to IT operations	-	250,000	250,000	-	250,000
	*Non-Levy Dollars Available to Pay	<u>(453,575)</u>	<u>(447,611)</u>	<u>(447,611)</u>	<u>-</u>	<u>5,964</u>
	Net Levy Dollars Needed	<u>1,432,400</u>	<u>1,533,000</u>	<u>1,533,000</u>	<u>-</u>	<u>100,600</u>

**2019 Budget: Software and Other One-Time Projects**

as of 12/11/2018

	Item	2019 LTFP/Division Director Request	County Administrator Recommendation	2019 Board Approved
2019 Long Term Financial Plan	PW Cologne Roof Repairs	\$ 100,000	100,000	
2019 Long Term Financial Plan	PW Cologne Salt Shed Fabric Replacement	25,000	25,000	
2019 Long Term Financial Plan	Road & Bridge Projects- Bridge Replacement	650,000	650,000	
2019 Long Term Financial Plan	Sheriff Emergency Management Incident Command Unit (Pushed back to 2020)	150,000	-	-
2019 Long Term Financial Plan	Sheriff Microwave Radios System Upgrade	155,000	155,000	-
HHS	1st Street Center improvements- Kitchen Remodel	30,000	30,000	
Public Works/Parks	Trail Construction at Lake Waconia RP in connection with MCES sewer project	100,000	100,000	
Public Works/Parks	Watercraft for Waconia RP to transport personnel and equipment to/from Coney Island	100,000	-	-
Public Works/Parks	Contingency funding for Coney Island and Lake Waconia RP to fill a funding gap for island clean up and lake shore access	100,000	100,000	
Public Works/Parks	Contingency funding for TH5 Arboretum Trail Connection to fill a funding gap for construction	100,000	100,000	
Public Works/Parks	Skid Loader (Minnewashta Park)	70,000	70,000	
Public Works	Out-building improvements at Cologne	280,000	280,000	-
Public Works	Advanced Traffic Management Software - CENTRACS	75,000	75,000	
Public Works	Transportation Asset Management Plan- professional services need	100,000	100,000	
HHS	iPad replacements	30,000	30,000	
Property and Financial Services	DS450 high-speed Absentee Ballot Counter - (rented DS850 for 2016 election and rented DS450 for 2018 election - 2018 rental cost applied to purchase if purchase made in 2018)	100,000	38,000	-
Property and Financial Services	Surface Pros replacements	-	33,000	
Property and Financial Services	Land Records - land notification software	12,000	12,000	-
Property and Financial Services	Real ID cameras- License Centers	15,000	15,000	-
Facilities	1-ton truck	65,000	65,000	
Facilities	Energy Management System Update	100,000	100,000	
Facilities	PW Boiler Replacement	90,000	90,000	
	One Time Projects Total =	2,447,000	2,168,000	-
	Initial Project Funding Shortage	(907,000)	(628,000)	-
	One-Time Funding Sources:			
	State Turnback Reimbursement	\$ 1,440,000	\$ 1,440,000	\$ -
	Redirect CPA from Operating Budget	100,000	100,000	
	Total One-Time Funding Sources:	\$ 1,540,000	\$ 1,540,000	
	Additional 2018 Turnback received	\$120,000	\$120,000	
	YES Funded projects in 2018 - 12/11/18 Request for Board Action	\$787,000	\$508,000	
	Total	\$907,000	\$628,000	

Turnback estimates by year	
1,440,000	2019
1,450,000	2020
3,210,000	2021
1,910,000	2022

**CONFERENCE AND TRAINING LIST  
BY DEPARTMENT FOR 2019**

as of 12/11/2018

DIVISION - DEPT.	DESCRIPTION	2018	2019	2019	Inc./Dec
		Adopted	Requested	Adopted	
<b>Commissioners</b>					
<b>District 1</b>	AMC and miscellaneous instate	4,000	4,000	-	-
<b>District 2</b>	Transportation Alliance Fly-in-Washington	1,500	1,000	-	(500)
	Washington- (2) Outstate travel trips re: transportation funding	-	1,000	-	1,000
	Waste Expo-Outstate location TBD	1,500	1,000	-	(500)
	AMC/Midwest Regional Rail and miscellaneous instate	1,000	1,000	-	-
<b>District 3</b>	Transportation Alliance Fly-in-Washington	750	250	-	(500)
	Washington- (2) Outstate travel trips re: transportation funding	-	250	-	250
	NACO Legislative-Washington	750	390	-	(360)
	NACO Annual Conference-Nevada	1,000	390	-	(610)
	NACO Leadership Summit-Outstate location TBD	-	390	-	390
	NACO April Conference, Kansas	-	390	-	390
	NACO December Conference, Lincoln NE	-	390	-	390
	Western Interstate Conference-Outstate location TBD	500	650	-	150
	RAC Outstate Location TBD	500	650	-	150
	AMC and miscellaneous instate	500	250	-	(250)
<b>District 4</b>	AMC and miscellaneous instate	4,000	4,000	-	-
<b>District 5</b>	NACO Annual Conference-Nevada	1,500	1,500	-	-
	Washington- (2) Outstate travel trips re: transportation funding	-	1,000	-	1,000
	Western Interstate Conference- Outstate location TBD	1,500	1,000	-	(500)
	AMC and miscellaneous instate	1,000	500	-	(500)
<b>Total- Commissioners</b>	<b>01-001-XXX-0000-6332</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>	<b>-</b>
<b>County Administration</b>					
	AMC Annual Conference	700	700	-	-
	MCMA/MACA Annual Conference	725	725	-	-
	MACA Fall	475	475	-	-
	NACO/ICMA National	2,000	2,000	-	-
	Misc.- Administrator/staff	200	200	-	-
<b>Total- County Administration</b>	<b>01-030-000-0000-6332</b>	<b>4,100</b>	<b>4,100</b>	<b>-</b>	<b>-</b>
<b>Public Services - Administration</b>					
	MCMA Annual Conference- Minnesota - 2	1,350	1,500	-	150
	ICMA National Conference- Out of State	1,800	1,800	-	-
	MACA Fall- Minnesota	500	650	-	150
	Webinars and In State Training	1,800	1,500	-	(300)
	Staff Professional Training	100	100	-	-
<b>Total- Public Services Admin</b>	<b>01-048-000-0000-6332</b>	<b>5,550</b>	<b>5,550</b>	<b>-</b>	<b>-</b>
<b>Public Services - Facilities</b>					
Facilities Management					
	IFMA & EDAM - Local	1,100	1,100	-	-
	IFMA National	1,000	1,000	-	-
<b>Total- Facilities</b>	<b>01-110-000-0000-6332</b>	<b>2,100</b>	<b>2,100</b>	<b>-</b>	<b>-</b>
<b>Public Services - Information Services</b>					
<b>Manager</b>					
	Microsoft Ignite Conference (out of state training - 1)	-	3,500	-	3,500
	In state training	4,000	500	-	(3,500)
	<b>01-049-000-0000-6332</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>-</b>
<b>Infrastructure</b>					
	Security Supervisor - Security Conference (out of state - 1)	7,000	5,000	-	(2,000)
	IT Manager IT Solutions Conference (out of state - 1)	-	5,000	-	5,000
	Tech Supervisor Data Center Conference (out of state - 1)	3,000	-	-	(3,000)
	In state training	13,000	18,400	-	5,400
	<b>01-049-046-0000-6332</b>	<b>23,000</b>	<b>28,400</b>	<b>-</b>	<b>5,400</b>
<b>Client Services</b>					
	ARMA National Fall Conference or MER Conference (out of state - 1)	3,000	4,000	-	1,000
	In state training	4,000	1,600	-	(2,400)
	<b>01-049-xxx-0000-6332</b>	<b>7,000</b>	<b>5,600</b>	<b>-</b>	<b>(1,400)</b>
<b>GIS &amp; Software</b>					
	ESRI International Conf. (out of state - 2)	4,000	4,000	-	-
	ESRI Developers Summit (out of state - 1)	4,600	2,300	-	(2,300)
	Microsoft Ignite Conf. (out of state - 1)	-	4,000	-	4,000
	SQL Database Conference (out of state - 1)	3,500	-	-	(3,500)
	Web and SharePoint (out of state - 1)	-	3,500	-	3,500
	In state training	6,400	5,700	-	(700)
	<b>01-049-062-0000-6332</b>	<b>18,500</b>	<b>19,500</b>	<b>-</b>	<b>1,000</b>
<b>Project Management Office</b>					
	Onbase National Conference (out of state - 1)	3,500	3,500	-	-
	Web and SharePoint (out of state - 1)	3,500	-	-	(3,500)
	PM/BA Conference (out of state - 2)	7,000	7,000	-	-
	Peak Academy Black Belt Training – Innovation (out of state- 1)	4,250	-	-	(4,250)
	In state training	1,250	4,000	-	2,750
	<b>01-049-064-0000-6332</b>	<b>19,500</b>	<b>14,500</b>	<b>-</b>	<b>(5,000)</b>
<b>CarverLink</b>					
	In state training	2,300	2,300	-	-
	<b>02-048-000-0000-6332</b>	<b>2,300</b>	<b>2,300</b>	<b>-</b>	<b>-</b>
<b>Total- Information Tech</b>	<b>01-049-XXX-XXXX-6332 &amp; 02-048.6332</b>	<b>74,300</b>	<b>74,300</b>	<b>-</b>	<b>-</b>

CONFERENCE AND TRAINING LIST BY DEPARTMENT FOR 2019						
as of 12/11/2018		2018	2019	2019		
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	Adopted	Inc./Dec	
<b>Public Services - Library</b>						
	IUG conference (2019 in Phoenix, AZ) - 2 conference attendees	2,000	4,000		2,000	
	PLA Annual Conference (2018 Philadelphia-County funding budgeted for 2 attendees)	4,000	-	-	(4,000)	
	Library Marketing Conference	-	2,000		2,000	
	01-014-500-0000-6332	6,000	6,000	-	-	
	ALA Conference - Out of State (MELSA pays for 2 attendees)	-	-		-	
	Power Up Conference - Wisconsin (MELSA pays for 4 attendees)	-	-		-	
	01-014-500-0000-6332 Reimbursed by MELSA	-	-	-	-	
<b>Law Library</b>						
	In State Training	500	500	-	-	
	02-508-000-0000-6332	500	500	-	-	
<b>Total- Library</b>	<b>01-014-500-0000-6332 &amp; 02-508.6332</b>	<b>6,500</b>	<b>6,500</b>	<b>-</b>	<b>-</b>	
<b>Public Services - Veteran Services</b>						
	MN DVA Spring Training/Conference (Two staffers @ \$300/staffers)	350	600	-	250	
	Nat'l County Veteran Service Officer Conf (Out of State - two staffers @ \$1800/staffer)	2,250	3,600	-	1,350	
	Minnesota County Veterans Service Officer Conference (Four staffers @ \$750/staffer)	2,100	3,000	-	900	
	County VSO Assistant's & Secretary Association Conf (Not sending anyone)	300	-	-	(300)	
<b>Total- Veteran Services</b>	<b>01-120-000-0000-6332</b>	<b>5,000</b>	<b>7,200</b>	<b>-</b>	<b>2,200</b>	
<b>Public Services - Land Management</b>						
	Planning/Zoning Administrators workshop or conference	900	900	-	-	
	Tuition Reimbursement	200	200	-	-	
	Continuing Education - Building Plan Technician Certification and Septic Certification	300	300	-	-	
	CRM Training	200	200	-	-	
	01-123-160-0000-6332	1,600	1,600	-	-	
<b>Public Services- Environmental Services</b>						
<b>Administration</b>						
	Annual Agricultural Inspectors Conference	250	250	-	-	
	Annual MPCA Sewage Treatment System Cont. Education (3)	1,900	1,900	-	-	
	Annual MPCA County Feedlot Officers Training	300	300	-	-	
	Misc. professional conferences or work related tuition reimbursement	900	900	-	-	
	Feedlot, SSTS and Water Quality misc. conferences	500	500	-	-	
<b>Solid Waste</b>						
	RAM/SWANA Annual Conference [4]	950	950	-	-	
	SWAA Annual conference	200	200	-	-	
	Misc. special issue conferences	650	1,150	-	500	
	US Composting Council Conference [Out of State]	1,300	1,300	-	-	
<b>Industrial Hazardous Waste</b>						
	National Hazardous Waste Conference - Out of State	500	1,000	-	500	
	Misc. special issue conferences	300	300	-	-	
	OSHA/Safety Training	300	300	-	-	
	01-123-130-XXXX-6332	8,050	9,050	-	1,000	
<b>Public Services - Planning &amp; Water Management</b>						
	Various water related, SSTS, WCA, Wetland, Erosion Control Conferences, seminars, training sessions	1,350	-	-	(1,350)	
	ESRI Annual User Conference (Out of State)	1,500	1,500	-	-	
	Misc. Professional conferences or Tuition Reimbursement	250	250	-	-	
	Annual Water Resource Conference	650	-	-	(650)	
	MN Water Resource conference: MNAPA Annual Conference, other water related conferences, other planning related conferences.	-	1,650	-	1,650	
	GIS Conference & Training	500	-	-	(500)	
	In state GIS, CRM or other software conference & training	-	850	-	850	
	National (Out of State) or State/Local Wetland and/or CRM Training	1,800	-	-	(1,800)	
	Wetland Certification and related training	-	1,800	-	1,800	
	National (Out of State) potential conferences: Nat. APA Conf., Nat. NALMS Conf., Nat. StormCon Conf., Nat. TMDL Conf., Nat. LID Symposium, Nat. ESRI Water Conference, Center for Watershed Protection Nat. Conf.	1,550	1,550	-	-	
	01-123-XXX-XXXX-6332 & 16.6332	7,600	7,600	-	-	
<b>AIS</b>						
	National (Out of State) or State AIS conferences and training: State of Water, AIS Summit, AISRC center, Upper Midwest Invasive Species Conference, WI AIS ID Training or related trainings	1,500	1,500	-	-	
	01-123-120-5021-6332	1,500	1,500	-	-	
<b>Total- Public Services</b>		<b>112,200</b>	<b>115,400</b>	<b>-</b>	<b>3,200</b>	
<b>Attorney</b>						
	IMLA & NDAA- Out of State (Chicago)	6,000	6,000	-	-	
	Various training courses- continuing education credits for Attorneys	6,000	10,500	-	4,500	
<b>Total- Attorney</b>	<b>01-090-000-0000-6332</b>	<b>12,000</b>	<b>16,500</b>	<b>-</b>	<b>4,500</b>	
<b>Court Services - Probation</b>						
	Correctional Evidence-Based Practices (LS/CMI, YLS, MI, Case Planning, etc.)	500	500	-	-	
	APPA National Probation Training Institute (Out-of-State)	1,400	1,400	-	-	
	MN Association of County Probation Officers (MACPO) - Spring Conference	1,500	1,500	-	-	
	MACPO Regional Training for Probation Officers	250	250	-	-	
	Miscellaneous Mental Health Training Opportunities	500	500	-	-	
	Minnesota Corrections Association (MCA) - Fall Institute	1,350	1,350	-	-	
<b>Total- Court Services</b>	<b>01-252-XXX-XXXX-6332</b>	<b>5,500</b>	<b>5,500</b>	<b>-</b>	<b>-</b>	

**CONFERENCE AND TRAINING LIST  
BY DEPARTMENT FOR 2019**

as of 12/11/2018

		2018	2019	2019	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	Adopted	Inc./Dec
<b>Employee Relations - Personnel Services</b>					
	MCHRMA Spring Conference	300	300	-	-
	MCHRMA Fall Conference	400	400	-	-
	MPELRA Summer Conference	500	500	-	-
	MPELRA Winter Session	200	200	-	-
	ADA, WC, FMLA, COBRA, ACA	500	500	-	-
	SHRM Seminars	600	600	-	-
	Support, MCIT Seminars	600	600	-	-
	Legal Update Seminars	2,400	2,400	-	-
	NPELRA, SHRM or IPMA or NEOGOV Out-of-State Conference	4,000	4,000	-	-
	IPMA Local, Regional or National Conference	700	700	-	-
	PRIMA National Conference (IN)	2,000	2,000	-	-
	01-050-000-0000-6332	12,200	12,200	-	-
	Wellness Conference	1,000	1,000	-	-
	01-050-050-0000-6332	1,000	1,000	-	-
<b>Total- Employee Relations</b>	<b>01-050-XXX-0000-6332</b>	<b>13,200</b>	<b>13,200</b>	<b>-</b>	<b>-</b>
<b>Property &amp; Financial Services</b>					
<b>Property &amp; Financial Services- Financial Services</b>					
	National GFOA Conference- Los Angeles, CA (OUT OF STATE) (2)	2,200	4,200	-	2,000
	National APA Congress- San Francisco, CA (OUT OF STATE)	3,000	3,000	-	-
	Minnesota GFOA Conference (2)	1,500	1,500	-	-
	MCCC Annual Conference	1,000	1,000	-	-
	Additional Staff Training (IFS, Year-end, OSA)	1,250	1,250	-	-
	Treasurer's Mid-Year Conference	750	750	-	-
<b>Total- Finance</b>	<b>01-045-000-0000-6332</b>	<b>9,700</b>	<b>11,700</b>	<b>-</b>	<b>2,000</b>
<b>Property &amp; Financial Services- Property Tax, Elections and License Centers ("PTELC")</b>					
<b>Administration/Property Tax</b>					
	MN Assoc. of County Officers	750	750	-	-
	MN Assoc. of County Auditors	1,600	1,600	-	-
	Tax Training /Dept. Revenue	1,500	1,500	-	-
	MCCC Conference	1,500	1,500	-	-
	Staff Training	2,150	2,150	-	-
	01-040-040-0000-6332	7,500	7,500	-	-
<b>License Centers</b>					
	MN Assoc. of County Officers	600	600	-	-
	Deputy Registrar Annual Meeting	600	600	-	-
	Staff Training	800	800	-	-
	01-040-055-0000-6332	2,000	2,000	-	-
<b>Elections &amp; Vitals</b>					
	MN Assoc. of County Officers	600	600	-	-
	Sec. of State Training	600	600	-	-
	National NACRC Conference (OUT OF STATE)	2,000	-	-	(2,000)
	MCRA Conference (Vitals)	300	300	-	-
	National NAEO Conference (OUT OF STATE)	2,000	-	-	(2,000)
	Staff Training	600	600	-	-
	01-040-065-0000-6332	6,100	2,100	-	(4,000)
<b>Total- PTELC</b>	<b>01-040-XXX-XXXX-6332</b>	<b>15,600</b>	<b>11,600</b>	<b>-</b>	<b>(4,000)</b>
<b>Property &amp; Financial Services-Property Assessment</b>					
	MAAO Fall Conference	1,220	1,250	-	30
	MAAO Seminars	700	1,500	-	800
	CLE Seminars	750	750	-	-
	MCCC Annual Conference	1,000	1,500	-	500
	MAAP Training	-	200	-	200
	Appraisal Training	4,000	4,000	-	-
<b>Total- Property Assessment</b>	<b>01-047-000-0000-6332</b>	<b>7,670</b>	<b>9,200</b>	<b>-</b>	<b>1,530</b>
<b>Property &amp; Financial Services-Land Records</b>					
	MN Association of County Officers	2,000	2,000	-	-
	PRIA National Conference Colorado Springs, CO (OUT OF STATE) (2)	2,000	4,000	-	2,000
	Recorder's Conference	2,000	2,000	-	-
	Examiner of Titles Training	500	500	-	-
	Staff Training	1,000	1,000	-	-
<b>Total- Land Records</b>	<b>01-100-000-0000-6332</b>	<b>7,500</b>	<b>9,500</b>	<b>-</b>	<b>2,000</b>
<b>Total- Property &amp; Financial Services</b>		<b>40,470</b>	<b>42,000</b>	<b>-</b>	<b>1,530</b>
<b>Public Works - Road &amp; Bridge Administration</b>					
	MCEA Institute	500	500	-	-
	Highway Accountants Conference (2)	700	1,050	-	350
	AMC Annual Conference	600	600	-	-
	NACE Annual Conference (Wichita, Kansas) OUT OF STATE	1,500	1,500	-	-
	MTA Fly In (Washington DC) OUT OF STATE	1,300	1,300	-	-
	MTA Annual Meeting	100	100	-	-
	SWCTC Fly-In (Washington DC) OUT OF STATE (2)	-	1,500	-	1,500
	MAPA (MN Asphalt Pavement Assoc.)	100	100	-	-
	PM Web Users Conference OUT OF STATE	-	1,000	-	1,000
	Miscellaneous	1,700	-	-	(1,700)
	03-301-000-0000-6332	6,500	7,650	-	1,150

**CONFERENCE AND TRAINING LIST  
BY DEPARTMENT FOR 2019**

as of 12/11/2018

DIVISION - DEPT.	DESCRIPTION	2018	2019	2019	Inc./Dec
		Adopted	Requested	Adopted	
<b>Program Delivery</b>					
	MCEA Institute	2,505	2,505	-	-
	MCEA Summer Conference	650	650	-	-
	MSPS Conference	980	950	-	(30)
	MN-Dot Survey Technical Conference	1,400	1,050	-	(350)
	Frontier Precision	1,000	1,000	-	-
	MN GISLIS Conference	3,450	4,600	-	1,150
	ESRI User Conference (San Diego) OUT OF STATE	3,000	3,400	-	400
	GIS Transportation Asset Management Conference OUT OF STATE	1,650	1,650	-	-
	Cartograph Conference (Colorado) OUT OF STATE (3)	2,550	5,000	-	2,450
	Leadership Training	1,000	1,000	-	-
	MN Transportation Conference	600	600	-	-
	Toward Zero Deaths Conference	800	800	-	-
	MN-Dot and U of M certificates	3,000	550	-	(2,450)
	MN-Dot and U of M re-certificates	2,000	4,000	-	2,000
	MN-Dot R-O-W Conference	500	500	-	-
	Project Management Training	2,000	1,000	-	(1,000)
	Project Management Institute Days Conference	1,600	1,700	-	100
	NACE Annual Conference (Wichita, Kansas) OUT OF STATE	2,250	2,250	-	-
	Drone Training & Testing	1,600	1,600	-	-
	MN Bar Association	500	-	-	(500)
	Miscellaneous	65	695	-	630
	<b>03-303-000-0000-6332</b>	<b>33,100</b>	<b>35,500</b>	<b>-</b>	<b>2,400</b>
<b>Highway Operations</b>					
	Equipment Training, Pesticide	3,000	1,500	-	(1,500)
	APWA National and Snow Conference, (out of State)	6,000	5,500	-	(500)
	U of W Snow and Ice Management	3,000	2,000	-	(1,000)
	Asset Works Academy (2 staff) OUT OF STATE	3,000	3,350	-	350
	<b>03-304-000-0000-6332</b>	<b>15,000</b>	<b>12,350</b>	<b>-</b>	<b>(2,650)</b>
<b>Equipment Operations</b>					
	Hydraulic, Electrical, & Welding Training	2,500	2,000	-	(500)
	Mack Class OUT OF STATE	10,000	5,500	-	(4,500)
	<b>03-306-000-0000-6332</b>	<b>12,500</b>	<b>7,500</b>	<b>-</b>	<b>(5,000)</b>
<b>Total- Public Works</b>	<b>03-XXX-XXX-XXXX-6332</b>	<b>67,100</b>	<b>63,000</b>	<b>-</b>	<b>(4,100)</b>
<b>Public Works - Parks</b>					
	MRPA Annual Conference	1,500	1,500	-	-
	MN Shade Tree Short	100	100	-	-
	MRPA Seminars	100	100	-	-
	Park Supervisor Seminars	100	100	-	-
	National Park Institute (Out of State)	2,500	2,500	-	-
	Miscellaneous	700	700	-	-
<b>Total- Parks</b>	<b>01-520-000-0000-6332</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>-</b>
<b>Sheriff's Office</b>					
<b>Administrative Services Unit</b>		10,000	20,000	-	10,000
	Clerical Support (15)				
	MSA Summer Conference				
	MSA Winter Conference				
	Administrative Services Manager (PLEAA Conference)				
	Sheriff MSA Jail Conference				
	Chief Deputy				
<b>Jail Services Unit</b>		9,000	9,000	-	-
	Jail Training-Conf, Mgmt. Training, etc.				
	From SS Other				
<b>Operation Services Unit</b>		10,005	10,005	-	-
	Investigation Division				
	Crime Technician				
	School Resource Officer/Gangs/Bike Patrol				
	SERT				
<b>Patrol Services Unit</b>		-	-	-	-
	Training - State POST, OSHA mandated,				
	Elective, 1st Responder, PRISIM, ADA, etc.				
	Traffic Safety/Criminal Interdiction/Weights/Scales				
	K-9 Trials and Certifications				
	Supervisor Development				
<b>Support Services Unit</b>		59,675	59,375	-	(300)
	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 (1)				
	EVOC 1st Aid, SPSC				
	<b>01-201-XXX-XXXX-6332</b>	<b>88,680</b>	<b>98,380</b>	<b>-</b>	<b>9,700</b>

CONFERENCE AND TRAINING LIST BY DEPARTMENT FOR 2019					
as of 12/11/2018		2018	2019	2019	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	Adopted	Inc./Dec
<b>Emergency Management Unit</b>	AMEM Emergency Management Conference	3,900	3,900	-	-
	Governor's Emergency Mgmt. Conf.	1,000	1,000	-	-
	Emergency Management Training	1,000	1,000	-	-
	Hazardous Materials Training	2,600	2,600	-	-
	01-201-280-0000-6332	8,500	8,500	-	-
<b>Conceal &amp; Carry</b>	Conceal & Carry- reserve fund	1,700	1,700	-	-
	02-202-000-0000-6332	1,700	1,700	-	-
<b>Reserves-</b>	Reserves	1,000	1,000	-	-
	02-204-000-0000-6332	1,000	1,000	-	-
<b>Explorers</b>	Explorers	2,750	2,750	-	-
	02-205-000-0000-6332	2,750	2,750	-	-
<b>Posse</b>	Posse Training	3,750	3,750	-	-
	02-203-000-0000-6332	3,750	3,750	-	-
<b>Communications</b>	Communications	-	637	-	637
	01-201-240-0000-6332	-	637	-	637
<b>911 Communication</b>	Communications	4,200	4,200	-	-
	APCO/NENA MSA State Conference-(6)	3,480	3,480	-	-
	02-911-000-0000-6332	7,680	7,680	-	-
<b>Total- Sheriff</b>	01-201-XXX-XXXX-6332	114,060	124,397	-	10,337
<b>Health &amp; Human Services- Social Services</b>	National Youth Conference - Chicago	-	1,800	-	1,800
	Workforce Conference - Out of State	3,600	1,800	-	(1,800)
	National Eligibility Workers Assoc Conf - Out of State	3,600	4,800	-	1,200
	National Child Support Assoc Conf Out of State	1,800	1,800	-	-
	National Child Support Assoc Conf Out of State - County Attorney	1,800	1,800	-	-
	2018 National Conf. on Coaching in Health & Human Services	1,500	-	-	(1,500)
	National Human Services Conference- Out of State	-	1,500	-	1,500
	Signs of Safety Training - Out of State	6,000	-	-	(6,000)
	International Signs of Safety Gathering - Out of State	6,000	3,500	-	(2,500)
	International Conference on Child & Family Maltreatment - San Diego	-	2,000	-	2,000
	CWLA National Conference - Washington	-	2,000	-	2,000
	Solution Focused Brief Therapy National Conference - Out of State	2,000	-	-	(2,000)
	National Council of Behavior Health - Out of State	1,500	-	-	(1,500)
	National Crisis Providers Conference	2,200	-	-	(2,200)
	Mental Health America Annual Conference - Out of State	1,500	-	-	(1,500)
	Justice and Mental Health Second Chance Conference - Out of State	1,600	-	-	(1,600)
	National Adult Protective Services Association Conference - Out of State	3,600	3,600	-	-
	Credible Conference - Out of State	-	2,382	-	2,382
	Conferences within State	44,182	54,700	-	10,518
	11-XXX-XXX-XXXX-6332	80,882	81,682	-	800
<b>Public Health</b>					
<b>Public Health Department - Leadership</b>	National Public Health Conference - Out of State: potentially NACCHO, APHA, ASTHO or other public health focused conference	3,000	-	-	(3,000)
	CHS State Conference	2,000	-	-	(2,000)
	CPHEO Public Health Institute Seminars	2,000	-	-	(2,000)
	Staff Computer Trainings	1,000	-	-	(1,000)
<b>Public Health Nursing Unit</b>	TB Clinical Intensive Conference - Out of State	-	3,500	-	3,500
	Training for Maternal & Child Health	1,000	-	-	(1,000)
	Training for TANF-related Family Home Visiting	2,000	-	-	(2,000)
	Training for Disease Prevention & Control	1,500	-	-	(1,500)
	Training for Child & Teen Checkups	3,000	-	-	(3,000)
	Minnesota E-Health Summit	700	-	-	(700)
	National Conference - Out of State: focused on Family Health and Family Home Visiting	3,000	3,500	-	500
	Vaccinology Research Conference - Out of State	-	3,500	-	3,500
<b>Planning &amp; Promotion Unit</b>	NACCHO Emergency Preparedness Conference - Out of State	6,000	3,500	-	(2,500)
	NACCHO/APHA Annual Conference - Out of State	-	3,500	-	3,500
	Health Promotion Focused Conference - Out of State	6,000	-	-	(6,000)
	Aging Focused Conference - Out of State	4,000	-	-	(4,000)
	GIS Conference & Training - Out of State	3,000	3,500	-	500
	Planning and Health Promotion Workshops and Seminars	3,000	-	-	(3,000)
	Public Health Emergency Preparedness Training	500	-	-	(500)
	Conferences within State	-	11,990	-	11,990
	11-460-XXX-XXXX-6332	41,700	32,990	-	(8,710)
<b>Total- Health &amp; Human Services</b>	11-XXX-XXX-XXXX-6332	122,582	114,672	-	(7,910)
<b>County Totals</b>		<b>516,212</b>	<b>523,769</b>	<b>-</b>	<b>7,557</b>



# **BUDGET RESOLUTIONS**



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

Date: December 18, 2018Resolution: 108-18Motion by Commissioner: IscheSeconded by Commissioner: Maluchnik

**COUNTY BOARD ADOPTION OF THE  
2019 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 2018 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:

**2019 CARVER COUNTY BUDGETS**

	<u>REVENUE</u>	<u>EXPENDITURE</u>
General Revenue Fund	\$54,832,774	\$54,832,774
Road and Bridge Fund	8,869,110	8,869,110
Health and Human Services Fund	30,626,421	30,626,421
Buildings CIP Fund	173,540	173,540
Road & Bridge CIP Fund	46,631,569	46,631,569
Parks & Trail CIP Fund	329,539	329,539
Debt Service Fund	4,857,200	4,857,200
County Ditch Fund	64,431	64,431
Carver County Water Management Organization	812,479	812,479
Self-Insurance Revolving Fund	<u>945,177</u>	<u>945,177</u>
<b>Total</b>	<b>\$148,142,240</b>	<b>\$148,142,240</b>

NOW, THEREFORE, BE IT RESOLVED by the Carver County Board of Commissioners that the 2019 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 an Irrevocable 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 2019 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 2019 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 2019 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 2019 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 2019 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.

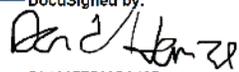
BE IT FINALLY RESOLVED, that copies of this resolution and individual division budgets be forwarded to division directors of Carver County.

YES	ABSENT	NO
Degler _____	_____	_____
Ische _____	_____	_____
Lynch _____	_____	_____
Maluchnik _____	_____	_____
Workman _____	_____	_____

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 18<sup>th</sup> day of December, 2018, now on file in the Administration office, and have found the same to be a true and correct copy thereof.

Dated this 18<sup>th</sup> day of December, 2018.

DocuSigned by:  
  
5A10877582B942D...  
County Administrator





# BOARD OF COUNTY COMMISSIONERS CARVER COUNTY, MINNESOTA

Date: September 4, 2018 Resolution No.: 73-18

Motion by Commissioner: Maluchnik Seconded by Commissioner: Ische

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## RESOLUTION APPROVING THE 2019 PROPOSED BUDGET AND PAYABLE 2019 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 2019 budget and levied the special benefits tax, payable 2019, 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 2019 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 \$2,503,130 for taxes payable 2019 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>	_____	_____

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**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 4<sup>th</sup> day of September, 2018, now on file in the Administration office, and have found the same to be a true and correct copy thereof.

Dated this 4th day of September, 2018.

DocuSigned by:  
David Hemze  
County Administrator

**CARVER COUNTY REGIONAL RAIL AUTHORITY  
CARVER COUNTY, MINNESOTA**

Date: December 18, 2018 Resolution: CCRRA #02-18  
Motion by Commissioner: Workman Seconded by Commissioner: Lynch

**CERTIFYING 2019 PROPERTY TAX LEVY**

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 2019.

NOW, THEREFORE, BE IT RESOLVED by the Carver County Regional Rail Authority Board that there be, 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, 2019, to wit:

CARVER COUNTY REGIONAL RAIL AUTHORITY \$162,000

**ADOPTION OF 2019 BUDGET**

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 2019 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>\$166,000</u>	<u>\$166,000</u>

NOW, THEREFORE, BE IT RESOLVED by the Carver County Regional Rail Authority Board that the 2019 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 2019 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 2019 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.





# **FINANCIAL INFORMATION**

# 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 into 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, which is available at [www.co.carver.mn.us/](http://www.co.carver.mn.us/) .

# 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). An external auditor 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 2017, 2018 and 2019 is as follows:

#### All Funds Combined

Category		2017 Actual	2018 Budget	2019 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	53,770,339	60,171,019	62,813,374	2,642,355	4.39%
5100	Licenses & Permits	1,304,877	1,259,906	1,336,613	76,707	6.09%
5200-5400	Intergovernmental	36,464,034	44,379,073	63,618,673	19,239,600	43.35%
5500	Charges for Services	14,740,186	13,727,359	14,717,867	990,508	7.22%
5600	Fines & Forfeitures	239,068	211,486	216,486	5,000	2.36%
5700	Investment Earnings	1,402,478	1,546,661	1,546,522	(139)	-0.01%
5750	Gifts & Contributions	49,080	15,400	14,900	(500)	-3.25%
5800-5900	Other Revenues	10,576,912	3,035,168	3,065,326	30,158	0.99%
<b>TOTAL REVENUES</b>		<b>118,546,974</b>	<b>124,346,072</b>	<b>147,329,761</b>	<b>22,983,689</b>	<b>18.48%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	5,667,849	5,716,123	5,950,731	234,608	4.10%
6100	Personal Services	62,714,720	70,071,063	73,247,625	3,176,562	4.53%
6200-6300	Services & Charges	11,976,250	11,809,550	11,773,465	(36,085)	-0.31%
6400-6500	Material & Supplies	4,291,660	4,524,157	4,490,925	(33,232)	-0.73%
6600	Capital Outlay	26,531,250	27,796,722	47,401,220	19,604,498	70.53%
6700	Debt Services	10,560,505	5,057,200	5,032,200	(25,000)	-0.49%
6800	Other Expenses	941,266	(2,794,417)	(2,827,887)	(33,470)	1.20%
6900	Transfers	9,081,541	2,165,674	2,261,482	95,808	4.42%
<b>TOTAL EXPENDITURES</b>		<b>131,765,041</b>	<b>124,346,072</b>	<b>147,329,761</b>	<b>22,983,689</b>	<b>18.48%</b>
<b>RESERVES USED</b>		-	-	-	-	<b>0%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>(13,218,067)</b>	-	-	-	<b>0%</b>

\*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 2017, 2018, and 2019.

### General Fund

Category		2017 Actual	2018 Budget	2019 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	31,979,044	32,362,513	33,674,372	1,311,859	4.05%
5100	Licenses & Permits	1,304,877	1,259,906	1,336,613	76,707	6.09%
5200-5400	Intergovernmental	6,731,958	6,292,309	6,334,505	42,196	0.67%
5500	Charges for Services	10,338,561	10,073,076	10,806,828	733,752	7.28%
5600	Fines & Forfeitures	239,068	211,486	216,486	5,000	2.36%
5700	Investment Earnings	1,320,302	1,545,391	1,545,391	-	0.00%
5750	Gifts & Contributions	45,163	14,900	14,900	-	0.00%
5800-5900	Other Revenues	2,867,940	913,321	903,679	(9,642)	-1.06%
<b>TOTAL REVENUES</b>		<b>54,826,913</b>	<b>52,672,902</b>	<b>54,832,774</b>	<b>2,159,872</b>	<b>4.10%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	357,231	344,959	332,572	(12,387)	-3.59%
6100	Personal Services	37,632,101	41,871,815	43,800,956	1,929,141	4.61%
6200-6300	Services & Charges	8,459,179	8,196,230	8,471,830	275,600	3.36%
6400-6500	Material & Supplies	2,540,741	2,621,211	2,594,739	(26,472)	-1.01%
6600	Capital Outlay	897,264	1,213,400	1,090,082	(123,318)	-10.16%
6700	Debt Services	163,897	200,000	175,000	(25,000)	-12.50%
6800	Other Expenses	500,284	(2,900,417)	(2,813,917)	86,500	-2.98%
6900	Transfers	3,119,603	1,125,704	1,181,512	55,808	4.96%
<b>TOTAL EXPENDITURES</b>		<b>53,670,300</b>	<b>52,672,902</b>	<b>54,832,774</b>	<b>2,159,872</b>	<b>4.10%</b>
<b>RESERVES USED</b>		<b>1,156,613</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

### **General Fund by County Department and Program**

The following chart gives the 2019 General Fund Budget by County department and County-supported program and agency.

#### **General Fund Budget by County Department and Program**

<b>Department/Program</b>	<b>2019 Revenue</b>	<b>2019 Expense</b>	<b>Net</b>
Board of Commissioners	-	1,118,375	(1,118,375)
Court Administration	3,900	335,000	(331,100)
Library	309,348	4,395,924	(4,086,576)
County Administrator	-	439,366	(439,366)
Auditor	1,516,373	2,171,015	(654,642)
Financial Services	2,263,129	1,187,552	1,075,577
Assessor	630,167	1,357,194	(727,027)
Public Services - Administration	3,500	661,203	(657,703)
Information Technology	870,818	6,238,019	(5,367,201)
Employee Relations	-	1,934,189	(1,934,189)
Attorney	452,950	3,850,594	(3,397,644)
Recorder	992,141	972,137	20,004
Facilities Management	94,700	3,071,408	(2,976,708)
Veterans Services	12,500	450,050	(437,550)
Land, Water, & Environmental	3,302,614	4,007,942	(705,328)
Sheriff	6,534,607	21,227,002	(14,692,395)
Court Services	797,220	2,211,688	(1,414,468)
Parks	591,457	1,371,997	(780,540)
Extension	15,450	340,955	(325,505)
Non-Departmental	36,441,900	(3,142,596)	39,584,496
Carver County Historical Society	-	221,061	(221,061)
Carver County Agricultural Society	-	51,000	(51,000)
Soil & Water Conservation District	-	323,892	(323,892)
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)
<b>Total</b>	<b>54,832,774</b>	<b>54,832,774</b>	<b>-</b>

### 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		2017 Actual	2018 Budget	2019 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	4,122,334	4,608,987	4,710,795	101,808	2.21%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	3,059,195	2,965,000	3,227,345	262,345	8.85%
5500	Charges for Services	4,025	35,000	35,000	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	774,183	855,970	895,970	40,000	4.67%
<b>TOTAL REVENUES</b>		<b>7,959,737</b>	<b>8,464,957</b>	<b>8,869,110</b>	<b>404,153</b>	<b>4.77%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	4,704,801	5,579,813	5,870,063	290,250	5.20%
6200-6300	Services & Charges	868,735	706,964	752,704	45,740	6.47%
6400-6500	Material & Supplies	1,410,892	1,673,180	1,691,343	18,163	1.09%
6600	Capital Outlay	689,837	465,000	515,000	50,000	10.75%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	186,766	-	-	-	0.00%
6900	Transfers	249,612	40,000	40,000	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>8,110,643</b>	<b>8,464,957</b>	<b>8,869,110</b>	<b>404,153</b>	<b>4.77%</b>
<b>RESERVES USED</b>		<b>(150,906)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

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		2017 Actual	2018 Budget	2019 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	9,369,967	11,287,188	12,397,576	1,110,388	9.84%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	15,036,164	14,863,891	14,347,306	(516,585)	-3.48%
5500	Charges for Services	4,397,600	3,619,283	3,876,039	256,756	7.09%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	3,917	500	-	(500)	-100.00%
5800-5900	Other Revenues	1,216,256	5,700	5,500	(200)	-3.51%
<b>TOTAL REVENUES</b>		<b>30,023,904</b>	<b>29,776,562</b>	<b>30,626,421</b>	<b>849,859</b>	<b>2.85%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	5,310,618	5,371,164	5,618,159	246,995	4.60%
6100	Personal Services	20,360,490	22,619,435	23,576,606	957,171	4.23%
6200-6300	Services & Charges	1,511,093	1,525,197	1,315,783	(209,414)	-13.73%
6400-6500	Material & Supplies	333,720	229,766	204,843	(24,923)	-10.85%
6600	Capital Outlay	82,017	30,000	30,000	-	0.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	53,054	1,000	(118,970)	(119,970)	-11997.00%
6900	Transfers	1,542,047	-	-	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>29,193,039</b>	<b>29,776,562</b>	<b>30,626,421</b>	<b>849,859</b>	<b>2.85%</b>
<b>RESERVES USED</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>830,865</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

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		2017 Actual	2018 Budget	2019 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	631,036	725,156	764,979	39,823	5.49%
5100	Licenses & Permits	55,873	24,500	24,500	-	0.00%
5200-5400	Intergovernmental	2,070	-	-	-	0.00%
5500	Charges for Services	17,200	19,000	23,000	4,000	21.05%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	8,500	-	-	-	0.00%
<b>TOTAL REVENUES</b>		<b>714,679</b>	<b>768,656</b>	<b>812,479</b>	<b>43,823</b>	<b>5.70%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	244,945	288,133	305,054	16,921	5.87%
6200-6300	Services & Charges	227,016	94,834	289,945	195,111	205.74%
6400-6500	Material & Supplies	5,801	6,300	6,300	-	0.00%
6600	Capital Outlay	-	177,575	-	(177,575)	-100.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	8,138	-	-	-	0.00%
6900	Transfers	243,649	201,814	211,180	9,366	4.64%
<b>TOTAL EXPENDITURES</b>		<b>729,549</b>	<b>768,656</b>	<b>812,479</b>	<b>43,823</b>	<b>5.70%</b>
<b>RESERVES USED</b>		-	-	-	-	0.00%
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>(14,870)</b>	-	-	-	<b>0%</b>

The Water Management Organization (WMO) Fund accounts for water management within the County's watersheds. Financing comes primarily from an annual property tax levy, fees, and cost recoveries. (note: the WMO is not included in the All Funds Combined Chart)

## County Ditch Fund

Category		2017 Actual	2018 Budget	2019 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	159,018	45,000	63,300	18,300	40.67%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	-	-	-	-	0.00%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	759	1,270	1,131	(139)	-10.94%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	-	-	-	-	0.00%
<b>TOTAL REVENUES</b>		<b>159,777</b>	<b>46,270</b>	<b>64,431</b>	<b>18,161</b>	<b>39.25%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	134,789	46,270	64,431	18,161	39.25%
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%
<b>TOTAL EXPENDITURES</b>		<b>134,789</b>	<b>46,270</b>	<b>64,431</b>	<b>18,161</b>	<b>39.25%</b>
<b>RESERVES USED</b>		-	-	-	-	0.00%
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>24,988</b>	-	-	-	<b>0%</b>

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		2017 Actual	2018 Budget	2019 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	166	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	198,274	79,904	173,540	93,636	117.19%
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	3,276,953	-	-	-	0.00%
<b>TOTAL REVENUES</b>		<b>3,475,393</b>	<b>79,904</b>	<b>173,540</b>	<b>93,636</b>	<b>117.19%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	17,328	-	-	-	0.00%
6200-6300	Services & Charges	110,199	19,904	13,540	(6,364)	-31.97%
6400-6500	Material & Supplies	6,307	-	-	-	0.00%
6600	Capital Outlay	2,832,460	-	100,000	100,000	0.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	226,346	60,000	60,000	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>3,192,640</b>	<b>79,904</b>	<b>173,540</b>	<b>93,636</b>	<b>117.19%</b>
<b>RESERVES USED</b>		<b>282,753</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

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		2017 Actual	2018 Budget	2019 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	3,659,430	7,325,131	7,425,131	100,000	1.37%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	10,819,677	17,621,795	39,206,438	21,584,643	122.49%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	42,843	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	792,883	-	-	-	0.00%
<b>TOTAL REVENUES</b>		<b>15,314,833</b>	<b>24,946,926</b>	<b>46,631,569</b>	<b>21,684,643</b>	<b>86.92%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	2,500	474,808	315,000	(159,808)	-33.66%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	21,591,421	23,532,148	45,336,599	21,804,451	92.66%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	32,465	-	-	-	0.00%
6900	Transfers	1,760,683	939,970	979,970	40,000	4.26%
<b>TOTAL EXPENDITURES</b>		<b>23,387,069</b>	<b>24,946,926</b>	<b>46,631,569</b>	<b>21,684,643</b>	<b>86.92%</b>
<b>RESERVES USED</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>(8,072,236)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

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		2017 Actual	2018 Budget	2019 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	15	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	598,988	2,556,174	329,539	(2,226,635)	-87.11%
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	435,925	-	-	-	0.00%
<b>TOTAL REVENUES</b>		<b>1,034,928</b>	<b>2,556,174</b>	<b>329,539</b>	<b>(2,226,635)</b>	<b>-87.11%</b>
<b>EXPENDITURES:</b>						
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	438,251	2,556,174	329,539	(2,226,635)	-87.11%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	2,183,250	-	-	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>2,621,501</b>	<b>2,556,174</b>	<b>329,539</b>	<b>(2,226,635)</b>	<b>-87.11%</b>
<b>RESERVES USED</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>(1,586,573)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

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**

<b>Category</b>		<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Approved Budget</b>	<b>Dollar Inc/Dec.</b>	<b>Percent Inc/Dec.</b>
<b>REVENUES:</b>						
5000	Taxes & Penalties	4,480,365	4,542,200	4,542,200	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	19,778	-	-	-	0.00%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	38,574	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	315,000	315,000	315,000	-	0.00%
<b>TOTAL REVENUES</b>		<b>4,853,717</b>	<b>4,857,200</b>	<b>4,857,200</b>	<b>-</b>	<b>0.00%</b>
<b>EXPENDITURES:</b>						
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	10,396,608	4,857,200	4,857,200	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	-	-	-	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>10,396,608</b>	<b>4,857,200</b>	<b>4,857,200</b>	<b>-</b>	<b>0.00%</b>
<b>RESERVES USED</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>(5,542,891)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

### 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 the Internal Service Fund.

### Internal Service Fund

Category		2017 Actual	2018 Budget	2019 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
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	897,772	945,177	945,177	-	0.00%
<b>TOTAL REVENUES</b>		<b>897,772</b>	<b>945,177</b>	<b>945,177</b>	<b>-</b>	<b>0.00%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	889,755	840,177	840,177	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	-	-	-	-	0.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	168,697	105,000	105,000	-	0.00%
6900	Transfers	-	-	-	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>1,058,452</b>	<b>945,177</b>	<b>945,177</b>	<b>-</b>	<b>0.00%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>(160,680)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

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 2017 actual to 12/31/2019 projected.

### Budgeted Fund Balance Comparison 2017-2019

Fund	Actual 12/31/2017	Budgeted Fund Balance 2018 Changes	Budgeted 12/31/2018	Budgeted Fund Balance 2019 Changes	Projected 12/31/2019
<b>Operating Budget</b>					
General Fund	\$23,987,508	-	\$23,987,508	-	\$23,987,508
Road & Bridge	3,834,364	-	3,834,364	-	3,834,364
Health & Human Services	10,758,752	-	10,758,752	-	10,758,752
<b>Other Funds</b>					
Ditch Fund	(25,062)	-	(25,062)	-	(25,062)
Water Management Organization	284,368		284,368		284,368
Buildings CIP	3,079,612	-	3,079,612	-	3,079,612
Parks & Trails CIP	3,162,923	-	3,162,923	-	3,162,923
Road & Bridge CIP	13,379,242	-	13,379,242	-	13,379,242
Debt Service	12,710,587	-	12,710,587	-	12,710,587
Regional Rail Authority	88,772	-	88,772	-	88,772
<b>Total</b>	<b>\$71,261,066</b>	<b>-</b>	<b>\$71,261,066</b>	<b>-</b>	<b>\$71,261,066</b>

#### 2018 Fund Balance Changes

- None

#### 2019 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 2019 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 Position. The Budget by Function/Program also provides a categorization of General Revenues based on function.

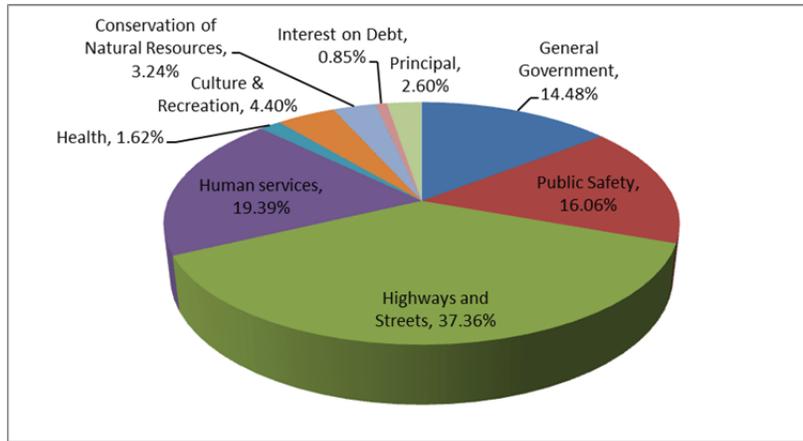
### 2019 Budget by Function/Program

	Budgeted Program Revenues				Net (Expense)/Revenue and Change in Net Position
	Budgeted Expenses	Fees, Charges, Fines and Other *	Operating Grants and Contributions	Capital Grants and Contributions	Primary Government Governmental Activities
<b>Functions/Programs</b>					
<b>Primary Government</b>					
<b>Governmental activity:</b>					
General Government	\$ 21,123,525	\$ 4,294,536	\$ 634,349	\$ -	\$ (16,194,640)
Public Safety	23,438,243	5,698,458	1,409,969	-	(16,329,816)
Highways and Streets	54,520,709	35,000	40,903,705	1,383,000	(12,199,004)
Human Services	28,286,607	3,896,539	13,696,063	-	(10,694,005)
Health	2,369,814	17,000	619,243	-	(1,733,571)
Culture & Recreation	6,425,319	526,883	572,800	-	(5,325,636)
Conservation of Natural Resources	4,733,076	2,133,550	807,364	-	(1,792,162)
Interest on Debt	1,237,916	-	-	-	(1,237,916)
Principal	3,794,284	-	-	-	(3,794,284)
<b>Total primary government</b>	<b>\$ 145,929,493</b>	<b>\$ 16,601,966</b>	<b>\$ 58,643,493</b>	<b>\$ 1,383,000</b>	<b>(69,301,034)</b>
<b>General revenues:</b>					
Property Taxes					58,060,422
Wheelage Tax					1,758,332
Transit Tax					3,576,799
Gravel Tax					100,000
Grants and contributions not restricted to specific programs					3,400,189
Payment in lieu of taxes					110,000
Investment income					1,546,522
Miscellaneous					748,770
Total general revenues					69,301,034
Budgeted Change in Net Position					\$ -

The Budgeted Expenses exceed the Budgeted Program Revenue by \$69,301,034; the Budgeted General Revenues total \$69,301,034, 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.

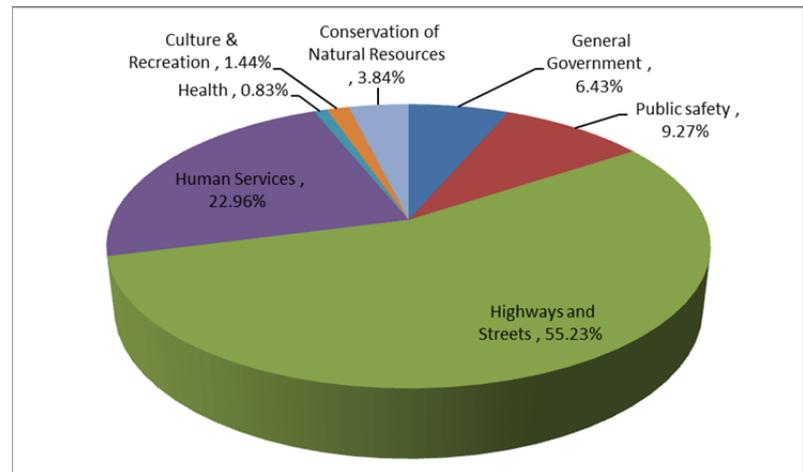
**2019 Expense by Function:**

Total Primary Government Budgeted Expenses for 2019 total \$145,929,493. As this chart indicates, the highest amount budgeted is for Highway and Streets, which comprise 37.36% of the total, followed by Human Services, which comprise 19.39% of the total. The amount budgeted for Public Safety is 16.06%, followed by General Government at 14.48%.



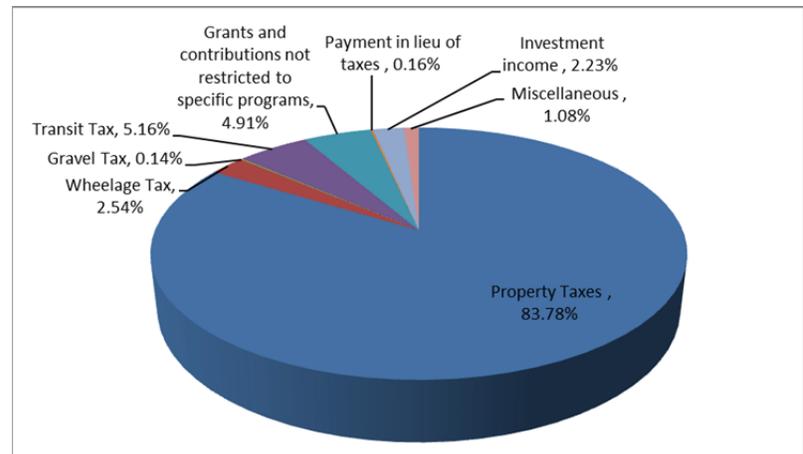
**2019 Program Revenues by Function:**

Total Primary Government Program Revenues for 2019 total \$76,628,459. As this chart indicates, the largest source of program revenue by function is for Highway and Streets, which comprises 55.23% of the total, followed by Human Services at 22.96%, and Public Safety at 9.27%.



**2019 General Revenues:**

Total general revenues for 2019 total \$69,301,034. As this indicates, Property Taxes comprise 83.78% of total General Revenue, which includes the Carver County Regional Rail Authority and Carver County Water Management Organization. This is a 4.63% increase in property taxes from the 2018 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 2016 to the 2019 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 2019 Budget.

<b>Personnel Summary Function/Program</b>	<b>2016 Year-end</b>	<b>2017 Budgeted</b>	<b>2017 Year-end</b>	<b>2018 Budgeted</b>	<b>2018 As of Sept</b>	<b>2019 Budgeted</b>
Administration	2.00	2.00	2.00	2.00	2.00	2.00
Public Services Administration	4.20	4.20	4.20	4.20	4.20	4.20
CarverLink	1.00	1.00	1.00	1.00	1.00	1.00
Property Assessment	12.00	13.00	13.00	13.00	13.00	14.00
Attorney	31.35	32.35	32.35	32.35	32.35	33.35
Property Tax, Elections, & LC	26.10	27.10	25.10	25.10	26.25	26.25
Commissioners	5.00	5.00	5.00	5.00	5.00	5.00
Facilities Management	16.00	16.00	16.00	16.00	15.00	16.00
Financial Services	7.70	7.70	7.70	7.70	7.70	8.50
HR/Employee Relations	12.00	12.00	13.00	13.00	13.20	13.20
Information Services	27.80	28.80	30.80	30.80	30.80	31.80
Land Records	5.00	7.00	5.00	8.00	8.00	8.00
Veterans Services	4.60	4.60	5.60	5.60	5.60	5.60
Land Management	5.00	5.00	8.00	5.00	5.00	5.00
<b>General Government Total</b>	<b>159.75</b>	<b>165.75</b>	<b>168.75</b>	<b>168.75</b>	<b>169.10</b>	<b>173.90</b>
Court Services/ Probation	16.10	15.60	15.80	15.80	16.50	16.50
Sheriff	160.19	160.50	161.90	161.90	163.90	163.90
<b>Public Safety Total</b>	<b>176.29</b>	<b>176.10</b>	<b>177.70</b>	<b>177.70</b>	<b>180.40</b>	<b>180.40</b>
Public Works	53.48	53.85	58.85	58.85	58.85	60.85
Social Services	212.58	217.20	216.98	216.98	219.08	220.08
Public Health Services	19.00	19.00	19.00	19.00	19.00	19.00
Library	43.75	44.90	44.39	44.39	44.00	44.00
Parks	11.41	12.03	12.15	12.15	12.15	13.40
<b>Culture &amp; Recreation Total</b>	<b>55.16</b>	<b>56.93</b>	<b>56.54</b>	<b>56.54</b>	<b>56.15</b>	<b>57.40</b>
Planning & Water and Environmental Services	23.30	23.30	23.35	23.50	23.50	24.75
University MN Extension	1.70	1.70	1.70	1.70	1.70	1.70
<b>Conservation of Natural Resources Total</b>	<b>25.00</b>	<b>25.00</b>	<b>25.05</b>	<b>25.20</b>	<b>25.20</b>	<b>26.45</b>
<b>County Total</b>	<b>701.26</b>	<b>713.83</b>	<b>722.87</b>	<b>723.02</b>	<b>727.78</b>	<b>738.08</b>

# Vacancy Turnover Allocation

## Year-End 2018 Vacant Positions Excluding Positions Eliminated for 2019 Budget

Division/Department	Vacant FTEs	Classification Title	Salary & Benefits Total
1 <sup>st</sup> Judicial District/ Court Services	1.00	Administrative Supervisor	\$105,096
Attorney's Office	0.50	Paralegal	38,074
Employee Relations	1.00	Deputy ER Director	139,420
Public Services / Library	0.45	Library Shelver	16,485
Information Technology	1.00	Senior IT Analyst	101,574
	1.00	Customer Support Clerk	65,720
<b>Public Services Division Total</b>	<b>2.45</b>		<b>183,779</b>
Property & Financial Services / Property Tax, Elections, and License Center	1.00	Taxation Services Manager	147,965
	2.50	Customer Support Assistants	126,058
<b>P&amp; FS Division Total</b>	<b>3.50</b>		<b>274,023</b>
Public Works Division/Program Delivery	1.00	Senior Civil Engineer	121,692
Sheriff's Office / Administration	2.00	Records Technician	116,784
Communications	1.00	Emergency Mgmt Coordinator	88,311
	3.00	Emergency Communications Dispatcher	220,917
Patrol	8.00	Deputy Sheriff	742,560
	0.39	Community Service Officer	21,393
	1.00	Records Specialist	68,785
<b>Sheriff's Office Total</b>	<b>15.39</b>		<b>1,258,750</b>
Health & Human Services / Administrative Support	1.00	Administrative Officer	92,425
Behavioral Health	1.00	Human Services Manager	157,985
	1.00	Senior BH Services Professional	142,142
	1.80	BH Services Professional	178,914
Child and Family	1.00	Senior Case Manager	114,780
Income Support	2.00	Human Services Program Technician	148,864
<b>Health &amp; Human Services Division Total</b>	<b>7.80</b>		<b>835,110</b>
<b>County Total</b>	<b>32.64</b>		<b>2,955,944</b>

The previous chart lists vacant FTE employee positions as of year-end 2018 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 2018 was 32.64 FTEs, which is less than the 2017 year-end total of 39.89 vacant FTEs reported in the 2018 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 \$400,000 in 2019 to \$3,755,557; the increase for 2019 was based on a three year trend in vacancy savings. This entire amount has been allocated to the departments based on the assumption that there will be vacant positions during 2019 and utilizing the vacant FTEs, as of Dec. 31, 2018, as a starting point to allocate the anticipated savings. The following chart lists the vacancy savings allocation for the 2019 Budget.

**2019 Vacancy/Turnover Savings Allocation**

<b>Division/Department</b>	<b>Allocation of Prior Year Vacancies</b>	<b>Year-End 2018 Vacant FTEs</b>	<b>Salary and Benefit Totals for 2018 Vacant FTEs</b>	<b>2019 Vacancy Allocation</b>
<b>1<sup>st</sup> Judicial District/</b> Court Services	-	1.00	\$105,096	\$100,000
<b>Attorney's Office</b>	-	0.5	38,074	50,000
<b>Employee Relations</b>	(60,000)	1.00	139,420	100,000
<b>Public Services:</b> Administration	(100,000)	-	-	-
Environmental Services	(30,000)	-	-	-
Facilities	(70,000)	-	-	-
Library	(90,000)	0.45	16,485	50,000
Information Services	(250,000)	2.00	167,294	200,000
Planning & Water Management	(80,000)	-	-	-
<b>Property &amp; Financial Services</b>				
Assessor	(100,000)	-	-	50,000
Property Tax, Elections, & License Centers	(70,000)	3.50	274,023	300,000
<b>Public Works</b>	(500,000)	1.00	121,692	500,000
<b>Sheriff's Office</b>	(1,000,000)	15.39	1,258,750	1,300,000
<b>Health &amp; Human Services</b>	(1,005,557)	7.80	835,110	1,105,557
<b>Total</b>	<b>(\$3,355,557)</b>	<b>32.64</b>	<b>\$2,955,944</b>	<b>(\$3,755,557)</b>

# Annual Budget

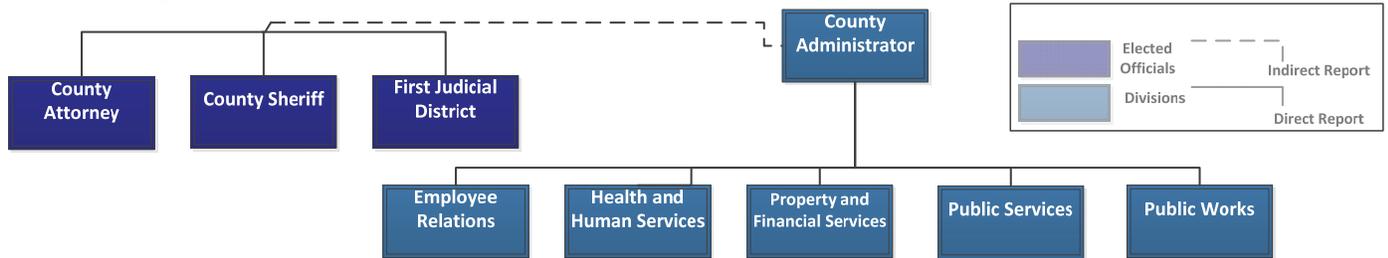


# Annual Budget



# County Administrator

# 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(914)	-	-	-	0.0%	13,408
Expenditure total	402,767	425,958	442,241	439,366	3.15%	
Levy dollars needed	401,853	425,958	442,241	439,366	3.15%	

**Levy Adjustment Targets – Budget Overview, Attachment A2** – No adjustments were recommended for the County Administrator’s \$8,717 target. Cost increases in membership dues and professional services are expected to increase by approximately \$4,000. These increases are being offset by reductions in other line items resulting in no change from the 2018 levy need for non-personnel costs. The difference between the 2019 requested and 2019 approved is due to the OPEB contribution change made by the County moving to an Irrevocable trust (Attachment A1).

**Conference & Training—Budget Overview, Attachment F**— Requested conference and training for 2019 is the same as 2018 and includes \$4,100 for the following conferences: AMC, MACA, MCMA, MICA, the national NACo or ICMA conference, and miscellaneous one day conferences.

There were 2.00 Full-Time Equivalent (FTE) employee positions in the County Administrator Division in 2018. No change in FTEs is being requested for 2019.

<b>County Administrator's Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
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 2017 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 2018-2019, the County Administrator will focus on the following specific activities in order to achieve those goals.

<b>Division Goal I</b>	
<b>Transportation:</b> Continue guiding communications and decisions related to funding transportation projects through 2019 including increased efforts to leverage County dollars to obtain additional State and Federal funding.	
<b>Performance Measures:</b> Prioritization and implementation of transportation projects and acquisition of increased external funding.	
<b>Tasks</b>	<b>Progress to Date</b>
Work with Public Works Director to develop and implement strategies including hiring a federal lobbyist.	Implemented new sales and increased wheelage taxes.
<b>Division Goal II</b>	
<b>Finances:</b> Develop a 2019 budget with a goal of maintaining service levels while holding the tax impact on the average value home to the rate of inflation or lower and maintaining our AAA credit rating.	
<b>Performance Measures:</b> Board adoption of a 2019 budget and Long-Term Financial Plan to the Board. Maintenance of AAA credit rating.	
<b>Tasks</b>	<b>Progress to Date</b>

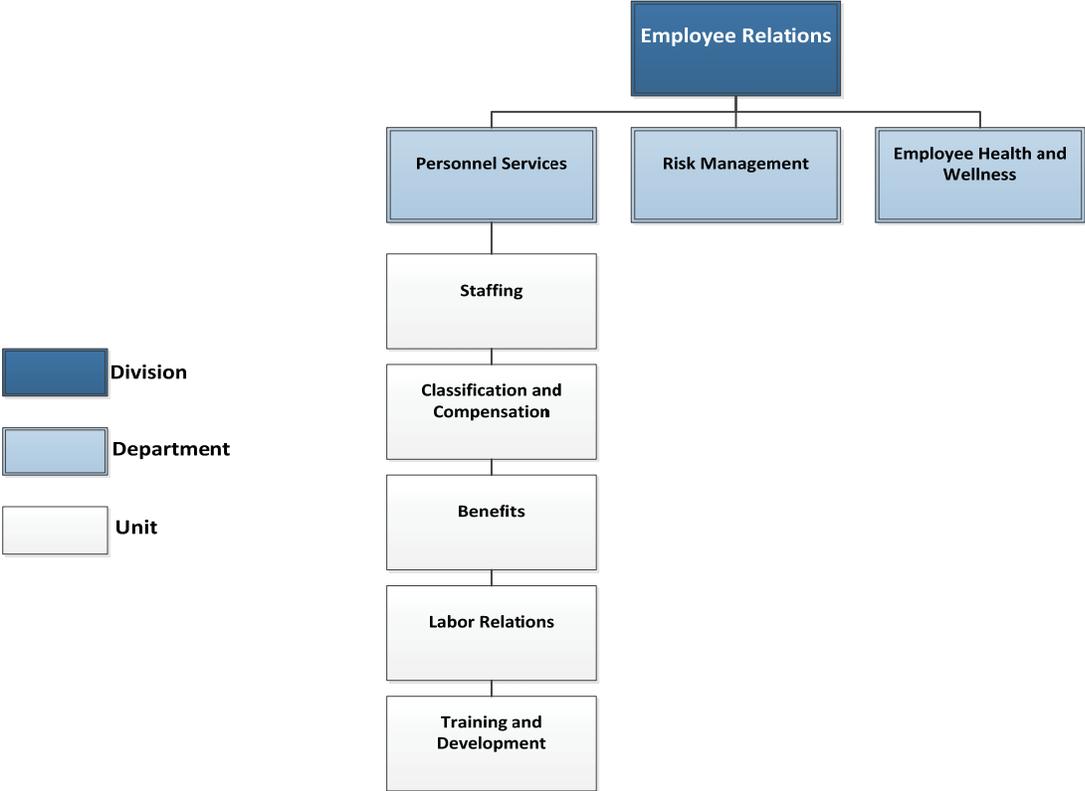
Present a 2019 budget holds the tax impact on the average value home to the rate of inflation.	2019 Budget tax impact on average value home is 3.8%.
<b>Division Goal III</b>	
<b>Organizational Culture:</b> Guide strategic approaches to continuing efforts to improve organizational culture including implementing best practices related to pay for performance and evaluation systems and overseeing the development and implementation of a management philosophy document.	
<b>Performance Measures:</b> Updated revisions to our performance systems and creation of a management philosophy document.	
<b>Tasks</b>	<b>Progress to Date</b>
Continue reviewing and implementing pay for performance and evaluation system best practices. Hire consultant to assist with management philosophy document.	Significantly updated pay for performance and evaluation systems.  Prepared draft management philosophy request for proposal.
<b>Division Goal IV</b>	
<b>Court Services Employee Status:</b> Oversee the transition of Court Services State employees to County employee status by the end of 2019.	
<b>Performance Measures:</b> Completion of transition.	
<b>Tasks</b>	<b>Progress to Date</b>
Transition Court Services State employees to County employee status.	Reviewed options related to transition.
<b>Division Goal V</b>	
<b>Service Delivery Plan:</b> Guide facility planning issues including Board decisions related to implementation of the comprehensive space study. Guide the expansion of the newly purchased Mental Health Wellness Facility and prepare for a 2019 opening.	
<b>Performance Measures:</b> Finalization of the service delivery plan and completion of design stage of Wellness facility.	
<b>Tasks</b>	<b>Progress to Date</b>
Complete comprehensive space study. Develop security policies and provide training on security.	Completed comprehensive space study. Security policies are being developed and training is being implemented and conducted.



# **Employee Relations**

# 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(247,550)	-	-	-	0.00%	97,680
Expenditure total	1,595,190	1,836,509	1,935,428	1,934,189	5.32%	
Levy dollars needed	1,347,640	1,836,509	1,935,428	1,934,189	5.32%	

To support continued investment in countywide employee and leadership training and development, the Employee Relations Division recommended an addition of \$10,000 budgeted funds for countywide training. Professional development and educational opportunities are a critical component to attract and retain a well-qualified and high-performing County workforce.

An increase of \$11,000 was requested in the Professional and Technical Fees for Services line, to cover the cost of a Learning Management System (LMS) which couples with the County's existing performance management software. The LMS technology would provide a platform for Employee Relations to assign, track, deliver, and manage employee training data and processes. This would replace current manual tracking processes, as well as taking the place of two online training subscriptions presently used to meet this need. Employee training data would be readily available within the system County supervisors use to complete employee performance evaluations, facilitating a more efficient review process.

An addition of \$10,000 was requested in Professional and Technical Fees for Services to increase the amount budgeted for arbitration costs. The County saw an increase in the number of grievances, and in those situations moving forward to arbitration, leading up to and following the Janus versus AFSCME Supreme Court Decision. It is anticipated this trend may continue.

**Levy Adjustment Targets – Attachment A2 –**

To meet the levy adjustment targets of **\$56,953**, the Employee Relations Division would have needed to eliminate all but the most necessary and mandated countywide training. This difficult budget decision could negatively impact morale and employee retention efforts. Meeting the levy adjustment target would also eliminate the funding requested for a Learning Management System (LMS) to more effectively manage employee data. Further, a number of significant cuts would need to have been made in the Employee Wellness Program which could impact employee health and productivity, long-term group healthcare costs for the County, as well as taking its toll on employee morale, attraction, and retention. It was recommended by the County Administrator and approved by the Board to not reduce wellness, county wide training, or LMS.

**Conference & Training—Attachment F—**There are no significant changes to the Conferences and Training Budget of **\$13,200** for the Division.

Current FTE total is 13.20; no additional requests were made for 2019.

<b>Employee Relations Division Staff</b>					
<b>Positions:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Administrative Assistant	1.00	1.00	-	-	1.00
Deputy Director of ER/ Labor Relations Manager	1.00	1.00	-	-	1.00
Employee Relations Business Partner	4.00	4.00	-	-	4.00
Employee Relations Coordinator	1.00	1.00	-	-	1.00
Employee Relations Director	1.00	1.00	-	-	1.00
Employee Relations Senior Advisor	-	0.20	-	-	0.20
Employee Relations Senior Business Partner	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
<b>Division Totals</b>	<b>13.00</b>	<b>13.20</b>	<b>-</b>	<b>-</b>	<b>13.20</b>

### **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 on-boarding 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-term 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. In addition, the County supports several labor management committees to facilitate open communications between labor and management, and to build positive labor relations.

- **Training & Development:** Developing, delivering and coordinating leadership and employee training and development programs. Conducting and coordinating the annual support staff conference, providing safety training, harassment and discrimination prevention, respectful workplace practices, customer service, diversity and inclusion, leadership development, and performance management process 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, education, and incentives to encourage employees and their families to improve overall lifestyle and whole person well-being 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.

### *2018/2019 Goals, Objectives and Performance Measures*

#### **Continue to Build on Investment in County Staff, Organizational Training & Leadership Development –**

- Employee Relations continues to build on training investment and educational opportunities as a key to positive organizational culture and successful attraction and retention of an engaged, knowledgeable, and effective County workforce.
- Areas of focus for workforce development and educational opportunities include training for leadership and staff in the areas of performance management, customer service, respectful workplace/culture of workplace civility, diversity and inclusion, leadership development, safety training, accountability, budget and finance, and various additional offerings.
- Implementation of Learning Management System (LMS) technology in 2019 will further support the focus on employee growth and development. The new LMS will allow Employee Relations and management to more effectively assign, manage, track, and evaluate employee training and learning objectives.

#### **Performance Based Culture & Pay-for-Performance –**

- 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 five years' annual review cycles, demonstrating the enhanced focus on performance management across the organization.

- Continued investment in the development and improvement of the pay-for-performance program and a performance based culture are ongoing areas of focus.
- With the last cycle of annual performance evaluations, Employee Relations implemented various updates to streamline the performance management process, with a focus on effective engagement and communication between employees and their supervisors, while reducing administrative process. These changes were well-received overall by employees and management.
- Employee Relations will continue to monitor organizational engagement in the performance management process, provide related training to support and develop its success, and implement adjustments designed to achieve results and continually improve the organization's performance based approach.

#### **Ensuring a Solid Workforce - Classification & Compensation –**

- A comprehensive organization-wide classification and compensation study was recently completed, and implementation was successfully negotiated in alignment with Board guidance, for the 2017-2018 union contract agreements.
- Objectives achieved through this project included ensuring a fair and equitable classification structure and compensation approach, and positioning the County to provide a competitive overall compensation package to attract and retain a well-qualified workforce.
- Ongoing objectives include application of consistent methodology when evaluating new jobs and those that reflect significant changes as the organizational structure is developed to best meet County service requirements. Employee Relations continues to monitor market and compensation data in order to recommend adjustments as needed to maintain an equitable and competitive classification and compensation structure.

#### **Building Efficiencies through Technology –**

- Employee Relations, Finance, and IT team members continue to work toward completion of a successful implementation process for the Human Resource Information System (HRIS), payroll, and time and attendance systems. The new system is planned to go live in 2019.
- Best practices and process/workflow improvements will be incorporated throughout the implementation process to improve management of ER and payroll data, streamline workflow and enhance capabilities and service.
- The new technology system will enhance data management and analysis capabilities, streamline workflow, and increase staff efficiency with regard to required reporting, gathering and tracking of data, exchange of information, and in the provision of employee and manager self-service.

#### **Employee Benefits Management and Wellness –**

- Through the County's most recent 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 were secured with Health Partners, continuing with a fully-insured model. As a result of the last RFP process and the County's ongoing efforts to improve employee benefits education and wellness to positively impact group experience rates, the County recognized an overall health insurance premium rates decrease of 15% for 2017 along with rate cap guarantees provided during the subsequent four years including caps at 6% for 2018, 7% for 2019, 8% for 2020, and 9% for 2021.

- Overseeing effective communications and continuing employee educational efforts in the areas of health and wellness, and benefits utilization, continue to be part of Employee Relations' ongoing strategy to manage the rising costs of healthcare.
- Developing a workplace environment that supports healthful choices and engages employees to achieve their best potential health outcomes continue to be strategies the County will employ to ensure a positive workplace culture, build employee engagement, attract and retain employees in a competitive labor market, and control long-term group health insurance costs.
- Employee Relations will continue to monitor group aggregate experience data and health insurance trends and developments, and analyze options to manage the challenge of rising health insurance costs, felt nationwide.

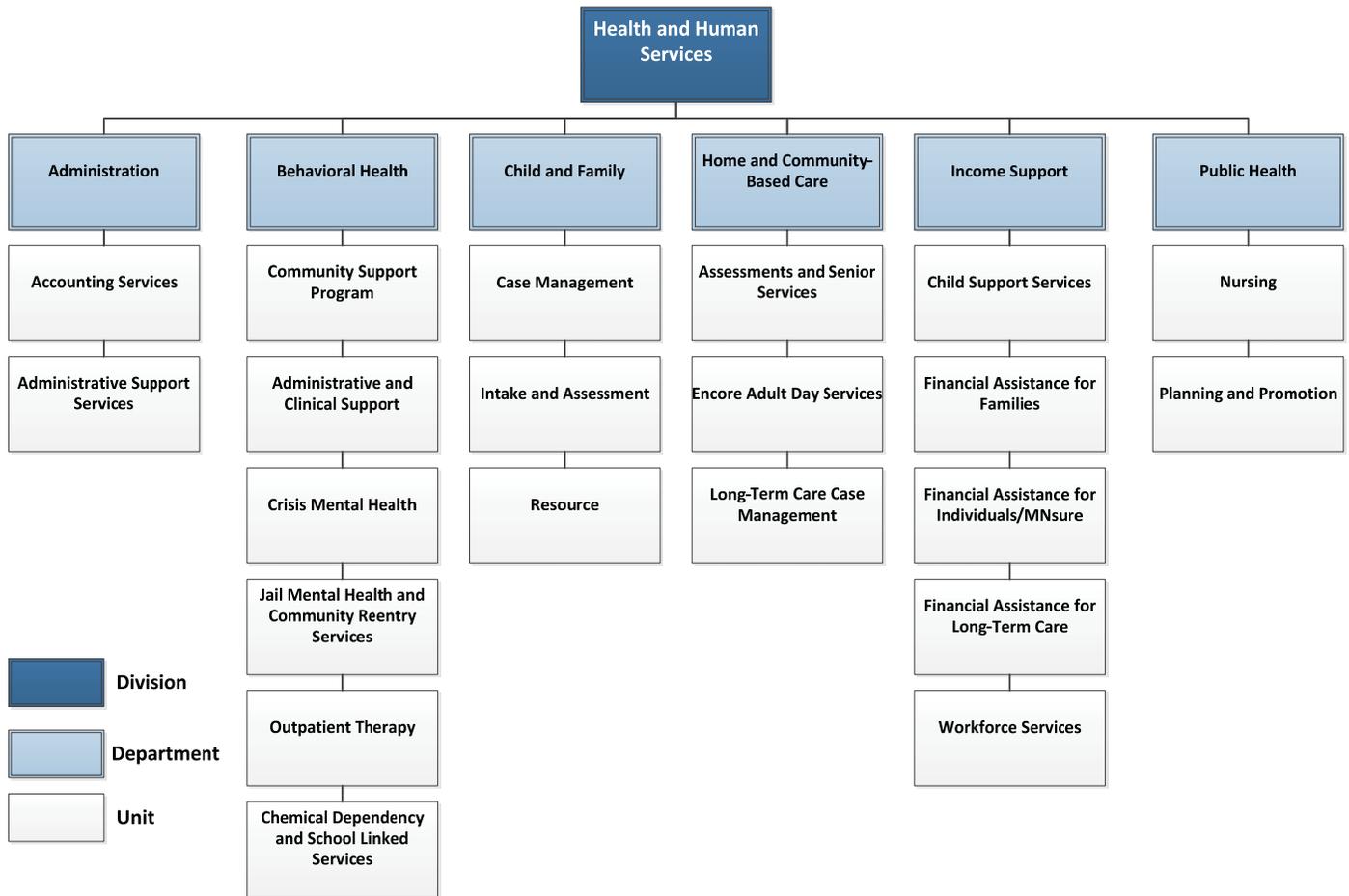
**Organizational Culture & Leadership Philosophy –**

- 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. Establishing and reinforcing an approach that supports these objectives is of great importance.
- During the upcoming year, Employee Relations will work collaboratively with organizational management to define and establish a County leadership philosophy, informed by best practices and representative of organizational values, to serve as a guide in shaping and influencing organizational culture.
- Objectives of this work include fostering culture and practice among all levels of management in which individuals develop and implement a practical understanding of the ways in which they can personally influence organizational culture for greater success.



# **Health and Human Services**

# 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(20,663,602)	(18,489,374)	(17,885,127)	(18,027,779)	-2.50%	1,311,454
Expenditure total	29,193,039	29,776,562	30,044,397	30,626,421	2.85%	
Levy dollars needed	8,529,437	11,287,188	12,159,270	12,598,642	11.62%	

**Attachment A1 and A2-Levy Adjustment Targets –\$350,030** The Division has a \$215,970 levy need. There are cuts being recommended in this request along with revenue cuts and increased service needs that are unavoidable creating the net levy request. There are also levy adjustments that are not being recommended by the Division in order to get closer to the initial levy target, see Attachment A2 for more detail. The levy adjustments not recommended by the Division were also not recommended by the Administrator or adopted by the Board.

As in 2018, one of the most significant challenges in 2019 will be the continuing rise in out of home placements for abused and neglected children. Children in out of home placements have doubled over the last few years. We have worked hard in 2018 to slow the rate of growth in out of home placements, and they appear to look as though the placement rate will level off in 2019. Still, this has led to a significant additional cost for placements, and has further stretched the capacity of staff to deal with this crisis.

The Division also faced some other significant work challenges. Pressure continues in the Income Maintenance Department due to ongoing problems with the METs system, and legislative changes at both the state and federal level, such as proposed work requirements for SNAP and Medicaid recipients. Also, the necessity of the Home and Community Based Care Department to respond to ever increasing caseloads due to the Olmstead Decision by increasing staff to meet the demand.

The Divisions second most significant revenue source will experience rate cuts again for 2019, and the State reduced our Crisis Grant allocation by \$271,000.

These challenges have led to two significant budgetary impacts for 2019. First is the need to increase staffing in key departments to meet the increased service need requirements, and in budgeting in the longer term for higher out of home placement costs.

The following chart summarizes the staffing requests for 2019.

<b>Health &amp; Human Services Staff</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
<b>Unit/Department:</b>					
Administrative Services	18.00	18.00	2.00	2.00	20.00
Behavioral Health	67.23	66.73	(1.00)	(1.00)	65.73
Child & Family	40.45	40.45	0.50	-	40.45
Home & Community-Based Care	42.50	45.10	-	-	45.10
Income Support	48.80	48.80	-	-	48.80
Public Health	19.00	19.00	1.00	-	19.00
<b>Division Totals</b>	<b>235.98</b>	<b>238.08</b>	<b>2.50</b>	<b>1.00</b>	<b>239.08</b>

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 2019 to continue this process which is already showing positive results. This is now included within the Public Works request (*See Budget Overview- Attachment D.*)

Technology hardware needs to be replaced to maintain compatibility and efficiency with our

software platforms. This is estimated at \$30,000 annually, but included in the 2019 budget as one-time funding. Also included is \$30,000 towards the Kitchen Remodel at 1<sup>st</sup> Street Center. (See *Budget Overview- Attachment E*)

Continuing education and training is crucial, for 2019 \$114,672 is budgeted for the full division (See *Budget Overview- Attachment F*)

### ***Accomplishments and Goal Setting***

The Health and Human Services Division has worked hard in meeting the increased service demands experienced in every department. We continue to realize increased efficiencies due to technology systems investments. These investments have significantly slowed the FTE growth of the division.

In 2018 the Behavioral Health Department has successfully implemented a new electronic records management computer system. This has led to a significant increase in efficiency over the current outdated system. The behavioral Health Department has also implemented tele psychiatry services. This will enhance both service delivery and revenue generation.

As we continue to grow as a division, we are out of physical space. The Division will be engaged in aggressively looking to utilize all available space. Addressing space needs through the space plan will be an important consideration in 2019.

A major focus in all Departments will be on how to leverage these system efficiencies in order to capture the maximum amount of earned revenue, and contain costs. Only by growing our current service level will the Division be able to fulfil 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. Efficiencies across these units have been implemented to meet the needs of the HHS growth and to ensure quality customer service is provided both internally and externally.

The department ended 2018 with 18.00 FTEs. A 1.00 Accounting Supervisor and a 1.00 Social Services Director was requested for 2019 and approved as the following table indicates:

<b>Administrative Support Department Staff Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Accountant Technician	6.00	6.00	-	-	6.00
Accounting Manager	1.00	1.00	-	-	1.00
Accounting Supervisor	-	-	1.00	1.00	1.00
Administrative Assistant	3.00	3.00	-	-	3.00
Administrative Officer	1.00	1.00	-	-	1.00
Administrative Representative	5.00	5.00	-	-	5.00
Health & Human Services Director	1.00	1.00	-	-	1.00
Information Technology Coordinator	1.00	1.00	-	-	1.00
Social Services Director	-	-	1.00	1.00	1.00
<i>Department Totals</i>	<b>18.00</b>	<b>18.00</b>	<b>2.00</b>	<b>2.00</b>	<b>20.00</b>

**1 FTE Accounting Supervisor-** Due to budget constraints it was necessary to eliminate the Accounting Supervisor position as a cost savings measure to assist the division in balancing the 2018 budget. At the time, the division experienced a number of new management staff and all areas of the accounting workload needed to be reviewed and refined by the manager. Due to the continued growth of the division, added grants, reporting, audits and high level of oversight that is needed, it has been determined that the Accounting Supervisor position is a definite necessity needed to relieve the Accounting Manager of the daily workload supervision and to allow time for policy, planning and budget analysis.

**1 FTE Social Services Director-** Increased need for additional administrative support to respond to staff growth and increasing complexity, level of regulation, and compliance requirements. This deputy director position will report to the HHS Division Director, and have oversight of the three social service Departments.

## **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.

For 2019, the division requested eliminating a 1.00 CD Assessor (Social Worker). (See Attachment B.) The changes in department staff is outlined in the following table:

<b>Behavioral Health Department Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Accountant Technician	3.00	3.00	-	-	3.00
Accounting Supervisor	1.00	1.00	-	-	1.00
Adult Mental Health RN/ Case Manager	1.00	1.00	-	-	1.00
Behavior Health Manager	1.00	1.00	-	-	1.00
Case Aide	1.00	1.00	-	-	1.00
Case Management Associate	1.00	1.00	-	-	1.00
Case Management Associate II	0.88	-	-	-	-
Case Management Sup- School Link	1.00	2.00	-	-	2.00
Clinical Director	1.00	1.00	-	-	1.00
Clinical Social Worker	1.00	1.00	-	-	1.00
Clinical Support- Administrative Rep	1.00	-	-	-	-
Community Support Supervisor	1.00	1.00	-	-	1.00
Crisis Program Supervisor	2.00	1.00	-	-	1.00
Crisis Therapist	10.30	10.00	-	-	10.00
Crisis Therapist (On-call)	0.40	0.40	-	-	0.40
Health Care Navigator	1.00	1.00	-	-	1.00
Health Services Nurse- Psychiatry	1.00	1.00	-	-	1.00
HHS Administrative Assistant	1.60	3.00	-	-	3.00
Housing Manager	1.00	1.00	-	-	1.00
Jail Re-entry Program Coordinator	1.00	1.00	-	-	1.00
Nurse Practitioner- Psychiatry	1.00	-	-	-	-
Psychologist	2.00	2.00	-	-	2.00
Psychotherapist	4.00	4.00	-	-	4.00
Social Worker	12.80	14.08	(1.00)	(1.00)	13.08
Therapist	15.25	15.25	-	-	15.25
<i>Department Totals</i>	<b>67.23</b>	<b>66.73</b>	<b>(1.00)</b>	<b>(1.00)</b>	<b>65.73</b>

The following staffing adjustments were made for 2019:  
**Eliminate vacant 1.00 FTE CD Assessor (Social Worker)**

### **Outpatient Mental Health Program**

#### **Description**

The Outpatient Mental Health Unit provides psychotherapy and psychiatry services to residents

of Carver County.

The Behavioral Health Department has been engaged in an extensive review and renegotiation of contracts with the major insurers. Rates for services will increase, which will lead to higher rate of return for services rendered.

The Outpatient unit faced a challenge in losing our psychiatric nurse practitioner and being unable to fill that position. The existing psychiatry providers have been willing to extend their hours to help with the psychiatry need. This loss has greatly impacted both access to psychiatry for people who need the service but also negatively impacted our revenue production.

### **Goals and Objectives for 2019**

The primary goal of the Outpatient unit is to increase access to both psychiatry and psychotherapy services at First Street Center, as well as increase our rates of reimbursement for services.

One way we have expanded services for psychiatry, given the difficulty of finding a psychiatric nurse practitioner, is to implement telehealth services. The Department has entered into a contract with Innovatel to offer tele psychiatry services from First Street Center. Patients are now able to use this service which began in late summer 2018. This will allow for full psychiatry service in 2019 and corresponding revenue which has not been realized for two years.

Additionally, we have successfully implemented a new electronic health records system for all of Behavioral Health. This will allow us to work more efficiently, timely and also create reports that can help inform the direction of our work. The Outpatient unit has been leading the change but the system will be implemented across the entire department.

### **Measures/Accomplishments**

The unit's Clinical Director has set a tone of renewed focus on productivity, revenue production and quality of service. This is operationalized by implementing telehealth, filling as many open slots as possible in the outpatient providers' schedules, promoting therapists to continue their education through workshops, seminars and conferences and looking for ways to optimize the use of electronic medical records.

### **Crisis Program**

The Crisis Program includes 24/7 telephonic and mobile crisis response. This is a collaboration between Carver, Scott and McLeod Counties.

The Crisis Program is the most proficient program in the State at billing and collecting third party revenue. 2019 will be the first full budget cycle after the split with Scott County, and the impact on revenue generation is unclear.

### **Goals and Objectives for 2019**

The biggest shift we see for 2018 is the separation of Scott County from our crisis program. Additionally, the State has gone to a two year grant cycle for the first time in 2019. The State has indicated that additional funds for state wide crisis program grants will not be forthcoming from the State as resources get stretched increasing thin as the program grows statewide.

McLeod County's crisis program continues to grow in a measured manner. Carver County fully

took control of the crisis phone line for McLeod County in 2016 and we have hired four crisis therapists to provide mobile crisis services. In addition to two STOC Crisis Therapist, we have hired two full time therapists.

An additional goal in 2019 for the crisis program will be to enhance its presence with Law Enforcement. This will include assisting with 911 dispatch, and responding to crisis situations with Law Enforcement officers. If current staffing levels in the program decrease, this initiative will be difficult if not impossible to implement.

### **Measures/Accomplishments**

The Crisis Program continues to respond to multiple requests per day to provide in-person crisis assessments. Program will work to maintain revenue for 2019 at 2018 levels, and increase community and Law Enforcement crisis responses.

### **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 Medial Assistance.

### **Goals and Objectives for 2019**

The primary goal for 2019 for the Rule 25 Chemical Health Assessment unit is to start moving toward electronic documentation. We will be using a new electronic medical record for Behavioral Health near the end of 2017 and Rule 25 Assessments will be a part of that. Substance Use Disorder Services (SUDS) reform will also be initiated requiring replacement of the current Rule 25 Assessment with the new Rule 31 Comprehensive Assessment with two years. The program will have to address other changes as well as the State rolls out new requirements thought 2019.

### **Measures/Accomplishments**

The Rule 25 unit will work to continue to serve clients in need of chemical health assessments, and implement SUDS reform changes.

### **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. The Jail Mental Health Program provides inmates with prerelease coordination, as well as mental health services in the jail provided by the outside vendor, MEND.

### **Budget Highlights**

The jail psychologist position was replaced last year with a contract with MEND to provide onsite mental health services to inmates. The jail staff report being very satisfied with the services provided by MEND. We anticipate this contract continuing through 2019.

### **Goals and Objectives for 2019**

A goal for 2019 is to integrate the mental health services provided by MEND into the Behavioral Health Departments electronic health records system, and to use that integration to increase the continuity of care for inmates upon release.

### **Measures/Accomplishments**

The measure of most significance is to reduce the rate of recidivism of inmates. Another measure is to see a reduction in Crisis Program responses to the jail.

### **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**

No significant budget issues related to this position/program. In 2018 the program was awarded a competitive grant for a coordinator to serve clients facing housing issues who also have mental health concerns. This grant was renewed for 2019. In addition, a grant was awarded to our program for an additional coordinator to serve clients with other disabilities.

### **Goals and Objectives for 2019**

One of the goals for the Housing Services unit is to continue working with a system called Coordinated Entry. 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 (CAP agency, Carver CDA) to continually build stronger professional relationships in order to best serve the residents of Carver County.

### **Measures/Accomplishments**

Carver County's Housing Coordinator was instrumental in leading the charge for Coordinated Entry and continues to play a vital role in maintaining and facilitating communication among a continuum of agencies and organizations that focus on housing issues as well as being vital to the transition to a regional approach. The Housing Coordinator has also facilitated the expansion of Supportive Housing units in the County.

### **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**

When the state hospital determines that a client no longer meets “medical necessity” for residential treatment setting, the County is then responsible for an increased portion of the cost until the person is discharged from the hospital to an appropriate setting. This includes Anoka Metro Regional Treatment Center (AMRTC), Minnesota Sexual Offender Program (MSOP), and St. Peter Security Hospital for those committed as Mentally Ill and Dangerous. This cost shift will continue in 2019.

The State has effectively “cost shifted” part of their traditional expense to the Counties and this could be a tremendous additional cost for us. For CY2019, the Division is budgeting \$250,000 for these state inpatient services. This is lower than previous years and more in alignment with the true cost the past few years.

### **Goals and Objectives for 2019**

Primary goals for 2018 include continuing to implement person-centered protocols into the work of the unit as mandated by the Olmstead Plan, ensuring that people who are eligible for adult mental health services will 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.

### **Measures/Accomplishments**

The Adult Mental Health unit continues to build out a more customized and community-centered approach to developing and delivering services since the separation from Scott County. The Carver Adult Mental Health Initiative has implemented a community needs assessment. The purpose of the assessment is to align the needs of the community with what the intuitive is doing.

### **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 Reunification, Child Welfare, Foster Care and Adoption.

The Child and Family department is in need of an additional Social Worker II in 2018 for several critical issues. The first one is that child protection assessments have doubled since 2016 while the state recommends that the county maintain a social worker/family ratio of 1:12. With the influx in new child protection assessments that have greatly increased, Child and Family’s ratio of worker to cases has gravely exceeded the state’s recommendation. In addition, the opioid crisis has increased case complexity and court involvement all requiring more staff effort.

The following table shows the staffing request for the department:

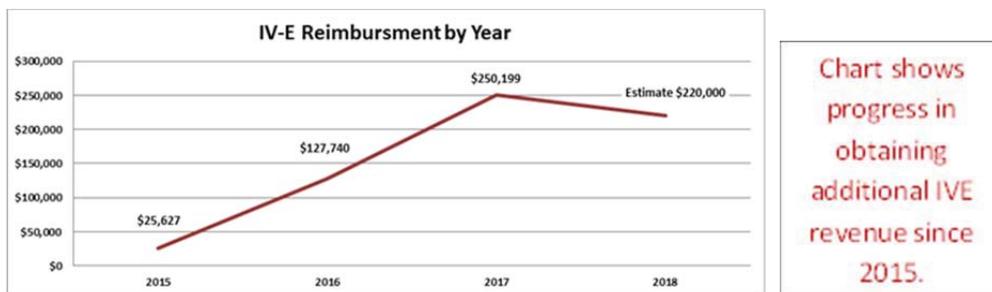
<b>Child and Family Department Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Case Aide	2.00	2.00	-	-	2.00
Child/Family Manager	1.00	1.00	-	-	1.00
Child/Family Supervisor	4.00	4.00	-	-	4.00
Senior Social Worker	3.00	3.00	-	-	3.00
Social Worker	30.45	30.45	0.50	-	30.45
<i>Department Totals</i>	<b>40.45</b>	<b>40.45</b>	<b>0.50</b>	-	<b>40.45</b>

**0.50 FTE- Social Worker-** The 0.50 FTE will be used to make an existing FTE a 1.00 Social Worker. This position will support, find, and license foster care providers for children and adults in foster care. In addition, must conduct home studies for other counties placing children within Carver County. This position was not approved in the 2019 budget.

**Accomplishments and Goal Setting-**

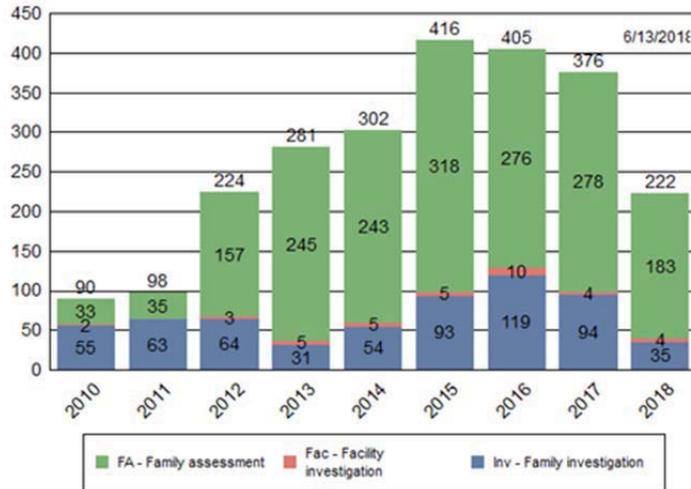
The Child and Family Mission Statement is to provide for the safety and wellbeing of children and their families within the community in a proactive, family centered, culturally sensitive and strengths-based manner.

The goals of the department are to increase our cultural awareness, ensure that children are safe and in the least restrictive placement option, increase our efficiency through the use of technology, increase our resource families, and increase revenue.



Carver has experienced three major increases in services in the following areas which has impacted our budgetary process: Treatment Foster Care, Extended Foster Care Youth and Family Assessment. The state of Minnesota has experienced an increase in child protection assessments overall and Carver is no different. This increase has impacted our Family Assessment Budget. We are currently on track to surpass the number of Child Protection assessments completed in 2017. As the chart below shows, 82% of all assessments are on the Family Assessment Track.

## Child Maltreatment Assessments



2018:  
Estimated to  
be at 450  
child abuse

Even though the department has worked hard at new initiatives such as the establishment of the Placement Committee to prevent placement, children are still requiring placement at times. This trend appears to be impacted by parental drug use, children choosing to stay in Extended Foster Care once they age out of the system from ages 18 to 21 years as well as the continued delay in the Northstar Assistance program which provides funding to resource families who are caring for the children as a permanent placement.

## Children Entering Placement

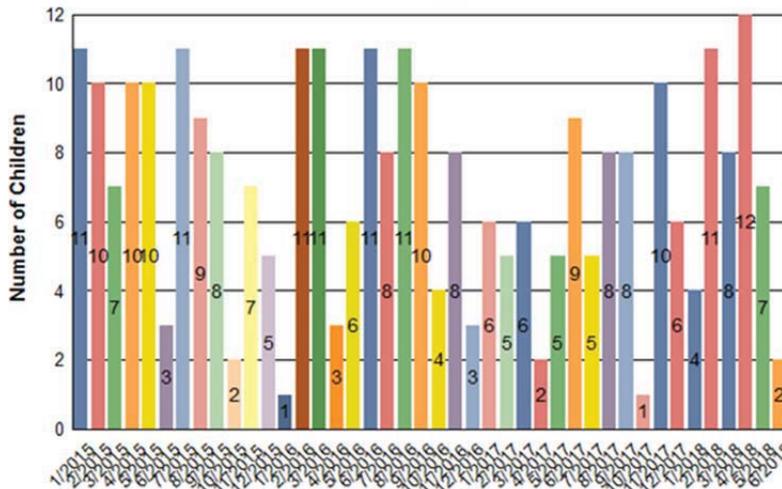


Chart shows number of children entering placement monthly since January 2015 to present.

As Carver County’s population has grown, we have had an increased need for specialized foster care to meet children’s mental health needs. The children we are placing are younger, have more complex needs and many of these children have been diagnosed with Reactive Attachment disorder as well as a multitude of other diagnoses that are difficult to manage in any home. Historically, these are the children that would be placed in residential treatment; however, the agency is working hard to maintain the children in family settings which are more cost effective

and better for the children.

In the last 3 years, 65% of Carver's children in placement have been in a relative/kin resource family. This percentage surpasses the federal standard of 35.7% or greater. Placing children with their family or kin is best for the children but requires additional staff time to license and support these families. Over the last few years, the number of non-relative resource families has decreased due to many resource families retiring after years of service, permanency being established with children placed in their home or the discovery that foster care isn't a good fit for their own family. As a result, the department will be asking for an increase in licensing support in 2019 to increase a part time worker to full time status. In order to meet the county's need, the county has developed a partnership with other private agency resources to include a partnership with local churches to assist with unmet support and social needs for foster homes.

As the county has experienced the need for more resource families, the Resource Unit is working hard to recruit and to retain current resource homes for our children. Additional resource families will decrease placement costs, provide more placement stability and increase retention of current families. Current retention efforts include continuing the Foster Parent Support Group, improving communication, and building partnerships with local organizations that have interest in supporting foster parents. In addition to the usual recruitment efforts, Social Media is being used to recruit additional resource families that may not be seeing our typical recruitment venue. We encourage you to Share and Like the new Facebook Site which can be found at this location: <https://www.facebook.com/CCFosterCare/> .

### **Home & Community-Based Care Department:**

The Home and Community Based Care (HCBC) Department provides state and federally mandated services to clients of all ages and a wide range of disabilities. The intent of services is to prevent a more restrictive and expensive institutional placement by providing individualized supports that assist clients to live in their community. The services provided to clients are primarily funded through Medical Assistance (MA) waiver programs. Waiver programs allow MA funding to pay for direct service supports associated with the activities of daily living a client requires to live in the community. Since MA is a government funded program only a governmental entity can be responsible for determining eligibility, authorizing access, and monitoring to ensure services are being provided according to rules and regulations.

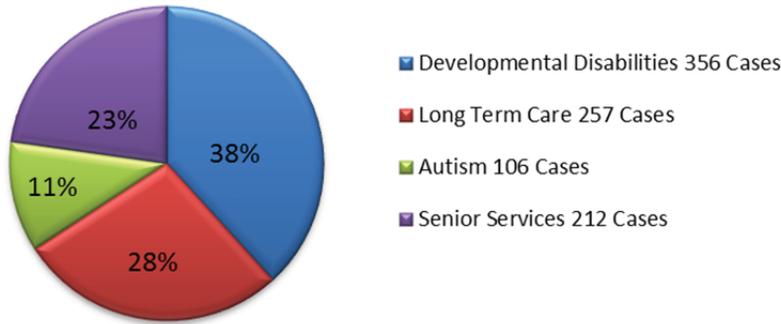
The staffing for the department is as follows:

<b>Home &amp; Community Based Care Department Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Case Aide	2.00	2.00	-		2.00
HCBC Manager	1.00	1.00	-		1.00
HCBC Supervisor	4.00	4.00	-		4.00
Program Technician	3.00	3.20	-		3.20
Senior Social Worker	1.00	1.00	-		1.00
Social Worker	30.50	32.90	-		32.90
Therapeutic Recreation Specialist	1.00	1.00	-		1.00
<i>Department Totals</i>	<b>42.50</b>	<b>45.10</b>	-		<b>45.10</b>

The HCBC Department is responsible for determining program eligibility, assessment, providing case management services, and investigation of vulnerable adult maltreatment reports. These responsibilities and purpose are reflected in the Departments mission statement: To enhance the lives of clients through services that are proactive, community based, and consumer driven. Department case managers assist clients in accessing necessary services by informing clients of service options, developing service plans that reflect client preferences, and monitoring service delivery to ensure health and safety needs are met.

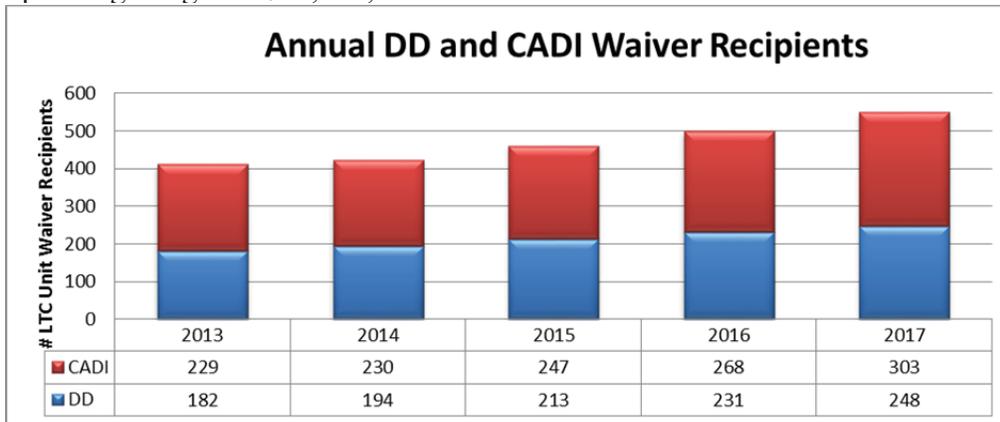
The HCBC Department is comprised of the Long Term Care Unit, the MnChoices Assessment Unit, the Senior Services Administrative Case Management Unit, and the Encore Adult Day Service, Adult Protection, and Autism Spectrum Disorders Unit. Client groups served include the elderly, autism spectrum disorders, developmentally disabled, physically disabled, and brain injury clients. At any given time there are approximately 950 open cases in the Department. Annually the Department works with approximately 1,400 individual cases. As of January 1, 2018 there were 931 open cases in the Department; 356 opened for Developmental Disabilities case management, 212 opened for Senior Services case management, 257 opened for Long Term Care case management, and 106 opened for Autism Spectrum Disorders case management.

**HCBC Open Client Cases By Program as of 01/01/18**  
**931 Total Cases**



**Long Term Care Unit**

The Long Term Care (LTC) Unit consists of 12 Case Managers and 1 Supervisor. Case management areas in the LTC unit include 6 FTE case managers serving clients with an Intellectual / Developmental Disability (ID /DD) Diagnosis and 6 FTE case managers serving clients with a medical, mental health, or brain injury diagnoses. The majority of these clients receive services through the Developmental Disabilities (DD) Wavier or the Community Access for Disability Inclusion (CADI) Waiver. In 2017 the DD and CADI waivers provided services and supports to 551 clients with a total MA waiver operating budget of \$35,260,000. As of June 1, 2018 the DD and CADI waivers provided services and supports to 578 clients with total operating budget of \$38,274,000.



**MnChoices Assessment Unit**

The MnChoices Assessment Unit consists of 10 Assessors and 1 Supervisor. MnChoices is a single, comprehensive assessment and support planning tool for people in need of long term supports due to a disability. The MnChoices Assessment process is a comprehensive evaluation that determines which disability programs a client is eligible to receive services from. The State requires that individuals receiving services through any state or federally funded program receive a face to face MnChoices assessment on an annual basis. The HCBC is responsible for conducting 1,400 assessments a year for all clients residing in the county.

### **Senior Services Adult Protection**

The Senior Services Administrative Case Management unit consists of 6 Case Managers, 2 Case Aides, and 1 Supervisor. Senior Services Case Managers work with clients who are over the age of 65 and 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 Medica health plans. Currently, the Senior Services unit has 205 open cases. The unit is projected to work with a total of 350 cases in 2018.

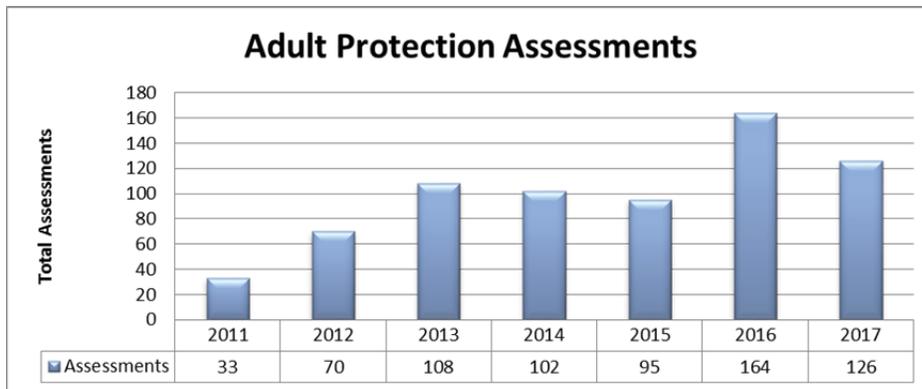
Two Case Aides provide the administrative case management support for the entire department. The Case Aides are responsible for entering client information into state computer systems which allow providers to bill MA for services provided. In addition they are responsible for correcting errors in the system to ensure county case management revenue is properly billed and received.

### **Autism Spectrum Disorders, Adult Protection, and Encore Adult Day Service Unit**

This Unit consists of 6 Case Managers, 3 Programs Assistants, 1 Recreation Therapist, and 1 Supervisor.

There are 3 case managers assigned to providing Children's Mental Health (CMH) Case Management services for clients diagnosed with an Autism Spectrum Disorder (ASD). CMH case management requires more frequent, typically monthly contact compared to other units in the department. Clients receiving services through the ASD unit tend to receive funding through consumer directed programs such as the Consumer Support Grant or Consumer Directed Community Support option through the DD and CADI waivers. These programs allow for significant flexibility and customization of service options which can meet the unique needs of the children and their families.

Carver County is mandated to provide adult protective services to vulnerable adults living within our county. There are 2 FTE Case Managers responsible for Adult Protection investigations. The State of Minnesota has a centralized intake entry point for all adult maltreatment reports. The majority of investigations are related to self-neglect due to deteriorating physical or cognitive capacity and financial exploitation. In 2017 there was a decline in the number of assessments assigned however the complexity and time requirements on investigations has increased especially with cases involving financial exploitation or criminal activity requiring coordination with law enforcement.



The Encore Adult Services Day program has 1 Case Manager, 3 Program Assistances, and 1 Recreation Therapist assigned to the program. In 2017, Encore served a total of 54 participants with an average daily attendance of 16 participants. Encore is experiencing an increase in the number of clients that require significant physical assistance related to mobility and transfers. Many of the participants attending the program require use of a wheelchair or walker and frequent one to one staffing care. In 2017 the program provided over 250 showers compared to 146 in 2016. Although final 2018 data is not available, the 2018 data supports the 2017 trends. For many of these participants involvement with the Encore is allowing them to stay living in their own homes longer delaying placement in assisted living or nursing facilities.

### ***HCBC Department Objectives for 2019***

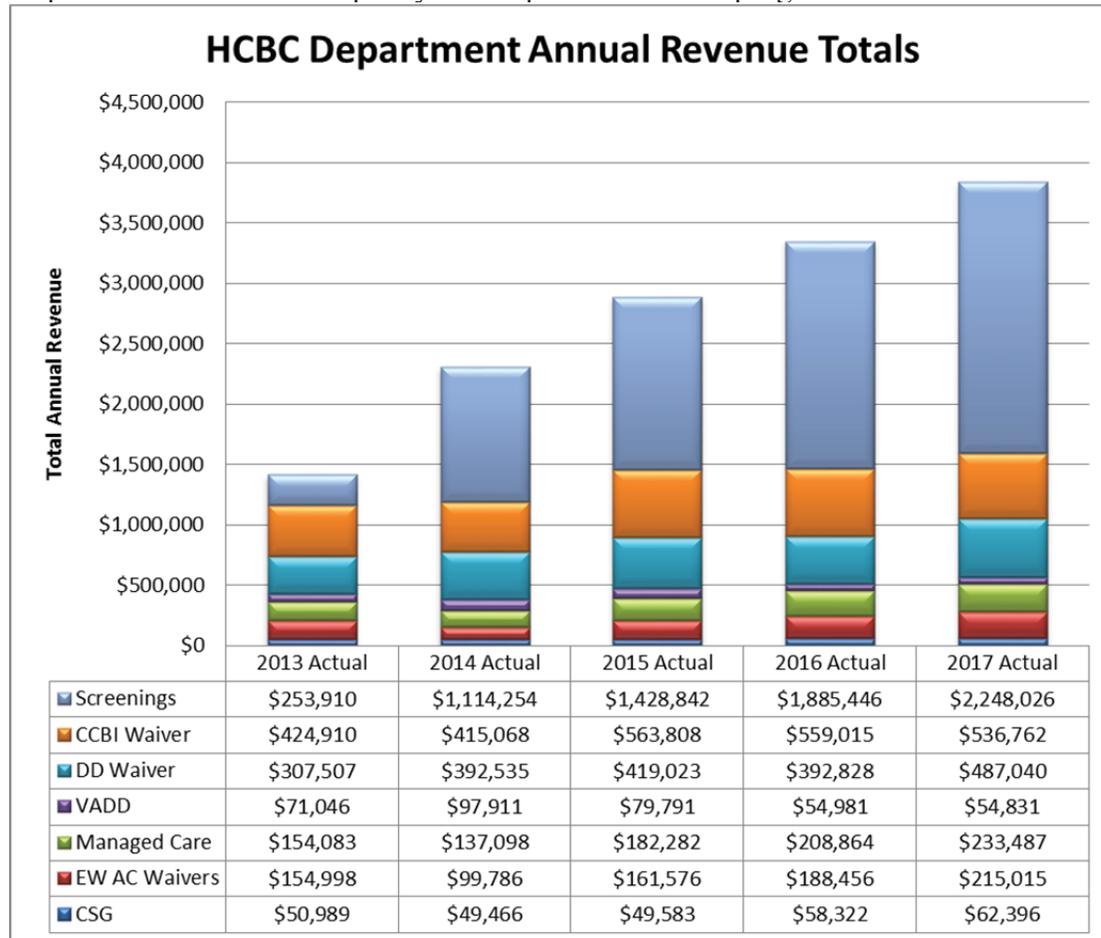
#### **Standardization of departmental work flows**

In June 2018 the HCBC Department successfully completed transition from traditional paper based case file system to an electronic case file system. In 2019 the focus will be on standardization of departmental work flows with the intent of decreasing entry errors and increasing efficiency of data entry. These changes will create consistency across units in the department and reduce the amount of time case managers spend on data entry. Standardization of work flows related to client eligibility and service authorizations with other departments will ensure required documentation is submitted on a timely basis to maintain client program eligibility and consistent revenue collection. Time entry policies and procedures will be updated to keep pace with state rule changes for allowable billing which will maintain consistent revenue billing practices. This will include ongoing training to case managers and providing monthly feedback reports on time entry targets.

#### **Revenue**

Health and Human Services receives significant revenue for case management services provided to HCBC clients. The revenue comes from a variety of programs including Medical Assistance waiver programs, Targeted Case Management (TCM), screenings, and care coordination through managed care programs. Since 2013, the Home and Community Based Care Department has experienced significant program growth, along with a number of new state mandates to provide services. The MN Department of Human Services has followed through by providing the administrative revenue necessary for the HCBC Department to administer programs. The most current data available in the Annual Revenue Totals chart below shows actual HCBC Department revenue per program for 2013, 2014, 2015, 2016, and 2017. From 2013 to 2017,

Department revenue totals have increased by 270% keeping pace with population growth and demand for services. 2019 revenue totals are anticipated to level off and match 2018 totals as the Department reaches full capacity and implementation of programs.



## Income Support Department

The Income Support Department is beginning to adapt to all the changes that have taken place over the last year both in staffing, and in ongoing State systems changes in determining eligibility for Medical and Financial public benefits.

Employment and Training will be in the second 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.

An additional 1.0 FTE Financial Assistant Specialist and an elimination of a 1.00 Employment Counselor was requested for 2019 and approved. The staffing for the department is as follows:

<b>Income Support Department Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Case Aide	0.80	0.80	-	-	0.80
Child Care Specialist	1.00	1.00	-	-	1.00
Child Support Officer	8.00	8.00	-	-	8.00
Child Support Supervisor	1.00	1.00	-	-	1.00
Employment Counselor	6.00	6.00	(1.00)	(1.00)	5.00
Financial Assistant Specialist	9.00	6.00	1.00	1.00	7.00
Financial Assistant Supervisor	3.00	3.00	-	-	3.00
Income Support Manager	1.00	1.00	-	-	1.00
Lead Financial Assistance Specialist	14.00	17.00	-	-	17.00
Resource Specialist	1.00	1.00	-	-	1.00
Social Worker	1.00	1.00	-	-	1.00
Support Enforcement Technician	2.00	2.00	-	-	2.00
Workforce Services Supervisor	1.00	1.00	-	-	1.00
<i>Department Totals</i>	<b>48.80</b>	<b>48.80</b>	-	-	<b>48.80</b>

### **1.00 Financial Assistant Specialist**

This position would process Long Term care cases as the population of Carver County ages.

### **1.00 Employment Counselor**

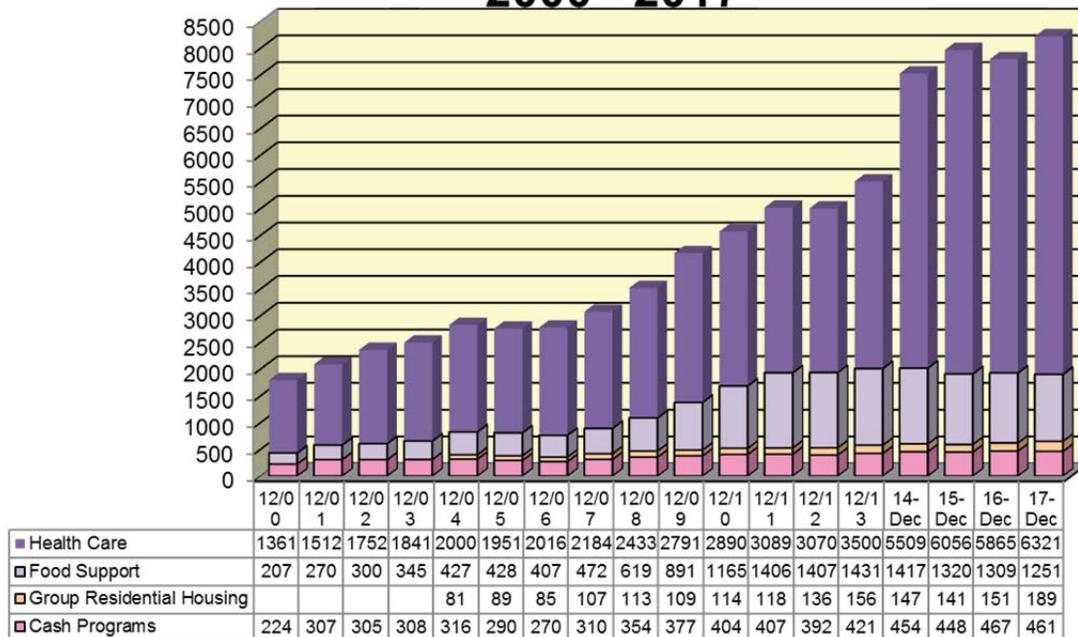
A vacant Employment Counselor position was eliminated.

## ***Accomplishments and Challenges***

### **Financial Assistance**

We continue to experience an increase in the volume of healthcare cases needed to be managed. Although the systems have improved over the last few years, there continue to be changes each year as programs continue to grow. Healthcare continues to be uncertain and it is anticipated to continue to grow over the next year. We have changed our caseloads in the last year to create 3 distinct units of financial workers. One group specializes in healthcare only as it has become very complex. Another unit works with Long Term Care and Group Residential Housing and the third group with Cash Assistance and Food Support. There is some overlap but it has allowed most workers to be more confident in their programs and therefore more productive for the clients.

## Financial Assistance Program Totals 2000 - 2017



### Goals

Because of the changes we have made to the units, the Eligibility Representatives look forward to more stability in their workloads. Our staffs have become much more experienced and stable over the last year. We have been keeping up with the Office of Performance Management standards of processing expedited SNAP applications within a 24 hour timeframe.

### Child Support

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. In 2018 the caseload design has allowed the unit to continue to perform at the highest level of the 7 county metro area. The chart below illustrates how Carver County is the top performer of metro Counties on Child Support Federal Measures. The lowest average ranking indicates the best overall performance and Carver County is solidly the leader.

The following chart illustrates how Carver County is the top performer of metro counties on Child Support Federal Measures. The lowest average ranking indicates the best overall performance.

**Child Support 2017 Federal Performance Outcomes**  
**7 County Metro Area Relative Rankings**

	Paternity		Support		Current		Arrears		Cost		Avg
	Establish	#	Establish	#	Collections	#	Collections	#	Effect	#	Rank
Anoka	104%	4	91%	3	75%	4	75%	3	4.82	4	3.6
Carver	105%	1	92%	2	80%	1	79%	2	5.21	3	1.6
Dakota	100%	5	88%	5	73%	5	73%	4	4.04	5	4.8
Hennepin	100%	6	84%	7	72%	6	70%	6	2.89	7	6.4
Ramsey	94%	7	83%	6	68%	7	67%	7	2.92	6	6.6
Scott	109%	3	91%	4	80%	2	80%	1	5.23	2	2.4
Washington	104%	2	94%	1	77%	3	72%	5	6.35	1	2.4
Minnesota	101%		89%		75%		72%		3.3		

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

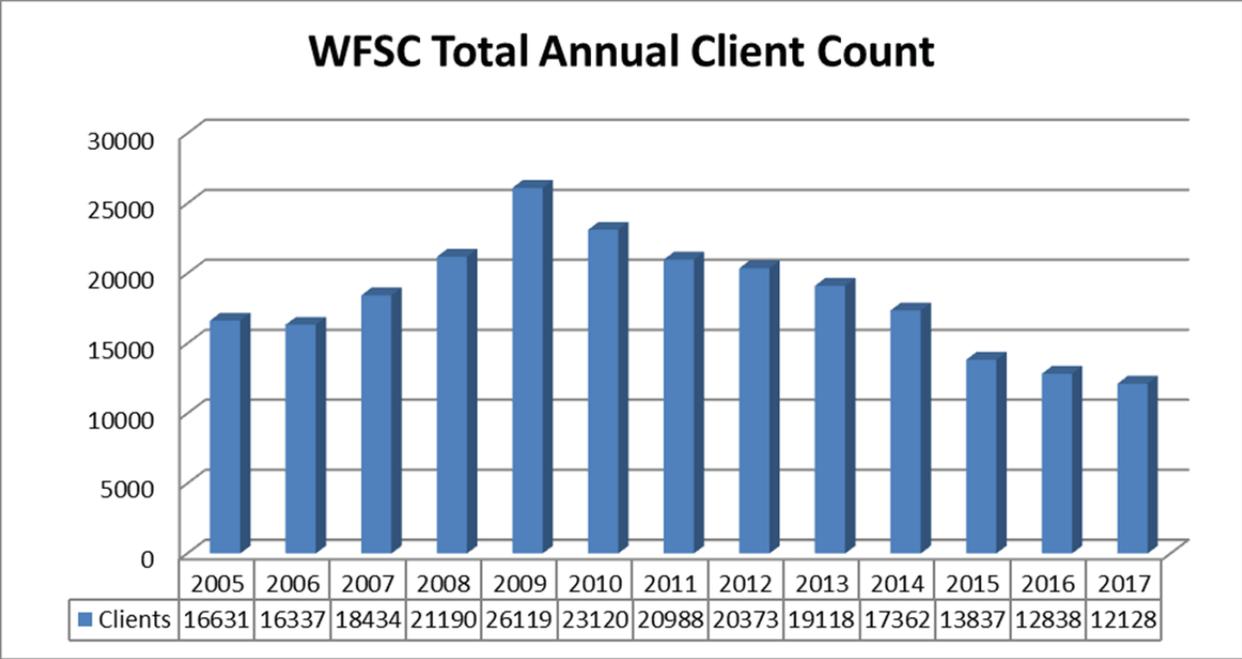
Cost Effectiveness: Dollars collected per dollar spent on the IV-D program goals

**Goals**

In 2019, the Child Support Unit looks forward to being fully staffed with experienced workers. The primary goal of the Child Support Unit is to continue to improve its’ performance on the five federal performance measures (Paternity Establishment, Order Establishment, Current Support Paid, Arrears Paid, and Cost Effectiveness) and retain our leadership role in the metro area.

**Workforce Services**

Workforce Services has transitioned operations under the new WIOA legislation. 2019 will continue to see a lower level of spending because of the current economy. 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. The staff continue to realize that the citizens that continue to utilize the workforce center are some of the most difficult to serve often lacking work experience and education. There are less people enrolled but more services are necessary to get them in the workforce again.



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 continued to increase 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 are an important function of Workforce Services. Carver County does an exceptional job in helping people on public assistance find and maintain employment.

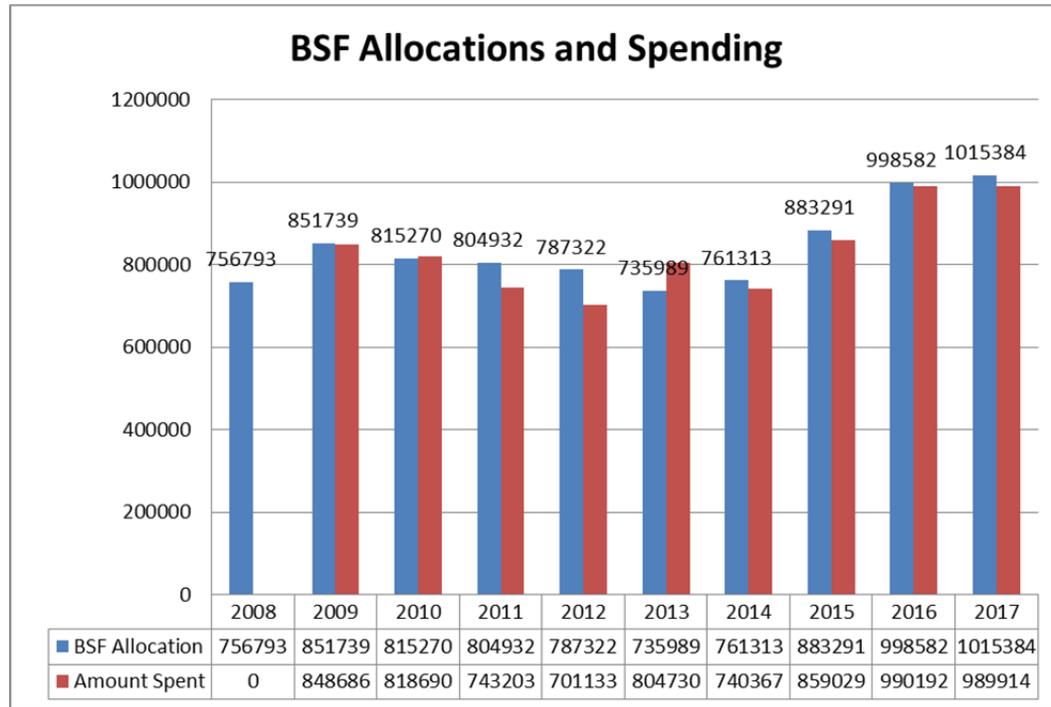
**Goals**

Workforce Services will be working to better understand the WIOA legislation as additional information continues to roll out. It is important to make changes programmatically to meet the needs of job seekers and employers in our County. The changes in the WIOA youth program continues to 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 was signed into law in late 2014. This reauthorizes the Child Care Defense Program for the first time since 1996. The last of the changes will be implemented in September of 2018. The emphasis of this reauthorization is to provide continuity of care for children. We have concerns that the program changes that have taken place 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. The current waiting list is more than 1 year long. We have not removed any names from the list in all of 2018. Each

county must spend 90% or more of their allocation to be able to carry over to the following year. In 2017 Carver County spent 98.3% of our funds and carried over the rest to 2018.



This reauthorization also has an impact on our Day Care Licensing department. There are many new requirements for Licensed Providers in 2017/2019. Most are in the areas of Health and Safety. Annual licensing inspections are required (instead of every 2 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. The number of Licensed Providers in Carver County and all over the state has decreased because of all of the changes, the responsibilities of our Licensing department have increased dramatically. The lack of available care is also a concern that is being addressed by the leaders of the Licensing Departments.

**Goals**

The goals of both Child Care Assistance and Family Day Care Licensing will be to implement the recent changes required by the CCDP reauthorization. These changes will have a large impact on our providers and recipients and we hope to keep them properly informed to reduce the anxiety level of the changes. The Child Care Assistance Program has additional goals 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. In October 2016, the department was awarded the Statewide Health Improvement Program (SHIP) grant, funding work performed through October 2017. The department will submit a grant application for continued funding through October 2018. The grant requires continued designation of a 1.00 FTE Grant Coordinator. The staffing for the department is as follows:

<b>Public Health Department Staff</b>					
<b>Position</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Accounting Technician	1.00	1.00	-	-	1.00
Community Health Supervisor	1.00	1.00	-	-	1.00
Community Health Worker	2.00	2.00	-	-	2.00
Family Health Supervisor	1.00	1.00	-	-	1.00
Health Informatics Specialist	1.00	1.00	-	-	1.00
Public Health Manager	1.00	1.00	-	-	1.00
Public Health Nurse (PHN)	5.00	6.00	1.00	-	6.00
Senior PH Services Professional	7.00	6.00	-	-	6.00
*SHIP Coordinator*	-	-	-	-	-
<b>Department Totals</b>	<b>19.00</b>	<b>19.00</b>	<b>1.00</b>	<b>-</b>	<b>19.00</b>

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

### **1.00 FTE Public Health Nurse**

CCPH anticipates a significant increase in need to provide Family Home Visiting (FHV), Child & Teen Checkup, Follow Along (child growth and development), immunization and disease prevention services in 2019. Carver County experiences approximately 1080 births a year and roughly 50 of those births are to families who live in poverty. CCPH currently has only 1.0 FTE designated for FHV (half the FTE it had in 2016). CCPH made 793 FHV in 2016 and only 445 in 2017. This left many families without services and others who had delays or fewer services. This position was recommended, but not included in the adopted 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 uses a wide variety of program management, implementation, evaluation and quality improvement processes according to evidence based practices to promote optimal health and wellbeing for all who live, work, learn, and play in Carver County. Programs and initiatives are developed in collaboration with internal county partners, various community organizations, and county residents. CH&P Unit operations are funded by primarily by Local Public Health grant, general county 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 2018 to June 2019, with grant revenue for 12 months of 2019 included in the division's 2019 budget request.

### ***Goals, Objectives and Performance Measures***

#### **Community Health and Promotion Unit Goal #1**

Continue working on the 2020-2025 Community Health Assessment (CHA) and Community Health Improvement (CHIP), while finalizing action plans identified in the 2015-2020 CHIP.

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

***Objective:*** Carver County Public Health will continue to work on the Community Health Assessment project initiated in spring 2018. As part of the CHA, a Community Health Improvement Plan will be developed in collaboration with a broad segment of community partners to address the public health needs of the county.

***Tasks:*** Collaborate with county and community partners in forming a Public Health Advisory Council (PHAC) and Public Health Advisory Council Executive Committee (PHAC EC). The PHAC will provide input and guidance to Carver County Public Health in conducting a comprehensive Community Health Assessment (CHA). This assessment will collect qualitative and quantitative data to identify public health issues that will guide the development of the Community Health Improvement Plan (CHIP). Staff resources will be aligned with changing community demands as needed to address the community needs identified within the CHA and CHIP.

***Measures of Performance Summary:*** Carver County Public Health (CCPH) will develop a Strategic Plan as part of the CHA/CHIP process, which will outline performance measures, implementation strategies and evaluation processes to monitor progress of the CHIP. CCPH Leadership Team, in collaboration with the PHAC EC, will meet regularly to review progress and make recommendations for quality improvement measures as needed.

#### **Community Health and Promotion Unit Goal #2**

Continue to implement the Statewide Health Improvement Partnership (SHIP) strategies in the county, and plan for continued SHIP funding from November 2018 through October 2019.

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

**Objective:** The three purposes of the Health Improvement Program are to:

- 1) Address the top three leading preventable causes of illness and death: tobacco use and exposure, poor diet, and lack of regular physical activity;
- 2) Promote the development, availability and use of evidence-based, community level comprehensive strategies to create healthy communities; and
- 3) Measure the impact of the evidence-based community health improvement practices, which over time work to contain health care costs and reduce chronic diseases.

**Tasks:** Work within the scope of the State Health Improvement Partnership strategy work plans developed by the unit. Continue to build on the established foundations of strong public and private partnerships that were begun with Program funding in 2013, while reaching out to additional organizations with which Carver County Public Health could partner in the creation of healthier environments through worksites, schools, healthcare and other community environments.

**Measure of Performance:** The Unit will use the evaluation tools provided by the Minnesota Department of Health to track the performance of the State Health Improvement Partnership activities in Carver County.

**Community Health and Promotion Unit Goal #3:**

Promote and implement ACT on Alzheimer’s Dementia Capable Community Toolkit with communities across Carver County.

**Supports County Goal I and III:** Create and maintain safe, healthy and livable communities; develop strong public partnerships and connect people to services and information.

**Objective:** 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.

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

**Measures of Performance Summary:** Staff will measure success against the goals identified in the Office of Aging work plan developed to guide ACT on Alzheimer’s work in Carver County.

**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 2018 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 2018 program areas are expected to be somewhat consistent with 2017 funding, with slightly higher funding projected for grants whose funding formula is based on populations/number of eligible clients, and with an anticipated increase in Medical Assistance reimbursement for home visiting.

### ***Goals, Objectives and Performance Measures***

#### **Family Health Unit Goal #1**

Continue immunization awareness campaigns to increase accessibility of vaccines for uninsured and underinsured persons, in compliance with state mandate to investigate, report, and control the spread of disease in Carver County.

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

***Objective:*** 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.

***Tasks:*** 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.

***Measures of Performance Summary:*** Improved monitoring of local disease data and trends provides early identification of emerging health events in the county and communication to health care partners.

#### **Family Health Unit Goal #2**

Participate in the Metro Alliance for Healthy Families (MAHF) through administration of the local program “Carver Healthy Families.” Using the Healthy Families America (HFA) home visiting model, public health nurses provide central intake to the program through screenings and assessments of first-time parents, either during pregnancy or shortly after birth, to identify those who would benefit from long-term, intensive home visiting.

***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:*** Implementation of HFA evidenced-based home visiting program that engages parents in identifying and pursuing family goals to build a secure foundation for babies and their families.

***Tasks:*** Develop and implement necessary documentation structure in existing electronic database (PH-Doc) for reporting, including staff training, internal system administration, and policies/procedures to maintain national HFA accreditation status obtained in June

2015 and will be due for re-application in 2019. Collaborate with Community Social Services and healthcare partners to identify and recruit eligible families for this program. Utilize HFA tools and curriculum to strengthen families.

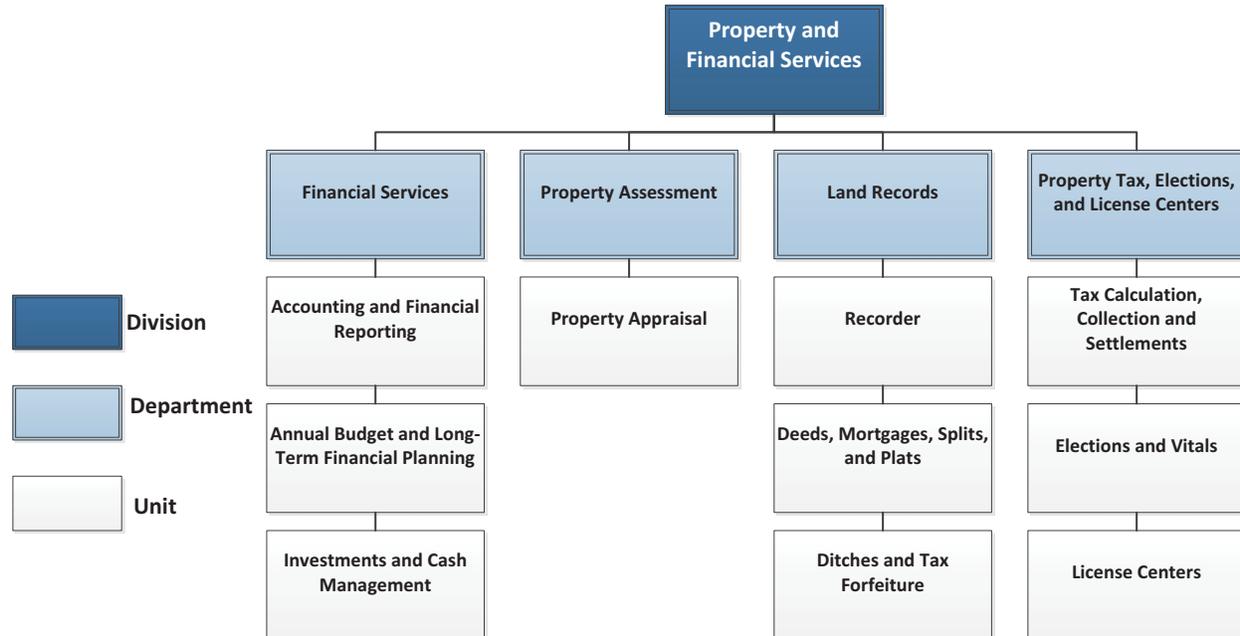
***Measures of Performance Summary:*** All public health nurses providing home visits assure quality nursing standards of practice, utilizing the HFA home visiting model, with the following outcomes: 5% of families served will have intensive home visiting with long-term structured services; 15% of families are served for early intervention and support services to address health, development, or other needs; 80% of families are offered brief, information-based services, parent education, and screening services.



# **Property and Financial Services**

# Property and Financial Services

The Property & Financial Services Division is made up of four Departments: Financial Services, Property Assessment, Land Records and Property Tax, Elections & License Centers.



## Budget Highlights

The following table summarizes the division's budget:

Property and Financial Services Division Budget						
Budget Summary	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(5,062,247)	(5,192,582)	(5,337,122)	(5,401,810)	4.03%	66,887
Expenditure total	5,010,948	5,411,783	5,675,947	5,687,898	5.10%	
Levy dollars needed	(51,299)	219,201	338,825	286,088	30.51%	

The division currently has a total of 52.80 full-time equivalent (FTE) positions and requested an additional 2.80 FTEs, with 1.80 FTEs being approved in the 2019 budget as indicated in the following table.

Property and Financial Services Division Staff Departments:	2018 FTEs Adopted	2018 FTEs Actual (as of 10/2/18)	2019 FTE Division Requested Changes	2019 Administrator Recommended Changes	2019 FTEs Approved
Financial Services	7.70	7.70	0.80	0.80	8.50
Property Assessment	13.00	13.00	1.00	1.00	14.00
Land Records	8.00	8.00	-	-	8.00
Property Tax, Elections, & LC	25.10	26.25	1.00	-	26.25
<b>Division Totals</b>	<b>53.80</b>	<b>54.95</b>	<b>2.80</b>	<b>1.80</b>	<b>56.75</b>

In December 2018, the Board approved a Re-Org which is not reflected above, but will be for the 2020 Budget book.

***Divisional budget requests:***

***Attachment A2: Levy Adjustment Target of \$55K:***

- \$4,950– Financial Services: Reductions in various expenditure line items, based on past trends
- \$43,134 –Property Assessment: Incremental revenue from City Assessment contracts expected to fund additional 1.0 FTE Appraiser
- \$3,887–Property Assessment: Reductions in various expenditure line items, based on past trends
- \$18,000 – Land Records: Incremental revenue from land document recording, deed & mortgage registration, and surveyor fees.
- \$17,200 – Property Tax, Vitals & License Centers: Incremental revenue for certified copies and elections, as well as, reduction in various expenditure line items

***Attachment B Staffing Changes:***

- Financial Services - Addition of a 1.00 FTE: Payroll Technician partially offset by eliminating a \$32K contract for temporary payroll help
- Financial Services - No change in FTEs: Upgrade Payroll Administrator to a Senior Payroll Administrator
- Assessors - Addition of a 1.00 FTE: Appraiser needed in response to growing County tax base financed by incremental revenue from City Assessment contracts
- Property Tax - Addition of a 1.00 FTE: Taxation Analyst in response to increasing complexity of the property tax calculation process as well as increasing need for software testing. – This request was not approved in the adopted budget.

***Attachment E One-time Purchases:***

- Elections: \$38k Central Count Election Equipment Purchase: Absentee voting volume significantly increased in the 2016 election. County staff rented a DS850 for the 2016 election and the smaller and less expensive DS450 for the 2018 election. The long term goal is to purchase a central counter and if the County Board purchases one by year-end, the 2018 rental cost for the DS450 can be applied to the 2018 central counter purchase.
- Assessors: \$33k Surface Pros replacements

## ***Divisional Goals, Objectives and Performance Measures***

### **Goal #1: Increase Staff Efficiency**

***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 that transition from paper/manual data entry to electronic and automated processes

***Tasks:*** County staff works with software vendors and IT to research, plan and implement various software projects that increase staff efficiency and productivity.

***Measures of Performance Summary:*** Three Departments went live with an electronic invoice software program (“GovAP”). Plan to expand county-wide in 2019. Scanned historical land records back to the 1890s, started a three year project for new budgeting software (“Open Gov”), implemented a new Vitals and Licensing (“VLP”) software program in the Auditor’s Office and continued planning and testing a three-year Employee Relations and Payroll software project (“HRIS”) with an expected “Go Live” in 2Q 2019.

### **Goal #2: Improve Customer Service**

***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:*** Streamline County processes to continuously improve our customers’ experience dealing with the Property and Financial Services Division.

***Tasks:*** County staff research, plan and implement various projects that improve customer service.

***Measures of Performance Summary:*** Replaced customer queuing software (“Qmatic”) at the County’s two License Centers, purchased new electronic polling books which streamlined the voting process for both the Primary and General election and built and tested an Online Homestead Credit Application program which will significantly streamline the process for taxpayers.

### **Goal #3: Reduce/Eliminate Workflow Bottlenecks**

***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:** Identify workflow bottlenecks which create stress and negatively impact staff productivity.

**Tasks:** County staff research, plan and implement various projects that reduce/eliminate workflow bottlenecks.

**Measures of Performance Summary:** Built an electronic Land Records Repository as a workaround to allow processing of Land Records in various County Departments during lock-out periods for the property tax calculation process and to streamline the land development data sharing process with cities and townships to eventually get PIDs from the County to the Cities/Townships and get street addresses from Cities/Townships to the County in real time.

## 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(2,098,060)	(2,214,796)	(2,263,129)	(2,263,129)	2.18%	60,472
Expenditure total	1,018,925	1,078,747	1,160,217	1,187,552	10.09%	
Tax dollars needed	(1,079,135)	(1,136,049)	(1,102,912)	(1,075,577)	-5.32%	

### Levy Adjustment Targets – Budget Overview, Attachment A2 –

In looking at past trends, Financial Services was able to reduce budget within office equipment, stationary supplies, and data processing.

**Staffing Request – Budget Overview, Attachment B:**

Payroll Technician Position Staffing Request and Upgrade to a Senior Payroll Administrator: There are currently a total 7.70 FTE positions in the Financial Services Department. The department is requesting the addition of a 1.00 FTE Payroll Technician position for 2019 which would be partially funded by the deletion of a \$32k contract for temporary payroll help, well as upgrading to a Senior Payroll Administrator. Both of these requests are needed due to the increasing size of the County’s workforce, the increase complexity of processing payroll, the additional Employee Relations staff which pushes more work thru the pipeline to payroll. There is also the increasing complexity of the new Human Resources Information Software (“HRIS”) all adding up to being beyond the capacity of our current 1.00 FTE for payroll.

<b>Financial Services Department Staff</b>					
	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
<b>Positions:</b>					
Accounting Technician	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)	(1.00)	-
Payroll Technician	-	-	0.80	0.80	0.80
Property & Financial Services Director	1.00	1.00	-	-	1.00
Senior Accounting Technician	1.00	1.00	-	-	1.00
Senior Payroll Administrator	-	-	1.00	1.00	1.00
<b>Division Totals</b>	<b>7.70</b>	<b>7.70</b>	<b>0.80</b>	<b>0.80</b>	<b>8.50</b>

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.

**2019 Interest Rate Budget:** The proposed investment income budget for 2019 is \$1.54 million which is the same as the 2018 Budget.

**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.
- **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.

## ***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 21 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 five 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 nine 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 2020 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.

### ***Goals and Accomplishments***

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:** Financial Services has been working with RtVision on implementing/developing GovAP, which will be moving the county to an electronic accounts payable process (from receiving the invoice to importing into IFS for payment). Currently this is a very manual paper process. We have rolled out to three departments and continue to test and beta the system prior to moving forward on the rollout County-wide. The goal is to be live county-wide in 2019.
- **HRIS:** This collaborative project with Employee Relations involves developing a Human Resources Information System that will include both the human resources and payroll functions. Currently we are in the implementation phase with go-live scheduled for April 2019.
- **Automating the Budget Building Process:** In late 2017, Financial Service contracted with OpenGov on their Build Builder software to aid and streamline the building of the budget for both Financial Services as well as the Divisions. Currently we are implementing and building the budget structure with the plan of utilizing it within Finance for the 2020 budget and rolling it out to Divisions for the 2021 budget.

# 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(583,207)	(588,533)	(587,033)	(630,167)	7.07%	-17,321
Expenditure total	1,175,578	1,332,881	1,336,661	1,357,194	1.82%	
Tax dollars needed	592,371	744,348	749,628	727,027	-2.33%	

The department currently has a total of 13.00 FTE positions; an additional 1.00 Appraiser was requested and approved during the 2019 budget process.

Property Assessment Department Staff					
Position:	2018 FTEs Adopted	2018 FTEs Actual (as of 10/2/18)	2019 FTE Division Requested Changes	2019 Administrator Recommended Changes	2019 FTEs Approved
Appraiser	7.00	7.00	1.00	1.00	8.00
Appraiser – Senior	1.00	2.00	-	-	2.00
Appraiser – Senior Commercial	1.00	-	-	-	-
Assistant County Assessor	1.00	1.00	-	-	1.00
Assessor Representative	1.00	1.00	-	-	1.00
Assessor Administrative Assistant	1.00	1.00	-	-	1.00
County Assessor	1.00	1.00	-	-	1.00
<b>Department Totals</b>	<b>13.00</b>	<b>13.00</b>	<b>1.00</b>	<b>1.00</b>	<b>14.00</b>

## Levy Adjustment Targets – Budget Overview, Attachment A2 –

\$43,134 increase projected for City & Township Assessing Contract revenue. This revenue is not recommended by the Division for AttA2, due to the need for the additional Appraiser requested on AttB, this funding would help offset the staff costs. It was approved in the 2019 budget to use this revenue to offset the cost of the Appraiser position.

Cost savings- In looking at past trends, \$3,887 in gas and auto tabs/licenses budget reductions can be made.

**Staffing Request – Budget Overview, Attachment B:**

1.0 FTE Appraiser- additional Appraiser position for 2019 in response to the growing County tax base which would be funded by incremental City Assessment 2019 Contract revenue and staffing savings approved by the Board in May of 2018.

**Surface Pros One-Time Capital Projects – Budget Overview, Attachment E: \$33k****Accomplishments for 2018**

The Assessment Department completed the 2018 re-valuation and sales ratio analysis utilizing the new Vanguard CAMAVision system for the second year. Both the assessment levels and sales ratios came in well above the satisfactory level required by the Department of Revenue. A lot of work was over the past year to clean up and fine tune the new CAMAVision system. The department worked with County IT staff along with Vanguard staff to help implement the use of our tablets out in the field. This process has progressed and moving forward. Additional groundwork has been completed in order to hire a qualified Commercial Appraiser. The department has completed work with the IT Department to utilize e-signature on Department of Revenue fillable forms such as, the Homestead form, Veteran's exclusion, etc. The department is working on developing a new cost/depreciation schedule for Mobile Homes.

**Goals for 2019**

For 2019, the Department plans to focus on continue the effort to streamline the appraising process as part of implementing the new CAMAVision software. Continued training the new Commercial Appraiser and the new Township Appraiser who were hired in 2018. Prepare for the retirement of two high level appraisal staff which includes cross training and outlining specific job duties which will need to be delegated. Continue working with appraisal staff that need to complete their AMA License requirements.

**Land Records Department****Description**

The Land Records Department processes all legal instruments that convey land, such as warranty deeds, quit claim deeds, plats and adjust the abstract books and maps to reflect the process. The department processes land combinations; splits to property and the vacation of roads and annexation of land. Calculation and collect state deed tax, mortgage registration tax and review all certificates of real estate value is also done within this department. The Land Records also administers County and Joint Ditch assessments as well as the tax forfeiture process. Land Records oversees county recorder duties as they relate to the evaluation, recording, protection and preserving of all real estate documents in accordance with State Statutes.

## Budget Highlights

The following table summarizes the department's budget.

Land Records Budget						
Budget Summary	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(862,671)	(974,641)	(974,141)	(992,141)	1.80%	8,107
Expenditure total	875,593	946,530	975,420	972,137	2.71%	
Tax dollars needed	12,922	(28,111)	1,279	(20,004)	-28.84%	

**Levy Adjustment Targets – Budget Overview, Attachment A2** – \$18,000, is projected based on trends within mortgage registration, county recorder fees, and surveyor fees.

The department currently has 8.00 FTE positions and is not requesting any additional positions in 2019.

Land Records Department Staff						
Position:	2018 FTEs Adopted	2018 FTEs Actual (as of 10/2/18)	2019 FTE Division Requested Changes	2019 Administrator Recommended Changes	2019 FTEs Approved	
County Recorder	1.00	1.00	-	-	1.00	
Land Records Specialist	2.00	2.00	-	-	2.00	
Land Records Manager	1.00	1.00	-	-	1.00	
Senior Land Records Specialist	1.00	3.00	-	-	3.00	
Land Title Specialist	2.00	-	-	-	-	
Senior Recorder	1.00	1.00	-	-	1.00	
<b>Department Totals</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>-</b>	<b>8.00</b>	

## Accomplishments for 2018

In 2018, the Department is focusing on achieving these efficiencies by redesigning workflows and streamlining processes. The Department is also working to complete a back-scanning project which will convert county paper land records going back to the 1890s to electronic images.

## Goals for 2019

For 2019, the Department plans to focus on working with cities and townships to build a repository to create an electronic and transparent process to manage land documents. One of the main goals for the repository will be to reduce if not eliminate the public safety concern related to the County's 911 Call Center relying on current and accurate street addresses.

# Property Tax, Elections, & License Centers Department

## *Description*

The Property Tax, Elections & License Centers Department is made up of three units: Property Tax, Elections & Vitals and License Centers.

**Property Tax:** This unit 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; calculates abatements or additions to the tax roll; calculates and collects delinquent tax; processes taxpayer addresses changes and maintains special assessments certified for collection.

This unit is a resource for all taxing districts, compiling numerous state reports to ensure compliance and completing Auditor's certificates used for bonding purposes; initiates and processes all tax distributions to Carver County taxing districts; calculates tax impact estimates which assist taxing districts in determining the tax impact of their annual levies and budgets.

**Elections and Vitals:** This unit 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. The unit 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 unit serves as the county-wide absentee precinct for all absentee balloting.

All precinct election supplies are ordered through this unit. 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.

This unit manages the following records for the County: Birth Certificates, Death Certificates, Marriage Certificates, Marriage Licenses, Notary Public Commissions, and Ordination Certificates; issues all beer, liquor, set-up, auctioneer, dangerous dog, and tobacco licenses in the townships and various cities within Carver County; collects current and delinquent property taxes.

**License Centers:** Two County License/Service 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, snowmobile, 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.

***Budget Highlights***

The following table summarizes the department’s budget.

<b>Property Tax, Elections, and License Centers Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(1,518,309)	(1,414,612)	(1,512,819)	(1,516,373)	7.19%	15,629
Expenditure total	1,940,852	2,053,625	2,203,649	2,171,015	5.72%	
Tax dollars needed	422,543	639,013	690,830	654,642	2.45%	

**Levy Adjustment Targets – Budget Overview, Attachment A2** – \$9,000, is projected based on past trends within certified copy fees and election ballots.

Cost savings- In looking at past trends, \$8,200 in non-capitalized equipment, printing, advertising, etc. budget reductions can be made.

The department had a total of 26.25 FTEs in 2018 and requested 1.00 additional FTEs in 2019 that was not approved in the adopted 2019 budget, as the following chart indicates.

<b>Property Tax, Elections, and License Centers Department Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Election Judges/Clerks (STOC)	0.25	0.25	-	-	0.25
Elections & Customer Service Technician	1.00	-	-	-	-
Elections & Vitals Specialist	-	2.00	-	-	2.00
Elections & Vitals Supervisor	1.00	1.00	-	-	1.00
License Center Supervisor	2.00	2.00	-	-	2.00
Licensing Specialist (full/part time)	11.35	13.50	-	-	13.50
Licensing Specialist (STOC)	0.25	0.25	-	-	0.25
PTELC Manager	1.00	1.00	-	-	1.00
Senior Election & Vitals Specialist	-	1.00	-	-	1.00
Senior Licensing Specialist (Lead Worker)	2.00	1.00	-	-	1.00
Settlement Technician	1.00	1.00	-	-	1.00
Taxation Analyst	2.00	1.00	1.00	-	1.00
Senior Taxation Analyst	-	1.00	-	-	1.00
Taxpayer Services (STOC)	0.25	0.25	-	-	0.25
Taxation Supervisor	1.00	1.00	-	-	1.00
Taxpayer Services Specialist	2	-	-	-	-
<b>Department Totals</b>	<b>25.10</b>	<b>26.25</b>	<b>1.00</b>	<b>-</b>	<b>26.25</b>

**Staffing Requests – Budget Overview, Attachment B:**

Property Tax Analyst 1.0 FTE. The addition of a 3rd Taxation Analyst will allow the Property Tax Unit to be more involved with our cooperative, specifically testing and committee involvement for our tax system. This was not approved during the 2019 budget process.

**Replace Election Equipment One-Time Capital Projects – Budget Overview, Attachment E:**  
\$38k for a DS450 high-speed Absentee Ballot Counter

**Accomplishments for 2018**

The Department has a full plate related to new election equipment including the significant change from paper election poll books to epoll books as well as responding to the increasing volume of Absentee Voting. The Department has implemented new Vitals and Licensing & Permits software and is increasing its involvement with testing and enhancing its Property Tax software.

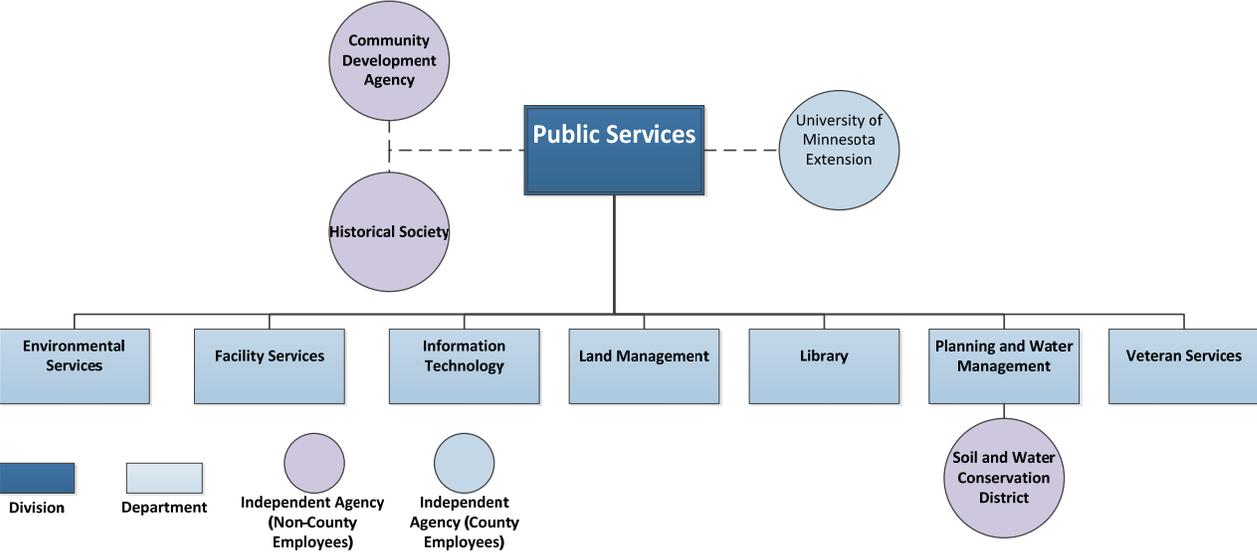
**Goals for 2019**

Two significant goals for 2019 will be to consider adding Passport processing to the Chaska Government Center, adding Vitals to the Chan License Center and implementing online applications for various vitals and license processing.



# Public Services

# 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(4,829,662)	(4,547,599)	(4,459,722)	(4,608,930)	+1.35%	297,073
Expenditure total	17,962,066	19,352,050	19,571,960	19,710,454	+1.85%	
Levy dollars needed	13,132,404	14,804,451	15,112,238	15,101,524	+2.01%	

The division included the following in its 2019 budget request:

- General Levy Adjustments yielding a total net reduction of the Division’s General Levy request of \$459,105 are detailed in Attachment A2. These adjustments were not included in the 2019 Requested column of the budget table. We did not recommend most of these adjustments, and only the changes which were recommended by the Division are explained further in the departmental narratives below. The County Administrator recommended, and the County Board approved, adjustments totaling \$84,417 which were recommended by the Division.
- Recommended Staffing Changes to add 5.25 FTEs (full-time equivalent employees), to be funded by levy and non-levy sources, are detailed on Attachment B. Like Attachment A2, the funding related to these proposals was not reflected in the 2019 Requested column of the budget table. We describe these requests further in the departmental discussions for Environmental Services, Facility Services, IT, the Library, and Planning & Water Management. The County Administrator and Board recommended 3.25 FTEs as part of the 2019 budget, which is reflected in the table below.

The division had a net total of 130.80 Full-Time Equivalent (FTE) positions in 2018. 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 5.25 FTEs for 2019. The County Administrator and Board approved an additional 3.25 FTEs for 2019. The FTEs for each department and the FTE requests and approvals for 2019 are as follows:

<b>Public Services Division Staff</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
<b>Unit/Department:</b>					
Administration	4.20	4.20	-	-	4.20
Facility Services	15.00	15.00	1.00	1.00	16.00
Environmental Services	12.90	12.90	1.00	1.00	13.90
Information Technology	31.80	31.80	1.00	1.00	32.80
Land Management	5.00	5.00	-	-	5.00
Library	44.39	44.00	2.00	-	44.00
Planning and Water Management	10.60	10.60	0.25	0.25	10.85
Veteran Services	5.60	5.60	-	-	5.60
University of MN Extension	1.70	1.70	-	-	1.70
<b>Division Totals</b>	<b>131.19</b>	<b>130.80</b>	<b>5.25</b>	<b>3.25</b>	<b>134.05</b>

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 County-wide work as the Master Space Plan, 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 following table shows the budget for administration and communications in the Public Services Division.

<b>Public Services Administration Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(3,865)	(3,500)	(3,500)	(3,500)	0.0%	55,675
Expenditure total	489,116	605,528	666,604	661,203	+9.19%	
Tax dollars needed	485,251	602,028	663,104	657,703	+9.25%	

There are 4.20 FTE’s in the Administration staff in 2018. No changes have been requested for 2019.

<b>Public Services Administration Staff</b>					
	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
<b>Positions:</b>					
Public Services Division Accountant	1.00	1.00	-	-	1.00
Support Personnel (STOC)	0.20	0.20	-	-	0.20
Assistant County Administrator	1.00	1.00	-	-	1.00
Communications Manager	1.00	1.00	-	-	1.00
Deputy Division Director	1.00	1.00	-	-	1.00
<b>Department Totals</b>	<b>4.20</b>	<b>4.20</b>	<b>-</b>	<b>-</b>	<b>4.20</b>

**Summary of Accomplishments and Plans**

- In the past year, working with the Space Planning Committee and the Board, the divisional leadership led the 30-year Master Space Plan to conclusion and embarked upon the first phase’s recommendation: finding a new site for the Health and Human Services Division.
- The division’s leadership led the Workplace Security Task Force through the process of recommending and completing further physical security upgrades, including additional electronic badge locks and security cameras; authorizing and completing additional facility security assessments; the development of a workplace security policy and an emergency guide; and initial personal safety training for employees. Plans for the coming year include additional training to reach all employees as well as the first steps toward the development of security procedures for

every building.

- The Innovation Program has launched a new strategy for developing innovations without an insistence on highly trained Kaizen facilitators, with the goal of sparking more innovations through more and more participants.
- The Deputy Director coordinated the development of the County's 2018 policy updates and its 2018-19 Strategic Plan and reconfigured the vacant Communications Manager position. In future months, the new Communications Manager will work with leadership on a communications strategy and a branding initiative.
- Finally, the Public Services Administration team has led the Division through further consolidation as a coherent entity through Leadership team building, inter-departmental project teams, and the development of a new set of awards recognizing top performers in the Division, culminating in an awards event this past May. The divisional project teams are focused on staff development, communications, and energy and environmental opportunities.

### ***Divisional Goals, Objectives, and Performance Measures for 2019***

#### **Administration Goal #1**

Advance recommendations on the first phase of the new Master Space Plan, including the site selection for a Health and Human Services facility to be constructed or renovated.

***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.

***Objective:*** Plan and design for long-term space needs for the entire Health and Human Services Division within the principles of the Master Space Plan.

***Tasks:*** Working with the architect and the Facility Services Department Manager, devise and recommend options for an HHS facility site selection, select a site in consultation with the Board, HHS Director, and Finance Director, and begin to prepare for the acquisition and design of the new HHS facility.

***Measures of Performance:*** County Board approval of the site selection. A consultative process valued by county and divisional leadership, including HHS and Property and Financial Services. Financially 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 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, recycling, industrial hazardous waste, household hazardous waste, animal feedlots, individual sewage treatment systems, agricultural inspections, and water quality protection. Some 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). Carver County 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(2,410,788)	(2,581,700)	(2,514,900)	(2,654,150)	+2.81%	(11,406)
Expenditure total	2,491,317	2,581,700	2,552,358	2,642,744	+2.36%	
Tax dollars needed	80,529	-	37,458	(11,406)	--	

### Levy Adjustment Targets – Budget Overview, Attachment A2 –

**New Revenue:** Environmental Services is proposing to raise the Solid Waste Fee by \$3 per unit (to \$33/unit), which should produce an increase in revenue of \$127,500. That revenue would allow the Department to require no General Levy funds. In the absence of this SW fee increase, the Department would have to draw upon more than \$37,000 from the General Levy. The Department would apply the remaining funds to its recycling programs and improvements within the Environmental Center.

There are 12.90 FTEs in the ES Department in 2018. Environmental Services has requested a

new full-time position for 2019 (Attachment B). This new hire would be designated to serve at the Environmental Center for 75% of their time. We are planning to fund this position entirely outside of the general levy, with funds coming from two main sources: 1) a decrease in the number of EC hours provided by our contract vendor, Veolia Environmental Services (resulting in an anticipated savings of \$67,000 per year), and 2) the remainder coming from the cessation of the brush and yard waste service (which cost the Department an average of \$15,000 per season). The availability of a new Carver County employee at the EC would reduce the number of Saturdays when our current employees work at the EC, raise the number of people available for the EC on an hourly basis, and provide higher levels of customer service. This request has been recommended by the Administrator and Approved by the Board, bringing the total FTE count to 13.90 for 2019.

<b>Environmental Services Department</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
<b>Position:</b>					
Administrative Assistant	1.00	1.00	-	-	1.00
Assistant Environmentalist- STOC	0.50	0.50	-	-	0.50
Environmental Services Manager	1.00	1.00	-	-	1.00
Environmental Attendant	1.40	1.40	-	-	1.40
Environmentalist	1.00	1.00	1.00	1.00	2.00
Lead Environmentalist	1.00	1.00	-	-	1.00
Senior Environmentalist	7.00	7.00	-	-	7.00
<i>Department Totals</i>	<b>12.90</b>	<b>12.90</b>	<b>1.00</b>	<b>1.00</b>	<b>13.90</b>

### **Summary of Accomplishments and Plans**

Environmental Center (EC) – Over 40,000 residents visited the EC in 2018, to drop off material(s) for management, disposal and recycling, and take usable materials from the RE-USE Room. Those numbers are expected to drop next year, due to the elimination of Brush and Yard Waste services in 2019. The Carver County Environmental Center continues to be one of the most efficient and cost-effective Household Hazardous Waste (HHW) facilities in Minnesota, while also accepting a greater variety of materials than any facility in the metro area. The number of mattresses and box springs collected for recycling are increasing each year. The RE-USE Room continues to increase in popularity, with more residents visiting several times each year. During 2018, approximately 80,000 lbs. of good, usable products were given away to Carver County residents at no charge.

Special Waste Collections – Based upon usage trends, the Environmental Services Department has proposed a new Special Waste Collection schedule designed to better serve the residents of western Carver County:

- A large spring collection in NYA, which will accept both HHW and problem materials
- A smaller spring collection of HHW only, at the Watertown Township Public Works site
- A large fall collection at the Carver County Public Works site in Hollywood Township,

which would accept both HHW and problem materials

ES staff are continuing to work with the MPCA, EPA, University of MN Arboretum, and SET, on Source Separated Organic Material (SSOM) -- composting organics and yard waste. This study project is an important component of our plan to meet the ever-increasing State recycling mandate.

In 2018 our Carver County Solid Waste Master Plan was submitted to and approved by the MPCA, and adopted by the Carver County Board.

In 2019, Carver County will end collection and management of brush and yard waste at the Environmental Center. Residents have been provided information on several private-sector options that currently exist for management of those materials, both curb-side and at private drop-off sites. Most of our cities also provide several opportunities to manage those same materials throughout the growing season. The physical space at the EC that had been used for the accumulation of brush and yard waste will instead be utilized for safer and more efficient management of heavy and bulky appliances and large electronic devices.

Environmental Services will continue to focus on providing on-going education to Carver County residents, businesses, and public entities in 2019, in an effort to improve our recycling rates and help us to reach State mandated levels.

Finally, in early 2019 the Department and Division will recommend a restructuring of the Department staff to increase communication, accountability, and efficiencies.

### ***Goals, Objectives and Performance Measures for 2019***

#### ***Environmental Services Department Goal #1***

Improve Environmental Center operations to allow for continued growth in participation and waste volumes, while assuring safety and convenience for both customers and staff.

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

***Objective:*** Operate the Environmental Center in a safe, cost-effective, and efficient manner.

***Tasks:*** Seek opportunities to reduce expenses and increase efficiencies. Track participation and material collection trends to better forecast future budget/staffing needs. Continue to seek more efficient ways to provide high quality customer service to residents. Perform improvements at the EC that will allow staff to shower at the end of their work day and wear uniforms that are professionally laundered, thereby reducing the risk of contaminants on employees and migrating home to family members, homes, and personal vehicles.

***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, days, 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 current levels or above, despite continuing growth and development pressures within Carver County.

**Tasks:** Ordinance enforcement activities in ES programs vary, but they 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 issued, facilities licensed, and inspections performed are all tracked. These programs are all mandatory or delegated, and require yearly reporting to various State oversight agencies, such as the MN Pollution Control Agency and the MN Department of Agriculture.

**Environmental Services Department Goal #3**

Implement the newly approved and adopted 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:** Search for ways to improve existing solid waste programs and new ways to meet enthusiastic State goals for recycling.

**Tasks:** The new Solid Waste Master Plan (2018-2038) approved and adopted in December of 2018 outlines the need for increased public education, recycling, organic waste composting, and other solid waste programs designed to meet landfill diversion goals. Environmental Services is currently working with schools and local governments to increase public participation in these valuable programs. The Department may need to provide additional grant funds to support local programs, working with businesses and industry to increase services, and collaborate with other metro counties to ensure region-wide consistency and efficiencies of programs. New requirements passed by the Minnesota legislature require additional efforts in the area of commercial recycling and

organic waste composting. The new Solid Waste Master Plan (2018-2038) will reflect recent trends in waste management and changes in State policy designed to increase recycling and waste processing, while at the same time reducing placement of material into landfills.

**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.

#### **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:** Continue to 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 continue to work to implement the use of CRM by 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 entry and 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 the SSTS, Feedlot, and Hazardous Waste licensing programs. Success of these efforts will be measured by the ability to reduce paper-based transactions and to reduce staff time required for the performance and tracking 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 broadband fiber communications network enhances many aspects of IT's work, given our modes of business, development, and communication. It provides 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 can access data for reference as well as contribute field data immediately from any location.

**Budget Highlights**

The following table summarizes the department's budget:

<b>Information Technology Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(349,444)	(368,864)	(368,864)	(372,322)	+0.94%	136,897
Expenditure total	4,853,719	5,599,168	5,689,419	5,739,523	+2.51%	
Tax dollars needed	4,504,275	5,230,304	5,320,555	5,367,201	+2.62%	

**Levy Adjustment Targets – Budget Overview, Attachment A2 –**

**\$13,458** in levy adjustments are being recommended by the Division within IT. That sum includes \$10,000 in cost savings for Verizon cell phone charges, achieved by implementing a policy of discontinuing cell services for county phones with no usage over the course of one month, and by shifting costs to CarverLink (\$3,458) for Senior Systems Engineer time that is shared between IT and CarverLink. The remaining cuts are detailed on Attachment A2 but are not being recommended by the Division. The County Administrator and County Board approved the \$13,458 in levy adjustments recommended by the Division.

**Facilities, Vehicle, and Equipment – Budget Overview, Attachment D --** IT Capital Initiatives -- \$334,400. In 2019 IT will be moving \$250,000 from this line to operational line items to show a better representation of where the dollars are being spent (Service and Maintenance Agreements - \$80,000; Software and Licensing - \$170,000). This leaves \$84,400 for IT to draw from the capital funds to provide for equipment, hardware, and Infrastructural software projects as needed during the budget year to maintain critical systems.

Scanner replacements (countywide equipment) -- \$20,000.

The department also requested 1.00 FTE position for 2019 as indicated in the following table.

<b>Information Technology</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
<b>Position:</b>					
CarverLink Manager (funded by CarverLink)	1.00	1.00	-	-	1.00
Chief Information Officer	1.00	1.00	-	-	1.00
Client Services Representative	3.00	3.00	-	-	3.00
IT Application Analyst	2.00	2.00	-	-	2.00
IT Business Analyst	3.00	3.00	-	-	3.00
IT Database Administrator	1.00	1.00	-	-	1.00
IT GIS Analyst - City	1.00	1.00	-	-	1.00
IT GIS Intern	0.25	0.25	-	-	0.25
IT Intern	0.25	0.25	-	-	0.25
IT Lead Support Technician	1.00	-	-	-	-
IT Manager – Applications & PMO	1.00	1.00	-	-	1.00
IT Manager – Development & GIS	1.00	1.00	-	-	1.00
IT Manager – Infrastructure Services	1.00	1.00	-	-	1.00
IT Office Manager	1.00	1.00	-	-	1.00
IT Security and Infrastructure Supervisor	-	1.00	-	-	1.00
IT Senior GIS Analyst	2.00	2.00	-	-	2.00
IT Senior Systems Engineer	3.00	2.00	-	-	2.00
IT Service Dispatcher	1.00	1.00	-	-	1.00
IT Solution Architect	2.00	2.00	-	-	2.00
IT Support Technician	3.00	3.00	-	-	3.00
IT Support Technician Supervisor	-	1.00	-	-	1.00
IT Systems Engineer	2.00	2.00	1.00	1.00	3.00
Lead Project Manager	1.00	1.00	-	-	1.00
On-Call Support Staff	0.30	0.30	-	-	0.30
<b>Department Totals</b>	<b>31.80</b>	<b>31.80</b>	<b>1.00</b>	<b>1.00</b>	<b>32.80</b>

**1.00 FTE IT Systems Engineer** – A gap in staffing for the mid-level projects has become a bottleneck in IT with the lack of systems engineer availability. The two existing Systems Engineers manage the entire VDI infrastructure, over 1,000 computers, and hundreds of applications. The County is going through a major VDI upgrade, and it has been difficult to find project time to keep this very large project moving forward while maintaining the current VDI environment. Once the upgrade is complete, the team needs to move on to the next upgrade, to Windows 10. Every application needs to be tested within the new VDI environment, and the same will be true for Windows 10. Moreover, this is an ongoing maintenance resource that won't go away. Another responsibility for the Systems Engineers includes printers and the print server, including setup and troubleshooting of network printer issues that are not the responsibility of our Managed Print Services contract. Phone configurations and setup are an

ongoing struggle. The Systems Engineers oversee our phone system for the entire County. IT could do a better job with an additional Systems Engineer in implementing video conferencing (per requests from business units), Office 365 Cloud deployments, AV equipment in our conference rooms, mobile device management, faxing, server patching (security updates), and Level 1 networking tasks in IT “closets” and cabling. The team has struggled to complete these tasks in a timely manner to meet the business expectations.

### **Progress to date on Major 2018 Initiatives**

- IT continues to support and manage the implementation of the new Human Resource Information Services (HRIS) application.
- IT did a refresh of the county's server and virtual desktop infrastructure (VDI) storage to reduce costs and increase performance. Low profile fast solid-state drives will reduce footprint, power and cooling consumption.
- IT continues to work through a full upgrade of the Virtual Desktop Infrastructure (VDI) to enhance functionality and support. The new environment will utilize new technologies to dynamically deliver applications to users’ desktops.
- IT has replaced the help desk ticketing software with a new customizable service management software package called the IT Service Portal. This allows IT to better manage services, projects and assets in the county.
- Continue to increase security by reviewing vulnerabilities and proactively mitigating potential issues. Created a new staff position to focus on security concerns and recommendations. Installed protective hosted service (Cisco Umbrella) to minimize potential cyber threats such as malwares. Securing county wireless with Identity Services Engine. Continue to train employees on phishing emails.
- Upgraded the Audio and Visual in the County Board Room.
- Completed the migration of the Aumentum tax system to Thompson Reuter’s hosted solution.
- Upgrading the CRM Permitting Application used by Land Management, Planning and Water Management, and Environmental Services to the Cloud from a system that is over 7 years old that needs performance, security and employee efficiency enhancements.
- This year departments using the stand-alone GIS application (CLSGIS) switched to a department specific application using ESRI's web mapping platform Web AppBuilder. This platform allowed for easily customizable applications that are specific to each business unit's needs.
- IT developed a project request portal where departments go to submit project requests. The portal tracks existing requests and prioritizes County projects. IT managers use the portal for the approval process of future projects.
- Working with County Divisions to create a strategic record keeping implementation plan (SRIP) utilizing the County's Record Retention Schedule to document a process by which records are captured, kept and disposed of consistently. This is a multi-year goal.

### ***Workload Indicators***

Technology has become more diverse and there is an increasing demand from employees to have multiple devices on the network. With over 3,500 county devices including virtual desktops, physical desktops, mobile devices, security devices, and servers is causing additional

management and support responsibility for IT Staff. IT has taken on new support responsibilities with the court's AV system.

The increase demand for electronic services and applications has a direct impact on the increasing number of support tickets. To continue to provide quality customer service IT must adapt to these increases and in 2018 IT implemented a new software program called the IT Service Portal. The new portal is changing how IT tracks and works with support tickets requiring staff to collect more data to generate reports and metrics. The new portal also has a robust asset management system that will require staff to collect additional data to better manage assets life-cycles and locations.

IT continues to see an increase in projects from Divisions. Projects managed by the PMO has increased from 91 to 130 in 2018. The increase has a direct effect on staff resources for all units of IT in the planning, management and implementation of projects.

Demands for software licensing continues to increase for enterprise applications. OnBase, Office365 and Adobe DC Pro requires IT resources to spend more time on purchasing the software, installation, configuration and support.

Client Services continues to see an increase in Print Center requests. In 2018 they completed 784 jobs. They continue to offer more services that Divisions are taking advantage of.

### ***Goals, Objectives, and Performance Measures for 2019***

IT management will continue to work on the implementation of their 2018-19 Strategic Plan, which provides a clear road map for IT services. IT will continue to incorporate cybersecurity training efforts for employees and testing to make sure employees understand what cyber-attacks look like and the risk they bring to the County. IT plans to implement a hybrid email system utilizing cloud solutions to minimize support and increase uptime. IT will increase performance, reliability and security of the network by increasing remote site connectivity to 10gb, upgrade core routing with highly available core switches and increase redundancy with high available network and internet services. IT plans to increase the functionality of desktop and mobile services by implementing new methods of delivering applications and services to VDI and mobile devices, including the upgrade of desktop operating systems to Windows 10.

Hyland OnBase is a countywide enterprise document management system that will be upgraded to version 19 to keep up with the latest features and enhancements to improve business efficiency. IT will continue the deployment of Office365 by implementing IT Strategic Advisory Groups made up of IT and Division staff to ensure successful rollouts of new Cloud services from Microsoft. Following Microsoft's product direction, IT will begin implementing SharePoint Online (Cloud based) throughout the county. This will allow for better management of SharePoint resources and updates as well as distribute new applications that leverage SharePoint Online functionality.

IT will be working on the second phase of the Managed Print Services project building upon our current success of data collection and security enhancement by continuing to work towards adding all single and multifunction devices to our print management software. IT will be working on documenting and streamlining the County's mobile electronics process which includes new orders, upgrades, cancellations and asset collection for staff, resource and device efficiencies.

The department will work on the following priorities in 2019 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:*** Advance the IT Service Portal system implemented in 2018 to improve IT service levels to county employees. Utilize the portal 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 IT Service Portal 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 IT's project portfolio management process to better plan enterprise wide projects.

***Tasks:*** Develop a project portfolio management process that tracks resource allocation, centralizes the management of the processes, methods, and technologies used by project managers.

***Measures of Performance:*** Projects are managed by PMO staff in a consistent and efficient manner. There are common templates and a developed process for how the PMO manages projects.

**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:*** Data Intelligence Platform: With the growing demand for data driven decisions, the County needs to put a foundation together to provide access to on-demand data.

***Measures of Performance Summary:*** Successfully implement data intelligence tools and dashboards for employees that allow them to make informed decisions.

***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 Divisions. Take advantage of new GIS application technology in web mapping and dashboard applications.

***Measures of Performance Summary:*** New users are actively using GIS technology through applications and dashboards. New GIS applications have been developed for departments who are not currently using GIS.

**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 Innovation Process Improvement methods.

***Tasks:*** In 2018, IT continued to support innovation-related events and multiple facilitation methods. Continue working on developing new methods for facilitating innovation and tracking success. Implement across the County.

***Measures of Performance Summary:*** Innovation techniques are documented for County staff to utilize. Templates are created to measure efficiencies or cost savings of innovation projects.

**CarverLink – A Broadband Fiber Optics Communications Network (under the direction of IT)**

The CarverLink Broadband Fiber Network is a broadband fiber optics communications network owned and operated by Carver County. Construction and installation of the initial network was completed and began operation in the fall of 2013. A Federal grant from the American Recovery and Reinvestment Act (ARRA) provided 80 percent of the initial funds for the approximately \$8

million one-time construction costs for the network. Carver County provided the remaining 20 percent of the funding. The initial CarverLink Network consisted of approximately 90 miles of “base ring” fiber with approximately 30 miles of “lateral” fiber. The network has both diversity and redundancy in its electronics and physical plant architecture. Since the initial construction CarverLink has been expanding both bandwidth transport capacity as well as physical fiber infrastructure miles and as of 2018 has transport capacity of approximately 290 miles throughout Carver County and the surrounding local area. The County built the network primarily to connect County facilities to unify and enhance County operations. In addition, CarverLink was constructed to directly serve public and community support entities, which includes all eleven cities, all public schools, several townships, our primary medical providers which includes hospitals and several clinics, transit facilities, and other public entities, with fiber connectivity and/or Internet services. CarverLink was also constructed to provide the opportunity for the initial private service provider in our network, Jaguar Communications, headquartered in Minnesota, to offer services to businesses and residents of Carver County. Jaguar has been connecting businesses and residents to its private fiber network since CarverLink completed initial construction in 2013, offering another competitive option to the various internet service providers established in the eleven communities and rural areas throughout Carver County. 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/Open Interconnect Fiber.”

**Budget Highlights**

The following table summarizes the program’s budget.

<b>CarverLink Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(566,121)	(478,710)	(498,496)	(498,496)	+4.13%	
Expenditure total	399,473	478,710	498,496	498,496	+4.13%	
Net amount	(166,648)	-	-	-	-	

**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 construction costs of upgrades and expansion of the fiber optic network, associated equipment and electronics that operate the network, backbone Internet bandwidth and transport and the shared costs for ongoing fiber repairs and relocations. 1.25 Full-Time Equivalent (FTE) positions were allotted to CarverLink in 2018 (see Information Technology FTE chart). No new positions are requested for 2019.

**Facilities, Vehicle, and Equipment – Budget Overview, Attachment D --** Budget amounts have been included for CarverLink build-out expense (\$55,000) and equipment replacement (\$30,000), to be funded using revenue provided by CarverLink customer fees.

**Summary of Accomplishments and Plans**

### **Progress on Major 2018 Initiatives –**

- CarverLink continues to expand the use and connectivity of the CarverLink Fiber Network through its own fiber and secured fiber through collaborative negotiations. This includes expanding connectivity for Ridgeview Medical to their Le Sueur Hospital, Henderson Clinic, Gaylord Clinic, Winthrop Clinic, Arlington Hospital, Spring Park Clinic, Winsted Clinic and Excelsior Clinic.
- Connected several additional Carver County facilities including Baylor Regional Park in Norwood Young America, the recently purchased Ridgeview Medical Marie Steiner Hospice House in Chaska and MNDOT Joint Use Truck Facility in Chaska.
- Continued proactive expansion of fiber connectivity to the Carver County traffic control system with connection of five additional traffic control intersections located throughout the County.
- The installation of shared use standby backup generators at several public entity locations that house CarverLink network equipment.
- Fostering the ongoing positive and mutually beneficial relationship with Jaguar Communications, which based on this relationship and CarverLink's continued encouragement, Jaguar invested significantly in fiber connectivity and expansion in Carver County in 2018. This expansion included doing fiber overlays to every habitable municipal property in the cities of Hamburg, Mayer and New Germany. This also included Jaguar deciding to pursue funding assistance provided from the Connect American Fund 2 (CAF2) reverse auction, of which, Jaguar was awarded funding assistance to connect upwards of 750 residential and business locations in rural eastern Carver County.
- Establishing CarverLink's third connection to the internet backbone in a manner that makes the network multi-homed, providing greater reliability, diversity and resiliency to the internet services provided to our customers in the network.
- Weather and project permitting, connecting upwards of 40 additional public entity locations at various facilities throughout the County. CarverLink continues to be challenged through the expansion of its own fiber, along with population growth, that continues to demand management of fiber relocation projects due to the road construction around the County that directly affects the fiber installed within the right of way (ROW).

### **Goals, Objectives, and Performance Measures for 2019**

CarverLink plans to focus on continued expansion of the network to additional public entity locations as well as better utilization of the existing fiber infrastructure and network security. We will be leveraging CarverLink's new 25% share of a Carver County IT Sr. Systems Engineer position to implement various Carver County projects and initiatives that have substantial CarverLink interest. We will be implementing a fiber sharing technology called DWDM that will increase bandwidth over existing fiber for both CarverLink operations and customers. CarverLink will be working on a potential vulnerability audit to evaluate the service provider network for unknown vulnerabilities. CarverLink will continue to look for future expansion and growth opportunities including collaboration opportunities to connect two remaining Ridgeview Medical Clinics, two SW Transit Park and Ride locations as well as additional locations in the City of Carver and Norwood Young America.

**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**

Administer CarverLink operations in a lean, effective and self-funded manner.

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

***Objective:*** To maintain and enhance CarverLink’s self-funded operational model.

***Tasks:*** Administer CarverLink operations in a lean, effective and self-funded manner to maintain operational expenses within CarverLink’s defined budget.

***Measures of Performance Summary:*** Financial and operational indicators captured in financial and operational reviews with the Finance Office, IT leadership, Division leadership, and Division Accountant as well as County Administrator and County Board.

**CarverLink Goal #3**

Plan and implement fiber connectivity expansion for our public and community support entities.

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

***Objective:*** Work with our public and community support entities to enhance and expand the connectivity and use of the CarverLink network.

***Tasks:*** Plan and implement fiber connectivity expansion for our public and community support entities by working on connectivity initiatives to connect additional facilities to fiber.

**Measures of Performance Summary:** Qualitative and quantitative indicators of fiber expansion and service.

## Land Management

The Land Management Department is responsible for the land use components of the Public Services Division in the unincorporated (township) areas of the county. The department administers and enforces the Zoning Code, Subdivisions, Floodplain and Shoreland Regulations, State Building Codes, Agricultural Preserve Program, and the issuance of Subsurface Sewage Treatment System (SSTS) Permits. 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 meetings per year.

### Budget Highlights

The following table summarizes the department’s budget:

Land Management Budget						
Budget Summary	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(469,454)	(373,000)	(373,000)	(373,000)	-	25,526
Expenditure total	691,525	673,367	703,362	698,623	+3.75%	
Tax dollars needed	222,071	300,367	330,362	325,623	+8.41%	

**Net Levy Adjustments – Budget Overview, Attachment A2:** None.

As the following chart indicates, there were 5.00 FTE employee positions in the department in 2018, and no new FTE positions are requested for 2019:

Land Management Department Staff					
Position	2018 FTEs Adopted	2018 FTEs Actual (as of 10/2/18)	2019 FTE Division Requested Changes	2019 Administrator Recommended Changes	2019 FTEs Approved
Land Use Manager	1.00	1.00	-	-	1.00
Land Management Permit Assistant	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
<b>Department Totals</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>-</b>	<b>5.00</b>

### ***Summary of Accomplishments and Plans***

Permit volume and related revenues are projected to be at 95% of the adopted 2018 budget. 2017 revenues were quite high, but the 2018 receipts have settled back into pre-2017 totals, justifying a tempered approach for 2019. Therefore, no significant changes (increases or decreases) are expected in revenue or permit activity for the coming year.

### ***Goals, Objectives and Performance Measures for 2019***

In 2019, Land Management will continue to implement the land use elements of the 2030 and 2040 Comprehensive Plans 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.

#### **Land Management Department Goal #1**

Implement the land use elements of the 2030 and 2040 Comprehensive Plans 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:*** Approximately 200 (total) annual permit reviews, zoning permits, and Planning Commission & Board of Adjustment hearings with active town board and citizen participation. 1,300 parcels enrolled in the Agricultural Preserves Program, including numerous renewals and annual landowner notices. Customer reviews, financial reviews, and performance reviews.

#### **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 was renewed in 2017 and will 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:** Number of building permits issued 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:** Using the database with approximately 100 active and 200 inactive compliance/complaint records, work closely with township officials to identify priorities and coordinate efforts with the Attorney's Office to review decisions and procedures as needed. Measure quantity and quality of reviews, complaints, and commendations. Financial and performance reviews.

## **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, updates, and implementation of the 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.
- Enforces the Minnesota statute required Wetland Conservation Act (County wide in townships).

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.
- 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):

<b>Planning and Water Management Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Approved</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(401,572)	(263,430)	(268,964)	(275,464)	+4.57%	11,423
Expenditure total	796,263	643,118	682,012	666,575	+3.65%	
Tax dollars needed	394,691	379,688	413,048	391,111	+3.01%	

### **Net Levy Adjustments – Budget Overview, Attachment A2:**

\$14,290 in levy adjustments are recommended by the Division. They include a \$4,000 increase

in contract revenue with the LMRWD and \$10,290 in cost shifts to the WMO for PWM personnel costs. Division recommended adjustments were approved by the County Administrator and County Board.

As the following chart indicates, there were 10.60 FTE employee positions in the department in 2018, and an additional 0.25 FTE for the Education Intern was requested and approved for 2019:

<b>Planning &amp; Water Management Department Staff</b>					
<b>Position</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
AIS Inspector - Seasonal	2.00	2.00	-	-	2.00
AIS Program Coordinator	1.00	1.00	-	-	1.00
Education Intern	-	-	0.25	0.25	0.25
Planner	-	1.00	-	-	1.00
Planning & Water Management Manager	1.00	1.00	-	-	1.00
Senior Planner	1.00	-	-	-	-
Water Resources Education Coordinator	1.00	1.00	-	-	1.00
Water Resources Program Analyst	2.00	2.00	-	-	2.00
Water Resources Specialist	1.00	1.00	-	-	1.00
Water Resources Technician	1.60	1.60	-	-	1.60
<b>Department Totals</b>	<b>10.60</b>	<b>10.60</b>	<b>0.25</b>	<b>-</b>	<b>10.85</b>

0.25 FTE Education Intern- The department requested that one Education Intern (0.25 FTE) position be created due to increased education program demand for summer programs. These programs range from K-12 activities and requests as well as community events. The associated cost of adding the 0.25 FTE would be covered by an increase to the WMO levy of \$6,631 and by amendments to the financial portion of local agreements of \$2,500. (No general levy funds would be required.)

### **Summary of accomplishments and plans**

A draft of the 2040 Carver County Comprehensive Plan has been developed and authorized by the County Board for public and adjacent community review. The major goal of the department in 2018 is to complete the 2040 Carver County Comprehensive Plan process and present the Board with a plan for adoption. The Board approved an extension for plan submission which moves that date to June 2019. That extension was necessitated by the departure of the Department's Planner in the spring of 2018, followed by the absence of the Planner until the position was filled successfully in the fall of 2018.

Administration and implementation of the AIS program is in its third year under the Dept. The inspection program has continued to be implemented successfully, as has the monitoring program. Discussions with stakeholder groups will occur again this fall and winter to assess the

program and recommend any changes to the Board for 2019.

**Goals, Objectives and Performance Measures for 2019**

**Planning & Water Management Department Goal #1**

Complete the 2040 Carver County Comprehensive Plan process and present the Board with a plan for adoption.

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

**Objective:** Adopt the 2040 Carver County Comprehensive Plan.

**Tasks:** Completion and adoption 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 including holding public hearings.

**Measures of Performance Summary:** Adoption of the 2040 Plan by the County Board.

**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:

<b>WMO Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(81,573)	(43,500)	(47,500)	(47,500)	+9.20%	39,823
Expenditure total	729,549	768,656	812,479	812,479	+5.70%	
WMO Tax dollars needed	647,976	725,156	764,979	764,979	+5.49%	

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

- 1) An increase to the WMO project fund of \$9,036 based on city project requests received and proposed grant match.
- 2) An increase in the SWCD allocation, \$5,366.
- 3) An increase in the WMO portion of salaries, \$10,290
- 4) An increase to cover the proposed 0.25 FTE intern, \$6,631
- 5) An increase in the cost of lab analysis for water quality monitoring, \$5,500

- 6) An increase in the landowner cost share program to cover increased demand, \$5,000
- 7) An increase in the AIS allocation to ensure full 2019 season operation of the decontamination unit (IF grant ends on June 30, 2019), \$4,000

Note: a decrease in the project repair and maintenance fund of \$2,000 is proposed, as well as additional revenue of \$4,000 projected for permits. These changes help to offset the levy increase requests.

*Note: The WMO staff list is included as part of the PWM Department budget summary.*

**The WMO project fund is included- Budget Overview, Attachment D:** The WMO proposes a \$9,036 increase in the fund.

### ***WMO Accomplishments and Highlights***

- The WMO is continuing to have 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 continued through 2018.
- Proposed funding from the state BWSR One Watershed One Plan Pilot program may result in an additional \$520,000 for WMO projects beginning in late 2018. Grant agreements with the state should be finalized by October 2018.
- We continuously evaluate our administration of the WMO rules. Clarification and updates to the Rules will be considered in 2019.
- Along with the update to the 2040 comprehensive plan, the WMO began updating the WMO Management Plan in 2018. A draft is anticipated by early 2019.

### ***Goals, Objectives and Performance Measures for 2019***

#### **Planning & Water Management Department Goal #2**

Adopt 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:** Adopt the 3rd generation 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:** Completion of the plan update will be completed in coordination with the WMO Citizens Advisory Committee, 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:** Adoption of the CCWMO updated plan by the County Board.

### **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.

## **Carver Soil & Water Conservation District – State of Minnesota**

The Carver Soil & Water Conservation District (SWCD) is an organizational 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. Its staff members are State of Minnesota employees. As required, the County provides funds for the SWCD's operation. The Carver SWCD works closely with several of the County's divisions and departments including the Public Services Division and the Planning and Water Management Department in particular, along with Public Works, Taxpayer Services, and the University of Minnesota Extension Service. The SWCD's liaison within the County is the Planning and Water Management Department. 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 division recommended that the increased cost of SWCD staffing based on the County's projection, \$16,602, be approved. This is being offset by the WMO's \$5,366 portion of this increase, leaving \$11,236 as the general levy request. See Attachment A2 for items that are listed but not recommended by the Division.

<b>Soil and Water Conservation District</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Expenditure total	302,197	312,656	312,656	323,892	3.59%	11,236
Tax dollars needed	302,197	312,656	312,656	323,892	3.59%	

### **Summary of Accomplishments and Plans**

The Carver SWCD is working with landowners that are impacted by the new MN Buffer Law (MN Statute 103F.48). Carver County has 3,830 parcels that border a public water or public drainage ditch and approximately 98% of those parcels are now in compliance with the law. The law requires 50-foot buffers adjacent to public waters, and 16.5-foot buffers adjacent to public drainage ditches. The SWCD is the primary local contact for landowners that need to comply with the buffer law.

The Conservation Reserve Enhancement Program (CREP) is a federal/state/local partnership to retire marginal farmland on sites that restore wetlands, install buffers, or restore floodplains. The SWCD is working on 6 easements totaling over 150 acres. Additional sights are being prioritized to line up with goals of the Water Plan and Comp Plan. By utilizing the funding from the CREP program, the SWCD is assisting the county with achieving strategic goals with funding from state and federal sources.

The SWCD will continue to partner with the WMO to implement the water plan and water rules. Assistance is also provided to other county departments that deal with natural resources issues – Land Management, Environmental Services, Taxpayer Services and Public Works/Parks.

### **Goals, Objectives and Performance Measures for 2019**

#### **SWCD Goal #1:**

Continue implementation of the State-mandated buffer strip program.

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

**Objective:** The buffer law (103F.48) requires that all public waters must have a 50-foot vegetated buffer and all public drainage ditches must have a one rod (16.5 feet) vegetated buffer. The SWCD is the primary implementation agency for this new requirement.

**Tasks:** In 2019, the SWCD will continue public outreach and provide technical assistance to landowners affected by the buffer law. The SWCD is responsible for compliance and each parcel impacted by the buffer law needs to be reviewed for compliance at least once every 3 years.

**Measures of Performance Summary:** The SWCD is required to track compliance with the buffer legislation. The SWCD is tracking compliance using a state developed GIS tool called BuffCAT. Carver County has 3,730 parcels of land that border a public water or public drainage ditch, currently 98% of the parcels are in compliance with the law.

The SWCD is required to continue tracking compliance and work with BWSR on follow up for non-compliant sites. Extremely wet field conditions during the fall harvest season has delayed planting on several sites. SWCD staff will follow-up on those sites in the spring of 2019.

**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 assist Carver County with the vegetation establishment and maintenance of this wetland restoration site. State and federal approval of the project is in process and expected to be completed soon.

***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 - \$2 per square foot. The Watertown banking site is expected to generate around 35 acres (1,524,600 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 the Conservation Reserve Enhancement Program (CREP). CREP is a state/federal conservation program that provides incentive payments to landowners for retiring marginal farmland.

***Tasks:*** SWCD staff will continue to work with landowners and state and federal agencies to make this program available in Carver County. 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 buffer initiative, and also provide a funding source to implement wetland restorations that are a priority in the County Water Plan.

**Measures of Performance Summary:** The SWCD has 6 CREP easements that are currently approved and in various stages of implementation. Over the past 8 years, the SWCD has helped to secure more than \$6.5 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.

## Public Services 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(78,935)	(113,200)	(74,700)	(94,700)	-16.34%	39,679
Expenditure total	2,939,753	3,050,229	3,017,567	3,071,408	0.69%	
Tax dollars needed	2,860,818	2,937,029	2,942,867	2,976,708	+ 1.35%	

### Net Levy Adjustments- Budget Overview, Attachment A2:

Trends: The tentative plan to run the Waconia Event Center under the town hall model through July of 2019 is captured in the levy adjustment attachment, showing the cost of operating the building at roughly \$20,000 in 2019. The remaining cuts are detailed on Attachment A2 but are not recommended by the Division.

**Capital Projects- Budget Overview, Attachments C and E:** Building Security Improvement Plan: \$13,539 in Attachment C. These funds are requested to support high priority projects of the Workplace Security Task Force.

Attachment E- For 2019, Roof Repairs to the Cologne Public Works facility (\$100,000) - the Cologne Public Works facility roof is an original EPDM rubber roof and showing signs of its age. We have had numerous small repairs on this roof.

Replacement of one Boiler at PW Cologne (\$90,000) - these boilers are of a cheaper manufacture and as such have difficulty maintaining efficiency and reliability.

Replacement of the Cologne PW salt shed fabric covering (\$25,000) - the fabric covering for this salt shed is past its life cycle and has had numerous repairs.

Energy management system replacement (\$100,000) - the County's current EMS system, which

controls all government center and PW Cologne HVAC equipment, is old and no longer supported by any vendors.

**Facility Services - Budget Overview, Attachment D:** Facilities Manager Initiatives: \$330,000. These funds are requested to support emergency repairs that occur throughout the year and for high priority building projects. 2019 initiatives include HVAC work on the Government Center buildings, replacement of out of date AMAG (electronic badge locks) and fire panels, repairs to exterior concrete, and carpet replacement.

The department had 15.00 FTEs in 2018 and requested an additional 1.00 FTE Facilities Technician in 2019. This position will allow the County to perform more work in-house vs. hiring contractors. This change will help contain the increasing costs to maintain our buildings. This request was approved in the 2019 Budget, bringing the FTE total to 16.00 for 2019, as indicated in the table below.

<b>Facility Services Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Assistant Facilities Project Manager	1.00	2.00	-	-	2.00
Custodial Supervisor	1.00	1.00	-	-	1.00
Custodian	6.00	6.00	-	-	6.00
Facilities Clerk	1.00	-	-	-	-
Facility Services Manager	1.00	1.00	-	-	1.00
Facility Technician	3.00	3.00	1.00	1.00	4.00
Lead Facility Technician	1.00	1.00	-	-	1.00
Master Electrician	1.00	1.00	-	-	1.00
<b>Department Totals</b>	<b>15.00</b>	<b>15.00</b>	<b>1.00</b>	<b>1.00</b>	<b>16.00</b>

### **Summary of Accomplishments and Plans**

#### **2018 Improve Energy Efficiency**

We continue to seek out new opportunities to reduce our energy foot print. We have continued with our efforts to install lighting motion sensors in offices and common areas that will help reduce the number of hours these lights are on. We also continue to replace any non-LED fixtures with full LED lighting. We have replaced all old lighting fixtures in the Chaska environmental center warehouse and the main shop and cold storage building at PW Cologne with LED bulbs and were able to reduce the number of fixtures along with the main shop at PW Hollywood.

#### **2018 Security Improvements**

We have made a number of security improvements in 2018. We added over 35 new cameras to our county security camera system. Each court room is now equipped with a security 360-degree camera. We have added 22 new card readers to our existing door access system. We have installed building “lock down” buttons at First Street Center and PW Cologne that secure the

exterior doors with the push of a button.

### **2018 Construction Projects**

In 2018, we completed adding a new work station at the Chaska License center. The build-out for ER in the lower level of the courthouse was completed. The repainting and carpet replacement in the County Administration and Boardroom offices is completed. The office furniture was replaced in Records, Finance, Water management and IT departments to accommodate new FTE's. A new lighting control system for the Jail was installed. Court room 6 we have installed 8 new benches replacing the 40 chairs.

### **Goals, Objectives, and Performance Measures for 2019**

Continue with Security improvements. We now have an Assistant Security Project Manager on staff who will allow us to complete more security projects, reducing the cost to our security fund dollars.

Continue with building energy-efficient projects to include adding electrical monitoring software that will allow us to review in 15-minute increments the electrical usage at any county building. This will allow us to review daytime and night time usage and adjust for heavy demand loads to ensure the buildings are running at peak performance.

Continue to improve the interior aesthetics at all county buildings to include public and staff areas, using in-house staff to help reduce labor costs.

Maintain county building infrastructure including HVAC, low voltage systems, roofing, and carpeting.

**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:*** Take the findings from the 20-year space plan and start to implement the plan.

***Tasks:*** Working with County leadership and appropriate representatives of Divisions, develop recommendations for best use of space through 2048. We have completed inventory analysis and staffing forecasts, engaged leadership, and developed 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. Research creative solutions to reduce energy and contain future costs including alternative energy resources.

***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 2018 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](http://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:

<b>Library Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(513,750)	(337,245)	(309,348)	(309,348)	-8.27%	23,155
Expenditure total	4,140,841	4,400,666	4,426,855	4,395,924	-0.11%	
Tax dollars needed	3,627,091	4,063,421	4,117,507	4,086,576	0.57%	

**Net Levy Adjustments- Budget Overview, Attachment A2:**

Items listed were not recommended by the Division nor the County Administrator and Board.

**Furniture/Equipment replacement- Budget Overview, Attachment D:** The Library requests \$10,000 for furniture replacement and refurbishment. As our buildings age, so do the furnishings. By maintaining furnishings, we will increase the lifetime of our furniture and create a “facelift” for our environments.

**Conference and Training- Budget Overview, Attachment F:** In 2019, \$4,000 of the County’s portion of training for library staff is proposed to be used to send two individual staff members to the Innovative User’s Group (IUG) semi-annual conference in Arizona while \$2,000 would be used to send one individual to the Library Marketing annual conference in Texas. The Library also plans to use training dollars from MELSA to send an additional staffer to the Library Marketing conference in Texas and 3-4 staffers to the Power Up conference in Wisconsin. All other staff training will be in-state and funded with MELSA dollars.

The Library requested 2.00 FTEs in 2019 as indicated below.

<b>Library Staff</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
<b>Position:</b>					
Administrative Assistant	0.80	0.80	-	-	0.80
Associate Librarian	2.50	2.50	-	-	2.50
Law Library Paralegal	0.80	0.80	-	-	0.80
Librarian	12.60	12.60	1.00	-	12.60
Library Assistant	12.66	12.66	1.00	-	12.66

Library Branch Manager	3.00	3.00	-	-	3.00
Library Director	1.00	1.00	-	-	1.00
Library Operations Supervisor	3.00	3.00	-	-	3.00
Library Shelves	3.13	2.75	-	-	2.75
Library Systems Administrator	1.00	1.00	-	-	1.00
Library Technology Associate	2.00	2.00	-	-	2.00
On-Call Librarian	0.64	0.64	-	-	0.64
On-Call Library Assistant	0.46	0.46	-	-	0.46
Volunteer Coordinator	0.80	0.80	-	-	0.80
<i>Department Totals</i>	<b>44.39</b>	<b>44.01</b>	<b>2.00</b>	<b>-</b>	<b>44.01</b>

The staffing requests made, but not approved, for 2019 are as follows:

**Librarian- 1.00 FTE** -- The Western libraries are short on librarian staff members, particularly for desk coverage both during the week and on weekends. This situation was exacerbated when the two part-time Youth Services librarian positions were combined to create a 1.0 FTE. That change decreased the number of librarian hours by 12 hours in the Western libraries. The 1.0 FTE was a major step forward for two libraries that were going through an upheaval in staffing, but it also has left a hole in library desk coverage. The 1.0 FTE Librarian would fill a hole in staffing that is needed now more than ever.

**Library Assistant – 1.00 FTE** -- Three years ago, we worked on a staffing plan for the system to provide the Carver County libraries with staffing that would provide desk coverage and the necessary staff to provide the Library’s services to the public (reference, reader’s advisory, such programming as story times, reading programs, technical help on library apps, etc.) This plan still planned for a very streamlined staff, however. In 2017, the Director conducted a study to ensure Carver County Library fell within the average hours of library service to be provided. One of the elements that allowed for career laddering for the clerical staff was in providing an opportunity to advance to a 1.0 FTE in the Library Assistant category. By having one 1.0 FTE in each cluster, a pathway for advancement for this category was established. It also provided continuity of service and an individual who could take on some responsibilities from the Operations Supervisors, thus enabling them to learn and potentially train for that position when one became vacant.

**Summary of Accomplishments and Plans**

Progress on Major 2018 Initiatives:

**Library Goal #1:** Provide the resources and services residents want and need

**Supports County Goal I:** Create and maintain safe, healthy, and livable communities by being responsive to the public needs.

**Objective #1:** Evaluate library offerings on an ongoing basis

**Progress:**

- Kaizen event philosophy statements in process of development.

- SharePoint programming form was developed, tested, evaluated and then cancelled in favor of a simpler Excel spreadsheet instead

**Objective # 2:** Work with City of Chaska and County on new Chaska Library building

**Progress:**

- The Library was part of the City Square West Task Force which, after a series of meetings, made recommendations to the City Council on City Square West block and the new Library; City accepted recommendations.
- Awaiting word from City of Chaska on next steps, including focus groups.

**Objective # 3:** RFID Implementation

**Progress:**

- RFID tagging, and installation of equipment was accomplished in 2017.
- Training the public on use of the RFID pads was conducted in 2018.
- Due to public concerns on new RFID gates at Chanhasen, training on dealing with difficult customers was held at the Chanhasen Library.

**Objective #4:** Evaluate various collection formats and ensure that Carver County's collection levels are commensurate (given our size) to metro library county populations.

**Progress:**

- Print collections in process of evaluation
- Media collections in process of evaluation; initial evaluation components established
- E-Resource evaluation conducted in 2016 and additional funding added to collection in 2017. E-resource evaluation on effects of infusion of funding will be studies for possible trends in this area.

**Objective #5:** Investigate new collection formats such as streaming

**Progress:**

- Streaming was investigated but deemed too expensive yet for 2019 budget year.
- Streaming will continue to be investigated and Carver County Library has and will continue to request information from the early metro adopters of this format, learning from what they have discovered in implementing this format.

**Library Goal #2:** Increase internal as well as external communication

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

**Objective:** Organize Library SharePoint sites and the S Drive to make them more accessible

**Progress:** S/drive reorganization is almost complete. MELSA team reports page being developed.

**Library Goal #3:** Build partnerships with community groups and/or businesses

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

**Objective:** Integrate library's presence into Chamber of Commerce training events

**Progress:** Lynda.com training provided at Waconia, Watertown and Norwood Young America Chamber of Commerce events. Requests have been extended to hold Lynda.com sessions at other Carver County Chamber of Commerce events.

**Library Goal #4:** Provide staffing at branches that meets service needs

**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:** Create staffing model based on similar sized and functionally related metro libraries and library systems to determine staffing size needed for each Carver County branch library.

**Progress:** Requested for 2019 – Western libraries Librarian (1.0 FTE) and Library Assistant (1.0 FTE). Western library staff was requested the last two years, but not obtained.

### **Highlights of major initiatives/goals planned for 2019:**

**Library Goal #1:** Enhance library services to the County

**Library Goal #2:** Implement steps of staff development initiative

**Library Goal #3:** Develop a communications plan that connects the public with the library

**Library Goal #4:** Determine focus of new Chaska Library

## **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 Veteran Services Office (VSO) 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.

Veteran Services 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 vital service is free of charge. The program has the capability of transporting 14 veterans (including veterans needing wheelchair accessibility) and their dependents to and from appointments.

**Budget Highlights**

The following table summarizes the department’s budget:

<b>Veterans Services Office Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(22,573)	(12,500)	(12,500)	(12,500)	0.00%	(7,944)
Expenditure total	335,543	457,994	450,099	450,050	-1.73%	
Tax dollars needed	312,970	445,494	437,599	437,550	-1.78%	

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).

**Net Levy Adjustments- Budget Overview, Attachment A2:**

\$4,000 in levy needs is being recommended by the Division. They include cost shifts to grant funding and a reduction in Short-Term On-Call staff. The remaining cuts are detailed on Attachment A2 but are not recommended by the Division. The County Administrator and Board approved recommendations set forth by the Division.

**Conference and Training- Budget Overview, Attachment F:**

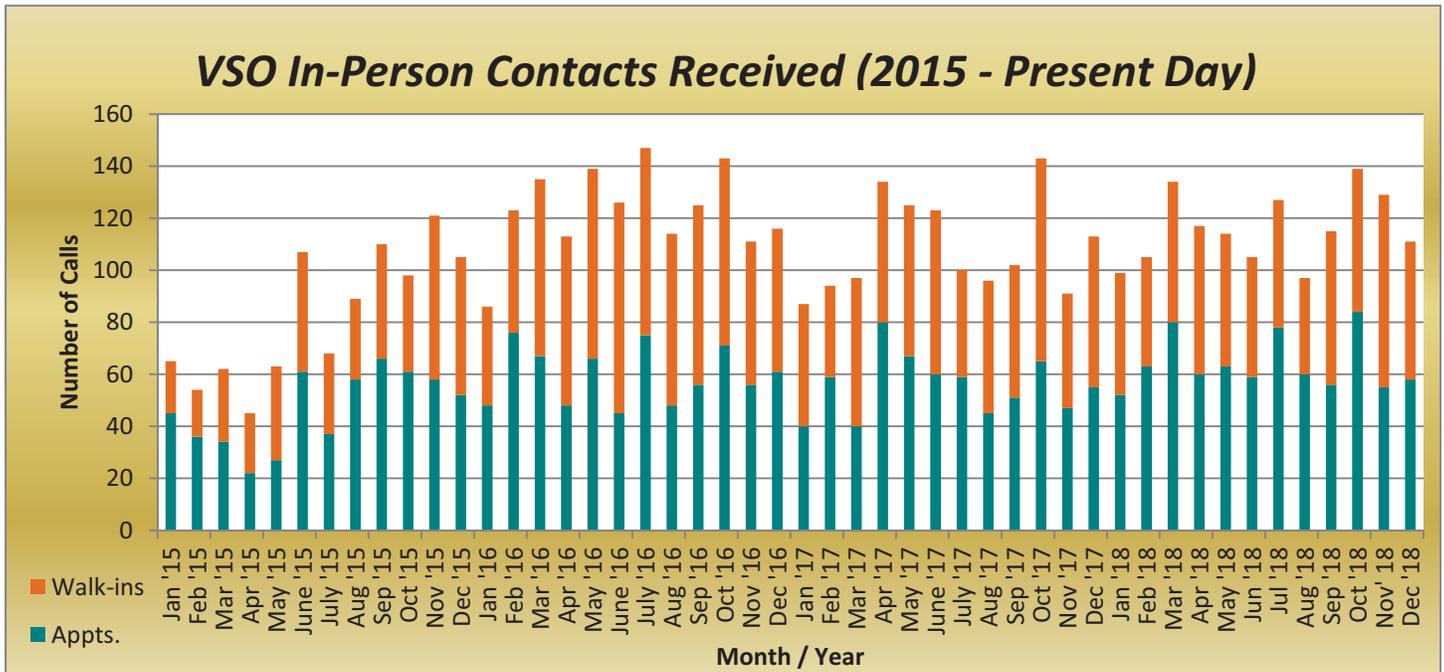
Due to the increase in overall FTE from 2017 to 2018, the department has requested an increase of \$1,600 for the 2019 training/conference budget on Attachment F. An additional \$600 for training/conferences is part of the operating trend adjustment listed on Attachment A2.

Veteran Services has 5.60 FTEs in 2018, and requests no changes for 2019.

<b>Veteran Services Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTE's Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Asst. Veteran Services Officer	2.00	2.00	-	-	2.00
Veteran Services Driver	1.20	1.20	-	-	1.20
Veteran Services Officer	1.00	1.00	-	-	1.00
Veteran Services Rep.	1.00	1.00	-	-	1.00

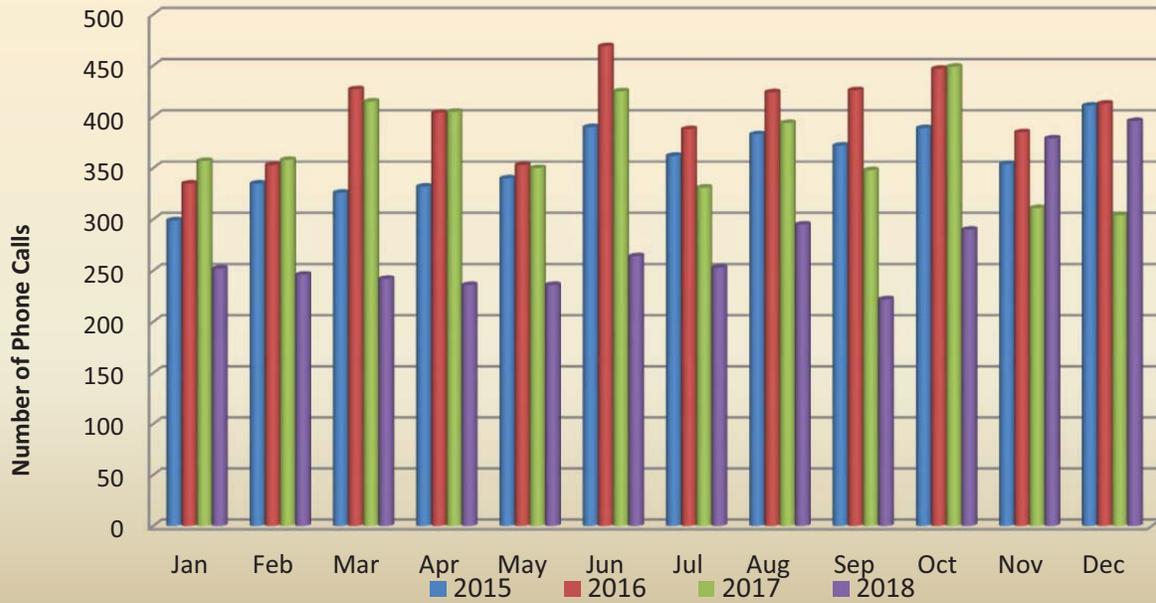
STOC – Clerical	0.20	0.20	-	-	0.20
STOC - Veteran Services Driver	0.20	0.20	-	-	0.20
<b>Department Totals</b>	<b>5.60</b>	<b>5.60</b>	<b>-</b>	<b>-</b>	<b>5.60</b>

**Summary of Accomplishments and Plans**



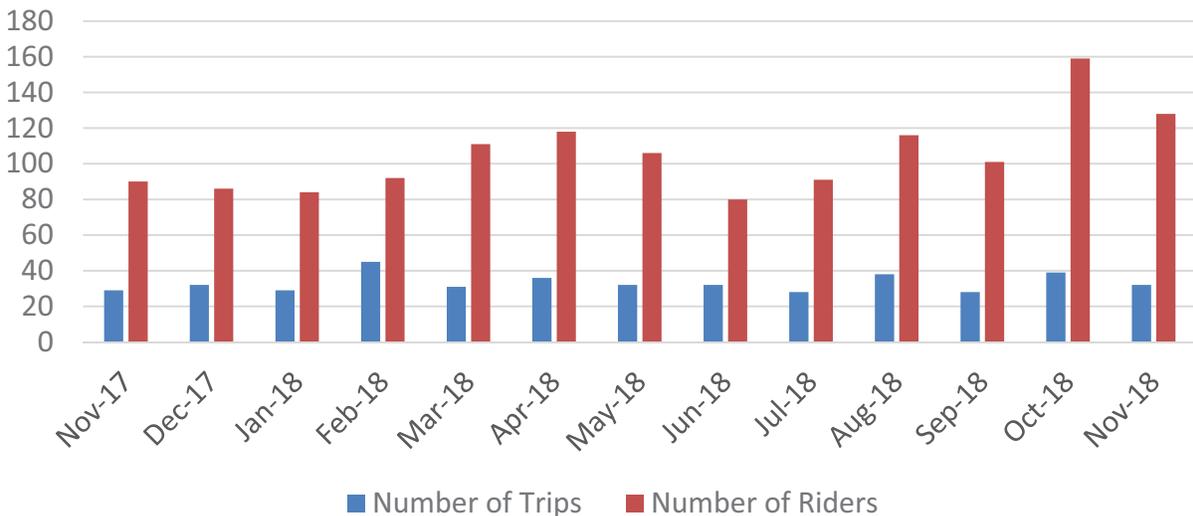
**MAINTAIN HIGH LEVEL OF THROUGHPUT AND INCREASE DATA TRACKING** – Two-thousand eighteen saw the first full calendar year of the VSO location change from Waconia to Chaska. Since moving, the VSO has experienced an 8% rise in in-person contacts (shown above through in-person contact data). In-person contacts consist of both appointments and walk-in visitors to the office, as well as regional appointments. Measuring from the beginning of 2015 to present day, the VS Department has witnessed a steady increase from an average of 82.3 in-person contacts per month in 2015 to 116.5 per month in 2018. We anticipate that growth to continue, as 2018 saw 245 new “unique” veterans come to our office (individuals that had not been in contact with us in over five years, or ever). Additionally, this forecast is supported as veterans now begin to become more knowledgeable and comfortable with our new Chaska location.

## VSO Incoming Client Phone Calls (2015 - '18)



The data shown above regarding incoming client phone calls is not an accurate portrayal of the amount of calls that VSO has received in 2018. As is shown in the illustration above, this year's tracked phone calls declined by an average of 30.7% each month due to a recording error that is not correctable by staff. We anticipate that phone call levels matched 2017 amounts fielded last year. When this error was noticed in October 2018, departmental staff was alerted and re-trained on phone call tracking in internal Contact Log tracking. Note that October to December 2018 totals are on pace with previous years' recorded phone calls.

## Transportation Statistics



The Veterans Transportation Program has been increasingly productive in the past 12 months, as the ridership level has broken 100 riders per month in similar amounts of trips over the last one-third of the year. The office has noticed that while the number of trips (from Carver County to VA site and back) has maintained in between 25-40 per month, the rider to trip ratio change has been significant. In October of 2018, almost 160 veterans were given rides to appointments in 22 days of availability for an average of 7.2 riders per day. This data produces a better measurement of ongoing needs for the transportation program. Currently, the VSO has two vehicles in their motor pool: a 2003 Dodge Sprinter with over 227,600 miles and a 2015 Ford Diamond with 121,750 miles on the odometer. In 2018, the vehicles accumulated 42,683 miles (with the majority of those miles being driven by the Ford). This has created a need to replace the Dodge Sprinter with a new van that can accommodate a wheelchair passenger, an average of 7.2 riders per trip, and a lower-mileage vehicle in our selection. In 2019, the Carver County Board of Commissioners is expected to purchase a 2019 Ford Transit 9+1 Van which will meet this objective.

### **Highlights of major initiatives/goals planned for 2019**

Carver County's VS Department has deployed a "regional appointment program" to the Western portion of the county. Specifically, space has been utilized in the Hollywood Township Public Works building to offer regional appointments to our Western and Northwestern residents. The regional appointment program ensures that the Department's presence is known and that our office goes the extra mile to keep important relationships strong with our veterans and community partners.

Veteran Services looks forward to working hand in hand with County IT/GIS staff to explore and enhance the ability to track better statistics of our work. If "Business Intelligence" is collected properly through process enhancements and data mining, our organization will have much better capabilities to identify our shortfalls/gaps in service, as well as tell our story to other agencies and community leaders/groups who are not familiar with our mission. This customer resource management (CRM) tool should begin developing in mid-2019.

Staying current and up to date in the field of Veteran Benefits is a never-ending task. With three-quarters of Department staff turnover in 2018, we will need to maintain a strong foundation of VA knowledge, while improving communication and providing consistency to clients. Because of these requirements in a time of substantial personnel change, it is imperative that our primary staff meets weekly as a team and one-on-one with employee/supervisor to build on an already strong performance evaluation system. Additionally, we will continue to offer the high level of customer service that has already been established by Carver County Veteran Services. Department leadership has been successful in obtaining assistance from the Minnesota Department of Veterans Affairs (MDVA) to harness additional help in the absence of one employee currently deployed with the US Army. To date, MDVA has assisted in more than 35 veteran appointments. This assistance greatly reduces backlog for meeting with clients and has allowed our office to uphold quick response times (within two business days) and continue meeting with an average of 116 veterans/clients per month.

### **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 2019 budget cycle.

**Tasks:** Scheduling veterans and work functions (training, administrative, professional development, etc.) 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:** Maintain the current state of appointments 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 new 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 IT 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.

### **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 outreach efforts 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 County Extension Service**

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 employs the programmatic staff, while the County provides two administrative colleagues. Extension’s liaison to the County is the Public Services Division’s Deputy Director.

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 MN Extension Budget						
Budget Summary	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(4,992)	(15,450)	(15,450)	(15,450)	0.00%	6,864
Expenditure total	313,475	334,091	337,709	340,955	+2.05%	
Tax dollars needed	308,483	318,641	322,259	325,505	+2.15%	

**Levy Adjustments- Budget Overview, Attachment A2:** An adjustment of \$4,263 is requested to provide an increase to the Memorandum of Agreement with the University of Minnesota for budget year 2019. Additional cuts are detailed on Attachment A2 but are not recommended by the Division. The County Administrator and Board approved recommendations set forth by the Division.

Carver County Extension had 1.70 FTEs in 2018. No new position requests were made for 2019 as the following table indicates.

University of Minnesota Extension Carver County Staff Position:	2018 FTEs Adopted	2018 FTEs Actual (as of 10/2/18)	2019 FTE Division Requested Changes	2019 Administrator Recommended Changes	2019 FTEs Approved
Extension Administrative Rep.	0.60	0.60	-	-	0.60
Extension Administrative Tech.	0.90	0.90	-	-	0.90
Clerical Support (STOC)	0.20	0.20	-	-	0.20
<i>Department Totals</i>	<b>1.70</b>	<b>1.70</b>	-	-	<b>1.70</b>

### Summary of Accomplishments and Plans

The University of Minnesota Extension 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. A Memorandum of Agreement between the University of Minnesota and Carver County supports the following local programs: 4-H Youth Development, Extension Master Gardener, Agriculture, Financial Capability, and Supplemental Nutrition Assistance Program Education.

### Program Accomplishments for 2018 Include:

**4-H Youth Development** – In 2018, Carver County 4-H is tracking on schedule with 4-H member and volunteer enrollment numbers. 4-H completed the prior 4-H year ending in September of 2017 with 481 youth and 185 volunteers. Summer programming at day camps increased from 116 to 135 in partnership with Carver County Parks and Recreation, Eastern Carver County Community Education and Norwood Young America Community Education. In

addition, summer programming expanded into two other Eastern Carver County School's Summer Explorers and Celebrate Summer programs. Finally, 4-H reinvigorated other showcase events for foods and presentations/theatre arts and saw greater participation from membership.

**Extension Master Gardener** - Extension Master Gardener volunteers have had an incredibly successful year for the Schoolyard Gardens and youth planting programs. Volunteers reached nearly 3,900 youth during the month of May alone. The youth included elementary school age, preschool age, special needs youth, alternative living facility residents, and one dual language immersion school. The Carver-Scott Master Gardeners received letters of accolades for their work with youth in the community, by changing student perspectives and providing them with opportunities for gardening and food production that they have not experienced before. We have also revitalized our partnerships with local food shelves, including Bountiful Baskets of Chaska, and the CAP Agency serving Scott, Carver and Dakota Counties. They are planting food garden plots onsite at the agencies, as well as, having Master Gardeners teach container gardening for those who might live in higher density areas without gardening space.

**Agriculture** – Supported the Extension Volunteer Dairy Core Team to provide education and cutting-edge research to hundreds of attendees as well as implement program enhancements during the Dairy Expo to include breakout sessions in Spanish. Implemented dairy education and exposure to researched dairy practices during Farmer to Farmer Tour and Winter Dairy Series. Provided technical assistance and information to county residents in the areas of animal agriculture, crop production, water quality, and homeowner concerns. Continue to develop programs to address rural and urban issues, small farms, alternative crops, viticulture, agri-tourism and farm safety. Program delivery of Private Pesticide Applicator Training, Land Rent Seminars, Cottage Food Producer Education and Living on the Land Workshop.

**Financial Capability** - Delivered personal finance education to 79 clients at Carver County partner organizations. Topics included: budgeting, credit, banking, identity theft and saving/investing. Initiated a new partnership with Carver County Veteran Services providing financial coaching to their clients. Began teaching regularly at New Beginnings high school for pregnant and parenting teens. Scheduled to teach Identity Theft at the Waconia and Chaska Libraries and Budget and Credit classes at the Chanhassen Library in the fall.

### ***Program Goals for 2019***

**4-H Youth Development** - Carver County 4-H will continue to seek out partnerships that engage young people in 4-H programming that are not currently participating in positive youth development programs. In addition, 4-H will be evaluating members and their growth in learning life skills. Plans also include continuing to work with Carver County Parks and the Norwood Young America and Eastern Carver County Schools Community Education Programs to provide more programming to expose 4-H to prospective families.

**Extension Master Gardener** - To continue the initiative which began in 2018 of Community

Awareness and Visibility. The initiative includes using new outreach strategies to further our relationships within our communities, and to provide awareness to those who may not have been previously acquainted with the program. The two outreach events noted direct contact with 250 members of the public. Additional events will be added to the 2019 calendar. These are also used as a recruitment tool for attracting new Master Gardener volunteers. Also, for 2019, there will be a review and evaluation of programming and events, to prioritize which are most successful and well attended, and to enhance the program around utilizing the best time and resources of the volunteers.

**Agriculture** - To increase the reach of agricultural Extension programs through partnerships, media and social media publicity to connect traditional clients as well as new clients to Extension. Continue to collaborate with county agricultural affiliates and agricultural businesses to develop relevant agricultural programming. To build urban rural partnerships to blend traditional agricultural systems with alternative and emerging agricultural enterprises, food systems, and water quality.

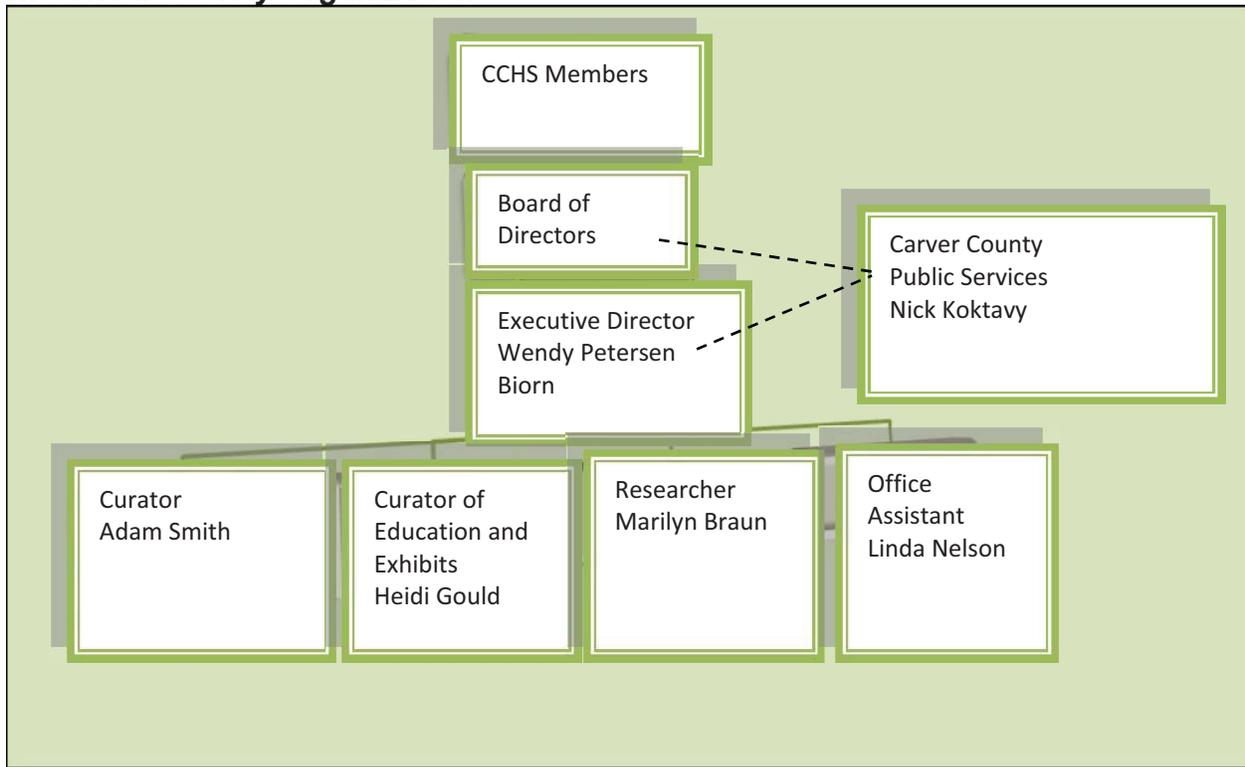
**Financial Empowerment** - To continue teaching financial education with current Carver County partners. To grow the financial coaching partnership with Carver County Veterans Services, including developing a coaching evaluation that can be used to track outcomes.

## **Historical Society**

In April of 2015, the Carver County Historical Society celebrated its 75<sup>th</sup> year of operation as an independent nonprofit 501(c)3 educational organization. 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. The Society’s liaison to the County is the Public Services Deputy Division Director.

It is our goal to work closely with Carver County to provide free or low-cost services to the citizens of Carver County. 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



### 2018 Board of Directors:

		City	Area of Expertise
President	Peter Gustafson	Waconia	Education
Vice-President	Mike Fahey	Carver	Local history
Treasurer	Lin Deardorff	Waconia	Business/promotion
Secretary	Matthew McDougall	Waconia	Attorney
	Burton Johnson	Chaska	Peterson farm
	Mark Willems	Cologne	Zoning and Planning/business
	Dan Lund	Chanhassen	Business/history
	Mike Coleman	East Union	Local history
	Gerry Johnson	Victoria	Education
	Maureen Farrell	Chanhassen	Education/planning
	Julie Norman	St. Paul	Scandia Cemetery/fundraising

### Staff:

	Position	
Wendy Petersen-Biorn	Executive Director	1.00 FTE
Vacant	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

The following table summarizes the Historical Society's budget:

<b>Revenue</b>		<b>Expenses</b>	
County Appropriation	\$ 221,061.00	Marketing	\$ 1,700.00
Memberships	\$ 5,500.00	Repairs/services needs	\$ 2,700.00
Fundraiser*		Security System	\$ 800.00
Affiliate memberships	\$ 1,100.00	Staff training	\$ 1,100.00
Fund appeal	\$ 7,000.00	General operation	\$ 2,100.00
Inventory Sales	\$ 3,700.00	Health insurance	\$ 22,500.00
Sales/research fees	\$ 1,100.00	Employment taxes	\$ 12,827.00
Donations	\$ 2,300.00	Telephone	\$ 1,100.00
Program fees	\$ 2,200.00	Workers Comp	\$ 439.00
Endowment income	\$ 6,400.00	Utilities	\$ 14,000.00
Workers comp/health care	\$ 950.00	Mileage	\$ 1,550.00
Peterson Farm income/fund	\$ 6,000.00	Volunteer/Staff benefits	\$ 250.00
<b>Total</b>	<b>\$ 257,311.00</b>	Payroll	\$ 161,348.59
		PERA	\$ 12,101.44
		MCIT	\$ 2,848.00
		Technology/program support	\$ 2,200.00
		Pay Chex	\$ 1,900.00
		Fund raising expenses	\$ 490.51
		Books for staff	\$ 200.00
		Materials for library	\$ 700.00
		Stock for resale	\$ 1,000.00
		Collections care	\$ 1,386.46
		Exhibits design	\$ 1,200.00
		Membership dues	\$ 1,525.00
		County fair	\$ 500.00
		Licenses and permits	\$ 50.00
		Newsletter	\$ 800.00
		Shop needs	\$ 100.00
		Postage	\$ 900.00
		Accounting needs	\$ 1,500.00
		Programs	\$ 1,600.00
		Past Perfect	\$ 695.00
		Landscaping	\$ 200.00
		Farm expenses	\$ 3,000.00
		<b>Total</b>	<b>\$ 257,311.00</b>

\* In 2019, the CCHS will be starting a 3-year capitol fundraising campaign. Funds will be used to rehabilitate the buildings at the Historic Andrew Peterson Farmstead. The fundraising will begin on June 15, 2019. For every \$2 we raise, the Jeffris Family Foundation will give us \$1. Fundraising income and expenses for this campaign are not included in this budget. Expenses will be paid for by funds previously held in reserve for this campaign.

The above budget includes the increased allocations for additional staff costs that are outlined in Attachment A2. Similar to last year, the Historical Society is requesting a staffing cost increase which would be the same as what is budgeted for County staff.

## Progress on Major Initiatives

### Historic Andrew Peterson Farmstead

#### *North Barn*

The north Peterson barn restoration work was completed in May of 2017. The work was completed by Hansen HomeTech of Chanhassen. Total cost for the project was close to \$250,000. All of it was privately raised through donations and/or grants. The building has already been used for one wedding, with two more booked. A partnership with Sovereign Winery in Waconia allows us to be the site for the vows, and Sovereign the site for the reception. It is the plan to hold no more than one wedding per month at the farm, May through October.



Before

Fall 2016  
Before  
painting

#### *Capital Fundraising Campaign*

The capital fundraising campaign was delayed until June of 2019 due to the time it took to complete the Historic Structures Report. The report was completed in December of 2018, but due to the delay, the Jeffris Family Foundation could not align our desire to start the drive in 2018 with their financial schedule. Therefore, we will begin the capitol fundraiser in June of 2019. The campaign will last three years, with an anticipated goal of raising \$500,000 which will be matched by Jeffris with \$250,000. Other matching grants are also under consideration. The Historic Structures Report was completed by MacDonald & Mack at a cost of \$99,400. All of which was privately raised through grants and private donations including a \$10,000 grant from the National Trust for Historic Preservation.

A master long range business plan for the farm is being undertaken with the help of St. John's University intern, Dan Rhodes. Focus is on the next five years' fundraising and building restoration but will emphasize the planned use for the farm and financial self-reliance. As with

the nature of other business plans it is the goal to at a minimum to break-even financially, at the farm. The business plan is expected to be complete by early September 2018.

### *Diary Translation and Publication*

The Andrew Peterson diaries are being translated with the help of two grants. One grant is from the Minnesota Legacy fund to translate the diaries, the other from the Swedish Council of America to publish the translation. The translation will be the property of the CCHS. It will be available in book format and on our website.



### **Collection Inventory**

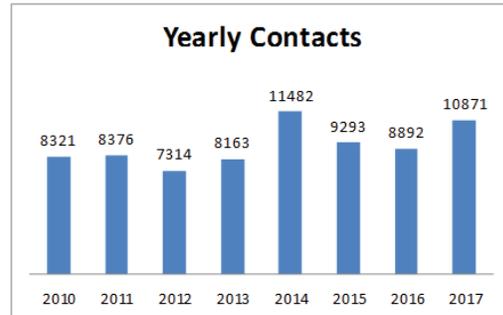
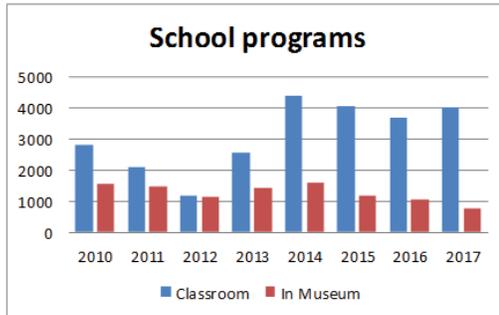
In 2017, a new curator was hired, but lost him 10 months later to the U of M in Mankato. The reason for departure was the need for higher pay. A subsequent contract interim curator was hired for 200 hours. She noted she too would love to stay with the CCHS but was offered a job at twice the rate of pay. As of this writing, we have two collection specialists working on our first collections 3D inventory in about 50 years. This is a grant funded project. The project will allow us to find artifacts faster with an image attached to Past Perfect for insurance purposes and reference. The inventory will also note in Past Perfect the location of the items and check to be sure the collections inventory numbers are correct. The full project is 15 months in length with a grant of \$97,224 financing it. Following this inventory, we will pursue a grant for an archival inventory.

Two rooms of the former Veterans space are being used as a photo studio for the collections inventory. One room is being used for collection storage space for items used regularly in the research library. The rotating file cabinet houses midsized photos.

### **Highlights**

- Grant and large fund donations totaled \$271,830 in 2017. Grants included:
  - Legacy-Collections inventory-\$97,224
  - \$160,000 from the State of Minnesota, with the help of Representative Nash. These funds will be used on the large middle 1914 barn. The barn will become our interpretive and event center.
  - Minnesota Council for Nonprofits- \$124 to attend a financial conference
  - Peterson diary translation-\$9,782 Legacy fund
  - Swedish Council of America- \$2000 to publish the Peterson translated diaries
  - Minnesota Valley Electric Cooperative - \$2200 to buy a large lawn mower
  - Carver County Foundation- \$500 for the Historic Structures Report
- Executive Director Wendy Petersen Biorn took a one-month sabbatical to study Swedish 19<sup>th</sup> century farm buildings.
- Worked with Carver County Parks, SHPO and the State Archaeologist to conduct an archaeology study at Coney Island.

- The visitation numbers continue to remain strong with educational programming leading the way. The total visitation increased by nearly 2,000 more visits in 2017 than in 2016, due to heavier use of the museum research library. We have not counted on line research, but we are aware that both the newspaper index and on-line photo research sections are heavily used.



### Historic Andrew Peterson Farmstead progress

- The north barn restoration has been completed.
- The first public event, **Spring Time at the Farm** was a success despite rain.
- Approval received from Jeffris Foundation to begin fundraising June 2019.

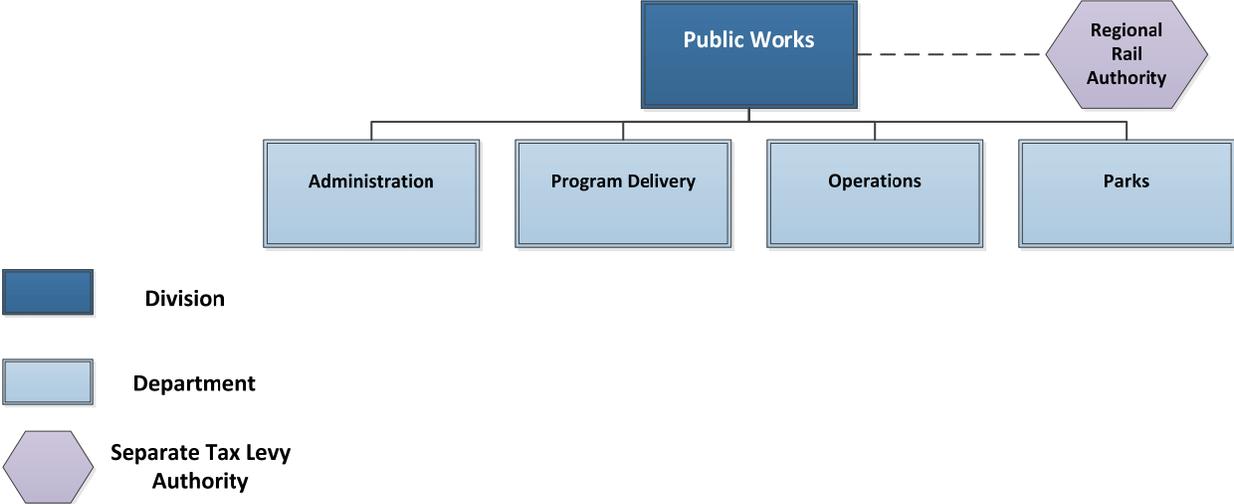
### Major initiatives/goals planned for 2019

- Begin the capital fundraising campaign June of 2019.
- Complete the collections inventory.
- Continue to partner with local organizations.
- Continued partnership with Carver County in areas as requested, specifically in regard to the interpretation of Coney Island.
- Ramp up CCHS development activities including:
  - Corvus North has been hired as the consultant for the capital fundraising campaign. Corvus will start with directing a feasibility study by September 2018. The groundwork for a development program at the CCHS will continue into 2019. It is hoped this will be the beginning of long range development plan for the CCHS. Corvus North is located in Minneapolis and has worked with a number of museums for capital campaign fundraising.
  - Hire a part time development director to help with fundraising events.



# Public Works

# 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(4,386,261)	(4,502,592)	(4,535,392)	(4,851,976)	7.76%	205,815
Expenditure total	9,281,090	9,685,908	9,985,925	10,241,107	5.73%	
Levy dollars needed	4,894,829	5,183,316	5,450,533	5,389,131	3.97%	

The division currently has a total of 71.00 full-time equivalent (FTE) positions and requested an additional 5.25 FTEs be added in 2019. 3.25 of those requested FTEs were approved and included in the 2019 Adopted Budget.

The following table indicates the requests for additional FTEs made by the division and the Administrators Recommended Changes to division staff.

<b>Public Works Division Staff Departments:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Administration	5.00	5.00	-	-	5.00
Program Delivery	26.92	26.92	2.00	-	26.92
Operations	26.93	26.93	2.00	2.00	28.93
Parks	12.15	12.15	1.25	1.25	13.40
<b>Division Totals</b>	<b>71.00</b>	<b>71.00</b>	<b>5.25</b>	<b>3.25</b>	<b>74.25</b>

The division had the following requests related to the 2019 Operating Budget:

- **New Levy Requests (Attachment A1): \$195,000**
  - **Eliminate Park Entrance Fees \$170,000** (*not approved in the 2019 budget*)
  - **Decrease STOC weekday gate attendants (\$15,000)** (*not approved in the 2019 budget*)
  - **Fund Federal Lobbyist Contract \$40,000** (funded by local transit tax)
- **General operating budget adjustments (Attachment A2):**
  - **Decrease overall expense budget by approximately \$36,888, not including Salaries and Benefits and new FTEs.**
    - Decrease Services by \$19,888
    - Decrease Supplies by \$12,000
    - Decrease Conference & Training by \$5,000
  - **Overall increase in revenue by approximately \$93,000.**
    - Increase CSAH Maintenance \$71,000
    - Increase in Parks Revenue \$38,035, offset by increase in parks & rec stewardship
- **New FTE requests (Attachment B): \$468,143 Total, Levy \$201,494**
  - **5.25 additional FTEs (5 full time, 0.25 seasonal) in program delivery, operations and parks to address increased service demands related to growth in the county. See additional detail in later sections. (3.25 FTEs were approved in the 2019 budget, \$53,714 levy)**
- **Other Attachment D and E requests are highlighted in later sections**

## **Administration Department**

The Administration Department coordinates all the administration needs for the division and is responsible for the preparation of the annual budget and five-year capital improvement program. The staff includes the Public Works Director, who coordinates all functions of the Division with assistance of three managers, and the Administration Services Manager, who is responsible for accounting for all Public Works Division departments. This accounting includes highway construction and park development projects. Fixed assets are also tracked by the department.

There are 5.00 FTEs in Administration for 2018 and no additional staffing requests made for the 2019 Budget.

<b>Administration Department Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Administrative Assistant	2.00	1.00	-	-	1.00
Administrative Technician	-	1.00	-	-	1.00
Administrative Services Manager	1.00	1.00	-	-	1.00
Senior Accounting Technician	1.00	1.00	-	-	1.00
Public Works Director	1.00	1.00	-	-	1.00
<b>Department Totals</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>-</b>	<b>5.00</b>

## **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 26.92 FTEs in 2018.

<b>Program Delivery Department Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
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	3.00	3.00	-	-	3.00
Communications Manager	-	-	1.00	-	-
Construction Coordinator	1.00	1.00	-	-	1.00
County Surveyor	1.00	1.00	-	-	1.00
Design Engineer	1.00	1.00	-	-	1.00
Eng/ Land Surveying Assistant (STOC)	0.75	0.75	-	-	0.75
Engineering Technician	2.00	2.00	-	-	2.00
GIS Assistant (STOC)	0.17	0.17	-	-	0.17
GIS Specialist	1.00	1.00	-	-	1.00
GIS Technician	2.00	2.00	-	-	2.00
Highway Sign Maintenance Worker	1.00	-	-	-	-
Program Delivery Manager	1.00	0.40	-	-	0.40
Project Manager	1.00	1.00	-	-	1.00
Reorg	-	0.60	-	-	0.60
Right-of-Way Agent	2.00	2.00	-	-	2.00
Senior Engineering Technician	2.00	2.00	1.00	-	2.00
Senior Transportation Planner	-	1.00	-	-	1.00
Sign Shop Foreman	1.00	1.00	-	-	1.00
Survey Crew Leader	1.00	1.00	-	-	1.00
Transportation Engineering Coordinator	1.00	1.00	-	-	1.00
Transportation Manager	1.00	1.00	-	-	1.00
Transportation Operations Specialist	-	1.00	-	-	1.00
Transportation Planner	1.00	-	-	-	-
<b>Department Totals</b>	<b>26.92</b>	<b>26.92</b>	<b>2.00</b>	<b>-</b>	<b>26.92</b>

The Program Delivery Department requested 2.0 new FTEs in 2019.

Program Delivery requested two new positions in 2019. Neither were approved:

1. **Additional 1.00 Senior Engineering Technician.** This position will be responsible for lead inspection duties on construction projects and perform design work on future CIP projects. The Road and Bridge CIP is growing and includes large regional projects on the state road

system. The 2109-2023 CIP is estimated to cost \$240 million or \$48 million per year. Although the large state road will likely involve outside consultants, they require significant project management resources from county staff which impacts the ability for county staff to cover traditional county road project without additional resources. This additional position was not recommended or approved for the 2019 Budget.

2. **New 1.00 Communications Manager.** This position would support the Public Works Division in internal and external communications. This position would assist Public Works leadership, project teams and county parks in public relations, marketing, media, graphic design, creative writing and other public communication. Program Delivery and Parks departments are currently hiring a variety of vendors to perform public communication materials, ranging from postcards, mailers and brochures to the management of the public works website and social media for highway projects. These services can be costly as with the utilization of external consultants. Public outreach needs improvement and the current staff are not trained in this area. This additional position was not recommended or approved for the 2019 Budget.

## **Accomplishments and where the Program Delivery Department is headed:**

Several of the initiatives are related to delivery of the CIP. (see CIP narrative for more information)

## **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 3 highway maintenance shops located in Hollywood Township, Watertown, Benton Township (Public Works Headquarters), and Chaska (combined facility with MnDOT). An expansion 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 26.93 FTEs in 2018. Public Works requested 2.00 additional FTEs in highway maintenance staffing in 2019, which are included in the 2019 Budget.

Operations is requesting two new Highway Maintenance Operators to enhance snow and ice control and summer maintenance operations. Public Works is proposing to fund ½ of the cost of these positions from non-levy sources (CSAH Maintenance funds).

Increasing traffic and lane miles particularly in the urban areas has put more demands on snow plowing. It has become more and more common for supervisors to augment a crew during snow events which is not ideal. To maintain a high level of service Public Works is proposing to add two more operators as well as create a small roving second shift of plowing. The second shift will consist of 2 roving operators that will clean up large snow events after the main shift is done. This will allow a more complete removal and efficient second day cleanup. The 2 new operators will also enhance summer operations given that it has become increasingly difficult to find enough seasonal workers. With the hire of the new operators Public Works proposes to create trainee positions that can be hired as entry level operators without experience in highway maintenance that will be trained on the job then promoted to full Highway Maintenance Operators if successful. This would occur within and not separate from the Highway Maintenance Operator position so would not need separate job descriptions or positions. Operations would choose to use the program when necessary.

<b>Operations Department Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Lead Highway Maintenance Operator	2.00	2.00	-	-	2.00
Highway Maintenance Operator	11.00	12.00	2.00	2.00	14.00
Highway Maintenance Worker (STOC)	2.70	2.70	-	-	2.70
Highway/Parks Maintenance Operator	1.00	-	-	-	-
Lead Equipment Technician	2.00	2.00	-	-	2.00
Equipment Technician	4.00	3.00	-	-	3.00
Operations Manager	1.00	1.00	-	-	1.00
Operations Supervisor	3.00	3.00	-	-	3.00
Seasonal Shop Helper	0.23	0.23	-	-	0.23
Inventory Control Technician	-	1.00	-	-	1.00
<b>Department Totals</b>	<b>26.93</b>	<b>26.93</b>	<b>2.00</b>	<b>2.00</b>	<b>28.93</b>

### **Road and Bridge Fund**

The following table shows the Road and Bridge Fund, which supports the Administration, Program Delivery, and Operations departments.

<b>Road and Bridge Fund</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(3,919,490)	(4,005,970)	(4,036,970)	(4,260,519)	6.35%	149,604
Expenditure total	8,110,643	8,464,957	8,753,449	8,869,110	4.77%	
Tax dollars needed	4,191,153	4,458,987	4,716,479	4,608,591	3.36%	

**Attachment A2 - Net Levy Adjustment:** To meet the “Zero Impact on Average Value Home” target, Public Works has been requested to reduce the 2019 levy impact by **\$229,888**. In addition, the division has been asked to show how it intends to cover the costs of the items shown in Attachment A1 (New Levy Adjustments/Trends), **\$107,888**. The following table summarizes the levy adjustments that are being recommended by the Division. The remaining levy adjustments to meet the target are detailed on Attachment A2, but are not being recommended by the Division.

Att A1- Federal Lobbyist Contract	40,000	Ongoing costs
New Revenue from Local Option Sales Tax	(40,000)	Use to fund Lobbyist Contract. There is a significant advantage in having Lockridge in DC lobbying for TH 212 grants.
New Revenue from CSAH	(71,000)	Additional CSAH Maintenance Funding
Decrease Supplies	(12,000)	Tires, Parts, General supplies
Decrease Services	(19,888)	Rentals, Traffic Signal Maintenance, Misc. Repairs
Decrease Conference & Training	(5,000)	Trends indicate underutilization
New Revenue- Fee increases	(38,035)	Increased fees to be consistent with regional agency rates
Trends- increase in parks & rec stewardship	38,035	Trends indicate underutilization

**Attachment C - Capital Improvements:** Road and Bridge CIP projects are discussed in the CIP Fund (Fund 32) section.

**Attachment D - Facilities, Vehicles and Equipment:** In 2018 Public Works took responsibility for county wide fleet management. This includes full asset management (planning, purchasing, on-boarding, set up, repair and maintenance) responsibility of all county units except for Sherriff equipment. The Sherriff remains responsible for purchasing their units.

Public Works has created a 10-year equipment replacement plan which is incorporated into the Long Term Financial Plan (LTFP). The equipment plan is guided by industry standards for lifecycle and adapted to county needs. The LTFP currently includes adding \$50,000 in levy to the fleet replacement fund each year until 2022 and \$25,000 for 2023 to assist with keeping the replacement plan on schedule. In 2014 the LTFP proposed to add \$100,000 in levy per year to the fleet replacement fund but this has been reduced over the years to assist with overall county budget needs.

Public Works currently augments the budget with \$150,000 per year in CSAH Maintenance funds. Public Works will also request new vehicles and equipment be funded out of Attachment E (One Time Funding).

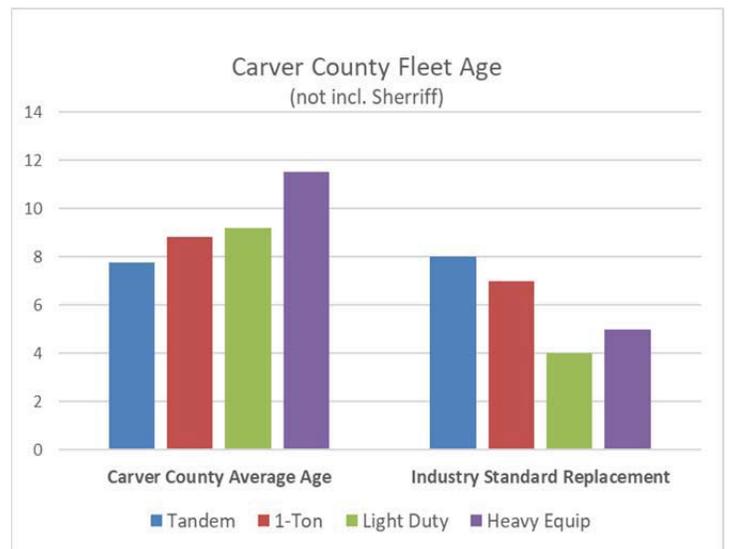
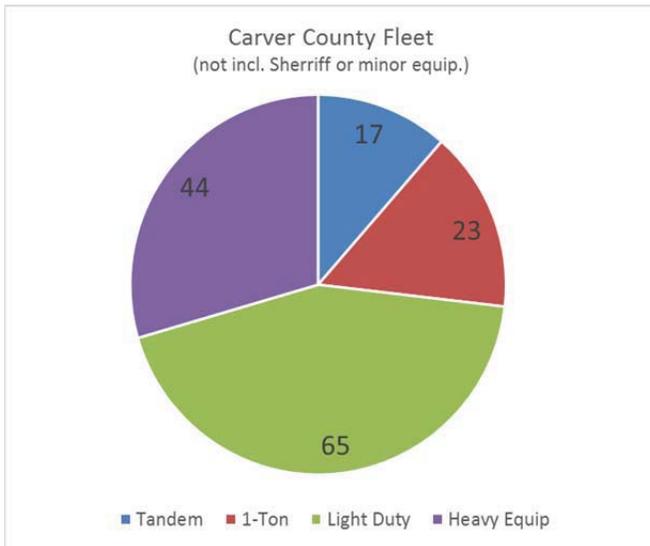
For 2019 the budget for fleet replacement (all except Sherriff) in Attachment D is \$575,000. This includes \$425,000 in levy and \$150,000 in CSAH funding. New to 2019 is the transfer of all levy funds for fleet (except Sherriff’s) to Public Works. \$60,000 is proposed to be transferred in 2019 from HHS and Public Services-Admin.

The following equipment is included in the 2019 budget request for replacement:

- Tandem
- (4) trailers for Operations and Parks
- Kick off Broom
- SUV for Program Delivery

- One Ton Truck for Parks
- Vet Services Van
- Ford Fusion for Health and Human Services
- Mower for Facilities
- One Ton Van replaced as a Pick up for Facilities

The following charts shows recent history of equipment funding and shows metrics for major equipment.



OVERALL BUDGET					
Year	Additional BUDGET – New/Catch Up			Replacement BUDGET	
	YES/Att. E	STATE TURNBACK	INSURANCE	LEVY	CSAH / CPA
2010				155,650	
2011				266,000	336,000
2012				240,000	317,000
2013	1,000,000			213,500	186,000
2014		854,500	45,000	105,000	370,000
2015				177,500	187,500
2016				265,000	150,000
2017				315,000	150,000
2018	235,000			315,000	150,000
2019				425,000	150,000

Note: \$425,000 includes \$60,000 transfer from other divisions starting in 2019. Previous years are Public Works only.

**Attachment E - Software and Other One-time Projects:** The following equipment was funded for Public Works:

1. \$650,000 for Road and Bridge Projects - Bridge Replacement: this is an offset from CPA cuts in previous years. See R&B CIP narrative. These funds were assumed to be in place with the 20-year Transportation Tax Plan.
2. \$100,000 for contingency Funding for TH5 Arboretum Trail to fill a funding gap (See Parks CIP Narrative)
3. \$100,000 for contingency Funding for Coney Island and Lake Waconia RP to fill a funding gap: (See Parks CIP Narrative)
4. \$100,000 for a Transportation Asset Management Plan
5. \$280,000 for Out-Building Improvements at Cologne PW: This will convert one shed at PWHQ to warm storage to protect valuable equipment for the elements.
6. \$100,000 for trail construction at Lake Waconia Regional Park in connection with MCES sewer project.
7. \$70,000 for a Skid Loader for Lake Minnewashta Regional Park – new piece of equipment that is not in the replacement schedule
8. \$75,000 for new ATMS software to manage county traffic signals form PWHQ with fiber.
9. \$100,000 for a Watercraft for Lake Waconia Regional Park – new piece of equipment that is not in the replacement schedule- *This was not approved during the 2019 Budget.*

**Attachment F - Conference and Training List:**

Public Works Road and Bridge Fund requested \$63,000 for Conference and Training, \$4,100 decrease from 2018.

***Public Works Divisional Goals –***

<b>Division Goal I</b>	
<b>Improve the existing road and bridge system, maintain a safe and efficient road and bridge system.</b>	
<b>Supports Strategic Plan Goal I: Communities</b>	
Create and maintain safe, healthy, and livable communities.	
<b>Objective:</b> Reconstruct high priority road and bridge projects. Implement Asset Management System, Modernize Land Survey Dataset	
<b>Performance Measures:</b> Complete projects on-schedule and within budget.	
<b>Tasks</b>	<b>Progress to Date</b>
<b>2018:</b> Reconstruct high priority road and bridge projects.	
Replace 2 bridges on CR 140, 1 on CSAH 44, 1 on CSAH 20, 1 on CSAH 51 as well as 3 township bridges .	Constructed 4 Bridges. Remainder postponed to 2019
Reconstruct Flying Cloud Drive (CSAH 61) from 101 to East County	Will be complete in 2019

Line (Part of Hennepin County Project to Hartman Way)	
Resurface approximately 21 miles of highway on CSAH 52, 53, and CR 122, 135.	Done
Complete Flashing Yellow Arrows on US 212 Freeway Ramps	Not complete – 2019
Complete County Fleet Procedures.	Done
Prepare County Wide Culvert Replacement Plan.	Not complete – 2019
Complete Maintenance Agreements with Cities.	In progress – complete in 2019
Continue with implementation of Asset Management System including completion of a strategic plan.	TAMP will be done in 2019 with Attch E funds (\$100k
	Assets migrated or implemented; Bridges, Guardrails, Medians, Plow Routes, Railroad Crossings, Roads, Signalized Intersections, Signs, Storm Culverts, Supports, Traffic Counts.
	Pavement Management is in progress and about 40% complete. Deep analysis of testing data has been done and the findings are being used to refine our methodology.
	Mobile work orders rolled out to select Operations staff who are tracking work costs (labor, materials and equipment) on assets in real time.
Modernize land survey dataset.	Updated and verified all of the Municipal boundaries In GIS.
	Mapped all of the private land surveys to the actual location in GIS, which used to be in a paper file. The property records department

<p><b>2019</b></p> <p>Continue Cartegraph Implementation</p> <p>Land Surveying:</p> <ul style="list-style-type: none"> <li>a. Continue 10 year PLSS maintenance work</li> <li>b. Update all Subdivision Boundaries</li> <li>c. Update all properties as to Abstract/Torrens attributes in GIS – Not all properties are attributes correctly, especially those that are a combination of both.</li> <li>d. Complete Parcel Fabric Model implementation</li> </ul> <p>Reconstruct high priority road and bridge projects:</p> <p>Reclaim pavement and resurface CSAH 20 from West County Line to TH 25. Realign intersection at TH 25.</p> <p>Resurface CSAH 32 from CSAH 30 to CSAH 10</p> <p>Resurface CSAH 92 from TH 5 to CR 155</p> <p>Resurface CR 133 from CSAH 20 to N. County Line.</p> <p>Replace CSAH 33 Bridge over Bevens Creek</p> <p>Replace 53rd St Bridge over Ditch # 1 – Hollywood Township</p> <p>Replace 154th St Bridge over Bevens Creek – Young America Township</p>	<p>found some additional private surveys that will be mapped this fall. A workflow has been established to map all new private land surveys as they come in.</p> <p>Working with IT on a new Parcel Fabric model with an external consultant to upgrade/enhance how we manage and map parcels. Continuing work on vertical control in the northwest portion of the county, where it is currently lacking.</p>
<p><b>Division Goal II</b></p>	

<b>Enhance internal communications and create employee development plans.</b>	
<p><b>Supports Strategic Plan Goal II: Culture</b>            Provide an organizational culture that fosters individual accountability to achieve goals and sustain public trust and confidence in County government.  <b>Objective:</b> Improve employee morale, engagement and productivity.  <b>Performance Measures:</b> Revised procedures, employee development plans, and implementation of reorganizations.</p>	
<b>Tasks</b>	<b>Progress to Date</b>
<p><b><u>2018:</u></b></p> <p>Complete reorganization in 2018 utilizing existing budget. Create an Asset Management group including converting Asset Manager to a supervisory position, add an Assistant Program Delivery Manager, convert one Right of Way Agent to Senior Right of Way Agent, convert one GIS Technician to GIS Specialist, redefine the duties of the Construction Coordinator</p> <p>Prepare training plan for employees.</p> <p>Develop a training level position for operators to allow entry level hires without experience.</p> <p>Request new FTEs in 2019 request to enhance Parks supervision and road maintenance.</p> <p>Assign responsibility to employees to make division more effective.</p> <p><b><u>2019</u></b></p> <p>Enhance division communication utilizing LMC</p> <p>Implement Reorganization</p> <p>Develop Training Program for each employee with ER.</p>	<p>DBM ratings are complete            Reorganization being implemented in 2019</p> <p>Not complete – 2019</p> <p>In progress. To be complete in 2019</p> <p>Done</p> <p>In progress</p> <p>LMC underway</p>
<b>Division Goal III</b>	
<b>Enhance External Communication</b>	
<p><b>Supports Strategic Plan Goal III: Connections</b>            Develop strong public partnerships and connect people to services and information.  <b>Objective:</b> Enhance web site and other communication tools and development review process  <b>Performance Measures:</b> Implement new software, positive feedback on effective</p>	

communication, minimal complaints from external stakeholders.	
Tasks	Progress to Date
<b>2018:</b>	
Redesign Public Works Web Site including Facebook and Twitter Pages to enhance communication	Consultant hired and has completed new site. Site includes new interactive GIS Construction and Closures App. – Done
Create a Communication Plan Template and related tools	
Continue implementation of BrightWork project and file management software	IT working on remaining technical issues. Plan to test product with Development Review Process.
	Roll out to a construction project this Fall when SP 2016 and Project Server in place.
	Roll out Harmon.ie this summer with VDI upgrade. Connects Outlook with SharePoint.
Update or create transportation related policies:	Pedestrian Crossing Policy including Cost Share -Mid 2019
	Pavement Marking Policy – Mid 2019
<b>2019:</b>	
Enhance transportation planning information including 2040 Roadway System Plan, Transportation Tax Plan and County Road Safety Plan.	
Continue implementation of BrightWork project and file management software. Production use on at least one project.	
Update or create transportation related policies Crosswalk, Pavement Marking, Rural Lighting.	
Collaboration with CCWMO on permitting requirements, which will include a flowchart, template project schedule, checklist(s) to use for submittal.	

<b>Division Goal III</b>	
<b>Increase outside revenue and manage budgeting and financial health of Public Works.</b>	
<b>Supports Strategic Plan Goal III: Finances</b>	
Improve the County’s financial health and economic profile.	
<b>Objective:</b> Apply for outside funding and enhance CIP tracking and Project Management.	
<b>Performance Measures:</b> Grant and project funding and recorded use of new software.	
<b>Tasks</b>	<b>Progress to Date</b>
<p><b><u>2018:</u></b></p> <p>Prioritize 20-year Transportation Tax Implementation Plan into 5-year CIP windows</p> <p>Continue to implement PMWeb Software to manage CIP projects</p> <p>Seek outside funding to augment county revenue.</p> <p>Prepare implementation plan for Transportation Tax Projects</p> <p><b><u>2019:</u></b></p> <p>Prepare web tool with a consultant to communicate the tax</p>	<p>Projects have been placed into 4 buckets: Current CIP, Priority A, B, and C.</p> <p>Working on a web tool with a consultant to communicate the tax implementation plan. Web tools to be completed in mid 2019.</p> <p>Contracted with PMWeb to assist building the system</p> <p>State Bonding for 101 – Awarded \$9 million  State Bonding for LWRP – Awarded \$1.5 million  Corridors of Commerce for 212 – not selected  BUILD applications for 212 – not selected  Regional Solicitation applications for 212, CSAH 30, CSAH 11 Pedestrian Crossings, Lake Waconia Regional Trail, Lake Minnetonka Regional Trail – 212 awarded \$7million.  State Municipal Agreement funds for Lyman/TH41, TH5/33. Both projects awarded approximately \$700,000</p> <p>Complete in 2019</p>

<p>implementation plan.</p> <p>Continue to implement PMWeb Software to manage CIP projects</p> <p>Complete funding plan for 212 Expansion from Chaska to Cologne</p>	
<p><b>Division Goal IV</b></p> <p><b>Plan a safe and efficient transportation system.</b></p>	
<p><b>Supports Strategic Plan Goal V: Growth</b></p> <p>Manage the challenges and opportunities resulting from growth and development.</p> <p><b>Objective:</b> Construct new highways or expand existing highways, plan for future projects.</p> <p><b>Performance Measures:</b> Record progress on individual projects within plans.</p>	
<p><b>Tasks</b></p>	<p><b>Progress to Date</b></p>
<p><b>2018:</b></p> <p>Construct new or expand highways and bridge, plan for future projects</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>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>Reconstruct TH 41 between 212 and Pioneer Trail to a 4-lane highway.</p> <p>Construct future CSAH 10 (new ring road west of Waconia) with High School expansion</p> <p>Complete various transportation studies:</p> <p>Highway 5/33 Study - Norwood Young America</p> <p>Highway 25/20 Study – Watertown</p> <p>Highway 10 Ring Road Study – SW Waconia</p> <p>CSAH 11 Corridor Study – Carver</p>	<p>Done</p> <p>Postponed to 2019</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>to be complete mid 2019</p>

<p>Traffic Signal Communication Plan – Connect fiber, switches, research ATMS software needs.</p>	<p>Done</p>
<p>Prepare corridor study for CSAH 10</p>	<p>Underway. Complete in 2019</p>
<p>Prepare corridor study for TH 5, Rolling Acres Road and 82<sup>nd</sup> Street (Future 18)</p>	<p>Consultant selected for Arboretum Transportation Plan .</p>
<p>Begin right of way acquisition for 212 expansion</p>	<p>Will begin in 2019</p>
<p>Complete design of CSAH 44/TH 212 interchange and CSAH 44 road improvements</p>	<p>Done</p>
<p>Complete 2040 Roadway Systems Plan as part of county comprehensive plan</p>	<p>Final draft to be complete by mid 2019 Incorporate dashboards/measures on web site</p>
<p>Complete construction and certification process of Watertown Wetland Bank.</p>	<p>Received DNR permit. Still waiting for BWSR and Corps of Engineers approval. Construction and seeding will be done in 2019</p>
<p><b><u>2019:</u></b></p>	
<p>Complete CSAH 11 study</p>	
<p>Complete 2040 Roadway Systems Plan</p>	
<p>Construct new or expand highways and bridge, plan for future projects:</p>	
<p>Acquire R/W for 212 Phase 1</p>	
<p>Final Design for 212 Phase 1</p>	
<p>Continue Arboretum Area Transportation Plan</p>	
<p>Reconstruct CSAH 18 (Lyman Blvd) from TH 41 to Galpin including TH41 intersection.</p>	
<p>Construct Interchange at CSAH 44</p>	

and TH 212 and reconstruct CSAH 44 to CSAH 61.	
Begin right of way acquisition for TH 212 expansion between Carver and Cologne	
Detailed design and acquire right of way for 101 Bluff project	
Detailed design for CSAH 61 and TH 41 in downtown Chaska	

## Parks Department

The Parks Department of the Public Works Division is under the supervision of the Parks and Recreation Director. The Parks and Recreation 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 12.15 Full-Time Equivalent (FTE) positions which include seasonal workers for 2018.

More than 710,000 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.

<b>Parks Department Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(466,771)	(496,622)	(498,422)	(591,457)	19.10%	56,211
Expenditure total	1,170,447	1,220,951	1,232,476	1,371,997	12.37%	
Tax dollars needed	703,676	724,329	734,054	780,540	7.76%	

### **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.

#### **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:**

**Dock Structure-** \$100,000 landing craft to service Coney Island (not approved for the 2019 adopted budget) and \$70,000 skid load for Minnewashta Park (approved for the 2019 adopted budget)

### **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 \$5,000 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 and Recreation 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 12.15 FTEs in 2018 and requested an additional 1.25 FTE in 2019, which was recommended and approved.

<b>Parks Department Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs (10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Campground Attendant	0.53	0.53	-	-	0.53
Park Maintenance Lead	1.00	1.00	-	-	1.00
Administrative Assistant	0.80	0.80	-	-	0.80
Park Maintenance Technician	2.00	2.00	-	-	2.00
Parks and Recreation Supervisor	1.00	1.00	-	-	1.00
Parks & Recreation Director	1.00	1.00	-	-	1.00

Parks Operations & Natural Resource Manager	-	-	1.00	1.00	1.00
Part-Time Seasonal	4.82	4.82	0.25	0.25	5.07
Recreation & Volunteer Specialist	1.00	1.00		-	1.00
<i>Department Total</i>	<b>12.15</b>	<b>12.15</b>	<b>1.25</b>	<b>1.25</b>	<b>13.40</b>

### **1.00 FTE Parks Operations & Natural Resource Manager**

The position will be responsible for approximately 7 FTE's/12 park and trail maintenance personnel in the management of both built and natural resource assets of the County Park and Trail System. The position will assist in the management & delivery of construction projects, maintenance projects, contracted services and natural resource management. Work for this position includes the development of policies and procedures for park and trail maintenance and natural resource management.

Supervisory oversight and management of personnel is needed at an appropriate level for managing seasonal and full-time staff at multiple park and trail locations. This position is needed to provide the necessary authority to direct personnel, operations, workflow for efficiency, safety, employee performance and reduce risk to the County.

Areas of vulnerability and opportunity for the County

- Supervisor capable of obtaining certifications
  - Playground Safety
  - Pesticide use
  - Tree Inspector
  - Weed Inspector
- Supervisor Capable of Directing
  - Park Maintenance Staff and Maintenance Operations
    - Prioritize work
    - Budgeting
  - Inspections
    - Parks and Trails
    - Playgrounds
    - Campgrounds
    - Sledding Hill
    - Pesticide Applications
  - Problem solving
  - Resolution of staff conflicts
- Asset management,
  - Built Assets (All park capital investments buildings and grounds improvements)
    - Routine Capital Repairs and Replacement
    - Assist in New Capital Project Delivery
    - Safe and Respectful Operation of Equipment
  - Natural Resource Assets (forest, prairie, wetlands, wildlife)
    - Natural Resource Management Plans
    - Water Quality Monitoring & Improvements
    - Invasive Species Management
    - Wildlife Management
    - Disease Control

- Grant Applications
  - LCCMR Environment Natural Resources Trust Fund
  - DNR Conservation Partners grants
  - DNR programs (fishing piers, docks, water access)
  - Others grants as it pertains to parks and trails
- Proposed Funding Sources
  - Parks and Trails \$50K
  - General Fund \$50K

**0.25 FTE Part-Time Seasonal**

This staffing request responds to an increase in collection of user count data for new sections of the MN River Bluffs Regional trail and Coney Island. Also responds to Metropolitan Council’s data collection protocol separating counts from gate attendant duties. The data collected provides funding from the Metropolitan Council for Operations and Maintenance Funding. The recorded visitor number is entered into a funding distribution formula.

Further the request responds to increase in recreation program demands, providing adequate supervision, participant to instructor ratio, and delivery service in an efficient manner. User satisfaction for recreation programs would diminish without additional seasonal staffing. The public would not be satisfied with the program and fewer constituents would be attracted and retained as users to the park system.

The demand for outreach and marketing of recreation programs continues to increase with a growing county population and expectation for recreation services. The some of the additional hours will be used to develop content and manage social media outlets, Parks Web Page, send E-blasts (mass electronic messages), prepare physical communications of flyers, inserts, posters, direct mailings, newsletter, brochures, youth and adult programs.

Outreach and marketing ensures efficient program delivery, provides greater public access to the County park areas, introduces people to the park system, works to maintain existing customer service base and enhances the amount of new visitor to parks. It is planned that revenue generated from program will partially off-set the cost of this staffing.

**Accomplishments and where the Parks Department is headed:**

Progress to-date on Major 2018 Initiatives and highlight major initiatives/goals planned for 2019 Planning Activities

Planning Activities

2018 Coney Island of the West

- Completed mandatory historical and archeological reports
- Review of cleanup and construction plans by the State Historic Preservation Office underway nearing completion.
- Development and review construction documents continues at 60% and 90% completion along with additional mandatory requirements with the State Historic Preservation Office (SHPO).
- Conducted hazardous material assessment.

#### 2018 Coney Island of the West work remaining

- Develop mitigation plan for disturbances to historical elements as island is cleaned up and developed.
- Address comments from SHPO on Determination of Effects Report
- Further review of cleanup and construction plans at 60% and 90% completion
- Address comments from SHPO on cleanup and construction plans at 60% and 90%
- Completed an Data Recover and Unanticipated Discovery Plan with SHPO
- Complete Data Recovery Plan-Phase III Investigation may be needed
- Complete an agreement with SHPO for planned cleanup and construction activities
- Complete cleanup and construction plan set for bidding

#### 2018 Comprehensive Plan

The Draft Parks and Trails Chapter of the Comprehensive Plan has been drafted and is available for review and public comment. A submittal to Metropolitan Council is scheduled spring of 2019.

#### 2018 TH 5 Arboretum Trail Connection- Minnewashta Parkway to Century Blvd.

- Master has been submitted to the Metropolitan Council and approved.
- Project Memorandum and preliminary design layout are well underway for this project. Draft MOU's with the City of Chanhassen and MN Landscape Arboretum are completed. The discovery of cultural resources late in the year will delay bidding the project until further investigative work done to determine the significance of the artifacts. The project has experienced a tremendous escalation in estimate cost for the work. It is anticipated that project would be bid late spring or early summer 2019. The project is a two mile trail segment extending from an existing underpass at Minnewashta Parkway to Century Boulevard.

#### 2018 Lake Waconia Regional Park Site Grading and Utility Plan

- This work is well underway and will assist in developing cost estimates and project scoping for the planned 2019 construction project of extending municipal utilities, site grading and construction of roads and parking lots. Work continues with the DNR on the watercraft access site and the Metropolitan Council sewer line in relation to the development of park facilities and grounds.

#### 2018 Veterans Monument

- Staff has spent considerable time working with the Carver County Veterans Memorial Registry (CCVMR) assisting with design layout, proposed phasing, agency approvals and permitting. The CCVMR began site preparation fall of 2017. This spring a foundation was poured for the monument with additional monument construction and site work planned for late summer and fall of 2018. CCVMR has installed the monument and parking lot. Additional site work is planned for 2019.

#### 2018 Lake Waconia Regional Park Xcel Power Line Relocation

- Xcel has relocated the power line from the vacated road alignment of County Road 30 over to County Road 92. Media Com. has relocated its service also over to the power poles installed along County Rd. 92 alignment.

#### 2018 Lake Waconia Regional Park Issuance of a utility easement

- Work is nearly completed with ParkSide Church on utility line extensions. Restoration of the utility easement area and buffering to adjacent residential property remains.

#### 2018 Waconia Event Center

- The County Board has authorized an interim operations plan for the Event Center from July of 2018 until July 31, 2019 which is when construction activity in the park is likely to disrupt service to this facility. Additionally, the Board has authorized architectural and engineering analysis to better understand longer term needs for the building. This work is to complement additional market analysis to better determine what the public desires in a building along with capital and operational costs.

#### 2018 Southwest Regional Trail/MN River Bluffs Regional Master Plan Amendments

- Acquisition master plan amendment has been approved Carver County and the Metropolitan Council to incorporate the former rail line from near Co. Rd 61 to the east county line into the Metropolitan Council Regional Parks Trail and Open System. Work continues on an amendment on the western alignment of the Southwest Regional Trail in the City of Victoria from the intersection of Marsh Lake Road to County Road 43. The amendments will bring plans current with the envisioned trail system and allow future projects to be grant eligible for regional funding.

#### 2018 Emerald Ash Borer (EAB) Management Plan

- Staff has met with an area expert in developing EAB management plan. However, given other priorities, little has been done to remove ash trees or plant replacement trees in anticipation of the tree disease

#### Other Construction and Repair Activities

#### 2018 -2020 Dakota Rail Regional Trail County Road 10 Trailhead

- Construction plans and estimate have been prepared for a 10 car parking lot, and supporting improvements for the trailhead. Given other priorities, this project will be delayed until funding is available.

#### 2018 Stewardship projects

- Restroom floors were resurfaced at Baylor Regional Park

- Tree removal of the former Union Pacific Railroad corridor completed
- Removal of old small house at Lake Minnewashta Regional Park that could not be repurposed completed
- Completed two drainage corrections at Lake Minnewashta Regional Park to elevate trail segments above low lying areas

#### 2018 -19 Recreation Services:

- Approximately 175 program opportunities
- 10 + Community Partners (cities, school districts, misc. organizations, private groups)
- Strong growth in paddle and water based programs
- Continued strong usage at beaches and campground services
- Stable to growing special event activities
- New program opportunities with Coney Island
- Legacy Fund enhancements
  - Outreach staffing and programs
  - Marketing
  - Scholarships
- Coney Island ferry service

#### 2019 Baylor Regional Park Master Plan Amendment

- The master plan for Baylor Regional Park is out of date. An amendment is needed to address changes in the park and to take a look a new service demands and facilities to be eligible for regional funding.

#### 2019 Lake Waconia Regional Park

- Complete plans and bid cleanup and development project for Coney Island
- Contract and commence cleanup and begin development of Coney Island
- Complete plans and bid site grade, install utilities, roadways and parking lots in the main park area
- Contract and commence construction activities of site grading, utilities, roadways and parking lots
- Develop plans for restroom and picnic shelter
- Request consideration to bid and construct restroom and picnic shelter
- Complete processes to determine a long-term solution to sustain, replace, remodel, or remove the Waconia Event Center

#### 2019 MN River Bluffs Regional Trail

- Complete Park Acquisition Opportunity Fund request with the Metropolitan Council
- Execute agreements to acquire approximately 90 acres and 3 miles of regional trail corridor from Hennepin County Regional Rail Authority

#### 2019 TH 5 Arboretum Regional Trail Connection

- Complete permitting and obtain authorization from approving agencies
- Complete plans and bid construction of 2 miles of trail

- Draft and complete joint powers agreements with City of Chanhassen and U of M Regents/Arboretum
- Complete development master plans for the MN River Bluffs Regional Trail and Carver County Southwest Regional Trail



# **ELECTED OFFICIALS**



# **Board of Commissioners**

# 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	-	-	-	-	0.0%	517,350
Expenditure total	469,931	601,025	618,375	1,118,375	86.08%	
Levy dollars needed	469,931	601,025	618,375	1,118,375	86.08%	

For 2019, the Board’s salary was increased to \$68,664 per Board member which was based on the 2018 average commissioner salary for comparable metro counties and internal employee salary adjustments.

**Levy Adjustment Targets – Budget Overview, Attachment A2** –No adjustments are being recommended for the County Board’s \$18,639 target. A reduction in the \$100,000 Commissioner Contingency was considered, but was not recommended based on historical trends.

The recommended budget is levy neutral for all non-personnel budget lines, except for Commissioner Contingency. This budget line was increased by \$500,000 after the County Administrator’s Initial Recommended Budget in September (Attachment A1).

**Conference & Training—Budget Overview, Attachment F -\$20,000** The overall conference and training budget remains the same. Each Board member has identified the outstate conferences they plan to attend in 2019.

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:

<b>Board of Commissioners’ Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
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:

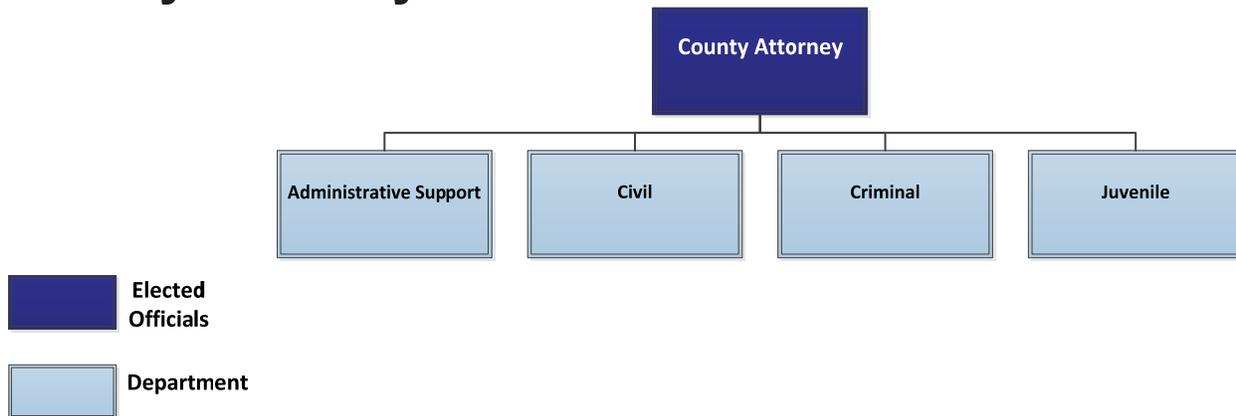
- **Communities:** Create and maintain safe, healthy, and livable communities.
- **Culture:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.
- **Connections:** Develop strong public partnerships 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 2019. The Board will in 2019 discuss and finalize an update of the Implementation Plan for achieving the goals outlined in the Strategic Plan.



# County Attorney

# 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(432,874)	(421,450)	(439,450)	(452,950)	7.47%	171,181
Expenditure total	3,454,274	3,647,913	3,760,688	3,850,594	5.56%	
Levy dollars needed	3,021,400	3,226,463	3,321,238	3,397,644	5.31%	

## Levy Adjustment Targets –Budget Overview, Attachment A2 – \$100,057 initial levy target

In order to reach the levy target, positions would be eliminated impacting customer service, increased court events rescheduled and delays in serving the County requests. As part of the Administrator's recommendation and Board approved recommendations, \$3,000 in

recommended increases to prosecution contract revenue was approved. Eliminating positions to meet levy target was not recommended or approved.

**Conference & Training–Budget Overview, Attachment F-** \$16,500, a \$4,500 increase from the adopted 2018 budget.

The following table summarizes the FTEs for the Attorney’s Office.

<b>County Attorney’s Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Adopted</b>
Administrative Assistant- Attorney	1.00	1.00	-	-	1.00
Assistant County Attorney	3.00	5.00	1.00	1.00	6.00
Assistant County Attorney II	1.00	-	-	-	-
Assistant County Attorney III	7.00	-	-	-	-
Assistant County Attorney- Division Manager	3.00	3.00	-	-	3.00
Chief Deputy County Attorney	1.00	1.00	-	-	1.00
County Attorney	1.00	1.00	-	-	1.00
Executive Assistant	1.00	1.00	-	-	1.00
First Assistant County Attorney	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	4.00	4.00	-	-	4.00
On-Call Clerical	0.15	0.15	-	-	0.15
Paralegal	2.50	2.50	-	-	2.50
Senior Assistant County Attorney	-	6.00	-	-	6.00
Senior Legal Administrative Assistant	3.00	3.00	-	-	3.00
Victim Witness Coordinator	2.00	2.00	-	-	2.00
<i>Department Total</i>	32.35	32.35	1.00	1.00	33.35

**Staffing Requests–Budget Overview, Attachment B-** Assistant County Attorney - 1.00 FTE due to State of Minnesota mandates regarding Child Protection at the County level. The Board approved this position in 2018 and the new attorney will be hired in 2019.

***Accomplishments and Goals***

2018 marks another year of great collaboration between our partners in government, law enforcement and the community.

The County Attorney’s Office has continued to have a number of high profile cases that received significant media attention in 2018. The highest profile case involved the Prince death

investigation. After two years of extensive investigation County Attorney Mark Metz held a press conference announcing his decision that no criminal charges would be filed in the case.

On October 11, 2018, County Attorney Metz issued a press release with a 34 page legal memo explaining his decision not to charge the two Carver County Deputies in the July, 2018, shooting death of 16 year old Archer Amorosi. Metz determined that the shooting was justified under the law.

The County Attorney's Office also saw an increase in certain violent crimes, having charged two men in separate incidents with attempted murder. In addition, the office has charged three individuals in two separate incidents with third degree murder for selling or distributing heroin laced with fentanyl and carfentanyl.

Overall, the number of criminal cases has remained about the same from 2017 to 2018. There has been an increase in the caseloads for certain civil cases and child protection cases, but a decrease in civil actions, contract reviews and forfeitures. Most notably, there was over a 60% increase in child protection cases.

In 2018, the county attorney's office developed a formal policy manual with the Sheriff's Office on how to respond to and investigate sexual assault calls. Police officers are required to utilize the policy in response to calls of sexual assault. The policy prescribes the course of action peace officers should take in response to a sexual assault.

In other departments, the County Attorney's Office provided legal representation on various solar garden applications, land acquisition cases and other pressing civil issues. For example, the office worked closely with the private law firm of Lockridge to prepare the county for a lawsuit against the pharmaceutical companies who fraudulently peddled opiates. The litigation will be a landmark case, as Carver County works to hold the drug companies responsible and educate our public about this epidemic. We anticipate that the law firm will file suit on behalf of Carver County in 2019.

Carver County remains towards the top in child support collection, compared to the 87 other counties. Carver County remains above the State average in all categories that are measured. This shows how dedicated staff in the County Attorney's Office and Social Services is in ensuring kids get the support here in Carver County.

In 2018, the County Attorney's Office has remained focused on community outreach by presenting at various community organizations and events. This includes the Senior Expo in Waconia and Chaska, speaking at various leadership forums, presenting at various high schools on topical issues, coordinating the annual homicide conference for prosecutors and law enforcement, and speaking at conferences both statewide and nationwide.

The County Attorney's Office has been meeting with key partners and planning for a possible substance abuse court – drug court – in the future. This court will be a problem-solving court dedicated to changing the behavior of drug offenders and to enhance public safety through reducing drug offenses. The County was awarded a grant to attend an intensive three day training

as part of the preparation and requirements of beginning a drug court. The drug court has been fast-tracked and may begin in 2019.

In 2018 the County Attorney’s Office completed its overhaul and updates on its website in order to make it more user-friendly and keep the public updated on the office’s work. This proved effective given the intensive attention the Prince case brought. The website is more user-friendly and allows witnesses and victims to monitor the status of cases through the county attorney’s office website.

Carver County Attorney Mark Metz encourages and provides the opportunity for professional growth to all attorneys. Attorneys from all three divisions are actively engaged on important committees geared towards delivering the highest levels of service to the public, and as organized by the Minnesota County Attorneys Association, the Minnesota State Bar Association, the National District Attorney’s Association, and the Lawyer’s Board of Professional Responsibility. As respected professionals in their respective fields, many attorneys have organized and presented legal lectures and seminars at both the state and national level.

Although just a mid-size office of 34 employees (18 attorneys), the Carver County Attorney’s Office has earned a reputation for professional excellence: other public attorneys, civil servants and law enforcement frequently consult with the Carver County Attorney’s Office for prompt, accurate and thoughtful legal advice.

**2019 Goals**

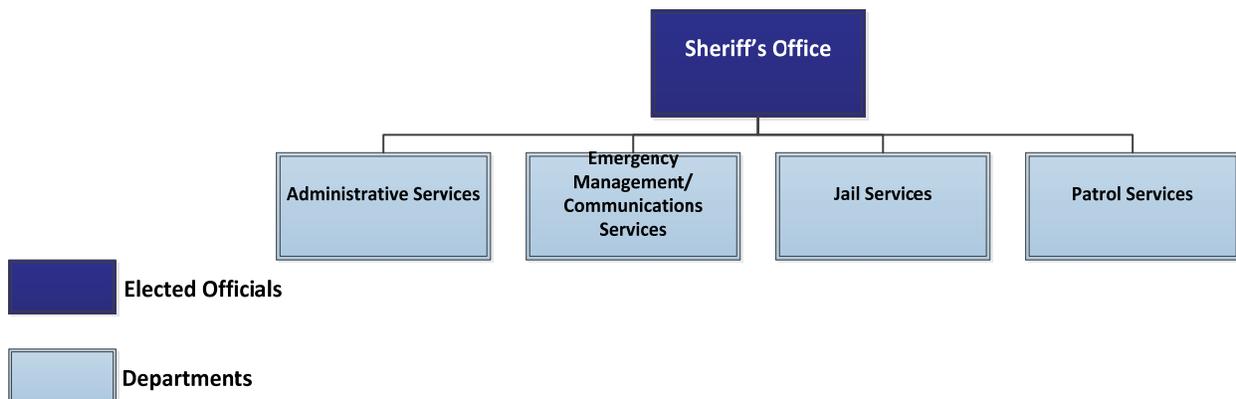
<b>Division Goal I</b>	
<b>Serve the citizens and cities of Carver County by providing legal prosecution to help ensure safer communities.</b>	
<b>Supports Strategic Plan Goal I: Communities</b>	
Create and maintain safe, healthy, and livable communities.	
<b>Objective:</b> Continue to represent the 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.	
<b>Performance Measures:</b> Maintenance of prosecution contracts with the current 10 cities.	
<b>Tasks</b>	<b>Progress to Date</b>
Develop annual Prosecution Contracts with 10 cities in Carver County (excluding Chanhassen) to prosecute all cases for the cities.	County Attorney attends City Council meetings throughout the county on an annual basis to present the contract, gain consensus and discuss the work of the county attorney’s office.
<b>Division Goal II</b>	
<b>Work with justice partners to create a Drug Court.</b>	
<b>Supports Strategic Plan Goal II: Connections</b>	

<p>Develop strong public partnerships and connect people to services and information.</p> <p><b>Objective:</b> Create a specialty court for individuals who are involved in the criminal justice system as a result of chemical dependency.</p> <p><b>Performance Measures:</b> Completion of a proposal for a Drug Court and implementation.</p>	
<b>Tasks</b>	<b>Progress to Date</b>
<p>Attend a 3 day intensive training on drug court to get certified in preparation for beginning the drug court.</p> <p>Implement Drug Court.</p>	<p>Carver County was awarded a grant to attend intensive training in order to position itself to begin its drug court.</p>
<p><b>Division Goal III</b></p> <p><b>Work with our law enforcement partners and groups to improve sexual assault investigations and prosecutions</b></p>	
<p><b>Supports Strategic Plan Goal I: Communities</b></p> <p>Create and maintain safe, healthy, and livable communities.</p> <p><b>Objective:</b> Work closely with law enforcement in training and education involving sexual assault investigations and prosecutions. Implement the new policies with the Sheriff’s Office on how to respond to and investigate sexual assault calls. Ensure that Police officers are following the policy in response to calls of sexual assault.</p> <p><b>Performance Measures:</b> Monitor training and compliance with policies.</p>	
<b>Tasks</b>	<b>Progress to Date</b>
<p>Improve how sexual assault cases are investigated and prosecuted.</p>	<p>Formal policy developed with law enforcement on how police officers should respond to sexual assault calls.</p>



# County Sheriff

# 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(6,783,187)	(6,036,451)	(6,187,109)	(6,534,607)	8.25%	(161,808)
Expenditure total	19,125,738	20,890,654	21,356,365	21,227,002	1.61%	
Levy dollars needed	12,342,551	14,854,203	15,169,256	14,692,395	-1.09%	

**Levy Adjustment Targets – Budget Overview, Attachment A2** – The Sheriff's Office anticipates an increase in police contract revenues of \$347,500, which will offset 75% of the levy adjustment target, along with a \$10k increase in pay for stay revenue. There are, however, on-going operational costs including FirstNet (\$20K) and county-wide Continuity of Operations Planning (\$10K) that are highly recommended to minimize later expenses and be reasonably prepared for disaster or significant disruptions to operations. The remaining cuts are detailed on Attachment A2, but were not recommended by the Division and were not included in the Adopted Budget.

**Facilities, Vehicles, and Equipment—Budget Overview, Attachment D**—\$413,600 The Sheriff's Office has made requests for fleet vehicles to maintain a serviceable patrol fleet, as well as, funds to keep up with maintenance within the jail, specifically painting. The Sheriff's Office has also requested money to replace MDCs and police radio (both mobile and portable) which become obsolete due to rapid changes in technologies.

**Conference & Training—Budget Overview, Attachment F**—\$124,397 The Sheriff's Office has increased training needs to meet the increased service demands of our citizenry. Additionally, the MN Peace Officer Standards and Training (POST) board has increased training requirements to maintain peace officer licensure.

The Sheriff requested an additional 1.00 FTE in 2019, but was not approved during the 2019 budget process.

Sheriff's Office Staff	2018 FTEs Adopted	2018 FTEs Actual (as of 10/2/18)	2019 FTE Division Requested Changes	2019 Administrator Recommended Changes	2019 FTEs Approved
Department:					
Administration	15.00	15.00	-	-	15.00
Emergency Management/	22.00	22.00	-	-	22.00
Jail	40.00	40.00	-	-	40.00
Patrol	84.90	86.90	1.00	-	86.90
<b>Division Totals</b>	<b>161.90</b>	<b>163.90</b>	<b>1.00</b>	<b>-</b>	<b>163.90</b>

### Staffing requests-

**1.0** The Sheriff's Office has requested an additional **1.0 Deputy FTE** to meet organizational needs stemming from increased calls for service, the complexity of the calls for service, and to ensure adequate staffing during peak activity periods. For the 2019 budget, this was not approved.

## **2018 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. 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 continues to develop and expand its community partnerships. This includes community outreach programs such as medicine take-back/disposal initiatives, Triad, inmate reintegration programs and juvenile offender programs designed to reduce recidivism. The Sheriff's Office will utilize the Sheriff's Mounted Posse program to conduct park patrols and participate in various countywide events. The Sheriff's Office will continue to work directly with Health and Human Services, in the area of Public and Behavioral Health to develop responsive, proactive strategies aimed at suicide prevention, mental health management, chemical dependency management, and emergency preparedness.

### **Connections**

The Sheriff's Office will pursue collaborative partnerships with other law enforcement entities, Court Administration and the County Attorney's Office to develop criminal information sharing and analysis mechanisms, protocols and support Veteran's Court programming. Additionally, the Sheriff's Office will collaborate in exploring a drug court program in Carver County and participate in the training for the program.

### **Technologies**

The Sheriff's Office integrated additional technology into the computer forensic section of the criminal investigations unit, to improve its overall efficiency in processing electronic devices. The Sheriff's Office upgraded its crime scene mapping technology and will implement its use in 2019. The 3D crime scene mapping scanner is designed for both indoor and outdoor crime scenes, crash scenes, and fire scene applications. This technology allows crime scene personnel too efficiently and accurately measure simple and complex scenes to scale, while capturing a colored 3D model of the scene. The scanner produces a quality presentation for the Carver County Attorney's Office. The Sheriff's Office will start exploring Portable Recording Systems (body cameras) in 2019.

### **Measures / Accomplishments**

In 2018, the Sheriff continued to meet its statutorily obligated service requirements and provide services that meet the health, safety, and welfare needs of our citizenry. This includes seeking

opportunities to enhance efficiencies through incorporating technologies and building partnerships with other areas of government(s) (e.g., contract police services, ICE detainee housing) and community groups. The Sheriff's Office implemented an investigative standby process midyear 2018 to allow for a more effective response to active criminal behavior. Additionally, in collaboration with the Carver County Attorney's Office, the Sheriff's Office developed and implemented a new sexual assault response and investigations policy to better respond to and investigate these types of person crimes. The standby and sexual assault response programs will continue to be evaluated throughout 2019.

### **2019 Goals**

In 2019, 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. In addition to continuing to provide critical incident training to personnel, the Sheriff's Office will also collaborate with Health and Human Services and explore a more proactive co-response and follow up approach to mental health service calls. The Sheriff's Office will also offer facility security assessments to public and private schools within Carver County.



# **First Judicial District**

# First Judicial District

The First Judicial District has 36 judges and more than 250 staff that handle nearly 125,000 case filings 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 Kathryn Messerich, the Assistant Chief Judge, the Honorable David Knutson, and Judicial District Administrator Brian Jones.

The four resident judges who serve Carver County are:

**Judge Kevin W. Eide** – Appointed February 2001. Elected in 2002, 2008 and 2014. Current term expires in January 2021.

**Judge Janet L. Barke Cain** – Appointed November 2007 by Gov. Tim Pawlenty. Elected in 2010 and 2016. Current term expires January, 2023.

**Judge Michael D. Wentzell** - Appointed December 12, 2012, by Governor Mark Dayton. Elected in 2014. Current term expires January, 2021.

**Judge Eric J. Braaten** – Appointed October 30, 2014, by Governor Mark Dayton. Elected in 2016. Current term expires January, 2023.

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 1.5 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 criminal, traffic, juvenile, civil, family, and probate matters. The court is responsible for ca-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.

<b>Court Administration Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(4,604)	(3,900)	(3,900)	(3,900)	0.0%	50,000
Expenditure total	366,177	285,000	285,000	335,000	17.54%	
Levy dollars needed	361,573	281,100	281,100	331,100	17.79%	

**Court Administration requested a \$50K increase** The Court Appointed Attorney cases appear to be on track similar to 2017 numbers regarding cases, hearings and overall fees. Due to this trend, we are requesting \$50,000 in our budget to address a consistent three year trend within Civil Commitment court appointed attorney costs but will work with partners to see if there are measures that could be taken to reduce attorney fees.

Court appointed attorney fees are market driven hourly rates and the county is ordered to pay the hourly fees pursuant to statute. The adjustment will assist Civil Commitments which according to budget trends have consistently been above the funds appropriated to that case type the last three years. Commitment case filings have not significantly increased over the last three years and current year projections are that they will remain consistent. However, the funding increase will assist with ensuring accurate funding needs are available for the attorney fees related to Civil Commitments. Recommendation to keep \$100 hourly rate but work on other actions to avoid increased budget needs for court appointed attorney fees as mentioned below.

***Highlights and Accomplishments 2018***

The court continues to track each court appointed attorney invoice, type of work and hours worked, so we can compare the appointed attorney's fees to other appointed attorneys with similar case work with a large overview to see if there are options to reduce the number of hearings, or look into other possibilities to reduce overall costs.

In mid-March, in partnership with the First Judicial District and Carver County, courtrooms 5 and 6 remodel project was completed. The remodel included updating the audio and sound in courtroom 5 and new technology, audio, sound, acoustic enhancements and three new attorney tables in courtroom 6. The Courtroom 6 remodel was finalized in November by using the remaining remodel funds to purchase and install eight new courtroom benches, replacing the moveable chairs that were used for several years.

**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**

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.

The budget for Court Services/Probation is summarized in the following table.

<b>Court Services/Probation Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(723,830)	(722,886)	(767,220)	(797,220)	10.28%	(5,455)
Expenditure total	2,122,782	2,142,809	2,240,700	2,211,688	3.21%	
Levy dollars needed	1,398,952	1,419,923	1,473,480	1,414,468	-0.38%	

Levy Adjustment Targets – Budget Overview, Attachment A2 – Our department was asked to present a \$44,034 budget cut for 2019. This levy target was met by budgeting for additional revenue anticipated in probation supervision fees, \$20,000, and the Department of Corrections reimbursement for the increase in 2019 salary and benefit costs, \$10,000. As well as, cost savings of \$4,034 for CSTS User/Enhancement fees and decreases in program and services by \$10,000 within the child placement budget, greater utilization of community alternatives to short-term juvenile placement.

Conference & Training—Budget Overview, Attachment F- \$5,500 Our department will not change the conference and training budget in 2019, other than a slight difference in training priorities. We are not asking for an increase in this line.

Court Services/Probation is currently authorized to operate with 16.50 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.

<b>Court Services/Probation Staff</b>					
<b>Position:</b>	<b>2018 FTEs Adopted</b>	<b>2018 FTEs Actual (as of 10/2/18)</b>	<b>2019 FTE Division Requested Changes</b>	<b>2019 Administrator Recommended Changes</b>	<b>2019 FTEs Approved</b>
Corrections Administrative Assistant	2.00	2.00	-	-	2.00

Court Coordinator- Veterans	-	0.70	-	-	0.70
Court Services Agent II	3.80	3.00	-	-	1.00
Court Services Agent III	7.00	7.80	-	-	9.80
Court Services Director	1.00	1.00	-	-	1.00
Court Services Supervisor	1.00	1.00	-	-	1.00
Office Manager Court Services	1.00	1.00	-	-	1.00
<b>Department Total</b>	<b>15.80</b>	<b>16.50</b>	<b>-</b>	<b>-</b>	<b>16.50</b>

### ***Highlights and Accomplishments 2018***

- RSI-CSTS drug testing results integration – **completed Feb 2018**
- Lexis Nexis database access to assist in juvenile collections – **completed Feb 2018**
- Motivational Interviewing Treatment Integrity (MITI) coding policy and associated documents – **completed Feb 2018**
- Paperless – **all laptops and scanners installed and hotspots added in Feb 2018**
- New Sentence to Serve (STS) Crew Leader – **started 2/7/18; terminated employment Oct/Nov 2018**
- New Veteran’s Court Coordinator – **started 3/5/18**
- CSTS clean-up completed in anticipation of new reporting capabilities – **completed March 2018**
- Added oral swabs to increase drug testing options –**completed April 2018**
- Right Fax – **completed May 2018**
- Adult P&P review and revisions - **completed June 2018**
- Added 9-panel UA cups allowing for more cost effective alcohol and benzo testing – **completed July 2018**
- SMART Chronos P&P - **completed August 2018**
- Creation of Intervention Library – **completed August 2018**
- Jennie Pinnow, Vet’s Court Coordinator, from .5 to .7 FTE – **effective Sept 2018**
- Client Intervention SMART Chrono roll-out to staff – **completed September 2018**

- Leah Fleming Training for Trainers for Secondary Trauma curriculum (part of MACPO statewide training team) in AZ – **completed September 2018**
- Minnesota Pre-Trial Assessment Tool (MNPAT) roll-out – **completed 10/1/18**
- MNPAT training for staff (Dan trainer) – **completed October 2018**
- Comprehensive Plan – 2018 – **completed November 2018**
- Secondary Trauma and Traumatic Stress all-staff training - **completed 12/7/18**
- Drug Court Planning Grant application co-written w/CAO – **chosen as site December 2018**

## **Goals, Objectives and Performance Measures for 2019**

### **Division Goal #1**

***Improve rapport and communication with clients for the purpose of encouraging change behavior***

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

***Objective:*** To improve interviewing skills of probation agents

***Tasks:*** Participate in Motivational Interviewing Treatment Integrity (MITI) coding. All agents will record an interview with a client and allow a MITI coder to score the interview and provide feedback to the agent regarding motivational interviewing skills.

***Measures of Performance Summary:*** Upon receiving feedback, agents will focus on interviewing areas needing improvement and complete a follow-up tape to ensure skills are improved

### **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:*** To improve the effectiveness of risk/need assessment with special populations such as adolescent domestic battery cases

***Tasks:*** In collaboration with the County Attorney's Office and Health and Human Services, the specialized tool will be used to create a diversion track for these juvenile offenders to avoid the criminal justice system while at the same time receiving adequate services to reduce their risk for recidivism and improve their family systems

***Measures of Performance Summary:*** Process will be implemented by late 2019

**Division Goal #3**

***Implement a paperless environment across the agency***

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

***Objectives:*** To eliminate the need for paper documents for the purpose of saving county dollars

***Tasks:*** Court Services will work with Information Technology in securing and building laptop computers. A policy and procedure will be designed for data and document input upon intake and through to the end user

***Measures of Performance Summary:*** At the end of 2019, the paperless process will be running smoothly with few instances of paper document generation

**Division Goal #4**

***Implement online payments for Court Services fees***

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

***Objectives:*** To improve fee collection by allowing offenders and families of juveniles to pay fees online

***Tasks:*** Court Services will work with Information Technology in choosing a vendor for online payments and become functional by mid-year 2019

***Measures of Performance Summary:*** At the end of 2019, online payments will be made by offenders and families



# **SEPARATE TAX LEVY AUTHORITIES**

# Carver County Community Development Agency

## CDA Board of Commissioners

Sarah Carlson - Chair  
Molly Koivumaki - Vice Chair  
Greg Anderson- Secretary/Treasurer  
Darrel Sudheimer – Commissioner  
John Fahey - Commissioner

### **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.

## 2019 BUDGET NARRATIVE

For the 2019 budget, the Carver County Community Development Agency (CDA) is requesting a levy of \$2,503,130 which is a \$149,429 or about 6% increase from the 2018 levy. The impact on a \$336,900 valued home is \$3.32 for a total of \$53.96.

<b>Carver County Community Development Agency Budget</b>					
<b>Budget Summary</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(8,252,605)	(9,200,668)	(9,239,510)	0.42%	149,429
Expenditure total	10,550,594	11,554,369	11,742,640	1.63%	
Tax dollars needed	2,297,989	2,353,701	2,503,130	6.35%	

### Tenant Based Rental Assistance Programs

#### Bridges Program

MN Housing funded program to provide a housing subsidy for persons with serious mental illness.

#### Housing Trust Fund

A rental assistance program through MN Housing designed to address homelessness (preference) for those with a disability.

#### Permanent Supportive Housing Program

A federally funded program as part of the HEARTH Act for persons that are homeless and disabled.

#### Coordinated Entry System

The CDA is a point of entry for the Coordinated Entry process for single adults and families that are experiencing homelessness in Carver County. This process is a HUD mandate to connect the homeless with housing program resources.

#### Carver County Homes

The CDA will contract with Met Council to provide vouchers for the 81 housing units scattered throughout Carver County.

#### Rental Housing Opportunities

The CDA provides and manages affordable housing opportunities for working families and seniors throughout Carver County.

- Bluff Creek – Carver
- Brickyard – Chaska
- Centennial – Chanhassen
- Clover Ridge Townhomes-Chaska
- Crossings – Waconia
- Lake Grace – Chaska
- Oak Grove – NYA
- West 1st Street – Chaska
- Waconia Townhomes-Waconia
- Waybury – Chaska
- Windstone – Chaska

Project-Based Vouchers:

Thirty-one (31) units scattered throughout our properties are Project Based Vouchers.

Of that total, nine (9) are designated for homeless and three (3) are designated for homeless veterans.

A newly created partnership with the school districts includes two (2) units designated for homeless households within the Waconia School District and three (3) units designated for homeless households within Eastern Carver County School District.

## **Community and Economic Development Programs**

### **Community Growth Partnership Initiative**

The Community Growth Partnership Initiative was created and funded by the Carver County Community Development Agency in January 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/community development; through direct grants to Cities within Carver County.

Since its inception, the Initiative has achieved the following:

Planning Grants:

- The City of Carver-Create a Redevelopment Plan for the Lenzen Bus Garage for senior housing.
- The City of Watertown-Create a Redevelopment Plan for the former Carver County Public Works satellite location. The new location for Lakeview Clinic is under construction.
- City of New Germany-Complete a Wastewater Facility Plan.
- City of NYA-Complete a Redevelopment Plan for downtowns.

Redevelopment Grants:

- 191 jobs created (81 FTE positions). 14 jobs retained.

## **Housing Counseling**

The CDA is a HUD-approved housing counseling agency that provides the following services to Carver County residents:

- **Foreclosure Prevention Assistance**-The CDA assists Carver County homeowners who are delinquent or may become delinquent on their mortgage.
- **Financial Fitness Counseling**– The CDA assists residents with budgets, credit repair, negative rental reference report responses.
- **Pre-Purchase Counseling & Education**- County residents and potential homebuyers can meet with the CDA to determine if they would qualify for a mortgage to buy a home. The CDA will set up a plan of action with the client to help them overcome any barriers they may have to achieving homeownership. Potential homebuyers can attend our education workshop (HomeStretch). First-time homebuyer mortgage and down payment assistance programs require education certificates.
- **Post Purchase Counseling**- Carver County residents can meet with counselors to discuss refinance options or budgeting questions to ensure successful home ownership and maintenance questions.
- **Rental Assistance Counseling**– The CDA provides assistance in finding rentals in Carver County, reviewing the rental history reports and assisting with the explanation of barriers.

## **Land Trust Program**

The CDA administers a Community Land Trust program. The CLT model provides access to home ownership opportunities for moderate income households who might not otherwise afford homes in the community. The CLT ensures permanent affordability by removing from the real estate purchase. Homebuyers must be at or below 80% AMI and mortgage ready. Currently, there are 28 land trust homes located throughout Carver County. Homes are currently located in Chaska, Victoria, and Waconia.

The CDA received funding in 2017 to expand the Land Trust program in the City of Waconia. The CDA will be adding an addition four to five units.

## **Septic/Well Replacement Loan**

The CDA has partnered with Carver County Environmental Services to provide county residents with a low-interest loan to make improvements to their failing septic system or well. The CDA is responsible for approving clients for the program as well as filing the special assessment against the property.

## **Small Cities Development Program**

The CDA administers this program for cities in Carver County that receive SCDP funding from the Department of Employment & Economic Development (DEED). The program can

fund single-family, rental and commercial rehab, public facilities and homebuyer programs.

In 2017, the CDA has received funding of \$511,750 for the City of Watertown for Commercial Rehabilitation and Single-Family Owner-Occupied Rehabilitation within a targeted area.

To date, grant funds totaling \$122,631 have been expended. This includes four commercial rehabs that have been completed. In process rehab includes two commercial and four single family homes. The entire amount of the commercial portion of the grant will be expended by the end of 2018 and half of the owner-occupied.

### **Watertown EDA rehab fund**

The CDA is administering a home ownership rehab fund on behalf of the Watertown EDA for households throughout the entire City of Watertown at or below 100% AMI. This allows more flexibility in funding than Small Cities Development Program.

One loan has been fully executed, one is out to bid, and three applications are pending.

### **MN Housing Rehab**

The CDA administers the Minnesota Housing Rehabilitation Loan/Emergency and Accessibility Loan Programs (RLP/ELP) throughout Carver County. The program provides deferred loan financing to eligible low-income homeowners who are unable to secure home improvement financing in the private sector. Funds may be used for basic home improvements that directly affect the home's safety, habitability or energy efficiency.

### **Single Family Mortgage Program**

The CDA administers the Minnesota City Participation Program (MCP) offered through the MN Housing. The MCP program is designed to assist first-time homebuyers in Carver County obtain affordable financing to purchase a home. The 2018 MCP program year has been a resounding success to date.

MCP results as of 6-30-18:

- Carver County 2018 Allocation Amount: \$1,721,784
- Committed Loans: 16
- Committed Amount: \$3,047,089 (177% usage rate)
- Carver County Non-MCP Committed Loans: \$1,161,387 (5 loans)
- Overallotment for Carver County: \$6,262,066 (364% usage rate)

## Metropolitan Consortium of Community Developers (MCCD) Open to Business Program

The Open to Business program has had the following activity through June 2018:

### Clients Served:

Pre-Start Planning	10
Start-up	9
Existing Business - Opportunity	16
Existing Business - Challenged	2
<b>Total Clients:</b>	<b>37</b>

### **Industry Segment:**

Construction/Real Estate	4
Food	7
Health/Fitness	4
Manufacturing	3
Professional / Consulting	1
Retail	5
Service	10
Technology	1
Wholesale/Distribution	2

### Financing:

Loans Approved:	4
Amount:	\$80,500
Leveraged:	\$75,000

### **City:**

**Bus. Res.**

Carver	1	1
Chanhassen	11	9
Chaska	6	7
Cologne	0	0
Mayer	0	0
NYA	4	4
Victoria	2	1
Waconia	9	9
Watertown	2	2

### *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.
- Enhanced partnerships with Carver County and GIS applications.

The CDA actively looks for opportunities in the County to further senior and affordable workforce rental housing in an effort to preserve the “Naturally Occurring Affordable Housing” in Carver County. The CDA actively looks for financing opportunities to construct affordable housing for Carver County to meet the housing demand outlined in the Carver County 2017 Affordable Housing Study Updates and the 2030 Comprehensive Plan.

The CDA has been in discussions with the City of Watertown regarding the 25 acres the CDA currently owns.

The CDA is also investigating the potential of utilizing the Land Trust model in partnership with MAC-V for veterans.

The CDA is going to pursue a contract to study Tourism and Economic Development in 2018/2019.

	2017 Budget	2018 Budget	2019 Requested Budget
<b>REVENUES</b>			
Administrative Revenues	75,620	100,620	94,030
Pass-Through Grant Funds	222,600	524,000	416,000
Revolving Loan Funds			
Other Revenues	1,239,750	1,711,448	2,332,499
Housing Revenues	6,714,635	6,864,600	6,396,981
<b>TOTAL REVENUES</b>	<b>8,252,605</b>	<b>9,200,668</b>	<b>9,239,510</b>
<b>EXPENDITURES</b>			
Administrative & Operating Expenses	2,757,359	3,059,769	3,823,659
Pass-Through Grant Funds	222,600	524,000	416,000
Other Expenditures	376,000	276,000	276,000
Community/Economic Development	480,000	830,000	830,000
Housing Expenditures	6,714,635	6,864,600	6,396,981
<b>TOTAL EXPENDITURES</b>	<b>10,550,594</b>	<b>11,554,369</b>	<b>11,742,640</b>
<b>TOTAL CDA DIFFERENCE BETWEEN</b>	<b>2,297,989</b>	<b>2,353,701</b>	<b>2,503,130</b>

\*Revenues: Other Revenues will increase, and Housing Revenues decrease due to the reclassification of the public housing portfolio from Housing Revenues to Other Revenues (grouping these units with other CDA owned scattered site units).

\*Expenditures: Administrative & Operating Expenses will increase while Housing Expenditures decrease due to the reclassification of the operating expenses of the public housing units as well.

# 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 2019 levy is \$162,000, same request as 2018.** 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	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(58,298)	(4,000)	(4,000)	(4,000)	-	
Expenditure total	99,417	166,000	166,000	166,000	-	
CCRRA Levy dollars needed	41,119	162,000	162,000	162,000	-	-

County FTE funding:

- Continue with Parks/Highway Maintenance Operator for railroad corridor stewardship and trail maintenance. (50% CCRRA levy) -\$26,000. Transfer funds to Road and Bridge operating fund.
- Provide general Administration of CCRRA activity- \$15,000. Transfer funds to Parks operating budget (General Fund).
- 0.4 FTE is allocated for a Community Service Officer to provide additional ordinance enforcement on the Dakota Rail and the Minnesota River Bluffs regional trails - \$19,080.
- 0.12 PT FTE Seasonal- for seasonal maintenance needs and outreach activities on the regional trails operated on the railroad corridors- \$3,122.

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 and tree trimming. Other work to be considered involves structure maintenance and preservation such as bridges and culverts. (See Budget Overview: Attachment C for Capital Improvement Project requests.)

## ***Summary of Accomplishments and Plans***

### **Progress to-date on Major 2018 Initiatives**

#### **2018 Stewardship Initiatives**

Diseased tree removal and tree trimming continues to be a priority to maintain user satisfaction and safety for nearly all 12 miles of the Dakota Rail corridor and approximately 3 miles of the MN River Bluffs Regional Trail. The work greatly improved the reliability of use, and user satisfaction with corridors.

### ***The 2019 CCRRA projects and activities are summarized below:***

**2019 Northshore Road erosion control and restoration plans** are nearing completion to restore and preserve the railroad embankment along Lake Waconia. Stabilization of the former rail grade and shore land restoration of the site is scheduled for spring.

#### **2019 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 embankments. Funding is also provided to make repairs to structures such as bridges and culverts.

#### **2019 Property Transfer to Carver County Regional Rail**

The Carver County Regional Rail Authority may enter into a joint powers agreement with Carver County for a segment of rail corridor extending from County Road 61 to the east county line near Pioneer Trail. This potential transfer is dependent on acquisition of the corridor from the Hennepin County Regional Railroad Authority and related agreements securing the property into perpetuity.

### ***2019 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

**Activities:** 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 storm water and erosion to stabilize embankments. Funding is also provided to make repairs to structures such as bridges and culverts.

**Goal #2:** Provide funding for staffing needs to administer and maintain approximately 15 miles of trail and railroad corridor.

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

**Objective:** Provide staffing to maintain approximately 15 miles of trail and railroad corridor.

**Activities:**

- 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.
- Provide general Administration of CCRRA activity- \$15,000. Transfer funds to Parks operating budget (General Fund).
- 0.40 FTE is allocated for a Community Service Officer to provide additional ordinance enforcement on the Dakota Rail and the Minnesota River Bluffs regional trails.
- 0.12 PT FTE Seasonal- for seasonal maintenance needs and outreach activities on the regional trails operated on the railroad corridors.



# **COUNTY- SUPPORTED AGENCIES AND SERVICES**

## **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 stable housing, and work that dignifies. Its mission is to assist and empower people to achieve social and economic well-being 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 2019 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 2019 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 2019 Budget provides \$1,131 in projected interest income and \$63,300 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 and has renewed this contract through 2023.

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 2019 is for \$245,288

The following table summarizes the budget for Medical Examiner services.

<b>Minnesota Regional Medical Examiner’s Office**</b>					
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	-	-	-	0.00%	
Expenditure total	236,930	242,956	245,288	0.96%	
Tax dollars needed	236,930	242,956	245,288	0.96%	2,332

\*\* *The Medical Examiner budget is within the County 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 2019 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 2019 Budget provides \$15,000 in county funds to support the Southern Valley Alliance for Battered Women.



# **INTERNAL SERVICE AND NON- DEPARTMENTAL**

# 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 2019 salary contingency includes the estimated savings from position vacancies during 2019. The budgeted salary contingency was increased by \$400,000 for 2019 to \$3,755,557, based on prior year trends in vacancy savings.

For 2019, the County budgeted for \$3,365,252 in County Program Aid (CPA). \$2,971,095 of the CPA funds will be allocated to the General Fund, a \$100,000 decrease from 2018. The \$100k was redirected from the operating budget to fund one-time projects (Budget Overview-Attachment E). This is part of a long-term strategy to help fund one-time project needs once the State Turnback reimbursement ends in 2022. The remaining \$294,157 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 2017 actual to the 2018 and 2019 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 2018 and 2019.

<b>Non-Departmental Revenue and Expenses</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(6,969,556)	(3,880,287)	(4,016,478)	(4,016,478)	3.51%	(48,230)
Expenditure total	1,989,321	(3,141,750)	(3,053,789)	(3,053,789)	-2.80%	
Tax dollars needed	(4,980,235)	(7,022,037)	(7,070,267)	(7,070,267)	0.69%	

# 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.

<b>Self Insurance Fund</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(897,772)	(945,177)	(945,177)	(945,177)	0.00%	
Expenditure total	1,058,452	945,177	945,177	945,177	0.00%	
Tax dollars needed	160,680	-	-	-	0.00%	-

## Budget Highlights

2019 will be the 24<sup>th</sup> 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 2019, the Workers Compensation program received an experience modification credit factor of 1.103 which reflects claim results from policy years 2015, 2016 and 2017. The County’s loss experience in the property/casualty area tends to be favorable.

MCIT determined the 2019 insurance contribution rates in the fall of the 2018. Carver County’s Work Comp premiums went up from 2018 and Property Casualty premiums went up from 2018. 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.

## 2017-2018 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 and conducted internal Simulated OSHA inspections to identify and correct hazards in the workplace.
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.
5. Participated in contract review in an effort to reduce risk and liability to the County.

**2019 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**

# 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 takes 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.

<b>Buildings CIP</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(3,475,393)	(79,904)	(173,540)	(173,540)	0.00%	
Expenditure total	3,192,640	79,904	173,540	173,540	0.00%	
Tax dollars needed	(282,753)	-	-	-	0.00%	

**Building Project Highlights**

**Security Task Force Projects:** The County created a 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, \$13,539 (County Program Aid). A number of security related projects have been accomplished across County buildings. The Task Force has additional projects that they will be working on in 2019, which includes

installing additional security cameras, improving exterior lighting, and upgrading security panels and addressing building lock down procedures.

**Watertown Wetland Restoration:** The County and the City of Watertown have been collaboratively working on a project that mutually benefits both agencies. The County will be restoring a wetland complex for wetland credits and the City of Watertown will be constructing a trail on approximately 80 acres of county and city property located within the city limits of Watertown. The Carver County Soil and Water Conservation District is assisting in the wetland restoration and banking process. The project is expected to create approximately 30-40 acres of banked wetland credits. The County budgeted \$549,625 for this project in 2015-2016, and the project will continue into 2019.

**Remodeling Projects:** In 2018, a number of small remodeling projects occurred including Courtroom 6 upgrades, Employee Relations office construction and relocation, additional service counter at the Chaska License Center, a refresh in County Administration, and new furniture in Finance, Records, and a portion of IT. For 2019, facility services have several furniture projects planned.

**Master Space Plan:** Carver County worked with an Architect to develop a space plan analysis and recommendations to achieve service delivery goals. The plan describes 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 analysis was finished in 2018. Based on the recommendations in this plan, the County has started a site search for a new Health and Human Services location.

**Steiner-Kelting Mental Wellness Facility** – The County purchased the Marie Steiner Kelting Hospice Home in 2017 and secured \$1.25M in State bond funds to transform the facility into a Mental Wellness Facility, which would provide critical mental wellness services to area residents. Planning and design is currently underway, and construction will begin spring of 2019 with a planned opening target set for fall of 2019.

**2018 Building Improvement Projects**

**Attachment C- Capital Projects by Fund**

For 2019, \$294,157 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 \$73,539 allocated to the Building Capital Improvement Fund.

		2018 Adopted	2019 Requested	2019 Approved	Increase/Decrease
<b>Building and Other Capital Improvements</b>					
	Contribution to Agricultural Society 2013/2014 Building Projects (CPA)	60,000	60,000	60,000	-
	Building Security Improvement Plan- (CPA)	19,904	13,539	13,539	(6,365)
	30-XXX-XXX-XXXX-6630	79,904	73,539	73,539	(6,365)
<b>Fund #30 Total</b>	<b>30-XXX-XXX-XXXX-66XX</b>	<b>79,904</b>	<b>73,539</b>	<b>73,539</b>	<b>(6,365)</b>

**Attachment E- Software and Other One-Time Projects**

*Note: only \$100k is included in the adopted budget (CPA shift for one-time project funding) the remaining projects listed below will be budgeted for when the funds become available through State Turnback funds or use of prior year YES (Year-End Savings) account.*

Outside of the CPA allocation, the following projects are budgeted for utilizing one-time funding:

- PW Cologne Roof Repairs- \$100,000
- PW Cologne Salt Shed Fabric Replacement- \$25,000
- 1<sup>st</sup> Street Center Improvements- Kitchen Remodel- \$30,000
- Out-building improvements at Cologne- \$280,000
- Energy Management System Update- \$100,000
- Public Works Boiler Replacement- \$90,000

# 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 & Trails CIP Budget						
Budget Summary	2017 Actual	2018 Budget	2019 Requested	2019 Approved	% Change 2018-2019	Change In Levy
Revenue total	(1,034,928)	(2,556,174)	(329,539)	(329,539)	-87.11%	
Expenditure total	2,621,501	2,556,174	329,539	329,539	-87.11%	
Levy dollars needed	1,586,573	-	-	-	-	-

**Attachment C: Capital Improvement Projects**

The following Parks and Trails capital improvement projects are planned for 2019:

2018-2019 TH5 Regional Trail – Planning and Construction -Att C -\$329,539

Complete environmental and construction documents for approximately 2 miles of trail from Minnewashta Parkway to Century Boulevard. Obtain construction agreements for the trail with the MN Landscape Arboretum, Lifetime Fitness, and the State on Minnesota for trail right-of-way. Consider bidding the project 2019.

This construction project for a trail extends from Minnewashta Parkway to Century Boulevard in Chanhassen. The planned trail segment completes a continuous trail along TH 5 from Rolling Acres Road to the east county line at Dell Road. Additionally, the trail segment to be constructed will run through the MN Landscape Arboretum connecting the Lake Minnetonka RT, Carver Park Reserve, MN Landscape Arboretum, Lake Minnewashta Regional Park, the cities of Victoria, Chanhassen, and Eden Prairie. Construction planning agreements for the trail will be sought from the MN Landscape Arboretum, Lifetime Fitness, and the State of Minnesota for trail right-of-way. Project funds include federal, planned Parks and Trails Funds, County Program Aid, Tax Forfeited Sales, Funding from the MN Landscape Arboretum and City of Chanhassen. Estimated project costs have dramatically increased for all parties involved going from an

estimated project cost of \$1,656,000 to an estimate of \$3,566,000 including design and engineering. For this reason and other uncertainties with the project, **\$100K is requested in Schedule E to bridge a potential funding gap.**

**Attachment E: Software and Other One-time Projects**

**2018-2019 Lake Waconia Regional Park –Park Trail to County Road 92- \$100K**

The Metropolitan Council Environmental Service (MCES) Department intends to replace a sewer line within the park boundary. The project runs parallel to a planned trail. The sewer line project extends from County Road 92 at the east side of the park, would run westward through the park along the old TH 5 road right-of-way and terminate near the MCES pumping station. It is proposed that a 10’ wide trail segment from County Road 92 to the picnic area be constructed in conjunction with the sewer line. Since both the sewer line and trail are in close proximity, grading to create the trail on top or adjacent to the sewer line could be accomplished nearly simultaneously.

**2019 Lake Waconia Regional Park- Park Development - \$100K**

A capital budget request of \$5.57 million to develop the main land park area was submitted to the State Office of Management and Budget and bills were introduced through the 2018 legislative process to fund development for the park. The proposed request and bills were for Phase I Development consistent with the Lake Waconia Regional Park Master Plan. Phase I work would consist of site grading, utilities, roads, parking areas, waterfront development, picnic shelters, playground, concessions, restrooms, and trails. Through the legislative process and approval by the Governor, \$1.5 million of state bonds are to be used with matching funds of \$1.5 million of county funds for infrastructure of utilities, site grading, roads, and parking lots. The funding is a boost to development for the park. However, work will need to be done to address building needs of a restroom since funding is not provided for buildings and it is likely that grading work would remove an existing deteriorating restroom building that is undersized for the amount of use the park receives. Related work underway includes development of grading and utility plans for the park. **Additional funding of 100K is requested in Schedule E to bridge a funding gap for waterfront access and island cleanup.** Next steps will be to better define work to be completed through project scoping to match available funding.

***Accomplishments in 2018***

<b><u>Parks &amp; Trails CIP Goal I</u></b>
<b>Lake Waconia Regional Park- Park Trail to County Road 92</b>
<b>Supports Strategic Plan Goal I: Communities</b>
Create and maintain safe, healthy, and livable communities.

**Objective:** Construct a 10' wide trail segment from County Road 92 to the picnic area in conjunction with the Metropolitan Council sewer line project.

**Performance Measures:** Create approximately ½ mile of trail grade within the park.

Tasks	Progress to Date
<ul style="list-style-type: none"> <li>Development of site grading and utility plan</li> <li>Collaboration with Metropolitan Council Environmental Service (MCES) to grade the pipeline corridor consistent with site grading and utility plan for the park.</li> </ul>	MCES has developed plans for new sewer pipe and trail alignment. Permitting is underway. Construction planned in 2019.

**Parks & Trails CIP Goal II**  
**Lake Waconia Regional Park-Waterfront Dock Access**

**Supports Strategic Plan Goal I: Communities**  
 Create and maintain safe, healthy, and livable communities.

**Objective:** Construct a docking structure to facilitate passenger transport to and from Coney Island from the main park area just east of the beach.

**Performance Measures:** Installation of ADA accessible matting and dock structure

Tasks	Progress to Date
<ul style="list-style-type: none"> <li>Purchase of ADA accessible matting and dock structure</li> </ul>	ADA matting purchased. Dock purchase has been delayed due to planned site grading work scheduled for 2019

**Parks & Trails CIP Goal III**  
**Develop Plans and begin work for Coney Island Cleanup & Phase I Construction**

**Supports Strategic Plan Goal I: Communities**  
 Create and maintain safe, healthy, and livable communities.

**Objective:** Prepare clean up, preservation and construction plans for bidding. Complete plans by July 1, 2018. Begin construction summer/fall of 2018.

<b>Performance Measures:</b> <ul style="list-style-type: none"> <li>• Hazardous conditions are abated</li> <li>• Active use areas on east and west end established</li> <li>• 1/3 mile of trail constructed</li> <li>• Complete archeological work and historic review processes</li> </ul>	
<b>Tasks</b>	<b>Progress to Date</b>
<ul style="list-style-type: none"> <li>• Create Phase I Development Plans consistent with the Park Master Plan</li> <li>• Bid and begin clean up and construction activities</li> </ul>	<p>Work to cleanup and development of the island has been delayed due to the archeological investigation work. This work is now completed and permitting and construction documents are underway. It is anticipated that cleanup, preservation of historic elements, and development would commence spring of 2019 and continue into the summer. Funding for this project comes from a donation and Parks and Trails Legacy Funds.</p>
<b><u>Parks &amp; Trails CIP Goal IV</u></b>	
<b>TH5 Regional Trail – Planning and Construction</b>	
<b>Supports Strategic Plan Goal I: Communities</b>	
<p>Create and maintain safe, healthy, and livable communities.</p>	
<p><b>Objective:</b> Complete environmental and construction documents for approximately 2 miles of trail from Minnewashta Parkway to Century Boulevard in Chanhassen. Obtain construction agreements for the trail with the MN Landscape Arboretum, Lifetime Fitness, and the State on Minnesota for trail right-of-way. Consider bidding the project late 2018 or early 2019.</p>	
<b>Performance Measures:</b> <ul style="list-style-type: none"> <li>• Completion of Project Memorandum</li> <li>• Execute Agreements</li> <li>• Plans and specifications to 85% completion</li> </ul>	

Tasks	Progress to Date
<ul style="list-style-type: none"> <li>• Development of Project Memorandum</li> <li>• Agreements with Life Time Fitness, City of Chanhassen and MN Landscape Arboretum</li> <li>• Development of plans and specifications</li> </ul>	<p>Project Memorandum has been submitted. Cultural resources were discovered late 2018. This discovery has caused a setback to completing the project memorandum until additional archeological work is completed. Memorandums of agreements have been executed with the City of Chanhassen and the Regents of the U of M /Landscape Arboretum.</p> <p>Plans and specifications are nearing completion but await final approval of the Project Memorandum.</p> <p>It is possible that the project may be further delayed due to the cultural resource discovery</p>

**Parks & Trails CIP Goal V**  
**Land Acquisition Reimbursement**

**Supports Strategic Plan Goal I: Communities**

Create and maintain safe, healthy, and livable communities.

**Objective:** Obtain reimbursement funding from the Metropolitan Council for previous land acquisition costs for Lake Waconia Regional Park.

**Performance Measures:** Receive executed grant agreement

Tasks	Progress to Date
<ul style="list-style-type: none"> <li>• Support and participate in legislative process for the</li> </ul>	<p>Legislation was passed.</p>

<p>Metropolitan Council’s CIP and or Implementing Agency Capital Bonding Request</p> <ul style="list-style-type: none"> <li>Execute grant agreements</li> </ul>	<p>However, the appropriation is currently tied up in a lawsuit. A legislative effort is underway to satisfy issues related to the appropriation. It is anticipated that Carver County would receive approximately \$470,000 as reimbursement for past land acquisitions at Lake Waconia Regional Park.</p>
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**Parks & Trails CIP Goal VI**

**County Road 10 Trailhead**

**Supports Strategic Plan Goal I: Communities**

Create and maintain safe, healthy, and livable communities.

**Objective:** Create an approximate 10 car parking facility along with information kiosk and other site amenities

**Performance Measures:** A completed plan for the project or determination that proposed grading work would not be cost effective

<b>Tasks</b>	<b>Progress to Date</b>
<p>Additional planning is needed to further understand if wetland credits can be created economically</p>	<p>It does not appear that wetland credits can be created economically</p> <p>This project was tentatively planned for 2017 and is delayed due to limited funding.</p> <p>Due to limited funding and higher priority projects, the trailhead facility will be removed from the CIP.</p>

**Parks & Trails CIP Goal VII**

**Minnesota River Bluffs Regional Trail**

**Supports Strategic Plan Goal I: Communities**

Create and maintain safe, healthy, and livable communities.

**Objective:** Secure funding to fix the slope failure condition on a section of trail between HWY 101 and Dell Road in Chanhassen. In 2014, a section of the former railroad grade/embankment failed due to heavy rains that sloughed off causing damage to the trail and a dangerous condition. This area is owned by the Hennepin County Regional Rail Authority (HCRRA). Three Rivers Park District has been permitted the use of the HCRRA property for a trail between Bluff Creek Drive and the east county line in Carver County including the area of the slope failure.

**Performance Measures:** Complete memorandum of agreement, purchase agreement, and complete application to secure funding from the Metropolitan Council

Tasks	Progress to Date
<ul style="list-style-type: none"> <li>• Execute Memorandum of Understanding between Carver County HCRRA.</li> <li>• Execute a purchase agreement with HCRRA</li> <li>• Complete application to the Metropolitan Council for Park Acquisition Opportunity Funds</li> </ul>	<p>Carver County and HCRRA have reached agreement on language for the Memorandum of Understanding; Carver County will be the lead agency in securing Metropolitan Council Environmental Trust Funds currently available in the Park Acquisition Opportunity Funds (PAOF). To be eligible for this funding, Carver County has completed an acquisition master plan for railroad property owned by HCRRA in Carver County. Additional work included conducting an appraisal of the property and a Phase I environmental assessment.</p> <p>HCRRA is to sell that portion of the railroad property within Carver County to Carver County. HCRRA is to use the value of the corridor to satisfy the local matching funds commitment of 25% for PAOF and to use the sale proceeds to lead and repair the area of slope failure.</p>

*2019 Goals and Objectives*

<p><b><u>2019 Parks &amp; Trails CIP Goal I</u></b></p>	
<p><b>Pavement Management</b></p>	
<p><b>Supports Strategic Plan Goal I: Communities</b></p> <p>Create and maintain safe, healthy, and livable communities.</p> <p><b>Objective:</b> To maintain infrastructure and user satisfaction with paved surfaces in the park.</p> <p><b>Performance Measures:</b> Project scoped areas are crack sealed and seal coated.</p>	
<p><b>Tasks</b></p>	<p><b>Progress to Date</b></p>
<ul style="list-style-type: none"> <li>• Develop project scope of areas to be crack sealed and seal coated.</li> <li>• Determine if a bid or quote approach will be used based on preliminary cost estimates.</li> <li>• Contract with service provider</li> </ul>	<p>It is planned that additional trail crack sealing and seal coating work would occur on the Minnesota River Bluffs Regional Trail on an approximate 1 mile segment extending from Co. Rd 61 to Bluff Creek Drive. The project is made possible with a balance of unspent grant funds identified for pavement preservation. The work maintains the investment in pavement prolonging the life expectancy of the bituminous surface and user satisfaction for a smooth ride.</p>
<p><b><u>2019 Parks &amp; Trails CIP Goal II</u></b></p>	
<p><b>Waconia Regional Park</b></p>	
<p><b>Supports Strategic Plan Goal I: Communities</b></p> <p>Create and maintain safe, healthy, and livable communities.</p> <p><b>Objective:</b> A new Picnic Shelter/Restroom building will be needed to accommodate use at Waconia Regional Park. It is anticipated that grading work to accomplish utility service, site grading, roadway and parking lot construction will remove an existing picnic shelter and restroom facility.</p> <p><b>Performance Measures:</b> Plan for new picnic shelter/restroom building.</p>	

Tasks	Progress to Date
<ul style="list-style-type: none"> <li>• Develop project scope.</li> <li>• Obtain architectural services</li> <li>• Develop site concepts</li> </ul>	<p>Architectural services secured</p> <p>Initial site planning concepts presented</p>
<p><b><u>2019 Parks &amp; Trails CIP Goal III</u></b></p> <p><b>Waconia Event Center</b></p>	
<p><b>Supports Strategic Plan Goal I: Communities</b></p> <p>Create and maintain safe, healthy, and livable communities.</p> <p><b>Objective:</b> Better understand funding needs for the Waconia Event Center.</p> <p><b>Performance Measures:</b> Determination on how the building may be used into the future and corresponding capital improvements and operating needs.</p>	
Tasks	Progress to Date
<ul style="list-style-type: none"> <li>• Authorize architectural and engineering analysis and public engagement</li> <li>• Develop plan based on architectural and engineering analysis and public engagement.</li> </ul>	<p>The County Board has authorized the architectural engineering analysis and public engagement.</p> <p>Options for continued event center service have been presented along with an option to remove and or replace the existing event center with a new building</p>
<p><b><u>Parks &amp; Trails CIP Goal IV</u></b></p> <p><b>Lake Waconia Regional Park- Park Trail to County Road 92 (Continued from 2018)</b></p>	
<p><b>Supports Strategic Plan Goal I: Communities</b></p> <p>Create and maintain safe, healthy, and livable communities.</p> <p><b>Objective:</b> Construct a 10' wide trail segment from County Road 92 to the picnic area in conjunction with the Metropolitan Council sewer line project.</p> <p><b>Performance Measures:</b> Construct ½ mile of trail grade as a part of the MCES sewer line project within the park.</p>	

Tasks	Progress to Date
<ul style="list-style-type: none"> <li>• Complete permitting</li> <li>• Ensure utility plan incorporates plan for a trail</li> <li>• Construct sewer line, grade trail</li> </ul>	Design is nearing completion. Permitting is underway.
<b><u>Parks &amp; Trails CIP Goal V</u></b>	
<b>Lake Waconia Regional Park-Waterfront Dock Access (Continued from 2018)</b>	
<p><b>Supports Strategic Plan Goal I: Communities</b></p> <p>Create and maintain safe, healthy, and livable communities.</p> <p><b>Objective:</b> Construct a docking structure to facilitate passenger transport to and from Coney Island from the main park area just east of the beach.</p> <p><b>Performance Measures:</b> Installation n of ADA accessible matting and dock structure</p>	
Tasks	Progress to Date
<ul style="list-style-type: none"> <li>• Purchase of ADA accessible matting</li> <li>• Purchase dock</li> <li>• Install dock (spring 2020)</li> </ul>	ADA matting purchased.
<b><u>Parks &amp; Trails CIP Goal VI (Continued from 2018)</u></b>	
<b>Complete Plans and begin work for Coney Island Cleanup &amp; Phase I Construction</b>	
<p><b>Supports Strategic Plan Goal I: Communities</b></p> <p>Create and maintain safe, healthy, and livable communities.</p> <p><b>Objective:</b> Prepare clean up, preservation and construction plans for bidding. Complete plans by March, 2019. Begin construction spring/summer 2019.</p> <p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>• Hazardous conditions are abated</li> <li>• Create active use areas on east and west end of island</li> <li>• Construct 1/3 mile of trail</li> </ul>	
Tasks	Progress to Date
<ul style="list-style-type: none"> <li>• Complete plan set</li> <li>• Bid project</li> </ul>	Historical and cultural resources work is satisfied, permitting is underway. Plans

<ul style="list-style-type: none"> <li>• Begin cleanup and construction activities</li> </ul>	<p>a nearing completion for bidding.</p> <p>Permitting is underway.</p>
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**Parks & Trails CIP Goal VII**

**TH5 Regional Trail – Planning and Construction(Continued from 2018)**

**Supports Strategic Plan Goal I: Communities**

Create and maintain safe, healthy, and livable communities.

**Objective:** Complete environmental and construction documents for approximately 2 miles of trail from Minnewashta Parkway to Century Boulevard. Obtain construction agreements for the trail with the MN Landscape Arboretum, Lifetime Fitness, and the State on Minnesota for trail right-of-way. Consider bidding the project late 2018 or early 2019.

**Performance Measures:**

- Completion of Project Memorandum
- Execute Agreements
- Plans and specifications to 85% completion

<b>Tasks</b>	<b>Progress to Date</b>
<ul style="list-style-type: none"> <li>• Complete Phase II cultural resource investigation</li> <li>• Obtain approval on project memorandum</li> <li>• Complete Joint Powers Agreements with City of Chanhassen and MN Landscape Arboretum</li> <li>• Obtain easement from Lifetime Fitness</li> <li>• Complete development of plans and specifications</li> <li>• Continue to work towards construction during 2019</li> </ul>	<p>Project Memorandum has been submitted. Phase I cultural resource work completed done.</p> <p>Plans and specifications are nearing completion but await final approval of the Project Memorandum.</p> <p>It is possible that the project may be further delayed due to the cultural resource discovery.</p>

**Parks & Trails CIP Goal VIII**

**Land Acquisition Reimbursement(Continued from 2018)**

**Supports Strategic Plan Goal I: Communities**

Create and maintain safe, healthy, and livable communities.

**Objective:** Obtain reimbursement funding from the Metropolitan Council for previous land acquisition costs for Lake Waconia Regional Park.

**Performance Measures:** Receive executed grant agreement

Tasks	Progress to Date
<ul style="list-style-type: none"> <li>• Support processes which would free up funding to allow the County to be reimbursed its share of Metropolitan Council’s CIP</li> <li>• Execute grant agreements</li> </ul>	<p>A legislative effort is underway to satisfy issues related to the appropriation. It is anticipated that Carver County would receive approximately \$470,000 as reimbursement for past land acquisitions at Lake Waconia Regional Park.</p>

**Parks & Trails CIP Goal IX**

**Minnesota River Bluffs Regional Trail (Continued from 2018)**

**Supports Strategic Plan Goal I: Communities**

Create and maintain safe, healthy, and livable communities.

**Objective:** Secure funding to fix the slope failure condition on a section of trail between HWY 101 and Dell Road in Chanhassen. In 2014, a section of the former railroad grade/embankment failed due to heavy rains and sloughed off causing damage to the trail and a dangerous condition. This area is owned by the Hennepin County Regional Rail

Authority (HCRRA). Three Rivers Park District has been permitted the use of the HCRRA property for a trail between Bluff Creek Drive and the east county line in Carver County including the area of the slope failure.

**Performance Measures:** Complete a purchase agreement, and submit complete application to secure funding from the Metropolitan Council

Tasks	Progress to Date
<ul style="list-style-type: none"> <li>• Execute Memorandum of Understanding between Carver County HCRRA.</li> <li>• Execute a purchase agreement with HCRRA</li> <li>• Complete application to the Metropolitan Council for Park Acquisition Opportunity Funds</li> </ul>	<p>Carver County and HCRRA have reached agreement on language for the Memorandum of Understanding; Carver County will be the lead agency in securing Metropolitan Council Environmental Trust Funds currently available in the Park Acquisition Opportunity Funds (PAOF). To be eligible for this funding, Carver County has completed an acquisition master plan for railroad property owned by HCRRA in Carver County. Additional work included conducting an appraisal of the property and a Phase I environmental assessment.</p> <p>HCRRA is to sell that portion of the railroad property within Carver County to Carver County. HCRRA is to use the value of the corridor to satisfy the local matching funds commitment of 25% for PAOF and to use the sale proceeds to lead and repair the area of slope failure.</p> <p>A purchase agreement has been drafted and is being refined by the parties.</p>

# 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 Roadway System Plan (RSP) and short-term Capital Improvement Plan (CIP). The RSP is being updated to 2040 with the Carver County Comprehensive Plan update.

In order to provide additional revenue for high priority road and bridge projects, the Carver County Board of Commissioners implemented two transportation taxes on May 2, 2017: a new ½ percent Local Option Sales Tax and an increase in the Wheelage Tax to \$20. The Sales Tax went into effect October 1, 2017 and the additional \$10 in Wheelage Tax on January 1, 2018. The revenue from the sales tax has to be used on specific projects listed by resolution. The wheelage tax can be used on any county transportation project. The County Board approved these taxes for 20-years through 2038.

Financing and developing projects often takes several years due to the increasingly complex financial and regulatory environment. The CIP includes the current budget year (2019) and the following 5-years (2020-2024). The CIP helps ensure an efficient flow of projects from their inception to construction. The 2020-2023 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 2020-2024 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**

<b>Road &amp; Bridge CIP Budget</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(13,460,208)	(22,956,926)	(44,541,569)	(44,541,569)	94.02%	100,000
Expenditure total	23,387,069	24,946,926	46,631,569	46,631,569	86.92%	
Levy dollars needed	9,936,861	1,990,000	2,090,000	2,090,000	5.03%	

New Road and Bridge CIP projects for 2019 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, Transit Tax, CSAH, Federal and cost sharing from Cities and Minnesota Department of Transportation (MnDOT) as well as the new ½ percent sales tax..

In 2018, proceeds from the new transportation taxes were utilized for engineering and right of way acquisition for the Highway 41 and Lyman Boulevard intersection, resurfacing projects, a corridor study on County Road 10, and for part of the salaries in the Program Delivery Department.

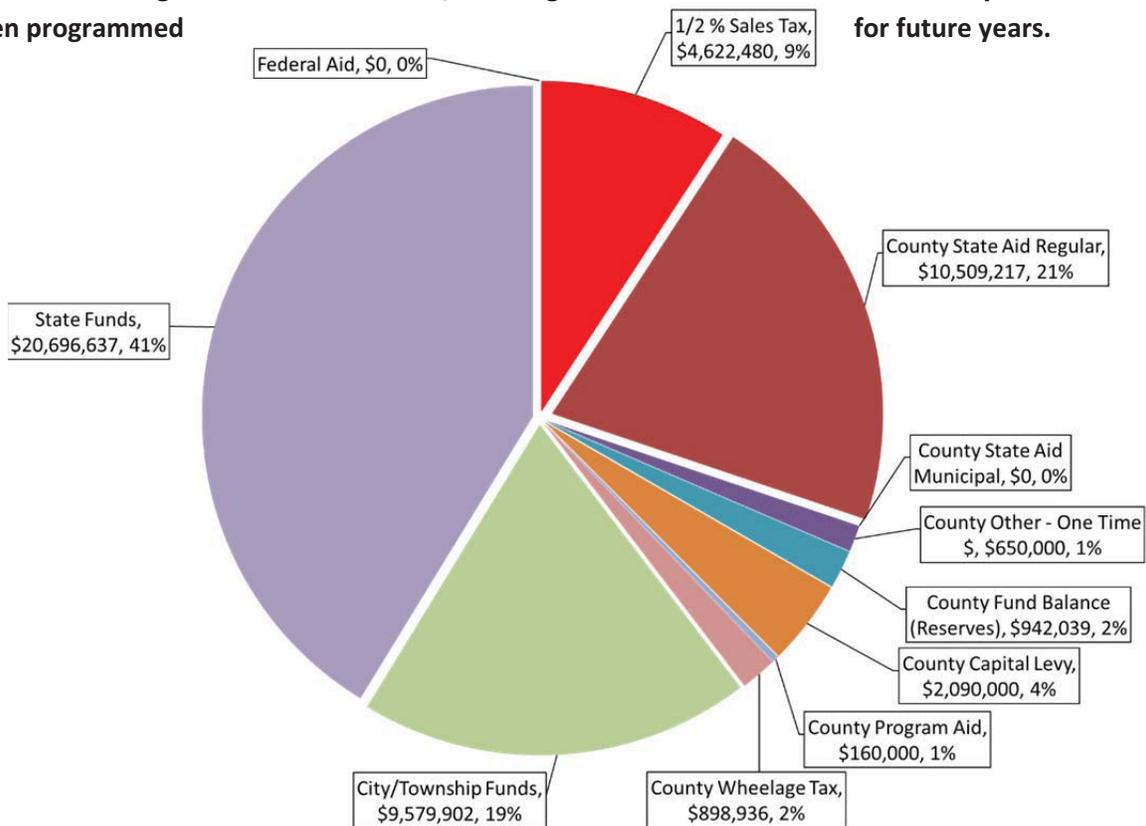
For 2019, transportation taxes will be used for construction of the Highway 41/Lyman intersection, construction of the County Road 44/212 interchange, county resurfacing and rehabilitation projects, right of way acquisition for the expansion of Highway 212 between Carver and Cologne, and Program Delivery salaries.

The following summarizes expected revenue for the 2019 Road and Bridge CIP:

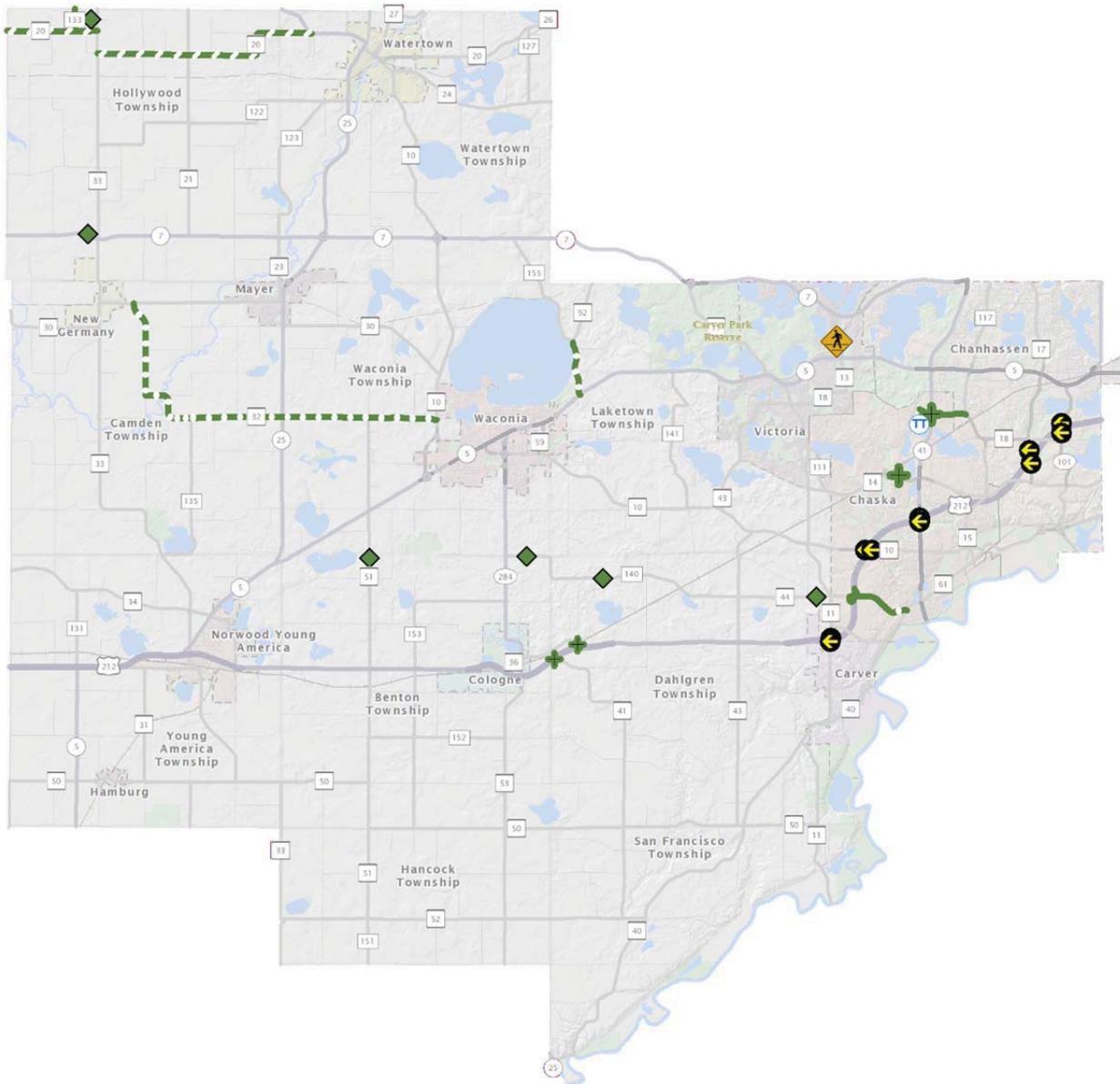
- The County Long Term Financial Plan recommends increasing the amount of levy funding for road and bridge projects by \$100,000 per year for 10-years beginning in 2016. The levy is primarily used for resurfacing/rehabilitation, maintenance and safety projects. The 2019 levy request for the road and bridge CIP is \$2,090,000.
- Wheelage tax (\$20) is expected to generate \$1.8 million in 2019. \$315,000 is transferred to the debt service fund and the remainder along with previously accumulated funds is programmed for projects.
- New Sales Tax (1/2 percent) is expected to generate approximately \$7 million in 2019. Approximately \$300,000 will be transferred to the operating budget for Program Delivery staff salaries to help deliver the 20-Year implementation plan. The remainder along with 2018 proceeds will utilized for projects.

- County Program Aid is used primarily used for bridge replacements and projects on State highways. In 2019 the CPA allocated to road and bridge is \$160,000. See Attachment E discussion below.
- An additional \$650,000 in county one time funding is requested to augment the R&B budget due to reductions in CPA allocation to CIP funds.
- CSAH construction funding is projected to be \$7.8 million in 2019. Approximately \$10.6 million in CSAH funding is allocated to 2019 projects and salaries. This includes funds from previous years.
- The County will receive \$0 in federal funds in 2019 for construction.
- The County will also receive \$1.5 million in state TED funding and \$710k in state municipal agreement grants funds in 2019 for the TH 41/Lyman intersection project.
- 2019 includes \$1.96M in State Bridge Bonding requests. These projects that need the funds are ready but not all of them are likely to receive funding. The program is first come first serve depending on the amount of bond funds appropriated by the legislature.
- The County will receive \$10.5 million in state LRIP Bonds for the CSAH 44/212 Interchange construction.
- Cities are expected to contribute \$9.6 million to county CIP projects in 2019.

The following chart shows the current approximate CIP Budget for 2019 at the time of this budget preparation. This represents all expenditures and their funding sources assuming all planned projects and activities occur. It does not represent all the funding available in 2019. Additional county fund balance including accumulated sales tax, wheelage tax and levy exists and has been programmed for future years.



**2019 Construction Map (New and previously budgeted projects)**



## 2019 Construction Funding Summary

Year	Project Type	PR	Project Description	Total	Federal Funds	State Funds	County Funds	City/Township Funds	City/Town %	
2019	RECONSTRUCTION/EXPANSION	148726	TH 101 Reconstruction from CSAH 61 to Pioneer Trail. (City Lead)	\$1,820,000		\$4,160,000	-\$2,340,000			
		178834	Highway 41 Reconstruction from Mn River to Walnut Court. (City Lead)	\$1,135,200		\$903,430		\$231,770	20%	
		178825	TH 212 Expansion from 0.5 miles E. of CSAH 36 to 0.2 miles W. of CSAH 11	\$3,934,194		\$490,617	\$3,443,577			
		128637	CSAH 18 Reconstruction from TH 41 to Galpin	\$7,701,996		\$3,999,098	\$3,702,898		48%	
		178830	Highway 41/Lyman Blvd Intersection Improvements	\$3,015,757		\$2,210,000	\$805,757			
		168813	CSAH 61 Reconstruction from Highway 41 to East Chaska Creek	\$350,000		\$302,000		\$48,000	14%	
	DEVELOPMENT DRIVEN	158788	CSAH 44 and TH212 Interchange. (City Lead)	\$7,504,633		\$7,504,633				
		148692	CSAH 14 Ext. (Marsh Lake Road) from CSAH 11 to CSAH 43 (City Lead)	\$1,890,000			\$1,123,000	\$767,000	41%	
		158786	CSAH 44 Reconstruction from TH 212 to CSAH 61. (City Lead)	\$11,710,915		\$2,995,367	\$4,221,815	\$4,493,733	38%	
		178817	TH 212 Flashing Yellow Arrows	\$373,275		\$169,500	\$158,274	\$45,501	12%	
	INTERSECTION SAFETY	188847	Highway 5 & CSAH 33 Roundabout. SP 010-633-047	\$220,000			\$220,000			
		188860	CSAH 14 & McKnight Intersection (City Lead?)	\$413,515			\$142,515	\$271,000	66%	
		188862	CSAH 13 and Lake Minnetonka Regional Trail Pedestrian Crossing	\$300,000			\$300,000			
		158790, 158791, 158792, 178838, 990140, 990021	OVERLAYS/REHAB	\$5,082,135			\$5,082,135			
	BRIDGES	148750	CSAH 33 Bridge over Bevens Creek (10503). SAP 010-633-046	\$100,000			\$100,000			
		148748	16th St. Bridge over Ditch #4 (L2812) - Hollywood Twp.	\$435,000		\$425,000		\$10,000	2%	
		148737	CR 140 Bridge over Carver Creek (L2795) Replacement	\$620,581		\$401,999	\$218,582			
		148738	CR 140 Bridge over Carver Creek (10504) Replacement	\$597,463		\$462,332	\$135,131			
		148739	CSAH 44 Bridge over Stream (L2797) Replacement	\$420,625		\$119,882	\$300,743			
		148740	CSAH 51 Bridge over Carver Creek Replacement	\$577,214		\$126,877	\$450,337			
		148752	53rd St. Bridge over Joint Ditch #1 (3569) - Hollywood Twp.	\$435,000		\$425,000		\$10,000	2%	
	<b>Total</b>				\$48,637,503		\$20,696,637	\$18,360,964	\$9,579,902	20%

### Attachment E: Software and Other One-time Projects

Public Works requested the following one-time projects in the Road and Bridge CIP Fund for 2019:

- **\$650,000 for Bridge Replacements – Road & Bridge CIP Fund.** This request is to offset the loss in CPA from the previous LTFP goals.

### **Summary of Accomplishments and Plans**

Progress to-date on major initiatives/goals planned- See **Public Works Division Budget Narrative**



CARVER  
COUNTY

# DEBT SERVICE

# 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.

<b>Debt Service Fund</b>						
<b>Budget Summary</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Requested</b>	<b>2019 Approved</b>	<b>% Change 2018-2019</b>	<b>Change In Levy</b>
Revenue total	(4,538,717)	(315,000)	(315,000)	(315,000)	0.00%	
Expenditure total	4,786,608	4,857,200	4,857,200	4,857,200	0.00%	
Tax dollars needed	(4,480,365)	4,542,200	4,542,200	4,542,200	0.00%	-

### **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.

<b>Legal Debt Limit – State of Minnesota General Obligation Debt</b>	
Assessor’s Estimated Market Value for taxes payable in 2018 (rounded)	\$ 13,530,431,200
Debt limit (Three percent of payable 2018 assessed value)	0.03
Maximum debt applicable to debt limit	405,912,936
Current outstanding debt (12/31/18)	(31,599,082)
Assets currently available to pay bonds (estimated)	13,240,835
Available margin per Legal Debt Limits:	\$387,554,689

### **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.

## Schedule of Bonds Payable

The following table lists the Combined Schedule of Bonds Payable.

CARVER COUNTY CHASKA, MINNESOTA COMBINED SCHEDULE OF BONDS PAYABLE December 31, 2019											
Bond Type	Interest Rates	Payment Due Date	Original Amt. Issued	Amount Outstanding 12/31/19	2020	2021	2022	2023	2024	2025 to 2029	2030 2034
2012A General Obligation Tax Abatement											
Principal.....		2/1	1,460,000	695,000	135,000	135,000	140,000	140,000	145,000	-	-
Interest.....	0.6-2.6%	2-1/8-1		41,810	14,325	11,625	8,633	5,378	1,849	-	-
Total				736,810	149,325	146,625	148,633	145,378	146,849	-	-
2013A GO Refunding											
Principal.....		2/1	5,150,000	860,000	860,000	-	-	-	-	-	-
Interest.....	0.3-1.5%	2-1/8-1		6,450	6,450	-	-	-	-	-	-
Total				866,450	866,450	-	-	-	-	-	-
2014A GO Capital Improvement											
Principal.....		2/1	9,555,000	6,465,000	565,000	580,000	595,000	615,000	\$0	4,110,000	-
Interest.....	2.0-3.0%	2-1/8-1		1,017,375	185,475	168,300	150,675	132,525	\$0	380,400	-
Total				7,482,375	750,475	748,300	745,675	747,525	-	4,490,400	-
2014 MPFA Loan (12/2015 Projection)											
Principal.....		8/20	18,000,000	11,610,000	1,004,000	1,014,000	1,024,000	1,034,000	-	5,327,000	2,207,000
Interest.....	1.0%	2-20/8-20		708,150	116,100	106,060	95,920	85,680	-	271,230	33,160
Total				12,318,150	1,120,100	1,120,060	1,119,920	1,119,680	-	5,598,230	2,240,160
2016A GO Refunding											
Principal.....		2/1	7,190,000	5,340,000	1,150,000	1,205,000	1,260,000	1,320,000	405,000	-	-
Interest.....	2.0-5.0%	2-1/8-1		580,525	234,200	175,325	113,700	49,200	8,100	-	-
Total				5,920,525	1,384,200	1,380,325	1,373,700	1,369,200	413,100	-	-
<b>Total</b>											
Principal.....			40,430,000	24,970,000	3,714,000	2,934,000	3,019,000	3,109,000	550,000	9,437,000	2,207,000
Interest.....				2,354,310	556,550	461,310	368,928	272,783	9,949	651,630	33,160
<b>Total</b>				<b>27,324,310</b>	<b>4,270,550</b>	<b>3,395,310</b>	<b>3,387,928</b>	<b>3,381,783</b>	<b>559,949</b>	<b>10,088,630</b>	<b>2,240,160</b>



# **LONG TERM FINANCIAL PLAN- 2020 & BEYOND**

## I. EXECUTIVE SUMMARY

This 2020 Long Term Financial Plan, (the “Plan”) along with the 2019 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. Bond Sales and Debt Service
- D. Personnel Costs

### A. Capital Improvement Plans (CIPs) for New Capital Projects:

#### CIP Revenue Summary:

**County ½ cent Sales Tax:** In 2017, the County Board approved a ½ cent sales tax that is expected to generate approximately \$7 million annually for County road and bridge projects.

**Wheelage Tax:** In 2017, the County Board approved increasing the wheelage tax to \$20 effective January 1<sup>st</sup>, 2018 which is expected to annually generate \$1.7 million from auto and motorcycle license renewals for County road and bridge projects.

**Request for State Bonding:** The 2018 Legislature approved a \$1.5M grant from the State which will be matched with \$1.5M in County funds for a \$3 million Phase IA project: utility services, site improvements, parking, etc. The remaining \$8.6M funding for a Phase IB project: bathhouse, playground, buildings, etc. will be requested from the 2019 Legislature.

**Road & Bridge Tax Levy:** The County Board has directed that the \$2.0M tax levy for road and bridge annual maintenance be increased \$100K for the next 6 years to finance the Road Preservation Plan.

**State, Federal and Local funds:** New road and bridge construction projects are financed from the Minnesota Highway Users Tax Distribution Fund (Fuel Tax, License Fees and Motor Vehicle Sales Tax), Sales Tax on Leased Vehicles, as well as Federal and State grant programs, City funds, and proceeds from County Bonds.

**State County Program Aid (“CPA”) and State Turnback Funds:** The Recommended 2019 Budget has approximately \$394,000 in unallocated 2019 CPA. \$100,000 is being directed to fund one-time capital projects listed on 2019 Budget Attachment E. For each annual budget thru 2023, an additional \$100,000 of CPA is expected to be redirected from the operating budget to fund one-time capital projects on Attachment E to offset the loss of State Turnback funds in 2022. The remaining unallocated CPA of \$294,000 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 primarily used as the local match for park and trail projects.

**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 \$1.7M of the purchase price reimbursed at the land acquisition closing and then a biannual reimbursement of up to \$470,000. Based on the current reimbursement formula, the County will be waiting until 2024 for full reimbursement from the Met Council for previous land acquisitions.

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:

- Furnishing a new Chaska library
- Building Master Space Plan Study

Funding for these building projects is anticipated to come from redirecting debt service levies for bonds that will be paid off in the next couple of years.

**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 6 year Road and Bridge Plan has been updated to recognize the additional funding from the ½ cent sales tax and increased wheelage tax which were approved in 2017 by the County Board.

The plan funds 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. Five Year Replacement Schedule for Facilities, Vehicles and Equipment

The Administrator Recommended 2019 Budget includes \$1.3 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 2020 thru 2024. 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 \$1.3 million levy over the next five years. The County Board has been supportive of this \$100K a year increase in levy dollars to create an orderly and scheduled replacement of County facilities, vehicles and equipment.

#### C. Bond Sales and Debt Service

Pay-as-you-go financing has been the Board's preference for financing Building and Park & Trail projects. However, the timing and scope of the Building Master Space Plan, a Lake Waconia Regional Park and furnishing a new Chaska library will likely require bond sale funding.

The 2020-2024 Road and Bridge CIP has been updated to reflect the additional funding from the ½ cent sales tax and wheelage taxes that were approved in 2017. Depending on the success of various State and Federal grant applications, County bonds may be necessary to provide matching grant dollars for high priority projects. The majority of the projects in the Road & Bridge CIP are funded by external funding sources that have been secured.

## D. Operating Budget

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)

Information Technology ("IT") costs have also been increasing significantly each year related to cybersecurity, software licenses and mobile data plans. In response, County staff recommended and the Board approved increasing IT's operating budget annually by \$30K (starting in the 2020 Budget) for the foreseeable future.

The County Board carries the ultimate budget authority. The 2019 Annual Budget and the 2020 Long Term Financial Plan were approved at the December 18, 2018 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 their inception to construction.

By design, a CIP is fluid because future priorities can change dramatically based on current circumstances. Thus, 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 & MISC. CIP - Fund #30**

This CIP finances a comprehensive list of building and miscellaneous capital projects for:

- Equipment, fixtures, materials, and furniture for the City of Chaska's new Library
- Facility remodeling projects and building improvements including new carpet, roofs and parking lots. Technology projects for data centers, fiber ring, network closets (wiring installations), and similar technology hubs

County staff is developing a funding plan to provide adequate funding sources for all projects in the Buildings CIP. Please see the Buildings & Misc. CIP summary on the next page for further details.

**BUILDINGS & MISC CAPITAL PROJECTS  
CAPITAL IMPROVEMENT PLAN - Fund #30  
2019**

DESCRIPTION	ESTIMATED YEAR NEEDED	ESTIMATED PROJECT COST	ESTIMATED PROJECT COST PLUS INFLATION
<b>JUSTICE CENTER and GOVERNMENT CENTER :</b>			
<i>Security Task Force Project: Courthouse Weapons Screening</i>	2014	525,000	525,000
<i>Security Task Force Projects</i>	2017	55,000	55,000
<i>Court Room Technology Upgrades &amp; Build Out Courtroom 6</i>	2017	100,000	100,000
<i>Admin West Window Replacement*</i>	2020	55,000	60,000
<i>Main Air Handler Replacement &amp; Landscaping*</i>	2021	425,000	460,000
<i>Pneumatic controls and parking lot</i>	2022	135,000	150,000
<b>OTHER COUNTY BUILDINGS:</b>			
<i>Environmental Center: Reuse Room Expansion (Paid for by grant funds/solid waste fees)</i>	2014	50,000	50,000
<i>License Center: Chaska Drive Thru</i>	2014	271,000	271,000
<i>Public Works: Neeton Property to Replace Watertown Building</i>	2015	1,964,818	1,964,818
<i>Public Works: roof, boiler &amp; salt shed*</i>	2019	215,000	215,000
<i>Encore Roof, PW Roof &amp; recaulk*</i>	2020	350,000	360,000
<i>Environmental Center Repaint*</i>	2021	28,000	330,000
<i>Public Works Roof Repairs*</i>	2022	90,000	100,000
<i>EC Roof*</i>	2023	215,000	250,000
<i>PW Roof repairs and 1st Street Boiler*</i>	2024	150,000	180,000
<b>FURNISHING LIBRARIES (1):</b>			
<i>Victoria - New</i>	2014	550,000	550,000
<i>Chaska Architect/Prelim Design</i>	2018	50,000	50,000
<b>Chaska (Funding To Be Determined)</b>	<b>2021</b>	<b>2,500,000</b>	<b>2,700,000</b>
<b>TECHNOLOGY &amp; EQUIPMENT:</b>			
<i>Board Room - Audio &amp; Video Replacement*</i>	2015	100,000	100,000
<i>Library RFID*</i>	2015	186,500	186,500
<i>Carverlink Backbone Connection*</i>	2016	320,000	320,000
<i>Data Center Update/Remodel/Relocate*</i>	2017	100,000	100,000
<i>Election Equipment*</i>	2018	500,000	500,000
<i>Ipad, Software, election equip. and skidloader*</i>	2019	375,000	375,000
<i>Emergency Management Incident Command Unit, Elevator, Print Center Updates*</i>	2020	222,000	231,000
<i>County Phone System and HD scanners*</i>	2021	273,000	295,000
<i>Lidar Elevation Data Collection*</i>	2021	69,000	75,000
<i>Wide Format Scanners*</i>	2022	18,000	20,000

**Projects Total** \$ 9,892,318 \$ 10,273,318

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
BEG. FUND BALANCE:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
*State Turnback Funds - ends in 2022	490,000	\$776,000	885,000	195,000	-	-
<b>Funding To Be Determined</b>	-	-	<b>2,700,000</b>	-	<b>75,000</b>	<b>5,000</b>
County Levy: Long Term Plan to Increase \$100K 2019 - 2023 to offset loss of State Turnback Funds in 2022	100,000	200,000	300,000	400,000	500,000	500,000
State CPA - 25% allocated to Buildings CIP	73,539	73,539	73,539	73,539	73,539	73,539
CPA funds Capital Contribution to Fair Board Buildings and Building Security Projects	(73,539)	(73,539)	(73,539)	(73,539)	(73,539)	(73,539)
Cologne Parking Lot Replacement*	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
County Wide Carpet Replacement*	-	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
<b>Capital Project Costs - See above for details</b>	<b>(590,000)</b>	<b>(651,000)</b>	<b>(3,560,000)</b>	<b>(270,000)</b>	<b>(250,000)</b>	<b>(180,000)</b>
<b>PROJECTED YEAR END FUND BALANCE: (Fund #30)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

(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**

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 Roadway System Plan (RSP) and short-term Capital Improvement Plan (CIP). The RSP is being updated to 2040 with the Carver County Comprehensive Plan update.

In order to provide additional revenue for high priority road and bridge projects, the Carver County Board of Commissioners implemented two transportation taxes on May 2, 2017: a new ½ percent Local Option Sales Tax and an increase in the Wheelage Tax to \$20. The Sales Tax went into effect October 1, 2017 and the additional \$10 in Wheelage Tax on January 1, 2018. The revenue from the sales tax has to be used on specific projects listed by resolution. The wheelage tax can be used on any county transportation project. The County Board approved these taxes for 20-years through 2038.

Financing and developing projects often takes several years due to the increasingly complex financial and regulatory environment. The CIP includes the current budget year (2019) which is included in the 2019 Annual Budget and the following 5-years (2020-2024) which are included in the 2020 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 2020-2024 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.)

As shown on the following map and tables, the recommended Roads & Bridges 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
- Anticipates \$100,000 County levy increase in 2020 and each year thru 2026 for the 60-year Road Preservation Plan.

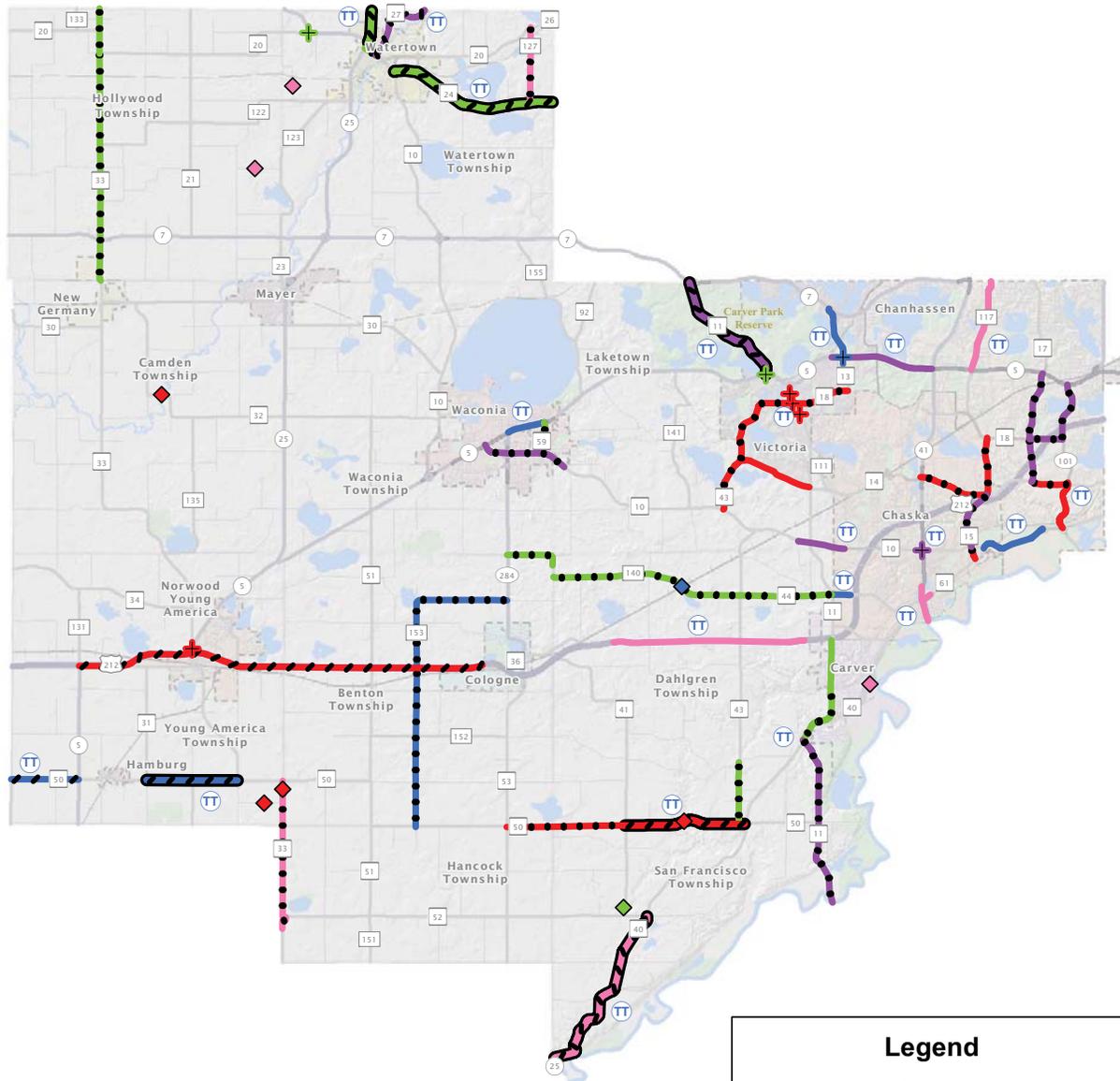
Please see the Roads and Bridges CIP summary on the next page for further details.

**ROAD & BRIDGE**  
**CAPITAL IMPROVEMENT PLAN - Fund #32**  
**2019**

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
PROJECTED BEG. FUND BALANCE:	\$0	\$ -	\$ -	\$ -	\$ -	\$ -
Road & Bridge Preservation Levy - Board direction to increase \$100K per year	2,090,000	2,190,000	2,290,000	2,390,000	2,490,000	2,590,000
State Turnback \$ to offset CPA reductions	650,000	650,000	650,000	-	-	-
State CPA - 50% allocated to Road & Bridge CIP	147,078	160,000	160,000	160,000	160,000	215,000
Projected Transportation and Wheelage Taxes	4,700,161	4,565,653	4,822,427	5,159,239	7,086,863	8,714,729
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:						
<b>Transfers to other Funds- (XXXX)</b>	(335,000)	(323,667)	(324,100)	(545,305)	(537,321)	(555,187)
<b>Safety Set Aside - (8888)</b>	(85,701)	(175,000)	(175,000)	(175,000)	(175,000)	(175,000)
<b>Traffic Sign Replacement Project - (6520)</b>	(315,000)	(560,000)	(475,000)	(475,000)	(475,000)	(530,000)
<b>Road &amp; Bridge Construction Projects (XXXX)</b>	(4,263,303)	(1,927,000)	(3,350,000)	(4,695,000)	(4,890,000)	(6,500,000)
<b>Annual Road Resurfacing Costs - (6284)</b>	(2,273,235)	(4,264,986)	(3,283,327)	(1,503,934)	(3,344,542)	(3,444,542)
<b>PROJECTED YEAR END FUND BALANCE: (R&amp;BCIP - Fund #32)</b>	<b>\$ -</b>					

# Carver County 2020 - 2024 Road and Bridge Construction Plan

## DRAFT



Legend	
Construction Year	◆ Bridge
2020	+ Intersection Imp.
2021	— Reconstruction
2022	⋯ Resurfacing
2023	⋯ Major Rehab
2024	▬ Major Rehab with Shoulder Widening
	Ⓣ Partially Funded with Carver County Transportation Tax

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.









### 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 advance-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. As the County is reimbursed for past land acquisitions, this will create new opportunities for land acquisition that will preserve conservation and recreation space for the future. 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.

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**

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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.

#### **Lake Waconia Regional Park**

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

The State Legislature has approved \$1.5M which will be matched with \$1.5M of County funds for a \$3M water, sewer and stormwater utility, site grading, roadway and parking lot construction project.

Other identified needs that remain unfunded include a new bathroom/changing area, playground area and picnic shelters. The County and the Regional Park System do not have a timeline that indicates when construction on these items could begin.

#### **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 visibly the equipment is showing signs of wear and tear. Other enhancements being contemplated include lighting for the trail system, development of group camp site, swim pond for dogs, and repurposing the caretaker house for recreation activities.

### **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.

Please see the Parks and Trails CIP summary on the next page for further details.



### III. VEHICLES, FACILITIES AND EQUIPMENT REPLACEMENT

The Administrator Recommended 2019 Budget includes \$1.3 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 2020 thru 2024. 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 \$1.3 million levy over the next five years. The County Board has been supportive of this \$100K a year increase in levy dollars to create an orderly and scheduled replacement of County facilities, vehicles and equipment.

See Attachment B- thru B-8 for the 5 year replacement schedule

### IV. Bond Sales and Debt Service

Pay-as-you-go financing is the Board's preference for financing Building and Park & Trail projects. However, the timing and scope of the Building Master Space Plan Study, redevelopment of Lake Waconia Regional Park and furnishing a new Chaska library will likely require bond sale funding. County staff is also currently evaluating the need for a Road & Bridge Bond Sale within the next 5 years.

Please see the Debt Service schedule below for more details.

CARVER COUNTY CHASKA, MINNESOTA COMBINED SCHEDULE OF BONDS PAYABLE December 31, 2019											
Bond Type	Interest Rates	Payment Due Date	Original Amt. Issued	Amount Outstanding 12/31/19	2020	2021	2022	2023	2024	2025 to 2029	2030
2012A General Obligation Tax Abatement											
Principal.....		2/1	1,460,000	695,000	135,000	135,000	140,000	140,000	145,000	-	-
Interest.....	0.6-2.6%	2-1/8-1		41,810	14,325	11,625	8,633	5,378	1,849	-	-
<b>Total</b>				<b>736,810</b>	<b>149,325</b>	<b>146,625</b>	<b>148,633</b>	<b>145,378</b>	<b>146,849</b>	<b>-</b>	<b>-</b>
2013A GO Refunding											
Principal.....		2/1	5,150,000	860,000	860,000	-	-	-	-	-	-
Interest.....	0.3-1.5%	2-1/8-1		6,450	6,450	-	-	-	-	-	-
<b>Total</b>				<b>866,450</b>	<b>866,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2014A GO Capital Improvement											
Principal.....		2/1	9,555,000	6,465,000	565,000	580,000	595,000	615,000	\$0	4,110,000	-
Interest.....	2.0-3.0%	2-1/8-1		1,017,375	185,475	168,300	150,675	132,525	\$0	380,400	-
<b>Total</b>				<b>7,482,375</b>	<b>750,475</b>	<b>748,300</b>	<b>745,675</b>	<b>747,525</b>	<b>-</b>	<b>4,490,400</b>	<b>-</b>
2014 MPFA Loan (12/2015 Projection)											
Principal.....		8/20	18,000,000	11,610,000	1,004,000	1,014,000	1,024,000	1,034,000	-	5,327,000	2,207,000
Interest.....	1.0%	2-20/8-20		708,150	116,100	106,060	95,920	85,680	-	271,230	33,160
<b>Total</b>				<b>12,318,150</b>	<b>1,120,100</b>	<b>1,120,060</b>	<b>1,119,920</b>	<b>1,119,680</b>	<b>-</b>	<b>5,598,230</b>	<b>2,240,160</b>
2016A GO Refunding											
Principal.....		2/1	7,190,000	5,340,000	1,150,000	1,205,000	1,260,000	1,320,000	405,000	-	-
Interest.....	2.0-5.0%	2-1/8-1		580,525	234,200	175,325	113,700	49,200	8,100	-	-
<b>Total</b>				<b>5,920,525</b>	<b>1,384,200</b>	<b>1,380,325</b>	<b>1,373,700</b>	<b>1,369,200</b>	<b>413,100</b>	<b>-</b>	<b>-</b>
<b>Total</b>											
Principal.....			40,430,000	24,970,000	3,714,000	2,934,000	3,019,000	3,109,000	550,000	9,437,000	2,207,000
Interest.....				2,354,310	556,550	461,310	368,928	272,783	9,949	651,630	33,160
<b>Total</b>				<b>27,324,310</b>	<b>4,270,550</b>	<b>3,395,310</b>	<b>3,387,928</b>	<b>3,381,783</b>	<b>559,949</b>	<b>10,088,630</b>	<b>2,240,160</b>

## V. Operating Budget

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. Thus, key financial strategies have been developed to focus on three issues related to personnel costs:

### A. Requests for Additional Levy-Funded Staffing

Chart #1: Population Trend

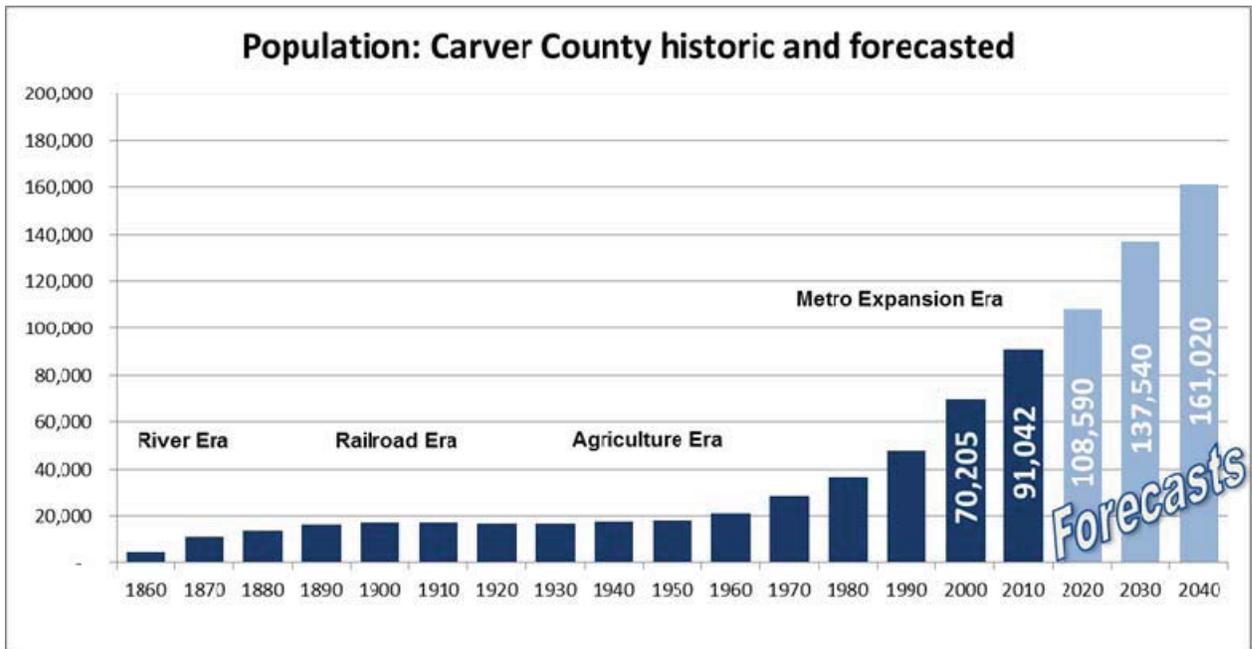
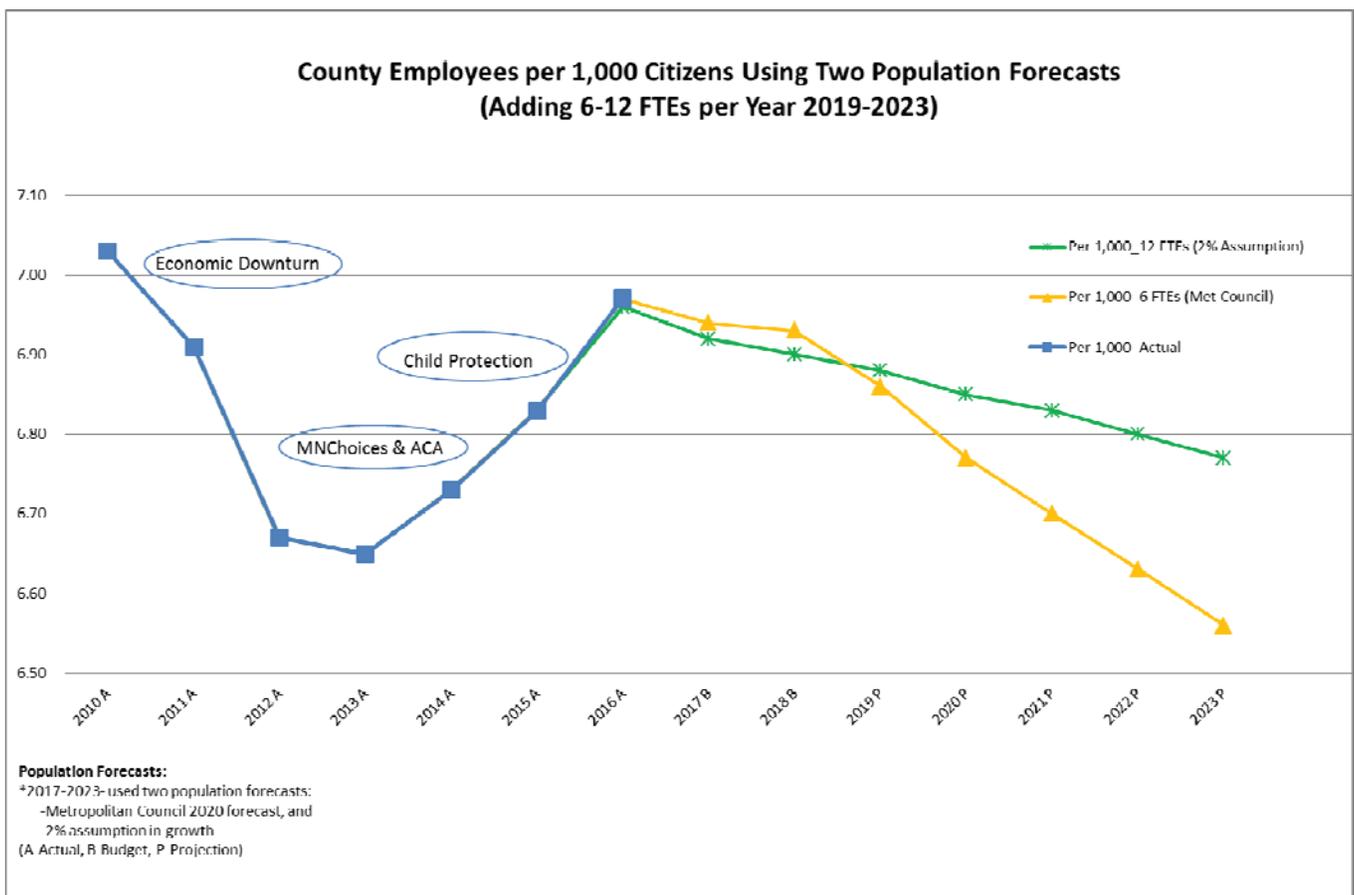


Chart #1 shows the dramatic forecasted increase to 161,020 residents by the year 2040. The County's primary strategy to finance increasing service demands from population growth is to hire additional Full-Time Equivalent (FTE) employees at a slower rate than the County's overall growth by:

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 focus on LEAN/Kaizen/Rapid Improvement 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 and ten out of eleven bargaining units in 2018.

The FTE Per Thousand Residents graph below compares county FTEs to County residents from 2009 thru 2018. 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 2023. 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 which is commonly referred to as "consumer-driven health plans." In 2009 & 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: a new "Plan B" – a high-deductible HRA which shares risk with the employee in exchange for lower premiums; an improved Plan C – a Tiered Network where clinics/hospitals with higher care ratings have lower deductibles; or a high-deductible HSA Plan D. 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: what we eat, 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 have been growing and are 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 Wellness tasks: Biometrics, Health Assessment, Preventive screenings, and a dentist visit.

The great news from health insurance RFP's in 2012 and 2017 is that premiums decreased on average 2% and 14% due to very competitive bidding for the County's 5 year contract. In addition, single digit rate cap increases will be in place through 2021.

## **C. Other Post-Employment Benefits (OPEB)**

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 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.
- MN 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 County's estimated OPEB Accrued Liability for these two benefits was \$8,094,590 as of 1/1/2017. The majority (approximately three-fourths) of Carver County's OPEB liability is attributed to the State Law requiring Retiree's Access to Group Insurance.

The initial OPEB annual levy allocation for the 2019 Budget was \$992,806. In December 2018, the County Board approved the County staff recommendation to change from a revocable OPEB trust to an irrevocable OPEB trust due to a new Governmental Accounting Standards Board ("GASB") Statement 75. For irrevocable OPEB trusts, GASB 75 allows a higher discount rate which lowers the OPEB Accrued Liability which correspondingly decreased the County's estimated 2019 Actuarially Determined Contribution ("ADC") to \$400,000.

As of 12/31/18, \$7,306,310 has been accumulated in an irrevocable OPEB trust administered by Public Employee Retirement Association Board.

County staff plans to recommend a new OPEB Actuarially Determined Contribution Board Policy which will document the assumptions and methodology county staff used for the 2019 Budget which can be used as a template for future budgets.

# CAPITAL PROJECTS BY FUND

## Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	
<b>Buildings &amp; Misc - CIP - Fund # 30</b>												
<b>6630-Buildings &amp; Misc. Capital Projects</b>												
<i>Building Projects</i>												
600 South Building Main Air Handler replacement		B	0	0	400,000	0	0	0	400,000	0	400,000	D-54
ADMIN WEST STORE FRONT WINDOW REPLACEMENT		A	0	60,000	0	0	0	0	60,000	0	60,000	D-53
City of Chaska New Library: Collection and FF&E		B	0	0	2,700,000	0	0	0	2,700,000	0	2,700,000	D-58
Encore building Roof replacement		B	0	140,000	0	0	0	0	140,000	0	140,000	D-52
Master Plan Space Study		B	0	0	0	0	0	0	0	0	0	D-51
Public Works Cologne Boiler Replacement		C	90,000	0	0	0	0	0	0	0	0	D-57
PW Cologne Roof repairs		C	100,000	0	0	0	0	0	0	0	0	D-56
PW Cologne salt shed fabric replacement		A	25,000	0	0	0	0	0	0	0	0	D-55
<i>Building Projects Total</i>			215,000	200,000	3,100,000	0	0	0	3,300,000	0	3,300,000	
<i>Public Services: Facilities Management</i>												
1st Street Center boiler replacement		A	0	0	0	0	0	80,000	80,000	0	80,000	D-14
Asphalt parking lot replacement 600 North building		A	0	0	0	75,000	0	0	75,000	0	75,000	D-16
County Buildings carpet replacement		C	0	125,000	125,000	125,000	125,000	125,000	625,000	0	625,000	D-21
Energy Management System Update		C	100,000	0	0	0	0	0	0	0	0	D-8
Fall protection for roof at PW Cologne		A	0	65,000	0	0	0	0	65,000	0	65,000	D-19
HVAC Pneumatic controls replacement 606 building		A	0	0	0	75,000	0	0	75,000	0	75,000	D-15
landscaping for the Government center		C	0	0	60,000	0	0	0	60,000	0	60,000	D-18
PW Colgone recaulk exterior joints		A	0	55,000	0	0	0	0	55,000	0	55,000	D-9
PW Cologne parking lot replacement		B	0	200,000	200,000	200,000	200,000	200,000	1,000,000	0	1,000,000	D-11
Repaint Enviromental Center building		B	0	0	30,000	0	0	0	30,000	0	30,000	D-17
Replace roof on the Enviromental facility		B	0	0	0	0	250,000	0	250,000	0	250,000	D-20
Roof repairs continued at PW Cologne		B	0	100,000	0	100,000	0	100,000	300,000	0	300,000	D-10
Upgrade Sheriff dept elevator		C	0	56,000	0	0	0	0	56,000	0	56,000	D-12

# CAPITAL PROJECTS BY FUND

## Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES	
Project Title	Department	Priority	Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Page # Cost 2020 To 2024
<i>Public Services: Facilities Management Total</i>			100,000	601,000	415,000	575,000	575,000	505,000	2,671,000	0	2,671,000
<i>Public Services: IS: Specific Projects</i>											
Lidar Elevation Data Collection		B	0	0	75,000	0	0	0	75,000	0	75,000 D-5
New/upgrade county phone system		C	0	0	275,000	0	0	0	275,000	0	275,000 D-7
Print Center Updates		C	0	25,000	0	0	0	0	25,000	0	25,000 D-2
Scanner Replacement - Wide Format Scanners		C	0	0	0	20,000	0	0	20,000	0	20,000 D-6
Scanner Replacement – Heavy Duty Scanners		C	0	0	20,000	0	0	0	20,000	0	20,000 D-4
<i>Public Services: IS: Specific Projects Total</i>			0	25,000	370,000	20,000	0	0	415,000	0	415,000
<i>Public Works - Parks</i>											
Skid Loader		C	70,000	0	0	0	0	0	0	0	0 D-36
<i>Public Works - Parks Total</i>			70,000	0	0	0	0	0	0	0	0
<i>Public Works: Road &amp; Bridge</i>											
Advanced Traffic Management Software		C	75,000	0	0	0	0	0	0	0	0 D-30
<i>Public Works: Road &amp; Bridge Total</i>			75,000	0	0	0	0	0	0	0	0
<i>Sheriff</i>											
Emergency Management Incident Command Unit		A	0	150,000	0	0	0	0	150,000	75,000	75,000 D-23
<i>Sheriff Total</i>			0	150,000	0	0	0	0	150,000	75,000	75,000
<i>Social Services</i>											
Ipad Replacement		C	30,000	0	0	0	0	0	0	0	0 D-33
<i>Social Services Total</i>			30,000	0	0	0	0	0	0	0	0
<b>6630 Totals</b>			490,000	976,000	3,885,000	595,000	575,000	505,000	6,536,000	75,000	6,461,000
<b>Buildings &amp; Misc - CIP - Fund # 30 Totals</b>			490,000	976,000	3,885,000	595,000	575,000	505,000	6,536,000	75,000	6,461,000

# CAPITAL PROJECTS BY FUND

## Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	
<b>Roads/Bridges - CIP - Fund # 32</b>												
<b>6281-Construction</b>												
<i>Public Works: Road &amp; Bridge</i>												
CPA 50% Allocation for Road & Bridge Projects		C	147,078	160,000	160,000	160,000	160,000	215,000	855,000	0	855,000	D-31
State Turnback \$ to Offset CPA Reductions		A	650,000	650,000	650,000	0	0	0	1,300,000	0	1,300,000	D-29
<i>Public Works: Road &amp; Bridge Total</i>			797,078	810,000	810,000	160,000	160,000	215,000	2,155,000	0	2,155,000	
<b>6281 Totals</b>			797,078	810,000	810,000	160,000	160,000	215,000	2,155,000	0	2,155,000	
<b>6284-Maintenance - Resurfacing</b>												
<i>Public Works: Road &amp; Bridge</i>												
Road Preservation Plan		A	2,090,000	2,190,000	2,290,000	2,390,000	2,490,000	2,590,000	11,950,000	0	11,950,000	D-32
<i>Public Works: Road &amp; Bridge Total</i>			2,090,000	2,190,000	2,290,000	2,390,000	2,490,000	2,590,000	11,950,000	0	11,950,000	
<b>6284 Totals</b>			2,090,000	2,190,000	2,290,000	2,390,000	2,490,000	2,590,000	11,950,000	0	11,950,000	
<b>Roads/Bridges - CIP - Fund # 32 Totals</b>			2,887,078	3,000,000	3,100,000	2,550,000	2,650,000	2,805,000	14,105,000	0	14,105,000	

# CAPITAL PROJECTS BY FUND

## Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	
<b>Parks and Trails - CIP - Fund # 34</b>												
<b>6615-Parks and Trails Development</b>												
<i>Public Works - Parks</i>												
BAYLOR PARK SPLASH PAD		C	0	0	0	0	0	0	0	0	0	0 D-42
BAYLOR PARK VISITOR CENTER		A	0	0	0	500,000	0	0	500,000	0	500,000	D-41
LMP VISITOR CONTACT STATION		B	0	0	0	100,000	0	0	100,000	0	100,000	D-44
LMP GROUP CAMP AREA		B	0	0	0	0	300,000	0	300,000	0	300,000	D-45
LMP PLAYGROUND EQUIPMENT		A	0	0	700,000	0	0	0	700,000	0	700,000	D-43
LWRP Redevelopment - \$5M Phase 1A		A	0	0	0	0	0	0	0	0	0	D-35
LWRP Redevelopment - \$8.6M Phase 1B		B	0	0	0	0	0	0	0	0	0	D-37
<i>Public Works - Parks Total</i>			0	0	700,000	600,000	300,000	0	1,600,000	0	1,600,000	
<i>Public Works - Trails</i>												
Arboretum Trail Connection at TH5		C	100,000	0	0	0	0	0	0	0	0	D-40
Coney Island clean up and lake shore access		C	100,000	0	0	0	0	0	0	0	0	D-39
Trail Connection at LWRP with MCES sewer project		C	100,000	0	0	0	0	0	0	0	0	D-38
<i>Public Works - Trails Total</i>			300,000	0	0	0	0	0	0	0	0	
<b>6615 Totals</b>			300,000	0	700,000	600,000	300,000	0	1,600,000	0	1,600,000	
<b>Parks and Trails - CIP - Fund # 34 Totals</b>			300,000	0	700,000	600,000	300,000	0	1,600,000	0	1,600,000	

# CAPITAL PROJECTS BY FUND

## Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	
<b>Facilities/Equip. - Operating # 1, 3, 11 &amp; 14</b>												
<b>6640-Building Improvements</b>												
<i>Public Services: Facilities Management</i>												
Building Improvements		A	330,000	330,000	340,000	355,000	395,000	415,000	1,835,000	0	1,835,000	D-13
<i>Public Services: Facilities Management Total</i>			330,000	330,000	340,000	355,000	395,000	415,000	1,835,000	0	1,835,000	
<b>6640 Totals</b>			330,000	330,000	340,000	355,000	395,000	415,000	1,835,000	0	1,835,000	
<b>6660-Equipment And Furniture Purchase</b>												
<i>Public Services: IS: Specific Projects</i>												
Capital Technology - CIO Priorities		B	84,400	107,400	125,000	140,000	160,000	190,000	722,400	0	722,400	D-1
Printer Replacement		C	20,000	15,000	20,000	20,000	20,000	20,000	95,000	0	95,000	D-3
<i>Public Services: IS: Specific Projects Total</i>			104,400	122,400	145,000	160,000	180,000	210,000	817,400	0	817,400	
<i>Public Services: Library - Administration</i>												
Furniture and Equipment Repl for Library Branches		A	10,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	D-34
<i>Public Services: Library - Administration Total</i>			10,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	
<i>Sheriff</i>												
MDC Replacement		A	25,000	25,000	25,000	25,000	25,000	25,000	125,000	0	125,000	D-26
Mobile Radios Replacement		A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-25
Portable Radios Replacement		A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-27
<i>Sheriff Total</i>			95,000	95,000	95,000	95,000	95,000	95,000	475,000	0	475,000	
<b>6660 Totals</b>			209,400	237,400	260,000	275,000	295,000	325,000	1,392,400	0	1,392,400	
<b>6670-Vehicle Purchase</b>												
<i>Sheriff</i>												
Fleet		A	293,600	305,600	318,000	331,000	344,000	361,000	1,659,600	647,244	995,760	D-24

## CAPITAL PROJECTS BY FUND

### Data Entry Group: County Wide

OBJECT			EXPENDITURES							REVENUES		
Project Title	Department	Priority	Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	Page #
Sheriff Priorities		A	25,000	30,000	35,000	42,000	44,000	47,000	198,000	0	198,000	D-22
	<i>Sheriff Total</i>		<i>318,600</i>	<i>335,600</i>	<i>353,000</i>	<i>373,000</i>	<i>388,000</i>	<i>408,000</i>	<i>1,857,600</i>	<i>647,244</i>	<i>1,193,760</i>	
<b>6670 Totals</b>			<b>318,600</b>	<b>335,600</b>	<b>353,000</b>	<b>373,000</b>	<b>388,000</b>	<b>408,000</b>	<b>1,857,600</b>	<b>647,244</b>	<b>1,193,760</b>	
<b>6690-Equipment - Highway</b>												
<i>Public Works: Road &amp; Bridge</i>												
Public Works Vehicles and Equipment		A	425,000	480,000	530,000	580,000	605,000	635,000	2,830,000	0	2,830,000	D-28
	<i>Public Works: Road &amp; Bridge Total</i>		<i>425,000</i>	<i>480,000</i>	<i>530,000</i>	<i>580,000</i>	<i>605,000</i>	<i>635,000</i>	<i>2,830,000</i>	<i>0</i>	<i>2,830,000</i>	
<b>6690 Totals</b>			<b>425,000</b>	<b>480,000</b>	<b>530,000</b>	<b>580,000</b>	<b>605,000</b>	<b>635,000</b>	<b>2,830,000</b>	<b>0</b>	<b>2,830,000</b>	
<b>Facilities/Equip. - Operating # 1, 3, 11 &amp; 14 Totals</b>			<b>1,283,000</b>	<b>1,383,000</b>	<b>1,483,000</b>	<b>1,583,000</b>	<b>1,683,000</b>	<b>1,783,000</b>	<b>7,915,000</b>	<b>647,244</b>	<b>7,251,160</b>	

## CAPITAL PROJECTS BY FUND

### Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	
<b>Debt Service - Fund # 35</b>												
<b>6705-Principal Retirement</b>												
<i>Debt Service</i>												
G.O. Capital Improvement Bonds, 2014A		A	749,450	750,475	748,300	745,675	747,525	0	2,991,975	0	2,991,975	D-49
G.O. Refunding Bonds, 2013A		A	866,450	0	0	0	0	0	0	0	0	D-48
G.O. Refunding Bonds, 2016A		A	1,385,325	1,384,200	1,380,325	1,373,700	1,369,200	0	5,507,425	0	5,507,425	D-46
G.O. Tax Abatement Bonds, 2012A		A	146,713	149,325	146,625	148,633	145,378	0	589,961	0	589,961	D-47
MPFA Loan, 2014		A	1,120,040	1,120,100	1,120,060	1,119,920	1,119,680	0	4,479,760	0	4,479,760	D-50
<i>Debt Service Total</i>			4,267,978	3,404,100	3,395,310	3,387,928	3,381,783	0	13,569,121	0	13,569,121	
<b>6705 Totals</b>			4,267,978	3,404,100	3,395,310	3,387,928	3,381,783	0	13,569,121	0	13,569,121	
<b>Debt Service - Fund # 35 Totals</b>			4,267,978	3,404,100	3,395,310	3,387,928	3,381,783	0	13,569,121	0	13,569,121	

## CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT			EXPENDITURES							REVENUES		
Project Title	Department	Priority	Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	Page #
<b>Grand Totals</b>			9,228,056	8,763,100	12,563,310	8,715,928	8,589,783	5,093,000	43,725,121	722,244	42,986,281	

# CAPITAL PROJECTS BY DEPARTMENT

## Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #
			Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	
<b>Building Projects</b>												
950 005	Master Plan Space Study	B	0	0	0	0	0	0	0	0	0	D-51
962 002	Encore building Roof replacement	B	0	140,000	0	0	0	0	140,000	0	140,000	D-52
962 003	ADMIN WEST STORE FRONT WINDOW	A	0	60,000	0	0	0	0	60,000	0	60,000	D-53
962 004	600 South Building Main Air Handler replace	B	0	0	400,000	0	0	0	400,000	0	400,000	D-54
962 006	PW Cologne salt shed fabric replacement	A	25,000	0	0	0	0	0	0	0	0	D-55
962 008	PW Cologne Roof repairs	C	100,000	0	0	0	0	0	0	0	0	D-56
962 009	Public Works Cologne Boiler Replacement	C	90,000	0	0	0	0	0	0	0	0	D-57
970 001	City of Chaska New Library: Collection and F	B	0	0	2,700,000	0	0	0	2,700,000	0	2,700,000	D-58
<b>Totals</b>			215,000	200,000	3,100,000	0	0	0	3,300,000	0	3,300,000	
<b>Debt Service</b>												
814 001	G.O. Refunding Bonds, 2016A	A	1,385,325	1,384,200	1,380,325	1,373,700	1,369,200	0	5,507,425	0	5,507,425	D-46
815 002	G.O. Tax Abatement Bonds, 2012A	A	146,713	149,325	146,625	148,633	145,378	0	589,961	0	589,961	D-47
815 004	G.O. Refunding Bonds, 2013A	A	866,450	0	0	0	0	0	0	0	0	D-48
815 005	G.O. Capital Improvement Bonds, 2014A	A	749,450	750,475	748,300	745,675	747,525	0	2,991,975	0	2,991,975	D-49
815 006	MPFA Loan, 2014	A	1,120,040	1,120,100	1,120,060	1,119,920	1,119,680	0	4,479,760	0	4,479,760	D-50
<b>Totals</b>			4,267,978	3,404,100	3,395,310	3,387,928	3,381,783	0	13,569,121	0	13,569,121	
<b>Public Services: Facilities Management</b>												
110 001	Energy Management System Update	C	100,000	0	0	0	0	0	0	0	0	D-8
110 002	PW Cologne recaulk exterior joints	A	0	55,000	0	0	0	0	55,000	0	55,000	D-9
110 003	Roof repairs continued at PW Cologne	B	0	100,000	0	100,000	0	100,000	300,000	0	300,000	D-10
110 004	PW Cologne parking lot replacement	B	0	200,000	200,000	200,000	200,000	200,000	1,000,000	0	1,000,000	D-11
110 005	Upgrade Sheriff dept elevator	C	0	56,000	0	0	0	0	56,000	0	56,000	D-12
110 007	Building Improvements	A	330,000	330,000	340,000	355,000	395,000	415,000	1,835,000	0	1,835,000	D-13
110 009	1st Street Center boiler replacement	A	0	0	0	0	0	80,000	80,000	0	80,000	D-14
110 019	HVAC Pneumatic controls replacement 606 b	A	0	0	0	75,000	0	0	75,000	0	75,000	D-15

# CAPITAL PROJECTS BY DEPARTMENT

## Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #
			Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	
110 020	Asphalt parking lot replacement 600 North bu	A	0	0	0	75,000	0	0	75,000	0	75,000	D-16
110 021	Repaint Enviromental Center building	B	0	0	30,000	0	0	0	30,000	0	30,000	D-17
110 024	landscaping for the Government center	C	0	0	60,000	0	0	0	60,000	0	60,000	D-18
110 025	Fall protection for roof at PW Cologne	A	0	65,000	0	0	0	0	65,000	0	65,000	D-19
110 026	Replace roof on the Enviromental facility	B	0	0	0	0	250,000	0	250,000	0	250,000	D-20
110 027	County Buildings carpet replacement	C	0	125,000	125,000	125,000	125,000	125,000	625,000	0	625,000	D-21
<b>Totals</b>			430,000	931,000	755,000	930,000	970,000	920,000	4,506,000	0	4,506,000	
Public Services: IS: Specific Projects												
049 002	Capital Technology - CIO Priorities	B	84,400	107,400	125,000	140,000	160,000	190,000	722,400	0	722,400	D-1
049 003	Print Center Updates	C	0	25,000	0	0	0	0	25,000	0	25,000	D-2
049 005	Printer Replacement	C	20,000	15,000	20,000	20,000	20,000	20,000	95,000	0	95,000	D-3
049 006	Scanner Replacement – Heavy Duty Scanners	C	0	0	20,000	0	0	0	20,000	0	20,000	D-4
049 007	Lidar Elevation Data Collection	B	0	0	75,000	0	0	0	75,000	0	75,000	D-5
049 008	Scanner Replacement - Wide Format Scanner	C	0	0	0	20,000	0	0	20,000	0	20,000	D-6
049 009	New/upgrade county phone system	C	0	0	275,000	0	0	0	275,000	0	275,000	D-7
<b>Totals</b>			104,400	147,400	515,000	180,000	180,000	210,000	1,232,400	0	1,232,400	
Public Services: Library - Administration												
500 003	Furniture and Equipment Repl for Library Bra	A	10,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	D-34
<b>Totals</b>			10,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	
Public Works - Parks												
520 001	LWRP Redevelopment - \$5M Phase 1A	A	0	0	0	0	0	0	0	0	0	D-35
520 002	Skid Loader	C	70,000	0	0	0	0	0	0	0	0	D-36
520 023	LWRP Redevelopment - \$8.6M Phase 1B	B	0	0	0	0	0	0	0	0	0	D-37
527 001	BAYLOR PARK VISITOR CENTER	A	0	0	0	500,000	0	0	500,000	0	500,000	D-41
527 002	BAYLOR PARK SPLASH PAD	C	0	0	0	0	0	0	0	0	0	D-42
528 001	LMP PLAYGROUND EQUIPMENT	A	0	0	700,000	0	0	0	700,000	0	700,000	D-43

# CAPITAL PROJECTS BY DEPARTMENT

## Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #
			Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	
528 002	LMP VISITOR CONTACT STATION	B	0	0	0	100,000	0	0	100,000	0	100,000	D-44
528 003	LMP GROUP CAMP AREA	B	0	0	0	0	300,000	0	300,000	0	300,000	D-45
<b>Totals</b>			70,000	0	700,000	600,000	300,000	0	1,600,000	0	1,600,000	
Public Works - Trails												
523 003	Trail Connection at LWRP with MCES sewer	C	100,000	0	0	0	0	0	0	0	0	D-38
523 004	Coney Island clean up and lake shore access	C	100,000	0	0	0	0	0	0	0	0	D-39
523 005	Arboretum Trail Connection at TH5	C	100,000	0	0	0	0	0	0	0	0	D-40
<b>Totals</b>			300,000	0	0	0	0	0	0	0	0	
Public Works: Road & Bridge												
305 019	Public Works Vehicles and Equipment	A	425,000	480,000	530,000	580,000	605,000	635,000	2,830,000	0	2,830,000	D-28
307 001	State Turnback \$ to Offset CPA Reductions	A	650,000	650,000	650,000	0	0	0	1,300,000	0	1,300,000	D-29
307 002	Advanced Traffic Management Software	C	75,000	0	0	0	0	0	0	0	0	D-30
307 003	CPA 50% Allocation for Road & Bridge Proj	C	147,078	160,000	160,000	160,000	160,000	215,000	855,000	0	855,000	D-31
307 8000	Road Preservation Plan	A	2,090,000	2,190,000	2,290,000	2,390,000	2,490,000	2,590,000	11,950,000	0	11,950,000	D-32
<b>Totals</b>			3,387,078	3,480,000	3,630,000	3,130,000	3,255,000	3,440,000	16,935,000	0	16,935,000	
Sheriff												
201 001	Sheriff Priorities	A	25,000	30,000	35,000	42,000	44,000	47,000	198,000	0	198,000	D-22
231 005	Emergency Management Incident Command	A	0	150,000	0	0	0	0	150,000	75,000	75,000	D-23
236 001	Fleet	A	293,600	305,600	318,000	331,000	344,000	361,000	1,659,600	647,244	995,760	D-24
240 001	Mobile Radios Replacement	A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-25
240 002	MDC Replacement	A	25,000	25,000	25,000	25,000	25,000	25,000	125,000	0	125,000	D-26
240 005	Portable Radios Replacement	A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-27
<b>Totals</b>			413,600	580,600	448,000	468,000	483,000	503,000	2,482,600	722,244	1,743,760	
Social Services												
405 001	Ipad Replacement	C	30,000	0	0	0	0	0	0	0	0	D-33

# CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES						REVENUES		Page #	
			Current Amount 2019	2020	2021	2022	2023	2024	2020 To 2024	Other Sources 2020 To 2024	County Cost 2020 To 2024	
<b>Totals</b>			30,000	0	0	0	0	0	0	0	0	
<b>Grand Totals</b>			9,228,056	8,763,100	12,563,310	8,715,928	8,589,783	5,093,000	43,725,121	722,244	42,986,281	



# **APPENDICES**

## Appendix A: Budget Summary Comparison

Account Description	2017 ACTUAL	2018 Adopted Budget	2019 Adopted Budget	% OF CHANGE	CHANGE IN LEVY	
<b>COMMISSIONERS</b>						
REVENUES	-	-	-	0.00%		
EXPENDITURES	469,931	601,025	1,118,375	86.08%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>469,931</b>	<b>601,025</b>	<b>1,118,375</b>	<b>86.08%</b>	<b>517,350</b>	<b>(1)</b>
<b>COUNTY ADMINISTRATION</b>						
REVENUES	(914)	-	-	0.00%		
EXPENDITURES	402,767	425,958	439,366	3.15%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>401,853</b>	<b>425,958</b>	<b>439,366</b>	<b>3.15%</b>	<b>13,408</b>	
<b>EMPLOYEE RELATIONS</b>						
REVENUES	(247,550)	-	-	0.00%		
EXPENDITURES	1,595,190	1,836,509	1,934,189	5.32%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>1,347,640</b>	<b>1,836,509</b>	<b>1,934,189</b>	<b>5.32%</b>	<b>97,680</b>	<b>(1)</b>
<b>COURT SERVICES/ PROBATION</b>						
REVENUES	(723,830)	(722,886)	(797,220)	10.28%		
EXPENDITURES	2,122,782	2,142,809	2,211,688	3.21%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>1,398,952</b>	<b>1,419,923</b>	<b>1,414,468</b>	<b>-0.38%</b>	<b>(5,455)</b>	
<b>NON DEPARTMENTAL</b>						
REVENUES	(6,969,556)	(3,880,287)	(4,016,478)	3.51%		
EXPENDITURES	1,989,321	(3,141,750)	(3,053,789)	-2.80%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>(4,980,235)</b>	<b>(7,022,037)</b>	<b>(7,070,267)</b>	<b>0.69%</b>	<b>(48,230)</b>	<b>(3)</b>
<b>COURT ADMINISTRATION</b>						
REVENUES	(4,604)	(3,900)	(3,900)	0.00%		
EXPENDITURES	366,177	285,000	335,000	17.54%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>361,573</b>	<b>281,100</b>	<b>331,100</b>	<b>17.79%</b>	<b>50,000</b>	<b>(1)</b>
<b>PROPERTY &amp; FINANCIAL SERVICES DIVISION</b>						
REVENUES	(5,062,247)	(5,192,582)	(5,401,810)	4.03%		
EXPENDITURES	5,010,948	5,411,783	5,687,898	5.10%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>(51,299)</b>	<b>219,201</b>	<b>286,088</b>	<b>30.51%</b>	<b>66,887</b>	
<b>ATTORNEY</b>						
REVENUES	(432,874)	(421,450)	(452,950)	7.47%		
EXPENDITURES	3,454,274	3,647,913	3,850,594	5.56%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>3,021,400</b>	<b>3,226,463</b>	<b>3,397,644</b>	<b>5.31%</b>	<b>171,181</b>	<b>(1)</b>

<b>PUBLIC SERVICES DIVISION</b>					
REVENUES	(4,829,662)	(4,547,599)	(4,608,930)	1.35%	
EXPENDITURES	17,962,066	19,352,050	19,710,454	1.85%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>13,132,404</b>	<b>14,804,451</b>	<b>15,101,524</b>	<b>2.01%</b>	<b>297,073 (1) (2)</b>
<b>SHERIFF</b>					
REVENUES	(6,783,187)	(6,036,451)	(6,534,607)	8.25%	
EXPENDITURES	19,125,738	20,890,654	21,227,002	1.61%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>12,342,551</b>	<b>14,854,203</b>	<b>14,692,395</b>	<b>-1.09%</b>	<b>(161,808) (1) (2)</b>
<b>PARKS</b>					
REVENUES	(466,771)	(496,622)	(591,457)	19.10%	
EXPENDITURES	1,170,447	1,220,951	1,371,997	12.37%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>703,676</b>	<b>724,329</b>	<b>780,540</b>	<b>7.76%</b>	<b>56,211</b>
<b>GENERAL FUND TOTAL</b>					
REVENUES	(25,521,195)	(21,301,777)	(22,407,352)	5.19%	
EXPENDITURES	53,669,641	52,672,902	54,832,774	4.10%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>28,148,446</b>	<b>31,371,125</b>	<b>32,425,422</b>	<b>3.36%</b>	<b>1,054,297</b>
<b>ROAD &amp; BRIDGE FUND</b>					
REVENUES	(3,919,490)	(4,005,970)	(4,260,519)	6.35%	
EXPENDITURES	8,110,643	8,464,957	8,869,110	4.77%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>4,191,153</b>	<b>4,458,987</b>	<b>4,608,591</b>	<b>3.36%</b>	<b>149,604 (1) (2)</b>
<b>HEALTH &amp; HUMAN SERVICES FUND</b>					
REVENUES	(20,663,602)	(18,489,374)	(18,027,779)	-2.50%	
EXPENDITURES	29,193,039	29,776,562	30,626,421	2.85%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>8,529,437</b>	<b>11,287,188</b>	<b>12,598,642</b>	<b>11.62%</b>	<b>1,311,454 (1) (2)</b>
<b>CAPITAL PROJECTS FUND</b>					
REVENUES	(3,475,393)	(79,904)	(173,540)	117.19%	
EXPENDITURES	3,192,640	79,904	173,540	117.19%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>(282,753)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>
<b>ROAD &amp; BRIDGE CIP</b>					
REVENUES	(13,450,208)	(22,956,926)	(44,541,569)	94.02%	
EXPENDITURES	23,387,069	24,946,926	46,631,569	86.92%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>9,936,861</b>	<b>1,990,000</b>	<b>2,090,000</b>	<b>5.03%</b>	<b>100,000 (4)</b>
<b>PARKS &amp; TRAILS CIP</b>					
REVENUES	(1,034,928)	(2,556,174)	(329,539)	-87.11%	
EXPENDITURES	2,621,501	2,556,174	329,539	-87.11%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>1,586,573</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>

<b>DEBT SERVICE FUND</b>					
REVENUES	298,574	(315,000)	(315,000)	0.00%	
EXPENDITURES	10,396,608	4,857,200	4,857,200	0.00%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>10,695,182</b>	<b>4,542,200</b>	<b>4,542,200</b>	<b>0.00%</b>	<b>-</b>
<b>DITCH FUND</b>					
REVENUES	(159,777)	(46,270)	(64,431)	39.25%	
EXPENDITURES	134,789	46,270	64,431	39.25%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>(24,988)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>
<b>SELF INSURANCE FUND</b>					
REVENUES	(897,772)	(945,177)	(945,177)	0.00%	
EXPENDITURES	1,058,452	945,177	945,177	0.00%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>160,680</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>
<b>COUNTY WIDE TOTAL</b>					
REVENUES	(68,823,791)	(70,696,572)	(91,064,906)	28.81%	
EXPENDITURES	131,764,382	124,346,072	147,329,761	18.48%	
NET (OVER) / UNDER BUDGET	(11,291,091)				
<b>TAX LEVY DOLLARS NEEDED</b>	<b>51,649,500</b>	<b>53,649,500</b>	<b>56,264,855</b>	<b>4.87%</b>	<b>2,615,355</b>

**Significant levy changes:**

(1) The levy increases are largely related to salary and benefit cost increases.

(2) Net levy operating adjustments needed, see Attachment A2 of the Administrator's Budget Message for further detail.

(3) The budgeted salary contingency increased by \$400k (Attachment A1), also the 2017 unallocated increase in salaries from the compensation and classification study was allocated out to the respective Divisions in 2018.

(4) Board directed yearly levy increase for road preservation.

## Appendix B: Total Full-Time Equivalent Employee Positions

### Board of Commissioners

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Commissioners	5.00	-	5.00
<i>Board of Commissioners Totals</i>	5.00	-	5.00

### County Administrator

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 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	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Public Services Division Accountant	1.00		1.00
Support Personnel (STOC)	0.20	-	0.20
Assistant County Administrator	1.00	-	1.00
Communications Manager	1.00	-	1.00
Deputy Division Director	1.00	-	1.00
<i>Department Totals</i>	4.20	-	4.20

#### Environmental Services

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Administrative Assistant	1.00	-	1.00
Assistant Environmentalist- STOC	0.50	-	0.50
Environmental Services Manager	1.00	-	1.00
Environmental Attendant	1.40	-	1.40
Environmentalist	1.00	1.00	2.00
Lead Environmentalist	1.00	-	1.00
Senior Environmentalist	7.00	-	7.00
<i>Department Totals</i>	12.90	1.00	13.90

## Information Technology

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
CarverLink Manager (funded by CarverLink)	1.00	-	1.00
Chief Information Officer	1.00	-	1.00
Client Services Representative	3.00	-	3.00
IT Application Analyst	2.00	-	2.00
IT Business Analyst	3.00	-	3.00
IT Database Administrator	1.00	-	1.00
IT GIS Analyst - City	1.00	-	1.00
IT GIS Intern	0.25	-	0.25
IT Intern	0.25	-	0.25
IT Lead Support Technician	-	-	-
IT Manager – Applications & PMO	1.00	-	1.00
IT Manager – Development & GIS	1.00	-	1.00
IT Manager – Infrastructure Services	1.00	-	1.00
IT Office Manager	1.00	-	1.00
IT Security and Infrastructure Supervisor	1.00	-	1.00
IT Senior GIS Analyst	2.00	-	2.00
IT Senior Systems Engineer	2.00	-	2.00
IT Service Dispatcher	1.00	-	1.00
IT Solution Architect	2.00	-	2.00
IT Support Technician	3.00	-	3.00
IT Support Technician Supervisor	1.00	-	1.00
IT Systems Engineer	2.00	1.00	3.00
Lead Project Manager	1.00	-	1.00
On-Call Support Staff	0.30	-	0.30
<i>Department Totals</i>	31.80	1.00	32.80

## Land Management

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Land Use Manager	1.00	-	1.00
Land Management Permit Assistant	1.00	-	1.00
Land Management Planner	1.00	-	1.00
Land Management Technician	1.00	-	1.00
Senior Planner	1.00	-	1.00
<i>Department Totals</i>	5.00	-	5.00

## Planning & Water Management

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
AIS Inspector - Seasonal	2.00	-	2.00
AIS Program Coordinator	1.00	-	1.00
Education Intern	-	0.25	0.25
Planner	1.00	-	1.00
Planning & Water Management Manager	1.00	-	1.00
Senior Planner	-	-	-
Water Resources Education Coordinator	1.00	-	1.00
Water Resources Program Analyst	2.00	-	2.00
Water Resources Specialist	1.00	-	1.00
Water Resources Technician	1.60	-	1.60
<b>Department Totals</b>	<b>10.60</b>	<b>-</b>	<b>10.85</b>

## Facility Services

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Assistant Facilities Project Manager	2.00	-	2.00
Custodial Supervisor	1.00	-	1.00
Custodian	6.00	-	6.00
Facilities Clerk	-	-	-
Facility Services Manager	1.00	-	1.00
Facility Technician	3.00	1.00	4.00
Lead Facility Technician	1.00	-	1.00
Master Electrician	1.00	-	1.00
<b>Department Totals</b>	<b>15.00</b>	<b>1.00</b>	<b>16.00</b>

## Library

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Administrative Assistant	0.80	-	0.80
Associate Librarian	2.50	-	2.50
Law Library Paralegal	0.80	-	0.80
Librarian	12.60	-	12.60
Library Assistant	12.66	-	12.66
Library Branch Manager	3.00	-	3.00
Library Director	1.00	-	1.00
Library Operations Supervisor	3.00	-	3.00
Library Shelves	2.75	-	2.75
Library Systems Administrator	1.00	-	1.00
Library Technology Associate	2.00	-	2.00

On-Call Librarian	0.64	-	0.64
On-Call Library Assistant	0.46	-	0.46
Volunteer Coordinator	0.80	-	0.80
<b>Department Totals</b>	<b>44.01</b>	<b>-</b>	<b>44.01</b>

### Veterans Services

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Asst. Veteran Services Officer	2.00	-	2.00
Veteran Services Driver	1.20	-	1.20
Veteran Services Officer	1.00	-	1.00
Veteran Services Rep.	1.00	-	1.00
STOC – Clerical	0.20	-	0.20
STOC - Veteran Services Driver	0.20	-	0.20
<b>Department Totals</b>	<b>5.60</b>	<b>-</b>	<b>5.60</b>

### University of Minnesota Extension

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Extension Administrative Assistant	0.60	-	0.60
On-Call Support	0.20	-	0.20
Senior Extension Administrative Assistant	0.90	-	0.90
<b>Department Totals</b>	<b>1.70</b>	<b>-</b>	<b>1.70</b>
<b>Public Services Division Totals</b>	<b>130.81</b>	<b>3.25</b>	<b>134.06</b>

### County Attorney

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Administrative Assistant- Attorney	1.00	-	1.00
Assistant County Attorney	5.00	1.00	6.00
Assistant County Attorney II	-	-	-
Assistant County Attorney III	-	-	-
Assistant County Attorney- Division Manager	3.00	-	3.00
Chief Deputy County Attorney	1.00	-	1.00
County Attorney	1.00	-	1.00
Executive Assistant	1.00	-	1.00
First Assistant 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
On-Call Clerical	0.15	-	0.15
Paralegal	2.50	-	2.50
Senior Assistant County Attorney	6.00	-	6.00
Senior Legal Administrative Assistant	3.00	-	3.00
Victim Witness Coordinator	2.00	-	2.00
<b>Attorney's Office Totals</b>	<b>32.35</b>	<b>1.00</b>	<b>33.35</b>

## Employee Relations Division

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Administrative Assistant	1.00	-	1.00
Deputy Director of ER/ Labor Relations Manager	1.00	-	1.00
Employee Relations Business Partner	4.00	-	4.00
Employee Relations Coordinator	1.00	-	1.00
Employee Relations Director	1.00	-	1.00
Employee Relations Senior Advisor	0.20	-	0.20
Employee Relations Senior Business Partner	1.00	-	1.00
Health & Wellness Program Manager	1.00	-	1.00
Risk Management Specialist	1.00	-	1.00
Seasonal Temporary On-Call (STOC) Clerical	2.00	-	2.00
<b>Employee Relations Division Totals</b>	<b>13.20</b>	<b>-</b>	<b>13.20</b>

## Property and Financial Services Division

### Financial Services

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Accounting Technician	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)	-
Payroll Technician	-	0.80	0.80
Property & Financial Services Director	1.00	-	1.00
Senior Accounting Technician	1.00	-	1.00
Senior Payroll Administrator	-	1.00	1.00

<b>Department Totals</b>	7.70	0.80	8.50
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### Property Assessment

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Appraiser	7.00	1.00	8.00
Appraiser – Senior	2.00	-	2.00
Appraiser – Senior Commercial	-	-	-
Assistant County Assessor	1.00	-	1.00
Assessor Representative	1.00	-	1.00
Assessor Administrative Assistant	1.00	-	1.00
County Assessor	1.00	-	1.00
<b>Department Totals</b>	13.00	1.00	14.00

### Land Records

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
County Recorder	1.00	-	1.00
Land Records Specialist	2.00	-	2.00
Land Records Manager	1.00	-	1.00
Senior Land Records Specialist	3.00	-	3.00
Land Title Specialist	-	-	-
Senior Recorder	1.00	-	1.00
<b>Department Totals</b>	8.00	-	8.00

### Property Tax, Elections, & License Centers

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Election Judges/Clerks (STOC)	0.25	-	0.25
Elections & Customer Service Technician	-	-	-
Elections & Vitals Specialist	2.00	-	2.00
Elections & Vitals Supervisor	1.00	-	1.00
License Center Supervisor	2.00	-	2.00
Licensing Specialist (full/part time)	13.50	-	13.50
Licensing Specialist (STOC)	0.25	-	0.25
PTELC Manager	1.00	-	1.00
Senior Election & Vitals Specialist	1.00	-	1.00
Senior Licensing Specialist (Lead Worker)	1.00	-	1.00
Settlement Technician	1.00	-	1.00
Taxation Analyst	1.00	-	1.00
Senior Taxation Analyst	1.00	-	1.00

Taxpayer Services (STOC)	0.25	-	0.25
Taxation Supervisor	1.00	-	1.00
Taxpayer Services Specialist	-	-	-
<b>Department Totals</b>	<b>26.25</b>	<b>-</b>	<b>26.25</b>
<b>Property and Financial Services Division Totals</b>	<b>54.95</b>	<b>1.80</b>	<b>56.75</b>

### First Judicial Court – Court Services/Probation

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Corrections Administrative Assistant	2.00	-	2.00
Court Coordinator- Veterans	0.70	-	0.70
Court Services Agent II	3.00	-	1.00
Court Services Agent III	7.80	-	9.80
Court Services Director	1.00	-	1.00
Court Services Supervisor	1.00	-	1.00
Office Manager Court Services	1.00	-	1.00
<b>Court Services/Probation Totals</b>	<b>16.50</b>	<b>-</b>	<b>16.50</b>

### Public Works Division

#### Administration

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Administrative Assistant	2.00	-	2.00
Administrative Services Manager	1.00	-	1.00
Financial Technician	1.00	-	1.00
Public Works Director	1.00	-	1.00
<b>Department Totals</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>

#### Program Delivery

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Asset Manager	1.00	-	1.00
Assistant County Surveyor	1.00	-	1.00
Assistant Public Works Director	1.00	-	1.00
Civil Engineer	3.00	-	3.00
Communications Manager	-	-	-
Construction Coordinator	1.00	-	1.00

County Surveyor	1.00	-	1.00
Design Engineer	1.00	-	1.00
Eng/ Land Surveying Assistant (STOC)	0.75	-	0.75
Engineering Technician	2.00	-	2.00
GIS Assistant (STOC)	0.17	-	0.17
GIS Specialist	1.00	-	1.00
GIS Technician	2.00	-	2.00
Highway Sign Maintenance Worker	-	-	
Program Delivery Manager	0.40	-	0.40
Project Manager	1.00	-	1.00
Reorg	0.60	-	0.60
Right-of-Way Agent	2.00	-	2.00
Senior Engineering Technician	2.00	-	2.00
Senior Transportation Planner	1.00	-	1.00
Sign Shop Foreman	1.00	-	1.00
Survey Crew Leader	-	-	1.00
Transportation Engineering Coordinator	1.00	-	1.00
Transportation Manager	1.00	-	1.00
Transportation Operations Specialist	1.00	-	1.00
Transportation Planner	-	-	-
<b>Department Totals</b>	<b>26.92</b>	<b>-</b>	<b>26.92</b>

## Operations

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Lead Highway Maintenance Operator	2.00	-	2.00
Highway Maintenance Operator	12.00	2.00	14.00
Highway Maintenance Worker (STOC)	2.70	-	2.70
Highway/Parks Maintenance Operator	-	-	-
Lead Equipment Technician	2.00	-	2.00
Equipment Technician	3.00	-	3.00
Operations Manager	1.00	-	1.00
Operations Supervisor	3.00	-	3.00
Seasonal Shop Helper	0.23	-	0.23
Inventory Control Technician	1.00	-	1.00
<b>Department Totals</b>	<b>26.93</b>	<b>2.00</b>	<b>28.93</b>

## Parks

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Campground Attendant	0.53	-	0.53

Park Maintenance Lead	1.00	-	1.00
Administrative Assistant	0.80	-	0.80
Park Maintenance Technician	2.00	-	2.00
Parks and Recreation Supervisor	1.00	-	1.00
Parks & Recreation Director	1.00	-	1.00
Parks Operations & Natural Resource Manager	-	1.00	1.00
Part-Time Seasonal	4.82	0.25	5.07
Recreation & Volunteer Specialist	1.00	-	1.00
<i>Department Total</i>	12.15	1.25	13.40
<b>Public Works Division Totals</b>	<b>71.00</b>	<b>3.25</b>	<b>74.25</b>

## Sheriff's Office

### Administration

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Administrative Services Manager	1.00	-	1.00
Administrative Support Assistant	1.00	-	1.00
Background Investigator	1.00	-	1.00
Chief Deputy Sheriff	1.00	-	1.00
County Sheriff	1.00	-	1.00
Investigations Assistant	1.00	-	1.00
Lead Records Technician	1.00	-	1.00
Records Supervisor	1.00	-	1.00
Records Technician	5.00	-	5.00
Senior Accounting Technician	1.00	-	1.00
Senior Background Investigator	1.00	-	1.00
<i>Department Total</i>	15.00	-	15.00

### Emergency Management/ Communications

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
911 Dispatcher	15.00	-	15.00
Commander of Emergency Management & Communication Services	1.00	-	1.00
Communications Services Manager	1.00	-	1.00
Emergency Management Specialist	2.00	-	2.00
PSAP Supervisor	2.00	-	2.00
Terminal Agency Coordinator	1.00	-	1.00
<i>Department Total</i>	22.00	-	22.00

## Jail

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Commander of Jail Services	1.00	-	1.00
Assistant Jail Administrator	1.00	-	1.00
Detention Sergeant	5.00	-	5.00
Detention Deputy	33.00	-	33.00
<i>Department Total</i>	40.00	-	40.00

## Patrol

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Administrative Civil Specialist	1.00	-	1.00
Civil Process Assistant	1.00	-	1.00
Commander of Operations	1.00	-	1.00
Community Service Officer	2.90	-	2.90
Deputy Sheriff	63.00	-	63.00
Evidence Technician	1.00	-	1.00
Licensed Sergeant	11.00	-	11.00
Lieutenant	4.00	-	4.00
Warrants Specialist	1.00	-	1.00
<i>Department Total</i>	86.90	-	86.90
<b>Sheriff's Office Totals</b>	<b>163.90</b>	<b>-</b>	<b>163.90</b>

## Health and Human Services Division

### Administration

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Accountant Technician	6.00	-	6.00
Accounting Manager	1.00	-	1.00
Accounting Supervisor	-	1.00	1.00
Administrative Assistant	3.00	-	3.00
Administrative Officer	1.00	-	1.00
Administrative Representative	5.00	-	5.00
Health & Human Services Director	1.00	-	1.00
Information Technology Coordinator	1.00	-	1.00
Social Services Director	-	1.00	1.00
<i>Department Totals</i>	18.00	2.00	20.00

## Behavioral Health

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Accountant Technician	3.00	-	3.00
Accounting Supervisor	1.00	-	1.00
Adult Mental Health RN/ Case Manager	1.00	-	1.00
Behavior Health Manager	1.00	-	1.00
Case Aide	1.00	-	1.00
Case Management Associate	1.00	-	1.00
Case Management Associate II	-	-	-
Case Management Sup- School Link	2.00	-	2.00
Clinical Director	1.00	-	1.00
Clinical Social Worker	1.00	-	1.00
Clinical Support- Administrative Rep	-	-	-
Community Support Supervisor	1.00	-	1.00
Crisis Program Supervisor	1.00	-	1.00
Crisis Therapist	10.00	-	10.00
Crisis Therapist (On-call)	0.40	-	0.40
Health Care Navigator	1.00	-	1.00
Health Services Nurse- Psychiatry	1.00	-	1.00
HHS Administrative Assistant	3.00	-	3.00
Housing Manager	1.00	-	1.00
Jail Re-entry Program Coordinator	1.00	-	1.00
Nurse Practitioner- Psychiatry	-	-	-
Psychologist	2.00	-	2.00
Psychotherapist	4.00	-	4.00
Social Worker	14.08	(1.00)	13.08
Therapist	15.25	-	15.25
<i>Department Totals</i>	66.73	(1.00)	65.73

## Child and Family

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Case Aide	2.00	-	2.00
Child/Family Manager	1.00	-	1.00
Child/Family Supervisor	4.00	-	4.00
Senior Social Worker	3.00	-	3.00
Social Worker	30.45	-	30.45
<i>Department Totals</i>	40.45	-	40.45

## Home & Community-Based Care

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Case Aide	2.00	-	2.00
HCBC Manager	1.00	-	1.00
HCBC Supervisor	4.00	-	4.00
Program Technician	3.20	-	3.20
Senior Social Worker	1.00	-	1.00
Social Worker	32.90	-	32.90
Therapeutic Recreation Specialist	1.00	-	1.00
<i>Department Totals</i>	45.10	-	45.10

### Income Support

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Case Aide	0.80	-	0.80
Child Care Specialist	1.00	-	1.00
Child Support Officer	8.00	-	8.00
Child Support Supervisor	1.00	-	1.00
Employment Counselor	6.00	(1.00)	5.00
Financial Assistant Specialist	6.00	1.00	7.00
Financial Assistant Supervisor	3.00	-	3.00
Income Support Manager	1.00	-	1.00
Lead Financial Assistance Specialist	17.00	-	17.00
Resource Specialist	1.00	-	1.00
Social Worker	1.00	-	1.00
Support Enforcement Technician	2.00	-	2.00
Workforce Services Supervisor	1.00	-	1.00
<i>Department Totals</i>	48.80	-	48.80

### Public Health

Position	2018 FTEs Actual (as of 10/2/18)	2019 Administrator Recommended Changes	2019 FTEs Approved
Accounting Technician	1.00	-	1.00
Community Health Supervisor	1.00	-	1.00
Community Health Worker	2.00	-	2.00
Family Health Supervisor	1.00	-	1.00
Health Informatics Specialist	1.00	-	1.00
Public Health Manager	1.00	-	1.00
Public Health Nurse (PHN)	6.00	-	6.00
Senior PH Services Professional	6.00	-	6.00
<i>Department Totals</i>	19.00	-	19.00

<b>Health and Human Services Division Totals</b>	<b>238.08</b>	<b>1.00</b>	<b>239.08</b>
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<b>County Total FTEs</b>	<b>727.79</b>	<b>10.30</b>	<b>738.09</b>
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**CARVER COUNTY  
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST TEN FISCAL YEARS**

<u>Function/program</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>2016</u>	<u>2017</u>
<u>General Government</u>										
Administrative Services										
Square Feet of Building Space (1)	565,665	610,665	610,665	610,665	610,665	610,665	610,665	610,665	610,665	618,665
Employee Relations										
New Hires Processed	166	139	98	112	109	168	192	163	205	214
Terminations Processed	130	155	121	74	116	123	165	140	174	187
Collective Bargaining Agreements	8	8	11	11	11	11	11	11	11	11
Financial Services										
Cash Receipts Processed	5,319	5,977	6,142	5,310	6,798	6,862	5,854	5,811	6,278	5,950
Payroll Checks Issued	2,842	2,667	856	365	498	480	587	423	516	467
Payroll Stubs Issued	16,830	16,841	18,337	17,905	17,968	19,005	18,390	19,767	19,402	19,895
Claims Paid	16,549	15,019	14,464	15,010	13,016	13,507	13,603	14,001	13,147	12,502
Contracts Maintained	323	344	444	367	306	424	482	616	601	548
Journal Entries	828	884	804	806	726	776	646	728	721	699
Budget Amendments Entered	171	101	88	150	107	127	127	141	179	162
Capital Assets Inventoried	72	66	91	65	71	81	62	80	60	56
Property Records and Taxpayer Services										
Deeds Recorded	2,215	2,059	2,394	2,701	3,422	3,962	3,447	3,857	3,864	5,051
Birth and Death Certificate Copies Issued	4,682	4,315	4,416	4,262	4,797	5,792	5,783	5,835	6,207	6,308
Marriage Licenses Processed	439	448	387	408	443	507	485	478	507	508
Passports Processed	2,637	1,988	3,094	2,885	3,947	4,310	4,869	6,520	6,972	6,858
Motor Vehicle Registrations	23,169	23,040	34,704	39,801	52,690	56,697	59,332	61,577	66,066	63,529
% of Voter Turnout (General Election)	94%	0%	70%	0%	96%	0%	65%	0%	91%	0%
Real Estate Documents Processed (6)	20,153	24,135	23,246	19,724	25,840	24,822	17,828	16,419	11,452	9,948
Electronic Documents Received (6)	-	-	-	-	-	-	-	4,735	10,163	10,825
Real Property Parcels (2)	38,179	39,539	39,746	39,876	41,424	42,617	43,173	42,759	41,517	41,800
Personal Property Parcels (2)	151	-	-	-	-	-	-	-	188	185
Number of New Homes Constructed	250	283	314	386	394	610	573	508	641	627
Properties Appraised	8,527	8,486	7,173	7,756	7,498	8,670	9,144	8,871	8,428	8,363

**CARVER COUNTY  
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST TEN FISCAL YEARS  
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</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>2016</u>	<u>2017</u>
<u>Public Safety</u>										
<u>Sheriff's Office</u>										
Calls for Service Received:	57,319	54,239	53,329	53,180	50,430	50,640	53,068	53,081	55,221	53,687
Chaska Calls	14,336	13,064	13,294	12,811	11,802	11,375	11,298	10,864	11,289	11,568
County Calls	42,983	41,175	40,035	40,369	38,628	39,265	41,770	42,217	43,932	42,119
Part I Crimes	1,161	903	856	896	865	818	865	928	246	-
Part II Crimes	2,536	2,064	1,768	1,802	1,627	1,587	1,645	1,789	655	-
Group A Crimes	-	-	-	-	-	-	-	-	1,047	1,650
Group B Crimes	-	-	-	-	-	-	-	-	306	554
Misc. Non-Criminal Incidents	39,272	38,065	37,376	37,671	36,136	36,860	39,260	39,500	41,674	15,459
Fire Calls	618	573	570	590	552	640	730	769	720	760
Medical Calls	2,056	2,041	2,098	2,124	2,309	2,445	2,549	2,531	2,786	2,942
Drug Cases	238	118	118	123	145	222	267	260	241	672
Crashes	1,505	1,264	1,323	1,185	1,052	1,410	1,424	1,463	1,429	1,454
Fatal Crashes	9	8	7	5	3	6	9	4	1	3
Personal Injury Crashes	228	142	174	135	156	194	160	190	180	164
Property Damage Crashes	1,268	1,113	1,142	1,045	896	1,210	1,255	1,269	1,248	1,287
Alarm calls	1,933	1,712	1,752	1,614	1,587	1,400	1,312	1,297	1,232	1,290
Citations Issued	6,147	5,200	5,105	4,830	4,315	4,313	4,530	5,180	8,298	5,492
Total Arrests	1,329	1,430	1,284	1,252	664	542	590	590	964	1,203
Drug Arrests	144	204	189	221	289	76	100	89	224	288
Civil Papers Served	1,530	1,736	1,996	1,708	1,513	1,201	1,183	1,259	1,334	1,530
Warrants	1,118	1,256	1,042	1,109	1,001	753	948	893	892	1,088
Number of Prisoners Transported	548	574	485	417	539	425	574	472	568	526
Prisoners Transported (Miles)	37,520	46,082	38,813	33,311	55,850	41,738	57,906	40,133	53,693	53,165
Inmates Booked:	2,442	2,289	1,910	2,083	1,956	1,927	1,856	1,831	2,023	2,223
Total Carver County Inmates Booked	1,603	1,583	1,488	1,581	1,488	1,352	1,511	1,507	1,529	1,614
Males Booked	1,247	1,264	1,172	1,243	1,151	1,050	1,166	1,168	1,216	1,193
Females Booked	356	319	316	338	337	302	345	339	313	421
Boarded Inmates from Other Jurisdictions	839	698	422	502	468	575	345	324	494	609
Average Daily Inmate Population	89	85	74	75	69	62	76	63	83	89
Prisoners Days Stayed	32,380	31,044	27,015	27,286	24,959	22,398	27,775	23,005	30,529	32,493
Jail Medical Unit- Inmate Interaction (4)	-	2,049	1,910	2,332	2,390	2,279	1,948	1,795	1,970	4,283
Total Juveniles Booked:	243	225	283	317	306	265	284	272	245	242
Carver County Juveniles Booked	138	139	138	126	138	87	113	128	109	89
Male Juveniles Booked	111	106	106	96	119	72	75	78	74	62
Female Juveniles Booked	27	33	32	30	19	15	38	50	35	27
Boarded Juveniles from Other Jurisdictions	105	86	145	191	168	178	171	144	136	153
Average Daily Juvenile Population	2	2	2	3	3	3	3	3	3	3
Juvenile Resident Days Stayed	721	691	872	1,009	1,059	980	1,142	1,226	1,123	1,125

**CARVER COUNTY  
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST TEN FISCAL YEARS  
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</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>2016</u>	<u>2017</u>
<u>Court Services</u>										
Number of Probation Supervision Clients/Offenders	1,329	1,279	1,220	1,161	1,123	1,274	1,136	1,102	1,071	1,122
Number of Probation Supervision Cases	1,949	1,903	1,521	1,469	1,293	1,470	1,167	1,208	1,206	1,434
Number of Offender Risk Assessments Completed	1,010	969	939	801	749	650	855	677	680	766
Number of Offender Drug/Alcohol Tests Completed	1,950	1,789	2,160	3,040	3,583	3,457	4,479	3,638	3,861	3,384
Number of Offender Probation Violations Filed	255	281	257	303	366	288	273	251	238	263
<u>Highways &amp; Streets</u>										
<u>Road &amp; Bridge</u>										
Resurfacing (miles)	11.5	11.3	5.6	7.2	6.5	11.2	9.9	9.4	8.5	8.7
Vehicle/Equipment Units Serviced	344	344	355.0	355.0	355.0	355.0	360.0	361.0	256.0	319.0
<u>Human Services</u>										
<u>Health and Human Services</u>										
Financial Assistance End of Year Caseload	2,505	2,952	3,219	3,361	3,295	3,453	6,165	6,674	7,792	7,744
Child Support Annual Disbursements	\$ 8,655,895	\$ 8,522,442	\$ 8,231,783	\$ 8,218,129	\$ 8,164,867	\$ 8,440,219	\$ 8,627,101	\$8,644,514	\$8,481,691	\$8,330,537
Open Child and Family Workgroups	352	344	362	320	319	300	335	730	730	770
Developmentally Disabled Clients	318	333	358	344	341	346	334	341	352	377
Crisis Program Clients Served	3,776	3,814	3,819	5,691	8,858	9,459	9,098	8,738	5,762	6,991
Detox Visits	329	334	185	153	176	193	163	166	167	146
Child Support End of Year Caseload	1,890	1,899	1,904	1,864	1,934	1,902	1,816	1,779	1,838	1,821
Children in Out-Of Home Placement	66	62	61	54	56	53	59	91	161	83
Child Care Assistance End of Year Caseload	153	168	179	128	165	132	128	131	141	143
Licensed Family Day Care Homes	199	198	197	188	182	167	155	144	139	128
Encore Adult Day Services Participants	54	50	51	54	48	46	48	54	58	54
DD Screening	181	165	158	174	173	222	212	N/A	N/A	N/A
MnChoices Assessments	N/A	N/A	N/A	N/A	N/A	N/A	N/A	451	585	1,133
Workforce Resource Center Average Daily Client Usage	85	105	93	84	81	77	69	58	52	51
Workforce Services Enrolled Clients	855	1,161	1,256	828	720	644	640	584	600	617
SmartLink Transit Passenger Trips	52,615	206,284	220,462	223,549	209,956	193,832	190,023	154,143	161,088	159,292
<u>Health</u>										
<u>Public Health</u>										
Information & Resources Calls (3)(5)	695	3,047	728	675	748	646	594	420	363	501
Jail Medical Unit - Inmate Interactions (4)	2,572	-	-	-	-	-	-	-	-	-
Children 0-3 Enrolled in Follow Along Program	1,083	924	1,061	1,178	1,201	1,309	1,241	1,170	846	946
MRC Volunteers Registered	100	107	111	113	120	120	120	120	112	113

**CARVER COUNTY  
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST TEN FISCAL YEARS  
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</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>2016</u>	<u>2017</u>
<u>Culture &amp; Recreation</u>										
Library										
Library Visits	586,391	622,502	600,750	584,998	580,242	557,219	551,358	535,064	525,656	505,807
Library Circulation	988,974	1,072,908	1,115,108	1,113,621	1,078,004	1,039,915	1,059,994	1,064,549	1,018,472	993,786
Number of Materials	242,468	246,403	256,206	233,209	240,780	242,603	255,474	279,462	273,183	267,642
Queries for Information	80,670	76,158	66,671	42,861	37,310	67,353	56,186	57,954	59,954	48,672
Public Service Hours	14,125	13,210	13,286	13,374	13,364	13,217	13,303	14,994	15,348	15,185
Attendance of Library Hosted Programs	20,818	27,575	30,373	26,387	36,245	27,441	29,042	34,650	35,028	32,145
Park										
Park Admissions (annual use)	265,000	265,500	307,000	443,900	582,000	615,000	675,120	686,240	583,000	Not Available
Historical Society										
Attendance of Programs hosted in Schools	4,364	3,463	2,819	2,099	1,174	2,546	4,373	4,038	3,675	4,018
Attendance of Programs hosted in Museum	1,302	2,539	1,549	1,493	3,169	2,798	1,592	1,193	1,035	787
Attendance of Programs hosted in Library	690	897	823	711	653	478	648	1,067	1,035	643
Attendance of Programs - other	2,612	2,957	3,130	4,073	2,377	2,341	4,869	2,995	3,367	3,746
<u>Conservation of Natural Resources</u>										
Land & Water Services										
Environmental Center Visits	18,932	23,451	24,918	25,799	26,158	26,812	27,423	33,641	35,000	40,146
Appliances Recycled (in units)	2,741	3,778	3,546	3,266	2,862	3,036	2,952	3,111	3,811	3,975
Tons of Tires Recycled	31	37	27	24	32	33	37	30	44	39
Tons of Electronics Recycled	200	266	297	286	276	316	292	292	350	308
Tons of Household Hazardous Waste Recycled	194	226	172	203	212	210	215	228	380	332
Building Permits Issued	615	598	551	598	596	478	557	635	615	652
New & Replacement On-site Sewer Systems	119	134	114	115	100	95	95	107	70	100
Hazardous Waste Generators Licensed/Re-licensed	307	310	317	293	307	297	300	304	340	307
Planning Commission/Board of Adjustment Actions	40	26	29	30	47	45	42	60	58	55
Minor Subdivisions	33	24	21	26	34	35	31	43	22	69
Zoning Permits Issued	252	277	528	228	243	172	167	120	159	263
Wetland Conservation Act Cases	380	308	121	205	170	271	266	137	223	244
Number of Water Projects Approved	38	33	49	54	62	62	65	109	49	56
Number of Feedlot Inspections	54	44	80	78	55	58	71	49	17	19

**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. (6) Electronic documents started being received in 2015, and began being broken out from total real estate documents processed in 2016.

**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

**MACPO** - Minnesota Association of Probation Officers

**MCA** - Minnesota Corrections Association

**MCHRMA** - Minnesota Counties Human Resources Management Association

**MCMA** - Minnesota City/County Management Association

**MCORP** - Minnesota Comprehensive Offender Reentry Plan

**MESB** - Metropolitan Emergency Services Board

**MCCC** - Minnesota County Computer Cooperative

**MCI** - Mass Casualty Incident

**MCIT** - Minnesota Counties Insurance Fund

**MDH** - Minnesota Department of Health

**MFIP** - Minnesota Family Investment Program, state's Welfare-to-Work program that provides temporary assistance to families while they work to move from dependency on public assistance to self-sufficiency through employment

**MICA** - Minnesota Inter-County Association

**MIIC** - Minnesota Immunization Information Connection, a statewide immunization registry

**MNDOT** - Minnesota Department of Transportation

**MPCA** - Minnesota Pollution Control Agency

**MTDB** - Metro Transitways Development Board

**MTM** - Medical Transportation Management

**NACCHO** - National Association of City and County Health Organization

**NACO** - National Association of Counties

**N&MPELRA** - National and Minnesota Public Employers Labor Relations Association

**NPDES** - National Pollutant Discharge Elimination System

**NIMS** - National Incident Management System

**NYA** - Norwood Young America

**PEER** - Public Employee Excellence Recognition program

**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	2020 To 2024 Totals
970 001	City of Chaska New Library: Collection an	Building Projects	D-58	2,700,000
962 002	Encore building Roof replacement	Building Projects	D-52	140,000
962 003	ADMIN WEST STORE FRONT WINDOW	Building Projects	D-53	60,000
962 004	600 South Building Main Air Handler repl	Building Projects	D-54	400,000
950 005	Master Plan Space Study	Building Projects	D-51	
962 006	PW Cologne salt shed fabric replacement	Building Projects	D-55	
962 008	PW Cologne Roof repairs	Building Projects	D-56	
962 009	Public Works Cologne Boiler Replacemen	Building Projects	D-57	
<b>Building Projects Total:</b>				<b>3,300,000</b>
814 001	G.O. Refunding Bonds, 2016A	Debt Service	D-46	5,507,425
815 002	G.O. Tax Abatement Bonds, 2012A	Debt Service	D-47	589,961
815 004	G.O. Refunding Bonds, 2013A	Debt Service	D-48	0
815 005	G.O. Capital Improvement Bonds, 2014A	Debt Service	D-49	2,991,975
815 006	MPFA Loan, 2014	Debt Service	D-50	4,479,760
<b>Debt Service Total:</b>				<b>13,569,121</b>
110 001	Energy Management System Update	Public Services: Facilities Ma	D-8	
110 002	PW Colgone recaulk exterior joints	Public Services: Facilities Ma	D-9	55,000
110 003	Roof repairs continued at PW Cologne	Public Services: Facilities Ma	D-10	300,000
110 004	PW Cologne parking lot replacement	Public Services: Facilities Ma	D-11	1,000,000
110 005	Upgrade Sheriff dept elevator	Public Services: Facilities Ma	D-12	56,000
110 007	Building Improvements	Public Services: Facilities Ma	D-13	1,835,000
110 009	1st Street Center boiler replacement	Public Services: Facilities Ma	D-14	80,000
110 019	HVAC Pneumatic controls replacement 6	Public Services: Facilities Ma	D-15	75,000
110 020	Asphalt parking lot replacement 600 Nort	Public Services: Facilities Ma	D-16	75,000
110 021	Repaint Enviromental Center building	Public Services: Facilities Ma	D-17	30,000
110 024	landscaping for the Government center	Public Services: Facilities Ma	D-18	60,000
110 025	Fall protection for roof at PW Cologne	Public Services: Facilities Ma	D-19	65,000
110 026	Replace roof on the Enviromental facility	Public Services: Facilities Ma	D-20	250,000
110 027	County Buildings carpet replacement	Public Services: Facilities Ma	D-21	625,000
<b>Public Services: Facilities Management Total:</b>				<b>4,506,000</b>
049 002	Capital Technology - CIO Priorities	Public Services: IS: Specific	D-1	722,400
049 003	Print Center Updates	Public Services: IS: Specific	D-2	25,000
049 005	Printer Replacement	Public Services: IS: Specific	D-3	95,000
049 006	Scanner Replacement – Heavy Duty Sca	Public Services: IS: Specific	D-4	20,000
049 007	Lidar Elevation Data Collection	Public Services: IS: Specific	D-5	75,000
049 008	Scanner Replacement - Wide Format Sca	Public Services: IS: Specific	D-6	20,000
049 009	New/upgrade county phone system	Public Services: IS: Specific	D-7	275,000
<b>Public Services: IS: Specific Projects Total:</b>				<b>1,232,400</b>
500 003	Furniture and Equipment Repl for Library	Public Services: Library - Ad	D-34	100,000
<b>Public Services: Library - Administration Total:</b>				<b>100,000</b>
528 001	LMP PLAYGROUND EQUIPMENT	Public Works - Parks	D-43	700,000
520 001	LWRP Redevelopment - \$5M Phase 1A	Public Works - Parks	D-35	0

# CONSOLIDATED LISTING OF CAPITAL PROJECTS

## Data Entry Group: County Wide

Project Number	Project Title	Department Name	Page Number	2020 To 2024 Totals
527 001	BAYLOR PARK VISITOR CENTER	Public Works - Parks	D-41	500,000
527 002	BAYLOR PARK SPLASH PAD	Public Works - Parks	D-42	0
528 002	LMP VISITOR CONTACT STATION	Public Works - Parks	D-44	100,000
520 002	Skid Loader	Public Works - Parks	D-36	
528 003	LMP GROUP CAMP AREA	Public Works - Parks	D-45	300,000
520 023	LWRP Redevelopment - \$8.6M Phase 1B	Public Works - Parks	D-37	0
<b>Public Works - Parks Total:</b>				<b>1,600,000</b>
523 003	Trail Connection at LWRP with MCES se	Public Works - Trails	D-38	
523 004	Coney Island clean up and lake shore acc	Public Works - Trails	D-39	
523 005	Arboretum Trail Connection at TH5	Public Works - Trails	D-40	
<b>Public Works - Trails Total:</b>				<b>0</b>
307 001	State Turnback \$ to Offset CPA Reductio	Public Works: Road & Bridge	D-29	1,300,000
307 002	Advanced Traffic Management Software	Public Works: Road & Bridge	D-30	
307 003	CPA 50% Allocation for Road & Bridge Pr	Public Works: Road & Bridge	D-31	855,000
305 019	Public Works Vehicles and Equipment	Public Works: Road & Bridge	D-28	2,830,000
307 8000	Road Preservation Plan	Public Works: Road & Bridge	D-32	11,950,000
<b>Public Works: Road &amp; Bridge Total:</b>				<b>16,935,000</b>
236 001	Fleet	Sheriff	D-24	1,659,600
240 001	Mobile Radios Replacement	Sheriff	D-25	175,000
201 001	Sheriff Priorities	Sheriff	D-22	198,000
240 002	MDC Replacement	Sheriff	D-26	125,000
231 005	Emergency Management Incident Comm	Sheriff	D-23	150,000
240 005	Portable Radios Replacement	Sheriff	D-27	175,000
<b>Sheriff Total:</b>				<b>2,482,600</b>
405 001	Ipad Replacement	Social Services	D-33	
<b>Social Services Total:</b>				<b>0</b>
<b>Grand Total:</b>				<b>43,725,121</b>



**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	003
Project Title	Print Center Updates			Year Started	2020	
Priority	C	Project # Last Year:		Year Ended	2020	
Description/ Location	Upgrade equipment in the IT Print Center - B&W to Color Device, Print Folding Machine, Envelope Stuffing Machine.					
Purpose/ Justification	The IT Print Center has about a 20% increase in requests yearly. To keep up with demand and to stay up on technology/equipment IT is requesting the following equipment to be upgraded:- Swap out existing B&W device for second color device, change out trays for larger capacity/larger sheet size- Print Center Folding Machine (replacement/enhancement)- Envelope Stuffing Machine (enhancement) Currently staff hand stuff multiple envelopes, statements, etc.					
Funding Source and Amt:	County Tax Dollars		\$25,000	Funding Account Number:		
	Current Year	2020	2021	2022	2023	2024
Buildings & Misc. Capital Projects						2020 2024
01 49 060 0000 6630		\$25,000				\$25,000
<b>Total</b>	\$0	\$25,000	\$0	\$0	\$0	\$25,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr	Proj#	049	-	005	
Project Title	Printer Replacement			Year Started	2010		
Priority	C	Project # Last Year:		Year Ended	2022		
Description/ Location	Printer Replacement						
Purpose/ Justification	Replace or purchase new printers.						
Funding Source and Amt:	County Tax Dollars			\$95,000	Funding Account Number:		
	Current Year	2020	2021	2022	2023	2024	2020 2024
Equipment And Furniture Purchase							
01 049 046 0000 6660	\$20,000	\$15,000	\$20,000	\$20,000	\$20,000	\$20,000	\$95,000
<b>Total</b>	\$20,000	\$15,000	\$20,000	\$20,000	\$20,000	\$20,000	\$95,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	006
Project Title	Scanner Replacement – Heavy Duty Scanners			Year Started	2021	
Priority	C	Project # Last Year:		Year Ended	2021	
Description/ Location	Replacement of Heavy Duty Scanners					
Purpose/ Justification	The average life cycle for the high capacity scanners used in Client Services is 3-5 years. There are currently 3 high capacity scanners (Canon DR G1100) in use that were purchased in 2016. Due to technological advancements and enhancements, device replacement for enhanced optics, increased performance, etc. are factors to consider for upgrading devices based on manufacturer recommendation. Device consistency in our VDI environment with drivers makes an overall upgrade to all devices the better option.					
Funding Source and Amt:	County Tax Dollars		\$20,000	Funding Account Number:		
	Current Year	2020	2021	2022	2023	2024
Buildings & Misc. Capital Projects						2020 2024
01 049 060 0000 6630			\$20,000		\$0	\$20,000
<b>Total</b>	\$0	\$0	\$20,000	\$0	\$0	\$20,000

**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	2020	2021	2022	2023	2024
						2020 2024
Buildings & Misc. Capital Projects						
01 049 062 0000 6630	\$0	\$0	\$75,000			\$75,000
<b>Total</b>	\$0	\$0	\$75,000	\$0	\$0	\$0
						\$75,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	008
Project Title	Scanner Replacement - Wide Format Scanners			Year Started	2024	
Priority	C	Project # Last Year:		Year Ended	2024	
Description/ Location	Replacement of Wide Format Scanners					
Purpose/ Justification	The average life cycle for wide format multifunction devices housed in the 604 and 600 buildings is 5 years. The current models were purchased in 2016 and 2017 respectively (HP T2530). Due to technological advancements and enhancements, device replacement for enhanced optics, increased performance, etc. are factors to consider for upgrading devices based on manufacturer recommendation. Device consistency in our VDI environment with drivers as well as the end user experience makes an overall upgrade to all devices the better option.					
Funding Source and Amt:	County Tax Dollars		\$20,000	Funding Account Number:		
	Current Year	2020	2021	2022	2023	2024
Buildings & Misc. Capital Projects						2020 2024
01 049 060 0000 6630				\$20,000		\$0
						\$20,000
<b>Total</b>	\$0	\$0	\$0	\$20,000	\$0	\$0
						\$20,000

**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	2021		
Priority	C	Project # Last Year:		Year Ended	2021		
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	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 000 000 0000 6630	\$0	\$0	\$275,000				\$275,000
<b>Total</b>	\$0	\$0	\$275,000	\$0	\$0	\$0	\$275,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: Facilities Mana	Proj#	110	-	001
Project Title	Energy Management System Update				Year Started	
Priority	C	Project # Last Year:		Year Ended		
Description/ Location	Facilities has software which manages energy usage for all County buildings.					
Purpose/ Justification	This software needs an update to provide more comprehensive analysis of energy usage for all County buildings.					
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:	
	Current Year	2020	2021	2022	2023	2024 2024
Buildings & Misc. Capital Projects						
30 110 000 000 6630	\$100,000					
<b>Total</b>	\$100,000	\$0	\$0	\$0	\$0	\$0

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	002	
Project Title	PW Colgone recaulk exterior joints			Year Started	2019		
Priority	A	Project # Last Year:		Year Ended	2024		
Description/ Location	replacement of the exterior caulking joints at PW Cologne.						
Purpose/ Justification	Replacement of existing caulking to prevent moisture damage and insect and rodent infiltration.						
Funding Source and Amt:	County Tax Dollars			\$55,000	Funding Account Number:		
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 000 6630	\$0	\$55,000					\$55,000
<b>Total</b>	\$0	\$55,000	\$0	\$0	\$0	\$0	\$55,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	003	
Project Title	Roof repairs continued at PW Cologne			Year Started	2020		
Priority	B	Project # Last Year:		Year Ended	2024		
Description/ Location	replacement of the roofing material is original on PW Cologne						
Purpose/ Justification	Continue to replace sections of the original roofing material.						
Funding Source and Amt:	County Tax Dollars		\$300,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
110 110 000 0000 6630		\$100,000		\$100,000		\$100,000	\$300,000
<b>Total</b>	\$0	\$100,000	\$0	\$100,000	\$0	\$100,000	\$300,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	004	
Project Title	PW Cologne parking lot replacement			Year Started	2020		
Priority	B	Project # Last Year:		Year Ended	2024		
Description/ Location	The existing asphalt roadways and lot at PW Cologne is failing.						
Purpose/ Justification	Replacement of sections of the existing asphalt roadways and parking areas.						
Funding Source and Amt:	County Tax Dollars		\$1,000,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 000 6630		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
<b>Total</b>	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	005	
Project Title	Upgrade Sheriff dept elevator			Year Started	2020		
Priority	C	Project # Last Year:		Year Ended	2024		
Description/ Location	Upgrade the main elevator in the 606 building sheriff's dept. area.						
Purpose/ Justification	The main elevator in the sheriff's department is in need of an upgrade to the emchanical systems.						
Funding Source and Amt:	County Tax Dollars		\$56,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 0000 6630		\$56,000					\$56,000
<b>Total</b>	\$0	\$56,000	\$0	\$0	\$0	\$0	\$56,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	007	
Project Title	Building Improvements			Year Started	2018		
Priority	A	Project # Last Year:	07	Year Ended	2023		
Description/ Location	. 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		\$1,835,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024
Building Improvements							
01 110 000 0000 6640	\$330,000	\$330,000	\$340,000	\$355,000	\$395,000	\$415,000	\$1,835,000
<b>Total</b>	\$330,000	\$330,000	\$340,000	\$355,000	\$395,000	\$415,000	\$1,835,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	009	
Project Title	1st Street Center boiler replacement			Year Started	2020		
Priority	A	Project # Last Year:		Year Ended	2024		
Description/ Location	Replace original 1st street boiler system						
Purpose/ Justification	Replace original, past its end of life boiler system and install a new enegy efficient boiler.						
Funding Source and Amt:	County Tax Dollars		\$80,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 0000 6630						\$80,000	\$80,000
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$80,000	\$80,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	019	
Project Title	HVAC Pneumatic controls replacement 606 building			Year Started	2020		
Priority	A	Project # Last Year:		Year Ended	2024		
Description/ Location	606 building pneumatic HVAC controls replacement						
Purpose/ Justification	remove and replace the pneumatic HVAC controls and convert them to digital for faster response and better reliability.						
Funding Source and Amt:	County Tax Dollars			\$75,000	Funding Account Number:		
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 0000 6630				\$75,000			\$75,000
<b>Total</b>	\$0	\$0	\$0	\$75,000	\$0	\$0	\$75,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	020	
Project Title	Asphalt parking lot replacement 600 North building			Year Started	2020		
Priority	A	Project # Last Year:		Year Ended	2024		
Description/ Location	600 West building asphalt front parking lot replacement						
Purpose/ Justification	Remove and replace worn asphalt in the front parking lot						
Funding Source and Amt:	County Tax Dollars			\$75,000	Funding Account Number:		
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 0000 6630				\$75,000			\$75,000
<b>Total</b>	\$0	\$0	\$0	\$75,000	\$0	\$0	\$75,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	021	
Project Title	Repaint Enviromental Center building			Year Started	2020		
Priority	B	Project # Last Year:		Year Ended	2024		
Description/ Location	Repaint Enviromental Center building						
Purpose/ Justification	Prep building and apply a new coat of electro mastic painting material to the extrior of the building.						
Funding Source and Amt:	County Tax Dollars		\$30,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 0000 6630			\$30,000				\$30,000
<b>Total</b>	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	024	
Project Title	landscaping for the Government center			Year Started	2020		
Priority	C	Project # Last Year:		Year Ended	2024		
Description/ Location	Replace landscaping at the Governmnet Center.						
Purpose/ Justification	Remove and replace the over grown landscaping in the front parking lot and along beech street.						
Funding Source and Amt:	County Tax Dollars		\$60,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 0000 6630			\$60,000				\$60,000
<b>Total</b>	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	025	
Project Title	Fall protection for roof at PW Cologne			Year Started	2020		
Priority	A	Project # Last Year:		Year Ended	2024		
Description/ Location	Install fall protection on the roof of PW Cologne.						
Purpose/ Justification	Per new OISHA requirements we need to install fall protection gaurd rails around all sky lights on the roof at PW Cologne.						
Funding Source and Amt:	County Tax Dollars		\$65,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 0000 6630		\$65,000					\$65,000
<b>Total</b>	\$0	\$65,000	\$0	\$0	\$0	\$0	\$65,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	026	
Project Title	Replace roof on the Enviromental facility			Year Started	2020		
Priority	B	Project # Last Year:		Year Ended	2024		
Description/ Location	Replace the roof on the Enviromental facility						
Purpose/ Justification	remove and replace the original roof at the Peavy Road Enviromental facility						
Funding Source and Amt:	County Tax Dollars		\$250,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 0000 6630					\$250,000		\$250,000
<b>Total</b>	\$0	\$0	\$0	\$0	\$250,000	\$0	\$250,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	027	
Project Title	County Buildings carpet replacement			Year Started	2020		
Priority	C	Project # Last Year:		Year Ended	2024		
Description/ Location	Carpet Replacement schedule for all County buildings						
Purpose/ Justification	Replace worn carpet in County buildings. The carept in most areas is over 15 years old and shows signs of wear and soiling.						
Funding Source and Amt:	County Tax Dollars		\$625,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 110 000 0000 6630		\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
<b>Total</b>	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	201	-	001
Project Title	Sheriff Priorities				Year Started	2018			
Priority	A	Project # Last Year:			Year Ended				
Description/ Location	Steady funding for Sheriff to replace furniture, equipment, vehicles and jail appliances as needed based on highest priority.								
Purpose/ Justification	Sheriff's Office operates 24/7/365 a jail with appliances and has a vast inventory of specialized equipment and vehicles which are hard to shedule for replacement including but not limited to Crime Scene Van, Jail Appliances, Emergency Management Incident Command, Boats, Snowmobiles, etc. This steady funding will give the sheriff flexibility to respond to changing needs and priorities similar to IT, PW and Facilities,								
Funding Source and Amt:	County Tax Dollars				\$198,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Vehicle Purchase									
01 201 0000 000 6670	\$25,000	\$30,000	\$35,000	\$42,000	\$44,000	\$47,000	\$198,000		
<b>Total</b>	\$25,000	\$30,000	\$35,000	\$42,000	\$44,000	\$47,000	\$198,000		





**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	We have 65 units to replace and the life expectancy is approximately 10 years.								
Funding Source and Amt:	County Tax Dollars				\$175,000	Funding Account Number:			
		Current Year	2020	2021	2022	2023	2024	2020 2024	
Equipment And Furniture Purchase									
01 201 240 0000 6660	\$35,000		\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000	
<b>Total</b>	\$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	-	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	2020	2021	2022	2023	2024	2020 2024	
Equipment And Furniture Purchase								
01 201 240 0000 6660	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	
<b>Total</b>	\$25,000	\$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 carried by deputies								
Purpose/ Justification	Set aside funds for replacing portable radios								
Funding Source and Amt:	County Tax Dollars				\$175,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Equipment And Furniture Purchase									
01 201 240 0000 6660	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000		
<b>Total</b>	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000		

**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 and starting in 2019 also HHS and Public Services vehicles. For 2019 Budget, HHS (\$25K) and Public Services (\$30K) annual allocation were added to PW (\$315K) annual allocation.					
Funding Source and Amt:	County Tax Dollars		\$2,830,000	Funding Account Number:		
	Current Year	2020	2021	2022	2023	2024 2020 2024
Equipment - Highway						
03 304 000 0000 6690	\$425,000	\$480,000	\$530,000	\$580,000	\$605,000	\$635,000 \$2,830,000
<b>Total</b>	\$425,000	\$480,000	\$530,000	\$580,000	\$605,000	\$635,000 \$2,830,000

**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 which are repaying the County for financing the State's Contribution to the 101 Bridge Project. The State is expected to fully reimburse the County for the State's contribution to the 101 Bridge project by 2021.							
Funding Source and Amt:	County Tax Dollars			\$1,300,000	Funding Account Number:			
		Current Year	2020	2021	2022	2023	2024	2020 2024
Construction								
32 307 199 8000 6281	\$650,000	\$650,000	\$650,000	\$0	\$0			\$1,300,000
<b>Total</b>	\$650,000	\$650,000	\$650,000	\$0	\$0	\$0		\$1,300,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works: Road & Bridge	Proj#	307	-	002
Project Title	Advanced Traffic Management Software				Year Started	
Priority	C	Project # Last Year:		Year Ended		
Description/ Location	Public works staff uses traffic management software to model traffic patterns					
Purpose/ Justification	County staff recommend upgrading its traffic management software.					
Funding Source and Amt:	County Tax Dollars		\$0	Funding Account Number:		
	Current Year	2020	2021	2022	2023	2024 2020 2024
Buildings & Misc. Capital Projects						
30 307 000 0000 6630	\$75,000					
<b>Total</b>	\$75,000	\$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 for Road & Bridge Projects					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				\$855,000	Funding Account Number:			
		Current Year	2020	2021	2022	2023	2024	2020 2024	
Construction									
32 307 199 8000 6281		\$147,078	\$160,000	\$160,000	\$160,000	\$160,000	\$215,000	\$855,000	
<b>Total</b>		\$147,078	\$160,000	\$160,000	\$160,000	\$160,000	\$215,000	\$855,000	

**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	\$11,950,000	Funding Account Number:			
Funding Source and Amt:	State Aid Regular	\$0	Funding Account Number:	03 307 000 8000 5212		
	Current Year	2020	2021	2022	2023	2024 2020 2024
Maintenance - Resurfacing						
32 307 199 8000 6284	\$2,090,000	\$2,190,000	\$2,290,000	\$2,390,000	\$2,490,000	\$2,590,000
<b>Total</b>	\$2,090,000	\$2,190,000	\$2,290,000	\$2,390,000	\$2,490,000	\$2,590,000
						\$11,950,000

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Social Services				Proj#	405	-	001
Project Title	Ipad Replacement					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	HHS staff use Ipdads for data entry.								
Purpose/ Justification	The Ipdads need to be replaced as they are at the end of their expected useful life.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Buildings & Misc. Capital Projects									
30 405 000 0000 6630	\$30,000								
<b>Total</b>	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: Library - Admi			Proj#	500	-	003
Project Title	Furniture and Equipment Repl for Library Branches				Year Started	2014		
Priority	A	Project # Last Year:			Year Ended	2023		
Description/ Location	Furniture and equipment replacement at six branch locations.							
Purpose/ Justification	Public space furniture and equipment at all branches receives 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 as well as IT Department to ensure purchases are most cost-effective and coordinated (if possible) with other county furniture and/or equipment purchases.							
Funding Source and Amt:	County Tax Dollars			\$100,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024	
Equipment And Furniture Purchase								
01 014 500 0000 6660	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000	
<b>Total</b>	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000	



**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works - Parks				Proj#	520	-	002
Project Title	Skid Loader					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	A skid loader is requested for Minnewashta Park								
Purpose/ Justification	To improve service delivery at Minnewashta Park, a skid loader is requested.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Buildings & Misc. Capital Projects									
30 520 000 0000 6630	\$70,000								
<b>Total</b>	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works - Parks			Proj#	520	-	023
Project Title	LWRP Redevelopment - \$8.6M Phase 1B				Year Started	2017		
Priority	B	Project # Last Year:			Year Ended	2017		
Description/ Location	Construct new playground, bathhouse, buildings, docks at Lake Waconia Regional Park.							
Purpose/ Justification	Reconstruct playground and bathhouse at Lake Waconia Regional Park. Funding to be determined for \$8.6M Lake Waconia Regional Park project to replace aging playground equipment, outdated bathhouse, concessions building, docks, etc. which were not included in the initial \$3M Phase IA of approved funding for utility services, site improvements, parking lot, etc.							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024	
Parks and Trails Development								
01 520 000 0000 6615	\$0	\$0					\$0	
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works - Trails				Proj#	523	-	003
Project Title	Trail Connection at LWRP with MCES sewer project					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Lake Waconia Regional Park needs a trail connection for a Metro Council Environmental Services sewer project								
Purpose/ Justification	A new sewer project needs a new trail connection								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Parks and Trails Development									
34 523 000 0000 6615	\$100,000								
<b>Total</b>	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works - Trails				Proj#	523	-	004
Project Title	Coney Island clean up and lake shore access					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Coney Island is a part of the Lake Waconia Regional Park								
Purpose/ Justification	Coney Island was donated to the County and it needs to be cleaned up and a lake shore access before it can be accessed by the public.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020	2024	
Parks and Trails Development									
34 523 000 0000 6615	\$100,000								
<b>Total</b>	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works - Trails				Proj#	523	-	005
Project Title	Arboretum Trail Connection at TH5					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	The Arboretum Trail connects with TH5								
Purpose/ Justification	The Arboretum Trail needs a better and safer connection with TH5								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Parks and Trails Development									
34 523 000 0000 6615	\$100,000								
<b>Total</b>	\$100,000	\$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	2020	2021	2022	2023	2024	2020 2024	
Parks and Trails Development									
34 527 000 0000 6615		\$0		\$0	\$500,000			\$500,000	
<b>Total</b>		\$0	\$0	\$0	\$500,000	\$0	\$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 2025 due to lack of funding.							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024	
Parks and Trails Development								
34 527 000 0000 6615		\$0					\$0	
<b>Total</b>		\$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	2020	2021	2022	2023	2024	2020 2024	
Parks and Trails Development								
01 520 000 0000 6615	\$0	\$0	\$700,000				\$700,000	
<b>Total</b>	\$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	Financed pushed back to 2022 when funding is available							
Funding Source and Amt:	County Tax Dollars			\$100,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024	
Parks and Trails Development								
34 528 000 0000 6615	\$0	\$0		\$100,000			\$100,000	
<b>Total</b>	\$0	\$0	\$0	\$100,000	\$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 2023 due to limited funding)								
Funding Source and Amt:	County Tax Dollars				\$300,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Parks and Trails Development									
34 528 000 0000 6615	\$0	\$0	\$0	\$0	\$300,000		\$300,000		
<b>Total</b>	\$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. Refunding Bonds, 2016A				Year Started	2008			
Priority	A	Project # Last Year:	001		Year Ended	2023			
Description/ Location	Refunding 2008A and 2008B Bonds								
Purpose/ Justification	Refundings for interest rate savings.								
Funding Source and Amt:	County Tax Dollars				\$5,507,425	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Principal Retirement									
35 814 000 0000 6705	\$1,385,325	\$1,384,200	\$1,380,325	\$1,373,700	\$1,369,200		\$5,507,425		
<b>Total</b>	\$1,385,325	\$1,384,200	\$1,380,325	\$1,373,700	\$1,369,200	\$0	\$5,507,425		

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Debt Service	Department Debt Service				Proj#	815	-	002
Project Title	G.O. Tax Abatement 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				\$589,961	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Principal Retirement									
35 815 0 0 6705	\$146,713	\$149,325	\$146,625	\$148,633	\$145,378		\$589,961		
<b>Total</b>	\$146,713	\$149,325	\$146,625	\$148,633	\$145,378	\$0	\$589,961		

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Debt Service	Department Debt Service			Proj#	815	-	004
Project Title	G.O. 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			\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024	
Principal Retirement								
35 808 0 0 6705	\$866,450	\$0	\$0					\$0
<b>Total</b>	\$866,450	\$0	\$0	\$0	\$0	\$0		\$0

**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				\$2,991,975	Funding Account Number:			
		Current Year	2020	2021	2022	2023	2024	2020 2024	
Principal Retirement									
35 809 0 0 6705	\$749,450		\$750,475	\$748,300	\$745,675	\$747,525		\$2,991,975	
<b>Total</b>	\$749,450		\$750,475	\$748,300	\$745,675	\$747,525	\$0	\$2,991,975	

**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				\$4,479,760	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Principal Retirement									
35 810 0 0 6705	\$1,120,040	\$1,120,100	\$1,120,060	\$1,119,920	\$1,119,680		\$4,479,760		
<b>Total</b>	\$1,120,040	\$1,120,100	\$1,120,060	\$1,119,920	\$1,119,680	\$0	\$4,479,760		

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects				Proj#	950	-	005
Project Title	Master Plan Space Study				Year Started	2015			
Priority	B	Project # Last Year:			Year Ended	2015			
Description/ Location	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	2020	2021	2022	2023	2024	2020 2024		
Buildings & Misc. Capital Projects									
30 118 950 0000 6630									
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects				Proj#	962	-	002
Project Title	Encore building Roof replacement					Year Started			
Priority	B	Project # Last Year:				Year Ended	2020		
Description/ Location	Replace original existing roof								
Purpose/ Justification	better R value for energy consumption. No leaks.								
Funding Source and Amt:	County Tax Dollars				\$140,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Buildings & Misc. Capital Projects									
01 110 000 0000 6630		\$140,000	\$0				\$140,000		
<b>Total</b>	\$0	\$140,000	\$0	\$0	\$0	\$0	\$140,000		

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects				Proj#	962	-	003
Project Title	ADMIN WEST STORE FRONT WINDOW REPLACEMENT				Year Started	2017			
Priority	A	Project # Last Year:			Year Ended	2019			
Description/ Location	DEVELOP PLAN TO REPLACE STORE FRONT WINDOWS IN WEST ENTRY - Secure more entry doors and enhance security door features.								
Purpose/ Justification	REPLACE STORE FRONT WINDOWS AND DOORS FOR ADMINISTRATION WEST ENTRY. REPLACE CONCRETE AND COLUMNS								
Funding Source and Amt:	County Tax Dollars				\$60,000	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Buildings & Misc. Capital Projects									
01 110 000 0000 6630		\$60,000					\$60,000		
<b>Total</b>		\$0	\$60,000	\$0	\$0	\$0	\$0 \$60,000		

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Building Projects				Proj#	962	-	004
Project Title	600 South Building Main Air Handler replacement				Year Started	2018			
Priority	B	Project # Last Year:			Year Ended	2021			
Description/ Location	Replacement of 600 South Building main air handler that is original to the building.								
Purpose/ Justification	Existing air handler is past its life cycle. A new air handler will be much more energy efficient.								
Funding Source and Amt:	County Tax Dollars				\$400,000	Funding Account Number:			
		Current Year	2020	2021	2022	2023	2024	2020 2024	
Buildings & Misc. Capital Projects									
30 962 000 0000 6630				\$400,000				\$400,000	
<b>Total</b>		\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000	

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Building Projects				Proj#	962	-	006
Project Title	PW Cologne salt shed fabric replacement				Year Started	2018			
Priority	A	Project # Last Year:			Year Ended	2019			
Description/ Location	PW Cologne existing salt shed fabric replacement								
Purpose/ Justification	Existing salt shed fabric is approx 10 years old and showing signs of failure.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Buildings & Misc. Capital Projects									
30 962 000 0000 6630	\$25,000								
<b>Total</b>	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Building Projects				Proj#	962	-	008
Project Title	PW Cologne Roof repairs				Year Started	2018			
Priority	C	Project # Last Year:			Year Ended	2019			
Description/ Location	PW Cologne existing rubber roof repairs								
Purpose/ Justification	Existing roof is showing signs of age along with numerous speratic leaks.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Buildings & Misc. Capital Projects									
30 962 000 0000 6630	\$100,000								
<b>Total</b>	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER  
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Building Projects				Proj#	962	-	009
Project Title	Public Works Cologne Boiler Replacement					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	The Public Works Headquarters in Cologne needs its boiler replaced.								
Purpose/ Justification	The boiler needs to be replaced because it is approaching the end of its useful life.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2020	2021	2022	2023	2024	2020 2024		
Buildings & Misc. Capital Projects									
30 962 000 0000 6630	\$90,000								
<b>Total</b>	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0		

**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 2021.						
Funding Source and Amt:	County Tax Dollars			\$2,700,000	Funding Account Number:		
	Current Year	2020	2021	2022	2023	2024	2020 2024
Buildings & Misc. Capital Projects							
30 970 000 0000 6630	\$0	\$0	\$2,700,000				\$2,700,000
<b>Total</b>	\$0	\$0	\$2,700,000	\$0	\$0	\$0	\$2,700,000