

**2016**

**Budget Book**

**Carver County, Minnesota**

# **Annual Budget**

**Adopted by the Carver County Board of Commissioners  
Dec. 15, 2015**



**CARVER  
COUNTY**

**Carver County Financial Services Department**  
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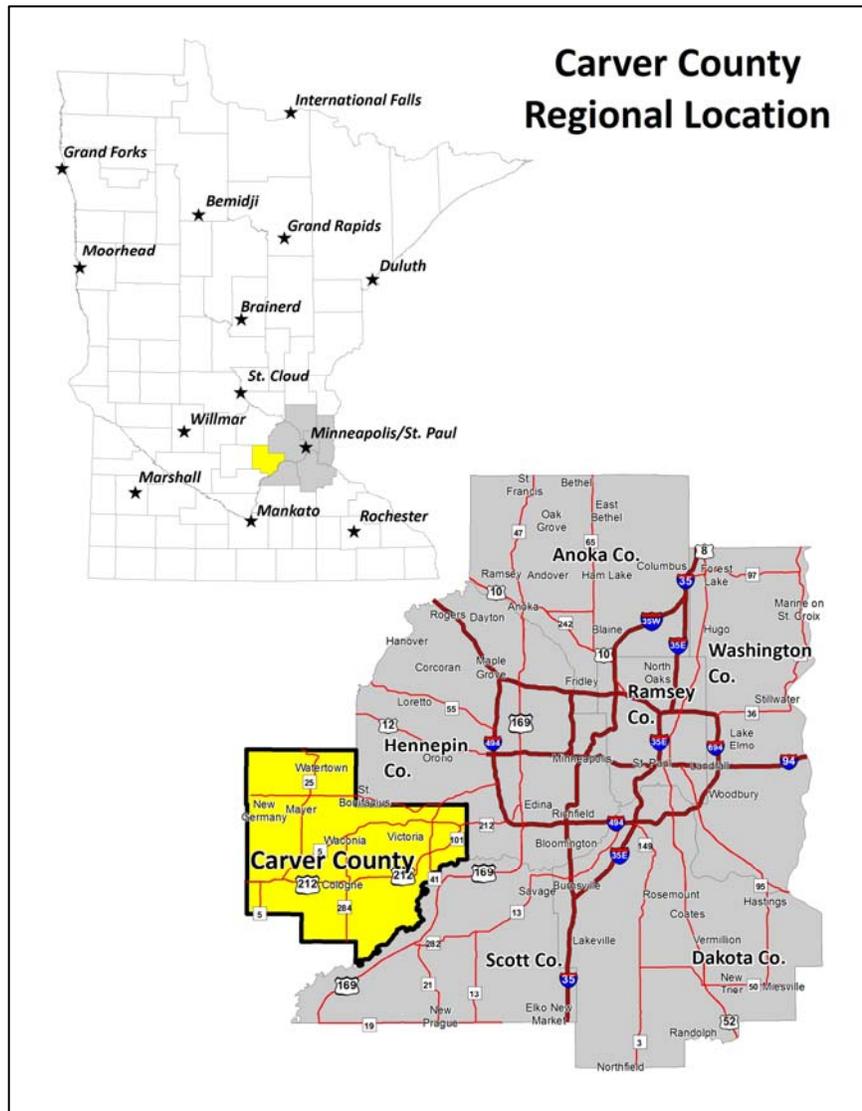
# Carver County Profile

## Description

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

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

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



The 2014 population estimate for Carver County is 97,162, according to U.S. Census estimates. The largest city in the county, Chanhassen, had a 2014 estimated population of 24,967. Chaska, the County Seat, followed closely behind with an estimated population of 24,863.

The 2014 Metropolitan Council Forecasts of Population, Households and Employment projects Carver County will experience the highest population growth rate in the Twin Cities Metro Region into 2040 and its population will be 156,520 in 2040. Using this projection, the change in County population from 2010-2040 is expected to be an increase of 71.9%.

# Snapshot of Carver County

## Population

		2000	2010	2014
Total Pop.	County Population	70,205	91,042	97,162
	County Rank (of 87)	11	11	11
		2000	2010	2014
Age	% over 65	7.5	8.5	9.7
	% under 18	31.5	29.9	27.8
	Median	33.9	36.3	36.7
Race/ Ethnicity	% White	95.9	90.7	89.6
	% Asian	1.6	2.5	3.0
	% Black/African Amer.	0.6	1.2	1.3
	% Other	1.9	1.7	2.0
	% Hispanic	2.6	3.9	4.1
School Enroll.	K - 12	16,043	20,328	19,989
	College/Grad. School	2,867	5,765	4,749

Source: Metropolitan Council and U.S. Census Bureau

## Housing

	2000	2010	2014
Housing Units	24,883	34,536	36,424
Households	24,356	32,891	34,956
Persons per Household	2.88	2.77	2.78
	2010	2012	2015
Sheriff Foreclosure Sales	416	284	102

Source: U.S. Census Bureau and Carver County Sheriff

## Budget Summary

2014 Adopted Budget		2015 Adopted Budget	
Operating Costs	\$81,024,268	Operating Costs	\$83,853,308
Capital Projects	80,560,564	Capital Projects	10,543,542
<b>Total</b>	<b>\$161,584,832</b>	<b>Total</b>	<b>\$94,396,850</b>
2015 Revenue Sources		2015 Expenditures	
Taxes & Penalties	\$52,192,381	Public Assistance	\$4,323,420
Licenses & Permits	946,924	Personal Services	58,939,267
Inter-governmental	24,268,319	Services & Charges	9,721,278
Charges for Services	11,899,636	Materials & Supplies	4,329,840
Fines & Forfeitures	225,786	Capital Outlay	10,543,542
Investment Earnings	1,646,661	Debt Services	5,812,865
Other Revenues	2,517,143	Other Expenses	(899,650)
Capital Reserves	700,000	Transfers	1,626,288
<b>Total Revenues</b>	<b>\$94,396,850</b>	<b>Total</b>	<b>\$94,396,850</b>

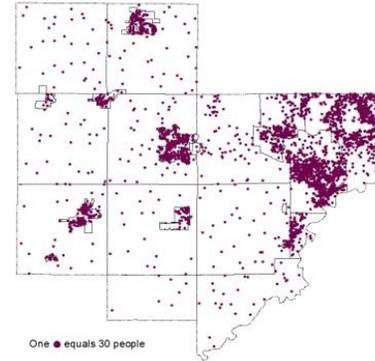
Source: Carver County Financial Services

## Income and Labor Force

		2000	2010	2014
Income	Median Household (2014 dollars)	\$90,102	\$87,041	\$83,594
	Per Capita (2013 dollars)	\$53,821	\$55,517	\$59,984
	% Poverty	3.2	4.7	4.3
Educational Attainment (Population age 25+)	% No H.S. Diploma	8.6	3.6	4.2
	% H.S. Graduate or Equivalent	26.6	22.3	20.7
	% Associates Degree or Some College	30.4	31.8	27.9
	% Bachelor's Degree	26.1	30.3	33.1
	% Graduate or Professional Degree	8.2	11.9	14.1
	Population 25 years and over	43,218	58,567	62,567
		2000	2010	2014
Labor Force	Total Labor Force	41,004	51,622	53,852
	Unemployment Rate	2.4	6.7	3.6

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

## Population Density, 2010



## Major Employers and Industries

		2000	2005	2013
Employment by Industry (Top 6 Industries)	Manufacturing	10,200	9,453	9,866
	Health Care/Social Assistance	3,346	4,280	4,974
	Retail Trade	3,304	3,193	3,721
	Accommodation/Food Services	1,999	2,282	2,777
	Administrative and Support and Waste Management	2,290	1,945	2,312
	Wholesale Trade	1,611	2,403	2,243
	<b>Total</b>	<b>31,422</b>	<b>33,298</b>	<b>37,157</b>
			2015	
Major Employers (estimated)	Ridgeview Medical Center			1,500
	Rosemount, Inc.			1,400
	ISD 112			1,400
	Lifetime Fitness			1,200
	Instant Web Companies			1,100
	Entegris, Inc.			1,000
	Beckman Coulter, Inc.			780
	Target – 3 locations			700
Carver County			668	
Lake Region, Mfg.			600	

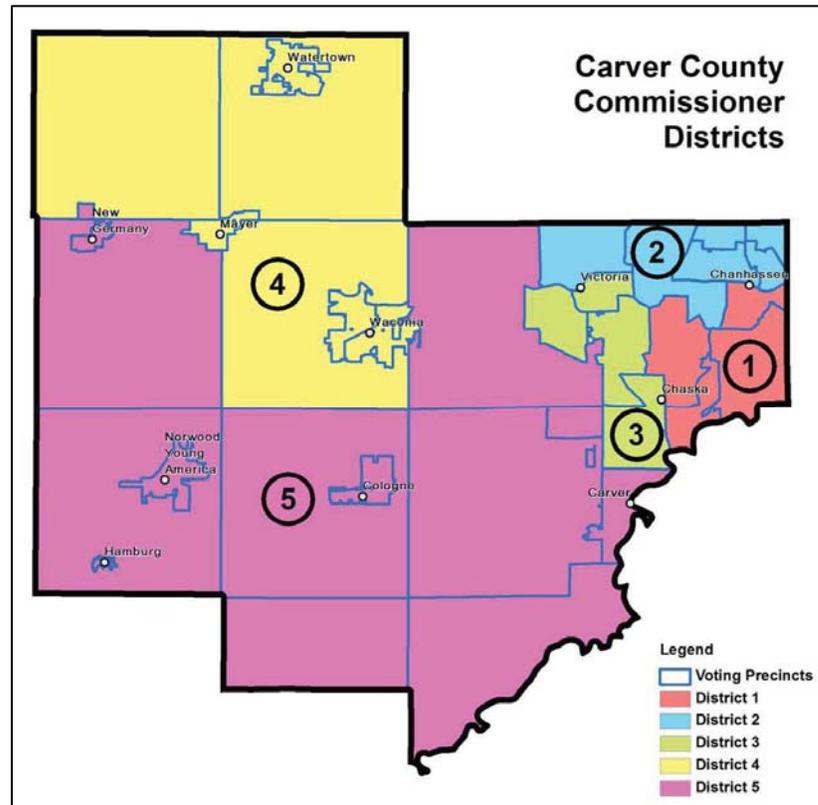
Source: U.S. Census Bureau, Reference USA, Greater MSP, Carver County, City of Chanhassen

## **Governing Body**

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

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

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



## **Strategic Plan, Vision, Mission and Goals**

### **I. Vision**

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

### **II. Mission**

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

### **III. Goals - Summarized**

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

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

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

#### IV. Implementation Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A. Implement the elements of the Comprehensive Plan.

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

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

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

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

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

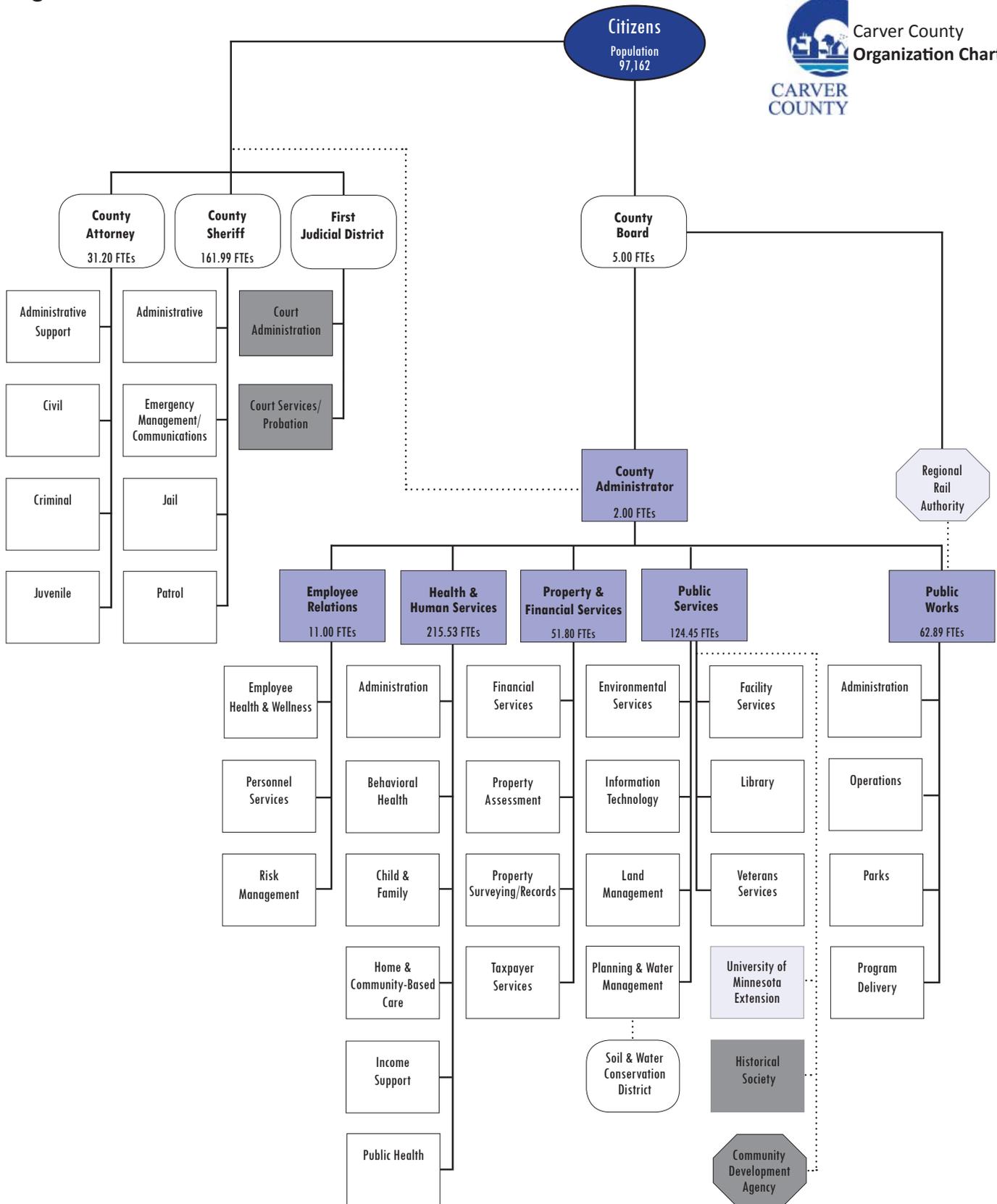
D. Modernize County Fleet Operations.

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

E. Develop Lake Waconia Regional Park.

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

# Organizational Structure



Key			
	Elected Officials		Divisions
	Direct Report		Separate Agency With County Employee Positions
	Indirect Report		Departments
FTEs	Full-Time Equivalent County Employee Positions in 2016		Separate Agency/Non-County Employees
			Separate Tax Levy Authority/County Commissioners
			Separate Tax Levy Authority/Non-County Employees

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.
- **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.
- **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.
- **Property and Financial Services** is responsible for all phases of County budget planning, preparation and monitoring, and services related to taxation, surveying and land records, property assessment, elections, ditches, and the operation of two license/service centers. The division performs accounting and payroll services, financial management, long-term financial and capital improvement planning, debt financing, fixed asset inventory, independent audit assistance, grant reporting and contract management, and cash and investment management.
- **Public Services** is responsible for administrative, planning, and communications support for County projects and operations. The division provides services related to information technology and facility maintenance, library services, veterans services, and a wide array of programs and projects relating to planning, land and water management, environmental services, conservation, housing and economic development. The division serves as the liaison to the Carver County Development Agency, Historical Society, Soil and Water Conservation District, and University of Minnesota Extension.
- **Public Works Division** administers all functions associated with the County highway, County parks, and County surveying systems and its parks and trails. The division maintains a functional working relationship with the Carver County Regional Rail Authority (RRA), a separate tax levy authority that oversees designated rail transportation corridors in Carver County.

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

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

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

**List of Public Officials**

**Elected Officials**

**Office**

**Name**

**Term**

**Board of Commissioners**

District 1	Gayle Degler	Expires 2018
District 2	Tom Workman	Expires 2016
District 3	Randy Maluchnik	Expires 2018
District 4	Tim Lynch	Expires 2016
District 5	Jim Ische	Expires 2018

**County Attorney**

Mark Metz	Expires 2018
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**County Sheriff**

Jim Olson	Expires 2018
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**Appointed County Officials**

**Office**

**Name**

**Term**

**County Administrator**

David Hemze	Indefinite
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**Division Directors**

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

**Agency Officials**

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

## **County Budget and Organization**

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

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

In July of 2015, the Board approved a restructuring proposal from the County Administrator. Under this proposal, the former Property Records and Taxpayer Services and the Financial Services Division were combined into a single Property and Financial Services Division. As part of this change, the County Surveyor function was separated: Road survey duties remained in the Public Works Division, and property records-related duties moved from Public Works to the new Property and Financial Services Division. The restructuring called for consolidating the Public Health Department with Community Social Services to create a Health and Human Services Division. It also called for creating the Public Services Division by consolidating communication functions and grouping departments in the former Administrative Services Division with Land Management, Planning and Water Management, and Environmental Services departments from the former Public Health and Environment Division.

The restructuring plan streamlined County government. It reduced the number of divisions operating under the County Administrator from seven divisions to five divisions to create a more nimble and effective leadership team. The proposal followed an organizational review prompted by a number of key upper-level retirements and resignations, including the directors of the Public Health and Environment Division, Property Records and Taxpayer Services Division, and Community Social Service Division. The restructuring resulted in a net reduction of 2.00 full-time equivalent (FTE) positions. That resulted in a savings of more than \$300,000 in 2015, and a cost reduction of \$338,000 for the 2016 budget. In addition to budget savings, the restructuring allows for a more strategic alignment of functions to allow for better communication, decision making, efficiencies and improved services.

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

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

### ***Distinguished Budget Presentation Award***

The Government Finance Officers Association (GFOA) of the United States and Canada awarded Carver County the GFOA’s Distinguished Budget Presentation Award for its 2015 Budget Book. In order to receive the award, Carver County had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity’s budget serves as a policy document, financial plan, operations guide, and a communications device. Budget documents must be rated “proficient” in all four categories, and the 14 mandatory criteria within those categories, to receive the award.

In granting the award to Carver County, the GFOA presented a Certificate of Recognition for Budget Presentation to Dave Frischmon, director of the Financial Services Division which was primarily responsible for 2015 Budget Book. It was the sixth time the County applied for the award; the county also received the award for its 2010, 2011, 2012, 2013 and 2014 budget presentations. The 2016 Budget Book will be submitted for review by the GFOA.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Carver County**

**Minnesota**

For the Fiscal Year Beginning

**January 1, 2015**

Executive Director



## Carver County Government Center

600 East Fourth Street, Chaska, MN 55318

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

Dear Commissioners and Citizens of Carver County:

I am pleased to present the 2016 Recommended Preliminary Budget.

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

While our main benchmarks such as property market values and new construction show relatively improved growth, these potential new revenue sources were eroded by complicated statutory fiscal formulas that required us to share these revenues metro wide. At the same time, the County Board directed that the County's 2016 tax impact on the average-value home not increase despite the increase in value. These challenges have been met in this budget recommendation evidenced by 2016 being the eleventh consecutive year that owners of an average-value home will pay the same or less in County taxes as compared to the previous year.

Most of the County's average-value commercial properties increased in value, and most of these properties show a decrease in county tax impact for 2016. Agricultural property increased in value for 2015 but at a slower rate than the average-value home; the county's tax impact on the average-value agricultural property will decrease in 2016 compared to 2015.

The 2016 Preliminary Budget totals \$98,635,721, which is an increase from 2015 Budget of \$93,780,852. The \$4,854,869 increase is largely related to salary and benefit costs and construction projects planned for 2016.

The recommended preliminary budget limits the 2016 levy increase to capturing new construction tax base which allows the 2016 levy to increase \$380,780 (0.76%) to \$50,242,700 compared to the 2015 property tax levy of \$49,861,920.

The County Board is expected to hold a public hearing on the 2016 Budget on Thursday, December 3, 2015. The Board will be asked to adopt the final 2016 levy and budget on Tuesday, December 15, 2015. The 2016 Budget Book approved by the Board will provide a broad

overview of the budget, as well as narrative summaries for all county divisions and departments, elected officials, and programs and services that receive financial support from the County.

The Board will also be asked to approve the 2017 Long-Term Financial Plan on Tuesday, December 15, 2015. 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 2017 Long-Term Financial Plan will be used as a strategy planning tool to fund significant capital projects and operating challenges beyond the 2016 Budget.

The 2016 Recommended Preliminary 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 finance 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 2016 Annual Budget and is being submitted for review by the Board of Commissioners and citizens of Carver County. It includes the 2015-2016 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 2016 Annual Budget process.

Sincerely,



David Hemze  
County Administrator

# Budget Overview

## Budget Summary

The 2016 Preliminary Budget totals \$98,635,721, which is an increase of \$4.9 million from the 2015 Budget.

2015-2016 Budget Comparison		
Revenue	2015 Budget	2016 Budget
Taxes & Penalties	51,616,883	52,099,163
Licenses & Permits	922,424	1,022,330
Intergovernmental	24,268,319	28,441,537
Charges for Services	11,853,408	12,504,330
Fines & Forfeitures	225,786	225,786
Investment Earnings	1,646,661	1,646,661
Other Revenues	2,547,371	2,695,914
<b>Total Revenues</b>	<b>93,080,852</b>	<b>98,635,721</b>
Expenditures		
Public Assistance	4,323,420	4,693,180
Personal Services	58,731,018	62,242,205
Services & Charges	9,925,516	10,087,102
Material & Supplies	4,322,640	4,406,294
Capital Outlay	10,112,204	11,605,116
Debt Services	5,812,865	5,749,365
Other Expenses	(899,650)	(1,711,489)
Transfers	1,452,839	1,563,948
<b>Total Expenditures</b>	<b>93,780,852</b>	<b>98,635,721</b>
<b>Capital Reserves Used</b>	700,000	-

This chart compares the revenue and expenditure amounts for 2015 and 2016.

The most significant changes in the 2016 Budget are in Intergovernmental, Personal Services, and Capital Outlay.

The increase in both revenues and expenditures are primarily due to the additional state and federal funds for both Social Services and Road & Bridge Construction projects. Also, personal services increased to remain competitive in the market.

The 2015 use of capital reserves was to fund the remaining portion of the Next Generation Phone System that was paid with existing revenue from 911 fees that have been accumulated over the last few years in preparation of this purchase.

## Budget Strategies

In addition to having no county tax impact on the average-value home and decreasing the county tax impact on the average-value commercial and agricultural property, the 2016 Preliminary Recommended Budget was developed using the following strategies:

- **Capture the tax base from new construction.**

The County Administrator’s Preliminary Recommended 2016 Tax Levy increase is \$380,780, which is a 0.76% increase over the 2015 Levy. This increase, which represents the additional tax base from new construction was significantly lower than previous years due to significant Fiscal Disparity (a State law that requires the seven-county metro area to share commercial tax base

growth) adjustments primarily related to the previous year’s decertification of a large TIF district. The tax levy increase, along with \$3.1 in levy savings adjustments, will be used to invest in salary and benefits to remain competitive with the market, for staffing changes to respond to the pent-up and growing demand for services as the County starts recovering from the recent economic downturn, and to offset \$1million in net adjustments for negative trends in spending and revenues.

The table below summarizes how the 2016 Budget was balanced:

<b>2016 Budget Executive Summary</b>	
Salary and Benefit increases (net offsetting revenue)	\$2,419,618
Attachment A1 - Net Trend Adjustments	1,013,616
Attachment A2 - Net Levy Savings	(3,145,200)
Attachment B- Staffing Changes	97,588
Attachment C- Capital Projects	100,000
Attachment D- Facilities, Vehicles, and Equipment	(104,842)
<b>2016 Levy Increase</b>	<b>\$380,780</b>

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

The salary and benefits levy need increased \$2,419,618 (or approximately 4.13%) to remain competitive with the market. In addition to the external market, the salary projection is based on pay-for-performance trends, union settlements, and overtime increases. Benefit costs were increased due to contractual increases in health insurance contributions, proposed health insurance and dental benefit changes, workers compensation rate increases, statutory increases in Public Employee Retirement Association (PERA) contribution rates and Other Post-Employment Benefits (OPEB) funding 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.

A total of \$1 million in net trend adjustments are recommended with a \$300,000 decrease in jail inmate revenue and \$442,000 in increased child placement costs being the most significant trends. *See Attachment A1 for a summary of the recommended \$1 million in net trend adjustments.*

\$3.1 million in net levy savings are recommended with:

\$1.4 million coming from individual budget line items within each Division:

- \$850,000 in new revenue
- \$590,000 in reduced expenditures.

\$1.7 million coming from county-wide levy savings:

- \$330,000 from a 2015 Organizational Restructuring
- \$750,000 from a FTE vacancy savings that reflects an increase in employee turnover
- \$600,000 redirection of State County Program Aid from the Capital Improvement Plans (CIPs) to the General Fund that reflects the increased confidence in the State's ability to keep its State Aid promises as well as the expected \$1.3 million in State Highway Reimbursement that is expected to be paid to the County for the next 10 years.

*See Attachment A2 for a summary of the recommended \$3.1 million in net levy savings.*

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

\$97,588 is recommended for new 911/Dispatch positions in the Sheriff's Office to respond to the increasing number of calls for emergency services over the last several years. Additional positions, paid for by non-levy funds, are also recommended to respond to the pent-up and growing demand for services as the County recovers from the recent economic downturn. *See Attachment B for Recommended 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). *See Attachment C for the list of Capital Projects.*

This preliminary budget also takes into consideration that the State has indicated the County should expect to receive \$1.3 million of Highway Reimbursement Funds in 2016. This State reimbursement is for the County's decision to advance-fund \$20 million of the State's contribution to the Southwest Reconnection Project in 2014. The State is expected to reimburse the County for this advance-funding over the next 10 years. *See Attachment E for the list of Capital Projects funded by Highway Reimbursement Funds.*

- **Invest in facilities, vehicles and equipment maintenance and replacement.**

Board direction in the County's Long-Term Financial Plan is to have a 5 year plan to maintain and strategically replace facilities, vehicles and equipment. The 2016 Budget recommends \$1.34 million to maintain and replace facilities, vehicles and equipment which is a \$104,842 decrease from the 2015 Budget. This recommended decrease was included as part of the levy savings that were needed to balance the budget. *See Attachment D for this 2016 maintenance and replacement schedule.*

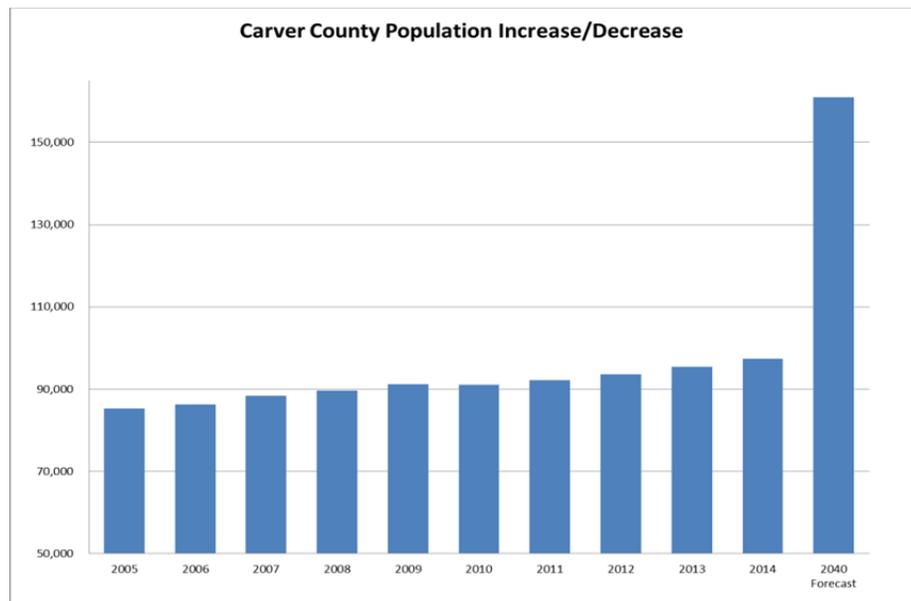
### **Trend Data**

The following are key historical trends that were used to form the foundation of the 2016 Budget.

**Population:** Out of 87 counties in Minnesota, Carver County’s estimated 2014 population of 97,162 is the 11<sup>th</sup> highest. The County’s 2013 to 2014 population increase, 1.78%, was the highest year-to-year growth rate in Minnesota. Over the last decade Carver County had a population growth of 14.03% that added a total of 11,958 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 65.72% increase from 2014.

The following shows the 2005-2009 and 2011-2014 Metropolitan Council population estimates as well as the 2010 Census populations.

<u>Year</u>	<u>Population</u>
2005	85,204
2006	86,236
2007	88,384
2008	89,615
2009	91,228
2010	91,042
2011	92,104
2012	93,584
2013	95,463
2014	97,162
2040	161,020 <i>(forecast)</i>

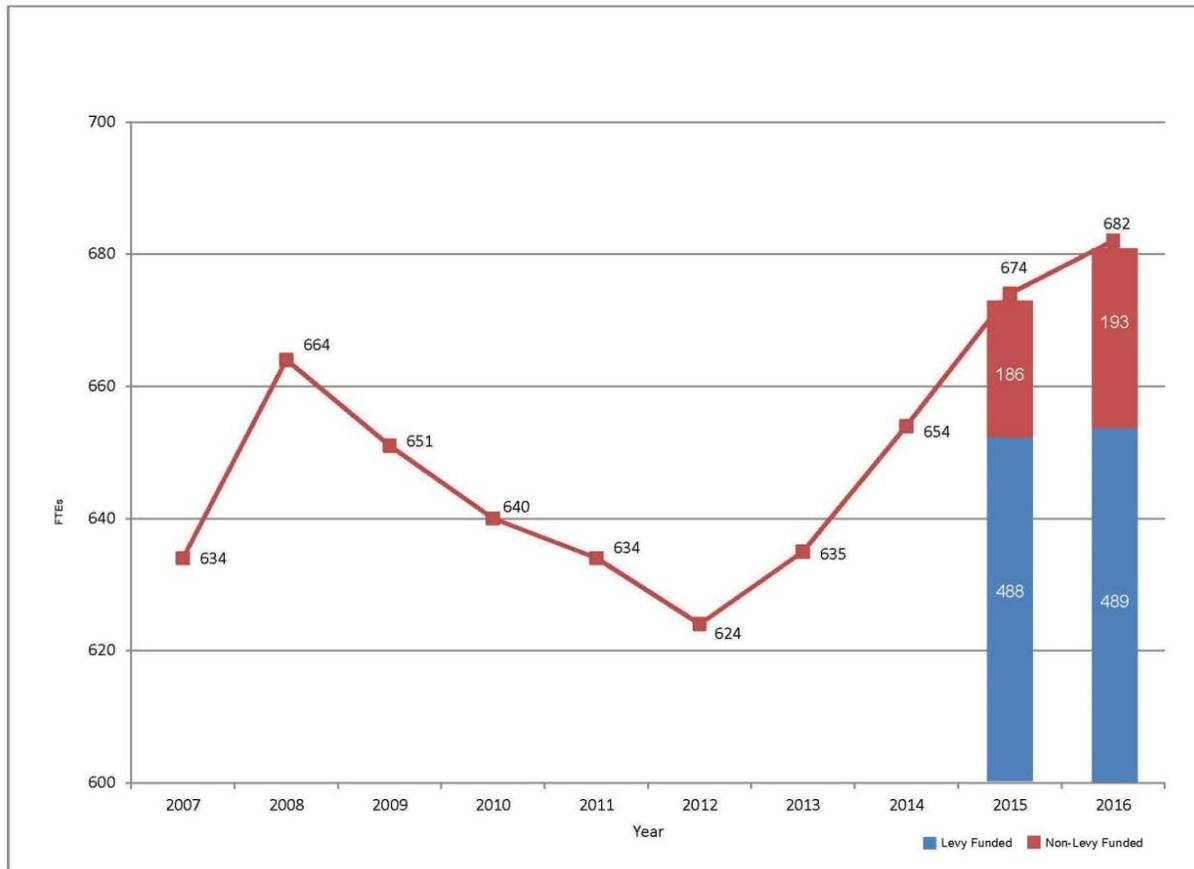


Population growth is the biggest factor related to service demand pressure for Carver County. Significant growth increases the need for public investment in infrastructure and impacts service delivery for government entities.

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 9.4% in 2013.

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

## Total Number of FTE Employee Positions (2007-2016)



This graph shows the changes in the number of County employees in the past decade.

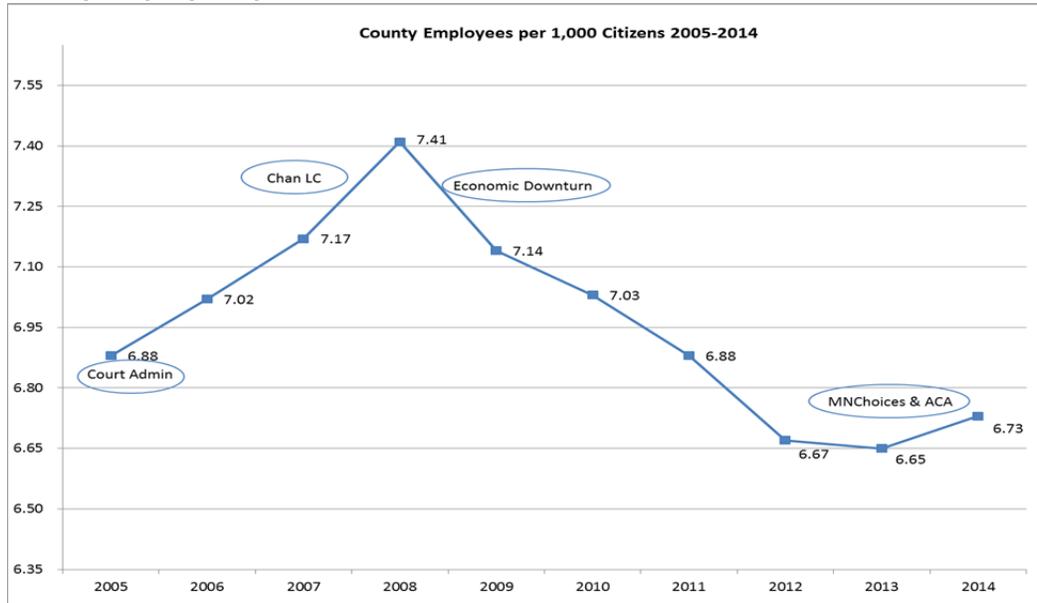
It also shows the number of Full-Time Equivalent (FTE) employee positions funded by levy and non-levy funding sources in 2015 and 2015. Based on the 2016 budget figures, it is estimated that 28.30% of FTEs will be funded by other sources of revenue that the County has identified to help lower the need to use levy funds. Other revenue sources include contract revenue, fees for services, and grants.

Budget adjustments made due to the recession and the corresponding loss of state aid resulted in a loss of 40 FTE employee positions from 2008 to 2012. Starting in 2013 with the rebounding economy and federal/state mandates, FTE employee positions started to increase. The 2016 recommended budget proposes an increase of 8.05 FTEs from the 2015 FTE count to a total of 682.31 FTE positions. The majority of the recommended FTE increases are non-levy funded positions which increased slightly in 2016 to 28.30%, compared to 27.60% in 2015.

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.

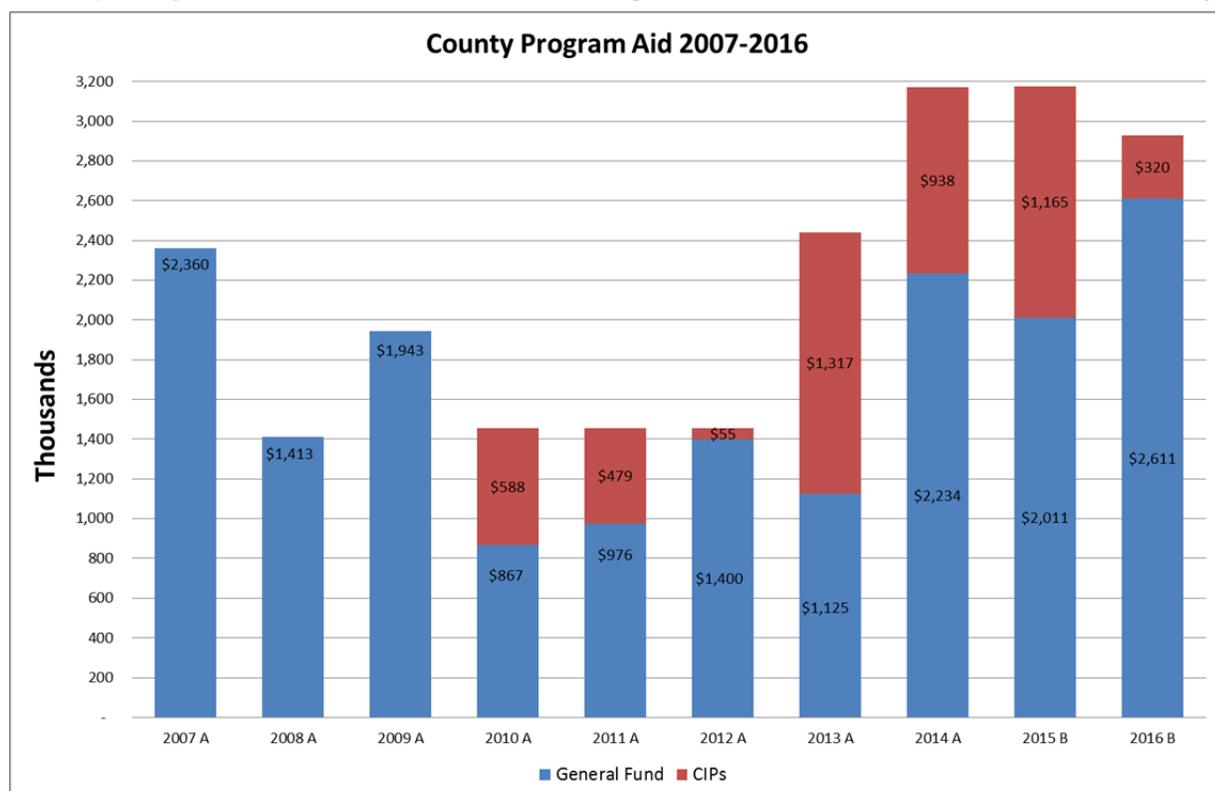
**County Employees per 1,000 Citizens 2005-2014**



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

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

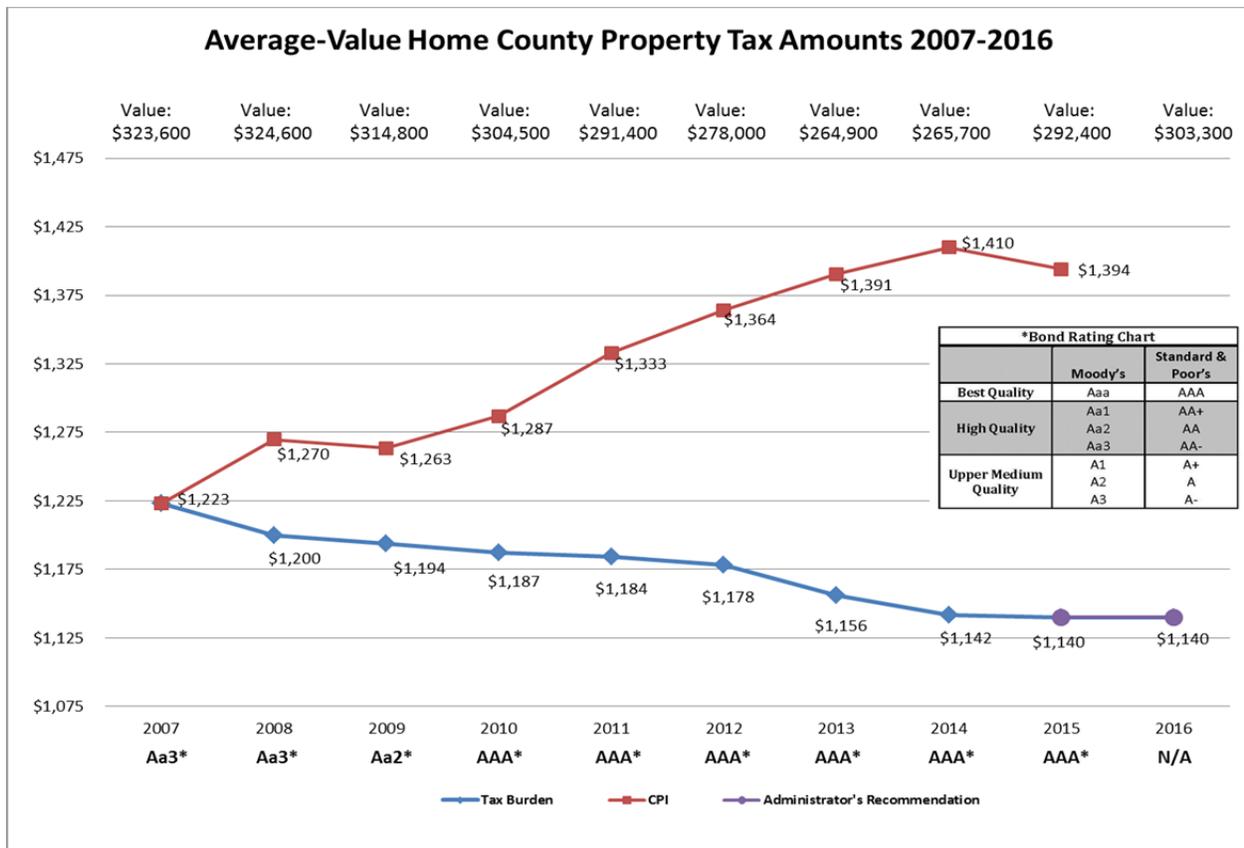
**County Program Aid Allocation:** The following chart illustrates the actual amount of County

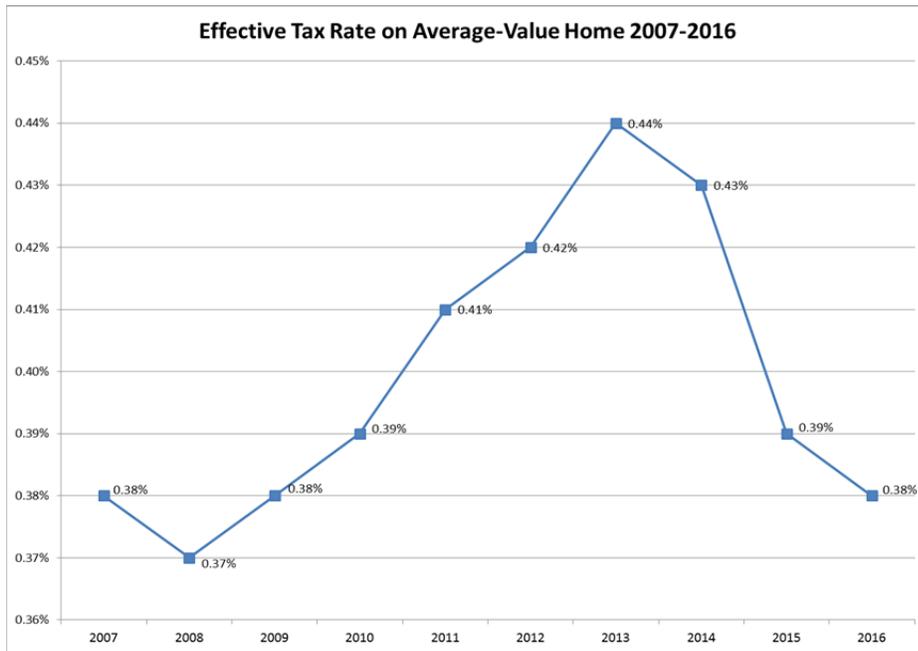


Program Aid (CPA) the County has received from 2007-2014 and the budgeted amount for 2015 and 2016. The 2016 Budget has the County receiving \$2,931,000 of CPA funds, which is a \$245,000 decrease from 2015. This chart also illustrates the amount of CPA that has been directed to the Capital Improvement Project (CIP) Funds and the General Fund since 2010. In 2016, \$600,000 of CPA funds is budgeted to be redirected back into the General Fund.

**Property Taxation:** The Board has continued its strategy of setting the levy to maintain or decrease the County’s tax-impact on an average-value home. The value of the average home in Carver County increased from \$292,400 in 2015 to \$303,300 in 2016. The County’s portion of the total property tax bill on an average-value home for 2016 will remain the same as 2015, at \$1,140.

The following chart shows the changes in average home values and taxes from 2007 to 2016. It also shows how the average home’s property tax has continually decreased compared to the Consumer Price Index (CPI), which has grown over the past several years. Carver County’s bond rating which is also listed on the chart has been at the highest rating possible AAA rating since 2010.

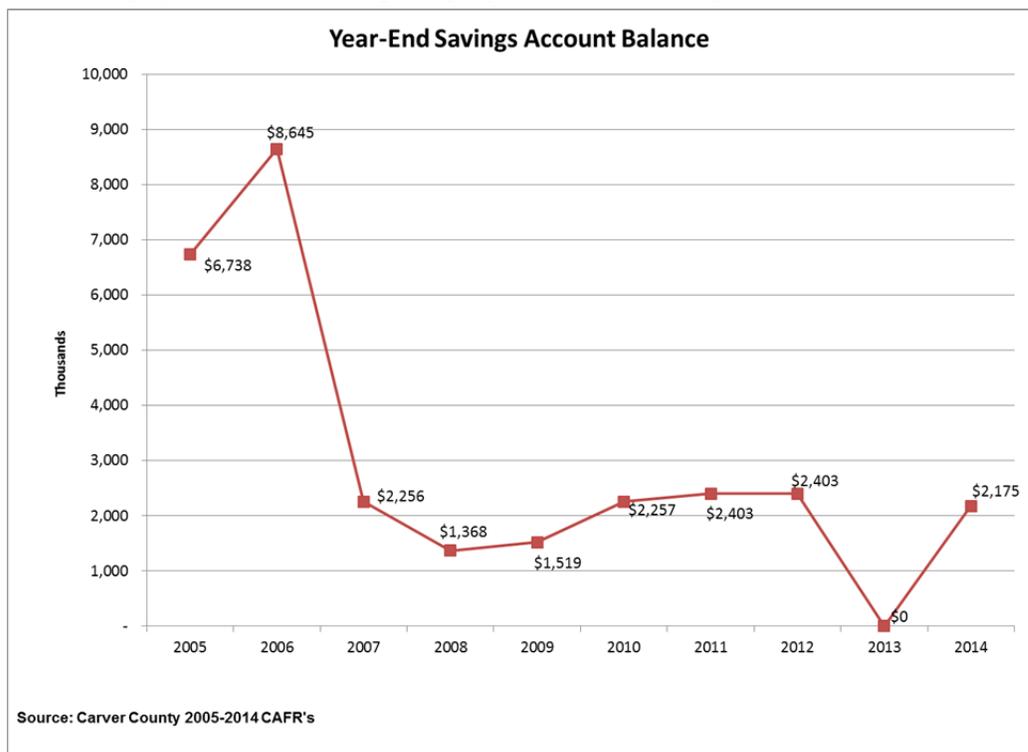




**Effective Tax Rate:** The effective tax rate is the percentage of market value a homeowner is paying in property taxes. It is calculated by taking the home's market value and dividing it by the tax. The upward movement on this trend reflects the decreasing valuation of homes that began in 2008 and ended in 2013. Rising home values and the relatively

modest rate of tax increases by the County resulted in a decreasing effective tax rate starting in 2014 and through 2016.

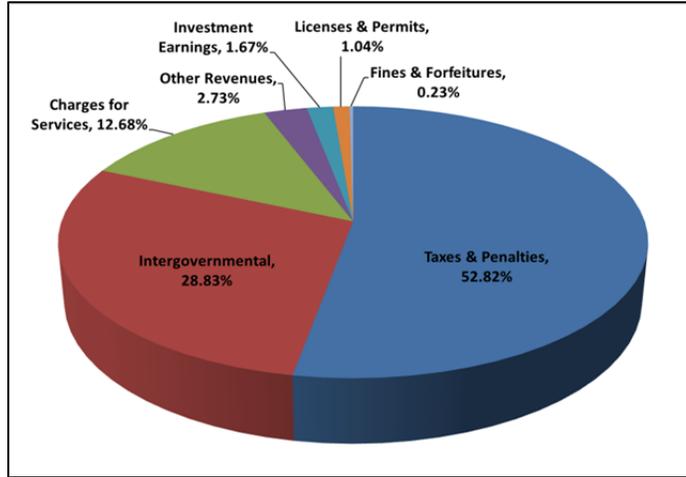
**Year-End Savings Account:** The Year-End Savings (YES) Account designates up to 5 percent of the County's reserves for future unknowns such as emergencies, disasters, capital projects, and intergovernmental funding cuts. The following chart shows the trend in this account's balance. Significant decreases in the YES Account from 2006 to 2008 were the result of planned Board-approved transfers to pay for one-time capital projects and land acquisitions. In 2013, the YES Account was brought down to zero to offset a \$4.3 million negative 2013 mark-to-market investment adjustment. The YES account was brought back up to the \$2 million mark in 2014 and is anticipated to be around the same amount for 2015.



## Revenues

The 2015 Budget totals \$98,635,721 in revenues, which is an increase of \$5,554,869 compared to the 2015 budget. The following lists the sources of revenues for 2016, and the chart shows the percentage of the total associated with each revenue amount.

2016 Budget Revenue	
Taxes & Penalties	52,099,163
Intergovernmental	28,441,537
Charges for Services	12,504,330
Other Revenues	2,695,914
Investment Earnings	1,646,661
Licenses & Permits	1,022,330
Fines & Forfeitures	225,786
<b>Total Revenues</b>	<b>98,635,721</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 2016 Budget includes the amount of property taxes levied for the year and penalties. Once established, property tax amounts cannot be adjusted upward during the year.

The County Administrator's recommended total combined levy of \$50,242,700 for 2016 is an increase of 0.75%, or \$380,780 from the 2015 levy. Revenues from the property tax levy will constitute approximately 52.82% of all county revenues for 2016.

### 2016 Property Tax Levy

General Fund	\$29,778,667
Road and Bridge Fund	4,124,261
Community Social Services Fund	9,315,407
Road & Bridge Capital Improvement Fund	1,790,000
Debt Services Fund	4,939,365
Unestad Tax Abatement	123,000
Engler Blvd Tax Abatement	172,000
<b>Total Levy County</b>	<b>\$50,242,700</b>
<u>Carver Watershed Management Organization</u>	<u>\$ 614,458</u>
<b>Total Combined Levy</b>	<b>\$50,857,158</b>

The increase in the tax levy is the end-result of a 2016 Recommended Budget Strategy which was based on capturing the tax base from new construction. The County's portion of the total property tax bill on average-value homes will remain the same as 2015 and decrease for the average-value agricultural properties and most commercial properties with an average-value.

**Intergovernmental and Other Revenues:** Intergovernmental funding, which increased by \$4,173,218 from the 2015 Budget to the 2016 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 \$24,268,319 in 2015 to \$28,441,537 in 2016 primarily from additional funding received in the social services area and increased funding related to construction projects.

The Other Revenues category totals \$2,679,414. It includes gifts and donations, miscellaneous revenue from contracts, and transfers between funds.

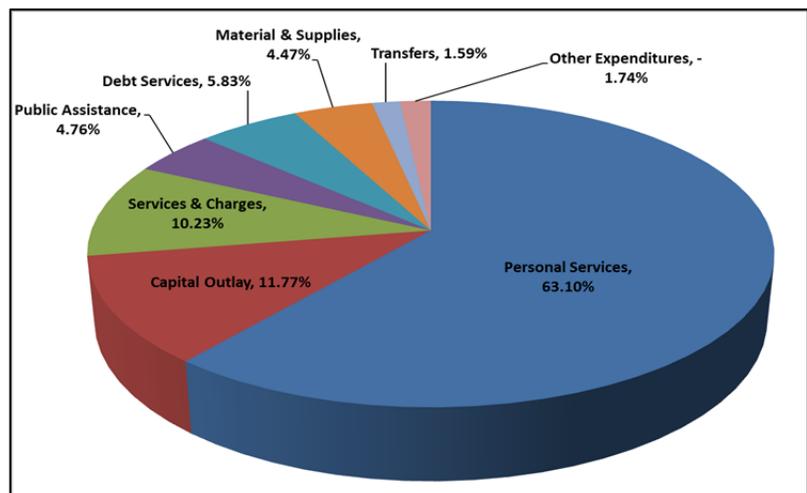
**Charges for Services:** The third-highest revenue source comes from Charges for Services, which totals \$12,504,330 in the 2016 Budget, an increase of \$650,922 from 2015. This revenue category refers to the County’s acquisition of revenue from the professional services the County provides for a fee and other services and charges covered in its Fee-for-Service Schedule.

**Investment Earnings:** The revenue from investment earnings is budgeted at \$1,646,661 in 2016, same as 2015 based on recent years and the short-term investment outlook.

**Expenditures**

The 2016 Budget totals \$98,635,721 in expenditures, which is an increase of \$4,854,869 compared to the 2015 budget. The increase is primarily due to salary and benefit costs and construction projects planned for 2016. The following lists the expenditures for 2016, and the chart shows the percentage of the total expenditure associated with each category.

2016 Budget Expenditures	
Personal Services	62,242,205
Capital Outlay	11,605,116
Services & Charges	10,087,102
Public Assistance	4,693,180
Debt Services	5,749,365
Material & Supplies	4,406,294
Transfers	1,563,948
Other Expenditures	(1,711,489)
<b>Total Expenditures</b>	<b>98,635,721</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 2016 is \$62,242,205, which is an increase of \$3,511,187 from the 2015 budgeted amount of \$58,731,018. The 2016 Budget includes salary and benefit increases to remain competitive with the market and funding for additional employee positions that are included in the 2016 Administrator’s recommendation. Approximately 85% of the \$639,270 in recommended employee positions is funded by non-levy revenue sources.

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. This improvement is due to a five-year contract with favorable rate caps that expires in 2016. The 2016 Recommended Preliminary Budget includes a \$200,000 increase in the County’s contribution to employee insurance premiums to transition to a more competitive and sustainable employee health and dental benefits package.

**Conference and Training:** The 2016 Budget includes \$455,903 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 \$11,605,116 for capital improvements. A number of capital projects are included in the 2016 Budget, most of which have off-setting cost savings, intergovernmental reimbursements, and sources of funds other than property taxes. *See Attachment C on Capital Projects and Attachment D on Replacement of Facilities, Vehicles, and Equipment expenses, for listings of expenditures that are included under Capital Outlay.*

**Public Assistance:** The 2016 Budget includes \$4,693,180 for Public Assistance. In terms of expenditures for specific County functions, expenditures for 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 2016 is \$369,760 higher than the 2015 budget.

**Debt Services:** The principal and interest accumulated on the Debt Service Fund is used to retire debt and is another major component of County expenditures. In the 2016 Budget, \$5,749,365 is being budgeted for Debt Services, which is a decrease of \$63,500 from the previous year. This decrease is due to the Septic Loan program yearly repayment being lower than 2015.

**2016 Budget: Recommended Net Levy Adjustments for Trends, Increased Fees, etc.**

Division/Dept.	Item	Division Director Request	County Administrator's Preliminary Recommendation	Board Approved
<b>Court Administration</b>	Increase budget for court appointed attorneys based on 3 year trend (largely due to inc costs in Juvenile cases) and anticipated fee increase from \$75 to 100.	55,000	55,000	55,000
<b>Financial Services</b>	Budget software- cloud solution - annual maintenance	20,000	20,000	20,000
<b>SWCD, Historical Society, &amp; Extension</b>	SWCD & Historical Society-allocation increase, Extension MOE increase	20,000	20,000	20,000
<b>Admin Services</b>	Annual fee for hosting Sierra (Library's integrated library system)	18,000	18,000	18,000
<b>Admin Services</b>	Managed Print Service- contract expiring	36,000	36,000	36,000
<b>Sheriff's Office</b>	Decrease in Jail inmate revenue (working on estimated decrease)	300,000	300,000	300,000
<b>Sheriff's Office</b>	Jail Medical Records software_ hosting needs	10,000	10,000	10,000
<b>PR &amp; TSD</b>	License Center Revenue increases, based on 3 year average	(36,000)	(36,000)	(36,000)
<b>Public Works</b>	Annual Maintenance for software programs	28,300	28,300	28,300
<b>Public Works- Parks</b>	Advertising & supplies	7,000	7,000	7,000
<b>Requests after 5/30</b>				
<b>PR&amp;TSD</b>	Chanhassen License Center Lease Revenue	17,616	17,616	17,616
<b>Attorney's Office</b>	Transcript costs	5,000	5,000	5,000
<b>Sheriff's Office</b>	Contract with on-site mid-level healthcare provider	21,100	21,100	21,100
<b>Sheriff's Office</b>	Increase in inmate meals	9,600	9,600	9,600
<b>Sheriff's Office</b>	Everbridge system	16,500	16,500	16,500
<b>Employee Relations</b>	HRIS maintenance (currently \$56,500 set aside)	18,500	18,500	18,500
<b>Public Works</b>	Smartlink Maintenance Revenue	25,000	25,000	25,000
<b>CCS</b>	Purchase of Services	442,000	442,000	442,000
	<b>GRAND TOTAL =</b>	<b>\$ 1,013,616</b>	<b>\$ 1,013,616</b>	<b>\$ 1,013,616</b>

## 2016 Levy Savings Target By Division: Proposed Adjustments

Division	Department	Item	Levy Savings	County Administrator's Preliminary Recommended	Board Approved	Describe Adjustments i.e. impact/effective date/etc.
<b>Target: County Attorney's Office \$60,000</b>	County Attorney 01-90	Various Expenditure lines-6414/1101-6379	\$ 5,000	\$ -	\$ -	Reduce funds available for these two budget lines.
			-	-	-	The County Attorney's Office is unable to achieve its' levy savings target by reducing other cost areas.
<b>Target: Commissioners \$12,200</b>	a. Commissioner	Commissioner Contingency	50,000	50,000	50,000	This contingency would be reduced from \$200k to \$150k. Average used annual during years 2011-15 is \$50k. This contingency is for unexpected items, so the risk is increased that we may not have enough to cover those issues.
<b>Target: County Administration \$8,000</b>	a. County Admin		-	-	-	Due to the small size of this budget, unable to arrive at this cut level without reducing training, professional association memberships, or lobbying efforts. These are investments with a positive payback and no reduction is recommended. Will be submitting a "zero impact" operating budget.
<b>\$2.2M Target: Financial Services \$14,000</b>	Financial Services	Professional Services: Audit Fees	7,000	7,000	7,000	New State Legislation ends the monopoly the State Auditor has over performing Carver County's financial audit effective July 1, 2016. County staff believes competition with the private sector for our 2016 financial audit will create negotiating leverage which will reduce our 2016 audit fees by at least 10% for our 2015 financial audit.
	Financial Services	Professional Services: Audit Fees	7,000	-	-	Same as above except increasing the estimated audit fee savings to 20% for our 2015 financial audit.
<b>\$2.2M Target: Public Health &amp; Environment \$120,000</b>	a. Land Mgmt.	<u>Increase revenue</u> projection for licenses and permits (\$42k revenue increase, partly offset by \$7k in related expenses)	35,000	35,000	35,000	The net increase in revenue is based on an upward trend in receipts in 2012, 2014 and 2015. Although continued growth is anticipated, an unforeseen downturn in the economy would obviously temper this projection. This projection does not entail an increase in the current fee schedule amounts.
	b. Public Health	<u>Increase revenue</u> projection for several grants; additional funds will replace levy funding for personnel.	35,081	35,081	35,081	Newly projected increased revenue allows the Department to decrease the need for levy funding.
<b>LEVY DECREASE</b>	c. Planning & Water Mgt.	<u>Decrease the county's levy contribution</u> to AIS programmatic costs	20,000	20,000	20,000	AIS inspection costs and program coordination will be funded with State, watershed districts', and other jurisdictions' funds.
<b>PROPOSED FEE INCREASE</b>	d. Environmental Services	<u>Increase fee for service</u> revenue from Hazardous Waste generators.	6,000	6,000	6,000	Hazardous Waste personnel and technology costs have risen steadily for the past ten years. At the same time, we have not raised hazardous waste generator fees in over 10 years. The division recommends a 10% fee increase to cover the increased costs of administering the program. Carver County fees are 20 to 40% lower than other metro counties and an increase would bring Carver closer to other metro counties though still below them.
<b>RISING REVENUE PROJECTIONS</b>	e. Environmental Services	<u>Increase revenue:</u> PaintCare	-	75,231	75,231	Before the budgetary gap emerged, the Division originally recommended creating a new Environmentalist position funded by the new PaintCare revenue. Given the budgetary structural gap, the County Administrator does not recommend that the Department fund a new FTE with the PaintCare funds. PaintCare revenue is now available to offset the Environmental Services Department's general levy impact. For 2016, the Environmental Services Department would be funded only by outside revenues, with no levy dollars.
<b>PROPOSED CUTS</b>	f. Public Health	Cut professional services and training costs for nurse home visiting.	11,919	11,919	11,919	Reduce the budget for outside contracts for services and provide the service with internal existing staff. PH would also use more funds from the Metro Alliance for Healthy Families (MAHF) and from TANF (Temporary Assistance for Needy Families) to pay for staff time, replacing general levy funds. Training expenses have decreased as start-up costs have subsided.
	g. Public Health	Cut levy funds used for conferences.	12,000	12,000	12,000	Replace levy funding for conferences with Local PH (LPH) grant funds. This would be made possible by reductions in LPH funds needed for professional services related to IT systems and community health surveys, which are decreasing.

<b>\$2.2M Target: Administrative Services \$520,000</b>	Admin Serv	Standing Workstations_ decrease on AttD	50,000	50,000	50,000	Find one-time funding to complete standing workstation funding and eliminate funding for future endeavors.	
	Admin Serv	Training	2,000	2,000	2,000	Reduce out-of-state conferences by one per year.	
	Admin Serv	Intern/Fellow	5,800	-	-	Eliminate funding for intern in Admin Serv. Impact would be less staffing to assist with special projects and the lost opportunity to build talent in the profession.	
	Veterans	Conferences and Training	1,000	-	-	Cut one out-of-state training per year.	
	Extension	Misc. Line Items	3,000	3,000	3,000	Small reductions to be made in a number of line items including office supplies, training materials, etc. Would require them to watch budget closer and be selective on purchases in these areas.	
	Library	Leased Equipment	1,000	1,000	1,000	Purchased printer and therefore will not need the lease in 2016	
	Library	Furniture_ decrease on AttD	10,000	5,000	5,000	The library has aging furniture. Cutting \$10k out of the \$15k budget would result in the library keeping worn-out furniture.	
	Library	New Revenue for E-Resources	8,000	-	-	These are e-books and e-audio. Plan was to increase this line item by \$8k in 2016 by using additional revenue. This cut would eliminate that plan. E-resources are growing in popularity and this move would result in longer wait lists for books and a smaller selection.	
	Library	Subscriptions	16,000	-	-	Half of the magazine/newspaper subscriptions would be cut. The result would be less variety for patrons to read.	
	Library	Cleaning Services	1,500	1,500	1,500	Renegotiate cleaning contract in Waconia.	
	Library	Conferences and Training	2,000	2,000	2,000	Reduce out-of-state conferences by one per year.	
	Library	Office Supplies	5,000	5,000	5,000	Library reviewed budget to actual in office supplies and can reduce the amount by \$5,000.	
	Library	Books and Materials	17,500	-	-	Result in fewer library books for patrons and longer wait lists for popular items.	
	Facilities	Employee Mileage	5,000	5,000	5,000	Require more use of county vehicles.	
	Facilities	Conferences and Training	5,000	-	-	No national professional development conferences for facilities staff.	
	<b>\$2.2M Target: Court Services \$50,000</b>	a. Court Services	01-252-252-0000-5319	4,000	4,000	4,000	County Probation Office (CPO) state reimbursements/revenue increases have been approved by the MN Legislature for FY2016-2017. The increases in this budget area for probation services will be approx. + 4%, which will provide some additional revenue to Carver County, adding a projected \$5,000 over the currently budgeted amount in this line item.
		b.	01-252-252-0000-5561	4,000	4,000	4,000	Adult Probation/Supervision Fee increases of \$10 per year per client (\$10 x 400 clients = \$5K). This fee increase will provide additional revenue for the County, while remaining well within the average fee amounts across the metro counties for probation services.
c.		01-252-252-1854-5590	5,000	5,000	5,000	Electronic Home Monitoring Admin Fees - Revenue in this area is increasing as the Court continues to further utilize EHM services as an alternative to incarceration and other more sanctions.	
d.		Salary Line Item	12,000	-	-	Newly appointed CS director (fall of 2015); Projected annual salary and savings of \$10K-\$15K/yr. This position will be budgeted at the mid-point for the salary range	
a. Court Services		01-252-253-1856-5564	8,000	-	-	Expand on our use of "service contracts" for STS program users for non-county department projects or sites. Current rate is set at \$300 per day with our Three Rivers Park District contract (30 days = \$9000). Expanding this contract to 45 days is a plausible option, and seeking out several additional contracts with local cities (similar to Scott Counties STS program) would provide a broader base of revenue support for this important program. Greater use of STS also saves the County jail costs and out-of-home correctional placement costs. The local MN DOC office could also assist in expanding our contracting options, as this program serves offenders under supervision with the County and the State.	

	b.	01-252-252-0000-6331		2,000	2,000	2,000	Reduction in employee mileage expenses through greater use of County car(s) for client/offender transports and home visits. Court Services, as of late 2014, utilizes a transport car which has reduced employee mileage claims, potentially saving several thousand dollars each year in this line item.
	c.	01-252-254-3860-6040		5,000	5,000	5,000	Implementation of a juvenile detention risk assessment tool in 2016 could further reduce Carver County's use of out-of-county secure detention placements. This process has been successfully implemented in other metro counties via a national model known as the Juvenile Detention Alternatives Initiative (JDAI).
	d.	Salary Line Item		10,000	-	-	Court Services currently has a vacancy with it's Collections Officer position. This position is responsible for collecting ongoing revenue to off-set the County costs of out-of-home juvenile placements. This is a critical function, however a consolidated collections officer position(s) with Comm. Social Services Dept. could result in County cost savings. A shared/split position
<b>\$2.2M Target: Property Records &amp; Taxpayer Services \$60,000</b>	a. Taxpayer Services	License Center- Chanhassen- Increase in fee collections		60,000	60,000	60,000	Chanhassen License Center has seen steady growth in fee collections, capturing an additional \$60,000 within passport fees and photos, as well as, motor vehicle fees.
	b. Recorder	Recorder Technology fees- Information Technology Allocation		40,000	40,000	40,000	Increase the Recorders Technology allocation to IT for increased infrastructure and software costs within the Recorder's Office.
<b>\$1.1M Target: Sheriff's Office \$280,000</b>	Sheriff - Patrol	201-236-0000-5899 Refunds		4,000	4,000	4,000	Increase revenues based on averages of previous 4 year actuals.
	Sheriff - Off-Duty Contract	201-250-0000-5532		1,626	1,626	1,626	Increase revenues based on averages of previous 4 year actuals.
	Sheriff - Various	201-XXX-XXXX-6XXX		26,100	26,100	26,100	Reduce expenses in various line items to cover increased contract obligations detailed in Sched A
	Sheriff - Patrol Fleet	201-236-0000-6670 Vehicle Purchase_ decrease on AttD		50,000	50,000	50,000	Decrease the purchase of marked/unmarked police vehicles. Results in increased maintenance expenses (PW Budget) and forces altering the fleet cycling plan to keep vehicles past the point where value and costs equal.
	Sheriff - Admin	201- 201-0000-5224 Police Aid		11,500	11,500	11,500	Increase revenues based on averages of previous 4 year actuals.
	Sheriff - Jail Programs	201-235-1681-5858 & 6420 Commissary		10,000	10,000	10,000	Increase revenues (\$20K) and expenses (\$10K) based on averages or previous 4 year actuals, net \$10K in revenue. Decreased boarding may impact commissary rev/exp proportionally.
	Sheriff - Off-Duty Contract	201-250-0000-5532		8,374	8,374	8,374	Increase revenues based on averages of previous 4 year actuals.
<b>\$2.2M Target: Public Works \$280,000</b>	520 Parks (Revenue)	5285 Metro Council O&M Grants		20,000	20,000	20,000	Increase in annual allotment from Met Council
	301 ADMIN	6346 SERVICE AGREEMENTS		1,500	1,500	1,500	Typically not spent
	303 Program Delivery	6260 Prof & Tech Fees		20,067	20,067	20,067	
	303 Program Delivery	6309 Signal Maintenance		23,433	23,433	23,433	Signal painting and other major maintenance will have to be funded out of CIP \$
	304 Highway Operations	6260 Prof & Tech Fees		5,500	5,500	5,500	
	304 Highway Operations	6267 Spot Safety and Capacity Service		3,500	3,500	3,500	Major safety work will have to be funded out of CIP \$s
	304 Highway Operations	6660 Equipment and Furniture_ decrease on AttD		100,000	100,000	100,000	\$ 365,000 - original levy amount. Delay equipment lifecycle plan by 1 year or backfill \$100,000 with 101/61 Turnback Funds.
	306 Equipment Operations	6561 Gasoline		26,000	26,000	26,000	Historic avg. Large increases due to weather will require a budget amendment request
	306 Equipment Operations	6562 Diesel		20,000	20,000	20,000	Historic avg. Large increases due to weather will require a budget amendment request
	820 Highway Non Dept. (Revenue)	5216 State Aid Municipal Maintenance		10,000	10,000	10,000	Increase in CSAH revenue is likely. Depends on result of new formula
	820 Highway Non Dept. (Revenue)	5225 State Aid Regular Maintenance		50,000	50,000	50,000	Increase in CSAH revenue is likely. Depends on result of new formula

<b>\$2.2M Target: CSS \$330,000</b>	Home & Community Based Care	LTSS Time Study				For 2015 the Division had limited history to project the new LTSS Time Study revenue. For 2016 we have five quarters of reliable history. This revenue source pays for the 7.0 FTE Social Workers II's that were hired to do the MnChoices Assessments. The levy savings listed is after the costs of the positions have been covered.
	All programs		442,000	442,000	442,000	
	Behavioral Health	Medical Assistance, Health Insurance and Client Fees		-	300,000	300,000
			71,869	71,869	71,869	With a Nurse Practitioner, contract Psychiatrists and a Psychologist in place in the Outpatient Service the Division is projecting an increase in our revenues.
<b>\$2.2M Target: Employee Relations \$60,000</b>	01-050-050-6376-6379	Wellness Program				Effective 1/1/2016. This would eliminate health coaching conducted by Mayo, and reduce the amount available to pay for Health Incentive Program participation.
	01-050-000-0000-6335	County-Wide Training				Effective 1/1/2016. Leadership development, performance management, and other county-wide training initiatives budget would be eliminated. Investing in leadership development and employee development have been identified as county priorities and removing this funding would severely impact our ability to accomplish training and development initiatives.
	01-050-000-0000-6373	Misc. Employee Functions				Effective 2016. Eliminate support staff conference. Reduce programming and only provide low or no-cost speakers for a partial day training class as a potential alternative. The support staff conference has been a positive investment and training event in past years. Eliminating this event would negatively impact the County's priorities to invest in staff development.
	01-050-000-0000-6332	Conference, Professional Maintenance				Effective 1/1/2016. Reduce ER staff professional maintenance budget. This would negatively impact ER staff training and development options, with secondary impact on levels of service/knowledge provided to the organization and ability of staff to stay up to date on frequently changing issues in areas of legal, compliance, benefits, risk and liability, etc.
	01-050-000-0000-6241	Advertising & Legal Notice Publication				Effective 1/1/2016. This budget line item is already fairly minimal considering all the job recruitment conducted by ER. A reduction in this area would force ER staff to further reduce already minimal paid job advertisements. Divisions could be given the option to pay for additional advertising out of their own budgets if desired.
	01-050-000-0000-6260	Professional & Tech Fees For Services				Effective 1/1/2016. Cancel SafeAssure contract which provides multiple safety related services across County divisions. A portion of funding would need to be reallocated to ensure OSHA required safety training mandates are still met through other sources. This would be disruptive to our training delivery plan and would require ER and division staff to seek alternative training options. The County's focus on safety initiatives would be reduced overall.
<b>Division Subtotal</b>			<b>\$ 1,492,769</b>	<b>\$ 1,670,200</b>	<b>\$ 1,670,200</b>	

<b>County-wide</b>		Vacancy Savings Adjustment	\$ -	\$ 750,000	\$ 750,000	Based on prior year trends
		2015 Organizational Restructuring	-	330,000	330,000	The 2015 Organizational Restructuring provides a net reduction in salary and benefits through a 2.0 net FTE reduction, more strategic alignment of functions, and streamlining Divisions from 7 to 5.
		Redirect County Program Aid back into the Operating Budget and funding CIP projects with Turnback funds.	-	600,000	600,000	State CPA funding is being redirected back to the General Fund because this funding source has become more reliable and because State Turnback funds are available to fund one-time capital projects for the foreseeable future.
<b>County-Wide Subtotal</b>			<b>\$ -</b>	<b>\$ 1,680,000</b>	<b>\$ 1,680,000</b>	

	<b>\$ 1,492,769</b>	<b>\$ 3,350,200</b>
Cuts to FVE replacement (Att D), listed above	(210,000)	(205,000)
<b>Total Levy Target Savings</b>	<b>\$ 1,282,769</b>	<b>\$ 3,145,200</b>

## Attachment B: Recommended Staffing Changes

Division/Department	Division Requested FTE's/ hours	Requested Gross Levy (\$)	County Administrator's Preliminary Recommendation-FTEs	Position	Direct Funding	County Administrator's Preliminary Recommendation- Indirect Funding	County Administrator's Preliminary Recommendation- Net Levy (\$)	Board Approved
<b>Requested for 2016:</b>								
Admin Svcs-IT	1.00	85,610	0.00	GIS Specialist				
Admin Svcs-IT	1.00	123,963	0.00	Principal Analyst				
Admin Svcs-Library	0.25	6,725	0.00	STOc Library Assistant				
Admin Svcs-Library	2.00	85,946	0.00	Library Assistant				
PH&E-Environmental Svcs	1.00	87,992	0.00	Environmentalist I				
PH&E-Planning & Water Mgmt	0.40	35,960	0.40	Water Resources Assistant	35,960		-	-
PH&E-Public Health	1.00	102,852	0.00	Public Health Program Specialist				
PW-Administration	1.00	65,433	1.00	Admin Assistant		65,433	-	-
PW-Operations	3.00/ 6240 hrs	94,093	0.00	STOc - Hwy Maintenance Worker				
PW-Parks	0.43/ 800 hrs	12,000	0.43	PT Seasonal		12,000	-	-
PW-Program Delivery	1.00	102,503	0.00	Transportation Planner				
Sheriff-Communications	2.00	133,955	1.60	Dispatcher-911 svcs.			113,677	113,677
Sheriff-Jail	(0.38)	(16,089)	(0.38)	Visiting Clerk			(16,089)	(16,089)
CSS-Admin Support	1.00	65,433	1.00	Support Services Specialist	16,358	49,075	-	-
CSS-Behavioral Health	1.00	90,483	1.00	Registered Nurse	90,483	-	-	-
CSS-Home & Comm Based Care	2.00	177,810	2.00	Social Worker II	177,810	-	-	-
CSS-Child and Family	1.00	94,563	1.00	Therapist	94,563	-	-	-
<b>Totals</b>	<b>18.70</b>	<b>\$ 1,349,232</b>	<b>8.05</b>		<b>\$ 415,174</b>	<b>\$ 126,508</b>	<b>\$ 97,588</b>	<b>\$ 97,588</b>

Attachment C: Capital Projects by Fund for 2016

DEPT.	CIP #	DESCRIPTION	2015	2016	2016	Inc./Dec
			Adopted	County Administrator's Preliminary Recommendation	Board Approved	
<b>Parks &amp; Trails Capital Improvements</b>						
		Extension of MN River Bluffs Regional Trail (Park & Trail Fund)	270,000	-	-	(270,000)
		Extension of MN River Bluffs Regional Trail (Federal)	649,600	-	-	(649,600)
		Extension of MN River Bluffs Regional Trail (CCRRA)	73,000	70,000	70,000	(3,000)
		Extension of MN River Bluffs Regional Trail (CPA)	49,719	-	-	(49,719)
		CR10 / Dakota Rail Regional Trail Connection (CPA)	141,619	-	-	(141,619)
		Security gates- Minnewashta and Baylor Park (CPA)	100,000	-	-	(100,000)
		Repurposing Houses, Plans & Construction for Group Use Area & Trailhead(CPA)	-	79,904	79,904	79,904
		34-520-XXX-XXXX-6610	1,283,938	149,904	149,904	(1,134,034)
<b>Fund 34 Total</b>	<b>34-XXX-XXX-XXXX-66XX</b>		<b>1,283,938</b>	<b>149,904</b>	<b>149,904</b>	<b>(1,134,034)</b>
<b>Levy Dollars - Fund #34</b>			-	-	-	-
<b>Building and Other Capital Improvements</b>						
		Master Space Plan Projects (CPA)	-	19,904	19,904	-
		Contribution to Agricultural Society 2013/2014 Building Projects (CPA)	60,000	60,000	60,000	-
		Security Task Projects- (CPA)	190,000	-	-	(190,000)
		TBD projects- (CPA)	41,338	-	-	(41,338)
		30-XXX-XXX-XXXX-6630	291,338	79,904	79,904	(231,338)
<b>Fund #30 Total</b>	<b>30-XXX-XXX-XXXX-66XX</b>		<b>291,338</b>	<b>79,904</b>	<b>79,904</b>	<b>(211,434)</b>
<b>Levy Dollars - Fund #30</b>			-	-	-	-
<b>Regional Rail Authority Right-of Way Capital Improvements</b>						
		Contribution to County for FTE (levy)	36,000	41,000	41,000	5,000
		Extension of MN River Bluffs Regional Trail (levy)-to fund 34	73,000	70,000	70,000	(3,000)
		TBD Regional Rail Authority Projects and Stewardship (levy)	11,000	33,000	33,000	22,000
		15-XXX-XXX-XXXX-66XX	120,000	144,000	144,000	24,000
<b>Fund #15 Total</b>	<b>15-XXX-XXX-XXXX-66XX</b>		<b>120,000</b>	<b>144,000</b>	<b>144,000</b>	<b>24,000</b>
<b>Levy Dollars - Fund #15</b>			<b>120,000</b>	<b>140,000</b>	<b>140,000</b>	<b>20,000</b>
<b>Road &amp; Bridge Capital Improvements</b>						
<b>Transfers</b>						
		CSAH Regular funds transfer to Fund 03	100,000	143,000	143,000	43,000
		Wheelage tax funds transfer to Fund 35	-	315,000	315,000	315,000
		03-304 & 35-814	100,000	458,000	458,000	358,000
<b>Professional Services</b>						

307-8637	CSAH 18 Reconstruction (State Aid)		311,000	311,000	311,000
307-8637	CSAH 18 Reconstruction (Mun / State Participation)		206,000	206,000	206,000
307-8740	CSAH 51 Bridge over Carver Creek (State Aid Regular)	30,000	-	-	(30,000)
307-8737	CR 140 Bridge #L2795 (CPA)	50,000	-	-	(50,000)
307-8738	CR 140 Bridge #10504 (CPA)	50,000	-	-	(50,000)
307-8739	CR 140 Bridge #L2797 (CPA)	50,000	-	-	(50,000)
307-8754	CSAH 14 Corridor Signal Improvements (State Aid Regular)	50,000	-	-	(50,000)
307-8765	NON-CIP CSAH 10/51 Ring Road (Mun / State Participation)		128,000	128,000	128,000
		<b>32-307-000-0000-6680</b>	<b>230,000</b>	<b>645,000</b>	<b>415,000</b>

**Construction**

307-8014	<b>Shoulder Widening (County Levy)</b>		400,000	400,000	400,000
307-8014	<b>Shoulder Widening (Wheelage Tax)</b>		495,000	495,000	495,000
307-8014	<b>Shoulder Widening (State Aid)</b>		561,000	561,000	561,000
307-8015	<b>Safety Set Aside (County Levy)</b>	150,000	175,000	175,000	25,000
307-8016	<b>Traffic Marking / Signs / Signals (County Levy)</b>	340,000	315,000	315,000	(25,000)
307-8016	<b>Traffic Marking / Signs / Signals (CPA)</b>		110,000	110,000	110,000
	Development Driven Road & Bridge Projects (Portion of 50% unallocated CPA)	10,000	-	-	(10,000)
307-8737	CR 140 Bridge #L2795 (Bridge Bonding)	481,000	-	-	(481,000)
307-8737	CR 140 Bridge #L2795 (CPA)	100,000	-	-	(100,000)
307-8738	CR 140 Bridge #10504 (Bridge Bonding)	721,000	-	-	(721,000)
307-8738	CR 140 Bridge #10504 (CPA)	100,000	-	-	(100,000)
307-8739	CR 140 Bridge #L2797 (Bridge Bonding)	296,000	-	-	(296,000)
307-8739	CR 140 Bridge #L2797 (CPA)	100,000	-	-	(100,000)
307-8740	CSAH 51 Bridge over Carver Creek (State Aid Regular)	163,000	-	-	(163,000)
307-8740	CSAH 51 Bridge over Carver Creek (Bridge Bonding)	163,000	-	-	(163,000)
307-8745	CSAH 33 Bridge #10515 (CPA)		32,084	32,084	32,084
307-8754	CSAH 14 Corridor Signal Improvements (State Aid Regular)	48,211	-	-	(48,211)
307-8754	CSAH 14 Corridor Signal Improvements (Federal)	482,112	-	-	(482,112)
307-8765	NON-CIP CSAH 10-51 Ring Road (Mun / State Participation)		640,000	640,000	640,000
307-8743	CSAH 23 Bridge #10507 (Bridge Bond)		112,000	112,000	112,000
307-8756	CR123 Flood Mitigation (Fund Balance)	210,561	-	-	(210,561)
	Flood Mitigation (CPA)	122,675	-	-	(122,675)
307-8757	CSAH 10 / TH 5 Intersection (State Aid Regular)	300,000	-	-	(300,000)
307-8780	CSAH 11 MN River Bridge (State Aid Regular)		225,000	225,000	225,000
307-8784	CSAH 61 Reconstruction (Mun / State Participation)		1,740,000	1,740,000	1,740,000
307-8784	CSAH 61 Reconstruction (CPA)		17,724	17,724	17,724
		<b>32-307-000-0000-6681</b>	<b>3,787,559</b>	<b>4,822,808</b>	<b>1,035,249</b>

**Right of Way**

307-8637	CSAH 18 Reconstruction (TH41 to Galpin) (State Aid Regular)	-	181,350	181,350	181,350
307-8637	CSAH 18 Reconstruction (TH41 to Galpin) (Municipal/ State)	-	268,650	268,650	268,650
307-8737	CR 140 Bridge #L2795 (Fund Balance)	40,000	-	-	(40,000)
307-8738	CR 140 Bridge #10504 (Fund Balance)	40,000	-	-	(40,000)
307-8739	CR 140 Bridge #L2797 (Fund Balance)	40,000	-	-	(40,000)
307-8740	CSAH 51 Bridge over Carver Creek (State Aid Regular)	40,000	-	-	(40,000)
307-8765	NON-CIP CSAH 10-51 Ring Road (Mun / State Participation)		520,500	520,500	520,500
		<b>32-307-000-0000-6685</b>	<b>160,000</b>	<b>970,500</b>	<b>810,500</b>

**Resurfacing/Maintenance**

307-8000	<b>Resurfacing/Maintenance (County Levy)</b>	1,200,000	900,000	900,000	(300,000)
307-8000	Resurfacing/Maintenance (Wheelage)	415,000	-	-	(415,000)
307-8000	Resurfacing/Maintenance (State Aid)	900,000	2,482,500	2,482,500	1,582,500
		<b>32-307-000-0000-6684</b>	<b>2,515,000</b>	<b>3,382,500</b>	<b>867,500</b>

<b>Fund #32 Total</b>	<b>32-307-XXX-XXXX-66XX</b>	<b>6,792,559</b>	<b>10,278,808</b>	<b>10,278,808</b>	<b>3,486,249</b>
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<b>Road &amp; Bridge Levy Dollars - Fund #32</b>		<b>1,690,000</b>	<b>1,790,000</b>	<b>1,790,000</b>	<b>100,000</b>
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# Attachment D: 2016 Facilities, Vehicles and Equipment

DEPT.	CIP #	DESCRIPTION	2015	2016	2016	Inc./Dec
			Approved	County Administrator's Preliminary Recommendation	Board Approved	
<b>Administrative Services - Facilities</b>						
Building Improvements - 6640						
	01-110	Facilities - Manager Initiatives	326,500	335,000	335,000	8,500
		Building Improvements 01-110-000-0000-6640	326,500	335,000	335,000	8,500
Dept Total		01-110-XXX-0000-66XX	326,500	335,000	335,000	8,500
<b>Administrative Services - Information Services</b>						
Manager Capital Initiatives						
		Technology - Manager Initiatives	310,000	320,000	320,000	10,000
		Software: 01-049-046-0000-6660	310,000	320,000	320,000	10,000
<b>Client Services</b>						
		Scanner Replacement	-	12,000	12,000	12,000
		Equipment: 01-049-060-0000-6660	-	12,000	12,000	12,000
Dept Total		01-049-XXX-XXXX-66XX	310,000	332,000	332,000	22,000
<b>Administrative Services - Library</b>						
Administration						
		Furniture replacement	15,000	10,000	10,000	(5,000)
		Self checkout replacement	-	20,000	20,000	20,000
		Equipment: 01-014-500-0000-6660	15,000	30,000	30,000	15,000
Dept Total		01-014-XXX-XXXX-66XX	15,000	30,000	30,000	15,000
<b>Administrative Services - Administration</b>						
		Ergonomic/adjustable height workstations/tables	50,000	-	-	(50,000)
		Equipment: 01-0XX-000-0000-6660	50,000	-	-	(50,000)
Dept Total		01-XX0-000-0000-66XX	50,000	-	-	(50,000)
<b>Public Health &amp; Environment</b>						
Planning and Water Management						
		Vehicle	30,000	-	-	(30,000)
		01-123-120-XXXX-6670	30,000	-	-	(30,000)
		Carver County Water Mgmt. Organization Project Fund*	140,000	135,000	135,000	(5,000)
		16-XXX-XXX-XXXX-6630	140,000	135,000	135,000	(5,000)
Division Total		16-XXX-XXX-XXXX-66XX	170,000	135,000	135,000	(35,000)
<b>Sheriff's Office</b>						
Jail						
		Washing Machines	-	25,000	25,000	25,000
		Jail Appliance Replacement LEC	40,000	-	-	(40,000)
		Jail- Paint	5,000	-	-	(5,000)
		Equipment: 01-201-235-0000-6660	45,000	25,000	25,000	(20,000)

<b>Support Services</b>		Total Capital Outlay 01-201-235	45,000	25,000	25,000	(20,000)
		Transport Van w/Security Divider	45,000	-	-	(45,000)
		Conference room/ office renovation		24,000	24,000	24,000
		Vehicles: 01-201-231-000-XXXX	45,000	24,000	24,000	(21,000)
		Total Capital Outlay 01-201-231	45,000	24,000	24,000	(21,000)
<b>Patrol</b>						
	236-01	Vehicles	283,342	247,500	247,500	(35,842)
		Vehicles: 01-201-236-0000-6670	283,342	247,500	247,500	(35,842)
		Total Capital Outlay 01-201-236	283,342	247,500	247,500	(35,842)
<b>Communication</b>						
	240-	MDCs and Radios	50,000	50,000	50,000	-
		Dispatch Consoles (equipment paid by 911 fees*)	700,000	-	-	(700,000)
		Equipment: 01-201-240-0000-6660	750,000	50,000	50,000	(700,000)
		Total Capital Outlay 01-201-240	750,000	50,000	50,000	(700,000)
<b>Division Total</b>		01-201-XXX-XXXX-66XX	1,123,342	346,500	346,500	(776,842)
<b>Public Works</b>						
<b>Highway Operations</b>						
		AVL / GPS for PW Fleet	15,000	-	-	(15,000)
		Public Works Equipment	-	265,000	265,000	265,000
		Public Works Equipment (CSAH)		150,000	150,000	150,000
		Equipment: 03-304-000-0000-6660	15,000	415,000	415,000	250,000
	305-020	Pickups (CSAH)	35,000	-	-	(35,000)
		1Ton Crew Cab (Dump Box) (CSAH)	55,000	-	-	(55,000)
		Trimble R10 GNSS (2) & TSC# Controller (CSAH)	48,000	-	-	(48,000)
		Hwy Vehicles: 03-304-000-0000-6670	138,000	-	-	(138,000)
		Skid Steer Loader	75,000	-	-	(75,000)
		Dozer	70,000	-	-	(70,000)
		Portable Traffic Signs (Levy)	42,500	-	-	(42,500)
		Portable Traffic Signs (CSAH)	7,500	-	-	(7,500)
		Vac Truck Nozzles (CSAH)	7,000	-	-	(7,000)
		Hwy Eq: 03-304-000-0000-6690	202,000	-	-	(202,000)
		Total Capital Outlay: 03-304	355,000	415,000	415,000	(90,000)
<b>Equipment Operations</b>						
		Fuel System Upgrade (CSAH)	35,000	-	-	(35,000)
		Fleet Pool Management Software	10,000	-	-	(10,000)
		Software: 03-306-000-0000-6655	45,000	-	-	(45,000)
		Total Capital Outlay 03-306	45,000	-	-	(45,000)
<b>Dept Total</b>		03-XXX-XXX-XXXX-66XX	400,000	415,000	415,000	(135,000)
<b>Park Administration</b>						
		Park Maintenance Projects (paid by increase in park permit fees*)	35,426	26,000	26,000	(9,426)
		Site Improvements: 01-520-000-0000-6610	35,426	26,000	26,000	(9,426)
		One Ton Diesel	51,000	-	-	(51,000)
		Equipment: 01-520-000-0000-6660	51,000	-	-	(51,000)

Dept Total	01-520-XXX-0000-66XX	86,426	26,000	26,000	(60,426)
<b>Social Services</b>					
	Software Purchase	-	10,000	10,000	10,000
	Software 11-405-600-XXXX-6655	-	10,000	10,000	10,000
	Home & Community Based Care Dept. Electronic Document Management Software (non-levy)	50,000	50,000	50,000	-
	Software 11-405-700-XXXX-6655	50,000	50,000	50,000	-
	Replacement Client Transport Vehicles (1 @ \$30,000)	25,000	30,000	30,000	5,000
	Vehicles 11-405-700-XXXX-6670	25,000	30,000	30,000	5,000
Division Total	11-XXX-XXX-XXXX-66XX	75,000	90,000	90,000	15,000
<b>County Totals</b>		<b>2,556,268</b>	<b>1,709,500</b>	<b>1,709,500</b>	<b>(996,768)</b>
	*Non-Levy Dollars Available to Pay	<u>(1,112,926)</u>	<u>(371,000)</u>	<u>(371,000)</u>	<u>(741,926)</u>
	Net Levy Dollars Needed	<u>\$ 1,443,342</u>	<u>\$ 1,338,500</u>	<u>\$ 1,338,500</u>	<u>\$ (104,842)</u>



**CONFERENCE AND TRAINING LIST  
BY DEPARTMENT FOR 2016**

DIVISION - DEPT.	DESCRIPTION	2015		2016	
		2015 Budget	Budget (Reorg)	Adopted	Inc./Dec
<b>Commissioners</b>					
	This includes funding for five Board members for various conferences and training throughout the year, including out of state conferences they may attend.	20,000	20,000	20,000	-
<b>Total- Commissioners</b>	<b>01-001-XXX-0000-6332</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>
<b>County Administration</b>					
	AMC Annual Conference	700	700	700	-
	MCMA/MACA Annual Conference	725	725	725	-
	MACA Fall	475	475	475	-
	NACO/ICMA National	2,000	2,000	2,000	-
	Misc.- Administrator/staff	200	200	200	-
<b>Total- County Administration</b>	<b>01-030-000-0000-6332</b>	<b>4,100</b>	<b>4,100</b>	<b>4,100</b>	<b>-</b>
<b>Public Services - Administration</b>					
	APMP Meetings- Minnesota	200	200	200	-
	MCMA/MACA Annual Conference- Minnesota - 2	1,350	1,350	1,350	-
	ICMA National Conference- Missouri- 2	3,600	3,600	1,600	(2,000)
	MACA Fall- Minnesota	475	475	475	-
	Misc. Training	1,025	1,025	1,025	-
	Grant Workshop/Training	-	1,000	1,000	-
	AMC State Conference (previously under PH&E admin)	325	325	325	-
	Land Use, Environmental or Water Resource issues workshop or seminar (previously under PH&E admin)	475	475	475	-
	Staff Professional Training (previously under PH&E admin)	100	100	100	-
<b>Total- Public Services Admin</b>	<b>01-048-000-0000-6332</b>	<b>7,550</b>	<b>8,550</b>	<b>6,550</b>	<b>(2,000)</b>
<b>Public Services - Facilities</b>					
Facilities Management					
	Boiler Chemical - Water Treatment - Electrical CE's	1,800	1,800	1,800	-
	Siemens Control Apogee Training - BAS HVAC	1,000	1,000	1,000	-
	Amag/Milestone Security software - Local	1,800	1,800	1,800	-
	IFMA & EDAM - Local	1,100	1,100	1,100	-
	IFMA National	1,400	1,400	1,400	-
<b>Total- Facilities</b>	<b>01-110-000-0000-6332</b>	<b>7,100</b>	<b>7,100</b>	<b>7,100</b>	<b>-</b>
<b>Public Services - Information Services</b>					
<b>Manager</b>					
	In state training	4,000	4,000	4,000	-
	<b>01-049-000-0000-6332</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>
<b>Technical Services</b>					
	Sr. System Engineer - VMWare World (out of state - 1 )	7,000	7,000	7,000	-
	Tech Supervisor Data Center Conference (out of state - 1)	3,000	3,000	3,000	-
	In state training	18,000	18,000	18,000	-
	<b>01-049-046-0000-6332</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>	<b>-</b>
<b>Central Services &amp; Records Mgt</b>					
	ARMA National Fall Conference (out of state - 1)	3,000	3,000	3,000	-
	In state training	4,000	4,000	4,000	-
	<b>01-049-xxx-0000-6332</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>-</b>
<b>GIS</b>					
	ESRI International Conf. (out of state - 2)	4,000	4,000	4,000	-
	ESRI Developers Summit (out of state - 2)	4,600	4,600	4,600	-
	In state training	6,400	6,400	6,400	-
	<b>01-049-062-0000-6332</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>
<b>APPLICATIONS (WEB/DBA/PMO)</b>					
	Onbase National Conference (out of state - 1)	3,500	3,500	3,500	-
	Web and SharePoint (out of state - 1)	3,500	3,500	3,500	-
	SQL Database Conference (out of state - 1)	3,500	3,500	3,500	-
	CRM/PM/BA Conference (out of state - 2)	7,000	7,000	7,000	-
	In state training	10,500	10,500	10,500	-
	<b>01-049-064-0000-6332</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>	<b>-</b>
<b>CarverLink</b>					
	In state training	2,300	2,300	2,300	-
	<b>02-048-000-0000-6332</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>	<b>-</b>
<b>Total- Information Tech</b>	<b>01-049-XXX-XXXX-6332 &amp; 02-048.6332</b>	<b>84,300</b>	<b>84,300</b>	<b>84,300</b>	<b>-</b>
<b>Public Services - Library</b>					
<b>Book Expo of America</b>					
	May 12-14, 2016, Chicago, IL	1,000	1,000	1,000	-
<b>ALSC National Institute</b>					
	September 15-17, 2016, Charlotte, NC	1,000	1,000	1,000	-
<b>IUG 2016</b>					
	March 15-18, San Francisco, CA	2,000	2,000	2,000	-
<b>PLA Annual Conference 2016</b> (4 - MELSA will pay part of expenses)					
	April 5-9, 2016, Denver, CO	4,000	4,000	2,000	(2,000)
<b>Additional Staff Training</b>					
		-	-	-	-

**CONFERENCE AND TRAINING LIST  
BY DEPARTMENT FOR 2016**

DIVISION - DEPT.	DESCRIPTION	2015		2016	
		2015 Budget	Budget (Reorg)	Adopted	Inc./Dec
	01-014-500-0000-6332	8,000	8,000	6,000	(2,000)
	American Association of Law Libraries (funded by Law Library Fees)	3,500	3,500	3,500	-
	02-508-000-0000-6332	3,500	3,500	3,500	-
<b>Total- Library</b>	<b>01-014-500-0000-6332</b>	<b>11,500</b>	<b>11,500</b>	<b>9,500</b>	<b>(2,000)</b>
<b>Public Services - Veteran Services</b>					
	120 MN DVA Spring Training/Conference Hutchinson, MN - April 2016	500	500	500	-
	120 National County Veterans Service Officer Conference at Myrtle Beach, SC - May 14-21, 2016	3,000	3,000	3,000	-
	120 Minnesota County Veterans Service Officer Conference at Nissawa, MN - Sept. 2016	1,000	1,000	1,000	-
	120 County Veterans Service Officer Assistant's & Secretary Association Conference at St. Cloud, MN - Sept. 2016	500	500	500	-
<b>Total- Veteran Services</b>	<b>01-120-000-0000-6332</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>
<b>Public Services - Land Management</b>					
	Planning/Zoning Administrators workshop or conference	900	900	900	-
	Tuition Reimbursement	200	200	200	-
	Continuing Education - Building Plan Technician Certification and Septic Certification	300	300	300	-
	CRM Training	200	200	200	-
	01-123-160-0000-6332	1,600	1,600	1,600	-
<b>Public Services- Environmental Services</b>					
<b>Administration</b>					
	Annual Agricultural Inspectors Conference	300	300	250	(50)
	Annual MPCA Sewage Treatment System Cont. Education (3)	400	400	900	500
	Annual MPCA County Feedlot Officers Training	400	400	300	(100)
	Misc. professional conferences or work related tuition reimbursement	400	400	400	-
	National Environmental Health Assoc. Conference [Out of State] / or tuition reimbursement - Manager	1,000	1,000	1,000	-
	Feedlot, SSTS and Water Quality misc. conferences	500	500	500	-
<b>Solid Waste</b>					
	RAM/SWANA Annual Conference [4]	850	850	950	100
	SWAA Annual conference	300	300	200	(100)
	Misc. special issue conferences	350	350	300	(50)
<b>Industrial Hazardous Waste</b>					
	National Household Hazardous Waste Conf. - [Out of State]- potentially Great Lakes Product Stewardship Initiative, National Product Stewardship Council	500	500	500	-
	National Hazardous Waste Conference - Out of State	500	500	500	-
	MN GroundWater Conference	150	150	150	-
	Misc. special issue conferences	400	400	300	(100)
	Management Training [Senior Environmentalist]	200	200	-	(200)
	OSHA/Safety Training	300	300	300	-
	01-123-130-XXXX-6332	6,550	6,550	6,550	-
<b>Public Services - Planning &amp; Water Management</b>					
	Various water related, ISTS, WCA, Wetland, Erosion Control Conferences, seminars, training sessions	1,250	1,250	1,250	-
	ESRI Annual User Conference - Out of State	1,400	1,400	1,400	-
	Misc. Professional conferences or Tuition Reimbursement	250	250	250	-
	Annual Water Planner's Conference	350	350	350	-
	GIS Conference & Training	300	300	300	-
	National (Out of State) or State/Local Wetland and/or CRM Training	1,500	1,500	1,500	-
	National (Out of State) or State Water & Planning conference: potential Nat. APA Conf., Nat. NALMS Conf., Nat. StormCon Conf., Nat. TMDL Conf., State Water Resources, State MNAPA or State MECA, National LID Symposium	1,550	1,550	1,550	-
	01-123-XXX-XXXX-6332 & 16.6332	6,600	6,600	6,600	-
<b>Total- Public Services</b>		<b>130,200</b>	<b>131,200</b>	<b>127,200</b>	<b>(4,000)</b>
<b>Attorney</b>					
	Civil Conference (outside funding)	-	-	3,000	3,000
	NDA- Utah (outside funding)	-	-	3,000	3,000
	02-090-000-0000-6332	-	-	6,000	6,000
	Various training courses- continuing education credits for Attorneys	8,500	8,500	8,500	-
	01-090-000-0000-6332	8,500	8,500	8,500	-
<b>Total- Attorney</b>		<b>8,500</b>	<b>8,500</b>	<b>14,500</b>	<b>6,000</b>
<b>Court Services - Probation</b>					
	Correctional Evidence-Based Practices (LS/CMI, YLS, MI, Case Planning, etc.)	500	500	500	-
	Cognitive Skills training & offender programming (local & out-of-state)	1,000	1,000	-	(1,000)
	APPA National Probation Training Institute (Out-of-State)	2,800	2,800	2,800	-
	MN Association of County Probation Officers (MACPO) - Spring Conference	1,000	1,000	1,000	-
	MACPO Regional Training for Probation Officers	250	250	250	-

**CONFERENCE AND TRAINING LIST  
BY DEPARTMENT FOR 2016**

DIVISION - DEPT.	DESCRIPTION	2015		2016	
		2015 Budget	Budget (Reorg)	Adopted	Inc./Dec
	Supervision strategies and treatment methods for Probation Officers	100	100	100	-
	Minnesota Corrections Association (MCA) - Fall Institute	750	750	750	-
	Female Offender Conference- local	100	100	100	-
<b>Total- Court Services</b>	<b>01-252-XXX-XXXX-6332</b>	<b>6,500</b>	<b>6,500</b>	<b>5,500</b>	<b>(1,000)</b>

**Employee Relations - Personnel Services**

	MCHRMA Spring Conference	300	300	300	-
	MCHRMA Fall Conference	400	400	400	-
	MPELRA Summer Conference	500	500	500	-
	MPELRA Winter Session	200	200	200	-
	ADA, WC, FMLA, COBRA	300	300	300	-
	SHRM Seminars	600	600	600	-
	Support, MCIT Seminars	600	600	600	-
	Legal Update Seminars	2,400	2,400	2,400	-
	NPELRA or IPMA or NEOGOV Out-of-State Conference (TBD, Nevada)	2,000	2,000	2,000	-
	IPMA Local, Regional or National Conference	700	700	700	-
	PRIMA National Conference (TBD)	2,000	2,000	2,000	-
<b>Total- Employee Relations</b>	<b>01-050-000-0000-6332</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>

**Property & Financial Services**

**Property & Financial Services- Financial Services**

	National GFOA Conference (1), Toronto, Ontario	2,200	2,200	2,200	-
	National APA Congress(1), Nashville, TN	3,000	3,000	3,000	-
	Minnesota GFOA Conference (2)	1,500	1,500	1,500	-
	MCCC Annual Conference	850	850	850	-
	Grant Workshop/Training	1,000	-	-	-
	Additional Staff Training (IFS, Year-end, OSA)	1,250	1,250	1,250	-
	Treasurer's Mid-Year Conference	750	750	750	-
<b>Total- Finance</b>	<b>01-045-000-0000-6332</b>	<b>10,550</b>	<b>9,550</b>	<b>9,550</b>	<b>-</b>

**Property & Financial Services- Taxpayer Services**

**Administration**

	MN Assoc. of County Officers	750	750	750	-
	MN Assoc. of County Auditors	1,600	1,600	1,600	-
	Tax Training /Dept. Revenue	1,500	1,500	1,500	-
	MCCC Conference	1,500	1,500	1,500	-
	Staff Training	2,150	2,150	2,150	-
	<b>01-040-040-0000-6332</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>-</b>

**License Center**

	MN Assoc. of County Officers	600	600	600	-
	Deputy Registrar Annual Meeting	600	600	600	-
	Staff Training	800	800	800	-
	<b>01-040-055-0000-6332</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>-</b>

**Elections**

	MN Assoc. of County Officers	600	600	600	-
	Sec. of State Training	600	600	600	-
	Staff Training	600	600	600	-
	<b>01-040-065-0000-6332</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>-</b>

<b>Total- Taxpayer Services</b>	<b>01-040-XXX-XXXX-6332</b>	<b>11,300</b>	<b>11,300</b>	<b>11,300</b>	<b>-</b>
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**Property & Financial Services-Property Assessment**

	MAAO Fall Conference	1,220	1,220	1,220	-
	MAAO Seminars	700	700	700	-
	CLE Seminars	750	750	750	-
	MCCC Annual Conference	500	500	500	-
	Appraisal Training	5,400	5,400	3,100	(2,300)
<b>Total- Property Assessment</b>	<b>01-047-000-0000-6332</b>	<b>8,570</b>	<b>8,570</b>	<b>6,270</b>	<b>(2,300)</b>

**Property & Financial Services-Property Records**

	MN Association of County Officers	2,000	2,000	2,000	-
	Recorder's Conference	2,000	2,000	2,000	-
	Examiner of Titles Training	500	500	500	-
	Staff Training	1,089	1,089	1,089	-
	MN GIS Conference	-	500	500	-
	MSPS Annual Conference	-	375	375	-
	MSPS Seminar	-	150	150	-
	MN RealEstate Institute	-	500	500	-
<b>Total- Property Records</b>	<b>01-100-000-0000-6332</b>	<b>5,589</b>	<b>7,114</b>	<b>7,114</b>	<b>-</b>

<b>Total- Property &amp; Financial Services</b>		<b>36,009</b>	<b>36,534</b>	<b>34,234</b>	<b>(2,300)</b>
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**Public Works - Road & Bridge**

**Administration**

	MCEA Institute	760	760	760	-
	MCEA Summer Conference	550	550	550	-
	Highway Accountants Conference (2)	700	700	700	-
	AMC Annual Conference	550	550	550	-
	NACE Annual Conference (Tacoma, WA) OUT OF STATE	2,000	2,000	2,200	200

**CONFERENCE AND TRAINING LIST  
BY DEPARTMENT FOR 2016**

DIVISION - DEPT.	DESCRIPTION	2015		2016	
		2015 Budget	Budget (Reorg)	Adopted	Inc./Dec
	MTA Fly In	1,300	1,300	1,300	-
	MTA Annual Meeting	100	100	100	-
	MAPA (MN Asphalt Pavement Assoc.)	100	100	100	-
	Local Road Research Board Conferences (100% paid by LRRB - 2 in-state, 2 out of state, and 1 international	-	-	-	-
	Miscellaneous	1,440	1,440	1,240	(200)
	<b>03-301-000-0000-6332</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>-</b>
<b>Program Delivery</b>					
	MCEA Institute	3,040	3,040	1,074	(1,966)
	MCEA Summer Conference	550	550	400	(150)
	MSPS Conference	1,500	475	900	425
	MN-Dot Survey Technical Conference	1,200	1,200	1,200	-
	Frontier Precision	750	750	750	-
	CTC AutoCad	2,000	2,000	-	(2,000)
	MN GISLIS Conference	1,500	1,000	1,000	-
	ESRI User Conference (San Diego) OUT OF STATE	1,500	1,500	1,500	-
	Leadership Training	500	500	500	-
	ESRI Instructor Lead Training	3,000	3,000	3,000	-
	MN Transportation Conference	400	400	400	-
	Toward Zero Deaths Conference	800	800	800	-
	MN-Dot and U of M certificates	2,000	2,000	2,000	-
	MN-Dot and U of M re-certificates	2,200	2,200	2,000	(200)
	MN-Dot R-O-W Conference	500	500	500	-
	Microsoft Project Training	1,000	1,000	2,000	1,000
	Project Management Training	1,000	1,000	1,000	-
	NACE Annual Conference (Tacoma, WA) OUT OF STATE	2,400	2,400	2,200	(200)
	MN Bar Association	500	500	500	-
	Miscellaneous Training -	1,060	1,060	-	(1,060)
	<b>03-303-000-0000-6332</b>	<b>27,400</b>	<b>25,875</b>	<b>21,724</b>	<b>(4,151)</b>
<b>Highway Operations</b>					
	Examples: Safety & Wellness Conferences				
	Equipment Training, Pesticide	6,000	6,000	-	(6,000)
	APWA National and Snow Conference, (out of State)	-	-	3,000	3,000
	NAFA 2016 Fleet Manager convention, (out of State)	-	-	3,000	3,000
	Asset Works Academy (2 staff) OUT OF STATE	-	-	5,500	5,500
	Misc Traing				
	<b>03-304-000-0000-6332</b>	<b>6,000</b>	<b>6,000</b>	<b>11,500</b>	<b>5,500</b>
<b>Equipment Operations</b>					
	Hydraulic, Electrical, & Welding Training	5,000	5,000	10,000	5,000
	<b>03-306-000-0000-6332</b>	<b>5,000</b>	<b>5,000</b>	<b>10,000</b>	<b>5,000</b>
<b>Total- Public Works 03-XXX-XXX-XXXX-6332 45,900 44,375 50,724 6,349</b>					
<b>Public Works - Parks</b>					
	MRPA Annual Conference	1,500	1,500	1,500	-
	MN Shade Tree Short	100	100	100	-
	MRPA Seminars	100	100	100	-
	Park Supervisor Seminars	100	100	100	-
	National Park Institute (Out of State)	1,200	1,200	1,200	-
	<b>01-520-000-0000-6332</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>-</b>
<b>Sheriff's Office</b>					
<b>Administrative Services Unit</b>		8,200	8,200	8,200	-
	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	9,000	-
	Jail Training-Conf, Mgmt. Training, etc.				
	From SS Other				
<b>Operation Services Unit</b>		10,340	10,340	10,005	(335)
	Investigation Division				
	Crime Technician				
	School Resource Officer/Gangs/Bike Patrol				
	SERT				
<b>Patrol Services Unit</b>		20,220	20,220	-	(20,220)
	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>		13,806	13,806	34,463	20,657
	ATV				
	Civil Process				
	Conceal and Carry				
	Warrants				
	Dive Team				

**CONFERENCE AND TRAINING LIST  
BY DEPARTMENT FOR 2016**

DIVISION - DEPT.	DESCRIPTION	2015		2016	
		2015 Budget	Budget (Reorg)	Adopted	Inc./Dec
	Community Service Officers (CSO)				
	Court/Bailiffs				
	Reserves				
	Volunteer Services- Chaplain				
	Rec Services - Water Patrol				
	Snowmobile				
	Training -In House Entire Office - Sex Harr, Cult Div., 1st Aid				
	Instructor Courses-recertification, etc.				
	Supervisory - Sgt & Cpl				
	Licensed Personnel Training				
	ILEETA Conference Outstate - Chicago, IL (1)				
	<b>01-201-XXX-XXXX-6332</b>	<b>61,566</b>	<b>61,566</b>	<b>61,668</b>	<b>102</b>
<b>Emergency Management Unit</b>					
	AMEM Emergency Management Conference	1,500	1,500	2,900	1,400
	Governor's Emergency Mgmt. Conf.	600	600	600	-
	Emergency Management Training	600	600	600	-
	Hazardous Materials Training	900	900	900	-
	<b>01-201-280-0000-6332</b>	<b>3,600</b>	<b>3,600</b>	<b>5,000</b>	<b>1,400</b>
<b>Conceal &amp; Carry</b>					
	Conceal & Carry- reserve fund	1,700	1,700	1,700	-
	<b>02-202-000-0000-6332</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>-</b>
<b>Reserves-</b>					
	Reserves	1,000	1,000	1,000	-
	<b>02-204-000-0000-6332</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>
<b>Explorers</b>					
	Explorers	2,750	2,750	2,750	-
	<b>02-205-000-0000-6332</b>	<b>2,750</b>	<b>2,750</b>	<b>2,750</b>	<b>-</b>
<b>Posse</b>					
	Posse Training	3,750	3,750	3,750	-
	<b>02-203-000-0000-6332</b>	<b>3,750</b>	<b>3,750</b>	<b>3,750</b>	<b>-</b>
<b>911 Communication</b>					
	Communications	4,200	4,200	4,200	-
	APCO/NENA MSA State Conference-(6)	3,480	3,480	3,480	-
	<b>02-911-000-0000-6332</b>	<b>7,680</b>	<b>7,680</b>	<b>7,680</b>	<b>-</b>
<b>Total- Sheriff</b>	<b>01-201-XXX-XXXX-6332</b>	<b>82,046</b>	<b>82,046</b>	<b>83,548</b>	<b>1,502</b>
<b>Health &amp; Human Services- Social Services</b>					
	National Child Protection Training Center Annual Conf. - Out of State	1,200	1,200	1,200	-
	Workforce Conference - Out of State - Out of State	1,400	1,400	1,400	-
	National Eligibility Workers Assoc Conf - Out of State	2,600	2,600	4,800	2,200
	National Child Support Assoc Conf Out of State	3,600	3,600	1,400	(2,200)
	National Child Support Assoc Conf Out of State - County Attorney	1,800	1,800	1,800	-
	OJJDP Regional Training - Out of State	1,200	1,200	-	(1,200)
	Midwest Conf on Child Sexual Abuse - Out of State	1,055	1,055	1,500	445
	Signs of Safety Training - Out of State	-	-	5,000	5,000
	International Signs of Safety Garthering - Out of State	-	-	4,000	4,000
	International Conf on Violence, Abuse, & Trauma- Out of State	1,500	1,500	-	(1,500)
	Solution Focused Brief Therapy National Conference - Out of State	1,200	1,200	1,200	-
	National Attachment Conference - Out of State	1,800	1,800	1,800	-
	National Conference Community on Behavior Health - Out of State	2,800	2,800	2,800	-
	International Trauma Conference - Out of State	1,675	1,675	1,675	-
	Mental Health America Annual Conference - Out of State	1,425	1,425	1,500	75
	Justice and Mental Health Second Chance Conference - Out of State	1,600	1,600	1,600	-
	Conferences within State	49,135	49,135	44,472	(4,663)
	<b>11-XXX-XXX-XXXX-6332</b>	<b>73,990</b>	<b>73,990</b>	<b>76,147</b>	<b>2,157</b>
<b>Public Health (previously under PH&amp;E)</b>					
<b>Public Health Department - Leadership</b>					
	National Public Health Conference - Out of State: potentially NACCHO, APHA, ASTHO or other public health focused conference	-	-	2,500	2,500
	AMC State Conference	300	300	300	-
	CHS State Conference	1,500	1,500	1,500	-
	Minnesota E-Health Summit (see Public Health Nursing Unit)	-	-	-	-
	CPHEO Public Health Institute Seminars	1,000	1,000	1,500	500
	Staff Computer Trainings	700	700	700	-
<b>Public Health Nursing Unit</b>					
	Training for Maternal & Child Health	700	700	700	-
	Training for TANF-related Family Home Visiting	1,000	1,000	1,500	500
	Training for Disease Prevention & Control	2,000	2,000	1,000	(1,000)
	Training for Child & Teen Checkups	100	100	100	-
	Minnesota E-Health Summit	400	400	500	100
	National Conference - Out of State: focused on Family Health and Family Home Visiting	4,500	4,500	2,000	(2,500)

**CONFERENCE AND TRAINING LIST  
BY DEPARTMENT FOR 2016**

DIVISION - DEPT.	DESCRIPTION	2015		2016	
		2015 Budget	Budget (Reorg)	Adopted	Inc./Dec
<b>Planning &amp; Promotion Unit</b>					
	Health Promotion Focused Conference - Out of State	6,500	6,500	4,550	(1,950)
	Aging Focused Conference - Out of State	-	-	3,700	3,700
	NACCHO National Preparedness Conference - Out of State	1,800	1,800	-	(1,800)
	GIS Conference & Training - Out of State	3,000	3,000	3,000	-
	Planning and Health Promotion Workshops and Seminars	3,000	3,000	3,000	-
	Public Health Emergency Preparedness Training	450	450	400	(50)
	<b>11-460-XXX-XXXX-6332</b>	<b>26,950</b>	<b>26,950</b>	<b>26,950</b>	<b>-</b>
<b>Total- Health &amp; Human Services</b>	<b>11-XXX-XXX-XXXX-6332</b>	<b>100,940</b>	<b>100,940</b>	<b>103,097</b>	<b>2,157</b>
<b>County Totals</b>		<b>447,195</b>	<b>447,195</b>	<b>455,903</b>	<b>8,708</b>

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

Date: December 15, 2015

Resolution: 70-15

Motion by Commissioner: Workman

Seconded by Commissioner: Lynch

**CERTIFYING  
2016 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 Board of Commissioners has reviewed budget requests from various divisions and agencies of the County and has made a determination of the Ad Valorem Property Tax required to support county operations for the Calendar Year 2016.

NOW, THEREFORE, BE IT RESOLVED by the Carver County Board of Commissioners that there by, and hereby is, levied upon the taxable property of the County of Carver the following sums for the respective purposes indicated herein for the calendar year commencing January 1, 2016, to wit:

GENERAL FUND	\$29,778,667
Road and Bridge Fund	4,124,261
Community Social Services Fund	9,315,407
Road & Bridge Capital Improvement Fund	1,790,000
Debt Services Fund	4,939,365
Unestad Tax Abatement	123,000
Engler Blvd Tax Abatement	172,000
<b>Total Levy County</b>	<b>\$50,242,700</b>
Carver Watershed Management Organization	614,458
<b>Total Combined Levy</b>	<b>\$50,857,158</b>

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

STATE OF MINNESOTA  
COUNTY OF CARVER

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Board of County Commissioners, Carver County, Minnesota, at its session held on the 15<sup>th</sup> day of December, 2015, now on file in the Administration Office, and have found the same to be a true and correct copy thereof.

Dated this 15th day of December, 2015.

DocuSigned by:  
*David Hemze*  
5A10677562B942D...  
County Administrator

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

Date: December 15, 2015

Resolution: 71-15

Motion by Commissioner: Workman

Seconded by Commissioner: Lynch

**COUNTY BOARD ADOPTION OF THE  
2016 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 2016 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:

**2016 CARVER COUNTY BUDGETS**

	<u>REVENUE</u>	<u>EXPENDITURE</u>
General Revenue Fund	\$48,912,316	\$48,912,316
Road and Bridge Fund	7,286,261	7,286,261
Community Social Services Fund	25,292,125	25,292,125
Buildings CIP Fund	79,904	79,904
Road & Bridge CIP Fund	10,278,808	10,278,808
Parks & Trail CIP Fund	149,904	149,904
Debt Service Fund	5,549,365	5,549,365
County Ditch Fund	46,270	46,270
Carver County Water Management Organization	656,958	656,958
Self-Insurance Revolving Fund	<u>1,040,768</u>	<u>1,040,768</u>
<b>Total</b>	<b>\$99,292,679</b>	<b>\$99,292,679</b>

NOW, THEREFORE, BE IT RESOLVED by the Carver County Board of Commissioners that the 2016 operating and capital budgets are hereby adopted and placed on file in the Carver County Taxpayer Service's Office.

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

BE IT FURTHER RESOLVED, that the County Board will continue to commit the total fund balance of the Other Post Employment Benefit ("OPEB") trust, held in a Revocable trust account with the Public Employees Retirement Association ("PERA"), reported in the General 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, any capital expenditure (object code 6600's) greater than \$2,500 not itemized in the budget must have prior County Administrator 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 2016 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 2016 as deemed appropriate by the County 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 2016 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 2016 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

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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 15<sup>th</sup> day of December, 2015, now on file in the Administration office, and have found the same to be a true and correct copy thereof.

Dated this 15th day of December, 2015.

DocuSigned by:  
*David Hemze*  
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\_\_\_\_\_  
County Administrator

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

Date: December 15, 2015

Resolution: 72-15

Motion by Commissioner: Ische

Seconded by Commissioner: Degler

**COUNTY BOARD ADOPTION OF THE  
2017 LONG TERM FINANCIAL PLAN  
FOR CARVER COUNTY**

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

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

NOW, THEREFORE, BE IT RESOLVED by the Carver County Board of Commissioners 2017 Long Term Financial Plan is hereby adopted and placed on the County's website.

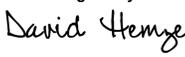
BE IT FINALLY RESOLVED, that copies of this Plan be forwarded to division directors of Carver County

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

STATE OF MINNESOTA  
COUNTY OF CARVER

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Board of County Commissioners, Carver County, Minnesota, at its session held on the 15<sup>th</sup> day of December, 2015, now on file in the Administration office, and have found the same to be a true and correct copy thereof.

Dated this 15th day of December, 2015.

DocuSigned by:  
  
5A10677562B942D...  
County Administrator

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

Date September 1, 2015 Resolution No. 46-15  
Motion by Ische Seconded by Workman

**RESOLUTION APPROVING THE 2016 PROPOSED BUDGET AND PAYABLE 2016  
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 2016 budget and levied the special benefits tax, payable 2016, 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 2016 of taxes upon the taxable property in the County in the amounts specified for purposes other than such debt service in the Authority’s annual budget upon the taxable property in the County.
  2. The Authority’s requested levy of \$2,179,852 for taxes payable 2016 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.
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**YES**

**NO**

**ABSENT**

**Degler**

**Ische**

**Lynch**

**Maluchnik**

**Workman**

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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 1<sup>st</sup> day of September, 2015, now on file in the Administration Office, and have found the same to be a true and correct copy thereof.

Dated this 1<sup>st</sup> day of September, 2015.

DocuSigned by:

*David Hemze*

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David Hemze, County Administrator

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

Date: December 15, 2015

Resolution: CCRRA #01-15

Motion by Commissioner: Workman

Seconded by Commissioner: Degler

**CERTIFYING 2016 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 2016.

NOW, THEREFORE, BE IT RESOLVED by the Carver County Regional Rail Authority Board that there by, and hereby is, levied upon the taxable property of the County of Carver the following sums for the respective purposes indicated herein for the calendar year commencing January 1, 2016, to wit:

CARVER COUNTY REGIONAL RAIL AUTHORITY	<u>\$140,000</u>
---------------------------------------	------------------

**ADOPTION OF 2016 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 2016 budget year; and

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

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

NOW, THEREFORE, BE IT RESOLVED by the Carver County Regional Rail Authority Board that the 2016 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 2016 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 Finance Director after review for adequate transfer of existing budget or addition of new revenue sources.

BE IT FURTHER RESOLVED, capital expenditures that have been itemized in the 2016 budget when purchased must conform with State Statute 471.345 as amended. Any capital expenditure (object code 6600's) greater than \$5,000 not itemized in the budget must have prior Regional Rail Authority Board approval for purchase. Items classified as building improvements (code 6640) which are needed on an emergency basis may be purchased without prior Board approval but subsequent Board ratification will be required.

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

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

Yes	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 Carver County Regional Rail Authority Board, Carver County, Minnesota, at its session held on the 15<sup>th</sup> day of December, 2015, now on file in the Administration Office, and have found the same to be a true and correct copy thereof.

Dated this 15th day of December, 2015.

DocuSigned by:  
*David Hemze*  
5A40677562B042D  
\_\_\_\_\_  
County Administrator

# Financial Information

## Financial Policy Goals

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

- **Balanced Budget:** Financial planning policies and practices will be designed to maintain a commitment to a balanced budget. The Carver County Board of Commissioners will review actual expenditures to the budgeted amounts on a quarterly basis and decide what action, if any, is needed to bring the budget 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.

# Budget and Long-Term Financial Plan Policy

## ***Purpose***

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

## ***Policy***

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

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

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

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

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

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

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

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

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

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

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

### ***Process***

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

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

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

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

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

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

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

***Schedule***

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

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

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

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

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

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

## County Funds

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

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

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

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

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

### All Funds Combined

A summary of All Funds Combined for 2014, 2015 and 2016 is as follows:

#### All Funds Combined

Category		2014 Actual	2015 Budget	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	49,649,918	51,616,883	52,099,163	482,280	0.93%
5100	Licenses & Permits	969,916	922,424	1,022,330	99,906	10.83%
5200-5400	Intergovernmental	63,904,501	24,268,319	28,441,537	4,173,218	17.20%
5500	Charges for Services	11,866,866	11,853,408	12,504,330	650,922	5.49%
5600	Fines & Forfeitures	242,376	225,786	225,786	-	0.00%
5700	Investment Earnings	4,269,682	1,646,661	1,646,661	-	0.00%
5750	Gifts & Contributions	28,645	16,500	16,500	-	0.00%
5800-5900	Other Revenues	21,637,549	2,530,871	2,679,414	148,543	5.87%
<b>TOTAL REVENUES</b>		<b>152,569,453</b>	<b>93,080,852</b>	<b>98,635,721</b>	<b>5,554,869</b>	<b>5.97%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	4,735,818	4,323,420	4,693,180	369,760	8.55%
6100	Personal Services	53,522,733	58,731,018	62,242,205	3,511,187	5.98%
6200-6300	Services & Charges	12,234,674	9,925,516	10,087,102	161,586	1.63%
6400-6500	Material & Supplies	4,469,470	4,322,640	4,406,294	83,654	1.94%
6600	Capital Outlay	34,959,078	10,112,204	11,605,116	1,492,912	14.76%
6700	Debt Services	9,290,682	5,812,865	5,749,365	(63,500)	-1.09%
6800	Other Expenses	979,970	(1,043,099)	(1,711,489)	(668,390)	64.08%
6900	Transfers	9,751,060	1,596,288	1,563,948	(32,340)	-2.03%
<b>TOTAL EXPENDITURES</b>		<b>129,943,485</b>	<b>93,780,852</b>	<b>98,635,721</b>	<b>4,854,869</b>	<b>5.18%</b>
<b>RESERVES USED</b>		<b>(22,625,968)</b>	<b>700,000</b>	<b>-</b>	<b>(700,000)</b>	<b>-100.00%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</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 2014, 2015, and 2016.

### General Fund

Category		2014 Actual	2015 Budget	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	29,035,194	30,275,576	30,670,130	394,554	1.30%
5100	Licenses & Permits	969,916	922,424	1,022,330	99,906	10.83%
5200-5400	Intergovernmental	6,001,682	4,855,840	5,693,600	837,760	17.25%
5500	Charges for Services	8,838,414	8,992,593	8,889,172	(103,421)	-1.15%
5600	Fines & Forfeitures	242,376	225,786	225,786	-	0.00%
5700	Investment Earnings	4,204,935	1,645,391	1,645,391	-	0.00%
5750	Gifts & Contributions	28,645	16,000	16,000	-	0.00%
5800-5900	Other Revenues	1,369,070	619,203	749,907	130,704	21.11%
<b>TOTAL REVENUES</b>		<b>50,690,232</b>	<b>47,552,813</b>	<b>48,912,316</b>	<b>1,359,503</b>	<b>2.86%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	451,445	353,111	348,111	(5,000)	-1.42%
6100	Personal Services	33,046,436	36,266,946	38,314,170	2,047,224	5.64%
6200-6300	Services & Charges	6,910,393	7,178,863	7,168,027	(10,836)	-0.15%
6400-6500	Material & Supplies	2,393,091	2,497,274	2,513,049	15,775	0.63%
6600	Capital Outlay	1,070,513	1,699,930	1,119,500	(580,430)	-34.14%
6700	Debt Services	272,967	263,500	200,000	(63,500)	-24.10%
6800	Other Expenses	484,463	(1,004,650)	(1,816,489)	(811,839)	80.81%
6900	Transfers	4,778,169	997,839	1,065,948	68,109	6.83%
<b>TOTAL EXPENDITURES</b>		<b>49,407,477</b>	<b>48,252,813</b>	<b>48,912,316</b>	<b>659,503</b>	<b>1.37%</b>
<b>RESERVES USED</b>		-	700,000	-	(700,000)	-100.00%
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>1,282,755</b>	-	-	-	<b>0%</b>

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

The following chart gives the 2016 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>2016 Revenue</b>	<b>2016 Expense</b>	<b>Net</b>
Board of Commissioners	-	513,497	(513,497)
Court Administration	3,900	205,000	(201,100)
Library	367,503	4,036,431	(3,668,928)
County Administrator	-	402,587	(402,587)
Auditor	1,215,436	2,048,908	(833,472)
Financial Services	2,264,796	985,706	1,279,090
Assessor	512,000	1,154,998	(642,998)
Public Services - Administration	299,496	914,589	(615,093)
Information Technology	361,200	4,979,339	(4,618,139)
Employee Relations	-	1,479,689	(1,479,689)
Attorney	341,450	3,278,037	(2,936,587)
Recorder	882,860	885,281	(2,421)
Facilities Management	49,000	2,902,950	(2,853,950)
Veterans Services	-	338,311	(338,311)
Land, Water, & Environmental	2,712,261	3,421,790	(709,529)
Sheriff	5,620,435	18,991,208	(13,370,773)
Court Services	699,786	2,073,199	(1,373,413)
Parks	485,334	1,137,530	(652,196)
Extension	15,450	319,459	(304,009)
Non-Departmental	33,081,409	(1,741,076)	34,822,485
Carver County Historical Society	-	203,274	(203,274)
Carver County Agricultural Society	-	51,000	(51,000)
Soil & Water Conservation District	-	292,802	(292,802)
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>48,912,316</b>	<b>48,912,316</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		2014 Actual	2015 Budget	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	3,851,414	4,208,573	4,234,261	25,688	0.61%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	3,063,569	2,646,231	2,673,000	26,769	1.01%
5500	Charges for Services	30,175	35,000	15,000	(20,000)	-57.14%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	1,670,394	341,000	364,000	23,000	6.74%
<b>TOTAL REVENUES</b>		<b>8,615,552</b>	<b>7,230,804</b>	<b>7,286,261</b>	<b>55,457</b>	<b>0.77%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	4,260,602	4,595,862	4,712,001	116,139	2.53%
6200-6300	Services & Charges	476,285	562,537	511,560	(50,977)	-9.06%
6400-6500	Material & Supplies	1,625,966	1,632,405	1,607,700	(24,705)	-1.51%
6600	Capital Outlay	745,195	400,000	415,000	15,000	3.75%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	165,748	-	-	-	0.00%
6900	Transfers	314,608	40,000	40,000	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>7,588,404</b>	<b>7,230,804</b>	<b>7,286,261</b>	<b>55,457</b>	<b>0.77%</b>
<b>RESERVES USED</b>		-	-	-	-	0.00%
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>1,027,148</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		2014 Actual	2015 Budget	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	8,841,016	9,478,369	9,315,407	(162,962)	-1.72%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	11,040,280	10,906,974	12,236,321	1,329,347	12.19%
5500	Charges for Services	2,998,277	2,825,815	3,600,158	774,343	27.40%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	500	500	-	0.00%
5800-5900	Other Revenues	231,980	141,900	139,739	(2,161)	-1.52%
<b>TOTAL REVENUES</b>		<b>23,111,553</b>	<b>23,353,558</b>	<b>25,292,125</b>	<b>1,938,567</b>	<b>8.30%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	4,284,373	3,970,309	4,345,069	374,760	9.44%
6100	Personal Services	16,215,695	17,868,210	19,216,034	1,347,824	7.54%
6200-6300	Services & Charges	1,428,280	1,247,078	1,365,477	118,399	9.49%
6400-6500	Material & Supplies	264,731	192,961	285,545	92,584	47.98%
6600	Capital Outlay	26,779	75,000	80,000	5,000	6.67%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	200,986	-	-	-	0.00%
6900	Transfers	478,283	-	-	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>22,899,127</b>	<b>23,353,558</b>	<b>25,292,125</b>	<b>1,938,567</b>	<b>8.30%</b>
<b>RESERVES USED</b>		-	-	-	-	0.00%
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>212,426</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		2014 Actual	2015 Budget (Previously in General Fund)	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	555,653	575,498	614,458	38,960	6.77%
5100	Licenses & Permits	13,644	24,500	24,500	-	0.00%
5200-5400	Intergovernmental	2,267	-	-	-	0.00%
5500	Charges for Services	7,325	16,000	18,000	2,000	12.50%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	23,469	-	-	-	0.00%
<b>TOTAL REVENUES</b>		<b>602,358</b>	<b>615,998</b>	<b>656,958</b>	<b>40,960</b>	<b>6.65%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	132,059	208,249	243,375	35,126	16.87%
6200-6300	Services & Charges	206,055	87,100	87,934	834	0.96%
6400-6500	Material & Supplies	4,335	7,200	7,200	-	0.00%
6600	Capital Outlay	20,606	140,000	135,000	(5,000)	-3.57%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	143,079	143,449	143,449	-	0.00%
6900	Transfers	24,970	30,000	40,000	10,000	33.33%
<b>TOTAL EXPENDITURES</b>		<b>531,102</b>	<b>615,998</b>	<b>656,958</b>	<b>40,960</b>	<b>6.65%</b>
<b>RESERVES USED</b>		-	-	-	-	0.00%
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>71,256</b>	-	-	-	<b>0%</b>

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

## County Ditch Fund

Category		2014 Actual	2015 Budget	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	49,844	-	45,000	45,000	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	134	1,270	1,270	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	-	-	-	-	0.00%
<b>TOTAL REVENUES</b>		<b>49,978</b>	<b>1,270</b>	<b>46,270</b>	<b>45,000</b>	<b>3543.31%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	112,313	1,270	46,270	45,000	3543.31%
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>112,313</b>	<b>1,270</b>	<b>46,270</b>	<b>45,000</b>	<b>3543.31%</b>
<b>RESERVES USED</b>		-	-	-	-	0.00%
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>(62,335)</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		2014 Actual	2015 Budget	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	1,094	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	234,546	291,338	79,904	(211,434)	-72.57%
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	5,082,215	-	-	-	0.00%
<b>TOTAL REVENUES</b>		<b>5,317,855</b>	<b>291,338</b>	<b>79,904</b>	<b>(211,434)</b>	<b>-72.57%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	106,346	-	60,000	60,000	0.00%
6400-6500	Material & Supplies	185,682	-	-	-	0.00%
6600	Capital Outlay	798,789	291,338	19,904	(271,434)	-93.17%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	60,000	-	-	-	0.00%
6900	Transfers	-	-	-	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>1,150,817</b>	<b>291,338</b>	<b>79,904</b>	<b>(211,434)</b>	<b>-72.57%</b>
<b>RESERVES USED</b>		-	-	-	-	0.00%
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>4,167,038</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		2014 Actual	2015 Budget	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	2,484,933	2,420,000	2,600,000	180,000	7.44%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	43,252,562	4,356,998	7,678,808	3,321,810	76.24%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	63,973	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	11,145,026	-	-	-	0.00%
<b>TOTAL REVENUES</b>		<b>56,946,494</b>	<b>6,776,998</b>	<b>10,278,808</b>	<b>3,501,810</b>	<b>51.67%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	2,375,189	-	-	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	31,397,283	6,361,998	9,820,808	3,458,810	54.37%
6700	Debt Services	115,393	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	3,015,000	415,000	458,000	43,000	10.36%
<b>TOTAL EXPENDITURES</b>		<b>36,902,865</b>	<b>6,776,998</b>	<b>10,278,808</b>	<b>3,501,810</b>	<b>51.67%</b>
<b>RESERVES USED</b>		-	-	-	-	100.00%
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>20,043,629</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		2014 Actual	2015 Budget	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	83,281	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	297,088	1,210,938	79,904	(1,131,034)	-93.40%
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	576,276	73,000	70,000	(3,000)	-4.11%
<b>TOTAL REVENUES</b>		<b>956,645</b>	<b>1,283,938</b>	<b>149,904</b>	<b>(1,134,034)</b>	<b>-88.32%</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	920,520	1,283,938	149,904	(1,134,034)	-88.32%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	-	-	-	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>920,520</b>	<b>1,283,938</b>	<b>149,904</b>	<b>(1,134,034)</b>	<b>-88.32%</b>
<b>RESERVES USED</b>		-	-	-	-	0.00%
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>36,125</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**

Category		2014 Actual	2015 Budget	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	5,303,141	5,234,365	5,234,365	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	14,774	-	-	-	0.00%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	640	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	315,000	315,000	315,000	-	0.00%
<b>TOTAL REVENUES</b>		<b>5,633,555</b>	<b>5,549,365</b>	<b>5,549,365</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	8,902,322	5,549,365	5,549,365	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	1,165,000	-	-	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>10,067,322</b>	<b>5,549,365</b>	<b>5,549,365</b>	<b>-</b>	<b>0.00%</b>
<b>RESERVES USED</b>		<b>4,433,767</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>-</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		2014 Actual	2015 Budget	2016 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	1,247,589	1,040,768	1,040,768	-	0.00%
<b>TOTAL REVENUES</b>		<b>1,247,589</b>	<b>1,040,768</b>	<b>1,040,768</b>	<b>-</b>	<b>0.00%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	825,868	935,768	935,768	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	-	-	-	-	0.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	68,773	105,000	105,000	-	0.00%
6900	Transfers	-	-	-	-	0.00%
<b>TOTAL EXPENDITURES</b>		<b>894,641</b>	<b>1,040,768</b>	<b>1,040,768</b>	<b>-</b>	<b>0.00%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>352,948</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 2014 actual to 12/31/2016 projected.

### Budgeted Fund Balance Comparison 2014-2016

Fund	Actual 12/31/2014	Budgeted Fund Balance 2015 Changes	Budgeted 12/31/2015	Budgeted Fund Balance 2016 Changes	Projected 12/31/2016
<b>Operating Budget</b>					
General Fund	22,443,447	(700,000)	21,743,447	-	21,743,447
Road & Bridge	4,846,384	-	4,846,384	-	4,846,384
Community Social Services (In 2016- Health & Human Services)	7,403,205	-	7,403,205	-	7,403,205
<b>Other Funds</b>					
Ditch Fund	(85,663)	-	(85,663)	-	(85,663)
Water Management Organization	377,586		377,586		377,586
Buildings CIP	5,043,281	-	5,043,281	-	5,043,281
Parks & Trails CIP	913,563	-	913,563	-	913,563
Road & Bridge CIP	27,364,163	-	27,364,163	-	27,364,163
Debt Service	7,264,955	-	7,264,955	-	7,264,955
Regional Rail Authority	157,793	-	157,793	-	157,793
<b>Total</b>	<b>75,728,714</b>	<b>(700,000)</b>	<b>75,028,714</b>	<b>-</b>	<b>75,028,714</b>

#### 2015 Fund Balance Changes

- The use of \$700,000 in reserves for the remaining portion of the Internet Protocol (IP) network phone system (NEXT GEN 911 system) and consoles to meet emergency communications needs into the future. This equipment purchase will be paid through accumulated 911 fees.

#### 2016 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 2016 Budget lists Budgeted Expenses and Budgeted Program Revenues for each Primary Government Activity by function. It lists the Net between the Expense and Revenue amounts with the budgeted Change in Net Assets. The Budget by Function/Program also provides a categorization of General Revenues based on function.

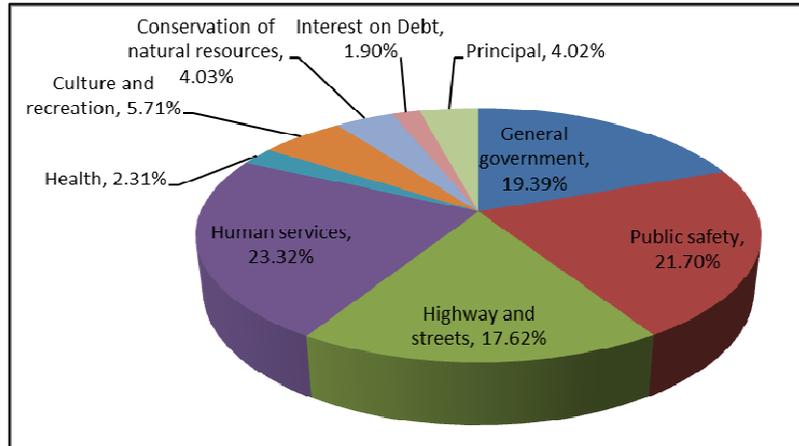
### **2016 Budget by Function/Program**

	<b>Budgeted Program Revenues</b>				<b>Net (Expense)/Revenue and Change in Net Position</b>
	<b>Budgeted Expenses</b>	<b>Fees, Charges, Fines &amp; Other</b>	<b>Operating Grants and Contributions</b>	<b>Capital Grants and Contributions</b>	<b>Primary Government Governmental Activities</b>
<b>Functions/Programs</b>					
<b>Primary Government</b>					
<b>Government activity</b>					
General Government	\$18,821,965	\$3,468,192	\$547,242	\$ -	\$(14,806,531)
Public Safety	21,064,407	4,819,059	1,298,207	-	(14,947,141)
Highways and Streets	17,107,069	15,000	10,080,000	112,000	(6,900,069)
Human Services	22,639,380	3,569,363	11,399,571	-	(7,670,446)
Health	2,237,740	10,000	510,907	-	(1,716,833)
Culture & Recreation	5,545,139	532,037	391,903	-	(4,621,199)
Conservation of Natural Resources	3,911,969	1,615,500	647,808	-	(1,648,661)
Interest on Debt	1,846,365	-	-	-	(1,846,365)
Principal	3,903,000	-	-	-	(3,903,000)
<b>Total primary government</b>	<b>\$97,077,034</b>	<b>\$14,029,151</b>	<b>\$24,875,638</b>	<b>\$112,000</b>	<b>\$(58,060,245)</b>
<b>General revenues:</b>					
Property Taxes					\$ 51,728,621
Wheelage Tax					810,000
Gravel Tax					60,000
Grants and contributions not restricted to specific programs					3,034,056
Payment in lieu of taxes					110,000
Investment income					1,646,661
Miscellaneous					670,907
Total general revenues					<u>\$58,060,245</u>
Budgeted Change in Net Position					-

The Budgeted Expenses exceed the Budgeted Program Revenue by \$58,060,245; the Budgeted General Revenues total \$58,060,245, 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.

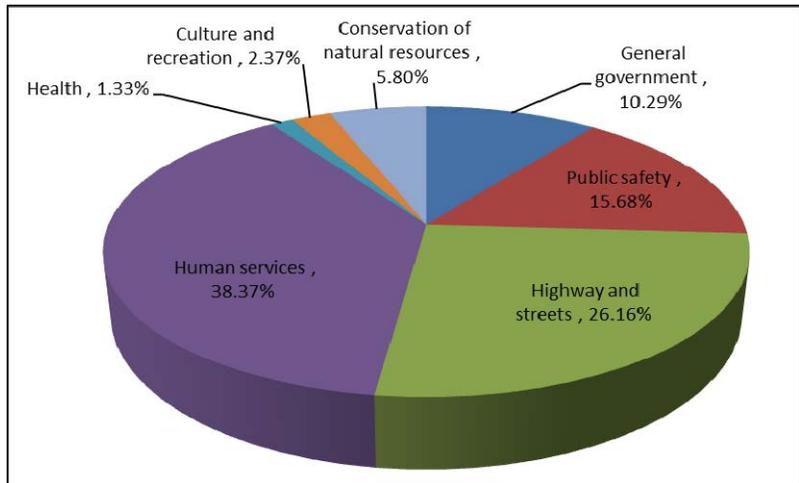
**2016 Expense by Function:**

Total Primary Government Budgeted Expenses for 2016 total \$97,077,034. As this chart indicates, the highest amount budgeted is for Human Services, which comprise 23.32% of the total, followed by Public Safety (21.70%). The amount budgeted for General Government is 19.39%, followed by Highway and streets at 17.62%.



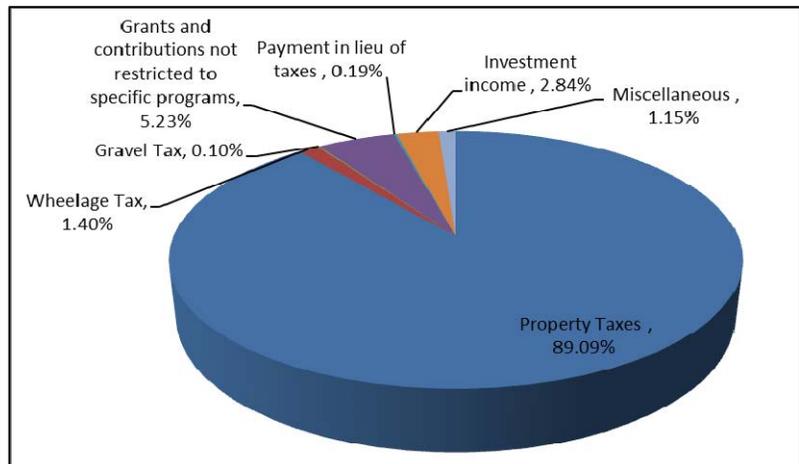
**2016 Program Revenues by Function:**

Total Primary Government Program Revenues for 2016 total \$39,016,789. As this chart indicates, the largest source of program revenue by function is for Human Services, which comprises 38.37% of the total, followed by Highway and Streets at 26.16%, and Public Safety at 15.68%.



**2016 General Revenues:**

Total general revenues for 2016 total \$58,060,245. As this indicates, Property Taxes comprise 89.09% of total General Revenue. This is a 1.06% decrease from the 2015 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 2013 to the 2016 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 2016 Budget.

<b>Personnel Summary Function/Program</b>	<b>2013 Year-end</b>	<b>2014 Budgeted</b>	<b>2014 Year-end</b>	<b>2015 Budgeted</b>	<b>2015 As of Sept</b>	<b>2016 Budgeted</b>
Administration	2.00	2.00	2.00	2.00	2.00	2.00
Public Services Administration	3.00	3.20	3.20	2.20	4.70	4.70
CarverLink	-	-	-	1.00	1.00	1.00
Property Assessment	12.00	12.00	12.00	12.00	12.00	12.00
Attorney	29.20	31.20	31.20	31.20	31.20	31.20
Taxpayer Services	22.90	25.10	25.10	26.10	25.10	25.10
Commissioners	5.00	5.00	5.00	5.00	5.00	5.00
Facilities Management	16.00	16.00	16.00	16.00	16.00	16.00
Financial Services	7.70	7.70	7.70	7.70	7.70	7.70
HR/Employee Relations	9.00	11.00	11.00	11.00	11.00	11.00
Information Services	23.45	24.70	24.70	26.95	26.95	26.95
Property Surveying/Records	6.00	6.00	6.00	6.00	7.00	7.00
Veterans Services	3.70	3.70	4.10	4.10	4.60	4.60
Land Management	5.00	5.00	5.00	5.00	5.00	5.00
<b>General Government Total</b>	<b>144.95</b>	<b>152.60</b>	<b>153.00</b>	<b>156.25</b>	<b>159.25</b>	<b>159.25</b>
Court Services	16.05	16.10	16.10	16.10	16.10	16.10
Sheriff	157.77	158.77	160.77	160.77	160.77	161.99
<b>Public Safety Total</b>	<b>173.82</b>	<b>174.87</b>	<b>176.87</b>	<b>176.87</b>	<b>176.87</b>	<b>178.09</b>
Public Works	46.55	51.15	51.15	52.48	50.48	51.48
Social Services	179.70	184.71	181.13	184.13	191.53	196.53
Public Health Services	21.80	21.30	21.50	21.50	19.00	19.00
Library	37.62	38.95	38.94	43.70	43.70	43.70
Parks	11.59	11.81	11.80	12.72	10.98	11.41
<b>Culture &amp; Recreation Total</b>	<b>49.21</b>	<b>50.76</b>	<b>50.74</b>	<b>56.42</b>	<b>54.68</b>	<b>55.11</b>
Planning & Water and Environmental Services	16.75	18.00	18.00	18.40	20.40	20.80
University MN Extension	1.70	1.70	1.70	1.70	1.70	1.70
<b>Conservation of Natural Resources Total</b>	<b>18.45</b>	<b>19.70</b>	<b>19.70</b>	<b>20.10</b>	<b>22.10</b>	<b>22.50</b>
<b>County Total</b>	<b>634.48</b>	<b>655.09</b>	<b>654.09</b>	<b>667.75</b>	<b>673.91</b>	<b>681.96</b>

# Vacancy Turnover Allocation

## Year-End 2015 Vacant Positions Excluding Positions Eliminated for 2016 Budget

Division/Department	Vacant FTEs	Position	Salary & Benefits Total
<b>Public Services / Facilities</b>	1.00	Facilities Services Manager	\$144,302
Library	1.05	Library Assistant	46,369
	0.65	Library Shelver	20,098
Information Technology	1.00	Business Analyst	107,293
	1.00	IT Support-Level I	54,237
	1.00	Client Services Specialist	52,909
Environmental Services	1.00	Environmental Services Manager	132,994
	1.00	Environmentalist II	102,751
<b>Public Services Division Total</b>	<b>7.70</b>		<b>660,953</b>
<b>1<sup>st</sup> Judicial District- Court Services</b>	<b>0.50</b>	Collections/Payment Assistant	<b>23,648</b>
<b>Property &amp; Financial Services / Taxpayer Services</b>	2.00	Land Records Technician	119,734
	1.00	Licensing Specialist	51,233
Financial Services	1.00	Account Technician	72,225
Property Surveying/Records	1.00	Assistant Property Records Manager	84,818
<b>P&amp; FS Division Total</b>	<b>5.00</b>		<b>328,010</b>
<b>Public Works/Program Delivery</b>	1.00	Assistant County Surveyor	107,598
	1.00	Senior Engineering Technician	76,645
<b>Public Works Division Total</b>	<b>2.00</b>		<b>184,243</b>
<b>Sheriff's Office / Administration</b>	1.00	Background Investigator	62,645
Communications	1.00	Emergency Management Specialist	60,944
	0.40	Dispatcher-911 Services	25,964
Jail Services	1.00	Jail Health Nurse	86,677
	0.38	Visiting Clerk	12,314
Patrol	3.00	Deputy Sheriff	231,789
	0.79	Community Service Officer	33,417
	1.00	Administrative Civil Specialist	64,391
	1.00	Warrants Specialist	55,233
<b>Sheriff's Office Total</b>	<b>9.57</b>		<b>633,374</b>
<b>Health &amp; Human Services / Administrative Support</b>	0.25	Account Technician	12,969
Behavioral Health	0.20	Advanced Practice Nurse	21,885
	2.80	Crisis Therapist	230,749
	1.00	Social Worker II	77,810
Child and Family	1.60	Social Worker II	124,311
Home & Community Based Care	1.00	Social Worker II	79,963
Income Support	1.00	Financial Assistance Supervisor	104,127
	1.00	Social Worker II	74,147
	3.00	Eligibility Representative II	230,389
	1.00	Support Enforcement Aide	81,035
Public Health	1.00	Public Health Nurse	104,850
	1.00	Health Informatics Specialist	73,550
<b>Community Social Services Division Total</b>	<b>14.85</b>		<b>1,215,785</b>
<b>County Total</b>	<b>39.62</b>		<b>\$ 3,046,013</b>

The previous chart lists vacant FTE employee positions as of year-end 2015 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 2015 was 39.62 FTEs, which is higher than the 2015 year-end total of 38.47 vacant FTEs reported in the 2015 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 \$750,000 in 2016 to \$2,320,000; the increase for 2016 was based on a three year trend in vacancy savings. This entire amount has been allocated to the departments based on the assumption that the vacant positions as of Dec. 31, 2015 will be unfilled for an average of 6 months. The following chart lists the vacancy savings allocation for the 2016 Budget.

**2016 Vacancy/Turnover Savings Allocation**

<b>Division/Department</b>	<b>Allocation of Prior Year Vacancies</b>	<b>Year-End 2015 Vacant FTEs</b>	<b>Salary and Benefit Totals for 2015 Vacant FTEs</b>	<b>2016 Vacancy Allocation</b>
<b>Public Services:</b> Facilities	(30,000)	1.00	144,302	(50,000)
Information Services	-	3.00	214,439	(40,000)
Library	(10,000)	1.70	66,467	(10,000)
Veteran Services	(10,000)	-	-	-
Environmental Services	-	2.00	235,745	(50,000)
<b>Attorney's Office</b>	(50,000)	-	-	-
<b>Employee Relations</b>	(120,000)	-	-	-
<b>Property &amp; Financial Services</b>	(90,000)	-	-	-
Taxpayer Services	-	3.00	170,967	(60,000)
Property Surveying/Records	-	1.00	84,818	(30,000)
<b>Public Works</b>	(90,000)	2.00	184,243	(80,000)
<b>Sheriff's Office</b>	(960,000)	9.57	633,374	(1,200,000)
<b>Health &amp; Human Services</b>	(210,000)	14.85	1,215,785	(800,000)
<b>Total</b>	<b>(1,570,000)</b>		<b>2,950,140</b>	<b>(2,320,000)</b>

# 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.

<b>County Administrator Division Budget</b>						
<b>Budget Summary</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(1,035)	-	-	-	0.00%	17,182
Expenditure total	364,920	385,405	402,587	402,587	4.46%	
Levy dollars needed	363,885	385,405	402,587	402,587	4.46%	

Summaries of the major line item expenditures are as follows:

- Advertising and legal notice publication expenses cover the required publication of County Board minutes. The current three year contract will expire at the end of 2015 and bids will be solicited later this year. Membership dues include Minnesota Inter-County Association (MICA), Association of Minnesota Counties (AMC), National Association of Counties (NACO), Minnesota Association of County Administrators (MACA), Metropolitan Emergency Services Board (MESB), International County Management Association (ICMA), and Joint City/County Administrators (MCMA). AMC is projecting a 3% increase in membership dues in 2016.
- Administration's Conference and Training budget totals \$4,100 including the following conferences: AMC, MACA, Minnesota MCMA, MICA, the national NACO or ICMA conference, and miscellaneous one-day conferences.

<b>County Administrator Division Staff</b>					
<b>Positions:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
County Administrator	1.00	1.00	1.00	-	1.00
Administrative Assistant	1.00	1.00	1.00	-	1.00
<b>Division Totals</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>2.00</b>

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

## **County Administrator Performance Measures**

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

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

In 2016, the County Administrator will focus on the following specific activities in order to achieve those goals.

**Division Activity #1:** Enhance employee communication through various creative and innovative methods and tools.

***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:*** Address internal communication needs.

***Tasks:*** Conduct bi-annual all-employee meetings, quarterly meetings with management and union representatives, oversee the update of the County website, and conduct internal county organizational surveys.

***Measures of Performance Summary:*** Report to the Board and to employee groups on communication progress and related issues. Respond to concerns raised through organizational surveys.

**Division Activity #2:** Ensure employees are provided with an appropriate compensation and benefits package in order to attract and retain the best and brightest employees.

***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:*** Enhance communication, reward higher level performance, and build a positive organizational culture.

**Tasks:** Continue to develop a new employee evaluation process and a Pay for Performance system. Implement Pay for Performance with additional employee groups. Conduct an employee compensation and classification study.

**Measures of Performance Summary:** Report to the Board and to employee groups on changes to the performance evaluation system and the Pay for Performance system and progress on the compensation and classification study.

**Division Activity #3:** Develop legislative priorities and advocate for legislative positions which assist in accomplishing the County's goals.

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

**Objective:** Advocate for legislative positions and communicate with community leaders, legislators, and the public about the County's 2016 legislative platform.

**Tasks:** Coordinate monthly meetings with local city administrators, the seven-county metro county administrators, and the Carver County Leaders (CCL). Work with the County Board to support positions that advocate for fewer unfunded mandates and the reduction of maintenance of effort requirements. Seek support for these positions from local legislators and attend state conferences and meetings with the intent of carrying this message forward. Guide efforts to increase the issuance of press releases and other public relations efforts.

**Measures of Performance Summary:** Maintain contacts with legislators. Contract with consulting services as is necessary to assist the County in achieving high priorities.

**Division Activity #4:** Maintain the current strengths in County finances and the communication of financial information.

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

**Objective:** Develop a budget that decreases the tax impact on the average-value home and a long-term plan that incorporates fiscal forecasting. Continue efforts to cut health insurance costs, maintain the AAA credit rating, and communicate financial information effectively.

**Tasks:** Present a budget that decreases the tax impact on the average-value home in 2016. Continue the cafeteria-style health insurance program and the wellness program, and review various benefit changes.

**Measures of Performance Summary:** Present the 2016 budget strategy and the Long-Term Financial Plan to the Board. Report on efforts to maintain the AAA credit rating and limit benefit cost increases.

**Division Activity #5:** Develop, finalize and implement strategies and policies for transportation improvements and county services that support growth and development.

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

***Objective:*** Ensure planned transportation improvements meet growth and development needs, and the County has a strategy to meet the service needs of a growing population of residents.

***Tasks:*** Oversee the implementation of a road maintenance policy and review processes for transportation projects. Finalize and implement new policies that support transportation improvements. Continue developing a County services strategy to efficiently accommodate citizen service needs, county staffing and facility needs.

***Measures of Performance Summary:*** Review transportation projects in relationship to meeting growth and development needs and report to the Board. Propose new policies that support transportation improvement and efforts to develop strategies and policies to meet the service needs of residents and report to the Board on these efforts.

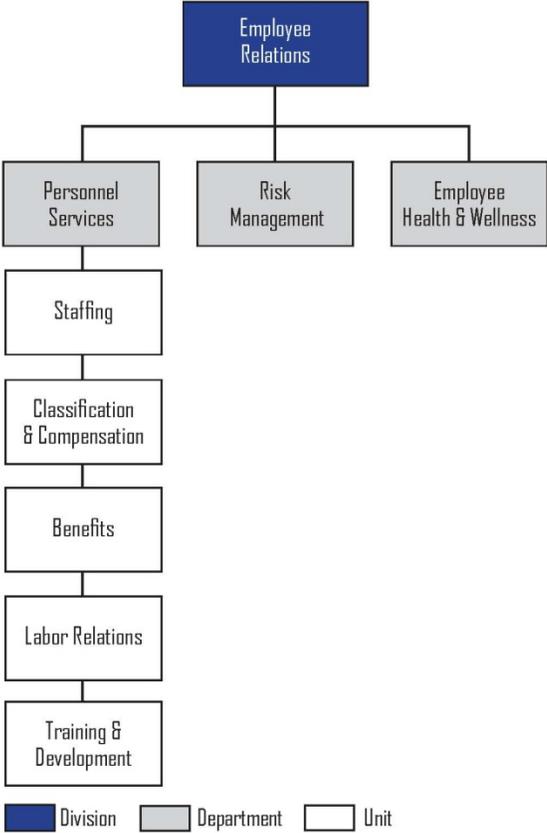
# Employee Relations Division

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	2014 Actual	2015 Budget	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(3,220)	-	-	-	0.00%	105,163
Expenditure total	1,101,508	1,374,526	1,479,689	1,479,689	7.65%	
Tax dollars needed	1,098,288	1,374,526	1,479,689	1,479,689	7.65%	

The division’s budget reflects an increase to provide merit-based salary adjustments under the County’s pay-for-performance structure.

The requested budget also includes funds for technical service agreements, to support enhanced technology and efficiency through a Human Resource Information System (HRIS), payroll system, and time and attendance systems. The need for investment in these technology systems and the benefits of enhanced data access and streamlined work processes between Employee Relations and Finance have been identified in the County’s Strategic Plan.

To more clearly identify funding for routine unemployment payments, and facilitate the review, monitoring and oversight processes already conducted on this cost between Employee Relations and Finance, it is recommended to define and include this expense in the Employee Relations budget area.

No additional FTE positions are requested for 2016. As the following table indicates, the staffing pattern for 2016 remains the same as in 2015.

Employee Relations Division Staff	2015 FTEs Adopted	2015 FTEs Actual (as of 9/1/15)	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
<b>Positions:</b>					
Administrative Assistant	1.00	1.00	-	-	1.00
Employee Relations Business Partner	3.00	3.00	-	-	3.00
Employee Relations Senior Business Partner	1.00	1.00	-	-	1.00
Employee Relations Coordinator	1.00	1.00	-	-	1.00
Employee Relations Director	1.00	1.00	-	-	1.00
Risk Management Specialist	1.00	1.00	-	-	1.00
Health & Wellness Program Manager	1.00	1.00	-	-	1.00
Seasonal Temporary On-Call (STOC) Clerical	2.00	2.00	-	-	2.00
<b>Division Totals</b>	<b>11.00</b>	<b>11.00</b>	<b>-</b>	<b>-</b>	<b>11.00</b>

The seasonal, temporary and on-call clerical employees provide other divisions and offices with staffing resources to meet unanticipated or unusual program demands that arise throughout the year, such as filling in for medical leaves or addressing election recounts.

### **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- and short-term disability insurance, as well as health savings account (HSA), health reimbursement arrangement (HRA), flexible spending plans, deferred compensation accounts; managing benefits for former employees and retirees; administering benefits plans, communicating with benefits providers; and continuing to assess the most cost effective benefits plan options to meet employee needs and support workforce attraction and retention goals.
- **Labor Relations:** Negotiating collective bargaining agreements (CBAs), hearing and resolving grievances, explaining CBA terms and conditions to employees and supervisors. The County takes advantage of the services provided by the Bureau of Mediation Services (BMS) to help resolve contract and grievance differences to avoid more costly arbitration.

- **Training & Development:** Developing, delivering and coordinating leadership and employee training and development programs; conducting and coordinating the annual support staff conference; providing safety, harassment and discrimination prevention, respectful workplace practices, customer service, and performance management training initiatives.
- **Risk Management:** Managing liability, workers compensation, property and casualty insurance; reviewing contracts and assessing risk exposure and mitigation situations.
- **Safety:** Developing and implementing policies, programs, systems and training to maintain a safe work environment. Convening the County-wide safety committee, conducting safety audits, performing ergonomic assessments, providing employees in certain high risk roles with health surveillance screenings, analyzing incident reports to ensure the County is in compliance with federal and state Occupational Safety and Health Administration (OSHA) standards and the state AWAIR (A Workplace Accident and Injury Reduction) program.
- **Health & Wellness:** Providing programs, resources, and incentives to encourage employees and their families to improve their lifestyles and reduce the risks of chronic diseases. The mission of the County's Health Break Committee is to improve the health and well-being of Carver County employees and their families.

### ***Accomplishments***

In supporting the culture and finance goals of the county's strategic plan, the Employee Relations Division has been actively involved in:

- Conducting County and Union Leaders meetings.
- Enhancing employee communications through labor management committees and various additional forums.
- Leading performance evaluation committee and additional employee and management meetings and training sessions to focus on continued improvement of the performance evaluation process and system and build a performance based culture. This system ensures that all employees receive timely and meaningful evaluations in a process that is adaptable to pay-for-performance.
- Securing and maintaining increased participation in the formal, structured performance review process, whereby 100% of the employee population received a performance evaluation in 2014 and in 2015, showing enhanced focus on performance management across the organization.
- Offering employees wellness and health improvement opportunities including the on-site farmers market, fitness classes, stress-reduction resources and educational focus on mental health initiatives and awareness.
- Providing on-site biometrics at health and safety fair events, and steadily increasing wellness incentive program participation.
- Achieving improved group experience ratings with regard to aggregate health insurance data.
- Working with the Financial Services area to manage a five-year plan to address levy-funded staffing needs and a more integrated personnel component within the annual budget process.
- Conducting the required request for proposals on health insurance resulting in an overall reduction in 2012 premiums with rate cap guarantees continuing over the subsequent

four-year period through 2016. The County will again be issuing an RFP for health insurance in 2016, to assess options for coverage effective in 2017 and beyond.

- Issuing a request for proposals for additional benefit plan areas including life insurance, short-term disability and long-term disability coverage to ensure the County routinely reviews and identifies competitive benefits plans and rates.
- Assessing the current employee benefits package and implementing changes for more sustainable benefits programs with enhanced flexibility and cost effective design to meet employee needs and support the County in attracting and retaining a qualified workforce.
- Continuing to monitor health insurance and analyze options to manage and positively impact the challenge of rising health insurance costs.
- Analyzing compliance requirements and preparing for additional reporting as required under new regulations, including the Affordable Care Act.
- Creating a culture of learning, growth and strengthened leadership and customer service approach through training and development programs. Initiated County-wide customer service training for all employees and continued focus on leadership development training initiatives.
- Initiating a comprehensive compensation and classification study and evaluation of the County's pay philosophy and structure in relation to market factors, to ensure continued ability to attract and retain a qualified workforce; and to ensure a pay program in line with the County's pay-for-performance approach and in compliance with applicable regulations.

The division has also achieved the following:

- Sponsored and participated in Kaizen and continuous improvement events resulting in enhanced efficiencies in various processes.
- Completed an Employee Relations Division strategic planning session to ensure individual staff and divisional goals are fully aligned with the County's strategic plan, mission and vision.
- Enhanced supervisory and management development initiatives with increased training on successful performance management and leadership development, tailored to meet Carver County needs.
- Achieved participation in the pay-for-performance program with 10 of 11 bargaining units and non-bargaining employees.
- Completed an organizational needs assessment to inform technology selection and implementation processes in the areas of payroll and human resource information systems, and time and attendance tracking. Issued a request for proposal for technology systems. Currently guiding the evaluation and selection process to identify the best technology solutions to meet organizational requirements.
- Received the Governor's Safety Award (Outstanding Achievement) awarded by the Minnesota Safety Council to Carver County for superior performance in workplace safety and health.

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

### **Division Goal # 1**

Enhance employee communications and build positive organizational culture.

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

**Objective:** Support county-wide employee meetings and labor management meetings. Participate in various forums as part of the commitment to maintaining and improving relationships and understanding the context within which the County delivers services. Maintain open communications and build organizational trust to increase effective internal relationships and enhance internal/external service delivery.

**Tasks:** Recommend and deliver topics for employee and management meetings; conduct County and Union Leaders Meetings; participate actively on Labor Management Committees and other forums throughout the year; facilitate relevant and meaningful communications through a variety of methods to achieve organizational success.

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

### **Division Goal # 2**

Continue to transition the organization to, and support the organization in, a successful pay-for-performance program.

**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:** Initiate the pay-for-performance system with additional represented groups committed to using such a methodology in 2016, and maintain commitment of groups currently participating.

**Tasks:** Continue to train staff and supervisors on successful performance management and evaluation methods and system; recommend salary ranges and adjustments to the County Board based on market comparisons and internal equity. Continue to develop and refine the County's pay-for-performance compensation model.

**Performance Measures:** Continue to evaluate and improve the pay-for-performance program using information gathered from each of the participating employee groups and through assessment of organizational results data and employee and manager feedback.

### **Division Goal # 3**

Continue to improve the performance evaluation and performance management system and process with focus on the areas of training, technology and communications.

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

**Objective:** Facilitate continuous improvement of the performance evaluation and ongoing performance management system.

**Activities:** Continue to partner with the Performance Evaluation Committee, supervisors and managers group, and employees to improve the technology and application of the system. Provide additional training for supervisors and employees. Continue to maintain open communications regarding progress of this initiative.

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

#### **Division Goal # 4**

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

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

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

**Activities:** Design and implement training programs to develop and strengthen professional knowledge, skills and abilities. Invest in leadership development. Strengthen and enhance the county-wide safety program, addressing policies, procedures, systems and training. Continue focus on customer service training. Build positive performance and service oriented culture and support this goal through daily approach, communications and decision making processes.

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

#### **Division Goal # 5**

Conduct a comprehensive compensation and classification study. Develop and define the County's pay philosophy and structure in relation to market factors to ensure continued ability to attract and retain a qualified workforce and to provide a pay program in line with the County's pay-for-performance approach. Maintain a system in compliance with applicable regulations such as pay equity and the Fair Labor Standards Act.

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

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

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

**Performance Measures:** Ensure project progress milestones are completed within defined timeframes and with consistent quality results.

#### **Division Goal # 6**

Provide programs and resources to improve the health and well-being of Carver County employees and their families and control rising health insurance costs.

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

**Objective:** Increase employee participation in the County's wellness program, improve the health and well-being of Carver County employees and their families, and make positive progress in controlling our group's health care costs. Create a work environment that supports healthy choices.

**Activities:** Develop a strategy to increase employee participation in the County's Health Incentive Plan to achieve a goal of 70% participation. Design the 2016 wellness program to impact areas of priority based on aggregate health data and to secure meaningful outcomes to positively impact employees' health and wellbeing. Continue to monitor employee health insurance costs and analyze various insurance models and options.

**Performance Measures:** Record employee participation in wellness program offerings, attainment of the wellness incentive, and evaluate the program in terms of the number of employees who report lifestyle/behavior changes as a result of the programs. Longer term measurement includes monitoring and reviewing health insurance and aggregate health data trends over a multiple year period.

#### **Division Goal # 7**

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

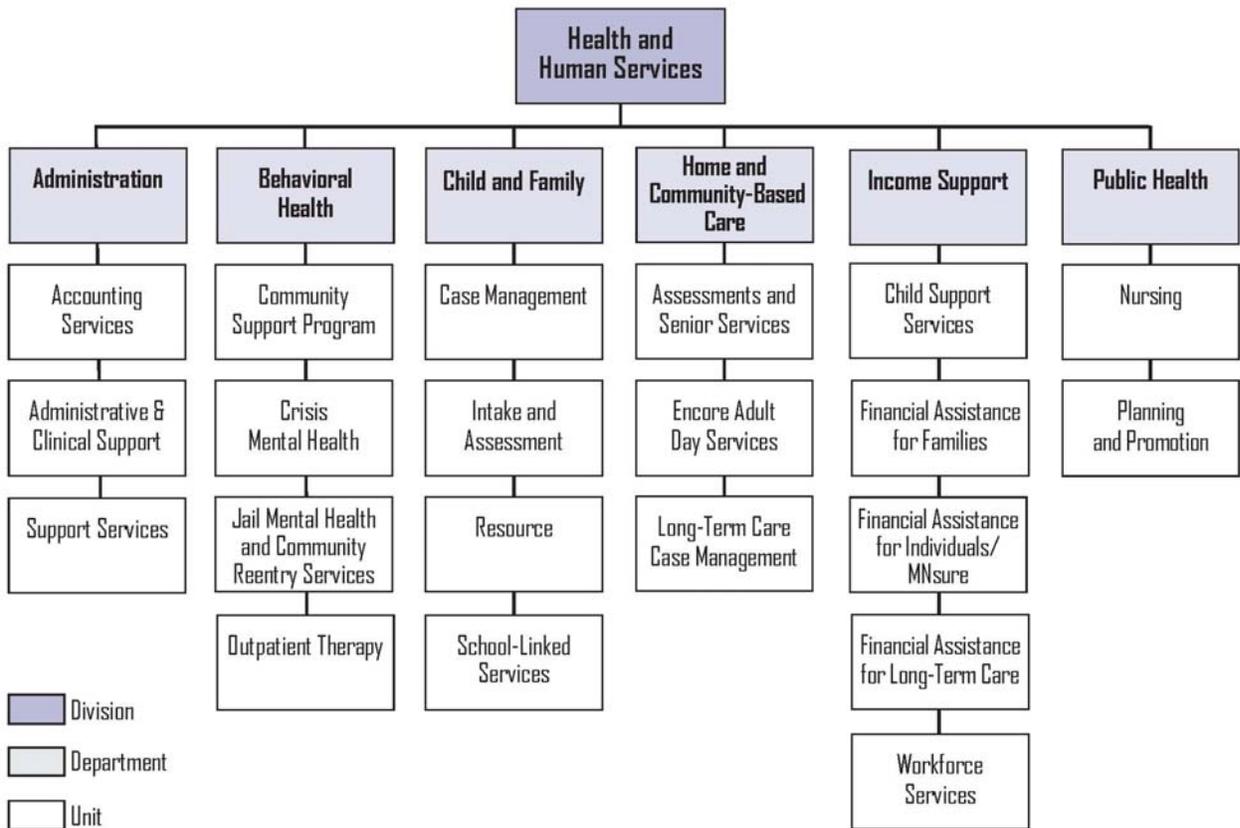
**Supports County Goal III:** Develop strong public partnerships and connect people to services and information.

**Objective:** Identify and implement the best technology solution(s) to meet the County's needs for a human resource information system (HRIS), payroll system, and time and attendance system.

**Tasks:** Based on the organizational needs assessment that was conducted, and request for proposal specifications, identify the most appropriate technology solutions to meet the County's requirements for payroll, HRIS and time and attendance tracking. Guide a successful implementation plan including building more streamlined workflow and capitalizing on potential efficiency gains.

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

# Health & Human Services



The Health and Human Services 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.

The division was created as part of a reorganization plan approved by the County Board in July of 2015. The reorganization combined the former Community Social Service Division and the former Public Health Division to create one new division.

## **Budget Highlights**

For the social services units of the division, the most critical financial issues for 2016 are: the continued increase in Medical Assistance caseload; the impact of MnChoices annual assessments on staffing; the implementation of the recommendations of the Governor’s Task Force on Child Protection; the impact to counties on the Federal Court ruling on the Minnesota Sex Offenders Program (MSOP); and the increase in cost for inpatient Mental Health Care at state hospitals. These issues are discussed in the respective Department narratives.

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

<b>Health &amp; Human Services Division</b>						
<b>Budget Summary</b>	<b>2014 Actual- restated with restructure</b>	<b>2015 Budget- restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(14,357,142)	(13,875,189)	(15,976,718)	(15,976,718)	15.15%	(162,952)
Expenditure total	22,899,127	23,353,558	25,292,125	25,292,125	8.30%	
Tax dollars needed	8,541,985	9,478,369	9,315,407	9,315,407	-1.72%	

*The 2014 & 2015 Budget were restated at a department level, not by individual FTE movements.*

The 2016 Requested Budget displays significant increases in revenue for social services. For 2015, the Division had limited history to project the Medical Assistance (MA) enhanced revenue and the Long- Term Social Services (LTSS) time study revenue. For 2016, there are five months of receipt history to base 2016 projections. The LTSS revenue is projected to be \$278,000 more for 2016. The MA Enhanced Revenue was budgeted at \$200,000 for 2015, actual receipts for 2014 was \$260,309 and a 2016 Budget of \$329,051. The MA Enhanced Revenue covers the non-federal share of the four Eligibility Representatives that were added for MNsure and the new Financial Assistance Supervisor. The Division budgeted Earned Revenue based on the actual receipts for the previous three years as opposed to the five year average. The Targeted Case Management (TCM) rates for SFY2016 have Child Welfare decreasing to 92% of the previous rate, Children’s Mental Health increasing to 128% and Adult Mental Health and Vulnerable Adult/Development Disabilities increasing to 117%. In addition, the HCBC Manager worked with the Accounting Supervisor to identify claims that were not being reimbursed and worked out a fix which should also increase revenue. The TCM budgeted revenue was increased by \$212,000. With a Nurse Practitioner, contract Psychiatrists and a Psychologist in place in the Outpatient Service the Division is projecting an increase in revenue of \$189,000.

The former Community Social Services Division added 26 staff beginning in 2013 to 2015, five of whom were supervisors (2.0 FTE Financial Assistance Supervisor, 1.0 FTE HCBC Supervisor, 1.0 FTE Administrative Support Supervisor and a Child & Family Supervisor). The Governor’s Task Force on Child Protection made a recommendation that there should be 10 child protection cases per staff and eight staff per supervisor. Based on our current caseload and staffing that would require an additional two supervisors and seven staff. The legislature did not address this recommendation but provided an allocation for child protection staff and services which the Division has Board approval for one supervisor and three staff.

The Division is concerned about the staff-to-supervisor ratio across the agency: In Child Protection the ratio was 12 staff to 1 supervisor. The Child & Family Manager had three supervisors reporting to him and five staff. With the three new staff additions and all child protection staff reporting to three Child & Family Supervisors, that ratio will be 10.6 staff to each Child and Family Supervisor. The Manager will have four Supervisors reporting to him, one of which is the School Linked Supervisor who has 14 staff reporting to her.

The Mental Health Crisis Program Supervisor has 14 staff reporting to her and that does not include the Casual Intermittent Crisis Therapists. The Division is currently restructuring this Unit and adding a second supervisor as one of the recommendations.

The recently created Home & Community Based Care Department has 15 staff reporting to one supervisor and 13 staff reporting to a second supervisor. The Division believes that these staff-to-supervisory ratios are too high. For supervisors to do an effective job of supervising staff and produce quality performance evaluations, the staff-to-supervisor ratios need to be addressed.

**Staffing:** The Division is requesting the following positions (listed in priority order) in the 2016 Budget:

- 1.0 FTE Registered Nurse – Behavior Health (Beginning 7/1/2016)
- 1.0 FTE Support Services Specialist – Administrative Support
- 1.0 FTE Social Worker II – Home & Community Based Care
- 1.0 FTE Social Worker II – Home & Community Based Care
- 1.0 FTE Therapist – Child & Family.

<b>Health &amp; Human Services Staff</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
<b>Unit/Department:</b>					
Administrative Support	24.65	24.45	1.00	1.00	25.45
Behavioral Health	40.68	38.48	1.00	1.00	39.48
Child & Family	44.30	49.30	1.00	1.00	50.30
Home & Community-Based Care	29.70	33.50	2.00	2.00	35.50
Income Support Services	44.80	45.80	-	-	45.80
Public Health (restructure)	19.50	19.00	1.00	-	19.00
<b>Division Totals</b>	<b>203.63</b>	<b>210.53</b>	<b>6.00</b>	<b>5.00</b>	<b>215.53</b>

## Administration

The Administration section (Department 405 of the former Community Social Services budget) reflects the overhead costs for administration of the Division. Staff for the department is as follows:

Administrative Support Department Staff Position:	2015 FTEs Adopted	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
Health & Human Services Director (restructure)	1.00	1.00	-	-	1.00
Administration Support Manager	1.00	1.00	-	-	1.00
Accounting Supervisor	1.00	1.00	-	-	1.00
Administrative Support Supervisor	1.00	1.00	-	-	1.00
Support Services Supervisor	1.00	1.00	-	-	1.00
Accountant Technician	7.25	8.25	-	-	8.25
Collections Officer	1.00	-	-	-	-
Support Services Specialist	3.60	3.60	1.00	1.00	4.60
Clinical Support Specialist	2.00	2.00	-	-	2.00
Support Services Aide	4.80	4.60	-	-	4.60
Information Technology Coordinator	1.00	1.00	-	-	1.00
<i>Department Totals</i>	24.65	24.45	1.00	1.00	25.45

### New Position Request

The addition of a 1.0 FTE Support Services Specialist position is needed to maintain Agency forms/documents, client files, and keep up with mandatory requirements. Adding 26 staff in the last three years has increased the need for clerical support. The Division is training staff to create and maintain the electronic forms, which is a more cost-effective option than paying a vendor to do the same. The position will receive 8% Federal Financial Participation (FFP), and the remainder will be covered by indirect revenue.

### Conference and Training

The CSS Division utilizes a formula to allocate conference and training funds to unit supervisors. This formula allocates a sum of money per full-time equivalent based on the categories of management, supervisor, professional, paraprofessional and support. Each unit within the Division receives an allocation for the unit based on the number and type of staff that they have. The Division is maintaining the CY2008 formula for CY2016. For CY2016, the total requested Conference and Training Budget is \$75,147. That is an average of \$400 per person. For CY2016, the Division has itemized potential out-of-state conferences and training.

### Capital Improvement

The Division is requesting the following capital improvement:

- o Replacement of Client Transport Vehicle \$25,000 (On-going).

### Software Projects

The Division continues to implement an electronic document management system in the Home & Community Based Care Department that began in 2014 and projected to be complete in 2016.

The Division has included \$50,000 for the project in the 2016 Requested Budget, and the budgeted revenue is 8% FFP reimbursed. The Division is seeking County Board approval in 2015 to purchase and implement the Compass Co-Pilot Software from Northwood's for the Child & Family Department. The ongoing maintenance of approximately \$50,000 is budgeted in the 2016 Budget. The Division is currently exploring options for an Electronic Health Record (EHR) for the Behavioral Health Department. The 2016 budget includes the monthly cost for the current web- based system. Since it appears the Division will be migrating to a new EHR, the intent is to contract with a vendor to migrate data from the old to the new system. The current estimate for this one-time expenditure is \$100,000. The Division proposes using funds from the Y.E.S. account to pay for these expenses.

The County will no longer be supporting AS400 software in 2016. The current AS400-based accounts receivable system will need to be replaced. The Division has included \$10,000 in the CY2016 Budget to purchase a new accounts receivable system.

## Behavioral Health Department

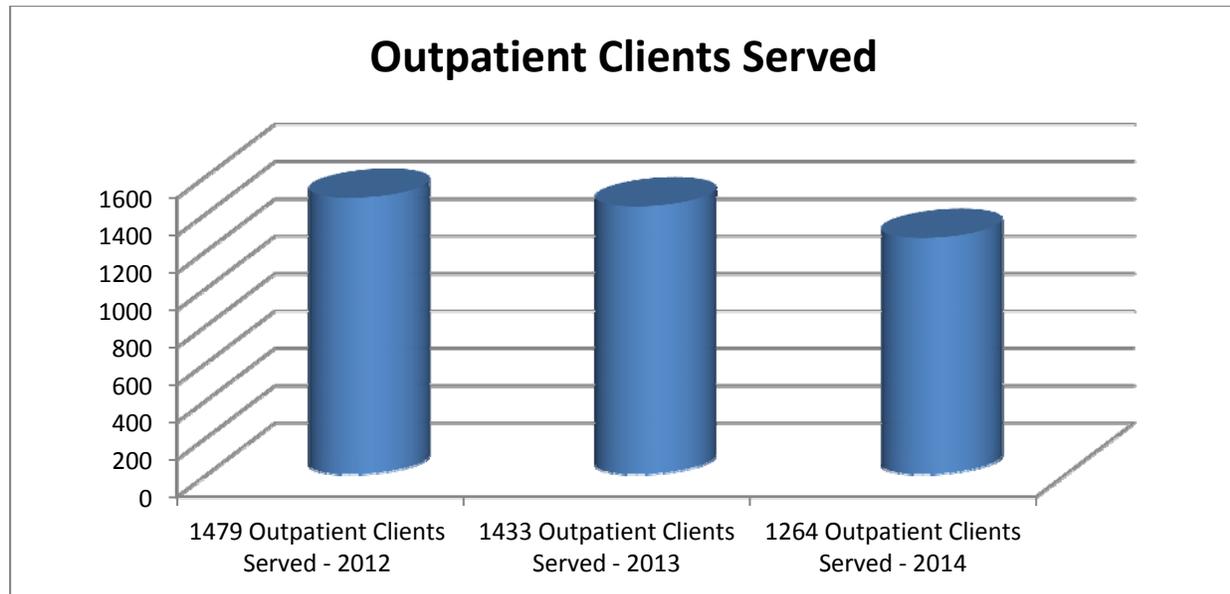
The Behavioral Health Department encompasses a variety of different units including Adult Mental Health, Crisis Program, Outpatient Mental Health, Jail Mental Health, Housing Services and Chemical Health Assessment Services. The department staff includes the following:

<b>Behavioral Health Department Staff</b>					
<b>Position:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Behavior Health Manager	1.00	1.00	-	-	1.00
Clinical Director	1.00	1.00	-	-	1.00
Community Support Program Supervisor	1.00	1.00	-	-	1.00
Nurse Practitioner- Psychiatry	1.00	1.00	-	-	1.00
Advanced Practice Nurse	0.50	0.20	-	-	0.20
Registered Nurse	-	-	1.00	1.00	1.00
MH Crisis Program Supervisor	1.00	1.00	-	-	1.00
Psychologist	1.50	2.80	-	-	2.80
Clinical Social Worker	1.00	1.00	-	-	1.00
Crisis Therapist	9.40	9.40	-	-	9.40
Psychotherapist	4.00	4.00	-	-	4.00
Housing Coordinator	1.00	1.00	-	-	1.00
Social Worker II	10.00	9.00	-	-	9.00
Health Care Navigator	3.00	3.00	-	-	3.00
Licensed Practical Psychiatric Nurse	1.00	1.00	-	-	1.00
Case Management Associate II	0.88	0.88	-	-	0.88
Case Management Associate I	-	0.80	-	-	0.80
Crisis Therapist (On-call)	0.40	0.40	-	-	0.40
Recreation Therapist	1.00	-	-	-	-
Program Assistant	2.00	-	-	-	-
<b>Department Totals</b>	<b>40.68</b>	<b>38.48</b>	<b>1.00</b>	<b>1.00</b>	<b>39.48</b>

## Outpatient Mental Health Program

### Description

The Outpatient Mental Health unit provides psychotherapy and psychiatry services to residents of Carver County. The following chart indicates the number of Outpatient Clients Served in 2012, 2013 and 2014.



### Budget Highlights

The Outpatient Mental Health unit worked with the County Board to increase the salary range for a Psychiatric Nurse Practitioner position. We were able to hire a psychiatric nurse practitioner to provide psychiatry services. This increased our cost but should be nearly budget neutral due to the revenue produced by the psychiatry services. Also, a 15% rate increase was provided to our two contracted psychiatrists starting in 2015. Their previous rate increase was set in 2007.

The Board of Commissioners also approved the addition of a 1.0 FTE Psychologist position. The Outpatient Unit has experienced a two- and six-week wait for certain services due to one therapist being on medical leave for more than one year. The burden then falls to the client as they are asked to wait for the next available opening.

The Outpatient clinic has been turning away roughly five individuals or families per week for therapy due to the lack of psychotherapy access due to having fewer therapists. Outpatient has been turning away nearly 10 individuals per week due to limited psychiatry services, which has an impact on overall revenues. The addition of the psychiatric nurse practitioner will improve access to psychiatry service. However, challenges meeting access to psychotherapy needs are expected to continue.

### Goals and Objectives for 2016

The primary goal of the Outpatient Unit is to increase access to both psychiatry and psychotherapy services at First Street Center. This will be accomplished through the new

Psychiatric Nurse Practitioner and new Psychologist position caseloads.

The Outpatient Unit plans to increase awareness of our services to the residents of Carver County. The plan is to first remind other Community Social Service units about our services and then request being able to attend community meeting to educate providers and the public about our mental health and psychiatry services.

### Measures/Accomplishments

A new Clinical Director was hired in 2014. Her work has included preparing the unit for the possibility of a new electronic health record, transitioning the documentation standards to a new diagnostic and statistical manual of mental disorders, and preparing for a new set of standards for the transition to the International Classification of Diseases (ICD), 10<sup>th</sup> version.

### Crisis Mental Health Program

#### Description

The Crisis Mental Health Program provides 24/7 telephonic and in-person crisis response. The program is collaboration between Carver County and Scott County.

#### Budget Highlights

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

#### Goals and Objectives for 2016

We are in the process of redesigning elements of the Crisis Program to better provide a stable and predictable schedule for crisis therapists. This may require having mental health practitioners cover crisis phones overnight.

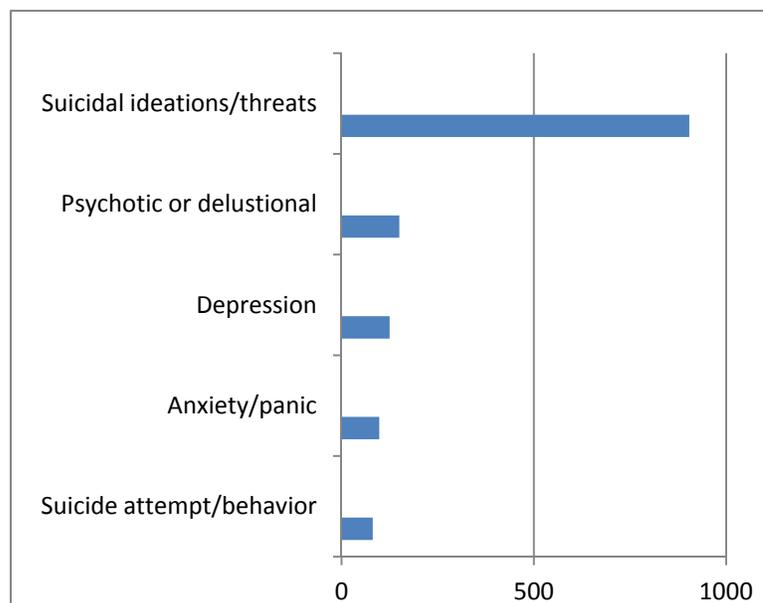
### Measures/Accomplishments

The Crisis Program continues to respond to multiple requests per day as shown in the chart and to provide in-person crisis assessments. This has been challenging at times when there was limited staff to cover the required shifts.

### Chemical Health Assessment

#### Description

The Carver County Rule 25 Chemical Health Assessment Unit is comprised of 1.5 FTE positions. The staff provides chemical health assessments to county residents.



### **Budget Highlights**

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

### **Goals and Objectives for 2016**

The primary goal for 2016 for the Rule 25 Chemical Health Assessment Unit is to start moving toward electronic documentation.

### **Measures/Accomplishments**

The Rule 25 Chemical Health Assessors continue to provide chemical health assessments to residents of Carver County.

### **Jail Mental Health**

#### **Description**

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

### **Budget Highlights**

An adjustment was made in 2015 so that the psychologist is now working 32 hours per week and psychiatry time has been reduced to 10 hours per week. This was due to the overwhelming demand of psychology services and fewer requests for psychiatry services in the jail.

### **Goals and Objectives for 2016**

The primary goal is to better integrate psychiatry services into the project. In the past, the psychiatry services were accomplished through tele-medicine or having the contract-certified nurse specialist visit for a few hours on a Saturday. We now have a psychiatric nurse practitioner who will be able to spend more time focusing on the continuum of care of inmates.

### **Measures/Accomplishments**

One of the measures of the grant for this project is to reduce the number of calls the jail will make to our Crisis Program by having mental health services directly in the jail and by training detention deputy staff on Crisis Intervention Training (CIT) techniques. The calls to the Crisis Program have been reduced during regular business hours significantly. We are currently looking at other ways to measure the accomplishments of this project, such as reduced symptoms of the presenting problem(s), improved coping skills, and decreased behavior problems in the jail, as that is also a part of the grant requirements.

### **Housing Services**

The Housing Services Unit consists of one person, the 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.

### Budget Highlights

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

### Goals and Objectives for 2016

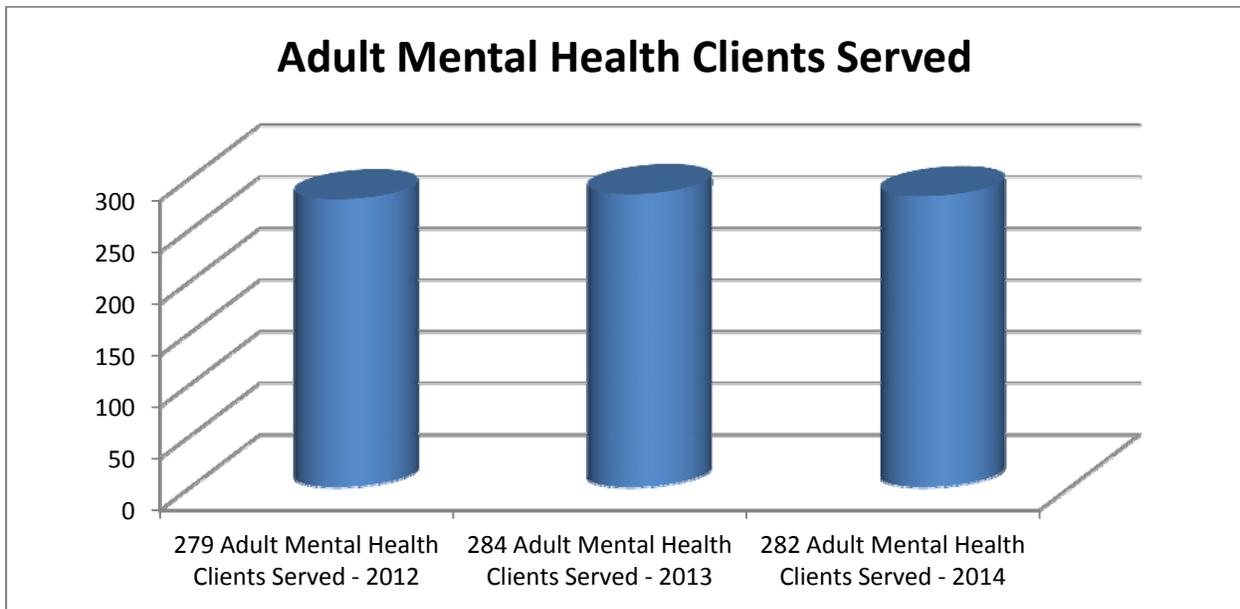
One of the goals for the Housing Services Unit is to enhance what is called Coordinated Entry. Coordinated Entry is a system that directs all people faced with housing issues to one number where they are asked to complete a short interview. Their information is compiled and their housing situation is given points and ranked based on the severity of their circumstances. In addition to this, another goal is to work with other community partners, including the CAP agency and Carver County 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 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.

### Adult Mental Health

The Adult Mental Health Unit provides targeted case management, community support services and outreach services to individuals diagnosed with a Serious and Persistent Mental Illness (SPMI). The staff also completes pre-petition screenings for commitment requests.



### Budget Highlights

Purchase of services for State inpatient mental health services encompasses three distinct programs. Traditionally those who are a danger to themselves or others are civilly committed to the State. As the State has downsized its beds in the Regional Treatment Centers and closed some of the centers, Anoka Regional Treatment Center (RTC) provides services for these

committed clients. The Legislature has enacted cost shares for counties. When the Center determines that a client no longer meets the “medical necessity” for the RTC, the County is responsible for placing the client. The County is charged a cost share for clients that continue to reside in the Center. These cost shares have contributed to the increase in this portion of the budget. The State Legislature has also assigned cost shares to the counties for persons who are civilly committed to the Minnesota Sexual Offender Program (MSOP) and the Security Hospital in St. Peter. Carver County has four individuals committed to MSOP and three individuals in the St. Peter facility. The sexual offenders were civilly committed following the completion of their prison sentence, and the others were civilly committed because they were determined to be too mentally ill to stand trial for their crime. In CY2011 the cost to the County for these seven individuals was \$93,911. In CY2014 that cost was \$240,445. The State has effectively “cost shifted” part of their traditional expense to the counties. In CY2011 the cost to the County for these three services was \$118,946. With the increase in cost shares, \$380,765 was expended in CY2014. For CY2016 the Division is budgeting \$400,000 for these state inpatient services.

The Adult Mental Health Unit saw the retirement of a Social Worker II position. We decided to create two positions, a 0.80 FTE Case Management Associate I and a 0.60 FTE Social Worker II. The Case Management Associate I will provide Community Support Services and the Social Worker II will provide case management services that can be billed to Targeted Case Management. This is an increased cost to the unit but the Division expects increased revenue to cover the additional cost.

#### **New Personnel Request**

A 1.0 FTE Registered Nurse position is requested. The Adult Mental Health Unit has contracted with the Department of Human Services for a Registered Nurse. The cost of the nurse is included in our Adult Mental Health Grant. On June 30, 2016, the State will no longer be offering this shared staffing option, but the Division will have the option of using state grant funds to cover the cost of the position. The Division is requesting to create a Registered Nurse position effective July 1, 2016 so we can employ the existing nurse as a Carver County employee and maintain the continuity of the caseload. The position will be covered by the existing Adult Mental Health Grant which is currently budgeted.

#### **Goals and Objectives for 2016**

With a dedicated staff person devoted to the Community Support Program (Case Management Associate I), we expect our ability to provide community support both in community settings such as coffee shops and additional programming at First Street Center’s drop-in times to increase. The plan is to also try new and creative ways to engage with clients who may not have other avenues to find recreation and socialization. A primary goal is to work on health and wellness programming and to implement increased skill-building opportunities into the CSP. We will focus on continuing to improve the intake and client outreach processes with the addition of the Case Management Associate I.

#### **Measures/Accomplishments**

The Adult Mental Health unit continued to see an increase in people served. The unit also co-leads the Carver/Scott Adult Mental Health Initiative (AMHI) which meets every-other-month and rotates between meeting in Carver County and Scott County. Guest speakers at the AMHI

meeting have included DEED and MRCI (employment services organization), CAP Agency, Families Moving Forward, Consumer Survivor Network, among others. One of the issues facing service providers is preparation for The Olmstead Plan.

## Child and Family Department

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

<b>Child and Family Department Staff</b>					
<b>Position:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Child/Family Services Manager	1.00	1.00	-	-	1.00
Child/Family Unit Supervisor	3.00	4.00	-	-	4.00
Social Worker III	3.00	3.00	-	-	3.00
Therapist	11.25	12.25	1.00	1.00	13.25
Social Worker II	23.40	28.05	-	-	28.05
Social Worker I	1.65	-	-	-	-
Case Aide	1.00	1.00	-	-	1.00
<i>Department Totals</i>	44.30	49.30	1.00	1.00	50.30

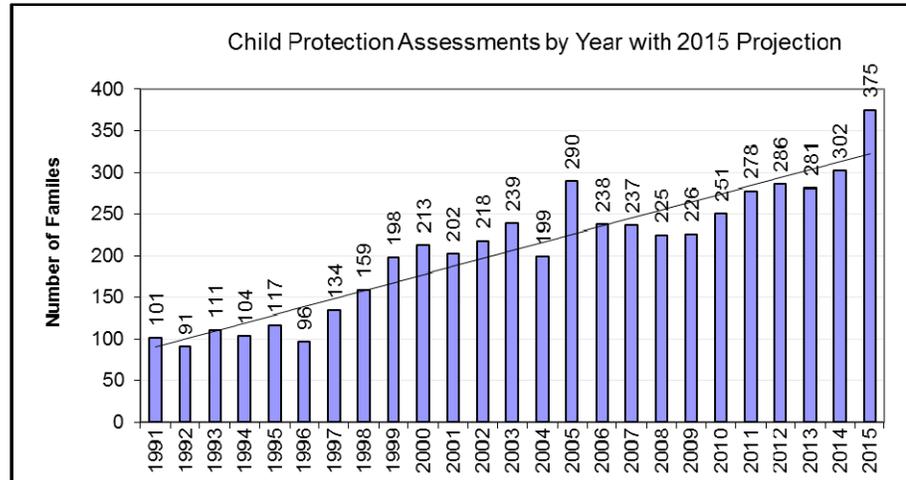
### New Position Request

As indicated in the chart, a 1.0 FTE Therapist this position is requested for the Anicca Day Treatment program. This position will enable the program to expand to a maximum of 20 students to reduce waiting lists and improve our ability to meet the mental health needs of our youth within our County. The position will provide capacity to manage student admissions and transitions. The Anicca program is collaborative program with District 112. The cost of the position will be fully covered by MA and Health Insurance revenue.

### Child Welfare Services

The Child and Family Department is responsible for providing child welfare services which includes receiving intake calls for a variety of requests, completing child welfare, children's mental health and child protection assessments, providing ongoing case management services to families in need, completing safety plans for children placed on Law Enforcement holds, truancy, foster care licensing, minor parent services, school based mental health services, day treatment, relative search and adoption.

Child protection assessments have continued to rise due to heroin and methamphetamine abuse as we noted last year, but to rise even more significantly than we expected due to significant and continuing statewide media focus on child protection. As you can see by the graph



below, we are projecting a 20% increase in assessments from last year to this year as a result of this combination. Uniquely, the numbers of child protection reports being made in Carver County have been going down a little every year. This trend continues even as the counties around us report significant increases in reports.

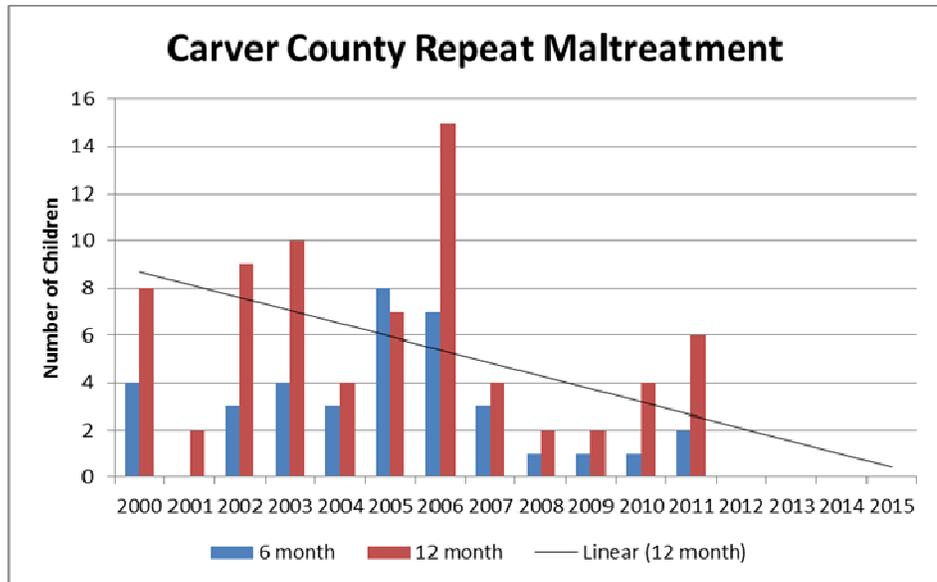
The statewide Child Protection Task Force recommended 93 changes to the child protection system. One of the most expensive recommendations involves setting a maximum caseload size at 10 cases per social worker and 8 social workers per supervisor. Currently Carver County has an average of 15 cases per social worker and 12 social workers per supervisor. Carver County is receiving up to \$348,000 in new child protection grant money that will enable us to move a bit closer to the caseload recommendations. A new Child and Family Supervisor and three new child protection social workers will be hired as a result of this new funding.

Child safety is the Department’s top priority in every open case. We clearly understand that children have to be safe and feel safe in order to overcome the effects of maltreatment. Every instance of repeat maltreatment represents a missed opportunity to create quick and lasting safety.

One of the Child and Family Department’s biggest challenges has been in adequately documenting the quality of the work that our social workers are doing. To address this in 2015, we are expanding the Compass/OnBase electronic workload management system that Carver County pioneered for financial services into the Child and Family Department. This step will put iPads in the hands of our social workers and with it the ability to complete paperwork together with family members and better use the available free minutes between appointments as well as the time spent waiting for court hearings. The child welfare portion of this system is already in place in Winona and Crow Wing counties and both counties are reporting significant improvements in the areas of compliance and documentation. This opportunity is coming at a critical time since almost \$70,000 of the new child protection funding depends on our making improvements in our case documentation.

The Department continues to strive to effectively address chronic maltreatment. Child welfare research is rather conclusively proving that lasting neglect can be as damaging to children’s

development and lifelong functioning as physical and sexual abuse. So situations of less serious neglect that would have been tolerated in the past are increasingly likely to be brought to CHIPS court when parents demonstrate poor parenting over time. At the same time, we are seeking to improve our ability



to help parents overcome their own childhood trauma by helping them to make sense of what happened to them and how it is affecting their parenting. Research has clearly shown that parents who have a coherent story of their childhood experiences are usually able to provide their children with good enough parenting, even when the parent’s childhood experiences were incredibly traumatic.

Our effort to reduce chronic maltreatment is likely increasing the number of children in foster care and pre-adoption placements in the short term while helping to better manage the number of children entering residential settings in the future due to repeated exposure to traumatic situations. It is also leading to an increase in court-involved cases at present. The First District Judicial Branch has added an additional Judge to assist with the increase in court-involved intensive cases. In addition, Carver County was part of a mediation program that was able to successfully resolve many of the intensive court cases without resulting in lengthy and costly court trials. Since the grant has ended, Carver County has added additional money to the budget to continue this helpful service. Furthermore, Carver County is in the process of adding a Parent Mentor program to our court involved services with the hopes of helping families have a better understanding of the child protection court system. Research with Parent Mentor programs such as the one in Ramsey County has found these programs to be successful.

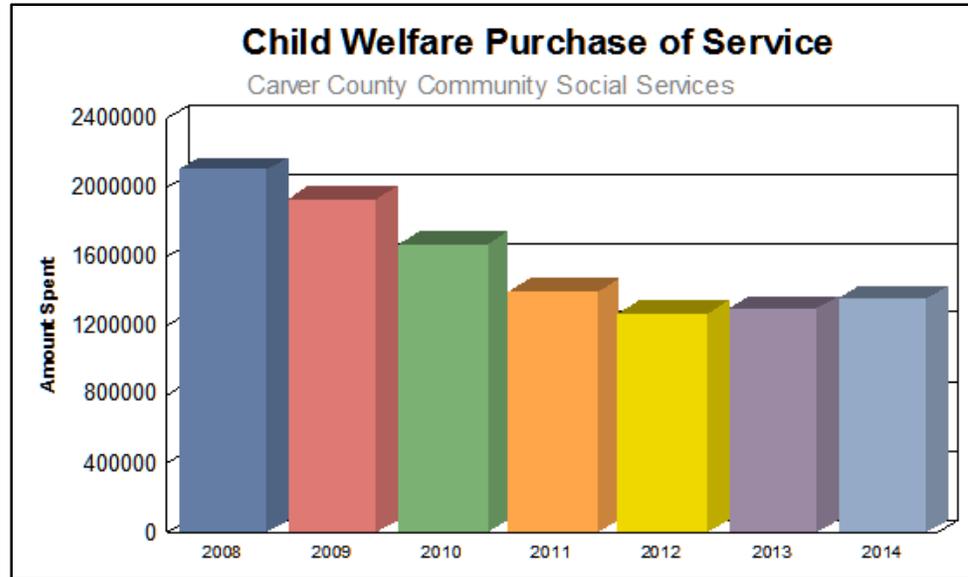
The Bridge is opening a new facility in Chanhassen and is seeking a contract that could cost as much as \$95,000 per year should they attract the anticipated number of currently unserved homeless youth. Having an available local facility licensed by the Department of Human Services as a shelter facility would mean youth in crisis would be kept in the community, which would reduce transportation time and costs and improve opportunities for quickly implementing community based services. Given the Bridge’s reputation for working effectively with parents and other family members and for reuniting youth with their families within days, we anticipate that short term increases in shelter costs will be mitigated by lasting reductions in the need for long-term foster care and residential care.

Carver County's School-Based Collaborative Mental Health Program continues to grow. Carver County now has co-located therapists in Eastern Carver County, Waconia, Watertown-Mayer, and Norwood Young America schools. Therapy at the schools means parents have easier access to mental health services and their children miss less time in the classroom. Staff continues to work toward making these positions sustainable in the event our School Linked Mental Health Grant is not renewed in 2017. Staff also provides mental health skills training services to children in Eastern Carver County and Watertown-Mayer Schools. Doing so helps us to fulfill the County's responsibility as the local children's mental health authority. Traumatized children are identified by the school and helped to heal before they need more expensive county services. The Anicca Day Treatment program in Chanhassen has been profoundly effective in serving middle school-aged children with mental health issues. The program filled up quickly and maintained a waiting list through much of this year. We are asking for an additional therapist for this program for 2016.

### **Goals**

1. Fully implement the Signs of Safety Framework in all open casework cases in the Department by the end of the year.
  - a. This includes consistently using the Signs of Safety Map to define the current assessment of family safety and functioning, and using the Map to guide the work.
  - b. It includes consistently and effectively assessing children and parents for unresolved trauma and helping them find ways to integrate past events into a coherent story that best enables age-appropriate functioning. Most often this story will be a Words and Pictures story that is also used to explain the agency's involvement to the children and those who care about the children and to set the stage for safety planning. In addition, we are adding the use of Eye Movement Desensitization and Reprocessing (EMDR) Treatment to improve the parent's ability to resolve their trauma to thus be able to assist their children with their trauma.
  - c. It involves helping the family and their support resources develop a case trajectory in order to plan to do the right things to get their children returned or their case closed as quickly as possible.
  - d. It involves developing a clear written safety or support plan so everyone knows what needs to be done to keep the children safe and meet their needs well into the future.
  - e. It includes continuing to reduce our reliance on outside professionals for assessment and court testimony by developing simple tools to measure the frequency at which clearly defined desirable behaviors replace worrisome behaviors.
2. Improving our collaborative relationships with the local school districts in order to intervene more proactively and effectively.
3. Increasing our use of technology to increase productivity and ensure quality case file management that adheres to state and federal standards.
4. To ensure our Carver County families and children can receive services within the county when they experience homelessness or teenage runaway episodes.

The Child Welfare Purchase of Service Graph is created directly from our Social Services Information System. It shows the total spending in the same 20 child welfare related services from 2008 through 2014. The graph demonstrates much of the success



experienced in recent years in reducing reliance on outside professionals for assessment, treatment, and court testimony and managing the use of out-of-home placement as a result of our increasing ability to define and document observable behavior to replace expert opinion from outside professionals.

## Home & Community-Based Care Department

The Home and Community-Based Care (HCBC) Department is comprised of the Long-Term Care Unit, the Assessment and Senior Services Unit, and the Encore Adult Day Services Program which transferred from the Behavioral Health Department in August of 2014.

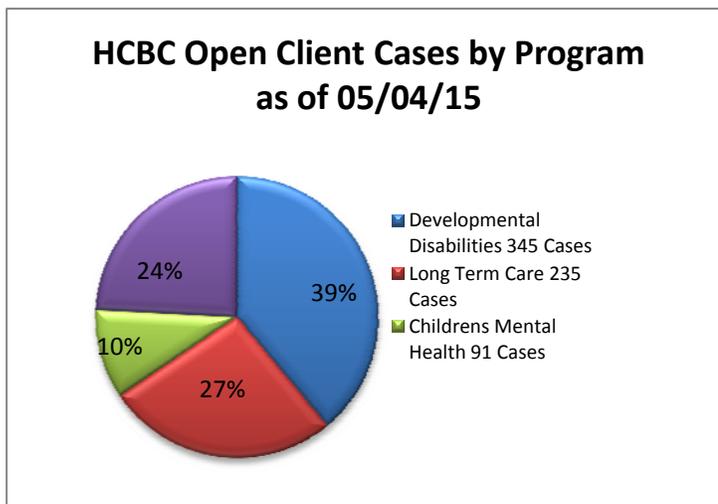
The staffing for the department is as follows:

Home & Community Based Care Department Staff					
Position:	2015 FTEs Adopted	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
HCBC Manager	1.00	1.00	-	-	1.00
HCBC Supervisor	2.00	2.00	-	-	2.00
Social Worker III	1.00	1.00	-	-	1.00
Social Worker II	23.70	24.50	2.00	2.00	26.50
Case Aide	2.00	2.00	-	-	2.00
Therapeutic Recreation Specialist	-	1.00	-	-	1.00
Program Assistant	-	2.00	-	-	2.00
<b>Department Totals</b>	<b>29.70</b>	<b>33.50</b>	<b>2.00</b>	<b>2.00</b>	<b>35.50</b>

The HCBC Department is responsible for determining program eligibility, assessment, providing case management services, and investigation of vulnerable adult maltreatment reports.

Department case managers assist clients in accessing necessary services by informing them of service options, developing service plans, coordinating client access to service providers, and monitoring service delivery to ensure the health and safety needs are being met.

Client groups served include the elderly, developmentally disabled and physically disabled, those with autism, and those with a brain injury. As of May 2015, the HCBC Department had a total of 885 open cases. As the chart indicates, 345 cases were open for Developmental Disabilities case management; 214 were open for Senior Services case management; 235 were open for Long-Term Care case management; and 91 were open for Autism Spectrum Disorders case management. In 2014, 312 vulnerable adult reports were filed in Carver County, of those 102 were opened for investigation and assessment.



#### **Assessment and Senior Services Unit**

The Assessment and Senior Services Unit is comprised of 11 Case Managers, 1 Case Aide, and 1 Supervisor. Areas in the unit include 5.00 FTE case managers on the MnChoices Assessment Team, 4.50 case managers providing case management to seniors, and a 1.00 FTE case manager responsible for Adult Protection investigation.

#### **MnChoices Assessment Team**

In April of 2014, Carver County became one of the first counties to implement the MnChoices assessment tool in the State. MnChoices is a single, comprehensive assessment and support planning, web-based application for people in need of long term supports. The launch of MnChoices has been segmented state wide, with only initial assessments being completed using this tool. In 2015 thus far, Carver County has completed 107 assessments, and taken more than 175 intake requests. This puts us on pace to complete more than 320 new assessments in 2015. The State requires that individuals receiving services through one of the state funded programs receive a face-to-face MnChoices assessment annually.

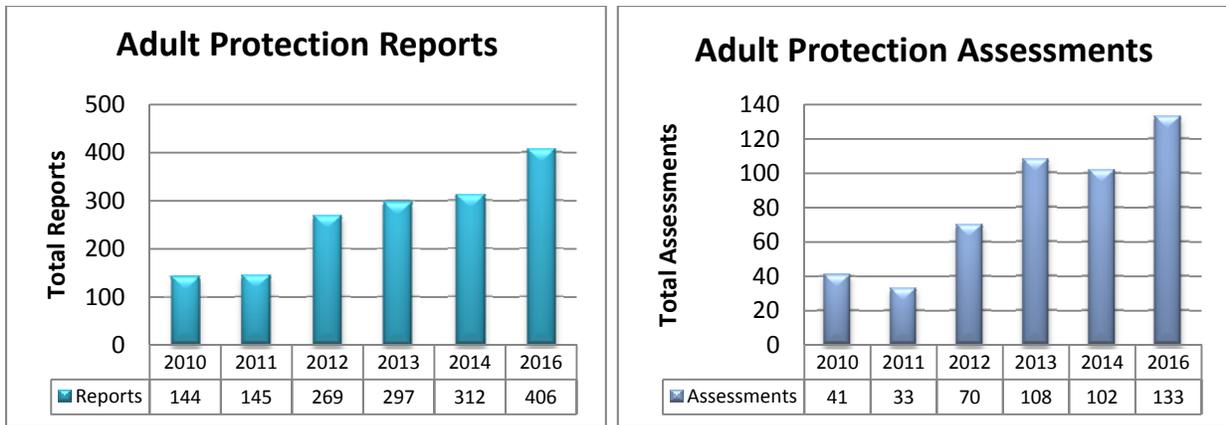
#### **Senior Services**

Case managers work with people over the age of 65 who are receiving services funded by either the Alternative Care or Elderly Waiver. The goal of these waived services is to keep individuals living in their community and avoid nursing home or hospital placements. Carver County also provides contracted case management for Blue Cross Blue Shield and Medical health plans. Senior Services experiences frequent client turn over. Currently, there are 214 open Senior Service cases. So far this year the unit has worked with 265 cases. By the end of 2015 all Senior Services case managers will also become MnChoices certified assessors to provide assessments for clients enrolled in Blue Cross Blue Shield and Medica health plans.

**Adult Protection**

Carver County is mandated to provide adult protective services to vulnerable adults living within our county. The types of services provided vary from case to case; approximately 33% of all reports made through the intake line end up being opened for assessment and investigation. In 2014, there were 312 reports filed, and of those 102 were opened for investigation and assessment. Currently, we have a 1.0 FTE Social Worker II who provides the assessment and investigation of these reports. We have seen trends in the types of reports being filed with increases in self-neglect/cognitive capacity issues and financial exploitation of elderly clients.

The State of Minnesota is moving towards a centralized intake Common Entry Point for all adult maltreatment reports. The central intake is scheduled to begin on July 1, 2015. Although we are still working on details on how this will affect our processes, we have been told by the Department of Human Services to expect a 30% increase in reports and investigations which has been consistent with other states that have implemented a centralized intake.



**Encore Adult Day Services Program**

Carver County’s Encore Adult Day Services Program is in its 38<sup>th</sup> year of providing valuable services to seniors and other adults in Carver County. A total of 48 participants were served in 2014 with an average daily attendance of 12 clients a day. In 2015, the average daily attendance increased to 17 clients a day. The Encore Adult Day Services Programs operation budget does not use tax levy dollars. It receives funding from a variety of sources, including Alternative Care and Medical Assistance Waiver funds, health plans, participant fees, the Veterans Administration, and the Greater Twin Cities United Way. The Encore Program’s primary goals in 2016 are to maintain the increased level of daily attendance and provide support to primary caregivers.

**Long-Term Care Unit**

The Long Term Care (LTC) Unit is comprised of 14 Case Managers, 1 Case Aide, and 1 Supervisor who assist individuals with disabilities to connect with supports necessary to live successfully in their communities. Clients receive support through a variety of state plan programs and Medical Assistance waiver programs. Case management areas in the LTC unit include 4.00 FTE case managers providing Children’s Mental Health case management for clients with an autism diagnosis, 5.60 FTE case managers providing clients with an Intellectual (Developmental) Disability (ID /DD), and 4.00 FTE case managers providing supports to clients

with medical, mental health, or brain injury diagnoses. There has been an increase in the number of people who are eligible for state plan or waiver programs with the use of the new MnChoices screening tool. As a result we anticipate growth in the number of cases requiring support to access State and Federal assistance programs.

### **New Position Requests**

**1.00 FTE Social Worker II- Adult Protection / Senior Services Social Worker:** The State scheduled in late summer/early fall of 2015 a launch of the statewide common entry point for adult protection reports. In 2014, there were 102 intakes assigned to investigation. That number of investigations would have been significantly higher without policy changes which deferred reports of senior self-neglect directly to Senior Services social workers to connect clients to needed supports. We estimate the current need for adult protection staffing to be around 1.50 FTE. Currently the department relies on other social workers and management staff to assist in investigations. This new position will provide direct support for adult protection focusing on investigations related to self-neglect and financial exploitation of seniors. The new staff person will also be trained as a Senior Services Social Worker carrying a 50% case load of Elderly Waiver/Alternative Care (EW/AC) waiver cases. Revenue sources linked to this position would include Vulnerable Children & Adults Allocation (VCAA), Social Services Time, Study (SSTS) and EW/AC wavier case management. In 2014, senior services workers averaged \$53,000 for EW/AC case management and \$30,000 CADI, CAC & Brain Injury (CCBI) revenue for the year.

**1.00 FTE Social Worker II:** Long-Term Care case managers support clients who are on the Community Alternatives for Disabled Individuals (CADI) waiver. Approximately 50% of the clients on the CADI waiver are diagnosed with a Serious and Persistent Mental Illness. These clients require a significant amount of direct support compared to other waiver cases. The three case managers have caseloads averaging 56 CADI waiver cases. These cases are very paperwork intensive and tend to require significant client contact. Each worker has at least 10 cases that require more than 50 hours of time each year. Revenue sources linked to this position would include SSTS and CADI waiver case management. The caseload would consist entirely of CADI waiver cases. CADI case managers are required to record 100% of client-related time which needs to account for 60% of their total time. The current CADI waiver rate is \$96.92 an hour; 50% of client-related CADI time would equal \$101,000 in annual revenue.

### **HCBC Department Objectives for 2016**

#### **Electronic Data Storage**

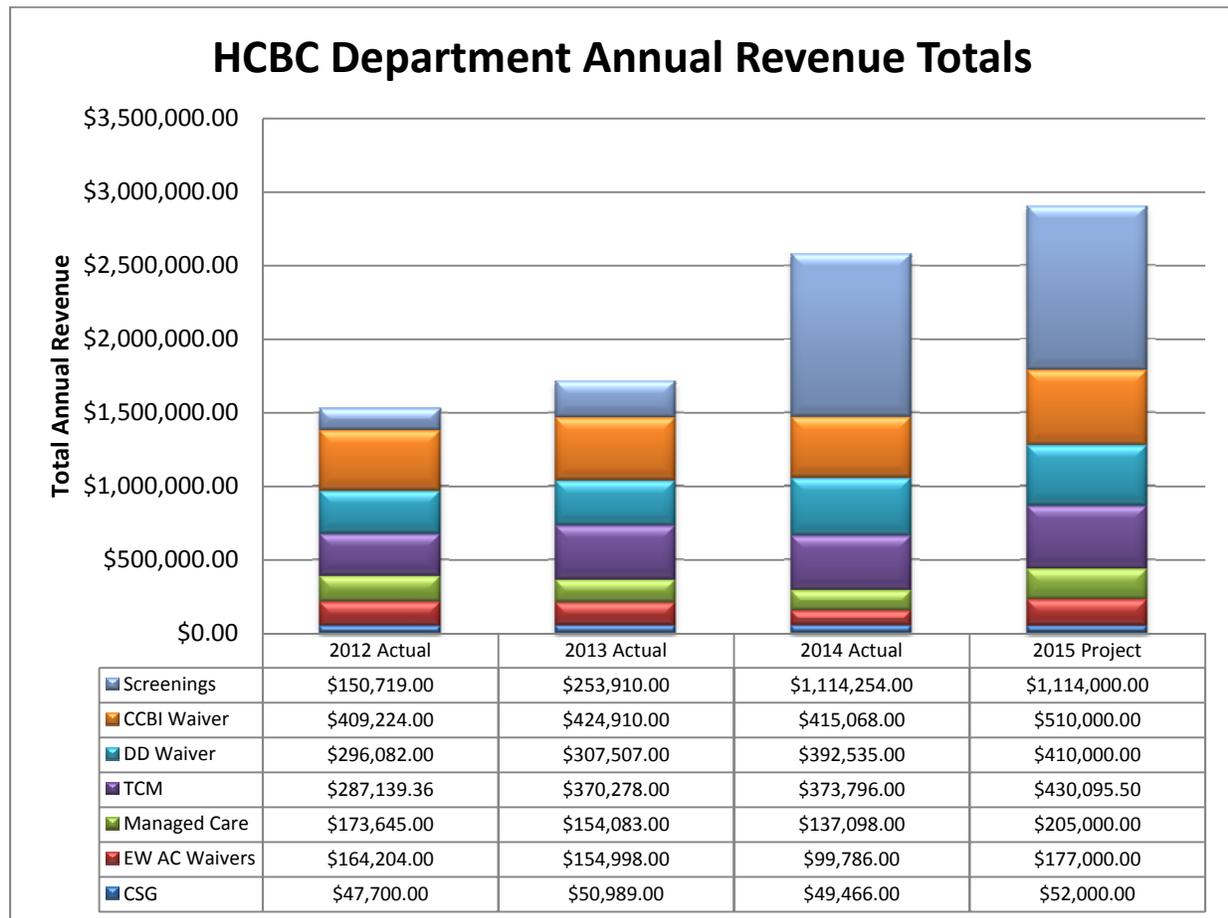
The HCBC Department is in the process of transitioning to electronic case files and data storage. The discovery and design stages were completed in 2015 and full implementation will occur in 2016. The goals of this transition are to increase efficiency, standardize departmental data entry, develop clear workflows, and provide management the ability to monitor quality assurance standards. A standardized departmental case file structure has been created and will be used by all units in the department. By adding work flow processes and quality assurance measures, management can quickly review the status of hundreds of case files to ensure auditing standards are being met. Standardization of departmental work flows will cut down on errors and increase efficiency of data entry performed by case managers. Electronic data storage will improve productivity and communication with other departments by providing documentation of client eligibility, and expediting client access to services.

## MnChoices

Expansion and full implementation of the MnChoices assessment program will include reassessments and Managed Care Organizations. Currently, Carver County is part of a pilot project with the State Department of Human Services to implement the reassessment phase of MnChoices. DHS expects full implementation of all new assessments and reassessments by the end of 2016. Based on DHS projections, Carver County will be responsible for 1,400 to 1,500 assessments annually.

## Revenue

The chart below shows department revenue per program for 2012, 2013, 2014 actuals and the projected revenue for 2015.



Carver County receives revenue for case management services provided to clients through waiver programs, Targeted Case Management (TCM), screenings, and by providing care coordination for managed care programs. In 2013, waiver, TCM, and managed care programs accounted for 85% and screenings accounted for 15% of the total revenue generated by the HCBC Department. In October 2013, DHS changed the method of how screenings were funded due to the implementation of the MnChoices assessment process. The new method of funding is based on the Social Services Time Study. Under this new method, screenings will account for 43% of the total revenue generated by the department. Social Services is still waiting to

determine the consistency of funding, however, initial numbers look promising. For 2015, department revenue is projected to reach \$2,898,095.00.

## Income Support Department

The staffing for the department is as follows:

<b>Income Support Department Staff</b>					
<b>Position:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Income Support Manager	1.00	1.00	-	-	1.00
Workforce Services Supervisor	1.00	1.00	-	-	1.00
Child Support Supervisor	1.00	1.00	-	-	1.00
Financial Assistant Supervisor	2.00	3.00	-	-	3.00
Employment Counselor	6.00	6.00	-	-	6.00
Social Worker II	1.00	1.00	-	-	1.00
Child Support Officer	8.00	8.00	-	-	8.00
Eligibility Representative II	19.00	19.00	-	-	19.00
Eligibility Representative I	1.00	1.00	-	-	1.00
Case Aide	0.80	0.80	-	-	0.80
Child Care Specialist	0.50	0.50	-	-	0.50
Resource Specialist	1.00	1.00	-	-	1.00
Support Enforcement Aide	2.00	2.00	-	-	2.00
Support Services Specialist	0.50	0.50	-	-	0.50
<i>Department Totals</i>	44.80	45.80	-	-	45.80

The Income Support Department is looking forward to 2016 as a year of significant transitions. By the start of 2016, all three of the Financial Assistance Supervisors will have been in their positions for less than six months. The current Child Support Supervisor will have been on the job for less than a year. More retirements can be expected in the Department throughout 2016. This is likely to create significant staffing issues due to a highly competitive labor market, especially for Eligibility Specialists/Representatives, and also due to the loss of institutional knowledge and experience.

Employment and Training will be transitioning from being guided by the former Workforce Investment Act (WIA), to the new Federal Workforce Innovation and Opportunity Act (WIOA). Workforce services are also transitioning to serve the emerging needs of local employers to fulfill a need for workers in an expanding economy.

Eligibility Specialists transitioned into Eligibility Representatives I and II. 2016 will see the continuing transition of medical program eligibility determined through MNsure. Caseloads in all areas of eligibility for public programs will continue to expand into 2016, putting increased pressure on the current eligibility workforce.

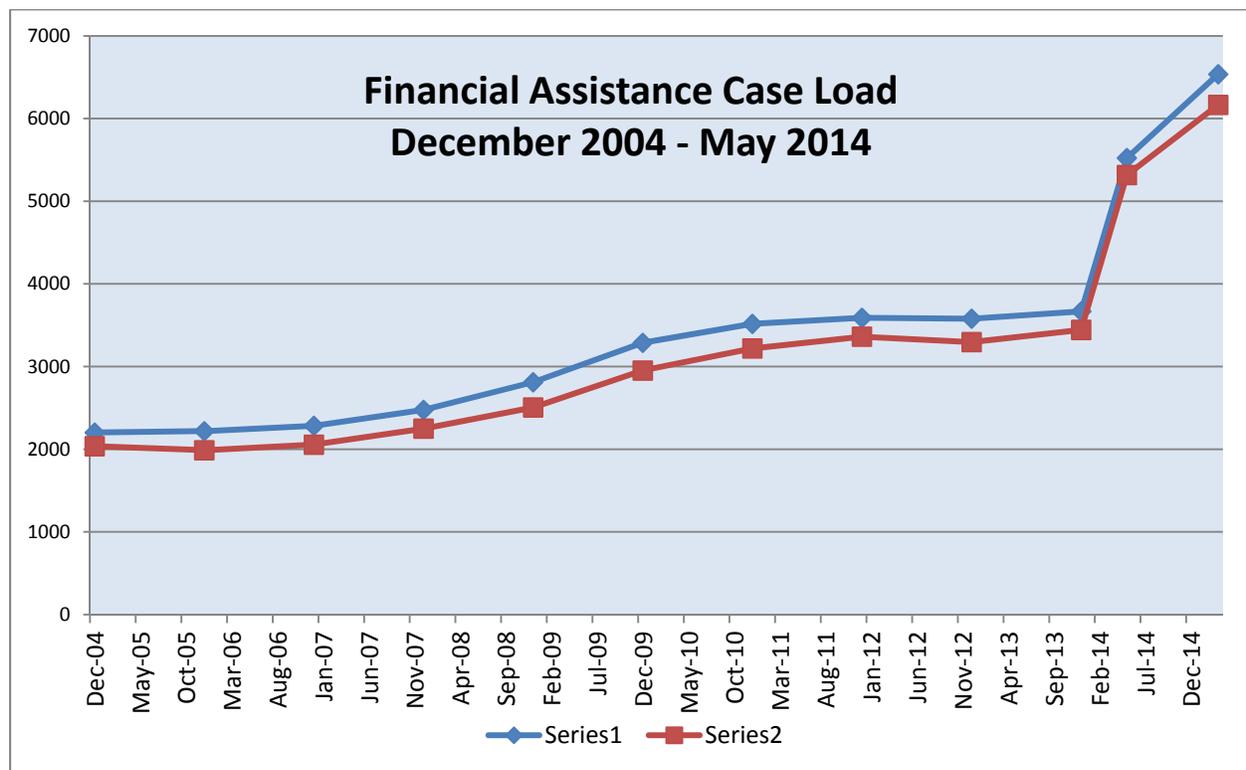
Through all of 2015, the Child Support Unit was not fully staffed. While taking on additional work to cover staffing shortages, the staff have had to transition to dealing with increasing

complex cases. The recent change making same sex marriage legal in Minnesota has resulted in cases that involve artificial means of parenthood, which can complicate child support issues.

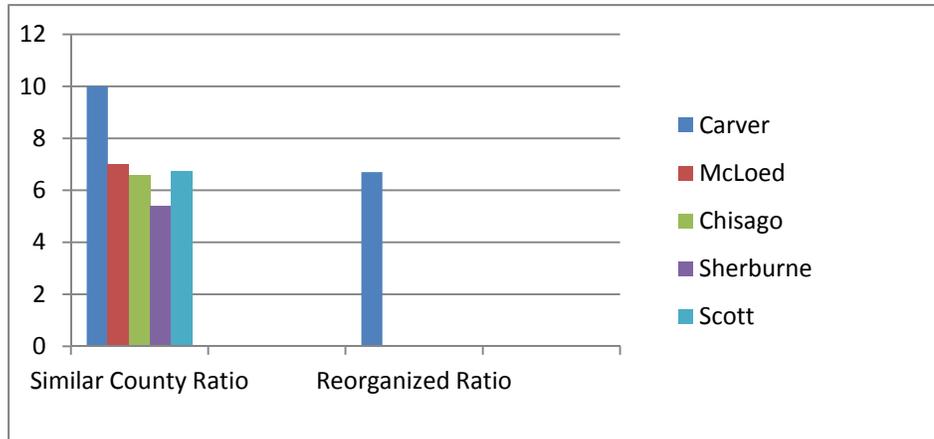
SmartLink will have transitioned in 2016 from a direct service provider for Dial-A-Ride services to take a role in Transportation Mobility Management. Direct transportation services will be provided to Carver County residents through a contracted vendor in place by the end of 2015. Former Carver County SmartLink drivers, who transitioned to become Scott County employees in 2014, will now be offered the ability to transition yet again to the contracted provider.

### Financial Assistance

With the implementation of the Affordable Care Act, and the corresponding rollout of MNsure, we have experienced a significant change in both the volume of work needing to be done, as well as in how that work is actually conducted and managed. **From December 2013 to March 2015 Financial Assistance Caseloads increased 44%.** During that same time, staff levels increased only 20%. While it is anticipated that the rate of growth in the number of new cases will begin to decrease in 2016, the overall number of cases needing service by Eligibility Representatives will continue to increase. The Financial Assistance Case Load Chart illustrates the increase.



The increases in work volume and complexity seen in 2015 and expected to continue in 2016 have necessitated the transition from two Eligibility Units to three. As the chart indicates, this reorganization would bring our worker ratio



more in line neighboring and similar Counties. This reorganization also allows for unit growth in the long term without additional supervisors, or any decrease in efficiency or workload output. This reorganization, along with the addition of the third supervisor is completely funded by increases in enhanced Federal reimbursements as part of the Affordable Care Act. This enhanced reimbursement has allowed the staff compliment to grow without utilizing any additional County Levy dollars.

### Goals

For 2016 the Eligibility Representatives will continue the transition of medical program eligibility to the MNsure system. In addition, the Financial Eligibility workgroup will make a successful transition to a three unit configuration. The additional accountability provided by the third supervisor will provide the resources to meet the Office of Performance Management standards of processing expedited SNAP applications within a 24 hour timeframe.

### Child Support

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.

	Paternity		Support		Current		Arrears		Cost		Avg
	Establish	#	Establish	#	Collections	#	Collections	#	Effect	#	Rank
Anoka	104%	3	91%	3	73%	4	72%	4	5.49	3	3.4
Carver	<b>105%</b>	<b>2</b>	<b>93%</b>	<b>2</b>	<b>79%</b>	<b>1</b>	<b>81%</b>	<b>1</b>	<b>4.95</b>	<b>4</b>	<b>2.0</b>
Dakota	99%	5	89%	5	71%	5	71%	5	4.25	5	5.0
Hennepin	99%	6	83%	6	68%	6	65%	6	3.24	7	6.2
Ramsey	95%	7	80%	7	65%	7	63%	7	3.34	6	6.8
Scott	107%	1	91%	4	78%	2	79%	2	5.84	2	2.2
Washington	102%	4	95%	1	74%	3	72%	3	6.27	1	2.4
Minnesota	100%		88%		71%		71%		3.58		

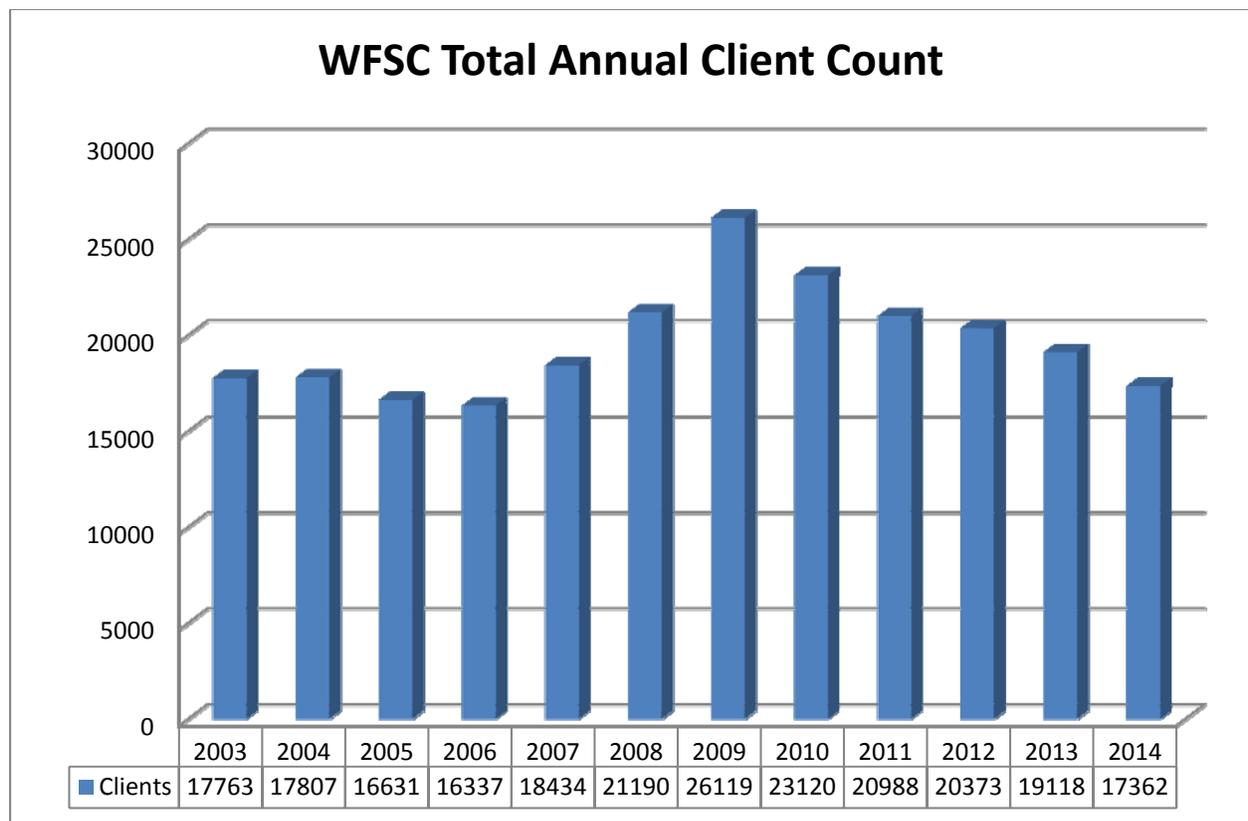
Child Support services include the locating and establishment of parentage, establishing and enforcing court orders for child, medical and child care support, reviewing and modifying court orders, and working with other states to enforce support when one parent does not live in Minnesota. In 2015 the Supervisor retired and was replaced by Beth Cone, who has more 40 years experience with Carver County. The unit continues to perform at high level under her leadership.

**Goals**

In 2015, the Child Support Unit will look forward to having a complete and fully trained staff. The primary goal of the Child Support Unit is to improve its performance on the five federal performance measures (Paternity Establishment, Order Establishment, Current Support Paid, Arrears Paid, and Cost Effectiveness). Particular attention will be focused on the Current Support Paid measure, where we have yet to maximize our potential federal incentive funding as we strive to achieve 80% of Current Support collected.

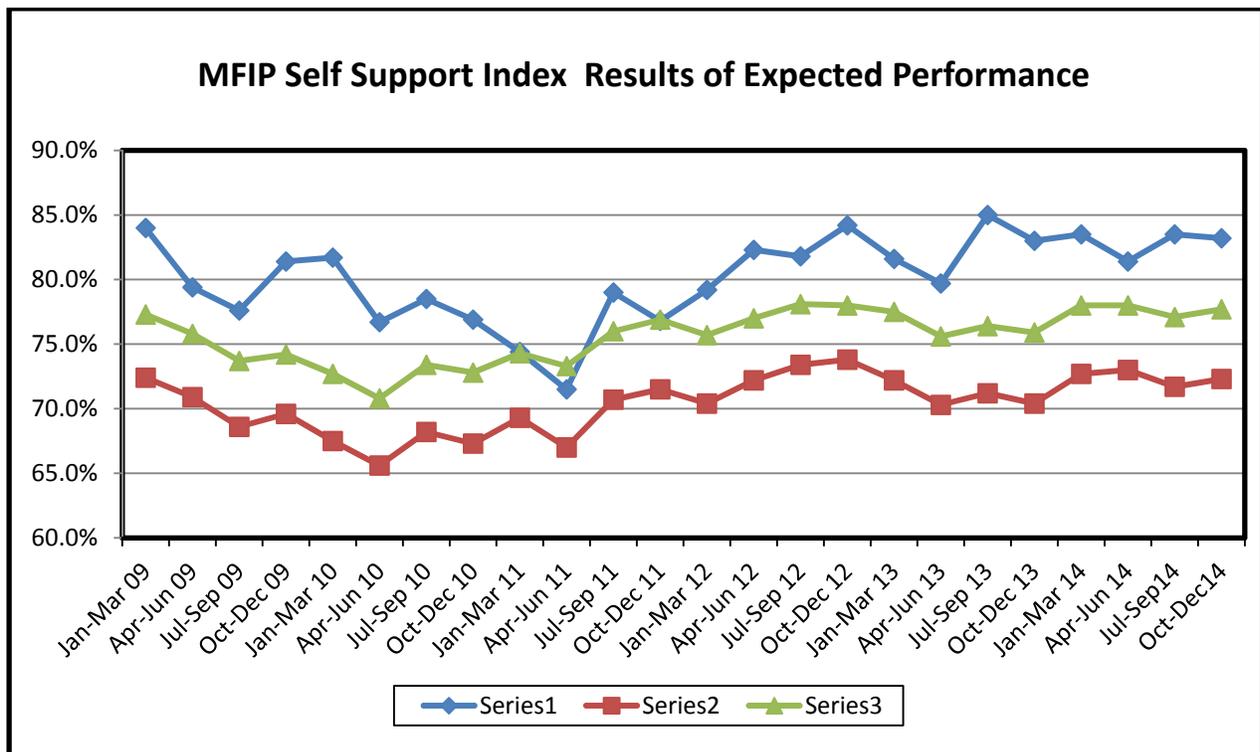
**Workforce Services**

Workforce Services has transitioned to a new State computer system, as well as beginning operations under the new WIOA legislation. Unfortunately, 2016 will see a slight reduction in Federal funding for employment and training programs. This should not pose any service difficulty as we have experienced a corresponding drop in demand for workforce services from job seekers. The chart below illustrates the trend in service utilization. The decline in daily visitors to our Workforce Service Center is directly related to improvement in the economy.



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

An important function of Workforce Services is to help County residents become self-sufficient. Carver County does an exceptional job in helping people on public assistance find and maintain employment. As the MFIP Self Support Index Results of Expected Performance chart indicates, Carver County exceeded its expected performance 22 out of 24 quarters.



2016 will also see a partnership between Workforce Services and the University of Minnesota to develop more employment opportunities for those persons who have experienced a felony conviction. This partnership is part of the Resilient Communities grant awarded to Carver County this year. The partnership will build on the work began by our AmeriCorps VISTA Volunteer, a grant-funded position that began in August of 2014.

**Goals**

Workforce Services will be working in 2016 to better understand the new WIOA legislation and will implement it programmatically to meet the needs of job seekers and employers in the County.

## 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.

These six areas of responsibility, along with the Carver County strategic plan, will serve as the foundation for Public Health Department goals in 2016. The department is divided into two units to fulfill these goals and responsibilities: the Public Health Planning & Promotion (P&P) Unit and the Public Health Nursing Unit.

The department manager and the two unit supervisors have a responsibility to ensure that County levy-funded activities, as well as activities funded by the Local Public Health Grant, have a direct link to one or more of these standards and that the results lead to improved health and quality of life for Carver County residents.

### Budget Highlights

Public Health Department Staff (restructure)					
Position	2015 FTEs Adopted	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
Public Health Department Manager	1.00	1.00	-	-	1.00
Planning & Promotion Unit Supervisor	1.00	1.00	-	-	1.00
Public Health Nursing Unit Supervisor	1.00	1.00	-	-	1.00
Public Health Program Specialist	7.00	7.00	1.00	-	7.00
Public Health Nurse (PHN)	7.00	7.00	-	-	7.00
Health Informatics Specialist	1.00	1.00	-	-	1.00
*SHIP Coordinator*	-	1.00	-	-	-
Accounting Technician	1.00	1.00	-	-	1.00
<b>Department Totals</b>	<b>19.50</b>	<b>20.00</b>	<b>1.00</b>	<b>-</b>	<b>19.00</b>

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

The Public Health Department budget includes salaries and benefits for 20.00 FTE positions. In July 2014, the department was awarded the Statewide Health Improvement Program (SHIP) grant, funding work performed through October 2015. We are in the process of completing another grant application for continued funding through October 2017. The grant requires

continued designation of a 1.00 FTE Grant Coordinator.

One new FTE is being requested for 2016 to improve Mental Health public education and the mental health network's coordination in Carver County. This need was identified as a priority in our Community Health Assessment completed in 2015. The following is a summary of the two units that comprise the Public Health Department.

### **Public Health Planning & Promotion (P&P) Unit- (restructure)**

The P&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.

In February 2015, the P&P Unit submitted the final Local Public Health Assessment and Planning (LPHAP) project documents to the Minnesota Department of Health (MDH). They include strategic priorities for the Public Health Department for the years 2015-2019. Community health priorities identified through this process include chronic disease, communicable disease, mental health issues, obesity/overweight, and alcohol use/abuse. These health issues are addressed through the goals and activities described in the P&P Unit and the Public Health Nursing Unit.

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

Public Health emergency preparedness initiatives are funded by the Public Health Preparedness Grant and the Cities Readiness Initiative Grant. These grants are used for planning and response to biological emergencies. The fiscal year for these grants is from July 2015 to June 2016, with grant revenue for 12 months of 2016 included in the division's 2016 budget request.

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

#### **Planning and Promotion Unit Goal #1**

Implement the 2015-2020 Local Public Health Assessment and Planning (LPHAP) project.

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

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

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

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

**Planning and Promotion Unit Goal #2**

Continue to implement the Statewide Health Improvement Program (Health Improvement Program) strategies in the county, and plan for continued Health Improvement Program funding from November 2015 through October 2017.

**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 Health Improvement Program 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. Respond to additional funding phases of the Health Improvement Program grant beyond the 2015-2017 biennium as they become available.

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

**Planning 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.

## **Public Health Nursing Unit**

The Public Health Nursing Unit is composed of 7.00 FTE Public Health Nurses (PHNs) and 1.00 FTE Health Informatics Specialist. Their work is sustained by a combination of levy funds and state and federal grant funds.

Ongoing grant funds expected in 2016 are from the Local Public Health Act 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 2016 program areas are expected to be somewhat consistent with 2015 funding, with slightly higher funding projected for grants whose funding formula is based on populations/number of eligible clients.

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

### **Public Health Nursing 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 and a new adult immunization campaign. 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.

**Public Health Nursing Unit Goal #2**

Comply with the federal HITECH Act and state mandate requiring interoperable electronic health records (EHR) for meaningful health information exchange and continuum of care.

**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:** Identify Carver County providers affected by the EHR mandate and pursue interoperability with the Public Health Department.

**Tasks:** Develop and implement changes needed in the department's current EHR system or work procedures, and those that may impact the County's Information Technology Department.

**Measure of Performance:** The Public Health Department will exchange health information electronically with partners.

**Public Health Nursing Unit Goal #3**

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 home visiting model for long-term, evidenced-based public health nursing for prenatal, postpartum, parenting, and special health care needs.

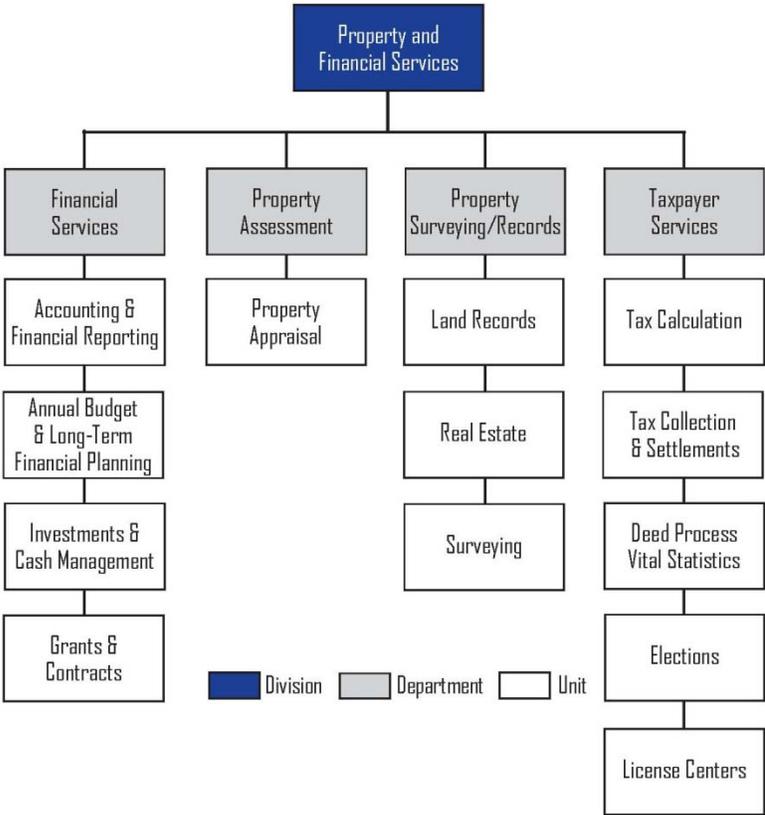
**Tasks:** Develop and implement necessary documentation structure in existing electronic database (PH-Doc) for reporting, including staff training, internal system administration, and policies/procedures to meet national HFA accreditation standards. Collaborate with Community Social Services to identify and recruit eligible families for this program.

**Measures of Performance Summary:** All public health nurses and contractors 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

The Property and Financial Services Division is responsible for all phases of County budget planning, preparation and monitoring, and it is responsible for a wide range of services related to taxation, surveying and land records, property assessment, elections, ditches and the operation of two license/service centers. The division performs accounting and payroll services, financial management, long-term financial and capital improvement planning, debt financing, fixed asset inventory, independent audit assistance, grant reporting and contract management, and cash and investment management. The staff provides accounting support to the other divisions and support for communication financial information to the County Board.



The new division was created as a result of a reorganization plan approved by the Board in July of 2015. This reorganization combined the former Financial Services Division with the former Property and Taxpayer Services Division. County Surveyor responsibilities that were previously part of the Public Works Division were transferred to the new division; the former Property Records Department is now the Property Surveying/Records Department.

## Budget Highlights

Property and Financial Services Division						
Budget Summary	2014 Actual- restated with restructure	2015 Budget- restated with restructure	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(7,490,234)	(4,826,758)	(4,875,092)	(4,875,092)	1.00%	152,012
Expenditure total	4,292,174	4,874,547	5,074,893	5,074,893	4.11%	
Levy dollars needed	(3,198,060)	47,789	199,801	199,801	318.09%	

The 2014 & 2015 Budget were restated at a department level, not by individual FTE movements.

The departments comprising the new division had a net total of 51.80 Full-Time Equivalent (FTE) positions approved for 2015. As a result of the reorganization, a 1.0 FTE position was transferred from Public Works to the new division. The Grants and Financial Communication Coordinator position was eliminated; a new Communications Coordinator position was added to the new Public Services Division. The Property and Financial Services Division has requested no additional FTEs for 2016. The FTEs for each department for 2016 are as follows:

<b>Property and Financial Services Division Staff Departments:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Financial Services	7.70	7.70	-	-	7.70
Property Assessment	12.00	12.00	-	-	12.00
Property Surveying/Records	6.00	7.00	-	-	7.00
Taxpayer Services	26.10	25.10	-	-	25.10
<b>Division Totals</b>	<b>51.80</b>	<b>51.80</b>	<b>-</b>	<b>-</b>	<b>51.80</b>

## 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.

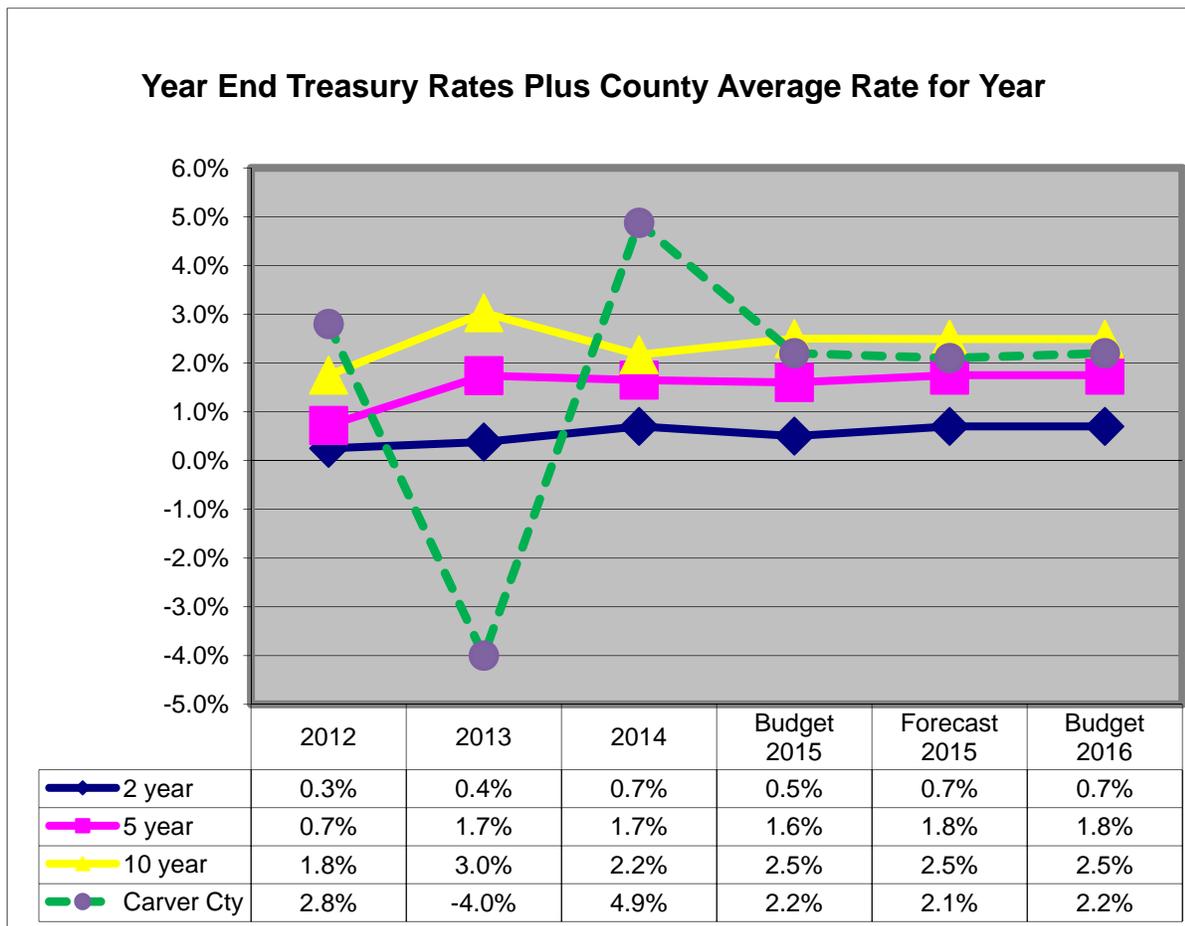
<b>Financial Services Budget</b>						
<b>Budget Summary</b>	<b>2014 Actual- restated with restructure</b>	<b>2015 Budget- restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(4,975,724)	(2,256,446)	(2,264,796)	(2,264,796)	0.37%	41,129
Expenditure total	872,444	936,227	985,706	985,706	5.29%	
Tax dollars needed	(4,103,280)	(1,320,219)	(1,279,090)	(1,279,090)	3.12%	

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.

There are no significant changes to the division’s 2016 Budget compared to the 2015 Budget. The increase in expenditures largely reflects the typical increase in personnel costs.

**2015-2016 Interest Rate Budget:** The proposed investment income budget for 2016 is \$1.643 million. The proposed budget is the same as the 2015 budget and represents a 2.2% return on the average cash balance for the county during 2016. For comparisons, the 5 year and 10 year treasury rates at July 1, 2015 are 1.8% and 2.5% respectively.

The following chart provides a review of interest rates for the last several years along with a summary of the county’s investment income results for 2012 through 2014. The results for each year are a summary of the interest income received during the year plus or minus the change in the value of the portfolio at the end of each calendar year. The change in value for the year is primarily driven by the interest rates in the market place at the end of each calendar year. When market interest rates rise during the year, the result in usually a reduction in investment income and the opposite occurs when rates decrease.



	2012	2013	2014	Budget 2015	Forecast 2015	Budget 2016
Average Cash Balance \$(000)	78,306	74,495	88,023	75,000	80,000	75,000
Investment Income \$(000)	1,720	1,215	2,483	1,643	1,643	1,643
Value Change \$(000)	418	(4,276)	1,807	-	-	-
Total Investment Income \$(000)	2,138	(3,061)	4,291	1,643	1,643	1,643
% Return	2.8%	-4.1%	4.9%	2.2%	2.1%	2.2%

### Full-time Equivalent Employee Positions:

Financial Services Division Positions:	2015 FTEs Adopted	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
Accounting Technician (restructure)	1.00	2.00	-	-	2.00
Accountant (restructure)	1.00	-	-	-	-
Assistant Financial Services Director (restructure)	-	1.00	-	-	1.00
Cash Management Coordinator	1.00	1.00	-	-	1.00
Financial Services Director (restructure)	1.00	-	-	-	-
Grants & Financial Communications Coordinator (restructure)	1.00	-	-	-	-
Investment Manager	0.50	0.50	-	-	0.50
On-Call Account Technician	0.20	0.20	-	-	0.20
Payroll Administrator	1.00	1.00	-	-	1.00
Property & Financial Services Director (restructure)	-	1.00	-	-	1.00
Senior Accounting Technician	1.00	1.00	-	-	1.00
<b>Division Totals</b>	<b>7.70</b>	<b>7.70</b>	<b>-</b>	<b>-</b>	<b>7.70</b>

### Description of Services

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

- **Accounting Services:** The Financial Services staff oversees cash receipting, claims processing, journal entries, budget entries, internal controls management, capital asset inventory, and use of IFS (Integrated Financial Services), the County's accounting software system.
- **Cash Management:** The division manages cash transactions, investments and banking relationships, bank and cash reconciliation reports, and revenue recapture of delinquent taxes on mobile homes.

- **Financial Reporting:** The division is responsible for communicating financial matters to the County Administrator and the County Board. The staff develops the annual Budget Book, Long-Term Financial Plan (LTFP), Comprehensive Annual Financial Report (CAFR), Popular Annual Financial Report (PAFR), and the Financial Policy Manual and posts these publications on the County's website. The staff also produces legal notices on financial statements and press releases/publications related to the budget setting process and financial planning, financial statements, bond ratings, investments, and grant-funded projects.
- **Debt Financing:** The division ensures the County is in compliance with the state statute on long-term debt and the level of annual debt and in compliance with the County's Debt Policy in making recommendations on long-term financing options for major capital improvement projects.
- **Annual Budget:** The division works with the County Staff and Board to develop and implement a Budget Strategy that provides overall direction for the annual budget process.
- **Payroll Services:** The staff provides biweekly payroll processing, employee master file maintenance, insurance billing reconciliations, and reports related to payroll and employee position FTE counts.
- **Grant Writing and Grant Management:** The division in 2015 provided grant writing services for departments and community partners seeking grant funds to benefit County programs and services. It provides assistance with developing budgets, managing fund allocations, and meeting reporting requirements for grant projects.
- **Long-Term Financial and Capital Improvement Planning:** Financial Services staff work with other division employees to develop capital improvement plans and compile a comprehensive five to 30 year plans to finance significant road and bridge, building, park and trail capital projects. The County's Long Term Financial Plan also develops strategies to address major cost drivers such as employee health insurance and building security.

In 2016, the Financial Services staff will continue to work on the following major projects:

- Develop a sustainable budget and long term financial plan to balance the County's increasing demand for services as the county grows with limited resources.
- Utilize the grant process to increase non-levy-funded sources of revenue.
- Improve communication of County finances and budget issues.
- Conduct internal audits to ensure proper compliance with the County's internal controls, policies and procedures.
- Increase process management efficiency throughout the County

### **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 18 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 three 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 five 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 2015 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.

**Grants:** In 2015, the Grants and Financial Communications Coordinator participated in grant applications totaling \$372,550. The Financial Services Division also provides assistance in the area of grant reporting and management.

**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, Objectives and Performance Measures***

***Division Activity #1:*** Create a 2016 budget and a 2017 and Beyond Long Term Financial Plan that reflect the goals of the Board, addresses current and future operating budget and capital project needs, and incorporates strategic planning goals.

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

***Objective:*** Develop an annual budget that decreases the tax impact on the average-value home and a dynamic and flexible long-term financial plan.

***Tasks:*** Develop a 2016 budget strategy that is balanced and sustainable while minimizing the tax impact on the average-value home and a 2017 and Beyond Long-Term Financial Plan that balances the increasing demand from county services as the county continues to grow with limited resources.

**Measures of Performance Summary:** Present the 2016 budget strategy and the Long-Term Financial Plan to the Board. Report on outcomes of GFOA reviews of the budget and feedback on the Long-Term Financial Plan.

**Division Goal #2:**

Utilize the grant process to increase non-levy-funded sources of revenue.

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

**Objective:** Further develop the county-wide grant process.

**Tasks:** Offer grant writing and grant application and reporting assistance services to all County divisions, departments and offices, and continue to track grant activity.

**Measures of Performance Summary:** The Grants and Financial Communications Coordinator will continue to track and report progress on grant applications, awards, and grant reporting requirements.

**Division Goal #3:**

Develop and Use Internal Controls and Internal Audits to improve financial services.

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

**Objective:** Document and test internal controls.

**Tasks:** Formalize an internal audit function within Financial Services to randomly test the County's internal controls, policies and procedures.

**Measures of Performance Summary:** Changes in auditing standards now require local governments to establish documentation for internal controls over significant areas affecting financial transactions. 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 randomly tests these cycles to determine compliance with internal controls and shares the results and additional recommendations with the appropriate county personnel.

**Division Goal #4:**

Improve communication of financial information.

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

**Objective:** Develop and distribute informational materials on County finances.

**Activities:** Publish and distribute press releases and a minimum of three major publications on County finances, and apply for Governmental Financial Officers Association (GFOA) review of major publications.

**Measures of Performance Summary:** The independent auditors gave the County an unqualified opinion on its year-end financial statement, which is the best opinion possible. The Division has received the prestigious GFOA Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report for 18 consecutive years. The County’s Budget Book received the GFOA’s Distinguished Budget Award for the fifth consecutive year in 2014. The County’s third Popular Annual Financial Report (PAFR) was submitted to the GFOA for review and received an Award for Outstanding Achievement. The division intends to seek these GFOA awards and an unqualified opinion from the independent auditors each year in the future. The division has posted these three publications and other related budget documents and information at <http://www.co.carver.mn.us/departments/finance/index.asp>.

**Division Goal #5:**

Improve process management efficiency throughout the county to allow current staff to meet the expected future increased demand for services as the County’s tax base continues to grow.

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

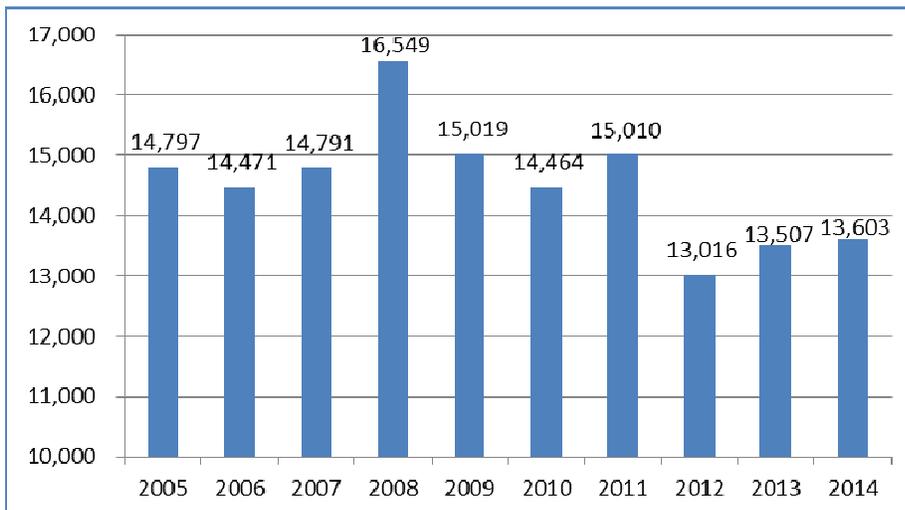
**Objective:** Increase process management efficiency throughout the County.

**Tasks:** Complete the roll-out of electronic Time Cards and Credit Cards to all departments. Begin the rollout of the e-Invoice and the HRIS (Human Resources Information System)/Payroll projects. Continue research on the e-Budget Book project. The County’s Accountant will continue as a co-leader of Lean/Kaizen Events and, along with the Finance Director, will participate on the Kaizen Leadership Team to increase process management efficiency throughout the County.

**Measures of Performance Summary:**

The following Workload Indicators summarize the volume of claims, contracts, cash receipts, and payroll stubs processed each year over the past 10 years.

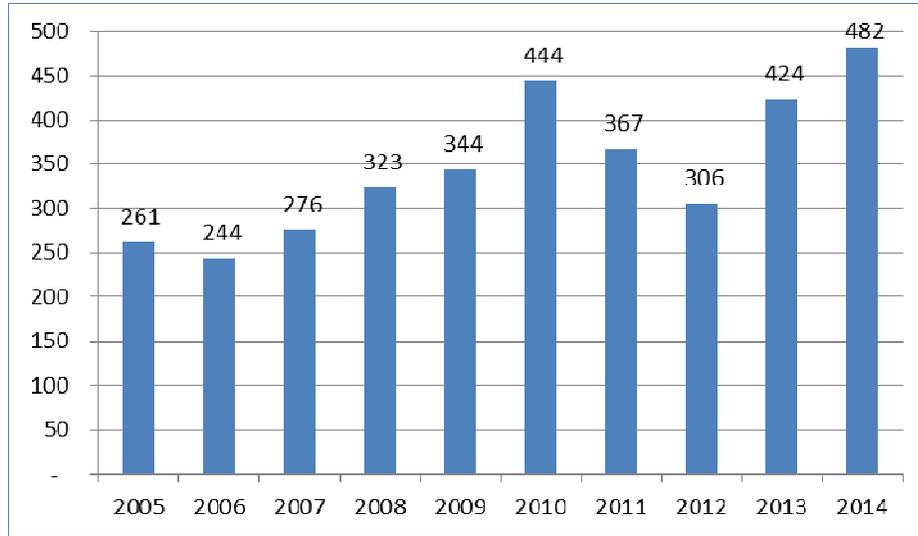
**Workload Indicators  
Claims Paid by Financial Services 2005-2014**



Claims Paid is an indicator of the quantity of activity of the two Accounting Technicians within the Financial Services Division. These two individuals process all of the claims.

As the chart indicates, the number of claims processed in 2014 was 13,603.

### Contracts Maintained by Financial Services 2005-2014

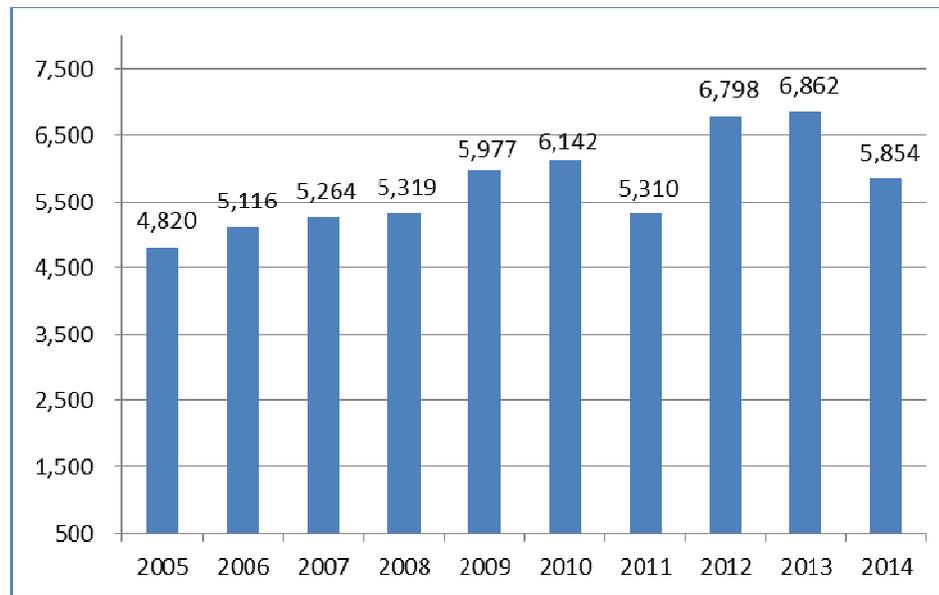


The Financial Services Division is responsible for tracking contract payments after they have been approved by Risk Management, the Attorney's Office, and the County Board and/or Division Director.

This chart lists the number of active contracts the on file as of Dec. 31 of each

year. There were 482 contracts in 2014.

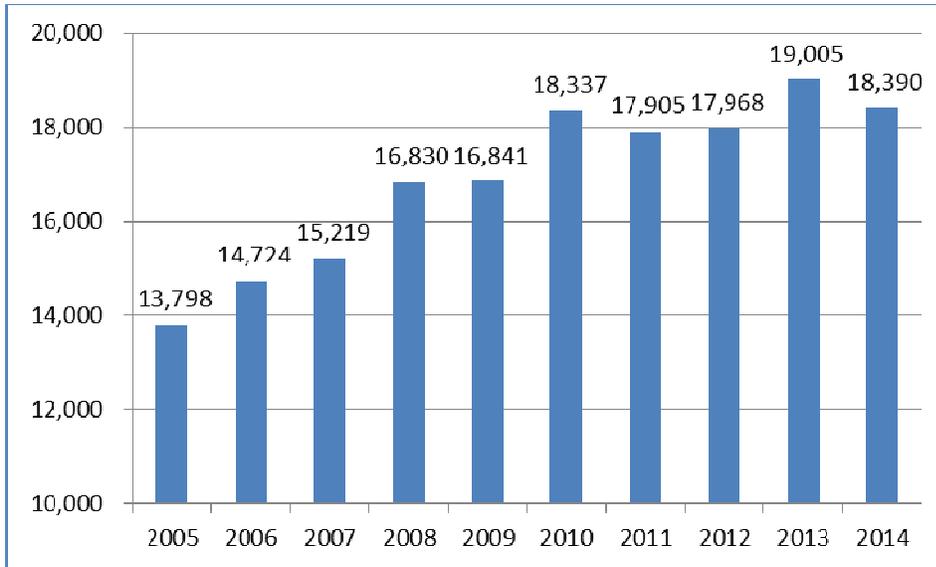
### Cash Receipts Processed by Financial Services 2005-2014



The division encourages departments to send receipts and deposits to the division on a timely basis, and it asks customers to send checks directly to its post office box to take advantage of remote deposit. The Division has developed a solution to help process receipts electronically.

### Payroll Stubs Issued by the Financial Services 2005-2014

The Financial Services Division in 2010 began converting a manual payroll process (paper timecards, paper checks, paper benefit information) to a fully electronic process.



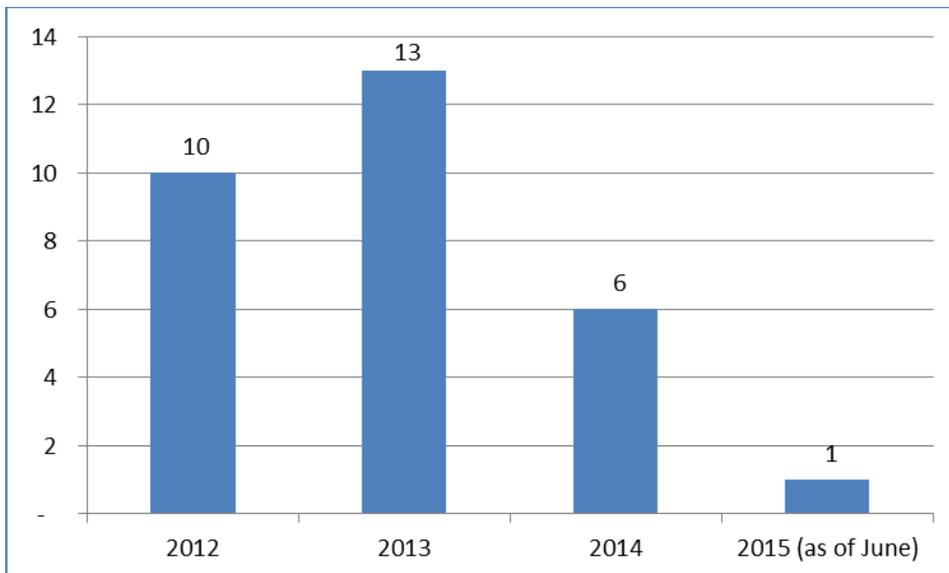
The automated process requires employees to use direct deposit, an electronic timecard, and a secure website to access payroll stub information. Prior to this change, employees used paper timecards and the division issued paper checks and benefit summary information on paper. It is

expected this change to a fully automated system will be completed in 2015 once the last two groups of employees are set-up in the new system. The County issues payroll checks to full-time and part-time employees every two weeks. The following chart reflects the total number of payroll stubs issued annually by the Financial Services Division from 2005-2014. The division issued 18,390 payroll stubs in 2014.

**Lean/Kaizen Events:**

In 2012, the County began a continuous improvement initiative that uses the Kaizen approach for leading a team of people through a procedure that has them focus on improving a targeted process.

**Number of Lean/Kaizen Events 2012-2015**



# Property Assessment Department

## 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 is 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	2014 Actual-restated with restructure	2015 Budget-restated with restructure	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(482,989)	(512,000)	(512,000)	(512,000)	0.00%	56,487
Expenditure total	1,044,045	1,098,511	1,154,998	1,154,998	5.14%	
Tax dollars needed	561,056	586,511	642,998	642,998	9.63%	

## Full-time Equivalent Employee Positions:

As the chart indicates, the number of FTE employee positions in the department in 2016 will be 12.0 FTES, the same as 2015.

Property Assessment Department Staff					
Position:	2015 FTEs Adopted	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
Appraiser II / Appraiser III	6.00/1.00	5.00/1.00	-	-	5.00/1.00
Appraiser I	-	1.00	-	-	1.00
Sr. Assessor Clerk	1.00	1.00	-	-	1.00
Assessor Technician	1.00	1.00	-	-	1.00
Asst County Assessor	1.00	1.00	-	-	1.00
County Assessor	1.00	1.00	-	-	1.00
Senior Appraiser	1.00	1.00	-	-	1.00
<b>Department Totals</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>-</b>	<b>12.00</b>

Having the assessment done within our office, and utilizing Geographic Information System (GIS) and the Computer Aided Mass Appraisal (CAMA) system, has created a more equitable assessment throughout the county. Each year we continue to enhance our system, which will reflect in our market values and any equity issues within neighborhoods. Based on our efforts,

the open book process and the local board of review, questions and appeals have been handled very diligently. Our staff has not only been utilizing the GIS training that has been made available but is also working with the GIS department for more advanced training that is unique to only the Assessor's Office. Working with the GIS department, we have been able to set up an assessor's parcel file in GIS, which utilizes our information on values, types of properties, sales, permits, and quintile work from the CAMA system. The GIS department has also established a special assessor's file that enables us to view aerial photos, different types of sales analysis, and viewing documents stored in Onbase.

To better utilize these tools, all staff has received and will continue to receive advanced training in computer operations. Our appraisers are assigned a specific jurisdiction(s) in which they are responsible for inspecting 20% of the properties for our mass appraisal quintile work as set forth by statute, inspecting and valuing all new construction for that year, and the final estimated market value and equalization within that jurisdiction on an annual basis. An appraiser needs to be accredited with the State Board of Minnesota Assessors by July 1, 2019. This is a change in our licensure mandated by 2013 legislation. We have five appraisers who will need coursework to complete this requirement. We currently have a full staff that has been on board for a minimum of five years. We have been able to handle the workload of our department due to the technology of our CAMA system and GIS.

Staff has incorporated the use of ipads in the field, this enables staff to take pictures and tag them directly to their property in GIS. This eliminates keeping a working file of the pictures that were taken each day and also the reentering them into Onbase to be linked to GIS. The appraisers will also be able to take these iPads directly to city hall to draw our sketches into our CAMA system. This will eliminate duplication of our work from city hall to our CAMA system.

The revenue generated by our contracts with each jurisdiction is based on number of valuations that have been increasing every year with the growth of the county and would offset a portion of our budget. New land developments in Carver County have slowed down considerably but we hope they will start picking up in the upcoming year. The anticipated revenue for the 2016 assessment should generate about \$510,000.

Miscellaneous Revenue has decreased as most of the reports we ran and charged for are now run through the GIS area.

### ***Budget Highlights***

Our current CAMA product will be replaced in 2015. This initial system cost is in the 2015 current budget and annual maintenance has been built into the adopted budget. The new vendor will be Vanguard, who is active in many Minnesota counties.

## **Property Surveying/Records Department**

### ***Description***

Property Surveying/Records Department includes staff from the former Property Records Department, housed in the Recorder's Office, and the County Surveyor previously housed in the

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

**Budget Highlights**

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

The following table summarizes the department’s budget.

<b>Property Surveying/Records Budget</b>						
<b>Budget Summary</b>	<b>2014 Actual-restated with restructure</b>	<b>2015 Budget-restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(655,651)	(923,860)	(882,860)	(882,860)	-4.44%	215,530
Expenditure total	560,440	710,751	885,281	885,281	24.56%	
Tax dollars needed	(95,211)	(213,109)	2,421	2,421	101.14%	

**Full-time Equivalent Employee Positions:**

Property Surveying/Records Department had a net total of 7.0 FTE employee positions in 2015 and will have the same number of FTEs in 2016.

<b>Property Surveying/Records Department Staff</b>					
<b>Position:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Assistant Property Records Manager	1.00	1.00	-	-	1.00
County Surveyor/ Recorder (restructure)	-	1.00	-	-	1.00
GIS Specialist (restructure)	-	1.00	-	-	1.00
Land Title Specialist (restructure)	5.00	4.00	-	-	4.00
<b>Department Totals</b>	<b>6.00</b>	<b>7.00</b>	<b>-</b>	<b>-</b>	<b>7.00</b>

**Taxpayer Services Department**

**Description**

The Taxpayer Services Department had a net total of 25.10 FTE employee positions during 2015 and will have the same number of FTEs in 2016.

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

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

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

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

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

**License/Service Centers:** The Taxpayer Services Manager serves as the Deputy Registrar of the Carver County Service Centers. The License Centers handle motor vehicle transactions, driver licensing and game and fish licenses. Motor vehicle transactions include license plates, tabs, vehicle transfers, new vehicle and out-of-state registrations, boat, 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 Chanhasen location only.

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

All precinct election supplies are ordered through this department. Training and resource tools are composed and provided to precincts. Service of election equipment is coordinated, as well as technical assistance provided for both the hardware and software used to tabulate votes. Candidate and office information are maintained to produce accurate ballots. This information is further verified, ballot rotation applied and, after extensive research, ballot orders are placed. During our public accuracy test workshops, city and township staff members and their election judges create test ballots and log votes. Valid votes on test ballots are reviewed to ensure that hardware and software used to tabulate votes are working accurately.

Taxpayer Services serves as the main resource for judges on Election Day and for city, township and school district clerks for not only the primary and general elections but for any special elections held throughout the year. The department serves as the county-wide absentee precinct for all absentee balloting. Due to a state law mandate concerning absentee registration, we anticipate the number of absentee ballots may triple in amount from past elections.

***Budget Highlights***

The budget includes enhancements and costs for the Aumentum tax system. This is in conjunction with MCCC, our computer cooperative (Obj.040-6265 and 040-6346).

The main source of revenue relates directly to land transactions. The depressed real estate market has had a negative effect on land transactions in the past few years.

The addition of a second License Center and the growth of both offices have created additional revenue. This increase in 2016 is being slightly offset by the lease revenue that the Chanhassen License Center no longer is receiving for the second-level space, which is now being utilized by Community Social Services.

The following table summarizes the department’s budget.

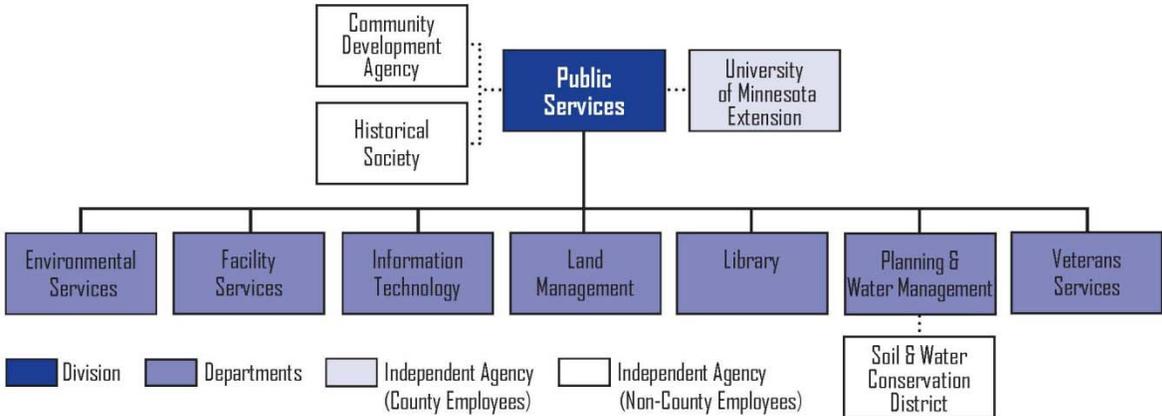
<b>Taxpayer Services Budget</b>						
<b>Budget Summary</b>	<b>2014 Actual- restated with restructure</b>	<b>2015 Budget- restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(1,375,869)	(1,134,452)	(1,215,436)	(1,215,436)		(161,134)
Expenditure total	1,815,244	2,129,058	2,048,908	2,048,908		
Tax dollars needed	439,375	994,606	833,472	833,472		

**Full-time Equivalent Employee Positions:**

The Property Records Department had a net total of 26.10 FTE employee positions in 2015 and will have the same number of FTEs in 2016.

<b>Taxpayer Services Department Staff</b>					
<b>Job Classification</b>	<b>2015 FTEs Approved</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Property Records & Taxpayer Services Director (restructure)	1.00	-	-	-	-
Taxpayer Services Mgr	1.00	1.00	-	-	1.00
License Center Supervisor	2.00	2.00	-	-	2.00
Taxation Supervisor	1.00	1.00	-	-	1.00
Elections & Customer Service Supervisor	1.00	1.00	-	-	1.00
Tax Analyst	2.00	2.00	-	-	2.00
Senior Licensing Specialist (Lead Worker)	2.00	2.00	-	-	2.00
Settlement Technician	1.00	1.00	-	-	1.00
Land Records Technician	2.00	2.00	-	-	2.00
Taxpayer Services Specialist	4.00	4.00	-	-	4.00
Licensing Clerk (full/part time)	8.60	8.60	-	-	8.60
Election Judges/Clerks (STOC)	0.25	0.25	-	-	0.25
Taxpayer Services (STOC)	0.25	0.25	-	-	0.25
<b>Department Totals</b>	<b>26.10</b>	<b>25.10</b>	<b>-</b>	<b>-</b>	<b>25.10</b>

# Public Services



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

The County Board approved the division’s creation as part of an organizational restructuring in July of 2015. The restructuring combined the County departments in the former Administrative Services Division (Information Technology, Facility Services, Library, Veterans Services, and the division’s administration) with three departments from the former Public Health and Environment (PH&E) Division (Environmental Services, Land Management, and Planning and Water Management.) The CarverLink program also merged with the Information Technology Department. The restructuring eliminated both the Administrative Services Division and the PH&E Division.

Budgetary information for each of the County departments in the Public Services Division is listed separately in this section. Budgetary information is also included in this section for the University of Minnesota Extension program as it relates to the County program and County employees.

The division maintains the County’s working relationship with two other independent agencies, the Historical Society and the 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 Community Development Agency (CDA), which is a separate tax levy authority. Budget information for the CDA is listed under the “Separate Tax Levy Authorities” section.

## Budget Highlights

Public Services Division (Prior to Restructuring - Administrative Services)						
Budget Summary	2014 Actual- restated with restructure	2015 Budget- restated with restructure	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(3,933,685)	(3,492,357)	(3,804,910)	(3,804,910)	8.95%	495,736
Expenditure total	15,649,110	16,600,656	17,408,945	17,408,945	4.87%	
Levy dollars needed	11,715,425	13,108,299	13,604,035	13,604,035	3.78%	

The 2014 & 2015 Budget were restated at a department level, not by individual FTE movements.

The departments comprising the new division had a net total of 124.05 Full-Time Equivalent (FTE) positions approved for 2015. 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 5.65 FTEs for 2016. The FTEs for each department and the FTE requests and approvals for 2016 are as follows:

Public Services Division Staff	2015 FTEs Adopted- restated with restructure	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
<b>Unit/Department:</b>					
Administration	2.20	4.70	-	-	4.70
Facility Services	16.00	16.00	-	-	16.00
Environmental Services (restructure)	11.40	11.40	1.00	-	11.40
Information Technology	27.95	27.95	2.00	-	27.95
Land Management (restructure)	5.00	5.00	-	-	5.00
Library	43.70	43.70	2.25	-	43.70
Planning and Water Management (restructure)	7.00	9.00	0.40	0.40	9.40
Veterans Services	4.10	4.60	-	-	4.60
University of MN Extension	1.70	1.70	-	-	1.70
<b>Division Totals</b>	<b>119.05</b>	<b>124.05</b>	<b>5.25</b>	<b>0.40</b>	<b>124.45</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 inter-divisional work as the Master Space Plan Committee, the Security Task Force, communications, policies, and strategic planning. The staff manages and disburses funds for ergonomic work stations to help improve employees' health and wellness, and it manages miscellaneous expenses covering central County operations.

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 is included in the budget as well. The budget summary for the Division's administration is as follows:

### **Budget Highlights**

<b>Administration Budget for Public Services Division</b>						
<b>Budget Summary</b>	<b>2014 Actual-restated with restructure</b>	<b>2015 Budget-restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(4,295)	(1,000)	(1,850)	(1,850)	85.0%	184,769
Expenditure total	521,486	462,163	647,782	647,782	40.16%	
Levy dollars needed	517,191	461,163	645,932	645,932	40.07%	

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

The County's Divisional restructuring eliminated the Project and Communications Manager position and added the new Deputy Division Director and Communications Coordinator. Likewise, the restructuring eliminated the Grants and Financial Communication Coordinator position in the former Financial Services Division.

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

<b>Administration and Communications Staff</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Position:					
Assistant County Administrator	1.00	1.00	-	-	1.00
Deputy Division Director (restructure)	-	1.00	-	-	1.00
Project & Communications Manager (restructure)	1.00	-	-	-	-
Communications Coordinator (restructure)	-	1.00	-	-	1.00
Accountant (restructure)	-	1.00			1.00
Program Technician (restructure)	-	0.50			0.50
Administrative Intern	0.20	0.20	-	-	0.20
<b>Unit Totals</b>	<b>2.20</b>	<b>4.70</b>	<b>-</b>	<b>-</b>	<b>4.70</b>

***Division Goals, Objectives and Performance Measures***  
***Administration Goal #1***

Plan for and implement recommendations from the County-wide space master plan.

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

***Objective:*** Strategically plan for both short-term space needs and long-term space needs.

***Tasks:*** Working with the Facilities Service Department Manager, plan for and implement recommendations that result from the County-wide space master plan. The County restructuring postponed the plan's completion in 2015. It is now scheduled to be completed in 2016.

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

***Administration Department Goal #2:***

Improve staff and citizen communications.

***Supports County Goal II and Goal 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:*** Develop and implement a strategic communications plan.

***Tasks:*** Develop, implement and refine 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 new County website. Continue to share information through press releases and build relations with local media.

***Measures of Performance:*** Heightened coverage in local media of Carver County accomplishments, services and programs. Increased public 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 following Public Services departments:

### Environmental Services

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

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

Most solid and hazardous waste programs are managed in a collaborative effort with the Solid Waste Management Coordinating Board (SWMCB), a joint powers board made up of Anoka, Carver, Dakota, Hennepin, Ramsey and Washington counties. Membership in this organization levers about \$1 million in solid waste funding from the MPCA and other sources. Membership in this organization also allows the County to lever the expertise of the staff of other Metro Counties and “economies of scale” in implementing programs regionally rather than strictly at the local level.

The County has benefited from recent collaborative projects including the passage of increased funding for the Select Committee on Recycling and the Environment (SCORE) Grant program in 2014. This resulted in more than \$50,000 in new ongoing grant revenue.

### Budget Highlights

Environmental Services Department						
Budget Summary	2014 Actual- restated with restructure	2015 Budget- restated with restructure	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(2,199,132)	(2,137,500)	(2,160,900)	(2,160,900)	1.09%	(61,592)
Expenditure total	2,228,900	2,211,793	2,173,601	2,173,601	-1.73%	
Levy dollars needed	29,768	74,293	12,701	12,701	-82.90%	

There are 11.40 FTEs in the department in 2015. The 2016 budget request included a request for an additional 1.0 FTE Environmentalist I position. This position was proposed to be financed by non-general levy funds. The position was requested to assist with Environmental Center operations, the SSTS Program, and other solid waste related seasonal programs. Participation continues to increase at the Environmental Center. For example, 300 to 400 customers are using the facility on many Saturday mornings. The increased participation also means that staff

members are working at the facility six days a week – even when the facility is not open to the public. Materials collected during operational hours must be moved out to make way for what customers bring on the next open day.

The additional position was requested to enhance customer service at the Center during high traffic periods, to improve customer service and response time for SSTS inspections during the construction season and to assist other staff with expanding commercial/business recycling due to increased State mandates. The Administrator’s Recommendation did not include this FTE request; the FTE total remains 11.40 FTEs in 2016 as indicated in the following table:

<b>Environmental Services Department</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
<b>Position:</b>					
Assistant Environmentalist	0.25	0.25	-	-	0.25
Program Technician	0.50	0.50	-	-	0.50
Environmental Grant - Intern	0.25	0.25	-	-	0.25
Environmental Services Manager	1.00	1.00	-	-	1.00
Environmentalist I	1.00	1.00	1.00	-	1.00
Environmentalist II	5.00	5.00	-	-	5.00
Environmentalist III	2.00	2.00	-	-	2.00
Recycling Drop Off Operator	0.40	0.40	-	-	0.40
Senior Environmentalist	1.00	1.00	-	-	1.00
<i>Department Totals</i>	11.40	11.40	1.00	-	11.40

In 2016, overall revenue for the Environmental Services department is projected to increase. That growth stems from growth in the number of Solid Waste Service Fee units as the County population grows and \$110,000 in new revenue from managing paint at the Environmental Center. A non-profit organization formed by the paint manufacturing industry (PaintCare) is now collecting funds from paint sold in Minnesota. PaintCare will provide part of these funds to the Minnesota Pollution Control Agency (MPCA), which will reimburse Environmental Services for recycling, management, and reuse costs related to paint collected at the Environmental Center and Special Waste Collection events. Additional grants are anticipated but not reflected in this budget proposal.

The Solid Waste Service Fee is currently \$25 per unit. Approximately 40,920 "units" are projected for 2016, which would generate about \$1,023,000 in revenue. The Solid Waste Service Fees yield more than \$460,000 in grants, including the Select Committee on Recycling & the Environment (SCORE) and Local Recycling Development Grant (LRDG) grants from the Minnesota Pollution Control Agency, as well as more than \$250,000 in other Solid Waste revenues such as hazardous waste generator license fees, solid waste permit fees, and fees collected from citizens at the Environmental Center. These fees will be used to continue to implement Solid Waste programs similar to previous years. These programs include operation of recycling drop-off facilities in Mayer, Norwood Young America, and Cologne, the ATHC Recycling Facility in Watertown, and operations of the Environmental Center in Chaska. They

also include grants to Carver County cities and townships, grants to schools and businesses, three Special Waste collection events, response to solid waste enforcement issues, and the collaborative effort with other Metro Counties through the Solid Waste Management Coordinating Board (SWMCB).

Solid waste programs are funded by a wide variety of fees, grants, revenues from commodity sales and the Solid Waste Service Fee. Solid Waste Service Fee expenditures can be broken down into the following categories:

- Environmental Center Operations - \$100,000
- Environmental Center Labor - \$100,000
- Solid Waste Program staff - \$600,000
- SWMCB Programs - \$80,000
- Drop-off Recycling sites, Special Waste collections, etc. - \$50,000
- City/Township Grants - \$50,000
- Industrial Hazardous Waste Staff - \$40,000.

The Select Committee on Recycling & the Environment (SCORE) Grant is based on legislative appropriation of the State sales tax paid on solid waste collection services and must be used to meet State mandates. Solid Waste Service Fee funds are used to meet the required 25% match. Revenue is projected to be \$275,300.

The Local Recycling Development Grant (LRDG) represents funds from State surcharges collected at Metro Area landfills that are passed through to Metro Area counties. The funds must be used to meet State solid waste mandates. Solid Waste Service Fee funds are used for the 1-to-1 match for this grant. Revenue is expected to be approximately \$135,000. This grant is trending downward as less waste is landfilled in the Metro Area.

The Environmental Services Department provides grants to fund ongoing city and township solid waste and recycling activities. The amounts budgeted for 2016 have not changed from previous years; \$80,000 is budgeted for the City Recycling Grant program; \$30,000 is proposed for the township solid waste subsidy program. Cities typically use these funds to subsidize local yard waste collection and special waste collection programs. Townships typically use these funds to manage illegal dumping, litter control and special waste programs. An additional \$40,000 is budgeted to provide project-specific grants to local governments, schools, and businesses for projects that assist the County in meeting Solid Waste Master Plan goals.

The Professional Services portion of the operations budget for the Environmental Center is \$423,000. The bulk of these expenses are paid to contractors who assist staff in operating the facility and managing the materials collected.

Fees collected at the Environmental Center help offset management and disposal costs for tires, appliances, electronics, yard waste, etc. The County also receives revenue from some of the materials collected and payments for management of other materials. These fees are projected to total about \$196,000 in 2016. No changes to current fees are reflected in this budget.

The County receives a grant for approximately \$28,000 from the MPCA via the Feedlot

Delegation Agreement for the Feedlot Program. The grant amount is determined by the number of active feedlots and performance factors such as the number of inspections conducted. This grant also requires a 1-to-1 match by the County.

The County receives a grant for about \$31,600 from the MPCA via the Natural Resources Block Grant program. The grant amount is determined by the number of Subsurface Sewage Treatment Systems (SSTS) in the County and performance factors such as Point-of-Sale compliance inspections and other local permit requirements. This grant also requires a 1-to-1 match by the County.

Environmental Services collects fees for many programs including SSTS permits, feedlot permits, solid waste licenses, and hazardous waste generator licenses. The total of these other fees is budgeted at \$119,000.

### **Accomplishments**

- **Environmental Center** - 27,423 visits were made to the Environmental Center (EC) in 2014. More were expected in 2015 given current trends and planned publicity campaigns promoting events at the Environmental Center. The Environmental Center recently set a new monthly participation record with 3,760 customers in April of 2015. The EC continues to be one of most cost-efficient household hazardous waste facilities in the Metro Area, as per the SWMCB's reporting criteria. The Environmental Center provides year-round one-stop management of recyclable materials, household hazardous waste, yard waste and special waste such as tires and appliances.
- **Environmental Center Reuse Room** – The Reuse Room at the Environmental Center was significantly remodeled in 2013 – doubling the space and making it customer friendly. The staff has the goal of doubling the amount of paint, automotive products, cleaners and other items given away to residents via this space. This work directly reduces waste disposal costs by more than \$30,000 per year.
- **Special Waste Collections** - Three collection events will be held in 2016. A spring and fall collection in Norwood Young America (NYA) and a spring collection in the City of Watertown at the ATHC Environmental Center.
- **Recycling drop off sites** – Four sites are maintained in the cities of Watertown, NYA, Cologne and Mayer. These provide residents with increased flexibility and the opportunity to recycle materials such as cardboard and scrap metal which are not collected at curbside.
- **Total Maximum Daily Load (TMDL) Projects** – The Environmental Services staff continues to cooperate with other division staff to implement Environmental Protection Agency (EPA) funded Total Maximum Daily Load (TMDL) water quality projects. Environmental Services staff conducted feedlot and SSTS enforcement activities in priority areas in support of the project and one-on-one technical assistance to provide practical site-specific information to feedlot owners in TMDL areas.
- **SSTS Program Electronic Data Collection** – Staff continue to implement electronic data collection methods into Subsurface Sewage Treatment System (SSTS) inspections. A tablet computer and GPS unit are used on site to collect data and electronically transfer it into data management programs.

- **Regulatory Programs** - Department staff members continued to work in cooperation with other agencies to implement SSTS, Feedlots, Industrial Hazardous Waste, and Water Plan programs.

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

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

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

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

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

***Tasks:*** Continue to track both expenses and revenues on a monthly basis and review them for opportunities to reduce expenses and increase revenues. Track participation and material collection trends to forecast future budget needs. Continue to apply for grants, recruit volunteers, and partner with other organizations to reduce personnel costs or limit increases.

***Measures of Performance Summary:*** Participation and materials collected are tracked via an electronic cash register which provides detailed data on origin of customers and the types of materials collected. Various vendor statements provide detailed information on the amounts of materials collected and the cost of managing them. Much of this information is tracked in detail via a separate database managed by Division staff members.

#### ***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 2015 levels or above given recent County growth.

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

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

Pollution Control Agency and the MN Department of Agriculture.

**Environmental Services Department Goal #3**

Continue to implement the Carver County Solid Waste Master Plan and the Metropolitan Solid Waste Management Plan in collaboration with the Solid Waste Management Coordinating Board (SWMCB).

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

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

**Tasks:** The Solid Waste Master Plan 2012-2030 that was approved in 2012 outlines the need to increase public education, recycling, organic waste composting, and other solid waste programs to meet landfill diversion goals. Environmental Services will work with schools and local governments to increase public awareness of these programs, provide additional grant funds to support local programs, work with businesses and industry to increase services, and collaborate with the metro region via the SWMCB to ensure region wide consistency and efficiencies of programs. New requirements passed by the 2014 legislature require additional efforts in the area of commercial recycling and organic waste composting. Note: The Solid Waste Master Plan will require updating in 2017 to reflect recent trend in waste management and changes in State policy. This process will begin in 2016 in response to the MPCA's Metropolitan Waste Management Policy Plan.

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

**Environmental Services Department Goal #4**

Use advances in technology to improve program and staff efficiencies.

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

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

**Tasks:** Fully implement an electronic inspection and data management process for the SSTS program and begin to implement similar efforts in the Industrial Hazardous Waste,

Feedlot, and Solid Waste regulatory programs. Use technology such as GPS and portable computers to move data generated by permitting and inspections to a “paperless” system that improves the efficiencies of existing staff and reduces staff time related to data management.

**Measures of Performance Summary:** Implementation of the Customer Relationship Management (CRM) system began 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 2016 in the SSTS, Feedlot, and Hazardous Waste licensing programs. Success of these efforts will be measured by the ability to reduce paper based transactions and reduce staff time related to 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. The department is responsible for: implementing and overseeing policy, procedures, and tools for information security; application development; infrastructure support services; and central 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 goals are to be proactive in its planning efforts, understanding the growing demand for flexible employee and public service delivery, and to respond quickly and efficiently to requests and problems.

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

### Budget Highlights

Information Technology Department Budget						
Budget Summary	2014 Actual- restated with restructure	2015 Budget- restated with restructure	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(349,543)	(321,200)	(361,200)	(361,200)	12.45%	131,486
Expenditure total	4,426,696	4,807,853	4,979,339	4,979,339	3.57%	
Levy dollars needed	4,077,153	4,486,653	4,618,139	4,618,139	2.93%	

**Revenue:** Information Technology Department revenue is generated by the Recorder’s Technology Fund and services provided by Geographic Information Services (GIS) through a

shared GIS position with the cities, a Pictometry (Aerial Imagery) cost recovery model with the cities, and mapping revenue. IT also receives money back from the State of Minnesota for phone usage, mail processing, and postage. The County will have great potential to provide cost-effective services to other agencies throughout the county, saving those agencies IT dollars by using existing hardware and services at greatly reduced costs, while generating funds for the county to support infrastructure.

**Personnel:** The total department FTE count for 2016 remains at 27.95 FTEs as indicated on following chart.

<b>Information Technology</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
<b>Position:</b>					
Information Technology Director	1.00	1.00	-	-	1.00
Application Services Supervisor	1.00	1.00	-	-	1.00
Infrastructure Services Supervisor	1.00	1.00	-	-	1.00
Project Manager- Broadband (funded by CarverLink)	1.00	1.00	-	-	1.00
Systems Engineer	2.00	2.00	-	-	2.00
SharePoint Administrator	2.00	2.00	-	-	2.00
GIS Analyst	2.00	2.00	-	-	2.00
GIS Specialist	1.00	1.00	1.00	-	1.00
Principal Analyst	-	-	1.00	-	-
Database Administrator	1.00	1.00	-	-	1.00
GIS Supervisor	1.00	1.00	-	-	1.00
Senior Systems Engineer	2.00	2.00	-	-	2.00
Business Analyst	3.00	3.00	-	-	3.00
Client Services Supervisor	1.00	1.00	-	-	1.00
Support Analyst	2.00	3.00	-	-	3.00
Administrative Support/Level 1 Help Desk	1.00	1.00	-	-	1.00
Client Services Specialist	2.00	2.00	-	-	2.00
Records Technician	1.00	1.00	-	-	1.00
GIS Intern	0.25	0.25	-	-	0.25
IT Intern	0.25	0.25	-	-	0.25
IT Coordinator (Sheriff's Office)	1.00	-	-	-	-
Software Solutions Engineer	1.00	1.00	-	-	1.00
On-Call Support Staff	0.45	0.45	-	-	0.45
<b>Department Totals</b>	<b>27.95</b>	<b>27.95</b>	<b>2.00</b>	<b>-</b>	<b>27.95</b>

IT requested the addition of a GIS Specialist and a Principal Analyst in the 2016 budget. The GIS Specialist request is a reflection of the increased expansion of GIS at the municipalities in Carver County. This position would allow an increase in hours for the current participating cities

and allow the county to offer GIS services to other cities. It is intended that this shared position is 80% funded by cities and 20% funded with Carver County levy dollars. The Principal Analyst request is due to the complexity of managing the GIS infrastructure and applications. This service continues to grow and GIS has become a critical application for many of our divisions. Keeping the system running smoothly and managing the security has created a need for a higher technical skill-set. The county has not added staff towards GIS services in more than eight years.

**Training 2016:** The 2016 training request is \$82,000. Training remains a priority for the Information Technology Department to ensure that our staff is knowledgeable about such emerging technologies as Security, VMware, Microsoft Exchange, OnBase, ESRI, SharePoint, Cisco software, and Microsoft CRM. Staff professional development in technology is important if we are adequately to understand, implement, and measure efficiency of internal services, software, and hardware tools. We continue to examine online and alternate forms of training to keep costs to a minimum.

**Capital Improvements 2016:** In 2015, resources were focused towards upgrading the central VDI data center and cyber security. VDI upgrades focused on serving the user with more robust systems and our cyber security focused on internal employee security training and perimeter. In 2016 there will be a continued focus on these two areas as well as other aspects of securing the county's data.

**Results in 2015:**

- In recognition that technology and services have changed, the GIS Services unit of IT was renamed Development and GIS Services to better reflect this unit's development and data integration work.
- IT developed the County's new public website. This website will have integrated credit card capabilities, online forms for e-Government and compatibility and accessibility with the ever-more-popular mobile devices. Care was taken to weave County services throughout the website for the best user experience. The site also adjusts to mobile screens. Statistics show that 60% of county residents use a mobile device to access websites.
- Throughout 2015, IT physically moved selected systems from the Chaska datacenter to the Cologne datacenter for redundancy if an outage would occur.
- The project management office (PMO) increased its focus on standardizing the process of project management. PMO staff members took on the challenge to engage the right IT technical support at the right time throughout large projects. This has presented a smoother project implementation and reduced downtime, reduced delays and reduced inefficiencies with software rollouts.
- In 2015 IT hired an additional Support Analyst which proved to be very beneficial in supporting the 150 unique software applications used by county employees.
- Using the County's GIS data, IT created a crime and traffic data dashboard that aids the Sheriff's Office and other departments and boosts their capacity to achieve their goals.

**Workload Indicators**

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

dramatically increased the breadth of expertise required of staff.

Employees and the public continue to embrace Geographic Information Systems (GIS) as a location tool to track and view information. The demand for GIS services continues to grow in 2015. Public access aerial photography released to our website in January reached 2,769 sessions by June. Plat searches available online average over 1,500 views/month and property inquiries, mobile inquiries have increased on average 25%. GIS services for mobile county users have tripled in users.

Going paperless continues to be a priority. IT supports and assists with the continued growth and use of OnBase, the County's electronic document imaging system. A growing number of county departments and offices have adopted the scanning and electronic storage technology. IT continues to encourage projects that involve having the origin be electronic records – meaning there isn't a paper document to scan; the record is created and remains electronic. The unique types of documents stored in OnBase have increased from 2,263 to 2,344.

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

The department will work on the following priorities in 2016 to help achieve the Strategic Plan and County goals:

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

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

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

***Tasks: 1.*** Improve the process by which IT analyzes and responds to County software needs. This improvement process will follow on a 2015 review of IT staffing, systems, and resources.

***Measures of Performance Summary:*** Using our ticketing system, we will create and follow metrics and trends to monitor and measure support services.

***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.

***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 Sheriff's Office and other departments within Carver County.

**Tasks:** Using the County's GIS data, IT will help the Sheriff's Office map crime and traffic data and aid other departments in applying a mobile mapping application that boosts their capacity to achieve their goals.

**Measures of Performance Summary:** Ability successfully to aid the mapping of crime and traffic data, measured by degrees of success in mapping and mapping accuracy. If fully successful, the Sheriff's Office will be able to focus on troubling areas and trends in the county and monitor those areas at the right time and location.

**Objective #2:** Continue to develop mobile GIS Applications.

**Tasks:** Provide access to GIS information while county employees are in the field to make better decisions. Create efficiencies in capturing GIS data in the field through mobile applications.

**Measures of Performance Summary:** Several divisions at the County save considerable staff time while accessing and collecting GIS data in the field. This effort will continue in 2016 with additional applications to collect field data, instantaneously transfer it back to the office and store it in our central Contact Management System or GIS for cross-departmental uses. Mining this data across departments promotes efficiency and accuracy.

**Objective #3:** e-Government development.

**Tasks:** Continue development of online forms and registrations via our new website (launched third quarter, 2015) to give the public the ability to complete online forms – a savings in time and money for both the public and the County. Online data may then be fed directly into the county information systems without “re-typing” or manual routing. Create an online portal for public access to electronic data. Currently the county stores public documents, such as the Board of Commissioners meetings, on our website and in the OnBase electronic storage system. By creating an online “portal,” the public will be able to retrieve such documents directly from the OnBase system, eliminating duplication and giving residents a greater ability to search past documents.

**Measures of Performance Summary:** Multiple departments have a need to collect data on forms to process a citizen request. Efforts in 2016 will use new website tools to create online forms and transfer the entered data into the County “back-end” systems to promote efficiency and accuracy. By creating this portal, the County will provide additional services to the

public and reduce staff time. Staff will no longer need to duplicate the process of storing documents in two places. Searching capability will also be improved with this project.

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

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

***Objective:*** Use the Innovation Process Improvement methods.

***Tasks:*** “Lean” is the name of an innovation method that focuses on identifying and eliminating non-value-added activities in a process. In 2015, IT supported more than eight innovation-related events and multiple facilitation methods. Representatives from all facets of the county can participate in events and we will continue to support goal setting, mapping current processes, and developing desired processes to create efficiencies throughout the organization.

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

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

CarverLink is a fiber optic cable network owned and operated by Carver County. Construction of the network throughout the County was completed and began operating in 2013. The network operated smoothly and without interruption in 2015. CarverLink will continue to explore the addition of new client organizations to the network in 2016.

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

The County built the network chiefly in order to link County facilities and operations. In addition, CarverLink directly serves the public and community entities within the County: cities, schools, townships, transit facilities, hospitals, and others. It provides Internet services as well.

CarverLink provides the opportunity for the initial private service provider in the network, Jaguar Communications, to provide services to businesses and residents of Carver County. Jaguar has begun to connect private businesses and homes to its private network, and six other private fiber optic cable providers have now established operations in Carver County – prompted by the advent of CarverLink.

In addition, CarverLink oversees the availability of fiber within the network that is available to qualified service providers or other fiber-using entities for new opportunities known as “Open Access Fiber.”

### **Budget Highlights**

<b>CarverLink Budget</b>						
<b>Budget Summary</b>	<b>2014 Actual- restated with restructure</b>	<b>2015 Budget- restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(331,355)	(276,800)	(298,496)	(298,496)	7.84%	
Expenditure total	106,674	276,800	298,496	298,496	7.84%	
Levy dollars needed	(224,681)	-	-	-	0.00%	-

**Revenue:** CarverLink receives revenue generated by user fees charged to public organizations and community support entities that use the “public use” fiber within the fiber network. In 2015, CarverLink reached the point at which its revenue equaled its expenditures. In 2016, the network will not require County (tax levy) revenues to support its operation.

**Expenditures:** Funding for CarverLink staffing in 2015 was provided for in the CarverLink budget. CarverLink pays for the maintenance, construction, repair, and upgrades of the fiber optic cable network as well as the cost of maintaining access to the Internet. As the chart below indicates, 1.00 Full-Time Equivalent (FTE) position was allotted to CarverLink in 2015. No new positions are requested for 2016.

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

#### **CarverLink Goal #1**

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

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

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

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

**Measures of Performance Summary:** Overall system unavailability statistics.

#### **CarverLink Goal #2**

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

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

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

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

**Measures of Performance Summary:** Validate the meeting events.

### **CarverLink Goal #3**

To promote private market competition, establish a consistent, understandable, and realistic means by which appropriate organizations could explore opportunities to use the open access fiber within the CarverLink network, and define the County's proper role in that process.

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

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

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

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

## **Land Management**

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

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

**Budget Highlights**

Land Management Budget						
Budget Summary	2014 Actual-restated with restructure	2015 Budget-restated with restructure	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(310,753)	(268,000)	(310,000)	(310,000)	15.67%	(17,391)
Expenditure total	562,298	570,140	594,749	594,749	4.32%	
Levy dollars needed	251,545	302,140	284,749	284,749	-5.76%	

Department operations are funded by permit revenue, fees for service, cost recovery and grants, in addition to the general levy.

The department experienced an encouraging upturn in permit revenue in 2014, exceeding expectations. Based on early 2015 data, the trend in permit activity is positive, with revenues exceeding 2012, 2013 and 2014 receipts for comparable periods. Building Official (building inspections) services are contracted with a private company, which has proven to be a cost-effective way to meet that mandated service. Building Code expenditures are proportional to permit revenue, and the Building Official’s fees are covered entirely by the ongoing and steady receipts. The Building Official’s fees (rates) are set for 2014 through 2016 based on the terms of the three-year contract.

There have been positive economic indicators and the overall volume of permits and related actions are noteworthy. Therefore, the budget for this department reflects a net increase of approximately 13% in projected permit revenue for 2016. The projected increase in revenue is based on an upward trend in receipts in 2012, 2014 and 2015. This budget adjustment does not entail an increase in the current fee schedule rates.

Demands on staff can be significant as land use issues are often complex and time-consuming, reflecting legal considerations and the changing rural-urban interface. A single conditional use permit may involve several meetings and/or public hearings, requiring comments from several departments, jurisdictions and agencies. Additionally, unforeseen mandates, policy decisions, litigation and/or demands by the public could have an adverse effect on the resources necessary to implement core programs and the level of service currently expected. For example, a recent mandate on solar and other renewable energy requirements has resulted in numerous inquiries, possible conditional use permit applications, and at least one large state project, all of which have required departmental resources. The demands on staff could also increase based on the 2030 Comprehensive Plan policies, which include a focus on transportation planning & improvements, economic development opportunities, residential development options (including conservation incentives) and continuing high levels of service. Land Management 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.

As the following chart indicates, there were 5.00 FTE employee positions in the department in 2015, and no new FTE positions are requested for 2016:

<b>Land Management Department Staff</b>					
<b>Position</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Land Management Department Manager	1.00	1.00	-	-	1.00
Senior Planner	1.00	1.00	-	-	1.00
Land Management Planner	1.00	1.00	-	-	1.00
Permit Technician	1.00	1.00	-	-	1.00
Land Management Technician	1.00	1.00	-	-	1.00
<i>Department Totals</i>	5.00	5.00	-	-	5.00

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

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

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

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

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

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

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

#### **Land Management Department Goal #2**

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

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

**Objective:** Administer the State Building Code efficiently by coordinating departmental responsibilities with the private inspection service (Building Official) to reduce costs, while helping landowners comply with the code. The current Building Official's contract is effective until December 31, 2016.

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

**Measures of Performance Summary:** Issuing and administering approximately 500 building permits annually in a professional and consistent manner.

### **Land Management Department Goal #3**

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

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

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

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

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

## **Planning and Water Management**

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

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

- The development, maintenance and implementation of the 2030 County Comprehensive Plan (required by Minnesota statute) and several of its action components.
- Assistance to several other County divisions and departments in preparation of plans, studies, reports, demographic data, as well as tracking data metrics and measures for Comprehensive Plan implementation.

- In addition, the department provides a planning assistance function to local municipalities and often coordinates with regional planning activities.
- Development and implementation of the County Groundwater Plan.

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

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

Third, beginning in 2016, the Department will be 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.

The addition of this program in 2016 presents a significant challenge for the department.

### **Budget Highlights**

<b>Planning &amp; Water Management Budget</b>						
<b>Budget Summary</b>	<b>2014 Actual- restated with restructure</b>	<b>2015 Budget- restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(171,396)	(71,350)	(240,511)	(240,511)	2.37%	(6,880)
Expenditure total	402,496	459,470	621,751	621,751	35.32%	
Levy dollars needed	231,100	388,120	381,240	381,240	-1.77%	

The Planning & Water Management Department has a variety of funding sources. The planning function is primarily funded by general levy funds and makes up approximately one-fourth of the department's total budget. The Water Management function is funded through fees for service,

cost recovery, grants, and the Water Management Organization (WMO) levy. Project costs are levied across the entire watershed as of 2012. Operational costs, such as personnel, overhead and part of the operating grant to the Carver SWCD, are contained in the water levy to accrue the cost of water management activities to the CCWMO. The Board of Water & Soil Resources Natural Resources Block Grant continues to be a stable funding source for the Water Management function of this department.

The AIS Program is funded primarily through non-general-levy funds by a variety of sources including: State-Aid dollars, CCWMO levy funds, local partner funds (City of Chanhassen, lake association groups), and Watershed Districts.

The CCWMO Advisory Committee has recommended the need for project funds to implement the Water Management Plan through a project levy and ranking process. Partnership requests from the cities for projects, as well as TMDL implementation grant match, have resulted in recommendations for the 2016 capital levy in the watershed of \$135,000. This is a decrease from the \$140,000 requested in 2015.

The CCWMO levy includes \$40,000 to fund Aquatic Invasive Species (AIS) Prevention. This is an increase of \$10,000 allocated to the program through the CCWMO levy in 2014.

The Carver SWCD, along with the County general and CCWMO levy funding for the district's operation, plays a critical role in Water Plan implementation and, in particular, agricultural practices implementation, erosion/sediment control review and inspection, project design technical assistance/inspection. The continued financial support and coordination with the SWCD is essential to successful and efficient implementation of water management duties and activities.

Fulfillment of the Planning and Water Management Department's responsibilities requires adequate staff resources. The table below shows the Full-Time Equivalent (FTE) positions for the department.

<b>Planning &amp; Water Management Department Staff</b>					
<b>Position</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Planning & Water Management Manager	1.00	1.00	-	-	1.00
AIS Program Staff	-	2.00	-	-	2.00
Planner	1.00	1.00	-	-	1.00
Water Resources Assistant	1.00	1.00	0.40	0.40	1.40
Water Resources Education Coordinator	1.00	1.00	-	-	1.00
Water Resources Program Specialist	2.00	2.00	-	-	2.00
Water Resources Technician	1.00	1.00	-	-	1.00
<i>Department Totals</i>	7.00	9.00	0.40	0.40	9.40

As the table above indicates, there were 7.0 Full-Time Equivalent (FTE) Planning and Water

Management (PWM) Department employee positions in the department at the beginning of 2015. The department requested using WMO levy dollars to fund an addition of 0.40 FTE to the Water Resources Assistant position. Moving the AIS program to the PWM Department results in the transfer of the existing AIS program budget, which will provide funding for at least 2.0 FTEs (previously in the Parks Department budget). The PWM Department is seeking additional guaranteed non-levy revenues to fund another 4.10 FTEs to keep pace with the full seasonal AIS inspector complement of 2015. A portion of the 2016 AIS program budget will fund a full-time AIS Program Coordinator as approved by the County Board of Commissioners in the fourth quarter of 2015.

### ***Goals and Objectives***

The County has adopted two significant products of the department: the 2030 Comprehensive Plan (adopted in 2010) and the Carver County Water Management Plan (adopted in 2010). These documents are major policy statements and together provide guidance and direction for the following 2015 goals and objectives:

- Continue to accomplish department missions in a climate of uncertain funding and growth, increasing state and federal regulations, rising public expectations and diverse opinions;
- Implement the 2030 Carver County Comprehensive Plan including the tracking of metrics and ongoing prioritization of plan activities;
- Secure staff resources to provide the needed planning resources and services to other County divisions and departments, primarily the CDA, Public Works Highway and Parks, Administration, Historical Society, Emergency Management and Public Health.
- Implement the CCWMO Water Management Plan.
- Begin administration and implementation of the AIS program as responsibility is shifted from the County Parks Department to the PWM Department.
- Enforce and administer the Water Management Rules and Wetland Conservation Act.
- Projects: Low-cost conservation (cost-share) fund to assist with multiple landowner scale projects; Carver & Bevens Creek SSTS direct discharge incentive program; capital improvement stormwater projects in local municipalities; feasibility analysis for projects identified in the CCWMO Plan and TMDL-related initiatives.
- Secure outside grant funding to implement CCWMO Plan and TMDL-related initiatives not supported by the CCWMO levy.
- Continue integration of CRM, GIS, imaging, and internet technology into daily operations to more efficiently provide quality information to the division, public, and decision makers.
- Continue staffing the ongoing water monitoring program for crucial data on lakes, streams, groundwater and stormwater treatment.
- Continue to develop, execute and evaluate education programs and tools for county citizens, decision makers, students, and staff.
- Continue work on TMDLs and Impaired Waters and the associated implementation efforts.
- Assume responsibility for the County AIS program.

### ***Measures/Accomplishments***

Following the Department's dual role, the goals and objectives are measured in two primary ways: 1) Metrics that track the implementation of the 2030 Comprehensive Plan and related activities, and 2) the required annual reporting for the CCWMO activities.

As part of the 2030 Comprehensive Plan adoption in 2010, several implementation activities were included in the plan. In 2013, a set of metrics was established to evaluate the effectiveness of Plan implementation and to help prioritize the initiatives. This data metric and prioritization process was originally included in the County Strategic Plan adopted by the Board in 2011. The metrics track either hard data, date of task accomplishment, or anecdotal data if no specific numbers are available. The Department tracks 133 measures in coordination with the associated County Departments.

The measures for CCWMO and water-related activities are summarized in two required annual reports: the CCWMO annual report and the MS4 Permit annual report.

Summary accomplishments for 2014 include:

- CCWMO staff actively monitored the water quality on 18 lakes and 21 stream sites. The data is used to monitor the health of lakes and streams and plan for restoration or protection projects.
- Installed Phase II of a stormwater re-use system in the city of Waconia which will eventually use 13 acres of runoff to irrigate school athletic fields.
- 2014 was the third year monitoring for zebra mussels (an aquatic invasive species) on 7 lakes. In addition to adult mussels, staff began sampling for larvae (see photo) to aid in early detection.
- Ten projects are currently under way to protect waters including Benton Lake's Fish Barrier, Burandt Lake Stormwater Reuse, Fountain Park Pond project in Waconia and Fireman's Lake project in Chaska.
- Received three Clean Water Legacy Fund and Partnership grants totaling \$465,000 to aid in water treatment practices.
- Reviewed 53 development-related stormwater projects and provided oversight of the installation of 12 practices.
- Provided 266 landowners with wetland related technical assistance.
- In 2014, the Direct Discharge SSTS Incentive program spurred the replacement of 65 non-compliant systems and 21 direct discharge systems.
- CCWMO led or collaborated on 23 different programs and events in 2014: 3,758 people were reached directly through our Wetlands Education Program, Children's Water Festival, annual advisory committee tour (photo), rain garden workshops, Shallow Lakes Forum, CCWMO online newsletter and others. Additionally, education was conducted through larger public events and media campaigns such as the fishing activity and displays at the County Fair and the monthly Water Column, published in five newspapers, reaching several hundred readers.
- Partnered with outside agencies to implement water management activities, including Lower Minnesota Watershed District (WD), City of Chaska, Crow River JPA, Minnehaha Creek WD, Department of Natural Resources (DNR), the Minnesota Pollution Control Agency (MPCA) and the MN Board of Water & Soil Resources (BWSR).

More details on 2014 accomplishments can be found in the CCWMO annual report and the MS4 annual report on the County website at <http://www.co.carver.mn.us/water>.

## Soil & Water Conservation District

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

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

### ***Budget Highlights***

<b>Soil and Water Conservation District</b>						
<b>Budget Summary</b>	<b>2014 Actual- restated with restructure</b>	<b>2015 Budget- restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Expenditure total	262,621	274,006	292,802	292,802	6.86%	18,796
Levy allocation	262,621	274,006	292,802	292,802	6.86%	

The general levy allocation for the SWCD is used primarily to help pay for personnel costs. The SWCD has 6.00 FTE employee positions.

The SWCD has three main categories of expenditures: personnel expenses (86%), project expenses (8%), and operating expenses (6%). Personnel expenses are for the wages and benefits for SWCD staff and per diems for the five elected board members. Project expenses encompass the funds that pass through the SWCD for costs related to getting best management practices in the ground. Operating expenses make up the day-to-day expenses of running the department such as vehicle maintenance and fuel, liability insurance, education and promotional items, supplies, etc. Revenues are generated by providing services to Carver County, Carver WMO, the State of Minnesota (mostly through BWSR), and other Local Government Units (LGU).

By coordinating conservation activities with partner agencies, the SWCD capitalizes on outside funding to help meet the strategic goals of Carver County and the Carver WMO. Cost-share and land easement programs are available for private landowners to install projects that improve water quality. The SWCD implements these programs and brings millions of state and federal dollars into Carver County. In addition, the Clean Water, Land and Legacy Amendment will provide funding opportunities to Carver County. The SWCD and Carver County have been successful in obtaining grant funds through the cooperation of the departments under the PH&E Division working together to get projects completed.

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

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

Begin implementation of the new state mandated buffer strip program.

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

**Objective:** The 2015 Legislative Session resulted in a new requirement that all public waters must have a 50-foot vegetated buffer by November 1, 2017. In addition, all public ditches must have a one rod (16.5 feet) vegetated buffer by November 1, 2018. The SWCD is the primary implementation agency for this new requirement.

**Tasks:** In 2016, the SWCD will begin public outreach to landowners affected by this new legislation. Landowners will be provided an opportunity to apply for conservation programs that compensate for the buffer strip such as CRP, RIM and possibly a new CREP program. In addition, it is anticipated that there will be an increase in requests for redetermination of benefits on public ditch systems in order to compensate landowners for the one rod buffer on public ditch systems.

**Measures of Performance Summary:** The SWCD will be required to track compliance with the new buffer legislation. Although the deadlines for meeting the buffer requirements are not until November 1, 2017 and November 1, 2018, it is anticipated that many landowners will begin implementation in 2016. We will track buffer compliance with GIS based tools.

### **SWCD Goal #2:**

Make significant progress 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:** Complete the state and federal wetland banking documents and begin restoration work in late 2016.

**Tasks:** The SWCD will develop the necessary wetland banking documents needed for this project. Survey and design work will be completed for the wetland restoration. The SWCD will coordinate the approvals of state and federal agencies to complete the banking process.

**Measures of Performance Summary:** Wetland banking credits will be generated from this project. In the metro area, wetland banking credits are valued at approximately \$1 per square foot. The Watertown banking site could generate 30- 40 acres (up to 1,742,400 sq. ft.) of wetland banking credits. Performance can be measured by the amount of banking credits generated on this site, but it should be noted that credit approvals are given in stages and the final amount of credits will not be released until the wetland vegetation

and hydrology reach full restoration.

**SWCD Goal #3:**

Continue to provide the local delivery of state and federal conservation programs that brings outside funding into Carver County for the protection of natural resources.

***Supports County Goals III and V:*** Develop strong public partnerships and connect people to services and information; manage the challenges and opportunities resulting from growth and development.

***Objective:*** Implement programs such as Reinvest in Minnesota (RIM), Conservation Reserve Program (CRP), and other conservation programs. These programs have multiple benefits of better water quality, flood protection, wildlife habitat improvement, and protection of groundwater.

***Tasks:*** SWCD staff will continue to work with landowners and state and federal agencies to make these programs available to Carver County citizens. The SWCD will promote application periods, assist landowners with applications, and follow through with installation of projects selected for funding. These programs will align nicely with the new buffer initiative.

***Measures of Performance Summary:*** Over the past 6 years, the SWCD has secured more than \$5 million in state and federal funding for landowner easement payments through conservation programs. The programs compensate landowners for permanent conservation easements to retire environmentally sensitive land, helping to achieve County goals of clean water. The land stays in private ownership and stays on the tax role. In addition, Carver County has over 3,000 acres in the CRP program with approximately \$500,000 in annual payments to landowners.

## Deputy Director Departments

The Deputy Director of the Public Services Division oversees the following Public Services departments:

### Facility Services

Facility Services is composed of three units that provide maintenance, custodial, and property management and construction services. As the following chart indicates, there are 16.00 Full-Time Equivalent positions in the department. Three positions were changed in description and tasks in 2015 to better align the staff to serve capital projects, internal cross department electrical needs, and life safety/low voltage equipment. No new positions are being requested for 2016.

Facility Services Staff					
Position:	2015 FTEs Adopted	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
Assistant Project Mgr/ Low Voltage	-	1.00	-	-	1.00
Custodian	7.00	7.00	-	-	7.00
Custodial Supervisor	1.00	1.00	-	-	1.00
Facilities Coordinator	1.00	-	-	-	-
Facilities Clerk	1.00	1.00	-	-	1.00
Facilities Maintenance Worker I	3.00	3.00	-	-	3.00
Facilities Maintenance Worker III	2.00	1.00	-	-	1.00
Facilities Services Manager	1.00	1.00	-	-	1.00
Project Mgr/Licensed Master Electrician	-	1.00	-	-	1.00
<b>Department Totals</b>	<b>16.00</b>	<b>16.00</b>	<b>-</b>	<b>-</b>	<b>16.00</b>

### Budget Highlights

Facility Services Department Budget						
Budget Summary	2014 Actual- restated with restructure	2015 Budget- restated with restructure	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(55,478)	(49,000)	(49,000)	(49,000)	0.00%	76,261
Expenditure total	2,751,326	2,826,689	2,902,950	2,902,950	2.70%	
Levy dollars needed	2,695,848	2,777,689	2,853,950	2,853,950	2.75%	

### Goals, Objectives, and Performance Measures

**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:** Organize and launch a 20-year space use study to produce a plan linked with an adopted real estate strategy to achieve the county's long-term goals.

**Tasks:** Working with County leadership and appropriate representatives of Divisions, develop recommendations for best use of space through 2035. Completed inventory analysis, engaged leadership, and developing options for service delivery and space requirements.

**Measures of Performance Summary:** Excellent performance would include consensus on the scope of the study and the support of County leadership for the principal recommendations. Budget targets should prove to be sustainable and achievable. Solutions should be feasible and consistent with the County's Strategic and Comprehensive Plans and financial outlook. Furniture and space standards should be compatible with the facilities and technology improvements and achieve environmental or state mandates for energy and construction.

### **Facility Services Goal #2**

Improve energy efficiency for all buildings to reduce energy use to meet the expected future increased demand for energy and potentially higher energy prices as the County continues to grow.

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

**Objective:** Implement Energy Saving Projects with paybacks of baseline capital within a 10-year amortization.

**Tasks:** Develop baseline standards for comfort and deliver consistent environments for maximum employee production levels. Recommend energy savings projects with "payback period" of 10 years or less. Use rebates. Engage a process to deliver a five-year strategic energy plan to maintain utility expenditures and manage anticipated rate increases from utility providers.

**Measures of Performance Summary:** Deliver a five-year strategic energy plan in the third quarter for 2017 implementation.

### **Facility Services Goal #3**

Improve Facility Security.

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

**Objective:** Complete security assessments for outlying 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). Review the Courthouse operations for Entry Point Screening in the Justice Center (Courthouse). Analyze the plan for operational efficiencies and recommend a final phase of implementation for 2016. Coordinate credentials for restricted access with the Sheriff’s Office and examine the possibility of additional policy procedures for key points of entry and service centers. Work with the First Judicial district to implement training opportunities. Review policies to aid in the safety of all employees.

**Measures of Performance:** First District Court and 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 a continuity of security operations among key service buildings.

## Library

The Carver County Library ([www.carverlib.org](http://www.carverlib.org)) is “a gathering place providing access to ideas, experiences and materials to enrich our lives” (mission), which will “inspire intellectual curiosity and the joy of discovery, facilitate lifelong learning, and empower effective decision-making by providing professional expertise, materials, programming and electronic resources” (vision). The Carver County Library provides opportunities for all county residents and adds to their quality of life. Each district of the county has representation on a 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

Library Budget						
Budget Summary	2014 Actual-restated with restructure	2015 Budget-restated with restructure	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(493,571)	(351,307)	(367,503)	(367,503)	4.61%	81,012
Expenditure total	3,653,081	3,939,223	4,036,431	4,036,431	2.47%	
Levy dollars needed	3,159,510	3,587,916	3,668,928	3,668,928	2.26%	

The 2016 Library Department Budget Changes:

- Continued Ongoing Cost - \$15,000 Furniture Replacement
- Ongoing Cost - \$18,000 Integrated Library System (ILS) online hosting fee
- One-Time Cost - \$20,000 Self-Check station replacements and upgrades of Self-Check services

- Staffing & Materials – The initial budget request included additional staffing levels to prepare for the new Chaska library with the Radio Frequency Identification (RFID) project, staffing additions to the other libraries in the system, and resources to purchase e-books and e-audio books. Not all of these requests advanced to the final budget stage.

The Library staff FTE count by position is as follows:

<b>Library Staff</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
<b>Position:</b>					
Library Director	1.00	1.00	-	-	1.00
Administrative Assistant	0.80	0.80	-	-	0.80
Associate Librarian	2.25	2.25	-	-	2.25
Assistant Branch Manager	1.00	1.00	-	-	1.00
Branch Manager	3.00	3.00	-	-	3.00
Circulation Supervisor	3.00	3.00	-	-	3.00
Library Systems Administrator	1.00	1.00	-	-	1.00
Law Librarian	1.00	1.00	-	-	1.00
Librarian	11.84	11.84	-	-	11.84
Library Assistant	12.66	12.66	2.00	-	12.66
Library Technology Assistant	2.00	2.00	-	-	2.00
Library Shelves	2.50	2.50	-	-	2.50
On-Call Librarian	0.51	0.51	-	-	0.51
On-Call Library Assistant	0.34	0.34	0.25	-	0.34
Volunteer Coordinator	0.80	0.80	-	-	0.80
<i>Department Totals</i>	<b>43.70</b>	<b>43.70</b>	<b>2.25</b>	<b>-</b>	<b>43.70</b>

How people use the library evolves as does the needs of the library. However, in a high tech world, there is an even greater need to provide one-on-one customer service so individuals feel comfortable enough to learn and come away from their library experience with positive feelings. As a result, our Library staff is our most valuable resource.

The Library has a staff of 64 individuals or 42.85 FTE positions in 2015 at full or part-time permanent status, as well as 34 hours of on-call staff, or an additional 0.85 FTE. The Library staff works in locations across the county to ensure that the Library fulfills its mission and vision while meeting its budgetary goals. Staffers often work at multiple branches in order to ensure effective service and efficient scheduling, optimizing skill sets at all libraries while streamlining the number of staff required at each library.

In 2014, the library utilized 1,292 volunteers who donated 12,976 hours of volunteer service to the Library. A similar number of volunteers is expected in 2015. The Library’s relevance is clearly indicated by the amount of time that residents give back to their communities by

volunteering. The Library could not accomplish all it does, nor offer the outstanding services it does, without the work of these individuals and groups.

**Return on Investments (ROI):** A recent study, *Minnesota Public Libraries' Return on Investment*, conducted by the Labovitz School of Business and Economics at the University of Minnesota-Duluth found that public libraries in Minnesota offer an ROI of \$4.62. That is, for every one dollar invested in public libraries by Minnesota residents, there is a \$4.62 value in return. Similar studies conducted in other states over the last decade have yielded similar results. To illustrate the value of Carver County Library services specifically, a calculator used below determines the cost of services and materials if purchased by residents individually rather than collectively. "Library Use" numbers are from Carver County Library data. It supports the ROI figure reported in the recent study.

Library Use # Circulated	Library Service	Estimated Value*	Customer Value
300,400	Books	\$17.00	\$5,106,800
42,575	Paperbacks	\$7.00	\$298,025
466,429	Children's Books	\$12.00	\$5,597,148
36,591	Magazines	\$5.00	\$182,955
179,228	DVDs	\$5.00	\$896,140
35,286	CDs	\$10.00	\$352,860
34,057	Audio Books	\$10.00	\$340,570
1,282	eBooks	\$15.00	\$19,230
4,338	Children's Kits	\$10.00	\$43,380
504	Book Club Kits	\$75.00	\$37,800
8,872	Interlibrary Loans	\$30.00	\$266,160
1,002	Meeting Room Use	\$50.00	\$50,100
2,869	Adult Programs/Classes	\$10.00	\$28,690
23,518	Teen/Child Program/Classes	\$6.00	\$141,108
110,043	Computer Use	\$12.00	\$1,320,516
42,861	Reference Questions	\$15.00	\$642,915
863	Online Tutoring- Homework & Job Assistance	\$35.00	\$30,205
<b>TOTAL VALUE</b>			<b>\$15,422,182</b>

\* The Carver County Library Value Calculator is adapted from the Library Use Value Calculator originally provided by the Massachusetts Library Association in 2004. The 2011 estimated values are adapted from modifications made by the Main State Library.

**Accomplishments:** In 2015, the three largest accomplishments were the opening of two new access points and the genesis of the Radio Frequency Identification (RFID) process in Carver County. An express library was opened in early 2015 at the SW Transit station in Carver. This addition to the Library has already proved successful with faithful customers utilizing it every week and new customers being added as library card holders.

In March of 2015, the new Victoria Library opened to an enthusiastic response from the community. It is a new concept of library which relies heavily on technology. This concept is

being carefully monitored and evaluated for possible future library development and restructure. To date, the most immediately embraced feature of this library is the Technology Concierge Desk and staff. The needs of individuals for one-on-one consultations are addressed with this feature. While the desk itself, with its technology-based equipment and informational units, are well received by the public, the most valued piece of this is the staffing. This follows the findings of national research released by the Pew Institute on public needs in this era of the Internet. In 2015, the County awarded the Library capital money to pursue RFID (Radio Frequency Identification) and writing a Request for Proposals was begun in July of 2015 and then released for bids. Once completed (projected for prior to the opening of the new Chaska Library in 2018), RFID will provide a streamlining of check-in and check-out processes as well as efficiencies in other circulation processes.

## **Goals**

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

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

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

***Activities:*** Collect feedback from residents through post-event evaluations, on-site and online surveys, email comments, strategic plan process, etc. Youth Services Team will evaluate and bring to Management Team a recommendation on the new output evaluation mechanism being proposed at MELSA.

***Measures of Performance Summary:*** Library staff will review this feedback on a monthly basis to determine necessary changes. The Library will be undertaking an extensive strategic planning process for its 2017-2021 Strategic Plan and much information will be gained about the direction residents would like the Library to take.

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

***Activities:*** Collect feedback from residents through focus sessions, passive input venues, and both City and Library Open Forums. Collect feedback from staff through Chaska library meetings and input from teams. Collect ideas through PLA conference and through library visits to new construction sites.

***Measures of Performance Summary:*** Consensus on architect for the building shell with the City of Chaska; consensus on architect hire for the interior build-out of the library and the design and furnishing of the library with the County.

***Objective 3:*** Begin RFID Implementation.

***Activities:*** Collect feedback and decision from County regarding the RFID Request for Proposals (RFP) applications. Begin work with County contracted RFID vendor.

**Measures of Performance Summary:** This is Part 1 of a multi-year process. RFID should be able to “go live” in late 2017, thus allowing enough time for testing and modifications prior to the opening of the Chaska Library in 2018 with its AMH system. Reports will be made to the Division Director and whomever he/she deems appropriate on a quarterly basis.

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

**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. (In particular, strategy A: “Enhance employee communication through various creative and innovative tools.”)

**Objective:** Make the library’s SharePoint site page “communication central.”

**Activities:** The Library’s Communication Team will: refine the newly launched online newsletter which services staff as well as the public; continue to inform staff of status of library activities and projects through monthly Director newsletters, unit staff meeting minutes and team meeting minutes posted on SharePoint; and announcements of new employees, projects and activities posted on SharePoint.

**Measures of Performance Summary:** Monitor the webpage visits and activities via Site Improve software to increase relevance and, therefore, library and county staff usage.

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

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

**Objective #1:** Integrate library’s presence into public transportation infrastructure.

**Activities:** Make library services available at SouthWest Transit stations.

**Measures of Performance Summary:** The library will explore various options with SouthWest Transit. If successful, the library will measure performance through usage statistics and customer satisfaction surveys.

**Library Goal #4:** Seek internal and external budget opportunities.

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

**Objective #1:** Investigate potential for bringing vendor services in-house

**Activities:** Conduct cost-analysis and determine recommended courses of action

**Measures of Performance Summary:** If determined to be cost-effective, each change will be monitored for budget efficiencies and staff and patron satisfaction related to changes. As residents look to their library for much of their technology needs, the library strives to satisfy those needs through innovative channels such as the newly revamped website, the Express Library locations, self-check-out stations, etc. Each of these has related annual third-party vendor costs for maintenance: \$10,000 for website; \$2,000 for self-check. In 2016, the library will be looking at options to cut some of these costs by bringing some of the services – or at least some of the tasks – in-house in order to “enhance infrastructure technology to increase staff efficiencies and improve customer service” (County Goal III.B.1) and “improve the County’s financial health and economic profile” (County Goal IV).

**Objective #2:** Increase the Library’s private fundraising capabilities.

**Activities:** The Library Foundation of Carver County will set its dollar goals and try to achieve them by holding more events and providing more fundraising opportunities. Library staff will advocate and articulate the library’s continued relevance to the residents of the county in print and at civic and social functions.

**Measures of Performance Summary:** Increase in funds to the Library Foundation will be the most apparent measure of success. Number of events held will be another measure. In addition, invitations for Library staff to speak at civic and social events will be a gauge of the effectiveness of the message.

**Library Goal #5:** Provide staffing at branches that meets service needs.

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

**Objective:** Determine most efficient and effective staffing levels.

**Activities:** Conduct a staffing study.

**Measures of Performance Summary:** More efficient staffing of branches according to need. Staff satisfaction with the resulting changes will be evaluated.

**Law Library:** The Carver County Law Library serves the citizens, bench, and bar of Carver County. A staff member is available to help access appropriate resources to meet the legal information and research needs of library patrons.

The majority of workload the Carver County Law Library has seen in 2015 has been the result of the national trends of increases in self-representation in divorces, child support modifications, domestic abuse, debtor/creditor issues, residential rental problems, and the increased necessity for criminal record expungements in response to the competitive employment and rental housing markets. While some of that workload is handled in the library, more is being handled by email due to privacy issues of pro-se litigants. The Law

Library offers informational programs for the public, and in conjunction with the 8th District Bar Association, continuing legal education courses for attorneys.

**Law Library Goals for 2016:**

1. Continue to partner with 8<sup>th</sup> District Bar Association to offer continuing legal education courses to the legal community.
2. Partner with 8<sup>th</sup> District Bar Association to establish an ongoing legal advice clinic for low-income litigants.
3. Continue partnership with Scott County Law Library and Volunteer Lawyers Network to offer free legal advice clinics.
4. Partner with Public Library staff for E-government Services.

**Veterans Services**

The Carver County Veterans Services Office serves county veterans, and their dependents, 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, dependents indemnity compensation, survivor death pensions, MDVA State Soldiers Assistance Program (SSAP), and burial and memorial benefits – local, state, and federal.

The office provides many other services, including: membership in the Carver/Scott Family Homelessness Prevention and Assistance Program; participation on the Carver County Veterans Court Team; maintaining veterans’ files, 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 various outreach events in area communities.

Finally, the Veterans Services Office 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 Tuesdays). This service is free of charge. The program has the capability of transporting 14 veterans (including veterans needing wheelchair accessibility) and their dependents.

**Budget Highlights**

<b>Veterans Services Office Budget</b>						
<b>Budget Summary</b>	<b>2014 Actual-restated with restructure</b>	<b>2015 Budget-restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(14,482)	-	-	-	-	76,579
Expenditure total	238,111	261,732	338,311	338,311	29.26%	
Levy dollars needed	223,629	261,732	338,311	338,311	29.26%	

With the increasing awareness of veteran benefits and entitlements, the rising number of clients

visiting the office for the first time has yielded a large increase in requests for assistance. Driven by this influx of business, the Carver County Board on March 17, 2015 voted to add the position of Assistant County Veterans Services Officer (ACVSO) as a 1.0 FTE position and eliminate the Veterans Services Clerk position, a 0.5 FTE position. This adjustment in employee staffing has allowed the Veterans Services Office to take more claims per week, which has eliminated the backlog of appointments.

Hiring an ACVSO enables the office to properly align staffing resources. With the addition of the ACVSO position, it is expected the office will be fully staffed, and the staff will be able to help veterans increase their quality of claims sent to the VA, as well as participate in more outreach events in area communities. In addition to the personnel cost increase associated with going from 4.1 to 4.6 FTEs, there may be a nominal increase in expenses for training, materials, and other items. At this time, however, the VSO is maintaining the same budget by shifting priorities in expenditures.

**Enhancement Grant:** The Veterans Services Office annually applies for and receives the CVSO Operational Enhancement Grant from the Minnesota Department of Veterans Affairs (MDVA). The grant is based on veteran population within the county, as measured by the yearly Geographic Distribution of VA Expenditures (GDX) report. In the past State fiscal year, MDVA granted Carver County Veterans Services \$12,500. Nearly the entire amount was utilized to pay for a temporary employee salary (\$11,331.04, or 90.6%) and for a laptop (\$1,165.88, or 9.3%). In 2016, the office will potentially use the Grant to purchase technology for the incoming ACVSO and for accreditation/training of this position.

**Personnel:** The Veterans Services Office currently has 4.60 FTE position. No new positions are being requested for 2016. The staff positions are as follows:

<b>Veterans Services Position:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Veterans Services Clerk	0.50	-	-	-	-
Veterans Services Technician	1.00	1.00	-	-	1.00
Veterans Services Driver	1.60	1.60	-	-	1.60
Asst. Veterans Services Officer	-	1.00	-	-	1.00
Veterans Services Officer	1.00	1.00	-	-	1.00
<b>Department Totals</b>	<b>4.10</b>	<b>4.60</b>	<b>-</b>	<b>-</b>	<b>4.60</b>

### **Accomplishments**

**2014 Population and Compensation Results:** Using the summary from “FY14 Geographic Distribution of VA Expenditures (GDX),” the County has an estimated veteran population of 4,964 veterans as of September 2014. This ranks Carver County as having the 14<sup>th</sup> largest veteran population of Minnesota’s 87 counties, or just over one percent of the total veteran population of the state.

The amount of compensation, pension, education, vocational rehabilitation, employment, insurance, indemnities, and medical care received by veterans within Carver County was \$20.4 million in 2014, an increase of \$420,000 from the \$19.98 million received in 2013. The FY14 GDX report states that veterans in Carver County received an average of \$169 per month in VA Compensation and VA Pension benefits. This statistic ranks Carver County 85<sup>th</sup> out of Minnesota's 87 counties in terms of VA benefits per veteran, per month; only Nobels County and Olmstead County receive less dollars per veteran, per month. In terms of VA Medical care, Carver County ranks 86<sup>th</sup> out of Minnesota's 87 counties in receipt of VA Medical Care with only Olmstead County ranking lower. These two rankings highlight an opportunity for improvement, and indicate the Veterans Service Office can improve in the area of educating and identifying veterans who have earned benefits but may not be taking advantage of them.

### ***Workload Indicators:***

In September 2014, Carver County appointed a new Veterans Service Officer (VSO), Dan Tengwall. At around the same timeframe, the Veterans Service Office experienced a larger than normal influx of calls, walk-ins, and other various forms of public contact. The VSO requested and received help from two outside sources, the Minnesota Department of Veterans Affairs Field Operations team and Hennepin County Veterans Services. These two organizations assisted by co-locating within the Waconia office one to two days per week for several months at a time. This effectively allowed the office to take in between five and seven additional veteran claims appointments per week, or 20-27 more appointments per month.

In March 2015, the Veterans Services Office began keeping statistics in order to judge the volume of calls, scheduled appointments, and non-scheduled walk-in clients. Over the four-month period, the office averaged 347 phone calls, 36 appointments, and 33 walk-ins per month. Due to the increase in volume being served, the Veterans Service Office made a request to eliminate the vacant position of Veterans Services Clerk (0.5 FTE) and add the ACVSO position (1.0 FTE). This was approved at the March 17, 2015 Carver County Board Meeting.

### ***Goals for 2016:***

#### ***Veterans Service Goal #1***

Improve assistance to veterans for claims and benefits and increase public contact.

***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 care for 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 2016 budget cycle.

***Tasks:*** Scheduling veterans and work functions appropriately, improving statistical records, continuing a solid transportation program with access to both the Minneapolis VAMC and the Shakopee CBOC, and eliminating a backlog of claims and phone calls/public contact to an acceptable amount.

***Performance Measures:*** Reduce the backlog of claims and phone calls, track performance measures in the department, and continue a solid transportation program.

### **Veterans Service Goal #2**

Improve operations and define 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 ACVSO into office operations.

**Objective 2:** Align enhancement grant with office goals and priorities.

**Objective 3:** Improve employee knowledge and understanding of operations.

**Tasks:** In the closing months of 2015 and into 2016, hire and train the ACVSO and review office duties and responsibilities. Meet with business analyst to look for opportunities to utilize innovation to improve and sustain office efficiency. Improve staff communication by holding additional one-on-one meetings and team trainings.

**Performance Measures:** Veterans getting timely claims completed and services provided.

### **Veterans Service Goal #3**

Increase outreach to veterans.

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

**Objective:** Look for opportunities to educate and empower the veterans, dependents, and supporters in our communities.

**Tasks:** Continue to work with Carver County Veterans Council (CCVC) to attend and present at all scheduled meetings. In addition to reaching out to the CCVC, the office will continue to work with Veterans Organization Post Commanders to ensure they are having needs of Posts met from a “Service Office” perspective. Other outreach opportunities include: Beyond the Yellow Ribbon groups; working with local groups, businesses, and non-profits to raise awareness of veterans’ issues; and participating in County events to ensure that County employees and residents know about and understand our capabilities. While completing these important tasks, it is imperative that the office plans, executes, and maintains after action reviews of each outreach event in order to evaluate the need for future events, improve on our message to the public, and to help communication for future events. Continue to submit press releases for various news events with a goal of at least one press release per quarter. With the many happenings and changes taking place in Veterans advocacy, we should not have any issue finding messages to communicate to the general public and, more importantly, to our veterans.

**Performance Measures:** Number of veterans connecting to the County VSO.

## University of Minnesota Extension

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. 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, Financial Capability, and Parents Forever.

### Budget Highlights

University of MN Extension Budget						
Budget Summary	2014 Actual-restated with restructure	2015 Budget-restated with restructure	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(3,680)	(16,200)	(15,450)	(15,450)	-4.63%	5,814
Expenditure total	303,057	314,395	319,459	319,459	1.61%	
Levy dollars needed	299,377	298,195	304,009	304,009	1.95%	

Primary decisions for county program priorities and budget allocation is provided by a county-appointed Extension advisory committee (as identified in Minnesota State Statute) comprised of seven citizens, two county commissioners and one representative of county administration.

University of Minnesota Extension Carver County Staff Position:	2015 FTEs Adopted	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
Extension Senior Services Clerk	0.90	0.90	-	-	0.90
Extension Services Clerk III	0.60	0.60	-	-	0.60
On-Call Support	0.20	0.20	-	-	0.20
<i>Department Totals</i>	1.70	1.70	-	-	1.70

In Carver County, the University of Minnesota Extension unit reports to the Director of the Administrative Services Division. The staff working in the University of Minnesota Extension unit includes Carver County Employees, University of Minnesota Staff employed through an

annual contract, and part-time/seasonal employees. Carver County jointly funds three local positions with Scott County (Extension Master Gardener Coordinator, Agriculture Educator, and a Financial Capability Extension Educator). As the chart indicates, there were 1.70 county-funded FTE positions in 2015 and no changes are requested for 2016.

In 2016, the request for the Memorandum of Agreement (MOA) between the University of Minnesota and Carver County will include the local positions as listed in the chart below. This chart shows the breakdown of funds requested and revenue proposed.

<b>Position</b>	<b>2016 Base</b>	<b>2016 County Cost</b>
1.0 4-H Program Coordinator	<b>\$68,881</b> \$4,500 from the 4-H Federation	<b>\$64,381</b>
0.40 Extension Master Gardener Coordinator	<b>\$27,552</b> \$2,000 Revenue from Master Gardener Program	<b>\$25,552</b>
0.50 Agriculture Production Systems Extension Educator	<b>\$44,258</b> \$1,200 Revenue from Partners & Fees	<b>\$43,058</b>
0.50 Financial Capability Extension Educator	<b>\$44,258</b> \$500 Revenue from Partners and Fees	<b>\$43,758</b>
4-H Summer Intern	<b>\$6,340</b>	<b>\$6,340</b>
<b>Budget Totals</b>	<b>\$191,289</b>	<b>\$183,089</b>

**County Staff:** In addition to the staff in the MOA, the budget includes funds for 1.50 FTEs for support staff.

**Revenue:**

- Revenue targets are agreed to each year with the program areas. Total revenue for 2016 is \$10,650 and includes: 4-H Youth Development - \$4,500 from the 4-H Federation; Master Gardener - \$2,000 from Master Gardener Program; Agriculture - \$1,200 from Agriculture programs such as Dairy Expo; and \$500 from Financial Capability. Revenue generation also includes: \$700 from fees collected for 4-H after-school programming, \$750 from Parents Forever, and \$1,000 from general educational fees and programming efforts such as pesticide applicator fees and educational material sales.
- In 2016, \$4,800 will be received in revenue from the 4-H Federation to offset expenses incurred for the Arts-In Director and Food Stand Managers and seasonal county fair employees.
- Revenue accounts have been set up to handle funds received in the 4-H after-school and Parents Forever Programs and they have designated account numbers. Monies from these

accounts are carried over from year to year when they generate more revenue dollars than are expended in the same year.

### **Line Item Expenditures:**

The dollars in the line items provide funding for five different staff positions that support local educational programs in Carver County. Each of these positions also multiplies their efforts by training others – volunteers and professional staff – to again multiply the number of county residents that utilize the services of University of Minnesota Extension in Carver County. Efforts are also multiplied because three of the positions are shared with Scott County. This factor enables Carver County to offer a number of local programs without paying the full price for a position.

### **Educational Accounts, 686-0000**

We will again maintain educational account line items as needed, as well as continue to partner with other agencies in planning and delivering programs. The after-school and Parents Forever educational program accounts are maintained through separate revenue and expense line items. Program developed and delivered from the Regional Extension office will be available for the entire region. Expenses for some of these programs will be covered by registration fees.

### **After-school, 686-2640**

4-H will continue to provide site-based and after-school programs. Fees are charged for these programs, and the funds raised cover the costs of operating them. In addition, 4-H partners with other agencies to identify sites and topics to be offered.

### **Parents Forever, 686-2630**

The budget is for \$750 revenue with \$750 expenses. There are carry-over funds that can support expenses above revenue. These carry-over funds also subsidize the cost for families who are unable to pay the registration fee. Judges waive the fee for families that cannot afford it. Support staff in Carver County Extension continue to collect revenue and process expenditures, along with coordination, registration, and evaluation of the volunteer trainers and the program.

### **Accomplishments**

**4-H Youth Development:** More than 2,000 youth and volunteers participated in the wide variety of programs offered by the 4-H Youth Development Program. National initiatives include: science, technology, engineering and applied math, healthy living and citizenship/youth leadership. Locally, an emphasis has been applied to programs that reach diverse and underserved populations in Carver County. The 2015 Carver County Fair will include more than 600 youth and adult volunteers participating in and volunteering at animal shows and/or displaying their projects. Additionally, more than 250 parents will take an active role in their child's fair experience, including working with the 4-H Program in the food stand and at livestock shows. There are presently more than 465 youth participating at the 4-H club level along with additional 400+ youth who participate in our after-school and summer enrichment programs.

**Agriculture:** Agriculture education programs in Carver County include a focus on dairy production, small acreage, women's programming, equine and alternative agriculture. Examples of the work include events such as the Dairy Expo, Pesticide Applicator Safety training, local

media releases on current events in agriculture, land rent information for landowners and tenants, farm business transition and estate planning and agriculture education at the County Fair. Since January 2015, more than 160 technical assistance communications and farm visits have occurred in Carver and Scott counties. During 2014, more than 1,010 people participated in an Agriculture Extension Program and more than 77,100 people were indirectly affected by agriculture outreach efforts that took place in Carver and Scott counties.

**Financial Capability:** Extension continues as an important resource for individuals and families in Carver County. Areas of direct contact include: Workforce Center classes for the Minnesota Family Investment Program (MFIP) training sessions and the Dislocated Worker program; MRCI Worksource; Launch Ministry; Carver County Jail; Families Moving Forward; Juvenile Alternative Facility (JAF); Annie's Project; and free tax preparation referrals. Additionally, an Extension Educator has offered individual consultation to five Carver County families. Areas of contact for organizations include Scott Carver Community Connect and the Jump\$tart Coalition. Collaboration with Extension colleagues included creating children's financial capability programming for Autumn Fare and judging Family and Consumer Science projects at the Carver County Fair.

The program's major emphasis is helping to support individual and family financial decision making in tough times. This emphasis is supported through teaching directly to consumers; conducting train-the-trainer seminars; and networking throughout the county to publicize Carver County resources and to find resources that may be useful to Carver County residents.

**Extension Master Gardener:** In 2015 there were 119 active Carver-Scott Extension Master Gardeners (including 24 new Interns). There were also 15 volunteers who moved to Emeritus status, meaning they are still involved with the program but no longer have requirements for time commitments. Each active Master Gardener must log a minimum of 25 hours of volunteer service annually and each Intern must contribute at least 50 hours. Last year, **114** volunteers logged **6,832** service hours and **996** hours of continuing education time. In 2014, volunteers also reported reaching **6,327** adults and **2,658** youth via delivering classes/programs and providing research-based information to residents' questions. Early 2015 program highlights include reaching an attendance of nearly 200 people at the annual horticulture education day, Garden Fever; presenting series of 31 free library classes attended by 438 people, providing planning and consulting help for 8 school and 3 community garden sites, and regularly staffing 5 local help desks and a Yard & Garden phone line that average over 90 weekly contacts during the growing season. The program also continues to grow and strengthen local partnerships with libraries, Parks, Soil & Water, Public Health, local horticultural businesses, and city government officials.

### **Goals**

The University of Minnesota Extension Staff have assessed county needs and developed program goals for 2016 that very closely connect to the Carver County Strategic Plan Goals on communities and connections:

- Communities: Create and maintain safe, healthy, and livable communities.
- Connections: Develop strong public partnerships and connect people to services and information.

The outreach efforts of Extension are multiplied through partnerships and volunteer groups. Our model is through research, education, and creating value. Ensuring that we use science-based solutions that work, we build a stronger Minnesota and a brighter future, and we develop individuals with the knowledge and skills to solve today's problems.

#### **4-H Youth Development**

- Enhance the 4-H Program through offering opportunities in the four initiative areas of science, technology, engineering and applied math; diversity and inclusion; healthy living; and citizenship/youth leadership.
- Utilize the National 4-H Common Measures Survey to evaluate the impact of the youth experience in Carver County 4-H to better understand the reach and depth of the 4-H program.
- Strengthen collaborations with other youth and community serving organizations.
- Promote 4-H at a variety of community events and venues.
- Engage middle and high school youth in programs that increase awareness and understanding of post secondary opportunities. This may include certificate programs, two year colleges, and four year colleges.

#### **Agriculture**

- Increase awareness of agricultural programs through partnerships and media publicity to reach traditional clients as well as new clients to Extension.
- Assess local programming needs and provide research and seminars to address this with.
- Increase the participation of traditional and new clients in agricultural programs to help optimize their farm business profits and productivity.

#### **Financial Capability**

- Increase residents' capacity for financial capability.
- Develop programming to fill gaps within Carver County.
- Identify additional outlets for teaching/counseling.
- Make new organizations or businesses aware of our capacity for teaching and counseling.
- Develop resources for the Carver County Extension website.
- Conduct follow-up evaluation of class participants to assess informational use.
- Facilitate opportunities for all Carver County residents to better understand the needs of low-income families and how fulfilling those needs will improve quality of life for all Carver County residents.

#### **Parents Forever**

- Utilize trained volunteers and evidence-based resources to provide excellent programming to divorcing parents.

#### **Extension Master Gardener**

- Increase the diversity of programming and types of audiences reached in order to better serve community needs and promote cultural understanding.

- Collaborate with partners such as Extension nutrition, Public Health, and library staff to co-promote educational missions and tap into a broader audience.
- Provide Extension Master Gardeners with cross-cultural educational resources.
- Identify key focus areas for the program based on input garnered from the State Program, local Extension Master Gardener volunteers, county administration and Board members, and residents.
  - Develop the focus areas into a three year strategic plan for the program &/or a process for setting annual goals
  - Educate volunteers on guidelines, reporting mechanisms, evaluation techniques and goal setting
- Utilize more volunteer help developing educational and marketing pieces for the media to help increase public awareness and outreach efforts

### **Summary**

Carver County Commissioners have historically been very strong supporters of University of Minnesota Extension programs in Carver County. Extension continues to work in new and different ways. The main goal continues to be to serve the residents of the county, through the local positions in the Memorandum of Agreement and through Regional staff. The staff and Extension Committee remain committed to providing excellent opportunities for Carver County residents to benefit from the programs and research-based information of the University of Minnesota and are thankful for the past support from the Carver County Board.

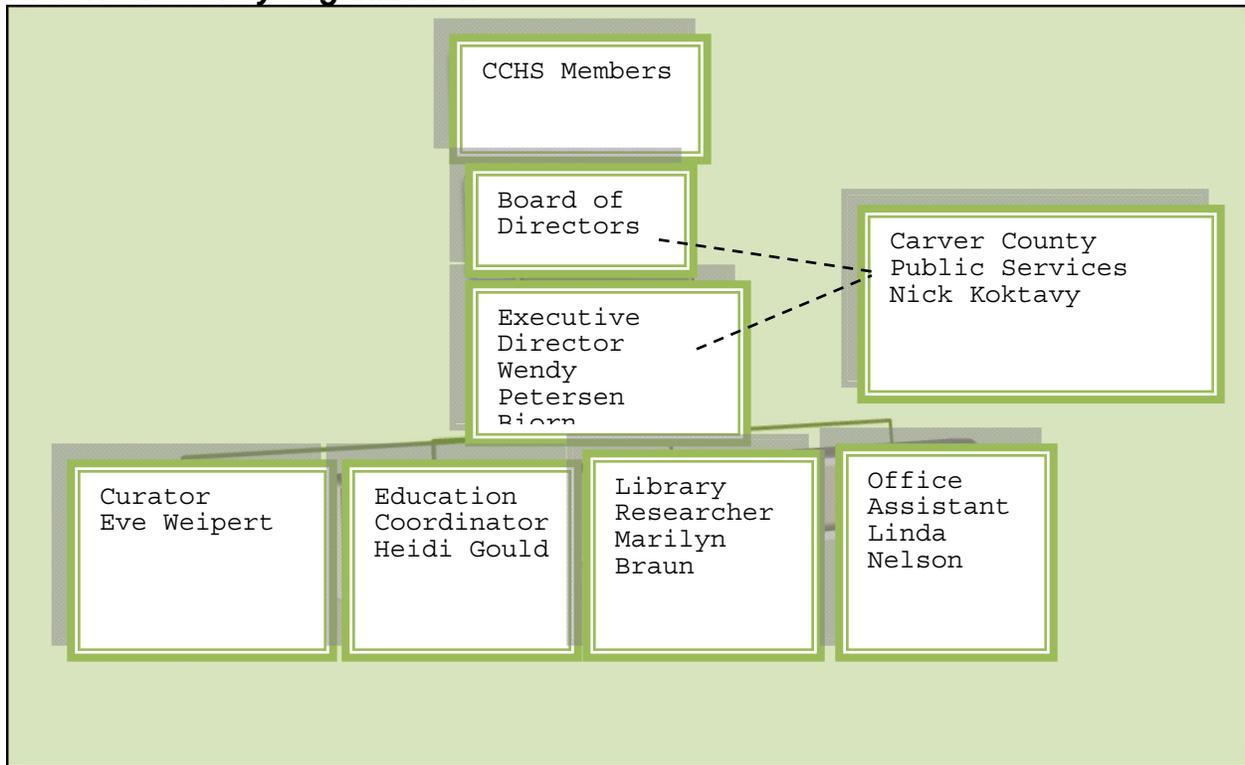
### **Historical Society**

In April of 2015, the Carver County Historical Society celebrated its 75<sup>th</sup> year of operation as a nonprofit 501(c)3 educational organization, and the partnership with Carver County dates back nearly as far as that. The mission of the Historical Society is “collecting, preserving 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 or study it, to disseminate historical information to interested persons, groups and institutions.

It is our goal to work closely with Carver County to provide free or low cost services to the citizens of Carver County. In order to accomplish this, the Carver County Historical Society partners with numerous organizations throughout the county. 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, e-blasts, newspaper articles, Facebook, Website, Carver outreach programs, speaking engagements, log granary at the Carver County fair, various news releases and soon the Historic Andrew Peterson Farmstead.

## Historical Society Organization



### Board of Directors:

		City	Area of Expertise
President	Michael Owen Hill	St. Paul	Social media/fundraising
Vice-President	Dan Lund	Chanhasen	Business
Treasurer	Richard Scott	Victoria	Grants/Fundraising
Secretary	Peter Gustafson	Waconia	Education
	Burton Johnson	Chaska	Peterson Farm
	John Varone	Chaska	Native American History/HR
	Al Bongard	Cologne	Building Maintenance
	Mike Coleman	East Union	Local History
	Darlene Fasching	Minnetrissa	Local History
	Lynette Bledsaw	Chanhasen	Law
	Mike Fahey	Carver	Local History

Staff:	Position:	
Wendy Petersen-Biorn	Executive Director	1.00 FTE
Open	Curator	1.00 FTE
Heidi Gould	Educator	1.00 FTE
Linda Nelson	Office Assistant	0.45 FTE
Marilyn Braun	Researcher	0.48 FTE

## 2016 Historical Society Budget

	Revenue	Expenses	
County			
Appropriation	\$ 203,274.00	Marketing	\$ 1,400.00
Fund raisers	\$ 3,700.00	Repairs/services needs	\$ 1,986.00
Memberships	\$ 6,000.00	Security System	\$ 900.00
Affiliate			
memberships	\$ 1,100.00	Staff training	\$ 600.00
Fund appeal	\$ 4,500.00	Supplies	\$ 1,700.00
Inventory Sales	\$ 2,000.00	Health insurance	\$ 19,100.00
Sales/research fees	\$ 1,600.00	Employment taxes	\$ 11,802.00
Donations	\$ 2,300.00	Telephone	\$ 1,400.00
Sponsorships	\$ 500.00	Technology/program support	\$ 1,300.00
Program fees	\$ 1,8000.00	Utilities	\$ 14,000.00
Endowment income	\$ 6,400.00	Mileage	\$ 1,500.00
Interest earned	\$ 3,340.00	Volunteer benefits	\$ 300.00
<b>Total</b>	<b>\$ 236,514.00</b>	Salaries	\$ 148,373.11
		PERA	\$ 11,205.00
		MCIT	\$ 3,066.00
		Workers Comp	\$ 314.00
		Payroll services	\$ 2,265.33
		Fundraising expenses	\$ 1,425.56
		Books for staff	\$ 200.00
		Material for library	\$ 800.00
		Programs	\$ 1,700.00
		Past Perfect on line	\$ 550.00
		Accounting needs	\$ 1,300.00
		Stock for resale	\$ 1,000.00
		Collections care	\$ 2,700.00
		Membership dues	\$ 953.00
		Exhibits maintenance	\$ 450.00
		County fair	\$ 500.00
		Licenses and permits	\$ 50.00
		Newsletter	\$ 1,300.00
		Shop needs	\$ 500.00
		Postage	\$ 1,100.00
		Landscaping	\$ 175.00
		Property tax	\$ 500.00
		<b>Total</b>	<b>\$ 236,514.00</b>

### **Budget Highlights**

The Carver County Historical Society is requesting \$203, 274 for 2016. This is a 3.5% increase as recommended. The increase is designated to payroll which will include PERA, payroll taxes and FDIC. There is no budget line item for the Historic Andrew Peterson Farmstead, other than property taxes due in 2016. Due to the sale of bequeathed items, and income from donations, grants, expected income from the *Andrew Peterson and the Scandia Story* reprint, tourism income, and the sale of the Andrew Peterson CD it is estimated that the farm will provide enough income to pay for its own expenses in 2016. The majority of the farm’s utility costs will be paid by the caretaker in exchange for living in the house. The CCHS will be using some of its cash reserves to pay for a new septic system for the Historic Peterson house.

### **Highlights and Accomplishments**

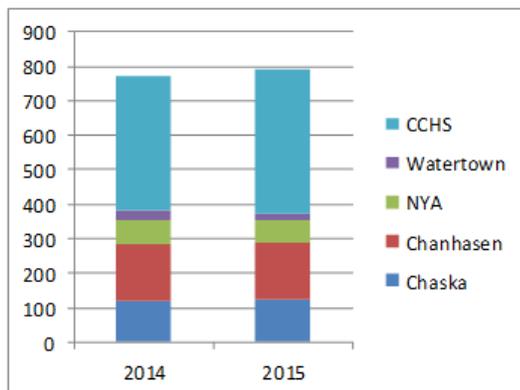
The Carver County Historical Society had a year for the history books. Not only were a number of significant grants received, it was awarded five peer recognition awards. Added to this, were a number of successful joint projects, completion of the restoration of the German Reading Society banner, and release of a new website. While all of the previously mentioned items could stand on its own in regard to accomplishments or highlights, nothing compares to the close on the Historic Andrew Peterson Farmstead after a two plus year legal battle.

A total of \$21,110 in grant funds was received in 2015. These funds were used to replace a microfilm machine (\$9825), write MNopedia articles (\$3000), attend a Minnesota Council for Nonprofit conference (\$120) and complete the restoration of the German Reading Society banner of Carver, (A \$8155 grant received in 2014). A large Legacy grant of \$182,223, for the final restoration of the north Andrew Peterson barn, was awarded at the end of 2015, but the funds will not be received until 2016.

Five awards were received in 2015. Our book *Two Wars on the Frontier* received two awards for excellence in history; one from the Minnesota Alliance of Local History Museums, (MALHM) and one from the American Association of State and Local History, (AASLH). The new website, unveiled in early January, received three awards: two for Excellence in History from AASLH, and MAHLM and the very competitive, Dot.org award for technology from the Minnesota Council of Nonprofits.

### **Membership Breakdown**

We added 124 new memberships in 2015 as a direct result of the photo indexing available on the



website. While a membership is needed to access the photos, Carver County residents may access the photos for free at any of the County Libraries. During 2015, Carver County Historical Society grew by 124 new members, but in the same token, we had attrition due to death or nonrenewal. In April through December alone, we received 99 new members, for a total of 414 members. The Chaska History Center reported 125 members, Chanhasen Historical Society 165 members, Willkommen NYA 65 members and Watertown Historical Society 20

members. All of our affiliate members are automatically a member of the CCHS, which gives us a grand total of 789 members.

We continue to partner with other organizations. An example of a successful pairing is the volunteer appreciation breakfast for Carver County libraries. After a year-long restoration of the German Reading Society banner, it was unveiled in Carver as part of the breakfast. The Reading Society was the first organization in Carver County that lent out books. After the event, the banner was moved to the Carver County Court house, where it resides under the steps by the legal library. This is an area that we had been requested to fill, several years earlier. Other joint projects with Carver County included the Resilient Communities Project and the task force for Coney Island.

And last but not least, we finally closed on the Holasek property. The settlement agreement was made in November of 2014, with the expectation of closing in July, but the best laid plans can sometimes take longer than expected. The Historical Society took ownership of 12.17 acres in November, 2015. The plans for 2016 are to simply work on the infrastructure. This includes installing a new septic system in the spring, and restoring the north barn. A Concept Master Plan was completed in 2015. This plan is a long range plan and includes a vision for what the farm could become at some time in the future. It also includes an interpretive plan, and several phases for restoring the property, to the time period associated with Andrew Peterson.

**Workload Indicators**

- There were 9,293 contacts in 2015 compared to 11,482 in 2014. The lower number is largely due to the lack of a summer traveling exhibit.

**2015 Visitation Breakdown**

In Classrooms	4038
In Museum	1193
Family Day	357
Saturday	215
Library	436
Look ups	631
Walk in	431
Adult Programming	227
Presentations	107
Children's camp	158
Fair	1500
<b>Total</b>	<b>9,293</b>

- The research library visitation continues to increase due to fabulous work of researcher Marilyn Braun. Library contacts increased by over 400. From 648 in 2014 to 1070 in 2015.
- Including the Legacy Peterson barn grant, a total of \$203,333 in grant money was or will be received by the CCHS in 2015; all written by Wendy Petersen Biorn.

- The Carver County Historical Society has four city affiliate historical organizations:
  - Chaska Historical Society,
  - Chanhassen Historical Society
  - Willkommen Heritage and Preservation Society of Norwood Young America
  - Watertown Area Historical Society.
- Volunteer hours in 2014 totaled 1984.35. This computes to an added benefit of \$15,874.80 based on an hourly wage of \$8 an hour.

<b>2015 VOLUNTEER HOURS</b>	
Exhibits.....	833.75
Collections .....	206.25
Library .....	943.45

**2015-16 Goals and Expectations**

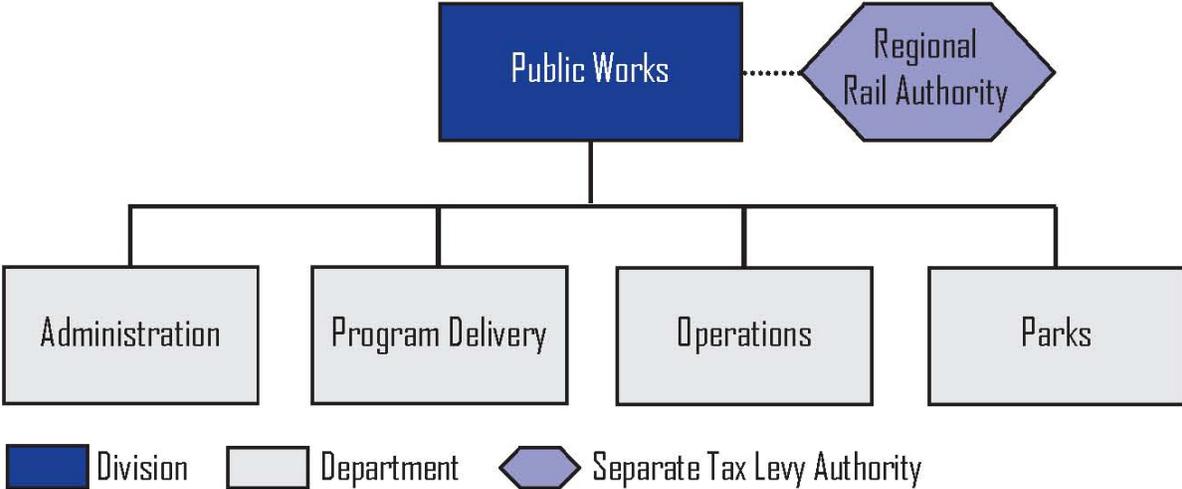
- Continue partnering with other local organizations.
- Peterson Farm- Focus on infrastructure- Utilize the Concept Plan as possible.
  - Install new septic system for the house
  - Complete the restoration of the north barn
  - Complete structural assessments of the buildings
  - Explore the feasibility and location for public restrooms
  - Encourage growth of the Friends of the Andrew Peterson Farm
  - Explore joint programing with organizations who have expressed interest
- Continued partnership with Carver County in areas as requested.

**2030 Carver County Comprehensive Plan Contributions**

The Carver County Historical Society is actively involved in the 2030 Comprehensive Plan in the following ways.

- Serving as the go-to source for Section 106 questions and discussion.
  - Executive Director Petersen-Biorn is Section 106 Essentials certified through the Advisory Council on Historic Preservation. This knowledge has been a continued asset to the County. This advice was utilized by Chanhassen regarding the Lyman farm development in 2015.
- County Policy HP-11: Protect significant historic and cultural resources from destruction or changes that will compromise their ability to convey their significance.
  - The CCHS has just completed a two plus year legal battle to protect the Historic Andrew Peterson Farmstead. This property will be used as the donor requested and as the County Policy states, to convey the high significance of the property to the public. The property will be used by and for the general community.
- County Policy LU-13 Historic Preservation Goals – Education: Educate the public about historic resources and use historic resources to encourage tourism in Carver County.
  - The addition of the Andrew Peterson farm is already showing a return by the arrival of first group of visitors from Sweden in September of 2015. Several other Swedish groups have shown interest in returning in 2016.
  - The new website has received three awards for its design. It is being used not only by members, but communities who utilize the GIS maps.

# Public Works



The Carver County Public Works Division administers all functions associated with the county highway and the county parks systems. The Division is comprised of four departments as shown. Administration, Program Delivery and Operations is budgeted in the Road and Bridge Fund. Consistent with State guidelines, the Parks Department is budgeted in the General Fund and is reported separately from the other three departments. The Public Works Division maintains a functional working relationship with the Carver County Regional Rail Authority, a board that oversees designated rail transportation corridors in Carver County. Information on the Rail Authority is in the “*Separate Tax Levy Authority*” section.

### Budget Highlights

Public Works Division Budget						
Budget Summary	2014 Actual-restated with restructure	2015 Budget-restated with restructure	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(5,486,860)	(3,556,233)	(3,647,334)	(3,647,334)	2.56%	(28,131)
Expenditure total	8,686,538	8,360,821	8,423,791	8,423,791	0.75%	
Levy dollars needed	3,199,678	4,804,588	4,776,457	4,776,457	-0.59%	

The 2014 & 2015 Budget were restated at a department level, not by individual FTE movements.

Public Works Division Staff					
Department:	2015 FTEs Adopted	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
Administration	4.00	4.00	1.00	1.00	5.00
Program Delivery	20.25	20.25	1.00	-	20.25
Operations	28.23	26.23	3.00	-	26.23
Parks	12.72	10.98	0.43	0.43	11.41
<b>Division Totals</b>	<b>65.20</b>	<b>61.46</b>	<b>5.43</b>	<b>1.43</b>	<b>62.89</b>

The Public Works Division had a total of 61.46 FTEs in 2015 including seasonal and part-time workers. The division requested an additional 5.43 FTEs in 2016; the Administrator Recommended 1.43 FTEs.

## Administration Department

The Administration Department coordinates all the administration needs for the division and is responsible for the preparation of the annual budget and six-year capital improvement program. The staff includes the Public Works Director, who coordinates all functions of the Division with assistance of three 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 were 4.0 FTE employee positions in the department in 2015. For 2016, the department requested the addition of 1.0 FTE, another Administrative Assistant. Public Works is heavily into development of a comprehensive asset management system which includes collection, maintenance tracking, measurement and management of highway infrastructure assets in a GIS based system, a fleet maintenance and management system, an electronic work order system, and an electronic document management (paperless) system. The asset management process requires a significant amount of data entry and record management, which will be the primary responsibility of this new position. In addition, the position will assist with all other administrative functions of the division which has seen significant growth in workload and complexity in the last few years. The Administration Department staff is as follows:

<b>Administration Department Staff</b>					
<b>Position:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Public Works Director	1.00	1.00	-	-	1.00
Administrative Services Manager	1.00	1.00	-	-	1.00
Account Clerk	1.00	1.00	-	-	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	2.00
<b>Department Totals</b>	<b>4.00</b>	<b>4.00</b>	<b>1.00</b>	<b>1.00</b>	<b>5.00</b>

## Program Delivery Department

The Engineering Department and Surveying Mapping Department were combined in 2013 and 2014 with reorganization into the Program Delivery Department.

As the chart indicates, the department had 22.25 FTEs in 2015. For 2016, the department requested the addition of 1.0 FTE, a Transportation Planner. The Transportation Planner will be responsible for transportation planning efforts for the county highway system. Due to growth in the county, planning for the future is an ever increasing need within the Division, which has been traditionally spread across several other positions. With the upcoming comprehensive plan

amendment and the increased new development pressure, the need for a transportation planner is becoming evident. The position will help to ensure we perform development reviews within the statutory deadlines imposed upon Public Works.

<b>Program Delivery Department Staff</b>					
<b>Position:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Assistant Public Works Director	1.00	1.00	-	-	1.00
Program Delivery Manager	1.00	1.00	-	-	1.00
Design Engineer	1.00	1.00	-	-	1.00
Transportation Manager	1.00	1.00	-	-	1.00
Right-of-Way Agent	1.00	1.00	-	-	1.00
Construction Coordinator	1.00	1.00	-	-	1.00
Senior Engineering Technician	4.00	3.00	-	-	3.00
Engineering Technician	1.00	1.00	-	-	1.00
Civil Engineer	2.00	2.00	-	-	2.00
County Surveyor (restructure)	1.00	-	-	-	-
Assistant County Surveyor (restructure)	1.00	1.00	-	-	1.00
Asset Manager	1.00	1.00	-	-	1.00
GIS Specialist (restructure)	1.00	-	-	-	-
Survey Crew Leader	1.00	1.00	-	-	1.00
GIS Technician	1.00	1.00	-	-	1.00
Transportation Technician	1.00	1.00	-	-	1.00
GIS Assistant (STOC)	0.33	0.33	-	-	0.33
Engineering Intern	0.50	0.50	-	-	0.50
Survey Intern	0.42	0.42	-	-	0.42
Transportation Planner	-	-	1.00	-	-
Highway Sign Shop Foreman	-	1.00	-	-	1.00
Highway Sign Maintenance Worker	-	1.00	-	-	1.00
<b>Department Totals</b>	<b>20.25</b>	<b>20.25</b>	<b>1.00</b>	<b>-</b>	<b>20.25</b>

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 Cartegraph.
- 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.

## **Operations Department**

The Equipment Maintenance and Highway Maintenance Departments were combined in 2013 with reorganization into the Operations Department.

The Operations Department is responsible for the maintenance of the county highway system including 270 miles of roadway and 55 county bridges. It is also responsible for the servicing of all county vehicles and county major pieces of equipment. Department responsibilities include snowplowing, sheet patching, seal-coating, signing, pavement marking, roadside spraying, roadside mowing, crack-filling, shouldering, erosion control, hand patching, and culvert repair. About 250 vehicle/equipment units are serviced at the Public Works Headquarters facility in Cologne. Only body damage, painting, heavy equipment transmission/engines, and unique repairs are completed by outside vendors.

The county currently operates highway maintenance shops located in Watertown, Young America Township, Benton Township (Public Works Headquarters), and Chaska (combined facility with MnDOT). The County has completed a Public Works Facilities Study which will result in the consolidation of the Norwood Young America and Watertown shops into one facility located in Hollywood Township. This will occur in 2015 and 2016. The study also recommended the expansion of the PWHQ facility. Implementation of the PWHQ facility is planned in the future and detailed in the County Long Term Financial Plan.

As the following chart indicates, the department had 26.23 FTEs in 2015. For 2016 the department requested the addition of 3.0 FTE in additional seasonal highway maintenance workers. These positions are needed mostly in the summer months to assist with all highway maintenance operations. The department has increased its workload in the summer due to the aging highway system. For example, the annual seal coat and crack filing programs have doubled in size. The department is replacing more culverts that have reached their lifespan and are performing more bridge maintenance projects. Increasing seasonal staff allows multiple crews to work at the same time across the county to keep up with the increased workload.

<b>Operations Department Staff</b>					
<b>Position:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Operations Manager	1.00	1.00	-	-	1.00
Operations Supervisor	2.00	3.00	-	-	3.00
Highway Sign Shop Foreman	1.00	-	-	-	-
Highway Maintenance Foreman	3.00	2.00	-	-	2.00
Highway Sign Maintenance Worker	1.00	-	-	-	-
Highway Maintenance Worker	10.00	11.00	-	-	11.00
Highway/Parks Maintenance Worker	1.00	1.00	-	-	1.00
STOC Highway Maintenance Worker	2.00	2.00	3.00	-	2.00
Highway Equipment Superintendent	1.00	-	-	-	-
Lead Shop Mechanic	2.00	2.00	-	-	2.00
Shop Mechanic	4.00	4.00	-	-	4.00
Seasonal Shop Helper	0.23	0.23	-	-	0.23
<b>Department Totals</b>	<b>28.23</b>	<b>26.23</b>	<b>3.00</b>	<b>-</b>	<b>26.23</b>

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>2014 Actual- restated with restructure</b>	<b>2015 Budget- restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(4,898,672)	(3,112,231)	(3,162,000)	(3,162,000)	1.60%	5,688
Expenditure total	7,588,404	7,230,804	7,286,261	7,286,261	0.77%	
Tax dollars needed	2,689,732	4,118,573	4,124,261	4,124,261	0.14%	

Public Works continues to experience increased services demands as a result of added road miles from new highway construction, expansion of existing roadways and transfers of roadways, including Hwy. 61 (old Hwy. 212) and Hwy. 101 from the State. In addition, greater burden is being put on the county road system and its funding programs as a result of the State's underinvestment in the Trunk Highway System. The direct result of this is more traffic and greater maintenance requirements for county roads and bridges and increased financial burden to the county to make investments in the state road system. For example, the County has taken a lead role in design and environmental studies for expansion of TH 212 between Chaska and Norwood Young America. The County is also the lead agency in the financing and delivering the construction of the highway 101 causeway bridge between Chanhassen and Shakopee, and it

is the lead agency for project delivery and construction for the expansion of TH 41 from TH 212 to Pioneer Trail, due to be completed in 2018.

In addition to increasing service demands for roads and bridges, there is a public desire for greater recreational opportunities from the park and trails systems. The regional trails systems have benefited from significant federal, state and local investment. However, the County parks are aging and in need of increased maintenance and modernization

**Capital Investment:** Carver County will continue to grow, and the transportation and parks infrastructure will need to be preserved and expanded as needs arise. The long-term transportation plan shows a need for approximately \$690 million in county highway investment by 2040. With road and bridge capital investment funding projected at approximately \$368 million in the next 25 years, there is clearly a significant funding shortfall for transportation infrastructure. Furthermore the State highway system in Carver County is inadequate and is not expected to be upgraded in the next 20 years to meet the needs of travelers. This will continue to put greater burden on the county road and bridge system and county resources.

Carver County is faced with severe challenges to continue to provide an adequate transportation system into the future. There is simply not enough funding to build the county highway system as shown in the 2030 Road System Plan (RSP). The plan is valid, but it represents a longer timeframe than 2030 due to the recent recession. The County will also be forced to address the deficiencies of the state highway system in the near future given the lack of investment plans by MnDOT.

The following shows strategies to address the highest priority transportation needs in the County:

**Long-Range Road and Bridge Plan:** Goals for prioritizing long-term transportation capital investment include:

- Re-evaluate the 20-year transportation needs, as identified in the 2030 Road System Plan, utilizing more realistic (lower) performance targets (e.g. number of lanes, right-of-way widths).
  - Public Works has evaluated the new roadways and the roadways identified for expansion in the RSP using updated performance targets for urban and rural roadways related to traffic capacity thresholds and right-of-way widths needed to construct the roadways. Several proposed roadways have been revised and new cost estimates have been calculated using current unit cost information.
  - Public Works and the Public Health and Environment Division completed an amendment to the 2030 Road System Plan in 2014 utilizing the revised performance targets and 2010 census information.
- Allocate limited resources to the highest priority transportation needs. Develop a prioritization system that evaluates projects to enter the short-term CIP (6-year plan).
  - Public works has developed 10 criteria (along with the performance measures) to rank long-term expansion and new road projects:

1. Safety Benefits (Measures crash rate and frequency and if route has high risk.)
  2. Congestion (Measures volume/capacity.)
  3. System Relief (Measures future traffic demand.)
  4. Significance of System (Measures functional class and connections to jobs, economic growth areas, transit service and accounts for physical barriers like rivers, railroads.)
  5. Multimodal Connections (Measures transit and trail importance.)
  6. Roadway Condition (Measures pavement condition, age, structural capacity, and geometric deficiencies.)
  7. Freight Needs (Measures heavy commercial truck volume and if the roadway connects to large industrial areas.)
  8. Funding Availability (Measures how many funding opportunities exist.)
  9. Project Readiness (Measures level of project development.)
  10. Community Support (Measures whether or not the project is supported/requested by a city.)
- Develop new funding sources and increase traditional revenue for transportation projects. A portion of the costs to complete projects that are needed for new development should be allocated to the development wherever feasible.
    - The county implemented revised highway cost participation policy in 2013 to account for projects outside of the CIP that are required as part of land development.
    - The county applied for federal grants on five roadways.
      - The county has been selected to receive funding for the expansion of TH 41 from TH 212 to Pioneer Trail in Chaska.

**Short-Term Road and Bridge Plan:** The County has established an ongoing program for the planning of future Road and Bridge Projects through the long-range County's 2030 Roadway System Plan (2030 RSP) and short-term Capital Improvement Plan (CIP). The Road & Bridge CIP prioritizes and defines investment of road and bridge projects for the next six years within available financial resources and utilizing the vision and goals of the 2030 RSP. The 2030 RSP plan was amended in 2014 and includes a long-term outlook at highway needs and funding in Carver County.

Financing and developing projects often takes several years due to the increasingly complex financial and regulatory environment. The CIP includes the current budget year (2016) and the following 5-years (2017-2021). The CIP helps ensure an efficient flow of projects from their inception to construction. The 2017-2021 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 2017-2021 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.

The Prioritization Criteria shown above along with the traditional preservation, bridge and safety targets is used to prepare CIPs. Projects for 2016 are shown in the Capital Projects section of this budget book under the Road and Bridge CIP Fund.

**Special/Major Projects for 2016:** The Southwest Reconnection Project is a major county investment in the 2014 budget. The project includes a new river bridge, and a reconstructed CSAH 61/101 (“Y”) intersection. The total project cost is approximately \$57 million and has several funding sources including state, county and city funds. Carver County is the lead agency on the project, which began construction in 2014 and will finish in 2016. The County is required to upfront finance about \$16 million of State’s share of the project as well as some of the County contribution using bonding or utilizing the Transportation Revolving Loan Fund (TRLF) offered by the State. The \$16 million is expected to be reimbursed to the County by 2024 from the County Turnback Account administered by the State.

In 2016, the County will also be constructing several bridges and begin a shoulder widening and full depth reclamation program on high priority rural roadways. Details of the 2016 CIP projects can be found in the Road and Bridge CIP section of this document.

The county parks and trails system has and will continue to have significant capital investment needs as reported separately in the Parks and Trails CIP Fund section.

**Capital Equipment:** Public Works has prepared an equipment replacement plan and schedule to plan for vehicle and equipment replacement and additions. The plan will be refined over time with the implementation of the County Fleet Management software system (AssetWorks). Public Works utilizes a portion of CSAH Maintenance funds as well as County Levy for vehicle and equipment needs.

### ***Summary of Achievement for 2015 Public Works Goals***

*(Specific Parks-related goals listed in Parks Budget.)*

#### **Public Works Goal # 1**

Improve the existing road and bridge system, maintain a safe and efficient road and bridge system.

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

***Objective A:*** Construct high priority Road and Bridge projects.

***Measure of Performance Summary:*** Complete construction on schedule and within budget.

- TH 101 River Bridge and CSAH 61 “Y” Intersection (Southwest Reconnection Project) – (Budgeted in 2014) - complete fall 2015.
  - **Project is substantially complete – will be finished in 2016**
- CSAH 10 Reconstruction from CSAH 30 to TH 7 (Budgeted in 2014) - complete fall 2015.
  - **Done**
- CSAH 61 Reconstruction from 101 “Y” to East County Line (Hennepin County Lead) – complete fall 2016.
  - **Postponed to 2017**
- CSAH 10 Bridge over Crow River in Watertown (Budgeted in 2013, bid in summer, rebid in fall 2014) - complete fall 2015.
  - **Done**
- CSAH 30 Bridge #7118 Replacement over Crane Creek (Budgeted in 2011) – complete fall 2015.
  - **Design done. Project will be constructed in early 2016**
- CSAH 40 Bridge over Bevens Creek reconstruction (Budgeted in 2011, bid in summer 2014, re-bid in fall 2014) – complete Summer 2015
  - **Done**
- CR 140 Bridge over Carver Creek (L2795) Replacement – complete fall 2015 or summer 2016.
  - **Postponed to 2017**
- CR 140 Bridge over Carver Creek (10504) Replacement – complete fall 2015 or summer 2016.
  - **Postponed to 2017**
- CR 140 Bridge over Carver Creek (L2797) Replacement– complete fall 2015 or summer 2016.
  - **Postponed to 2017**
- CSAH 51 Bridge over Carver Creek Replacement– complete fall 2015 or summer 2016.
  - **Postponed to 2017**
- CR 123 Flood Mitigation Construction – complete summer 2015.
  - **Design complete in 2015. Construct in 2016**
- CSAH 10 at TH 5 intersection improvement in Waconia. Part of City TH 5 reconstruction project – complete fall 2015.
  - **Done**
- County Wide Overlays including Cold in Place Recycling for 2015. – complete fall 2015.
  - **Done. Used Bonded Wearing Course.**
- County Wide Signing and Striping – complete summer 2015.
  - **Done**
- CSAH 14 Corridor Signal Improvements in Chaska – flashing yellows, ADA improvements, etc. – complete summer 2015.
  - **Done**

### **Public Works Goal # 2**

Enhance internal communication utilizing technology where possible, create employee development plans, develop an improved filing system, and enhance Public Works health and Wellness.

**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 A:** Hold regular departmental and division meetings, develop SharePoint applications to improve communication, provide staff training.

**Measure of Performance:** Four division meetings, minimum of six department meetings, new SharePoint solutions in place to enhance communication. – **Done.**

**Objective B:** Develop employee career development plans with position broadbands as applicable.

**Measure of Performance:** Creation of professional and technical broadband tiers and progression requirements. – **Partially complete. Finish in 2016.**

**Objective C:** Work with IT to develop/implement an improved filing system for project documents utilizing SharePoint

**Measure of Performance:** Progress to new SharePoint 2013 process. – **Underway. Will be a multiyear process.**

**Objective D:** Increase usage of fitness center and develop health and wellness programs for Public Works employees.

**Measure of Performance:** More users of fitness center, more health and wellness opportunities. – **Introduced stretching program. Fitness center used by small group only but considered valuable.**

### **Public Works Goal # 3**

Enhance external communication.

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

**Objective A:** Enhance website to show adequate information to stakeholders.

**Measure of Performance:** Website updated. Adequate hits. – **Awaiting new County website completion.**

**Objective B:** Coordinate transportation planning with Cities and MnDOT.

**Measure of Performance:** Hold regular City Planner and Engineer meetings. Meet with MnDOT staff. – **Done.**

**Objective C:** Continue coordination with townships on bridge replacement needs

**Measure of Performance:** Agreements in place for design and construction of township bridge projects. – **Done. Two bridges built; more planned.**

#### **Public Works Goal # 4**

Manage budgeting and financial health of Public Works, apply for outside revenue, develop Public Works performance measures, improve efficiency of highway project delivery and develop a comprehensive fleet management system.

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

**Objective A:** Work with IT to develop/implement: CIP software application to manage all CIP financial transaction, Project Management Software, GIS model of CIP Prioritization Tool.

**Measure of Performance:** New systems in place to replace or enhance spreadsheet systems. – **Selected CIP vendor (PM Web). Implement in 2016. Selected Project Management Tool (Brightwork). Implement in 2016. GIS model of CIP Tool not done yet.**

**Objective B:** Apply for federal STP, HSIP and other grants as available for high priority projects.

**Measure of Performance:** Submit grant applications for high priority projects on county and state system as applicable. **Submitted five roadway grants. Selected for TH 41.**

**Objective C:** Develop scenarios for use of half-cent Sales Tax for transportation projects.

**Measure of Performance:** Project list utilizing tax. – Developed Emerging Projects list for next 15 years. **Sales tax not required in first five years unless Road and Bridge fund gets reduced.**

**Objective D:** Develop operational performance measures and targets.

**Measure of Performance:** Annual performance report completed for applicable operations and assets. – **State Auditor measures done. Developing other measures for 2016.**

**Objective E:** Implement project delivery workplans using PM software

**Measure of Performance:** MS Project and Brightwork implementation. – **Project delayed due to SP rollout and funding. Will be complete in 2016.**

**Objective F:** Complete Implementation of Fleet Management Software.

**Measure of Performance:** AssetWorks fully operational. – **Done.**

### **Public Works Goal # 5**

Plan a safe and efficient transportation system,

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

**Objective A:** Construct 2015 Road and Bridge expansion projects:

- Complete CSAH 18 reconstruction for Audubon to Powers (Chanhassen) – summer 2015. - **Done**

**Objective B:** Engineering and land acquisition for 2016-2020 construction projects and corridor studies for future projects.

- CSAH 18 Reconstruction from TH 41 to CSAH 15 (Design & Right of Way). – **Delayed to 2016 due to resource constraints.**
- CSAH 61 Reconstruction from 101 “Y” to East County Line (Right of Way and Design - Hennepin County Lead). – **In progress.**
- TH 101 Reconstruction for CSAH 61 to Pioneer Trail (Study and prelim design). – **Done.**
- Marsh Lake Road (Future CSAH 14) from CSAH 11 to CSAH 43 (Study and prelim design). **In progress. Complete in early 2016.**
- CSAH 61 Corridor Study from CSAH 11 to 101 “Y.” – **In progress. Complete in 2016. Added TH 41.**
- CSAH 10 Corridor Study from Waconia to CSAH 61. In Phases. – **Postponed due to lack of staff resources. Will start after 61 study is done.**
- Study and design of other high priority projects including but not limited to: TH 41 expansion from 212 to Pioneer, CSAH 10 reconstruction from TH 5 to CSAH 30, CSAH 13 (Rolling Acres Road) improvements for TH 5 to TH 7.

**Measure of Performance:** Engineering study, design and right-of-way acquisition completed on schedule and within budget. – **TH 41 and CSAH 13 work will begin in 2016.**

### **2016 Public Works Goals**

*(Specific Parks-related goals listed in Parks Budget)*

### **Public Works Goal # 1**

Improve the existing road and bridge system, maintain a safe and efficient road and bridge system.

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

***Objective A:*** Construct high priority Road and Bridge projects.

***Measure of Performance Summary:*** Complete construction on schedule and within budget.

- CSAH 30 Bridge (7118) over Crane Creek (Budgeted in 2011) – complete winter 2016.
- CR 123 Flood Mitigation Construction – complete summer 2016.
- County Wide Overlays – complete fall 2016.
- County Wide Signing and Striping – complete summer 2016.
- CSAH 30 Shoulder widening and full depth reclamation from CSAH 32 to TH 25 – complete fall 2016.
- CSAH 23 Bridge over Crow River (10507) – complete summer 2016
- CSAH 33 Bridge over Crow River (10515) – complete summer 2016
- CSAH 61 Recon from 140 to TH 41 plus Bridge over Chaska Diversion Channel (10002) – complete fall 2016
- CSAH 11 Bridge over MN River. Deck Overlay - complete summer 2016.

### **Public Works Goal # 2**

Continue Development of Public Works Asset Management System.

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

***Objective A:*** Implement work order system using ArcGIS Online.

***Measure of Performance Summary:*** Pilot application running and being utilized by Admin and Operations staff.

***Objective B:*** Complete performance targets and measures system.-

***Measure of Performance Summary:*** Prioritized list complete. County Board adoption or consensus of targets. Dash boarding in place.

***Objective C:*** Implement Centralized Fleet Management

***Measure of Performance Summary:*** Coordination with all divisions. Budget process in place for 2017 cycle.

### **Public Works Goal # 3**

Enhance internal communication utilizing technology where possible, create employee development tracts.

**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 A:** Hold regular departmental and division meetings, continue development of SharePoint and ArcGIS Online to enhance communication.

**Measure of Performance:** Four division meetings, department meetings, electronic work order system in use.

**Objective B:** Continue development of professional and technical career tracts.

**Measure of Performance:** Approved job description, salary grades and progression requirements.

#### **Public Works Goal # 4**

Manage budgeting and financial health of Public Works, apply for outside revenue, improve efficiency of highway project delivery

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

**Objective A:** Implement CIP and Project Management software.

**Measure of Performance:** PM Web and Brightwork in use and training done.

**Objective B:** Apply for federal STP, HSIP and other grants as available for high priority projects.

**Measure of Performance:** Submit grant applications for high priority projects on county and state system as applicable.

#### **Public Works Goal # 5**

Plan a safe and efficient transportation system,

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

**Objective A:** Construct road expansion projects or new alignments needed for development.

- CSAH 10 Ring Road west of Waconia with High School – begin 2016, complete summer 2017.

**Objective B:** Engineering and land acquisition for 2017-2021 construction projects and corridor studies for future projects.

- CSAH 18 Reconstruction from TH 41 to CSAH 15 (Design & Right of Way acquisition).
- CSAH 61 Reconstruction from 101 “Y” to East County Line (Right of Way acquisition and Design - Hennepin County Lead).
- TH 101 Reconstruction for CSAH 61 to Pioneer Trail (Detailed design and Right of Way acquisition).
- Marsh Lake Road (Future CSAH 14) from CSAH 11 to CSAH 43 (Study and prelim design).
- CSAH 61 Corridor Study from CSAH 11 to 101 “Y.”
- TH 41 Expansion from TH 212 to Pioneer Trail (Preliminary Design and Environmental study).
- CSAH 18 Extension from TH 41 to CSAH 13 (Work with developer and City on design and cost share agreements)
- CSAH 140 Bridge Replacements (Design and Bridge Bond Applications)

**Measure of Performance:** Engineering study, design and right-of-way acquisition completed on schedule and funding secured.

**Objective B:** Complete improvements to new Hollywood Township Facility and fully consolidate Watertown and NYA operations to new location.

**Measure of Performance Summary:** New salt shed and fueling facility in place. HVAC and other building and site improvements are done. Staff reports to facility for winter operations.

## Parks Department

The Parks Department of the Public Works Division is under the supervision of the Parks Director. The Parks Director oversees the ongoing planning, development, operations, maintenance of three existing Regional Parks, one public lake access, one undeveloped county park under the jurisdiction of Carver County, and 15 miles of railroad corridor under the jurisdiction of the Carver County Regional Railroad Authority. There are 6.80 Full-Time Equivalent (FTE) positions and 20-25 seasonal workers, contracted lifeguards, and campground hosts that comprise the department’s development, operations, and maintenance personnel.

More than 614,696 user visits are annually recorded at the County regional park and trail facilities. The Carver County Parks System provides the public with a wide variety of recreational opportunities. The facilities offered include: swimming beaches, hiking trails, fishing piers, cross country ski trails, picnic areas and shelters, nature trails, creative play facilities, tot lots, ball fields, tennis courts, open play fields, volleyball courts, boat accesses, an off-leash dog area, disc golf, family camping, group camping sites and 14 miles of developed regional trails. The Department also provides many recreational programs and events including various outdoor based camps, bike events, canoeing, paddle boarding, slack lining, archery, fishing, geo-caching, cross country skiing, and outdoor survival skills.

**Budget Highlights**

<b>Parks Department Budget</b>						
<b>Budget Summary</b>	<b>2014 Actual- restated with restructure</b>	<b>2015 Budget- restated with restructure</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(588,188)	(444,002)	(485,334)	(485,334)	9.31%	(33,819)
Expenditure total	1,098,134	1,130,017	1,137,530	1,137,530	0.66%	
Tax dollars needed	509,946	686,015	652,196	652,196	-4.93%	

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.

<b>Parks Department Staff</b>					
<b>Position:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Parks Director	1.00	1.00	-	-	1.00
Parks and Trails Supervisor	1.00	1.00	-	-	1.00
Lead Parkkeeper	1.00	1.00	-	-	1.00
Recreation & Volunteer Specialist	1.00	1.00	-	-	1.00
Park Support Service Specialist	0.80	0.80	-	-	0.80
Parkkeeper	2.00	2.00	-	-	2.00
Part-Time Seasonal	3.39	3.65	0.43	0.43	4.08
Aquatic Invasive Species Inspector	2.00	-	-	-	-
Campground Attendant	0.53	0.53	-	-	0.53
<i>Department Total</i>	12.72	10.98	0.43	0.43	11.41

The Parks Department is operated with 6.80 FTEs year-round along with approximately 20-25 seasonal workers, and campground hosts. The chart shows the number of Full-Time Equivalent (FTE) employee positions requested for 2016 at 0.43, with Aquatic Invasive Species Inspectors (AIS) moving to Planning and Water Department under the PH&E Division.

The Department is requesting that 600 additional hours be budgeted to provide seasonal recreation program leadership for various park programs due to demand for recreation services. Additionally, the Parks and Trails Supervisor’s time will be freed up from providing program leadership to be able to work on administrative duties of preparing park and trail master plan amendments, preparing natural resource management plans for each of the park areas, and submitting grants to the DNR and Lessard Sams Outdoor Heritage Council for funds to restore and protect natural resource areas, and to develop diseased-tree control plans for emerald ash borer.

Second, it is requested that 120 hours of lead gate staff be budgeted to assist with delivering operations of gate attendant services. This staff person would provide direction for gate staff in the duties of customer service at three regional parks, schedule staff, be responsible for collection of cash and revenue tracking from gate areas, campground and honor boxes, and supplying sites

with materials (daily and annual vehicle passes, cash, shelter permits, bus passes, revenue reporting forms, etc). This service provides efficiency by saving windshield time for the Park Service Specialist and Parks and Trails Supervisor in cash collection, preparation of cash deposits and daily revenue reporting. Driving to pick up cash and resupplying gate areas and campgrounds can be done less expensively with a seasonal staff person.

Third, it is planned that the County will begin management of Coney Island in 2016. Initial maintenance in 2016 is foreseen to light but not non-existent. For that reason, the request is for 160 hours to primarily to help ensure public safety, have awareness of activities on the island, provide for routine litter removal and address other maintenance needs.

**Intergovernmental Revenue Operations and Maintenance:** For 2014, it is estimated that the County will receive approximately \$128, 000 in Operation and Maintenance Funding, which is the same level received in 2015. Calculations for the amount of operations and maintenance allocations to Regional Park Implementing Agencies for 2016 from the Metropolitan Council were not available at the time of this report. A portion of the operations and maintenance funding distributed through the Metropolitan Council is provided by the State. In 2014, lottery in lieu funds and the State have provided Carver County with approximately 12.4% of operations and maintenance funding for the regional parks and trails it operates. Securing this assistance from the State has been an ongoing effort of the Metropolitan Council and the Metropolitan Regional Park Implementing Agencies since 1984.

**Intergovernmental Revenue Capital Improvements:** Capital improvement funding is typically considered during the state bonding sessions during even-numbered years. In 2016, the Metropolitan Council's Capital Improvement Plan (CIP) requested the County be awarded \$498,000 to reimburse the County for past land acquisition at Lake Waconia Regional Park. The actual amount to be approved will be determined by the 2016 Legislature.

**Intergovernmental Revenue Parks and Trails:** Parks and Trails Funds have increased from \$297,000 in 2014 (SFY 2015) to \$321,000 in 2016 (SFY 2016). These funds are programmed to be used as local match to Federal Transportation Enhancement Funds to construct a 2.1 mile segment of the MN River Bluffs Regional Trail between the cities of Chaska and Carver. Additionally, funds will also be used to support a Recreation and Volunteer Coordinator for the Department. Parks and Trails Funds are generated from the constitutional amendment which increased funding for the Outdoors, Clean Water, Parks and Trails and the Arts.

**Revenue from Park Fees:** Fees generated from park fees for services is expected to be \$250,000, which is the approximate amount received in 2014. However, it is anticipated with the growth in programming recreation events and activities additional revenue will be generated to support direct costs associated with the cost for supplies and seasonal staffing needed to offer the activities. The amount of revenue from programming is budgeted at \$16,500 which is an increase of \$7,100 over budget revenue from 2015.

**Operating Expenses:** Operating expenses are budgeted at nearly the same level as 2015. Overall, a slight reduction in expenses is projected to maintain budget target numbers which maintains County levy support at the same level as 2015.

The Aquatic Invasive Species (AIS) inspection program budget is not reported here since it is being transferred to the Planning and Water Management Department. The Parks Department supports that department's budget request for providing AIS services.

**Training, Professional Maintenance:** Programmed training and professional maintenance opportunities include technical training for herbicide and pesticide use, courses on trees, shrubs, and invasive species, and attendance at technical seminars put on by the Minnesota Parks and Recreation Association and Minnesota Park Supervisors Association. Professional Maintenance includes annual conference at the in-state conference of the Minnesota Recreation and Parks Association and an out-of-state conference for the National Counties Parks and Recreation Organization.

**Capital Improvements:** Requests for 2014 include the following:

*Operating Capital:* Maintenance equipment needs include the replacement of a one-ton dump truck for snowplowing, hauling, towing, and transporting personnel and equipment. Two sedans will be replaced with used sedans from the Sheriff's fleet. One new light utility RV will replace an existing unit.

*Land acquisition:* Designated County reserves for land acquisition is a part of the County's strategy to bridge funding needs until reimbursement can be provided through the Metropolitan Council's Acquisition Opportunity Fund or CIP. Proposed acquisition includes land needed for County Road 10 Dakota Rail Regional Trail and an expansion to Baylor Regional Park. Other possible acquisition areas are shown on the County's Comprehensive Plan.

*Preliminary Engineering and Design/Professional Consulting Services:* It is requested that funds be provided for preliminary engineering and design for park projects to gain better understanding of the costs to construct significant capital improvement projects and to make competitive grant applications for projects. Examples of capital improvement projects that may be eligible for grant funding include a development program for Lake Waconia Regional Park, storm water management plans, architectural services for buildings, and site plans. Additional trail projects that may be grant eligible for Transportation Alternative Funds program include CSAH 10, TH 5, Lake Waconia Regional Park, Lake Minnetonka Regional Trail, and the Southwest Regional Trail. Professional and consulting services are also needed for the development of natural resource management plans for park areas. Having these plans will aid in qualifying for funding from the Lessard Sams Outdoor Heritage Council to restore, protect and enhance habitat areas set aside for preservation.

*Planning and Construction:* County Road 10 Trailhead

A new trailhead is proposed for the Dakota Rail Regional Trail in the southeast quadrant of the intersection of the trail and County Road 10. This trailhead will complement 2015 work to construct a trail connection from the trail to shoulder of County Road 10. The trailhead is projected to facilitate parking for 10 vehicles, have an informational kiosk, waste receptacle, bike racks and picnic tables.

*Planning and Construction: Lake Minnewashta Waterfront Group Use Area*

Proposed for 2016 is the repurposing of the former Boat Access #2 to a waterfront group use area to facilitate group activities and reduce conflicts with general park users at the beach and picnic areas. Possible activities at this new group use area include archery, low ropes challenge activities, paddle programs, group camping for scouts and other similar groups.

*Planning and Construction: Repurposing Caretaker Houses*

It is proposed that Caretaker houses at Baylor and at Lake Minnewashta will be repurposed to other uses to better facilitate activities of cross country skiing, recreation programs and events, and meeting spaces. Rooms within these houses may be expanded by removing walls, entrances may be modified for easier access, and the houses may be supplied with proper furnishings to accommodate recreation activities and programs.

**Site and Grounds Improvements:** Projects includes a number of maintenance and repair items related to concrete and pavement surfaces at picnic shelters, restrooms, roadways and parking lots at County Regional Park and Trail Facilities. Other examples include replacing roofing, flooring, heating, cooling systems and lighting fixtures to save on energy costs. Funding for these repairs and replacement is provided through user fees for park services.

**Workload Indicators**

As the chart indicates, documentation of increased use is seen in the sales of daily and annual vehicle permit sales and shelter permits sold. For 2014, annual use estimates calculated by the Metropolitan Council for the regional park and trail areas managed by the County indicate that 614,696 user visits

Permits Sold	2008	2014	Increase
Daily Vehicle Permits	11,390	12,836	13%
Annual Vehicle Permits	2,632	3993	52%%
Shelter Permits	199	227	14%

were recorded at the County’s three regional parks and two regional trails. This is an increase of 31,696 user visits over the 2013 figure of 583,000, which is a 5% increase.

**Goals, Objectives and Performance Measures**

**Department Goal #1:** Complete any unfinished planning work in relation master plan amendments, schematic design, site surveying, Phase I Development Program and cost estimate for Lake Waconia Regional Park.

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

**Objective:** Amend the master plan for Lake Waconia Regional Park incorporating Coney Island within the park boundary, revising and updating the plan, preparing schematic design and cost estimate .

**Activities:** For 2015 and 2016 activities include:

- Consultant on-boarded in July of 2015.
- Acquisition Master Plan completed October 2015.
- Draft master Plan amendment Completed December 2015.
- Schematic Design, Architectural Design, Phase 1 Development Program and cost estimate completed June 2016.

**Measure of performance Summary:** Carver County will work to amend the boundary of Lake Waconia Regional Park by incorporating Coney Island within park and addressing the 2040 Regional Parks Policy Plan objectives. The amendment will allow the acquisition cost for Coney Island to be eligible for grant funding by the Metropolitan Council. Additionally, work will also be undertaken to amend the master plan to address current inconsistencies with the 2001 Park Master Plan, updating the plan with new information generated from public processes and also addressing objectives of the 2040 Regional Parks Policy Plan. Upon completion of the work, a Phase I Development Program is to be delivered along with a cost estimate to assist with future budgeting for park development.

**Department Goal #2:** Complete construction Minnesota River Bluffs Regional Trail from First Street in Chaska to the Minnesota River, and west to County Road 40 along the City of Carver's levee system.

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

**Objective:** Create a paved trail connection between the communities of Chaska and Carver linking the local trail systems and parks.

**Activities**

- Bid project July 2014.
- Construction will begin fall of 2015 or spring of 2016. The project substantially complete by November 2016.

**Measure of Performance Summary:** In 2011 Carver County made application to the Federal Transportation Enhancement program for the Minnesota River Bluffs Regional Trail. The project was later awarded to the County in 2012. Preliminary design work and completion of the project memorandum occurred in 2015. Bidding of the project is underway. Construction activity to begin fall of 2015. Completion of the project is anticipated by November of 2016.

**Department Goal #3:** Complete County Road 10 trailhead master plan amendment, prepare construction documents, implement construction activity Spring of 2017.

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

**Objective:** Provide an access point from County Road 10 to the Dakota Rail Regional Trail. Construct a parking lot to facilitate use of the trail and minimize or reduce parking conflicts along the roadway.

**Activities:** For 2016 and 2017 activities include:

- Hire consultant and create a master plan amendment to include a trailhead facility at the intersection of County Road 10 and the Dakota Rail Regional Trail January 2016
- Submit master plan amendment for approval processes at County and Metropolitan Council
- Determine funding sources and eligibility for reimbursement of costs pertaining to land acquisition and construction
- Complete plans and specifications 2016
- Bid and begin construction spring of 2017

**Measure of Performance Summary:** Design and construct an approximate 10 vehicle stall parking lot, with kiosk structure, informational signage, bike racks, picnic tables, trash receptacle. Complete project spring of 2017.

**Department Goal #4** Plan and Construct Lake Minnewashta Waterfront Group Use Area.

Prepare plans to repurpose the former Boat Access #2 to a waterfront group use area for group activities and reduce conflicts with general park users at the beach and picnic areas. Possible activities at this new group use area include archery, low ropes challenge activities, paddle programs, group camping for scouts and other similar groups.

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

**Objective:** Create a well-defined group use area at the park to better facilitate large group activities and minimize conflict with other users at the beach and picnic area designed for general use by the public.

**Activities:** For 2016 and 2017, activities include:

- Hire consultant Planner spring of 2016
- Bid or quote project work spring of 2017
- Begin construction in 2017.

**Measure of performance Summary**

Design and create a group use space which minimizes conflicts with groups at beach and picnic areas. Develop a master site plan; incorporate challenge activities of low ropes course, possible building structure, archery range, group camping site consistent with the park master plan.

**Department Goal #5:** Plan construction to repurpose Caretaker Houses

It is proposed that Caretaker houses at Baylor and at Lake Minnewashta would be repurposed to other uses to better facilitate activities of cross country skiing, recreation programs and events, and meeting spaces. Rooms within these houses may be expanded by removing walls, entrances modified for easier access, supplied with proper furnishing to accommodate recreation activities and programs.

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

**Objective:** To repurpose existing infrastructure to better serve the public through the delivery of recreation programs, activities and events.

**Activities:**

- Develop listing of activities and programs to be held in the houses
- Based on activities planned, develop listing of furniture, supplies, remodeling work to be conducted
- Prioritize work and purchases to fit within budget
- Implement construction plan.

**Measure of performance Summary:** Caretaker's houses are modified and equipped to support recreation activities and programs.

**Department Goal #6:** Complete site and grounds improvement projects.

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

**Objective:** Maintain existing infrastructure and park and recreation services.

**Tasks:** Repair items related to concrete and pavement surfaces at picnic shelters, restrooms, roadways and trails. Replace lighting fixtures to more efficient fixtures to save on energy costs. Update and replace recreational equipment to continue to attract users and improve user satisfaction with recreation programs and services. Process includes:

- Inventory repair needs.
- Prioritize repairs.
- Obtain proposals.
- Contract repair work
- Inventory recreation equipment
- Prioritize recreation equipment needs
- Purchase needed recreation equipment.

**Measure of Performance Summary:** Through the 2010 budget process, it was established that an amount of revenue generated from park fees would be allocated to the maintenance of infrastructure/site and grounds improvements and other efforts towards the retention of customers. Funds have also been used to replace equipment such as cross country skis.

## **Challenges**

Usage of the County Parks and Trails System continues to increase. In 2009 annual user visits to the parks operated by the County totaled 265,000 user visits. The last available record of user count visits conducted in 2014 estimated that 614,696 visits were made to the system. The addition of 14 miles of regional trails along with continued growth in users during this period contributed to the 132% increase in usage over the last six years. With the increase in number of a facilities and the number of people attracted to the County's parks and trails system, stress is placed on existing service delivery models. These systems include park maintenance, security, park and trail patrol, recreation programs and project delivery of construction projects.

## **Maintenance**

With additional users to the park system, there is increased frequency which buildings, recreation facilities and grounds need to be maintained in a safe, sanitary, and visually pleasing manner. This increase in use is transitioning maintenance staff into a role of custodial care of property and decreases the ability of staff to conduct and or administer other projects. More projects such as painting of buildings or replacement of shingles on shelter buildings are likely to be contracted out as demand on providing custodial care of property will be a priority for staff.

## **Security, Park Patrol**

The park system is transitioning away from onsite caretakers to electronic security systems. To support the electronic security systems Sheriff patrols are needed after park hours to ensure compliance with hours of operation and provide law enforcement presence in our parks and trail areas. Additionally, with the increase in use also brings the need to maintain an orderly environment suitable for positive recreation experiences. Frequently some park and trail users choose to disobey the County ordinance by not keeping dogs on leash, operators of vehicles and bicycles not observing traffic signs, alcohol consumption, noise violations, parking violations, and no parking permits. Violators of the County ordinance diminish the recreation experience of others, which not only affects user satisfaction but will ultimately lead to them choosing a different park system.

The County Park and Trails System relies on the Sheriff's Office to respond to law enforcement demands to maintain order and keep parks and trails safe for an enjoyable experience. The Parks Department supports the Sheriff's Office in its budgeting proposal to increase patrol services for parks and trails.

## **Recreation and Volunteer Program Delivery**

Hiring a Recreation and Volunteer Specialist is needed to satisfy demand for these activities. More staff must be allocated to planning activities, advertising programs, recruiting staff and volunteers, providing instructional time, on-site supervision and other aspects to deliver the services. Flexibility of staff to modify work schedules is key to providing service in a cost-effective and efficient manner. As programs grow, the position will become more reliant on seasonal staff or volunteers to conduct the activities. The delivery of recreation and volunteer programs is in the early stages of development. This developing service will require additional resources of staffing, equipment and supplies to maintain user satisfaction.

## **Capital Investment**

The Parks Department has experience a tremendous increase in capital improvement projects. At no time in its history has the Department delivered projects of the size and scope of work as in recent times. The Department has had consecutive \$1 million and \$2 million projects over the last five years and has others in the planning stages. Finding time to manage multiple projects, insuring project delivery on time and providing the necessary oversight for quality control is a concern and not in balance with other objectives.

The County is allocating its financial resources between priority areas of land acquisition, trail development, redevelopment and sustainable park maintenance and rehabilitation projects.

The County has set aside \$4 million for land acquisition costs. These dollars have been used as a revolving fund to cash flow land acquisitions until regional funds are made available through the Metropolitan Council.

As of February 2013, the Metropolitan Council revised its Acquisition Opportunity Funding Policy. The 25% local match that is required on land purchases is now eligible for reimbursement through a future CIP of the Metropolitan Council. This change in policy makes the County whole over time and will allow the County to invest the tax levy that was being used to support the local funding match for land acquisition to be allocated to invest in work needed for planning, engineering and design. This shift will require any new acquisitions to be funded initially with designated reserves of the County and for the County to seek reimbursement through the Acquisition Opportunity Funds and a future CIP of the Metropolitan Council.

It is requested that levy funds that had been previously used for land acquisition continue to be used to provide engineering and design work for park projects to gain a better understanding of the costs to construct significant capital improvement projects and to make competitive grant applications for these projects. Examples of capital improvement projects include a development program for Lake Waconia Regional Park, trail projects, storm water management improvements, site plans, and architectural services for buildings to remodel and improve accessibility. Examples of grant applications include the development of Transportation Enhancement Funds estimates for trail projects at CSAH 10, TH 5, and the development of natural resource management plans for park areas to better qualify for funding from the Lessard Sams Outdoor Heritage Council to restore, protect and enhance land set aside for habitat.

Trail Development has been made possible with successful applications for Federal Transportation Enhancement Program Funds. Parks and Trails Funds generated from the constitutional amendment for Outdoor Heritage, Clean Water, Parks and Trails and the Arts are being used to supplement and provide the local match to the Federal Transportation Alternative Program Funds.

Park maintenance rehabilitation projects are receiving some funds from capturing a portion of park fees generated by users of the park system. These funds are being used to repair buildings and grounds and replace outdated rental equipment.

# 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	2014 Actual	2015 Budget	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	-	-	-	-	0.00%	(43,422)
Expenditure total	336,183	556,919	513,497	513,497	-7.80%	
Tax dollars needed	336,183	556,919	513,497	513,497	-7.80%	

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 2016 as the following table indicates:

<b>Board of Commissioners Staff</b>					
<b>Positions:</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
County Commissioner	5.00	5.00	-	-	5.00
<b>Division Totals</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>-</b>	<b>5.00</b>

**Conference and Training Budget:** The conference and training budget continues to cover the cost of variety of conferences such as the Association of Minnesota Counties (AMC) Annual Conference, the National Association of Counties (NACO) Legislative and Annual Conferences, the Transportation Fly-In, and other various one-day conference and training sessions attended throughout the year by Commissioners. Each Commissioner is allocated a \$4,000 conference and training budget with a total requested amount of \$20,000. Conference and training funds not used by an individual commissioner may be used by another Commissioner upon mutual agreement. The monthly expense allowance is in lieu of mileage, parking and meal reimbursements for meetings attended by Board members within the metro area

### **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.

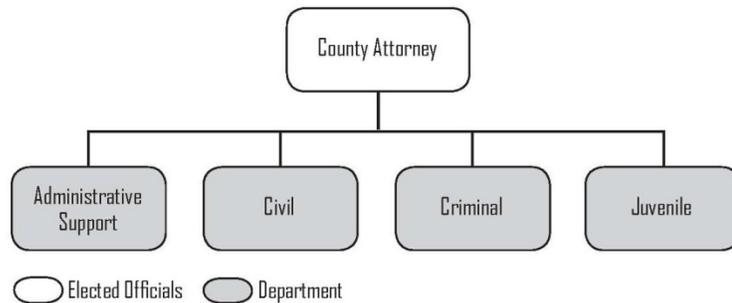
The Implementation Plan for the Strategic Plan serves as the foundation for strategies, work and priorities carried out by the County. The Board will assess progress on the tasks assigned in the Implementation Plan as it reviews the work of County divisions, departments, offices, and agencies in 2016. The Board will in 2016 discuss and finalize an update of the Implementation Plan for achieving the goals outlined in the Strategic Plan.

# County Attorney

## Description

The Carver County Attorney's Office is responsible for prosecuting all adult criminal felonies and all juvenile delinquency offenses, as well as gross misdemeanors, misdemeanors, and petty misdemeanors for 10 of the County's 11 cities under a

prosecution contract. In addition, the Office is responsible for advising the County Board of Commissioners and representing the legal interests and concerns of all divisions in the County.



Specifically, the County Attorney's Office provides legal advice, representation and training to all County divisions on a variety of civil and criminal matters, including drainage ditches, public health, civil commitments, zoning and environmental, children in need of protective services, employee relations, contracts and bidding, law enforcement, and numerous issues impacting social services, including paternity and child support actions.

The Carver County Attorney's Office is committed to providing the highest quality, ethical representation in all matters, with a customer service model of representation. The County Attorney's Office places excellence, professionalism, and fair play in the pursuit of justice and public safety as its highest priorities.

Position:	2015 FTEs Adopted	2015 FTEs Actual (as of 9/1/15)	2016 FTE Division Requested Changes	2016 Administrator Recommended Changes	2016 FTEs Approved
Executive Assistant	1.00	1.00	-	-	1.00
Administrative Assistant- Attorney	1.00	1.00	-	-	1.00
Assistant County Attorney I	2.00	1.00	-	-	1.00
Assistant County Attorney II	2.60	3.00	-	-	3.00
Assistant County Attorney III	7.40	8.00	-	-	8.00
Assistant County Attorney IV	3.00	-	-	-	-
Assistant County Attorney- Division Manager		3.00	-	-	3.00
County Attorney	1.00	1.00	-	-	1.00
Chief Deputy 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	3.00	-	-	3.00
Senior Legal Administrative Assistant	3.00	4.00	-	-	4.00
Paralegal	2.50	2.50	-	-	2.50
Victim Witness Coordinator	1.00	1.00	-	-	1.00
<b>Department Total</b>	<b>31.20</b>	<b>31.20</b>	<b>-</b>	<b>-</b>	<b>31.20</b>

The following table summarizes the budget for the County Attorney’s Office.

<b>County Attorney’s Office</b>						
<b>Budget Summary</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(374,235)	(341,450)	(341,450)	(341,450)	0.00%	138,277
Expenditure total	2,966,149	3,139,760	3,278,037	3,278,037	4.40%	
Levy dollars needed	2,591,914	2,798,310	2,936,587	2,936,587	4.94%	

## **Attorney Division Performance Measures**

### **Division Goal #1:**

Continue to represent the communities of Carver County for all adult felonies, select adult gross misdemeanors and all juvenile delinquencies. In addition, this office handles civil matters including County Board and Departments, child protection, paternity/child support and civil commitments. The office continues to contract with cities to represent them in adult gross misdemeanors, misdemeanors and petty misdemeanors.

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

**Objective:** Serve the citizens/cities of Carver County to provide legal prosecution and help to ensure safer communities.

**Activities:** Annual Prosecution Contracts with ten cities in Carver County (excluding Chanhasen) to act as prosecution for case types mentioned above. Office Administration staff attend city council meetings throughout the county to present contract and gain consensus.

### **Measures of Performance Summary:**

Maintenance of the prosecution contracts with the current ten cities.

### **Division Goal #2:**

Partner with Court Administration to deliver a more paperless environment in and out of the courtroom while delivering the citizens and partnering agencies the highest level of service

**Supports County Goal #2:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.

**Objective:** Enable the office to produce paperless work flows and processes to better serve our internal and external customers.

**Activities:** The team will participate in Kaizan/Lean events, research and explore different ways to have processes done. Cross divisional meetings will be used to ensure processes and needs are being filled.

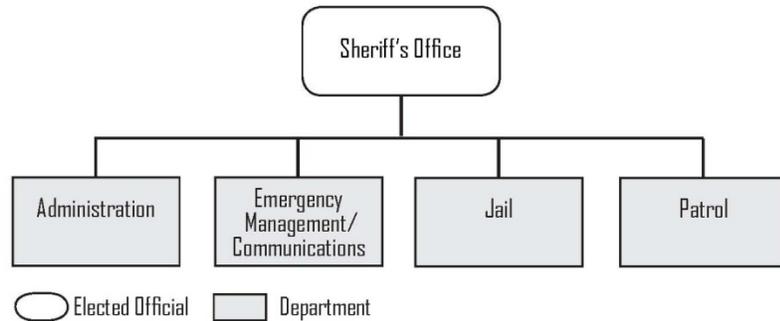
### **Measures of Performance Summary:**

Continuous improvement and better processes resulting in increased productivity and efficiencies in a paperless system.

# 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 Highlights

Sheriff's Office Budget						
Budget Summary	2014 Actual	2015 Budget	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(5,948,265)	(5,739,024)	(5,620,435)	(5,620,435)	-2.07%	491,115
Expenditure total	17,522,040	19,318,682	18,991,208	18,991,208	-1.70%	
Reserves used	-	(700,000)	-	-	-100.00%	
Levy Dollars Needed	11,573,775	12,879,658	13,370,773	13,370,773	3.81%	

Sheriff Jim Olson studied the public safety needs of the citizens in developing his budget for 2016. Sheriff Olson and his staff have developed a plan to accommodate increases in public safety demands by using quality, equity, integrity and efficiency as guiding principles to carry out our mission.

**Employee Staffing:** Organizationally, the Sheriff's Office models itself on taxpayer accountability. Under the Sheriff is the Chief Deputy who manages three commanders: The Commander of Operations, the Commander of Jail Services and the Commander of Emergency Management and Communication Services. In 2016, the Commander of Operations will manage thirteen (13) police contracts, coordinate police services (e.g., patrol, investigations, civil process, court security) and administrative support. The Commander of Jail Services manages

the jail functions of the Office. The Commander of Emergency Management and Communication Services manages the functions of Carver County’s Emergency Management program and the 9-1-1 Public Safety Answering Point (PSAP).

The Sheriff’s Office relies upon volunteer groups who selflessly serve thousands of hours assisting with tasks that range from traffic control to administrative responsibilities to jail programming. Our volunteers consist of the Carver County Mounted Posse, Reserves, Explorers, Chaplains, Dive Team members and civilians from faith-based and secular organizations. Their continuous efforts and willingness to volunteer saves Carver County \$250,000 (est.) per year while providing much needed services.

The Sheriff’s Office is requesting to add 1.60 FTE to the existing 13.4 FTE, for a total of 15.00 FTE for the 911 Dispatcher position. Staffing for the Office is as follows:

<b>Sheriff’s Office Staff</b>	<b>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
<b>Department:</b>					
Administration	13.00	14.00	-	-	14.00
Emergency Management/ Communications	19.40	20.40	2.00	1.60	22.00
Jail	42.18	42.18	(0.38)	(0.38)	41.80
Patrol	84.19	84.19	-	-	84.19
<b>Division Totals</b>	<b>158.77</b>	<b>160.77</b>	<b>1.62</b>	<b>1.22</b>	<b>161.99</b>

The 911 Dispatch Center operates 24/7/365. The current (and anticipated future) call volume exceeds the capacity of current staffing levels to meet operational needs. 911 Dispatchers field (approx.) 1,000 calls daily between 911 and Admin phone lines. 911 Dispatchers generate/respond to proportionate radio traffic (i.e., high call volume generates high radio traffic).

The Sheriff’s Office coordinates dispatcher scheduling to reflect projected workload per hour (i.e., staffing proportionate to call volume). Data analysis shows the Sheriff’s Office needs to cover nearly 28K staff hours annually. Time records indicate the average 911 Dispatcher spends about 1,765 hours of the 2,080 hour work year at the consoles dispatching. The remaining hours are accounted for through accruals (e.g., sick leave, vacation) or training. Dividing required staff hours by the average employee time at the consoles gives us the number of required FTE to meet operational needs. (27,740 / 1,765 = 15.7 FTE)

If the positions are not added, emergency calls will wait, emergency responders will have delayed response from the dispatcher, and the Sheriff’s Office will pay increased OT to attempt to provide adequate coverage during peak times.

**Revenues:** The majority of revenues collected come from police contracts, detention bed rental, police state aid, and 9-1-1 shared revenues along with grants and contracts entered into by the Sheriff's Office. The Jail projects an estimated \$500,000 from the rental of beds, a reduction from previous years based on changes in Immigration Policy. The majority of bed rental revenues stem from housing ICE detainees. Changes in US immigration policy impacts revenues and the current policy direction has led to decreasing revenues. Nevertheless, these revenues continue to help offset the cost to taxpayers of operating the County Jail. Police contracting is our largest projected revenue source for 2016. The Sheriff's Office anticipates collecting approximately \$3.6M in police contract revenue from local cities, townships and school districts.

**Equipment and Furniture:**

**Capital Outlay:** The items below reflect Capital Outlay requests for replacement equipment. The Sheriff's total capital request is \$346,500.

**Support Services 01-201-201-0000-6660**

- **Conference room and office remodel - \$24,000** Purchase and install replacement carpeting, chairs, and wallpaper within the Sheriff's Office and adjoining conference rooms. This upgrade will include the purchase of a new conference room table.

**Jail 01-201-235-0000-6660**

- **Appliance Replacement - \$25,000** Purchase replacement washing machines for the jail laundry room. The washers are seven years old and have been used daily to clean inmate clothing and linens. The new machines will be more energy and water efficient, minimizing operational costs.

**Patrol 01-201-236-0000-6670**

- **Vehicle Replacement - \$247,500** Purchase of replacement squad cars to provide adequate police services within Carver County. These funds will be used to purchase marked patrol squads and unmarked vehicles for investigative and civil process purposes. These units are required to respond to crimes, calls for service and other police functions. The nature of a 24/7/365 operation, coupled with the vehicle application, necessitates a fleet cycling plan. The Sheriff's Office fleet cycling plan is designed to minimize operational costs, maximize life cycle of each unit and maintain a reasonable residual value for cycled vehicles.

**Communications 01-201-240-0000-6660**

- **MDC and Radio Replacement - \$50,000** Purchase of replacement MDCs and public safety mobile & portable radios. The existing mobile radios have a life cycle of approximately ten (10) years. The Sheriff's Office intends to replace 15 mobile units per year until all units have been replaced. The Sheriff's Office purchased new portable radios in 2015 and is beginning to set aside CIP funds in 2016 to be positioned to replace the radios in seven (7) years (est) when they will be obsolete or nearing obsolescence. MDC computers have an approximate five year life expectancy

and require cycling to adequately run the various software applications and minimize maintenance costs.

## **2016 Goals**

### **Statutory Responsibilities**

The Sheriff is statutorily obligated to perform certain duties for the health, safety and welfare of our citizenry. The Sheriff will continue to provide these essential services, to include keeping the peace, apprehending felons, executing all legal process, locating drowned bodies, searching for lost/missing persons, and maintaining a safe and secure jail.

### **Financial**

The Sheriff's Office will continue to look for opportunities to enhance operational efficiencies to improve the County's financial health and economic profile, which is in alignment with the County's Strategic Plan. In 2013, 2014, and 2015, the Sheriff's Office actively pursued operational savings through temporarily maintaining vacant positions, resulting in year-end savings each year. The Sheriff's Office will also continue to generate revenue through inmate boarding and contracted police services to local cities, townships and school districts.

### **Communities**

The Sheriff's Office will continue to develop and expand its strategic community partnering. This will include expanding community outreach programming such as medicine take-back/disposal initiatives, Triad, inmate reintegration programs and juvenile offender programs designed to reduce recidivism. The Sheriff's Office will also work directly with Public Health and Environment to develop responsive, proactive strategies aimed at suicide prevention, mental health management and emergency preparedness.

### **Connections**

The Sheriff's Office will pursue collaborative partnerships with other law enforcement groups, Court Administration and the County Attorney's Office to develop criminal information sharing and analysis mechanisms, develop enhanced domestic violence response protocols and support Veteran's Court programming.

### **Technologies**

Technology is creating numerous operational efficiencies and enhancements in nearly all aspects of Sheriff's Office operations. The Sheriff's Office will finalize development and implementation of Next Generation 911 systems and 700 MHz systems aimed at quickly and accurately routing information to the appropriate personnel who will provide the actual requested service. The Carver County Sheriff's Office has been chosen by the MN Department of Public Safety to participate as a pilot site for the NIBRS (National Incident Based Reporting System) project. The significant difference between NIBRS and the current summary reporting is the degree of detail. This level of reporting provides law enforcement agencies, the state and the FBI with more detailed, accurate and meaningful data. Statewide deployment by the BCA (Bureau of Criminal Apprehension) is anticipated in late 2016. This will include incorporating technology into operations to allow delivery of services "in the field" instead of "in the office," which is consistent with the County's strategic plan to connect people to services.

***Measures / Accomplishments***

The Sheriff's Office will continue to monitor the Uniform Crime Report as well as internal reporting to evaluate effectiveness in curbing criminal activity as well as prioritizing resource allocation. Additionally, the Sheriff's Office routinely tracks revenues and expenses to ensure operational practices are within the predetermined financial constraints.

***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.

# First Judicial District

The First Judicial District has 36 judges and more than 250 staff that handle nearly 150,000 cases annually in the counties of Carver, Dakota, Goodhue, Le Sueur, McLeod, Scott and Sibley. The court's mission is "to provide justice through a system that assures equal access for the fair and timely resolution of cases and controversies."

There are 36 District Court Judges in the First Judicial District, including the Chief Judge, the Honorable Terrence E. Conkel, the Assistant Chief Judge, the Honorable Kathryn Messerich, and Judicial District Administrator Brian Jones.

The four resident judges who serve Carver County are:

- **Judge Janet L. Barke Cain** – Appointed November 2007 by Gov. Tim Pawlenty. Elected in 2010. Current term expires January 2017.
- **Judge Kevin W. Eide** – Appointed January 2001. Elected in November 2002 and 2008. Current term expires in January 2015.
- **Judge Eric J. Braaten** – Appointed October 30, 2014, by Governor Mark Dayton. Current term expires January 1, 2017.
- **Judge Michael D. Wentzell** - Appointed December 12, 2012, by Governor Mark Dayton. Current term expires January 1, 2015.

The county's district court judges are state employees.

The First Judicial District is one of the 10 judicial districts that comprise Minnesota's District Courts which are located in each of the state's 87 counties. Each year, there are approximately 2 million cases filed in Minnesota's District Courts. Each district is made up of 2 to 17 counties, with the exception of the Second District (Ramsey County) and the Fourth District (Hennepin County). Each district is managed by a chief judge, an assistant chief judge, and a judicial district administrator. A court administrator is responsible for the day-to-day operations in each county.

The Minnesota Judicial Branch is a fully state-funded system. By working as one unit, the goal is to ensure that all Minnesotans receive fair and equal treatment under the law. For further information, please visit: <http://www.mncourts.gov/>

In Carver County, Court Administration and Court Services/Probation operate under the authority of the First Judicial District. Court Administration employees are state employees. Court Services employees are considered County employees, although Court Services Agents, Supervisor, and the Director are appointed by the Chief Judge of the First Judicial District.

## Court Administration

The District Court processes filings for civil, criminal, traffic, family, probate and juvenile matters. The court is responsible for caseload 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.

County's Portion of Court Administration Budget						
Budget Summary	2014 Actual	2015 Budget	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(4,378)	(3,900)	(3,900)	(3,900)	0.00%	55,000
Expenditure total	203,018	150,000	205,000	205,000	36.67%	
Tax dollars needed	198,640	146,100	201,100	201,100	37.65%	

## 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.”*

To accomplish this mission, staff members operate under the following values:

- Serve with *respect* for all.
- Believe in maintaining a high level of *integrity* in the services provided.
- Strive for ongoing *collaboration* in order to enhance our efficiency and effectiveness.
- Utilize *evidence-based practices* in providing services and programming.

## Budget Highlights

The budget for Court Services/Probation is summarized in the following table.

Court Services/Probation Budget						
Budget Summary	2014 Actual	2015 Budget	2016 Requested	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(745,644)	(685,639)	(699,786)	(699,786)	2.06%	105,558
Expenditure total	2,036,536	1,953,494	2,073,199	2,073,199	6.13%	
Tax dollars needed	1,290,892	1,267,855	1,373,413	1,373,413	8.33%	

Court Services/Probation is currently authorized to operate with 16.10 Full-Time Equivalent (FTE) positions. No new positions are being requested for 2016. 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>2015 FTEs Adopted</b>	<b>2015 FTEs Actual (as of 9/1/15)</b>	<b>2016 FTE Division Requested Changes</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Corrections Administrative Assistant	2.00	2.00	-	-	2.00
Court Services Agent I	2.00	1.00	-	-	1.00
Court Services Agent II	2.00	4.00	-	-	4.00
Court Services Agent III	6.60	5.60	-	-	5.60
Court Services Director	1.00	1.00	-	-	1.00
Court Services Supervisor	1.00	1.00	-	-	1.00
Collections Officer	0.50	0.50	-	-	0.50
Office Manager Court Services	1.00	1.00	-	-	1.00
<i>Department Total</i>	<b>16.10</b>	<b>16.10</b>	<b>-</b>	<b>-</b>	<b>16.10</b>

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, and statutorily authorized local correctional fees paid by offenders under supervision.

For 2016, Court Services' revenue projections include state probation reimbursements and grants of approximately \$400,000 (including County Probation Officer (CPO) Reimbursement and Case Load Reduction Grants). The department is also budgeting \$120,000 in annual offender fee revenues, as authorized by MS 244.18 (local correctional fees) and County Board authorization. These dollars provide a significant savings for the County and local tax payers. In 2015-2016, Court Services will also continue to collect additional revenue of approximately \$60,000 through reimbursements related to juvenile offender out-of-home placements and additional revenue through mandated mental health screening activities conducted by our probation officers. In addition, our department will receive \$10,000 in state grant dollars to off-set the costs for Remote Electronic Alcohol Monitoring (REAM). These services save additional levy dollars by reducing jail costs for certain offenders who are eligible to serve their sentences in the community, and these services reduce risk factors by supporting ongoing employment, education and treatment compliance.

**Personnel Budget and Service Enhancements:** There are no additional FTE requests by Court Services for the 2016 budget year. The last position request was in 2013, when one agent position was added mid-year in order to comply with pre-trial and conditional release supervision and drug testing and completion of approximately 200 annual bail evaluations for the District Court (as mandated by MS 629.74, 169A.20-37, 169A.44). This position was completely funded through previously allocated budget dollars with no actual levy increase.

In addition to enhancing pre-trial supervision services in 2013, Court Services staff members are also providing support for a newly developed local military Veterans Court program, which is a collaborative effort through the District Court, the Carver County Attorney's Office, Court Services and the Minnesota Department of Corrections, Carver County Behavioral Health, our local Veterans Services Officer, the state's Veterans Administration Office, and additional community-based participants, volunteers, mentors and stakeholders.

**Capital Request for Software Enhancements:** The Court Services Tracking System (CSTS), now used by all local and state corrections departments, has continually improved for faster and more efficient services. This system also supports the data that each department sends out to the Statewide Supervision System within “CrimNet.” We will continue to make improvements in our data tracking software. With sound financial management by our statewide corrections technology cooperative, managed by MCCC, our expenses are projected to remain fairly stable for the next few years at approximately \$8,000 annually.

### ***Description***

Court Services uses this budget report to communicate plans and strategies for prioritizing and sustaining key services within a challenging fiscal environment and to provide rationale for requests in operations and personnel expenditures and relate agency efforts toward enhancing public safety, accountability, and competency development. This report also provides information and highlights on the following Court Services activities:

- 1) Traditional Probation Supervision Services**
- 2) Collaboration and Technology-Based Services**
- 3) Evidenced-Based Practices and Strategies**
  - a) Offender Assessment of Risk/Needs;**
  - b) Case Planning Practices and Supervision Strategies**
  - c) Effective Treatment Interventions, Offender Reintegration and Re-Entry.**

**Probation Supervision Services:** Examples of Mandated and/or Court-Ordered Services provided Court Services includes the following:

- Reports to the District Court
  - Pre-Sentence Investigations
  - Restitution Investigations
  - Victim Impact Statements
  - Violation Reports
  - Offender Progress Reports
  - Discharge Reports
  - Extended Jurisdiction Juvenile (EJJ)/Certification Reports
  - Bail Evaluations
- Offender Restitution Collections
- Inter- and Intra-State transfer of cases
- Pre-trial and conditional release services
- Supervision of offenders sentenced for person, property, DWI, drug/alcohol, and traffic offenses
- Conditions Tracking and Monitoring
- Mental Health Screening
- Chemical Health Screening
- Monitor offender compliance with recommendations made from sex offender, chemical use, psychological, and domestic violence assessments
- Drug Screening and Testing
- DNA Sample Collection

- Statistical Reporting to the Minnesota Department of Corrections (DOC), the Bureau of Criminal Apprehension (BCA), and other agencies
- Offender referrals for Electronic Home Monitoring and Surveillance.

**Collaboration and Agency Strengths:**

Court Services operates in collaboration with many other criminal justice and human services agencies, including the Sheriff’s Office and local law enforcement, the County Attorney’s Office, Community Social Services and Carver County Behavioral Health, Court Administration, and other community organizations. Our staff members provide probation supervision services and interventions which are fiscally responsible, effective and evidence-based.

Court Services’ staff members are trained corrections professionals who serve with dedication and commitment to helping people change and improve their lives whenever possible, while providing structure and accountability. Staff members utilize innovation, streamlining, collaboration and evidence-based correctional practices or “best practices” (i.e. assessment and risk/case classification). Each staff person in the probation department takes a leadership role in services in which s/he has special skills and interests. Not only does this make it possible to provide varied and necessary programs, but it instills a sense of pride and accomplishment and ownership among all staff members

All Court Services Agents (or probation officers) have been trained in the essential skills of evidence-based practices (EBP) and in the “tools of the trade” for correctional practitioners, including risk and needs assessments, Motivational Interviewing approaches, offender case planning strategies, cognitive skills interventions, and effective use of treatment programs that address specific offender needs. All probation officers and support staff regularly take on extra duties and responsibilities for maintaining operations in their units, and staff regularly attends meetings and training sessions related to correctional issues and interventions. Many staff members also participate in local and statewide committees and advisory groups related to correctional practices, policies, and programming. Currently, staff members have affiliations to statewide corrections organizations such as the MN Association of County Probation Officers (MACPO), Minnesota Corrections Association (MCA), the American Probation & Parole Association (APPA), the MN Evidence-Based Practices Policy Team and Evidence-Based Practices Networks, the First Judicial District’s Equal Justice Committee, etc.

Partnerships with other agencies within the criminal justice system and with community organizations, other counties, and the state have provided technical knowledge, support and substantial funding to create services and programs that reflect best practices. Examples of some ongoing partnerships include:

- **First Street Mental Health Center**
- **The Statewide Evidence-Based Practices (EBP) Policy Team**
- **Carver County Offender Reentry Program**
- **Evidence-Based Practices Statewide Networks**
- **Juvenile Justice Committee (JJC) & Juvenile Advisory Policy Group (JAPG):**
- **The Minnesota Recidivism Reduction Executive Committee**
- **Minnesota Department of Corrections Research Interest Group:**

- **Risk assessment training “Phase 1” development**
- **Communities of Practice (COPs)**
- **Justice Advisory Team**

### **Collaborations through Technology:**

Court Services also utilizes specific public safety-focused technology to document and track case/client information and progress. Access to advanced technology also assists staff in providing more cost-effective options for supervising certain types of offenders, and enhances violation response options. A partial list of corrections technological resources includes the following:

- Court Services Tracking System (CSTS), now used by all county and community corrections departments with the exception of one metro agency, is continually updated for faster, more efficient services. New improved CSTS software packages are periodically added and software updates are completed on an annual basis. CSTS automated merging for various case management documents such as offender case plans and reports to the District Court and the MN Department of Corrections
- Electronic surveillance of client chemical use and tracking offender location (EHM, GPS, and SCRAM monitoring capabilities)
- Statewide Supervision System (S3) - a database with offender arrest/conviction information
- Bureau of Criminal Apprehension statewide Predatory Offender Registration and Portal 100, a nationwide offender database
- MNCIS – Court Information System for tracking judicial information
- Odyssey- System for tracking statewide court information
- MN DPS – Department of Public Safety database for tracking traffic violations and other related information for probationers
- Instant Drug Screening: “Split-Specimen Cup” and other testing methods for immediate and cost-effective offender drug screening.

### **Evidenced-Based Practices and Strategies:**

Staff training initiatives focus on validated and research-based approaches to working with offenders and enhancing behavior change for higher risk offenders under supervision, and ultimately on reducing recidivism of criminal behavior. Based on current research, practicing under the following standards provides the best opportunity to assure outcomes that are positive for preventing and reducing crime:

- Use of an automated and validated risk tools (i.e. LS/CMI, YLS 2.0, etc.)
- Use of cognitive-behavioral programming for higher risk offenders (*Thinking For A Change* program, *Driving With Care* program, etc.)
- Use of Motivational Interviewing skills and incorporation of the Stages of Change Model
- Establishing case plans and intervention goals for higher risk offenders
- Utilizing Restorative Justice practices and principles
- Maintaining manageable caseloads as resources allow, and assigning supervision levels and standards based on risk to re-offend and public safety
- Utilizing community resources to the greatest extent possible and appropriate levels and types of programs and services for offenders

- Planning for transition, aftercare and re-entry services
- Measurement of key outcomes and results obtained
- Providing ongoing training opportunities, encouraging continued staff development, and wherever possible, utilizing specific staff strengths and abilities in working with offenders, victims, and the community.

**Offender Assessment of Risk/Needs:** Through the use of validated and reliable screening and assessment tools such as the Level of Service Inventory-Revised: Screening Version (LSI-R: SV), Level of Service/Case Management Inventory (LS/CMI), Youth Level of Service Inventory/Case Management Inventory Pre-Screen, and the Youth Level of Service/Case Management Inventory (YLS/CMI 2.0), probation officers assign risk levels to all offenders who are assigned to a traditional caseload or into a special program. Given the level of risk, offenders are assigned a supervision level (low, moderate or high). The number of office visits, field visits, phone contacts, and correspondence are based on this particular supervision level. Responses to specific situations, and technical violations or other adjustments made by the offender within the community, are also determined by this supervision level. The impetus for this type of supervision model and response is the “risk principle,” which holds that high risk offenders are in greater need for correctional treatment and closer supervision.

**Case Planning Practices and Supervision Strategies:** Offender case plans include long-term and short-term goals, with action steps indicated for the purpose of achieving these goals. Based on the results of careful assessment, probation agents target certain criminogenic (crime-causing) need areas of offenders. The need areas most correlated with criminal behavior – referred to as the “Central Eight” – are as follows:\*

- **Criminal History/Low Self Control**
- **Anti-Social Pattern**
- **Anti-Social Peers**
- **Anti-Social Attitudes**
- Substance Abuse
- Family/Marital
- Leisure/Recreation
- Education/Employment.

*\*The need areas in bold above have the highest correlation to criminal behavior.*

Subsequent to completing the case plan, probation agents consistently reinforce and redirect offenders. Case plans are adjusted according to progress made by the offender, or lack thereof.

**Treatment Interventions, Offender Reintegration and Re-Entry:** Facilitating integration of offenders into the community and helping them become more competent are effective methods of reducing the likelihood of repeat criminal behavior. To accomplish integration, principles of risk, needs, and responsivity need to be addressed.

- First, research has shown that high-risk offenders respond better to correctional treatment.
- Second, criminogenic (crime-causing) needs (see “Central Eight,” above) are targeted for the case planning of offenders.

- Finally, the offender should be matched to the appropriate treatment program whenever possible.

In general, cognitive-behavioral (Cog) treatment programs are most effective, and have been proven to reduce criminal behavior. Furthermore, taking into account specific responsivity factors such as age, gender, culture/ethnicity, and motivation can decrease recidivism on a greater scale. As cited above, effective correctional intervention relies upon matching offenders with an appropriate treatment program. Cognitive behavioral programs have historically reduced recidivism by up to 30% for higher risk offenders.

To this end, Court Services Agents are planning to continue to facilitate the *Thinking For a Change* (T4C) cognitive skills program with high-risk juvenile offenders under supervision. Currently higher risk juvenile offenders, who are at risk for out-of-home placement, can be referred into the T4C curriculum. This program consists of approximately 25 sessions, each 90 minutes long, that teach cognitive skills such as problem solving and social skills, and challenge anti-social thinking and attitudes. The program is facilitated by highly trained and dedicated probation officers and over half of our Probation Agents are trained in this curriculum.

The second cognitive skills based program that is facilitated by Court Services Agents is the “Driving With Care” (DWC) curriculum that targets multiple-DWI offenders who are assessed to be in need of enhanced supervision. DWC is a 12-session educational program (24 hours of instruction) that is facilitated by probation officers for multi-DWI adult offenders.

Competency development strategies such as those listed above are utilized to the extent possible to serve as a means of risk reduction and increase the likelihood of community reintegration and enhanced public safety.

In addition, Court Services uses out-of-home placements and intensive treatment services for juvenile offenders, which often requires a significant financial commitment from the County and potentially from families. This is an area of foremost concern for Court Services staff, which requires constant monitoring and review. Similar to other correctional and social services agencies, significant budgetary obstacles can occur due to the unpredictability of out-of-home child placements. In 2016, we will continue to research and implement additional community-based supervision strategies for higher risk juvenile offenders, in an effort to maintain reduced long-term juvenile placement costs and support successful interventions.

### ***Highlights and Accomplishments 2014-2015***

**Crossover Youth Initiative:** Juvenile probation staff has participated in a “Crossover Youth” initiative with Community Social Services to prevent children from entering the criminal justice system and reduce out-of-home placements and costs.

**REAM Grant:** Court Services has continued the management of REAM (Remote Electronic Alcohol Monitoring). These grant dollars help to lower offender and County costs for community-based supervision. Total funding for this program is \$20,000 for two years, and it will continue into 2016.

**Phoenix Program:** Using grant money, Court Services implemented a primary and aftercare skills program for high risk girls, using the curriculum Prepare, Enrich, and Inspire (PEI).

**Sentencing to Service:** The Sentencing-To-Service (STS) program completed approximately 4,500 service hours in 2015 with our adult and juvenile work crews.

**Pre-Trial Services:** The pre-trial testing program is averaging over 2,500 drug tests per year, along with approximately 200 bail evaluations annually. These services assist the Court in making pre-trial decisions based on risk to public safety and history of compliance and cooperation. This program also provides defendants with a fair and impartial means to continue their daily activities in the community, while awaiting completion of the court process.

**Student Interns:** Court Services staff trained and utilized multiple university student interns over the past year. These interns completed approximately 1,000 hours of supervised training and assisted Court Services staff on a variety of projects. In particular, Minnesota State University – Mankato has formally recognized Court Services for our work with students in its Corrections program.

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

### **Division Goal #1**

**Offender Case Planning, Practices and Supervision Strategies:** Provide effective and efficient probation supervision services that support the requirements and orders of the District Court and services that are fiscally responsible to the citizens of Carver County and the County’s Board of Commissioners.

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

**Objective:** Offender probation goals will address Court-Ordered conditions and will target greatest risk and needs areas, recent offending patterns, and restoration to victims and communities.

**Tasks:** Establish case plans with specific higher-risk clients, in correlation with research-based risk and needs assessments, with a focus toward public safety, accountability, and competency development.

**Measures of Performance Summary:** Case plans for higher-risk clients will be evaluated in terms of the individual’s risk/needs assessment and effectiveness in reoffending patterns. Restoration to victims and the community will be recorded and assessed.

### **Division Goal #2**

**Offender Risk/Need Assessment:** Employ strategies, interventions and sanctions that are based in a Restorative Justice philosophy, focusing on accountability, competency development, and enhancing public safety throughout all of the communities in Carver County.

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

**Objective:** Offenders will be assigned to the most appropriate supervision levels and services that are directly related to risk level assessments and community safety.

**Tasks:** Agents will complete risk screenings and additional assessments and incorporate the use of Motivational Interviewing techniques and will utilize appropriate strategies that are reflective of an offender's "Stage of Change" and motivation (i.e. readiness, importance, and confidence and skills). Lower-risk offenders will be monitored under an "administrative supervision track system" in order to maximize resources for higher-risk offenders.

**Measures of Performance Summary:** Each risk assessment completed by probation agents is thoroughly reviewed by the Supervisor/Director to ensure accuracy. In addition, peer reviews are conducted regularly to achieve this same purpose.

### **Division Goal #3**

**Effective Treatment Interventions and Reintegration:** Utilize treatment interventions and educational programs including cognitive skills-based approaches that build competencies for offenders, protect victims, encourage collaboration with partner agencies, and strengthen the skills of our staff and our citizens.

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

**Objectives:** Appropriate interventions will be utilized with all higher-risk clients in correlation with results of research-based risk and needs assessments. Intervention goals will consider public safety, accountability, and competency development and will target greatest risk and needs areas, recent offending patterns, restoration to victims and communities, Court Ordered conditions, and offender skills and motivational factors (i.e. readiness, importance, and confidence). Reintegration efforts will focus on supporting successful behavior change, risk reduction efforts and public safety, and re-entry into the community.

**Tasks:** Re-entry planning will begin during the initial phases of placement/treatment and will include effective relapse prevention strategies. Offender goals will target greatest risk and needs areas and will consider recent offending patterns, restoration to victims and communities, and will address Court-Ordered conditions.

**Measures of Performance Summary:** County probation officers facilitate ongoing research-based cognitive skills group programs for higher-risk offenders, and provide other research-based interventions. During the past several years, over 90% of offenders who completed adult probation sentences avoided any further felony level convictions (as reported through a 3 year recidivism review of randomly selected probationers). Staff will continue to measure the use and effectiveness of this program. Recidivism data will also be reported annually based on a random sample of discharged (from probation) adult cases.

### **Summary**

In 2016, Court Services will continue to implement public safety-driven supervision strategies and interventions, which are based on cost-effective and **evidence-based practices**. Our department staff will also continue to operate with the underlying values of **respect, integrity** of services and **collaboration** with each other, our clients, victims, community members, and other criminal justice and human service agencies. Our requested budget allocation is reflective of our essential operations and continuous efforts to comply with effective offender supervision services, District Court ordered requirements including sanctions and interventions, various mandates, and maintaining public safety priorities for Carver County.

# Community Development Agency

**Board Members:** Sarah Carlson, Chair; Michael Schachterle, Vice Chair; LaVonne Kroells, Secretary/Treasurer; Molly Koivumaki; and Darrel Sudheimer.

**Mission Statement:** The Carver County Community Development Agency provides Housing opportunities and fosters 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.

**Budget**

For the 2016 budget, the Carver County Community Development Agency (CDA) is requesting a levy of \$2,179,852. This would result in an annual increase of \$5.15 on a home with the Estimated Market Value of \$303,300.

Carver County Community Development Agency Budget						
Budget Summary	2013 Budget	2014 Budget	2015 Approved	2016 Approved	% Change 2015-2016	Change In Levy
Revenue total	(6,117,819)	(7,380,149)	(7,704,053)	(8,101,065)	5.2%	224,948
Expenditure total	7,916,746	9,230,354	9,658,957	10,280,917	6.4 %	
Tax dollars needed	1,798,927	1,850,205	1,954,904	2,179,852	11.50%	

The CDA is projecting an overall increase in revenue of 5.2%, due primarily to an increase in housing revenues, projected at 6%. While vacancy rates have remained historically low, CDA properties are aging and require significant capital improvements, thereby obligating revenue gains to ongoing improvements. Housing expenditures are also budgeted at 6%, which entirely

offsets the revenue increases. Thus, similar to past years, our housing properties will cash flow themselves without relying on any levy dollars.

Federal grant funds for foreclosure counseling have been cut, resulting in an \$11,000 (0.9%) reduction in administrative revenue. In 2015, three federal programs ended, the National Foreclosure Mitigation Counseling (NFMC) program, Emergency Homeowners Loan Program (EHLPP) and the Making Home Affordable (MHA) program.

Pass-through grant funds, which consist of a number of housing assistance programs (HAP) are projected at a 7% increase but are offset by the housing assistance payment expense.

The net levy increase of \$225,000 is largely driven by anticipated personnel cost increases due to rising salaries and benefits costs. With no additional FTEs being proposed for the 2016 Budget, salaries and benefits are projected to increase by \$100,000 (5%). Economic Development has been increased by \$40,000 (10%) to reflect operating costs associated with the program. There is an added budget item of \$45,000 to pursue new grant monies for a Community/City Development loan program. Increased operating costs of \$40,000 account for the balance of the increase, which includes office operations and maintenance of our transitional housing units which are funded by levy dollars.

### ***Rental Housing Programs***

The CDA administers a variety of housing programs in Carver County that assist households with various affordable housing options. The following is a summary of the major rental programs:

**Veterans** - The CDA was recently awarded three project-based vouchers from Metro HRA for homeless veterans. The CDA has a ten-year contract with Metro HRA for the units. Residents will pay 30% of their adjusted monthly income towards rent.

**Public Housing** - The CDA owns and operates a Federally subsidized Public Housing Rental Program that consists of 81 units scattered thru-out the county that range from apartment style units to single family homes. This program is for households at or below 80% of Area Median Income (\$45,100 for 1 person).

The CDA administers a variety of smaller rental assistance programs with funding provided through a variety of agencies that include HUD, the State of MN and Minnesota Housing. These programs are offered in collaboration with the First Street Center/Mental Health Department and The Carver-Scott Educational Cooperative's New Beginnings Program.

The CDA owns four rental developments within the county that consist of affordable, work force housing; over 220 units that range from efficiency type units to three-bedroom townhomes.

**Senior Housing** - The CDA also owns over 300 units of 55+ housing for seniors looking to down size into a more manageable housing unit in a senior, socially active community.

**Housing Counseling** – Rental counseling, pre-purchase counseling, foreclosure counseling and post-purchase counseling are services offered to Carver County residents seeking assistance with their housing needs. The CDA is also a part of the Minnesota Homeownership network in order to stay connected with the ever changing landscape of housing counseling.

**Community Land Trust** – The CDA received funding through MHFA and Met Council to expand the CLT program adding 4 additional units.

### ***CDA Community/Economic Development Programs***

The CDA oversees a variety of Federal and State programs including the Small Cities Development Program, the Minnesota Housing Finance Agency Programs, Livable Communities Demonstration Account Program grants through the Metropolitan Council and other grants that are awarded to the CDA at various times.

The CDA has a partnership with the Carver County Environmental Services Department to process applications, administer low-interest loan funds, and apply special assessments to properties for homeowners that replace Individual Sewage Treatment Systems (ISTS) throughout Carver County. This past year the program has been expanded to include replacement of failing private wells throughout Carver County.

The CDA actively works with Carver County cities, Chambers of Commerce and local businesses to promote Carver County as a prospective place to locate their business.

The CDA provides technical assistance to cities.

The CDA provides county data and statistics to Metropolitan Council and provides feedback on policy and planning.

The CDA operates the CDA Business Loan Fund (BLF) and makes loans for commercial/industrial companies that are eligible. The main focus of the BLF is job creation and redevelopment and/or expansion of business properties. The CDA typically requires a minimum 50% bank or private financing, a minimum of 10% equity from the borrower, and will be subordinate to the local bank. The CDA BLF primarily serves as “gap financing” and requires participation from other parties. Since the inception of the program, the CDA has loaned out over \$2 million dollars.

The CDA actively looks for properties and development sites in the County to develop new senior and affordable workforce rental housing to meet the housing demand outlined in the Carver County 2030 Comprehensive Plan.

### ***2015 Major Accomplishments & Challenges***

The CDA administers the Minnesota City Participation Program (MCP) offered through the Minnesota Housing Finance Agency. The MCP program is designed to assist first time homebuyers in Carver County obtain affordable financing to purchase a home. The 2015 MCP program year has been a resounding success to date.

MCP results as of 7-31-15:

- Carver County 2015 Allocation Amount: \$1,633,519
- Committed Loans: 14
- Committed Amount: \$2,302,950
- Overallotment for Carver County: \$669,431 (140.98% usage rate)

**Metropolitan Consortium of Community Developers (MCCD) Open to Business Program.**  
 The Open to Business program has had the following activity through June 2015:

**Clients Served:** 26  
**Industry Segment:** Retail: 3  
 Service: 10  
 Food: 6  
 Manufacturing: 5  
 Construction: 1  
 Health/Fitness: 1

**Financing Provided:** 3  
 Total Amount: \$75,000

**Leveraged:** \$915,000

**Client Location by City:**

Carver	2	Chanhassen	2
Chaska	9	Cologne	0
Mayer	2	New Germany	0
NYA	3	Victoria	3
Waconia	4	Watertown	1

**Ongoing Initiatives**

- Develop workforce, senior, and affordable housing in Carver County so workers can live and work here in Carver County, which will support economic development and business throughout the county.
- Promote redevelopment within the cities of Carver County through new mixed use projects which promote downtown living and shopping.
- Provide marketing, technical assistance to cities, and business finance resources to industrial and business park developments in the county.
- Establish and maintain high quality service with interested stakeholders to build a collegial working relationship that contributes to CDA initiatives.
- Participate in the Greater MSP Economic Development Partnership; represent Carver County as the Public Sector Representative on the Greater MSP Advisory Group.
- Work towards attracting new sources of capital and investment to Carver County.
- CDA integration of SharePoint software use in conjunction with Carver County IT and Public Health and Administrative staff
- Joint CDA-Carver County Public Works fuel purchasing and maintenance of CDA vehicles
- Enhanced partnerships with Carver County and GIS applications.

# Carver County Regional Rail Authority

## Description

The Carver County Regional Rail Authority (CCRRA) is governed by five Commissioners appointed by the Carver County Board of Commissioners. In Carver County, the CCRRA Commissioners are the County Board Commissioners. The Public Works Division manages projects and work activities for the CCRRA. The purpose of the CCRRA is to provide for the preservation and improvement of local rail service for agriculture, industry, or passenger traffic and provide for the preservation of abandoned rail right-of-way for future transportation uses when determined to be practicable and necessary for the public welfare, particularly in the case of abandonment of local rail lines.

The CCRRA levies separately from Carver County to fund regional rail projects and activities. **The proposed 2016 levy is \$140,000, a \$20,000 increase from 2015.** Several other funding sources are used to augment the CCRRA levy for property acquisition, corridor preservation, management and development. The following table summarizes the CCRRA Fund.

Category		2014 Actual	2015 Budget	2016 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
<b>REVENUES:</b>						
5000	Taxes & Penalties	119,484	120,000	140,000	20,000	16.67%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	555	-	-	-	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	4,195	2,100	4,000	1,900	90.48%
<b>TOTAL REVENUES</b>		<b>124,234</b>	<b>122,100</b>	<b>144,000</b>	<b>21,900</b>	<b>17.94%</b>
<b>EXPENDITURES:</b>						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	11,375	12,100	8,343	(3,757)	-31.05%
6400-6500	Material & Supplies	5,000	1,000	9,657	8,657	865.70%
6600	Capital Outlay	-	-	-	-	0.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	36,000	109,000	126,000	17,000	15.60%
<b>TOTAL EXPENDITURES</b>		<b>52,375</b>	<b>122,100</b>	<b>144,000</b>	<b>21,900</b>	<b>17.94%</b>
<b>RESERVES USED</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>DIFFERENCE BETWEEN REVENUES &amp; EXPENDITURES</b>		<b>71,859</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

CCRRA is currently involved with two rail corridors, the Dakota Rail Line and the Union Pacific Rail Line, both of which have been rail banked and approved for interim trail use. Activities and projects on these corridors are described below.

### **Dakota Rail Line**

The CCRRA partnered with the Hennepin County and McLeod County Regional Railroad Authorities and the Minnesota Department of Transportation (MnDOT) in 2000 to acquire the abandoned Dakota Rail Line. The goal of the acquisition was to preserve the corridor for future transportation and provide an interim trail use along the abandoned line which serves several purposes including providing a non-motorized transportation corridor, a recreational corridor and an effective method to preserve and manage the corridor for future rail transportation. A portion of this line extends 12 miles across the northern part of Carver County from the west to east county line. Survey work has been done to identify what is railroad property, and signage has been installed to identify the railroad boundary.

The County Parks Department completed a Regional Trail Master Plan for developing the Dakota Regional Trail in 2006. This master plan supports a number of non-motorized uses along the rail corridor while preserving it for future transportation.

#### ***Phase I Dakota Rail Regional Trail***

Federal Transportation Enhancement funding was awarded to Carver County through the 2007 Regional Solicitation process to construct a pedestrian trail from the east County line to the city of Mayer. In 2009, the project received additional federal funds through the American Recovery Reinvestment Act (ARRA). This new trail segment completed in 2011 is the first regional trail operated by Carver County. Additional funding for the construction of the trail on Carver County Regional Railroad Authority property was provided by the CCRRA levy and funds from the Legacy Amendment, Parks and Trails Fund (sales tax).

#### ***Phase II Dakota Rail Regional Trail***

This segment of trail connects to Phase I of the trail in Mayer and continues west to the county line past the City of New Germany a distance of approximately 5 miles. The trail is a 10-foot wide bituminous trail consistent with the previously constructed Phase I segment of the trail. Construction for this segment of trail was completed in 2012. In the 2009 Regional Solicitation, Carver County was awarded \$1 million in federal Transportation Enhancement funds to construct the trail. Additional funding for the trail was provided by the CCRRA levy and funds from the Legacy Amendment, Parks and Trails Fund (sales tax). This project completes the Dakota Rail Regional Trail and provides an effective way to preserve the corridor for future rail.

#### ***Dakota Rail Corridor Management and Stewardship***

During 2010 and 2011, buildings were removed from Dakota Rail corridor in New Germany. These building included a feed mill, storage building and an old garage building located in the depot area of New Germany. The buildings were in a dilapidated state and no longer served a productive function.

With completion of the trail's construction comes long-term maintenance and stewardship. A long term maintenance plan (e.g. seal coating, crack filling, pavement repair etc) is planned. The

day-to-day stewardship (e.g. weed control, tree trimming, cleanup, grooming, sweeping, drainage corrections etc) of the corridor has been accomplished with the addition of a new Parks/Highway Maintenance Worker position in 2013. The proposal is to fund this position 50% out of the CCRRA levy and 50% out of the Public Works Road and Bridge fund. The 50% from CCRRA will be transferred to the Road and Bridge operating budget. This position performs parks and trail maintenance in the summer and plows snow on the county highways in the winter.

## **Union Pacific Rail Line**

### ***Corridor Acquisition***

Beginning in 2008, the Carver County Regional Rail Authority in conjunction with the Scott County Regional Railroad Authority have worked to acquire the Union Pacific Railroad Chaska Industrial Lead, a five-mile rail line that extends from the United Sugars business in Chaska to the City of Carver and across the Minnesota River near Merriam Junction. The acquisition was completed in 2011. Stated purposes for acquiring the railroad corridor included preservation of the corridor for future transportation, utilities, road right-of-way, as well as interim trail use. Acquisition of the railroad corridor was funded from Metropolitan Council Acquisition Opportunity Fund, Metropolitan Council Environmental Services fund, as well as the Carver County and Scott County Regional Railroad Authorities.

### ***Extension of the Minnesota River Bluffs Regional Trail***

In 2011, Carver County submitted an application for federal Transportation Enhancement funding to construct an extension of the Minnesota River Bluffs Regional Trail along the Union Pacific Rail corridor from Chaska Athletic Park to the City of Carver. The project was awarded \$551,200 in federal funding for construction in 2015. The local match for the project will come from the CCRRA levy and the Legacy Parks and Trail Fund. Engineering work got underway in 2014 and completed in 2015. The project started construction in late summer 2015 and will be complete in 2016.

The 2016 CCRRA projects and activities are summarized below.

### ***2016 Major Planned Projects/Activities***

- Continue Minnesota River Bluffs Trail (UP Rail Line) construction inspection - \$70,000.
- Continue with Parks/Highway Maintenance Worker for railroad corridor stewardship and trail maintenance (50% CCRRA levy) - \$41,000. Transfer funds to Road and Bridge operating fund.
- Provide general Administration of CCRRA activity- \$15,000. Transfer funds to Parks operating budget (General Fund).

## ***Goals and Objectives***

**Goal #1:** Complete construction of 2.1 miles of the Mn River Bluffs Trail

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

**Objective:** Complete construction of 2.1 miles of trail.

**Goal #2:** Continue with Parks/Highway Maintenance Worker for railroad corridor stewardship and trail maintenance.

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

**Objective:** Provide staffing to maintain approximately 14 miles of trail and railroad corridor.

**Goal #3:** Continue ongoing stewardship activities to maintain railroad infrastructure and land. Examples of Stewardship activities include removal of diseased trees, crack filling, fog seal, seal coat, repair or replace drainage structures, ditch grading and bridge maintenance.

**Supports County Goal I Communities:** Create and Maintain safe, healthy and livable communities

**Objective:** Maintain investment in infrastructure and address land stewardship issues such as weeds, diseased trees, drainage issues, site cleanup, trail surface maintenance and repairs.

## **CAP Agency**

The CAP Agency, the Community Action Partnership of Scott, Carver and Dakota counties, is one of 28 community action agencies in the state of Minnesota and is part of a national network of over 1,000 agencies. Annually, the CAP Agency provides 50,000 individuals with the assistance needed to achieve social and economic well-being.

The CAP Agency's vision is to create a strong community with healthy individuals and families, quality education, safe and affordable housing, and work that dignifies. Its mission is to assist and empower people to achieve social and economic well-being by providing services in partnership with our communities.

The CAP Agency utilizes a comprehensive service delivery method, which allows the agency to work in partnership with the communities it serves. The staff works with individuals and families to understand all of their needs and then provide programs and services to ensure they are successful in achieving economic and social well-being. The comprehensive service delivery method provides a single point of entry for all services and programs, comprehensive assessment, joint case planning & management, and co-location of services

The 2016 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 2016 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 2016 Budget provides \$1,270 in projected interest income and \$45,000 in special assessments in funding for the Ditch Authority.

## Medical Examiner’s Office

The Medical Examiner’s Office provides a variety of services related to death investigations in Carver County. All accidental, suicidal, and undetermined deaths are certified by this office.

Minnesota Statute 390.005 requires counties to provide Medical Examiner or coroner services. The Carver County Board approved an agreement for Medical Examiner Services on 10/29/15 with Anoka County for 2016, with automatic renewal for 2017 and 2018.

The Medical Examiner’s Office provides a variety of services related to death investigations in Carver County. All accidental, suicidal, and undetermined deaths are certified by this office.

The Carver County Medical Examiner’s Office budget request for 2016 is for \$236,310

The following table summarizes the budget for Medical Examiner services.

<b>Minnesota Regional Medical Examiner’s Office**</b>					
<b>Budget Summary</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	-	-	-	0.00%	3,915
Expenditure total	204,208	232,395	236,310	1.68%	
Tax dollars needed	204,208	232,395	236,310	1.68%	

\*\* *The Medical Examiner budget is now within the Sheriff’s Office budget*

## Memorial Day Services

Minnesota State Statute 375.35 permits counties to award up to \$300 to each local post of a recognized military service organization or society to defray the expenses of Memorial Day exercises.

The Veteran’s Service Office has requested the County budget \$4,500 to provide 15 stipends for \$300 each to local veteran’s service organizations that conduct public Memorial Day exercises.

## Sexual Violence Center

The Sexual Violence Center is a non-profit organization working against all forms of sexual violence by providing advocacy and support services, prevention programs, community education, and training for professionals throughout Hennepin, Scott and Carver counties. The West Suburban Office of the Sexual Violence Center is located in Chaska. It provides a crisis line, hospital advocacy, support groups, community education and outreach, general advocacy

services and systems change work.

The Sexual Violence Center receives a grant from the Minnesota Coalition Against Sexual Assault to coordinate the local Sexual Assault Interagency Council (SAIC). This Council consists of criminal justice system and community organization representatives who are committed to SAIC's mission to ensure the coordination of a consistent, respectful, victim-centered response to sexual assault in Carver County. The Council has worked to design best practices in response to incidents of sexual assault. County representation on SAIC includes the Attorney's Office, Community Social Services, Court Services, Public Health, and the Sheriff's Office.

The 2015 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 2015 Budget provides \$15,000 in county funds to support the Southern Valley Alliance for Battered Women.

# Non-Departmental Revenue and Expenses

## **Description**

Non-department items include general revenues such as County tax levy dollars and State property tax aid. Budgeted expenditures include the commissioners contingency and salary contingency accounts.

The 2016 salary contingency includes the estimated savings from position vacancies during 2016. The budgeted salary contingency was increased by \$750,000 for 2016 based on prior year trends in vacancy savings.

For 2016, the County budgeted for \$2,930,216 in County Program Aid (CPA), \$2,610,600 will be allocated to the General Fund and \$319,616 will be allocated to the County's three Capital Improvement (CIP) Funds to help fund capital projects.

The following table summarizes the Non-Departmental Revenue and Expenses budget. The large revenue and expenditure difference from the 2014 actual to the 2015 and 2016 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 2015 and 2016.

<b>Non-Departmental Revenue and Expenses</b>						
<b>Budget Summary</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(4,150,506)	(2,679,070)	(3,302,742)	(3,302,742)	23.28%	(1,044,748)
Expenditure total	3,837,705	(1,231,193)	(1,652,269)	(1,652,269)	34.20%	
Tax dollars needed	(312,801)	(3,910,263)	(4,955,011)	(4,955,011)	26.72%	

# 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>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(1,247,588)	(1,040,768)	(1,040,768)	(1,040,768)	0.00%	
Expenditure total	894,641	1,040,768	1,040,768	1,040,768	0.00%	
Tax dollars needed	(352,947)	-	-	-	0.00%	-

## Budget Highlights

2016 will be the 20<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. 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. The Workers Compensation claims are less than favorable when compared to other public entities mainly due to one large claim in 2010. The County’s loss experience in the property/casualty area tends to be quite favorable.

MCIT determined the 2016 insurance contribution rates in the fall of the 2015. Carver County’s Work Comp and Property Casualty premiums went down from 2015. 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.

## 2014-2015 Accomplishments

1. Continued to utilize the web-based Incident Report which provides enhanced tracking and response.

2. Improved the follow-up process on safety audits to ensure that identified risks are minimized or eliminated.
3. With continued analysis of the cost and exposure, the County continues to reduce insurance coverage on small items to keep contribution costs down.

**2016 Objectives**

1. Enhance the safety program 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.
5. Consideration of Health self-insurance program.

# 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>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(5,317,855)	(291,338)	(79,904)	(79,904)	-72.57%	
Expenditure total	1,150,817	291,338	79,904	79,904	-72.57%	
Tax dollars needed	(4,167,038)	-	-	-	0.00%	

## **Building Project Highlights**

**Chaska License Center Drive-Thru:** Approved May of 2014, this project is in partnership with the City of Chaska. This project will assist the City in providing more off-street parking and decrease vehicle-related congestion in the Pine Street/4<sup>th</sup> Street area. This project will assist the County in providing additional off-street parking for County employees, customers of the License Center, and will allow the addition of a drive-thru. Funding for this project comes from

commissioner contingency, CPA, and unused budget from the MNDOT Facility project. The partners have acquired the property and will be installing the parking and drive-thru in 2016.

**Security Task Projects:** The County created a new Security Task Force in December of 2014 to help address security issues throughout the County. Funds have been budgeted in the Building CIP fund to help fund the recommendations to address security needs.

**Public Works Satellite Facility:** The County completed a Public Works Space Study in 2015. One recommendation was creating a new satellite facility in the northwestern portion of the County. The property for the northwestern facility was purchased in the fall of 2015, within Hollywood Township.

**2016 Building Improvement Projects**

For 2016, \$319,616 of budgeted County Program Aid (CPA) has been allocated to capital improvement in a 50/25/25 ratio with 50% allocated to the Road and Bridge CIP, 25% to the Building CIP, and 25% to the Parks & Trails CIP Funds. The following table summarizes the \$79,904 allocated to the Building Capital Improvement Fund.

		2015 Adopted	2016 Requested	2016 Approved	Increase/Decrease
<b>Building and Other Capital Improvements</b>					
	Master Space Plan Projects (CPA)	-	19,904	19,904	
	Contribution to Agricultural Society 2013/2014 Building Projects (CPA)	60,000	60,000	60,000	-
	Security Task Projects- (CPA)	190,000	-	-	(190,000)
	TBD projects- (CPA)	41,338	-	-	(41,338)
	30-XXX-XXX-XXXX-6630	291,338	79,904	79,904	(231,338)
Fund #30 Total	30-XXX-XXX-XXXX-66XX	291,338	79,904	79,904	(211,434)
		<b>Levy Dollars - Fund #30</b>			
		-	-	-	-

# Park & Trail CIP Fund

**Description**

The Park & Trail CIP Fund #34 separates the Park & Trail capital activity from the operating activity. This fund accounts for capital projects that relate to park land acquisition, park development and trail development.

Carver County has established an ongoing program for the planning of future Park and Trail 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 Park and Trail CIP Fund budgets and accounts for the actual capital projects. A five-year plan for Park and Trail projects is a part of the County’s separate Long-Term Financial Plan. The following table summarizes the budget for the Park and Trail CIP.

<b>Park and Trail CIP</b>						
<b>Budget Summary</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(956,645)	(1,283,938)	(149,904)	(149,904)	-88.32%	
Expenditure total	920,520	1,283,938	149,904	149,904	-88.32%	
Tax dollars needed	(36,125)	-	-	-	0.00%	

**Budget Highlights**

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 the County’s partnership with the Metropolitan Council.

The County has advanced-funded land acquisition for Lake Waconia Regional Park. Advanced funding is to be repaid to the County in a future capital improvement budget of the Metropolitan Council. However, reimbursement under the present funding allocations from the State and the Metropolitan Council means that the County investment will be paid back over a number of years.

Capital funds that are allocated to Carver County from the State and the Metropolitan Council's CIP are being consumed to repay the County for previous land acquisitions. Successful grant applications and County Program Aid will assist with capital funding projects of infrastructure of roadways, parking lots and trails. A longer-term strategy is needed that addresses park development, building replacement or remodeling, utilities, stormwater management or environmental stewardship of existing park areas.

For 2016, \$319,616 of budgeted County Program Aid (CPA) has been allocated to capital improvement in a 50/25/25 ratio with 50% allocated to the Road and Bridge CIP, 25% to the Building CIP, and 25% to the Parks & Trails CIP Funds. The following table summarizes the Park and Trail CIP Fund.

		2015 Adopted	2016 Requested	2016 Approved	Increase/Decrease
<b>Parks &amp; Trails Capital Improvements</b>					
	Extension of MN River Bluffs Regional Trail (Park & Trail Fund)	270,000	-	-	(270,000)
	Extension of MN River Bluffs Regional Trail (Federal)	649,600	-	-	(649,600)
	Extension of MN River Bluffs Regional Trail (CCRRA)	73,000	70,000	70,000	(3,000)
	Extension of MN River Bluffs Regional Trail (CPA)	49,719	-	-	(49,719)
	CR10 / Dakota Rail Regional Trail Connection (CPA)	141,619	-	-	(141,619)
	Security gates- Minnewashta and Baylor Park (CPA)	100,000	-	-	(100,000)
	Repurposing Houses, Plans & Construction for Group Use Area & Trailhead(CPA)	-	79,904	79,904	79,904
	<b>34-520-XXX-XXXX-6610</b>	<b>1,283,938</b>	<b>149,904</b>	<b>149,904</b>	<b>(1,134,034)</b>
<b>Fund 34 Total</b>	<b>34-XXX-XXX-XXXX-66XX</b>	<b>1,283,938</b>	<b>149,904</b>	<b>149,904</b>	<b>(1,134,034)</b>
<b>Levy Dollars - Fund #34</b>		-	-	-	-

### **2015 Park and Trail Projects:**

#### ***Land acquisition***

Designating County reserves for land acquisition is a part of the County’s strategy to provide funding to assist with acquisitions. Funding provided by the Metropolitan Council for park and trail acquisitions will replenish the designated reserves. Having completed the identified land acquisitions within Lake Waconia Regional Park will allow the County to consider other opportunities to preserve and provide conservation and recreation space for the future. Current suggested acquisitions include: Coney Island; land needed for the County Road 10 Dakota Rail Regional Trail Connection; and land for the expansion of Baylor Regional Park. Other possible acquisition areas are shown on the County’s Comprehensive Plan.

As a result of a policy change in 2009, the Met Council required a non-reimbursable local contribution for parkland acquisitions. As a result, the County Board started a \$50,000 Parkland Acquisition Capital Levy. As of February 2013, the Metropolitan Council revised its Acquisition Opportunity Funding Policy. The 25% local match that is required on land purchases is now eligible for reimbursement through a future CIP of the Metropolitan Council. This change in policy makes the County whole over time and will allow the County to invest the tax levy that was being used to support the local funding match for land acquisition to be allocated to invest in work needed for planning, engineering and design. This shift will require any new acquisitions to be funded initially with designated reserves of the County and for the County to seek reimbursement through the Acquisition Opportunity Funds and a future CIP of the Metropolitan Council.

#### ***Preliminary Engineering and Design***

It is requested that levy funds continue to be provided for preliminary engineering and design for park projects to plan their design, gain better understanding of the costs to construct significant capital improvement projects and to make competitive grant applications for these projects. Examples of capital improvement projects include a development program for Lake Waconia Regional Park which will be undertaken in 2016, trail projects, storm water management

improvements, site plans, and architectural services for buildings to remodel and improve accessibility.

Examples of grant applications include Transportation Enhancement Funding for trail projects at CSAH 10, TH 5, the Southwest Regional Trail, and the development of natural resource management plans for park areas to better qualify for funding from the Lessard Sams Outdoor Heritage Council to restore, protect and enhance land set aside for habitat.

Due to the many small parcels of land, highway and railroad corridors acquired for Lake Waconia Regional Park, meets and bounds descriptions that may contain discrepancies, it is recommended that the property go through a registry process and become as a single platted parcel.

In addition, the County is pursuing a relationship with the DNR to construct a boat access at Lake Waconia Regional Park. In order to fully understand how this access is to be constructed in relation to other elements of the park and utilities, it will be necessary to create a Phase 1 development plan for the park.

### ***Construction***

#### **Extension of the MN River Bluffs Regional Trail**

Project memorandum and construction documents were prepared during 2014, and construction started in spring of 2015. The project is approximately 2.1 miles in length, extending from Athletic Park in Chaska to and along the Carver Levee and terminating at County Road 40 in Carver. The project consists of constructing a 10-foot-wide bituminous trail on a portion of the former Union Pacific Railroad grade. A bridge is planned to be constructed over Spring Creek in Carver. Several scenic rest stops with benches, trash receptacles and bike racks are planned to overlook the U.S. Fish and Wildlife property. Additionally, a trailhead facility will be constructed at Depot Park in Carver as a joint facility to service parking needs for both the park and the trail. This project is financed with Federal funds as well as planned Parks and Trails Funding provided by the State and distributed through the Metropolitan Council.

#### **County Road 10 Trail Connection**

It is planned that as a part of the 2015 County Road 10 reconstruction project, a trail connection would be made from the paved shoulder of the roadway to the Dakota Rail Regional Trail. A formal trail connection from County Road 10 has been an objective since the creation of the Dakota Rail Regional Trail master plan created in 2007. Development plans are also under way to construct a trailhead facility to better accommodate parking needs of the trail and provide visitor information. Sources for funding or reimbursing the road project for costs pertaining to land, construction, include County Program Aid, reimbursement through a future CIP of the Metropolitan Council, Acquisition Opportunity Funds of the Metropolitan Council, designated park funds, and or available Parks and Trails funds.

### **Lake Minnewashta Park Water Front Group Use Area**

Boat Access #2 at Lake Minnewashta Park has been closed to watercraft launching with the reconstructed and expanded parking lot at Boat Access #1. Plans are to repurpose this area of the park for group use are consistent with the park master plan. A group use facility is needed to accommodate a growing demand for this type of facility. Activities which may be incorporated into the group use area include archery, low ropes course, water access for paddle program activities, and group camping.

### **Repurpose Caretaker Houses**

The parks system is transitioning away from live onsite caretakers to electronic security systems. The buildings are proposed to be used to help enhance programs and services offered at Baylor and Lake Minnewashta Regional Park.

### **Site and Grounds Improvements:**

#### Maintenance of Infrastructure

Projects includes a number of maintenance and repair items related to concrete and pavement surfaces at picnic shelters, restrooms roadways and parking lots at County Regional Park and Trail Facilities. Other examples include grading and aggregate surface for trails, playground resilient surfaces, replacing roofing, heating and cooling systems and lighting fixtures to save on energy costs. Funding for these repairs and replacement is provided through user fees for park services.

**Department Goal #1:** Complete construction Minnesota River Bluffs Regional Trail from First Street in Chaska to the Minnesota River, and west to County Road 40 along the City of Carver's levee system.

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

**Objective:** Create a paved trail connection between the communities of Chaska and Carver linking the local trail systems and parks.

#### **Activities**

- Bid project July 2014.
- Construction will begin fall of 2015 or spring of 2016. The project substantially complete by November 2016.

**Measure of Performance Summary:** In 2011 Carver County made application to the Federal Transportation Enhancement program for the Minnesota River Bluffs Regional Trail. The project was later awarded to the County in 2012. Preliminary design work and completion of the project memorandum occurred in 2015. Bidding of the project is underway. Construction activity to begin fall of 2015. Completion of the project is anticipated by November of 2016.

**Department Goal #2:** Complete County Road 10 trailhead master plan amendment, prepare construction documents, implement construction activity Spring of 2017.

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

**Objective:** Provide an access point from County Road 10 to the Dakota Rail Regional Trail. Construct a parking lot to facilitate use of the trail and minimize or reduce parking conflicts along the roadway.

**Activities:** For 2016 and 2017 activities include:

- Hire consultant and create a master plan amendment to include a trailhead facility at the intersection of County Road 10 and the Dakota Rail Regional Trail January 2016.
- Submit master plan amendment for approval processes at County and Metropolitan Council.
- Determine funding sources and eligibility for reimbursement of costs pertaining to land acquisition and construction.
- Complete plans and specifications 2016.
- Bid and begin construction spring of 2017.

**Measure of Performance Summary:** Design and construct an approximate 10-vehicle-stall parking lot, with kiosk structure, informational signage, bike racks, picnic tables, trash receptacle. Complete project spring of 2017.

**Department Goal #3** Plan and Construct Lake Minnewashta Waterfront Group Use Area

Prepare plans to repurpose the former Boat Access #2 to a waterfront group use area for group activities and reduce conflicts with general park users at the beach and picnic areas. Possible activities at this new group use area include archery, low ropes challenge activities, paddle programs, group camping for scouts and other similar groups.

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

**Objective:** Create a well-defined group use area at the park to better facilitate large group activities and minimize conflict with other users at the beach and picnic area designed for general use by the public.

**Activities:** For 2016 and 2017, activities include:

- Hire consultant Planner spring of 2016.
- Bid or quote project work spring of 2017.
- Begin construction in 2017.

**Measure of performance Summary**

Design and create a group use space which minimizes conflicts with groups at beach and picnic areas. Develop a master site plan; incorporate challenge activities of low ropes course, possible building structure, archery range, group camping site consistent with the park master plan.

**Department Goal #4:** Plan construction to repurpose Caretaker Houses

It is proposed that caretaker houses at Baylor and at Lake Minnewashta be repurposed to other uses to better facilitate activities of cross-country skiing, recreation programs and events, and meeting spaces. Rooms within these houses may be expanded by removing walls, entrances modified for easier access, supplied with proper furnishing to accommodate recreation activities and programs.

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

**Objective:** To repurpose existing infrastructure to better serve the public through the delivery of recreation programs, activities and events.

**Activities:**

- Develop listing of activities and programs to be held in the houses.
- Based on activities planned, develop listing of furniture, supplies, remodeling work to be conducted.
- Prioritize work and purchases to fit within budget.
- Implement construction plan.

**Measure of performance Summary:** Caretaker's houses are modified and equipped to support recreation activities and programs.

**Department Goal #5:** Complete site and grounds improvement projects.

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

**Objective:** Maintain existing infrastructure and park and recreation services.

**Tasks:** Repair items related to concrete and pavement surfaces at picnic shelters, restrooms, roadways and trails. Replace lighting fixtures to more efficient fixtures to save on energy costs. Update and replace recreational equipment to continue to attract users and improve user satisfaction with recreation programs and services. Process includes:

- Inventory repair needs.
- Prioritize repairs.
- Obtain proposals.
- Contract repair work.
- Inventory recreation equipment.
- Prioritize recreation equipment needs.
- Purchase needed recreation equipment.

# Road & Bridge CIP Fund

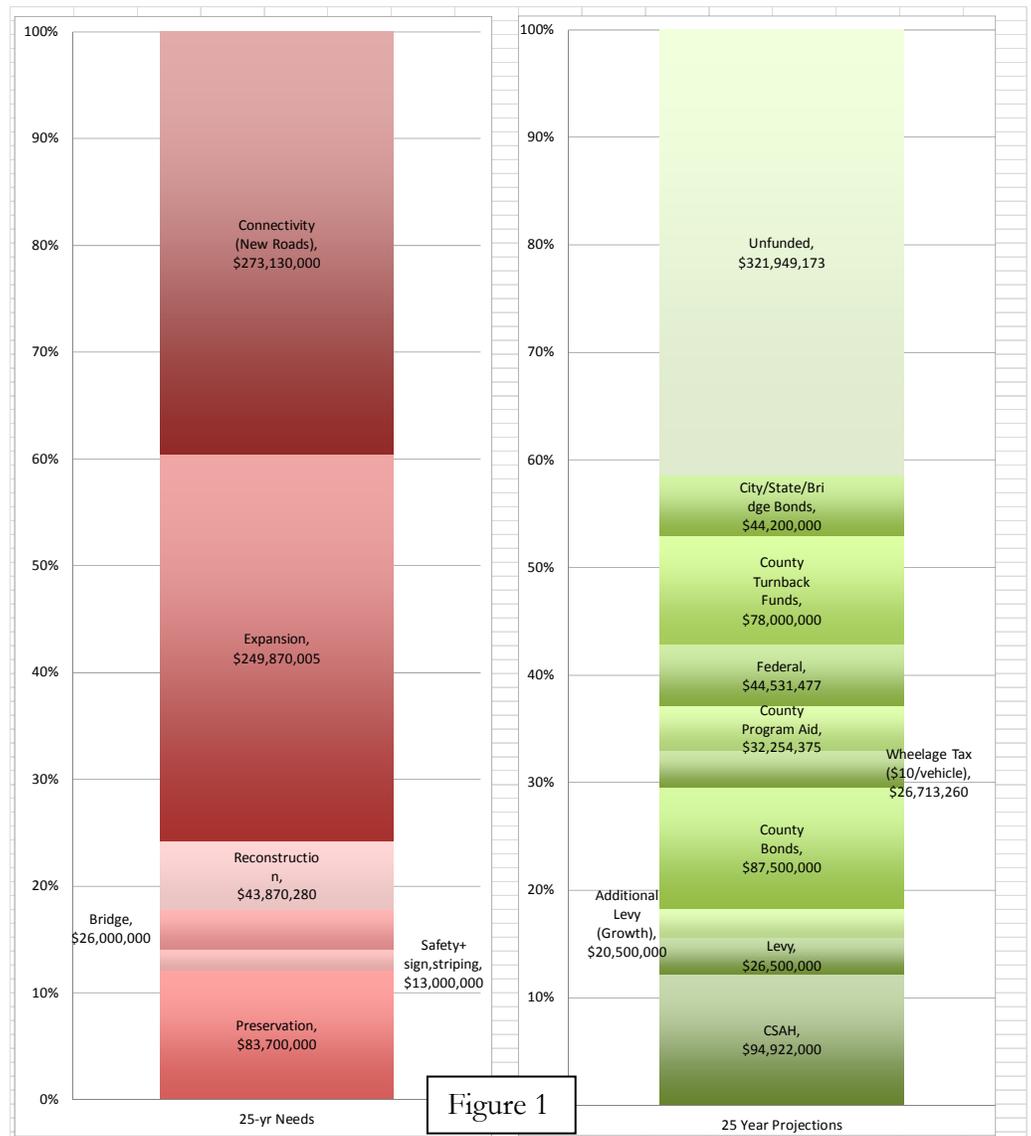
## Description

The Road & Bridge Capital Improvement Plan (CIP) Fund accounts for capital projects that relate to county roads, bridges and signage, including new construction, replacement, right-of-way acquisition, and professional service fees.

Carver County has established an ongoing program for the planning of future Road and Bridge Projects through the long-range County's 2030 Roadway System Plan (2030 RSP) and short-term Capital Improvement Plan (CIP). The Road & Bridge CIP prioritizes and defines investment of road and bridge projects for the next six years within available financial resources and utilizing the vision and goals of the 2030 RSP. The 2030 RSP plan was amended in 2014 and includes a long-term outlook at highway needs and funding in Carver County. Even though the RSP remains the official 2030 plan, it more realistically represents 2040 given the trends in development and funding. Figure 1 represents the funding needs from 2016-2040 and the approximate revenue available.

Financing and developing projects often takes several years due to the increasingly complex financial and regulatory environment. The CIP includes the current budget year (2016) and the following 5-years (2017-2021). The CIP helps ensure an efficient flow of projects from their inception to construction. The 2017-2021 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 2017-2021 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.)

The following table summarizes the 2015 budget for the Road and Bridge CIP.

<b>Road and Bridge CIP</b>						
<b>Budget Summary</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(55,281,548)	(5,086,998)	(8,488,808)	(8,488,808)	66.87%	100,000
Expenditure total	36,902,865	6,776,998	10,278,808	10,278,808	51.67%	
Tax dollars needed	(18,378,683)	1,690,000	1,790,000	1,790,000	5.92%	

### **Budget Highlights**

**Revenue:** The costs of constructing and maintaining the County transportation system is financed from the following sources:

- **County Tax Dollars:** Tax funding for the Road and Bridge CIP Fund consists of \$1,790,000 in Property Tax Levy and approximately \$810,000 in County Wheelage Tax. The County Wheelage Tax is the \$10 per eligible vehicle registered in the county; it includes \$5 approved beginning in 2008 and an additional \$5 enacted in 2014 following the 2013 transportation legislation

- **County Tax Abatement:** Some projects that are required due to imminent property development that would not otherwise be in the CIP are funded using the County Tax Abatement Policy. This can be a direct allocation of property tax from the development to the road improvement project or a bond issue with payments coming from the taxes. For example, in 2011, the County issued \$1.4 million in Tax Abatement Revenue Bonds for Engler Boulevard Improvements proposed in 2012 with repayment from tax abatement.
- **Tax Increment Financing (TIF):** Some projects that are required due to imminent property development that would not otherwise be in the CIP are funded using the Tax Increment Financing (TIF). This can be a direct allocation from the TIF District to the road improvement project or a bond issue with payments coming from the TIF District.
- **County Program Aid (CPA):** CPA is not a consistent funding source for transportation as it is often revised by the Legislature and is also used to help balance operating levy shortages due to levy limits or other changes in legislation. When available, the County makes CPA available at 50% for the Road and Bridge CIP. Public Works utilizes the fund on a variety of projects including bridge replacements, pavement markings and pay as you go projects.
- **General Obligation Revenue Bonds:** In 2005, the County issued \$10 million in General Obligation Revenue Bonds for major CIP projects on county roads related to the construction of the new TH 212 freeway. These bonds will be repaid over a 15-year period from county debt service tax levy. In 2008, the County issued an additional \$11.4 million in General Obligation Revenue Bonds for additional CIP road and bridge projects. In 2012, the County issued an additional \$1.46 million in Tax Abatement Bonds for CSAH 10 (Engler Blvd.). In 2014, the County issued an additional \$10.0 million in General Obligation Revenue Bonds for additional CIP road and bridge projects including CSAH 10 and CSAH 61 (Flying Cloud Drive) reconstruction. The bonds are generally paid over a 15-year period from Wheelage Tax revenue, county debt service tax levy and tax abatement. \$315,000 of the Wheelage Tax collected is used for debt service.
- **Transportation Revolving Loan Fund (TRLF):**  
Additional bonds and other funding were required in 2014 for the Highway 101 River Crossing and CSAH 61 “Y” reconstruction project, also known as the Southwest Reconnection project. The project is funded with a combination of state, county, city, and funds. The total project cost is approximately \$57 million. The County applied for \$18 million in TRLF from the State. This is a revolving loan fund administered by the Public Facilities Authority (PFA) with a subsidized interest rate and works as a line of credit with a 15-year payback. The County will pay back this loan using a combination of new and expiring debt service levy. The loan is needed for \$15.9 million out of the \$17.6 million County Turnback (CTB, *described below*) Fund share of the project and \$2.1 million of the \$8.0 million Carver County share of the project. The CTB funding is not available for this project until 2024, which required the County, the lead agency for the project, to obtain this loan. The County does expect reimbursement of \$15.9 million

from the State from the CTB fund in annual increments starting in 2015 and ending in 2024.

- **State Aid Construction and Maintenance:** State Aid Construction and Maintenance dollars are received from the State and provide funding for County construction projects, grading and other maintenance projects. County State Aid Highway (CSAH) funds are constitutionally dedicated and distributed through the Highway Users Tax Distribution Fund (HUTDF). The majority of funding comes from Fuel Tax, License Tabs Fees and Motor Vehicle Registration Fees.
- **Other State Funds:** In addition to CSAH funds, other funding is received from the state on a case-by-case basis including:
  - **County Turn Back (CTB)** funds for restoration of former trunk highways such as CSAH 61 (old TH 212) and CSAH 101 (old TH 101). CTB funds are distributed from the HUTDF. CTB funds were used to reconstruct TH 101 from Pioneer Trail to Lyman Blvd in 2013 and will be used to reconstruct CSAH 61 in and around the 101 “Y” area in 2014, 2015, 2016, and 2017.
  - **Local Road Improvement Program (LRIP)** funds are State bonds used for high priority improvement projects on the local roadway system. The Southwest Reconnection Project received \$8.7 million in LRIP funds for 2014.
  - **State Bridge Bonds** for a portion of the replacement or rehabilitation of deficient bridges. Several Carver County bridge projects will utilize these funds in the 2017-2021 CIP. Usually 50% of the bridge construction costs are eligible on CSAHs, more on CRs.
  - **State Park Road Fund** for roads providing access to recreational areas. (HUTDF dollars administered by the Department of Natural Resources). This fund was used to pave the Lake Minnewashta Regional Park road in 2014&2015. (*See Parks CIP*).
  - **State Trunk Highway** funds are use on occasion for cooperative projects on Minnesota Department of Transportation (MnDOT) trunk highways either through the annual Cooperative Agreement Program or via special agreement.
  - **Corridors of Commerce Funds** are appropriated by the legislature for Trunk Highway improvement projects that improve freight and eliminate bottlenecks. TH 212 between Chaska and Norwood Young America is a candidate for this funding.
- **Municipal Funds:** The County has a cost participation policy (amended in March 2013) which requires cities to share in the cost of county road reconstruction projects. Cities typically share in the cost of urban features such as curb and gutter, sidewalks and trails, traffic signals, street lighting and utilities.

- **Federal Funds:** Grants are available from several federal programs for transportation projects including:
  - Surface Transportation Program (STP) for reconstruction and rehabilitation of county roads classified as A-minor and Principal Arterials.
  - Congestion Mitigation and Air Quality (CMAQ) program for transit-related projects.
  - Transportation Alternatives Program (TAP) program, new to the federal MAP-21 law, for projects and programs that provide for non-driver alternatives to transportation such as on and off road bike and pedestrian facilities. The program also includes the Safe Routes to School (SRTS) program for projects that encourage biking and walking to school, which was previously funded separately.
  - Highway Safety Improvement Program (HSIP) for lower cost safety mitigation projects.
  - TIGER grants for regionally and nationally significant transportation projects. A nationwide competitive grant with a 50% local match. Examples of eligible projects in Carver County are reconstructing the 2-lane segments of TH 212 to 4-lanes.
  - High Priority Projects (HPP) - special appropriations or earmarks from Congress as available. Earmarks have been suspended by Congress.

## CIP Goals and Major Objectives for 2016

2016 Road and Bridge Capital Projects are shown in the following table:

2016 Construction CIP		FUNDING SOURCE																
JOB / SERVICE # 00-000-0000-xxxx	PR#	PROJECT / ROAD DESCRIPTION	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 FEDERAL	A/C 699 MUN. / ST.	A/C 699 BRIDGE	COUNTY							WT	CPA	
									BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	OTHER				
8000	168000	OVERLAYS/REHAB	CON	2,482,500									900,000					
8400	168400	HIGH PRIORITY SHOULDER WIDENING PROJECTS	PS															
			CON	561,000								400,000					495,000	
			ROW															
8637	128637	CSAH 18 - Reconstruction TH 41 to Galpin.	PS	311,000			206,000											
			CON															
			ROW	181,350			268,650											
8784	158784	CSAH 61 Recon from 140 to TH 41 plus Bridge over Chaska Div Channel (10002)	PS															
			CON				1,740,000				1,278,625							121,375
			ROW															
8743	148743	CSAH 23 Bridge over Crow River (10507)	PS								14,000							
			CON					112,000										113,000
			ROW															
8745	148745	CSAH 33 Bridge over Crow River (10515)	PS								12,000							
			CON								160,000							55,000
			ROW															
8765	148765	NON CIP - DEVELOPMENT DRIVEN CSAH 10/51 Ring Road	PS				128,000									442,600		
			CON				640,000				360,000					2,213,000		135,000
			ROW				520,500									520,500		
8766	148766	CSAH 11 Bridge over MN River. Deck Overlay	PS								30,000							
			CON	225,000														
			ROW															
8015	168015	Safety Set Aside Signing/Striping Signals	CON								175,000							
8016	168016	Development Driven Fund	CON								315,000							110,000
8013	168013	Transfer	PS	100,000							57,000							315,000
2005B		2005 Bond Sale (9.9M) 212	DS												928,940			
2008B		2008 Bond Sale (11.4M) CSAHs	DS												1,069,475			
2012B		2012 Bond Sale (1.46M) Engler	DS												147,018			
2014B1		2014 TRLF (18M) 101/61 Y	DS												1,292,875			
2014B2		(10M) 10, 61/101 Y, 61 E	DS												751,550			
		PROFESSIONAL SERVICES		411,000			334,000				113,000					442,600	315,000	
		CONSTRUCTION		3,268,500			2,380,000	112,000			1,798,625	1,790,000				2,213,000	495,000	534,375
		RIGHT-OF-WAY		181,350			789,150									520,500		
		DEBT SERVICE												4,189,858				
<b>2016 CIP TOTALS</b>				3,860,850			3,503,150	112,000			1,911,625	1,790,000	4,189,858	3,176,100	810,000			534,375
19,887,958																		
2014 TRLF for 101/61 (Southwest Reconnection) - \$18M/ Line of credit.																		
2014 County CIP Bond for CSAH 10 (30 to TH 7) and County Share of Southwest Reconnection Project and 61 East Project - \$10 M. 15-years, Int -2.5%																		
CPA: PAYG with \$110,000 increase for 10 years beginning in 2015																		
GROWTH LEVY: \$100,000 Additional Levy - LTFP goal																		

**Road and Bridge CIP Goal #1:** Successfully complete projects planned for 2016.

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

**Objective #1:** Complete construction on the Road and Bridge projects planned for 2016.

### Tasks:

- CSAH 30 Bridge (7118) over Crane Creek (Budgeted in 2011) – complete winter 2016.
- CR 123 Flood Mitigation Construction – complete summer 2016.
- County Wide Overlays – complete fall 2016.
- County Wide Signing and Striping – complete summer 2016.
- CSAH 30 Shoulder widening and full depth reclamation from CSAH 32 to TH 25 – complete fall 2016.
- CSAH 23 Bridge over Crow River (10507) – complete summer 2016
- CSAH 33 Bridge over Crow River (10515) – complete summer 2016

- CSAH 61 Recon from 140 to TH 41 plus Bridge over Chaska Diversion Channel (10002) – complete fall 2016
- CSAH 11 Bridge over MN River. Deck Overlay - complete summer 2016

**Measures of Performance Summary:** Complete construction on schedule and within budget.

**Road and Bridge CIP Goal #2:** Complete projects designed to plan for and address growth and development.

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

**Objective #1:** Complete Road and Bridge Projects begun in 2015 or back.

**Tasks:**

- TH 101 River Bridge and CSAH 61 “Y” Intersection (Southwest Reconnection Project) – (Budgeted in 2014) - complete summer 2016.

**Measures of Performance Summary:** Complete project on schedule and within budget.

**Objective #2:** Complete engineering and land acquisition for 2017-2021 construction projects.

**Tasks:**

- CSAH 18 Reconstruction from TH 41 to CSAH 15 (Design & Right of Way acquisition).
- CSAH 61 Reconstruction from 101 “Y” to East County Line (Right of Way acquisition and Design - Hennepin County Lead).
- TH 101 Reconstruction for CSAH 61 to Pioneer Trail (Detailed design and Right of Way acquisition).
- Marsh Lake Road (Future CSAH 14) from CSAH 11 to CSAH 43 (Study and prelim design).
- CSAH 61 Corridor Study from CSAH 11 to 101 “Y.”
- TH 41 Expansion from TH 212 to Pioneer Trail (Preliminary Design and Environmental study).
- CSAH 18 Extension from TH 41 to CSAH 13 (Work with developer and City on design and cost share agreements)
- CSAH 140 Bridge Replacements (Design and Bridge Bond Applications).

**Measures of Performance Summary:** Complete project on schedule and within budget.

### **Measurement/Accomplishments of 2015**

The following projects were completed in 2015:

- 2015 Bituminous Resurfacing/Overlay Program (throughout the County).
- CSAH 10 Reconstruction from CSAH 30 to TH 7 (Budgeted in 2014)
- CSAH 10 Bridge over Crow River in Watertown (Budgeted in 2013, bid in summer, rebid in fall 2014)

- CSAH 40 Bridge over Bevens Creek reconstruction (Budgeted in 2011, bid in summer 2014, re-bid in fall 2014) – complete Summer 2015
- CSAH 10 at TH 5 intersection improvement in Waconia. Part of City TH 5 reconstruction project – complete fall 2015.
- County Wide Signing and Striping – complete summer 2015.
- CSAH 14 Corridor Signal Improvements in Chaska – flashing yellows, ADA improvements, etc. – complete summer 2015.

The following 2014 projects were completed:

- CSAH 18 reconstruction for Audubon to Powers (Chanhassen) – summer 2015
- CSAH 11 at Ironwood Drive with Park and Ride (Carver).

# 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>2014 Actual</b>	<b>2015 Budget</b>	<b>2016 Requested</b>	<b>2016 Approved</b>	<b>% Change 2015-2016</b>	<b>Change In Levy</b>
Revenue total	(375,440)	(315,000)	(315,000)	(315,000)	0.00%	
Expenditure total	10,067,322	5,549,365	5,549,365	5,549,365	0.00%	
Tax dollars needed	9,691,882	5,234,365	5,234,365	5,234,365	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>	
Assessed value of property for taxes payable in 2015 (rounded)	\$ 11,220,862,800
Debt limit (Three percent of payable 2015 assessed value)	0.03
Maximum debt applicable to debt limit	336,625,884
Current outstanding debt (12/31/15)	(25,117,349)
Assets currently available to pay bonds (estimated)	9,039,033
Available margin per Legal Debt Limits:	\$320,547,568

### 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, 2016**

Bond Type	Interest Rates	Payment Due Date	Original Amt. Issued	Amount Outstanding 12/31/16	2017	2018	2019	2020	2021	2022 to 2026	2027 2031
2008A General Obligation											
Principal.....		5/1	18,695,000	6,425,000	815,000	845,000	880,000	915,000	950,000	2,020,000	-
Interest.....	3% - 4%	5-1/11-1		939,700	240,700	207,500	173,000	137,100	99,800	81,600	-
<b>Total</b>				<b>7,364,700</b>	<b>1,055,700</b>	<b>1,052,500</b>	<b>1,053,000</b>	<b>1,052,100</b>	<b>1,049,800</b>	<b>2,101,600</b>	<b>-</b>
2008B General Obligation											
Principal.....		2/1	5,020,000	3,075,000	330,000	345,000	360,000	375,000	390,000	1,275,000	-
Interest.....	4% - 4.8%	2-1/8-1		601,456	131,098	117,598	103,048	86,960	69,553	93,199	-
<b>Total</b>				<b>3,676,456</b>	<b>461,098</b>	<b>462,598</b>	<b>463,048</b>	<b>461,960</b>	<b>459,553</b>	<b>1,368,199</b>	<b>-</b>
2012A General Obligation Tax Abatement											
Principal.....		2/1	1,460,000	1,085,000	130,000	130,000	130,000	135,000	135,000	425,000	-
Interest.....	0.6-2.6%	2-1/8-1		97,895	20,580	18,793	16,713	14,325	11,625	15,859	-
<b>Total</b>				<b>1,182,895</b>	<b>150,580</b>	<b>148,793</b>	<b>146,713</b>	<b>149,325</b>	<b>146,625</b>	<b>440,859</b>	<b>-</b>
2013A GO Refunding											
Principal.....		2/1	5,150,000	3,395,000	840,000	840,000	855,000	860,000	-	-	-
Interest.....	0.3-1.5%	2-1/8-1		87,620	35,138	27,788	18,244	6,450	-	-	-
<b>Total</b>				<b>3,482,620</b>	<b>875,138</b>	<b>867,788</b>	<b>873,244</b>	<b>866,450</b>	<b>-</b>	<b>-</b>	<b>-</b>
2014A GO Capital Improvement											
Principal.....		2/1	9,555,000	8,085,000	530,000	540,000	550,000	565,000	580,000	3,175,000	2,145,000
Interest.....	2.0-3.0%	2-1/8-1		1,648,225	221,050	210,350	199,450	185,475	168,300	565,875	97,725
<b>Total</b>				<b>9,733,225</b>	<b>751,050</b>	<b>750,350</b>	<b>749,450</b>	<b>750,475</b>	<b>748,300</b>	<b>3,740,875</b>	<b>2,242,725</b>
2014 MPFA Loan (9/2015 Projection)											
Principal.....		8/20	18,000,000	16,882,000	1,129,000	1,141,000	1,152,000	1,164,000	1,175,000	6,055,000	5,066,000
Interest.....	1.0000%	2-20/8-20		1,293,480	168,820	157,530	146,120	134,600	122,960	436,150	127,300
<b>Total</b>				<b>18,175,480</b>	<b>1,297,820</b>	<b>1,298,530</b>	<b>1,298,120</b>	<b>1,298,600</b>	<b>1,297,960</b>	<b>6,491,150</b>	<b>5,193,300</b>
<b>Total</b>											
<b>Principal.....</b>			<b>40,430,000</b>	<b>38,947,000</b>	<b>3,774,000</b>	<b>3,841,000</b>	<b>3,927,000</b>	<b>4,014,000</b>	<b>3,230,000</b>	<b>12,950,000</b>	<b>7,211,000</b>
<b>Interest.....</b>				<b>4,668,376</b>	<b>817,386</b>	<b>739,559</b>	<b>656,575</b>	<b>564,910</b>	<b>472,238</b>	<b>1,192,683</b>	<b>225,025</b>
<b>Total</b>				<b>43,615,376</b>	<b>4,591,386</b>	<b>4,580,559</b>	<b>4,583,575</b>	<b>4,578,910</b>	<b>3,702,238</b>	<b>14,142,683</b>	<b>7,436,025</b>

**Appendix A: Budget Summary Comparison**

<b>Account Description</b>	<b>2014 ACTUAL (2015 restructure applied)</b>	<b>2015 ADOPTED BUDGET (2015 restructure applied)</b>	<b>2016 Adopted Budget</b>	<b>% OF CHANGE</b>	<b>CHANGE IN LEVY</b>	
<b>COMMISSIONERS</b>						
REVENUES	-	-	-	0.00%		
EXPENDITURES	336,183	556,919	513,497	-7.80%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>336,183</b>	<b>556,919</b>	<b>513,497</b>	<b>-7.80%</b>	<b>(43,422)</b>	
<b>COUNTY ADMINISTRATION</b>						
REVENUES	(1,035)	-	-	0.00%		
EXPENDITURES	364,920	385,405	402,587	4.46%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>363,885</b>	<b>385,405</b>	<b>402,587</b>	<b>4.46%</b>	<b>17,182</b>	
<b>EMPLOYEE RELATIONS</b>						
REVENUES	(3,220)	-	-	0.00%		
EXPENDITURES	1,101,508	1,374,526	1,479,689	7.65%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>1,098,288</b>	<b>1,374,526</b>	<b>1,479,689</b>	<b>7.65%</b>	<b>105,163</b>	<b>(1)</b>
<b>COURT SERVICES/ PROBATION</b>						
REVENUES	(745,644)	(685,639)	(699,786)	2.06%		
EXPENDITURES	2,036,536	1,953,494	2,073,199	6.13%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>1,290,892</b>	<b>1,267,855</b>	<b>1,373,413</b>	<b>8.33%</b>	<b>105,558</b>	<b>(3)</b>
<b>NON DEPARTMENTAL</b>						
REVENUES	(4,150,506)	(2,679,070)	(3,302,742)	23.28%		
EXPENDITURES	3,837,705	(1,231,193)	(1,652,269)	34.20%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>(312,801)</b>	<b>(3,910,263)</b>	<b>(4,955,011)</b>	<b>26.72%</b>	<b>(1,044,748)</b>	<b>(2)</b>
<b>COURT ADMINISTRATION</b>						
REVENUES	(4,378)	(3,900)	(3,900)	0.00%		
EXPENDITURES	203,018	150,000	205,000	36.67%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>198,640</b>	<b>146,100</b>	<b>201,100</b>	<b>37.65%</b>	<b>55,000</b>	
<b>PROPERTY &amp; FINANCIAL SERVICES DIVISION</b>						
REVENUES	(7,490,234)	(4,826,758)	(4,875,092)	1.00%		
EXPENDITURES	4,292,174	4,874,547	5,074,893	4.11%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>(3,198,060)</b>	<b>47,789</b>	<b>199,801</b>	<b>318.09%</b>	<b>152,012</b>	<b>(3)</b>
<b>ATTORNEY</b>						
REVENUES	(374,235)	(341,450)	(341,450)	0.00%		
EXPENDITURES	2,966,149	3,139,760	3,278,037	4.40%		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>2,591,914</b>	<b>2,798,310</b>	<b>2,936,587</b>	<b>4.94%</b>	<b>138,277</b>	

<b>PUBLIC SERVICES DIVISION</b>					
REVENUES	(3,933,685)	(3,492,357)	(3,804,910)	8.95%	
EXPENDITURES	15,649,110	16,600,656	17,408,945	4.87%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>11,715,425</b>	<b>13,108,299</b>	<b>13,604,035</b>	<b>3.78%</b>	<b>495,736 (3)</b>
<b>SHERIFF</b>					
REVENUES	(5,948,265)	(5,739,024)	(5,620,435)	-2.07%	
EXPENDITURES	17,522,040	19,318,682	18,991,208	-1.70%	
RESERVES USED	-	(700,000)	-	-100.00%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>11,573,775</b>	<b>12,879,658</b>	<b>13,370,773</b>	<b>3.81%</b>	<b>491,115 (3)</b>
<b>PARKS</b>					
REVENUES	(588,188)	(444,002)	(485,334)	9.31%	
EXPENDITURES	1,098,134	1,130,017	1,137,530	0.66%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>509,946</b>	<b>686,015</b>	<b>652,196</b>	<b>-4.93%</b>	<b>(33,819)</b>
<b>GENERAL FUND TOTAL</b>					
REVENUES	(23,239,390)	(18,212,200)	(19,133,649)	5.06%	
EXPENDITURES	49,407,477	48,252,813	48,912,316	1.37%	
RESERVES USED	-	(700,000)	-		
<b>TAX LEVY DOLLARS NEEDED</b>	<b>26,168,087</b>	<b>29,340,613</b>	<b>29,778,667</b>	<b>1.49%</b>	<b>438,054</b>
<b>ROAD &amp; BRIDGE FUND</b>					
REVENUES	(4,898,672)	(3,112,231)	(3,162,000)	1.60%	
EXPENDITURES	7,588,404	7,230,804	7,286,261	0.77%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>2,689,732</b>	<b>4,118,573</b>	<b>4,124,261</b>	<b>0.14%</b>	<b>5,688</b>
<b>HEALTH &amp; HUMAN SERVICES FUND</b>					
REVENUES	(14,357,142)	(13,875,189)	(15,976,718)	15.15%	
EXPENDITURES	22,899,127	23,353,558	25,292,125	8.30%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>8,541,985</b>	<b>9,478,369</b>	<b>9,315,407</b>	<b>-1.72%</b>	<b>(162,962) (4)</b>
<b>CAPITAL PROJECTS FUND</b>					
REVENUES	(5,317,855)	(291,338)	(79,904)	-72.57%	
EXPENDITURES	1,150,817	291,338	79,904	-72.57%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>(4,167,038)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>

<b>ROAD &amp; BRIDGE CIP</b>					
REVENUES	(55,281,548)	(5,086,998)	(8,488,808)	66.87%	
EXPENDITURES	36,902,865	6,776,998	10,278,808	51.67%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>(18,378,683)</b>	<b>1,690,000</b>	<b>1,790,000</b>	<b>5.92%</b>	<b>100,000 (5)</b>
<b>PARKS &amp; TRAILS CIP</b>					
REVENUES	(956,645)	(1,283,938)	(149,904)	-88.32%	
EXPENDITURES	920,520	1,283,938	149,904	-88.32%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>(36,125)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>
<b>DEBT SERVICE FUND</b>					
REVENUES	(375,440)	(315,000)	(315,000)	0.00%	
EXPENDITURES	10,067,322	5,549,365	5,549,365	0.00%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>9,691,882</b>	<b>5,234,365</b>	<b>5,234,365</b>	<b>0.00%</b>	<b>-</b>
<b>DITCH FUND</b>					
REVENUES	(49,974)	(1,270)	(46,270)	3543.31%	
EXPENDITURES	112,313	1,270	46,270	3543.31%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>62,339</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>
<b>SELF INSURANCE FUND</b>					
REVENUES	(1,247,588)	(1,040,768)	(1,040,768)	0.00%	
EXPENDITURES	894,641	1,040,768	1,040,768	0.00%	
<b>TAX LEVY DOLLARS NEEDED</b>	<b>(352,947)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>
<b>COUNTY WIDE TOTAL</b>					
REVENUES	(105,724,254)	(43,918,932)	(48,393,021)	10.19%	
EXPENDITURES	129,943,486	93,780,852	98,635,721	5.18%	
NET (OVER) / UNDER BUDGET	23,327,688				
<b>TAX LEVY DOLLARS NEEDED</b>	<b>47,546,920</b>	<b>49,861,920</b>	<b>50,242,700</b>	<b>0.76%</b>	<b>380,780</b>

**Significant levy changes:**

- (1) Increased unemployment insurance based on a three year average and additional budget allocated to HRIS maintenance costs
- (2) Increased the vacancy savings budget by \$750,000 based on prior year trends, and redirected \$600,000 in County Program Aid back into the Operating budget
- (3) The levy increases are largely related to salary and benefit cost increases
- (4) The increase in projected outside funding (state and federal) aided in the decrease in levy funds.
- (5) Board directed yearly levy increase for road preservation.

## Appendix B: Total Full-Time Equivalent Employee Positions

### Board of Commissioners

Position	2015 FTEs Actual (as of 9/1/15)	2016 Administrator Recommended Changes	2016 FTEs Approved
Commissioners	5.00	-	5.00
<i>Board of Commissioners Totals</i>	5.00	-	5.00

### County Administrator

Position	2015 FTEs Actual (as of 9/1/15)	2016 Administrator Recommended Changes	2016 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 (July 2015 restructure)

#### Administration & Communication

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Assistant County Administrator	1.00	-	1.00
Deputy Division Director (restructure)	1.00	-	1.00
Project & Communications Manager (restructure)	-	-	-
Communications Coordinator (restructure)	1.00	-	1.00
Accountant (restructure)	1.00	-	1.00
Program Technician (restructure)	0.50	-	0.50
Administrative Intern	0.20	-	0.20
<i>Department Totals</i>	4.70	-	4.70

#### Environmental Services

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Assistant Environmentalist	0.25	-	0.25
Program Technician	0.50	-	0.50
Environmental Grant - Intern	0.25	-	0.25
Environmental Services Manager	1.00	-	1.00
Environmentalist I	1.00	-	1.00

Environmentalist II	5.00	-	5.00
Environmentalist III	2.00	-	2.00
Recycling Drop Off Operator	0.40	-	0.40
Senior Environmentalist	1.00	-	1.00
<i>Department Totals</i>	11.40	-	11.40

### Information Technology

<b>Position</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Information Technology Director	1.00	-	1.00
Application Services Supervisor	1.00	-	1.00
Infrastructure Services Supervisor	1.00	-	1.00
Project Manager- Broadband (funded by CarverLink)	1.00	-	1.00
Systems Engineer	2.00	-	2.00
SharePoint Administrator	2.00	-	2.00
GIS Analyst	2.00	-	2.00
GIS Specialist	1.00	-	1.00
Principal Analyst	-	-	-
Database Administrator	1.00	-	1.00
GIS Supervisor	1.00	-	1.00
Senior Systems Engineer	2.00	-	2.00
Business Analyst	3.00	-	3.00
Client Services Supervisor	1.00	-	1.00
Support Analyst	3.00	-	3.00
Administrative Support/Level 1 Help Desk	1.00	-	1.00
Client Services Specialist	2.00	-	2.00
Records Technician	1.00	-	1.00
GIS Intern	0.25	-	0.25
IT Intern	0.25	-	0.25
IT Coordinator (Sheriff's Office)	-	-	-
Software Solutions Engineer	1.00	-	1.00
On-Call Support Staff	0.45	-	0.45
<i>Department Totals</i>	27.95	-	27.95

## Land Management

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Land Management Department Manager	1.00	-	1.00
Senior Planner	1.00	-	1.00
Land Management Planner	1.00	-	1.00
Permit Technician	1.00	-	1.00
Land Management Technician	1.00	-	1.00
<b>Department Totals</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>

## Planning & Water Management

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Planning & Water Management Manager	1.00	-	1.00
AIS Program Staff	2.00	-	2.00
Planner	1.00	-	1.00
Water Resources Assistant	0.60	0.40	1.00
Water Resources Assistant	0.40	-	0.40
Water Resources Education Coordinator	1.00	-	1.00
Water Resources Program Specialist	2.00	-	2.00
Water Resources Technician	1.00	-	1.00
<b>Department Totals</b>	<b>9.00</b>	<b>0.40</b>	<b>9.40</b>

## Facility Services

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Assistant Project Mgr/ Low Voltage	1.00	-	1.00
Custodian	7.00	-	7.00
Custodial Supervisor	1.00	-	1.00
Facilities Coordinator	-	-	-
Facilities Clerk	1.00	-	1.00
Facilities Maintenance Worker I	3.00	-	3.00
Facilities Maintenance Worker III	1.00	-	1.00
Facilities Services Manager	1.00	-	1.00
Project Mgr/Licensed Master Electrician	1.00	-	1.00
<b>Department Totals</b>	<b>16.00</b>	<b>-</b>	<b>16.00</b>

## Library

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Library Director	1.00	-	1.00
Administrative Assistant	0.80	-	0.80
Associate Librarian	2.25	-	2.25
Assistant Branch Manager	1.00	-	1.00
Branch Manager	3.00	-	3.00
Circulation Supervisor	3.00	-	3.00
Library Systems Administrator	1.00	-	1.00
Law Librarian	1.00	-	1.00
Librarian	11.84	-	11.84
Library Assistant	12.66	-	12.66
Library Technology Assistant	2.00	-	2.00
Library Shelves	2.50	-	2.50
On-Call Librarian	0.51	-	0.51
On-Call Library Assistant	0.34	-	0.34
Volunteer Coordinator	0.80	-	0.80
<i>Department Totals</i>	43.70	-	43.70

## Veterans Services

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Veterans Services Technician	1.00	-	1.00
Veterans Services Driver	1.60	-	1.60
Asst. Veterans Services Officer	1.00	-	1.00
Veterans Services Officer	1.00	-	1.00
<i>Department Totals</i>	4.60	-	4.60

## University of Minnesota Extension

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Extension Senior Services Clerk	0.90	-	0.90
Extension Services Clerk III	0.60	-	0.60
On-Call Support	0.20	-	0.20
<i>Department Totals</i>	1.70	-	1.70
<b>Public Services Division Totals</b>	<b>124.05</b>	<b>0.40</b>	<b>124.45</b>

## County Attorney

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Executive Assistant	1.00	-	1.00
Administrative Assistant- Attorney	1.00	-	1.00
Assistant County Attorney I	1.00	-	1.00
Assistant County Attorney II	3.00	-	3.00
Assistant County Attorney III	8.00	-	8.00
Assistant County Attorney- Division Manager	3.00	-	3.00
County Attorney	1.00	-	1.00
Chief Deputy County Attorney	1.00	-	1.00
Law Clerk	0.70	-	0.70
Law Office Manager	1.00	-	1.00
Legal Administrative Assistant	3.00	-	3.00
Senior Legal Administrative Assistant	4.00	-	4.00
Paralegal	2.50	-	2.50
Victim Witness Coordinator	1.00	-	1.00
<b>Attorney's Office Totals</b>	<b>31.20</b>	<b>-</b>	<b>31.20</b>

## Employee Relations Division

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Administrative Assistant	1.00	-	1.00
Employee Relations Business Partner	3.00	-	3.00
Employee Relations Senior Business Partner	1.00	-	1.00
Employee Relations Coordinator	1.00	-	1.00
Employee Relations Director	1.00	-	1.00
Risk Management Specialist	1.00	-	1.00
Health & Wellness Program Manager	1.00	-	1.00
Seasonal Temporary On-Call (STOC) Clerical	2.00	-	2.00
<b>Employee Relations Division Totals</b>	<b>11.00</b>	<b>-</b>	<b>11.00</b>

## Property and Financial Services Division (July 2015 restructure)

### Financial Services

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Accounting Technician (restructure)	2.00	-	2.00
Accountant (restructure)	-	-	-
Assistant Financial Services Director (restructure)	1.00	-	1.00
Cash Management Coordinator	1.00	-	1.00
Financial Services Director (restructure)	-	-	-
Grants & Financial Communications Coordinator (restructure)	-	-	-
Investment Manager	0.50	-	0.50
On-Call Account Technician	0.20	-	0.20
Payroll Administrator	1.00	-	1.00
Property & Financial Services Director (restructure)	1.00	-	1.00
Senior Accounting Technician	1.00	-	1.00
<b>Department Totals</b>	<b>7.70</b>	<b>-</b>	<b>7.70</b>

### Property Assessment

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Appraiser II / Appraiser III	5.00/1.00	-	5.00/1.00
Appraiser I	1.00	-	1.00
Sr. Assessor Clerk	1.00	-	1.00
Assessor Technician	1.00	-	1.00
Asst County Assessor	1.00	-	1.00
County Assessor	1.00	-	1.00
Senior Appraiser	1.00	-	1.00
<b>Department Totals</b>	<b>12.00</b>	<b>-</b>	<b>12.00</b>

### Property Surveying/ Records

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Assistant Property Records Manager	1.00	-	1.00
County Surveyor/ Recorder (restructure)	1.00	-	1.00
GIS Specialist (restructure)	1.00	-	1.00
Land Title Specialist (restructure)	4.00	-	4.00
<b>Department Totals</b>	<b>7.00</b>	<b>-</b>	<b>7.00</b>

## Taxpayer Services

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Property Records & Taxpayer Services Director (restructure)	-	-	-
Taxpayer Services Mgr	1.00	-	1.00
License Center Supervisor	2.00	-	2.00
Taxation Supervisor	1.00	-	1.00
Elections & Customer Service Supervisor	1.00	-	1.00
Tax Analyst	2.00	-	2.00
Senior Licensing Specialist (Lead Worker)	2.00	-	2.00
Settlement Technician	1.00	-	1.00
Land Records Technician	2.00	-	2.00
Taxpayer Services Specialist	4.00	-	4.00
Licensing Clerk (full/part time)	8.60	-	8.60
Election Judges/Clerks (STOC)	0.25	-	0.25
Taxpayer Services (STOC)	0.25	-	0.25
<b>Department Totals</b>	<b>25.10</b>	<b>-</b>	<b>25.10</b>
<b>Property and Financial Services Division Totals</b>	<b>51.80</b>	<b>-</b>	<b>51.80</b>

## First Judicial Court – Court Services/Probation

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Corrections Administrative Assistant	2.00	-	2.00
Court Services Agent I	1.00	-	1.00
Court Services Agent II	4.00	-	4.00
Court Services Agent III	5.60	-	5.60
Court Services Director	1.00	-	1.00
Court Services Supervisor	1.00	-	1.00
Collections Officer	0.50	-	0.50
Office Manager Court Services	1.00	-	1.00
<b>Court Services/Probation Totals</b>	<b>16.10</b>	<b>-</b>	<b>16.10</b>

## Public Works Division

### Administration

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Public Works Director	1.00	-	1.00
Administrative Services Manager	1.00	-	1.00
Account Clerk	1.00	-	1.00
Administrative Assistant	1.00	1.00	2.00
<b>Department Totals</b>	<b>4.00</b>	<b>1.00</b>	<b>5.00</b>

### Program Delivery

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Assistant Public Works Director	1.00	-	1.00
Program Delivery Manager	1.00	-	1.00
Design Engineer	1.00	-	1.00
Transportation Manager	1.00	-	1.00
Right-of-Way Agent	1.00	-	1.00
Construction Coordinator	1.00	-	1.00
Senior Engineering Technician	3.00	-	3.00
Engineering Technician	1.00	-	1.00
Civil Engineer	2.00	-	2.00
County Surveyor (restructure)	-	-	-
Assistant County Surveyor (restructure)	1.00	-	1.00
Asset Manager	1.00	-	1.00
GIS Specialist (restructure)	-	-	-
Survey Crew Leader	1.00	-	1.00
GIS Technician	1.00	-	1.00
Transportation Technician	1.00	-	1.00
GIS Assistant (STOC)	0.33	-	0.33
Engineering Intern	0.50	-	0.50
Survey Intern	0.42	-	0.42
Highway Sign Shop Foreman	1.00	-	1.00
Highway Sign Maintenance Worker	1.00	-	1.00
<b>Department Totals</b>	<b>20.25</b>	<b>-</b>	<b>20.25</b>

## Operations

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Operations Manager	1.00	-	1.00
Operations Supervisor	3.00	-	3.00
Highway Maintenance Foreman	2.00	-	2.00
Highway Maintenance Worker	11.00	-	11.00
Highway/Parks Maintenance Worker	1.00	-	1.00
STOC Highway Maintenance Worker	2.00	-	2.00
Lead Shop Mechanic	2.00	-	2.00
Shop Mechanic	4.00	-	4.00
Seasonal Shop Helper	0.23	-	0.23
<i>Department Totals</i>	26.23	-	26.23

## Parks

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Parks Director	1.00	-	1.00
Parks and Trails Supervisor	1.00	-	1.00
Lead Parkkeeper	1.00	-	1.00
Recreation & Volunteer Specialist	1.00	-	1.00
Park Support Service Specialist	0.80	-	0.80
Parkkeeper	2.00	-	2.00
Part-Time Seasonal	3.65	0.43	4.08
Campground Attendant	0.53	-	0.53
<i>Department Totals</i>	10.98	0.43	11.41
<b>Public Works Division Totals</b>	<b>61.46</b>	<b>1.43</b>	<b>62.89</b>

**Sheriff's Office  
Administration**

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Administrative Support Assistant	1.00	-	1.00
Administrative Services Manager	1.00	-	1.00
Chief Deputy Sheriff	1.00	-	1.00
Civilian Background Inv	2.00	-	2.00
County Sheriff	1.00	-	1.00
Financial Technician	1.00	-	1.00
Investigations Assistant	1.00	-	1.00
Lead Records Specialist	1.00	-	1.00
Records Specialist	4.00	-	4.00
Records Supervisor	1.00	-	1.00
<i>Department Totals</i>	14.00	-	14.00

**Emergency Management/ Communications**

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Communications Manager	1.00	-	1.00
Dispatcher-911 Services	13.40	1.60	15.00
PSAP Supervisor	2.00	-	2.00
Terminal Agency Coordinator	1.00	-	1.00
Commander- Emergency Mgmt & Comm. Services	1.00	-	1.00
Emergency Management Specialist	2.00	-	2.00
<i>Department Totals</i>	20.40	1.60	22.00

**Jail**

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Asst. Jail Administrator	1.00	-	1.00
Commander - Jail/Admin	1.00	-	1.00
Detention Deputy	33.00	-	33.00
Detention Sergeant	5.00	-	5.00
Registered Nurse	1.80	-	1.80
Visiting Clerk	0.38	(0.38)	-
<i>Department Totals</i>	42.18	(0.38)	41.80

## Patrol

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Civil Process Specialist	1.00	-	1.00
Administrative Civil Specialist	1.00	-	1.00
Commander	1.00	-	1.00
Community Services Officer	2.19	-	2.19
Deputy Sheriff	62.00	-	62.00
Evidence Technician	1.00	-	1.00
Lieutenant	4.00	-	4.00
Sergeant	11.00	-	11.00
Warrants Specialist	1.00	-	1.00
<i>Department Totals</i>	84.19	-	84.19
<b>Sheriff's Office Totals</b>	<b>160.77</b>	<b>1.22</b>	<b>161.99</b>

## Health and Human Services Division (July 2015 restructure)

### Administration

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Health & Human Services Director (restructure)	1.00	-	1.00
Administration Support Manager	1.00	-	1.00
Accounting Supervisor	1.00	-	1.00
Administrative Support Supervisor	1.00	-	1.00
Support Services Supervisor	1.00	-	1.00
Accountant Technician	8.25	-	8.25
Support Services Specialist	3.60	1.00	4.60
Clinical Support Specialist	2.00	-	2.00
Support Services Aide	4.60	-	4.60
Information Technology Coordinator	1.00	-	1.00
<i>Department Totals</i>	24.45	1.00	25.45

## Behavioral Health

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Behavior Health Manager	1.00	-	1.00
Clinical Director	1.00	-	1.00
Community Support Program Supervisor	1.00	-	1.00
Nurse Practitioner- Psychiatry	1.00	-	1.00
Advanced Practice Nurse	0.20	-	0.20
Registered Nurse	-	1.00	1.00
MH Crisis Program Supervisor	1.00	-	1.00
Psychologist	2.80	-	2.80
Clinical Social Worker	1.00	-	1.00
Crisis Therapist	9.40	-	9.40
Psychotherapist	4.00	-	4.00
Housing Coordinator	1.00	-	1.00
Social Worker II	9.00	-	9.00
Health Care Navigator	3.00	-	3.00
Licensed Practical Psychiatric Nurse	1.00	-	1.00
Case Management Associate II	0.88	-	0.88
Case Management Associate I	0.80	-	0.80
Crisis Therapist (On-call)	0.40	-	0.40
<i>Department Totals</i>	38.48	1.00	39.48

## Child and Family

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Child/Family Services Manager	1.00	-	1.00
Child/Family Unit Supervisor	4.00	-	4.00
Social Worker III	3.00	-	3.00
Therapist	12.25	1.00	13.25
Social Worker II	28.05	-	28.05
Case Aide	1.00	-	1.00
<i>Department Totals</i>	49.30	1.00	50.30

### Home & Community-Based Care

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
HCBC Manager	1.00	-	1.00
HCBC Supervisor	2.00	-	2.00
Social Worker III	1.00	-	1.00
Social Worker II	24.50	2.00	26.50
Case Aide	2.00	-	2.00
Therapeutic Recreation Specialist	1.00	-	1.00
Program Assistant	2.00	-	2.00
<i>Department Totals</i>	33.50	2.00	35.50

### Income Support

Position	2015 FTEs Actual (as of 9/1/15)- includes restructure	2016 Administrator Recommended Changes	2016 FTEs Approved
Income Support Manager	1.00	-	1.00
Workforce Services Supervisor	1.00	-	1.00
Child Support Supervisor	1.00	-	1.00
Financial Assistant Supervisor	3.00	-	3.00
Employment Counselor	6.00	-	6.00
Social Worker II	1.00	-	1.00
Child Support Officer	8.00	-	8.00
Eligibility Representative II	19.00	-	19.00
Eligibility Representative I	1.00	-	1.00
Case Aide	0.80	-	0.80
Child Care Specialist	0.50	-	0.50
Resource Specialist	1.00	-	1.00
Support Enforcement Aide	2.00	-	2.00
Support Services Specialist	0.50	-	0.50
<i>Department Totals</i>	45.80	-	45.80

**Public Health**

<b>Position</b>	<b>2015 FTEs Actual (as of 9/1/15)- includes restructure</b>	<b>2016 Administrator Recommended Changes</b>	<b>2016 FTEs Approved</b>
Public Health Department Manager	1.00	-	1.00
Planning & Promotion Unit Supervisor	1.00	-	1.00
Public Health Nursing Unit Supervisor	1.00	-	1.00
Public Health Program Specialist	7.00	-	7.00
Public Health Nurse (PHN)	7.00	-	7.00
Health Informatics Specialist	1.00	-	1.00
Accounting Technician	1.00	-	1.00
<i>Department Totals</i>	19.00	-	19.00
<b>Health and Human Services Division Totals</b>	210.53	5.00	215.53
<b>County Total FTEs</b>	<b>673.91</b>	<b>8.05</b>	<b>681.96</b>

**CARVER COUNTY  
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST TEN FISCAL YEARS**

<u>Function/program</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<u>General Government</u>										
Administrative Services										
Square Feet of Building Space (1)	538,633	538,633	560,665	565,665	610,665	610,665	610,665	610,665	610,665	610,665
Employee Relations										
New Hires Processed	169	175	155	166	139	98	112	109	168	192
Terminations Processed	161	98	113	130	155	121	74	116	123	165
Collective Bargaining Agreements	8	8	8	8	8	11	11	11	11	11
Financial Services										
Cash Receipts Processed	4,820	5,116	5,264	5,319	5,977	6,142	5,310	6,798	6,862	5,854
Payroll Checks Issued	4,247	3,754	3,004	2,842	2,667	856	365	498	480	587
Payroll Stubs Issued	13,798	14,724	15,219	16,830	16,841	18,337	17,905	17,968	19,005	18,390
Claims Paid	14,797	14,471	14,791	16,549	15,019	14,464	15,010	13,016	13,507	13,603
Contracts Maintained	261	244	276	323	344	444	367	306	424	482
Journal Entries	649	658	727	828	884	804	806	726	776	646
Budget Amendments Entered	180	149	145	171	101	88	150	107	127	127
Capital Assets Inventoried	103	110	73	72	66	91	65	71	81	62
Property Records and Taxpayer Services										
Deeds Recorded	4,266	3,495	2,921	2,215	2,059	2,394	2,701	3,422	3,962	3,447
Birth and Death Certificate Copies Issued	Not Available	6,266	5,148	4,682	4,315	4,416	4,262	4,797	5,792	5,783
Marriage Licenses Processed	460	449	464	439	448	387	408	443	507	485
Passports Processed	2,711	3,905	3,701	2,637	1,988	3,094	2,885	3,947	4,310	4,869
Motor Vehicle Registrations	30,723	28,507	27,471	23,169	23,040	34,704	39,801	52,690	56,697	59,332
% of Voter Turnout (General Election)	-	66%	-	94%	-	70%	-	96%	-	65%
Real Estate Documents Processed	33,345	28,985	24,677	20,153	24,135	23,246	19,724	25,840	24,822	17,828
Number of Real Estate Compliant Documents	Not Available	27,723	20,997	19,914	23,993	15,588	8,785	895	1,260	-
Real Property Parcels (2)	35,456	37,246	37,807	38,179	39,539	39,746	39,876	41,424	42,617	43,173
Personal Property Parcels (2)	1,115	1,115	1,120	151	-	-	-	-	-	-
Number of New Homes Constructed	1,004	769	572	250	283	314	386	394	610	573
Properties Appraised	6,421	6,890	6,941	8,527	8,486	7,173	7,756	7,498	8,670	9,144

**CARVER COUNTY  
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST TEN FISCAL YEARS  
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<u>Public Safety</u>										
Sheriff's Office										
Calls for Service Received:	54,395	56,891	56,597	57,319	54,239	53,329	53,180	50,430	50,640	53,068
Chaska Calls	16,689	15,622	14,725	14,336	13,064	13,294	12,811	11,802	11,375	11,298
County Calls	37,706	41,269	41,872	42,983	41,175	40,035	40,369	38,628	39,265	41,770
Part I Crimes	1,124	1,203	1,050	1,161	903	856	896	865	818	865
Part II Crimes	2,543	2,663	2,588	2,536	2,064	1,768	1,802	1,627	1,587	1,645
Misc. Non-Criminal Incidents	34,039	37,172	37,921	39,272	38,065	37,376	37,671	36,136	36,860	39,260
Fire Calls	801	712	611	618	573	570	590	552	640	730
Medical Calls	1,660	1,842	1,967	2,056	2,041	2,098	2,124	2,309	2,445	2,549
Drug Cases	198	238	239	238	118	118	123	145	222	267
Crashes	1,673	1,529	1,396	1,505	1,264	1,323	1,185	1,052	1,410	1,424
Fatal Crashes	6	8	9	9	8	7	5	3	6	9
Personal Injury Crashes	252	262	258	228	142	174	135	156	194	160
Property Damage Crashes	1,415	1,259	1,129	1,268	1,113	1,142	1,045	896	1,210	1,255
Alarm calls	1,849	1,909	2,188	1,933	1,712	1,752	1,614	1,587	1,400	1,312
Citations Issued	6,755	7,871	6,671	6,147	5,200	5,105	4,830	4,315	4,313	4,530
Total Arrests	1,219	1,350	1,307	1,329	1,430	1,284	1,252	664	542	590
Drug Arrests	147	140	155	144	204	189	221	289	76	100
Civil Papers Served	1,392	1,432	1,542	1,530	1,736	1,996	1,708	1,513	1,201	1,183
Warrants	1,376	1,412	1,427	1,118	1,256	1,042	1,109	1,001	753	948
Number of Prisoners Transported	Not Available	Not Available	734	548	574	485	417	539	425	574
Prisoners Transported (Miles)	Not Available	Not Available	53,738	37,520	46,082	38,813	33,311	55,850	41,738	57,906
Inmates Booked:	2,652	2,378	2,471	2,442	2,289	1,910	2,083	1,956	1,927	1,856
Total Carver County Inmates Booked	2,066	1,972	1,767	1,603	1,583	1,488	1,581	1,488	1,352	1,511
Males Booked	1,672	1,560	1,405	1,247	1,264	1,172	1,243	1,151	1,050	1,166
Females Booked	394	412	362	356	319	316	338	337	302	345
Boarded Inmates from Other Jurisdictions	586	406	704	839	698	422	502	468	575	345
Average Daily Inmate Population	92	71	89	89	85	74	75	69	62	76
Prisoners Days Stayed	33,664	26,006	32,362	32,380	31,044	27,015	27,286	24,959	22,398	27,775
Jail Medical Unit- Inmate Interaction (4)	-	-	-	-	2,049	1,910	2,332	2,390	2,279	1,948
Total Juveniles Booked:	436	373	360	243	225	283	317	306	265	284
Carver County Juveniles Booked	270	241	254	138	139	138	126	138	87	113
Male Juveniles Booked	196	181	190	111	106	106	96	119	72	75
Female Juveniles Booked	74	60	64	27	33	32	30	19	15	38
Boarded Juveniles from Other Jurisdictions	166	132	106	105	86	145	191	168	178	171
Average Daily Juvenile Population	5	3	3	2	2	2	3	3	3	3
Juvenile Resident Days Stayed	1,671	1,176	1,092	721	691	872	1,009	1,059	980	1,142

**CARVER COUNTY  
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST TEN FISCAL YEARS  
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<u>Court Services</u>										
Number of Probation Supervision Clients/Offenders	1,436	1,442	1,333	1,329	1,279	1,220	1,161	1,123	1,274	1,136
Number of Probation Supervision Cases	2,159	2,248	2,053	1,949	1,903	1,521	1,469	1,293	1,470	1,167
Number of Offender Risk Assessments Completed	1,159	1,217	1,230	1,010	969	939	801	749	650	855
Number of Offender Drug/Alcohol Tests Completed	423	510	721	1,950	1,789	2,160	3,040	3,583	3,457	4,479
Number of Offender Probation Violations Filed	204	296	349	255	281	257	303	366	288	273
<u>Highways &amp; Streets</u>										
<u>Road &amp; Bridge</u>										
Resurfacing (miles)	10.0	16.5	10.5	11.5	11.3	5.6	7.2	6.5	11.2	9.9
Vehicle/Equipment Units Serviced	Not Available	Not Available	296	344.0	344.0	355.0	355.0	355.0	355.0	360.0
<u>Human Services</u>										
<u>Community Social Services</u>										
Financial Assistance End of Year Caseload	1,987	2,055	2,248	2,505	2,952	3,219	3,361	3,295	3,453	6,165
Child Support Annual Disbursements	\$ 8,114,033	\$ 8,142,474	\$ 8,381,287	\$ 8,655,895	\$ 8,522,442	\$ 8,231,783	\$ 8,218,129	\$ 8,164,867	\$8,440,219	\$8,627,101
Open Child and Family Workgroups	304	310	333	352	344	362	320	319	300	335
Developmentally Disabled Clients	316	322	315	318	333	358	344	341	346	334
Crisis Program Clients Served	3,636	4,245	3,665	3,776	3,814	3,819	5,691	8,858	9,459	9,098
Detox Visits	348	382	369	329	334	185	153	176	193	163
Child Support End of Year Caseload	2,013	2,036	1,993	1,890	1,899	1,904	1,864	1,934	1,902	1,816
Children in Out-Of Home Placement	71	79	76	66	62	61	54	56	53	59
Child Care Assistance End of Year Caseload	120	133	142	153	168	179	128	165	132	128
Licensed Family Day Care Homes	200	209	201	199	198	197	188	182	167	155
Encore Adult Day Services Participants	46	53	60	54	50	51	54	48	46	48
MNsure Assessments	134	130	138	181	165	158	174	173	222	212
Workforce Resource Center Average Daily Client Usage	66	66	74	85	105	93	84	81	77	69
Workforce Services Enrolled Clients	585	702	775	855	1,161	1,256	828	720	644	640
SmartLink Transit Passenger Trips	42,782	43,187	47,967	52,615	206,284	220,462	223,549	209,956	193,832	190,023
<u>Health</u>										
<u>Public Health</u>										
Information & Resources Calls (3)(5)	813	747	659	695	3,047	728	675	748	646	594
Jail Medical Unit - Inmate Interactions (4)	2,087	1,371	1,757	2,572	-	-	-	-	-	-
Children 0-3 Enrolled in Follow Along Program	722	985	1,037	1,083	924	1,061	1,178	1,201	1,309	1,241
MRC Volunteers Registered	70	95	135	100	107	111	113	120	120	120

**CARVER COUNTY  
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST TEN FISCAL YEARS  
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<u>Culture &amp; Recreation</u>										
Library										
Library Visits	495,016	561,687	555,213	586,391	622,502	600,750	584,998	580,242	557,219	551,358
Library Circulation	658,053	725,281	879,249	988,974	1,072,908	1,115,108	1,113,621	1,078,004	1,039,915	1,059,994
Number of Materials	208,500	225,377	226,242	242,468	246,403	256,206	233,209	240,780	242,603	255,474
Queries for Information	78,249	81,903	85,289	80,670	76,158	66,671	42,861	37,310	67,353	56,186
Public Service Hours	9,606	12,264	13,939	14,125	13,210	13,286	13,374	13,364	13,217	13,303
Attendance of Library Hosted Programs	20,105	17,815	18,866	20,818	27,575	30,373	26,387	36,245	27,441	29,042
Park										
Park Admissions (annual use)	251,000	252,000	237,500	265,000	265,500	307,000	443,900	582,000	615,000	Not Available
Historical Society										
Attendance of Programs hosted in Schools	2,763	2,496	4,640	4,364	3,463	2,819	2,099	1,174	2,546	4,373
Attendance of Programs hosted in Museum	648	727	451	1,302	2,539	1,549	1,493	3,169	2,798	1,592
Attendance of Programs hosted in Library	939	Not Available	839	690	897	823	711	653	478	648
Attendance of Programs - other	Not Available	Not Available	Not Available	2,612	2,957	3,130	4,073	2,377	2,341	4,869
<u>Conservation of Natural Resources</u>										
Land & Water Services										
Environmental Center Visits	16,165	15,473	17,858	18,932	23,451	24,918	25,799	26,158	26,812	27,423
Appliances Recycled (in units)	2,268	2,075	2,531	2,741	3,778	3,546	3,266	2,862	3,036	2,952
Tons of Tires Recycled	30	31	33	31	37	27	24	32	33	37
Tons of Electronics Recycled	107	127	176	200	266	297	286	276	316	292
Tons of Household Hazardous Waste Recycled	313	316	445	394	492	469	489	488	526	506
Building Permits Issued	770	639	618	615	598	551	598	596	478	557
New & Replacement On-site Sewer Systems	150	193	104	119	134	114	115	100	95	95
Hazardous Waste Generators Licensed/Re-licensed	268	280	290	307	310	317	293	307	297	300
Planning Commission/Board of Adjustment Actions	69	59	58	40	26	29	30	47	45	42
Minor Subdivisions	57	61	31	33	24	21	26	34	35	31
Zoning Permits Issued	161	162	175	252	277	528	228	243	172	167
Wetland Conservation Act Cases	606	456	271	380	308	121	205	170	271	266
Number of Water Projects Approved	57	43	69	38	33	49	54	62	62	65
Number of Feedlot Inspections	31	37	89	54	44	80	78	55	58	71

**Note:** (1) Square feet of Building Space does not include leased space. (2) In 2008, personal property parcels combined with real property. (3) In 2009, there was an increase in Public Health Calls related to H1N1. (4) Inmate interactions transferred to the Sheriff's Office in April of 2009. (5) The number of Information & resources calls has increased from 2010, but due to changes in processing calls and the database used, the 2011 I&R number was lower than expected.

**Data Sources:**  
Various County Departments

## D: Glossary of Terms and Acronyms

**Balanced Budget:** The County defines a balanced budget as a budget in which the total available resources equal the projected use of funds during normal circumstances.

**Capital Project:** The purchase or construction of a capital asset, including costs for: planning, design, and development of a new facility; acquisition of land for a specific purpose; and the acquisition of a major vehicle or equipment.

**Character Classification of County Expenditures:** The County's governmental expenditures are classified by the character of the periods expenditures are presumed to benefit. They include:

- **Current:** Operating expenditures are presumed to benefit the current fiscal period.
- **Debt Service:** Presumed to benefit prior fiscal periods as well as current and future periods and includes amounts expended for the payment of principal, interest and other costs associated with debt.
- **Capital Outlays:** Presumed to benefit current and future fiscal periods and include amounts expended for the construction or acquisition of county capital assets.

**Component Unit:** Describes a legally separate organization for which the county Board is financially accountable. Component units can all be other organizations for which the nature and significance of their relationship with the County is such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

**Governmental Fund Types:** Carver County accounts are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for within a separate set of self-balancing accounts that comprise its assets, liabilities, equity, revenues and expenditures or expenses as appropriate. The accounts are grouped in this document into two broad fund categories, Governmental Funds and Proprietary Funds, and six generic fund types:

### Government Funds

**General Fund:** This is the general operating fund of the county. It is used to account for all financial resources except those that are required to be accounted for in another fund.

**Special Revenue Funds:** These funds are used to account for the proceeds of specific revenue sources that are legally restricted for specified purposes. They include Road and Bridge, Community Social Services, Rail Authority, and the County Ditch funds.

**Capital Projects Funds:** These funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. These funds include the Buildings Capital Improvement Fund, and Road and Bridge Capital Improvement Fund.

**Debt Service Fund:** These funds are used to account for the accumulation of resources for, and the payment of principal, interest, and related costs of general long-term debt. These funds are not part of the operating budget but are included in the tax levy.

### Propriety Funds

**Internal Service Fund:** County proprietary funds are used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments on a cost-reimbursement

basis. It includes the Self Insurance and Compensated Absences Fund.

**Intergovernmental Revenue:** Revenues from other governments in the form of local, state and federal grants, entitlements and property tax relief.

**Operating Budget:** The portion of the budget that pertains to current revenues and expenditures. The annual operating budget is the principle way most of the financing, acquisition, spending and service activities of a government are monitored.

**Primary Government:** A term used in connection with defining the financial reporting entity. The primary government is the focus of financial reporting entity. For the county, the primary government represents the financial activities, funds or accounts directly under the control of the board.

**Torrens:** The registration system of land titles by District Court Order that results in the creation of a Certificate of Title. All subsequent transactions affecting the property are noted on the certificate.

### *Acronyms*

**AC** - Alternative Care

**AMC** - Association of Minnesota Counties

**APCO** - Association of Police Safety Communications Officials

**APMP** - Association of Proposal Management Professionals

**APPA** - American Probation & Parole Association

**ARRA** - American Recovery and Reinvestment Act

**ASD** - Asperger's Spectrum Disorder

**BLF** - Business Loan Fund

**BTOP** - Broadband Technology Opportunities Program

**CAFR** - Comprehensive Annual Financial Report

**CAMA** - Computer Aided Mass Appraisal

**CBA** - Collective Bargaining Agreement

**CCOFI** - Carver County Open Fiber Initiative

**CCSA** - Children and Community Service Act

**CCRRA** - Carver County Regional Railroad Authority

**CCWMO** - Carver County Water Management Organization

**CDA** - Community Development Agency

**CIP** - Capital Improvement Program

**CPI** - Consumer Price Index

**CMS** - Center for Medicare and Medicaid Services

**CSAH** - County State-Aid Highway

**CSO** - Community Service Officer

**CSTS** - Court Services Tracking System

**CY** - Calendar Year

**COBRA** - Consolidated Omnibus Budget Reconciliation Act (COBRA) gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances.

**CSP** - Community Support Program

**CSEC** - Carver-Scott Educational Cooperative

**DEED** - Department of Employment and Economic Development

**DEFRA** - Deficit Reduction Act

**DFIRM** - Digital Flood Insurance Rate Map

**DHS** - Department of Human Services

**DWC** - Driving With Care cognitive-behavioral curriculum that targets multiple-**DWI** (Driving While Intoxicated) offenders

**EAP** - Employee Assistance Program

**EBP** - Evidence-Based Practices

**EECBG** - Energy Efficiency and Conservation Block Grant

**EMPG** - Emergency Management Performance Grant

**EMS** - Emergency Medical Services

**FEMA** - Federal Emergency Management Agency

**FHPAP** - Family Homeless Prevention and Assistance Program

**FFP** - Federal Financial Participation

**FTE** - Full-Time Equivalent, refers to the conversion of employee positions to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, an employee who works 20 hours a week is the equivalent to one-half of a full-time position, or 0.5 FTE.

**FY** - Fiscal Year

**GFOA** - Governmental Financial Officers Association

**GIS** - Geographic Information Systems is a computer-based mapping tool that takes information from a database about a location and turns it into a map, enabling planners, analysts, emergency responders and others to make informed decisions about their communities.

**GO** – General Obligation

**GPS** - Global Positioning System

**HAVA** - Help America Vote Act

**HHS** - Health and Human Services

**HPRP**- Homeless Prevention and Rapid Re-Housing Program

**ICMA** - International County Management Association

**IFS** - Integrated Financial System

**ISTS** - Individual Sewage Treatment Systems

**IPMA-HR** - International Public Management Association – Human Resources

**IT** - Information Technology

**LMC** - Labor Management Committee

**LMD** - Land Management Department of the Land and Water Services Division

**LSI-R** - Level of Service Inventory - Revised

**MA** - Medical Assistance

**MAHF** - Metro Alliance for Healthy Families

**MACA** - Minnesota Association of County Administrators

**MACO** - Minnesota Association of County Officers

**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