

Carver County, Minnesota

Annual Budget

And Long-Term Financial Plan
for 2022 and Beyond

*Adopted by the Carver County Board of Commissioners
Dec. 15th, 2020*



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2021

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CARVER COUNTY PROFILE

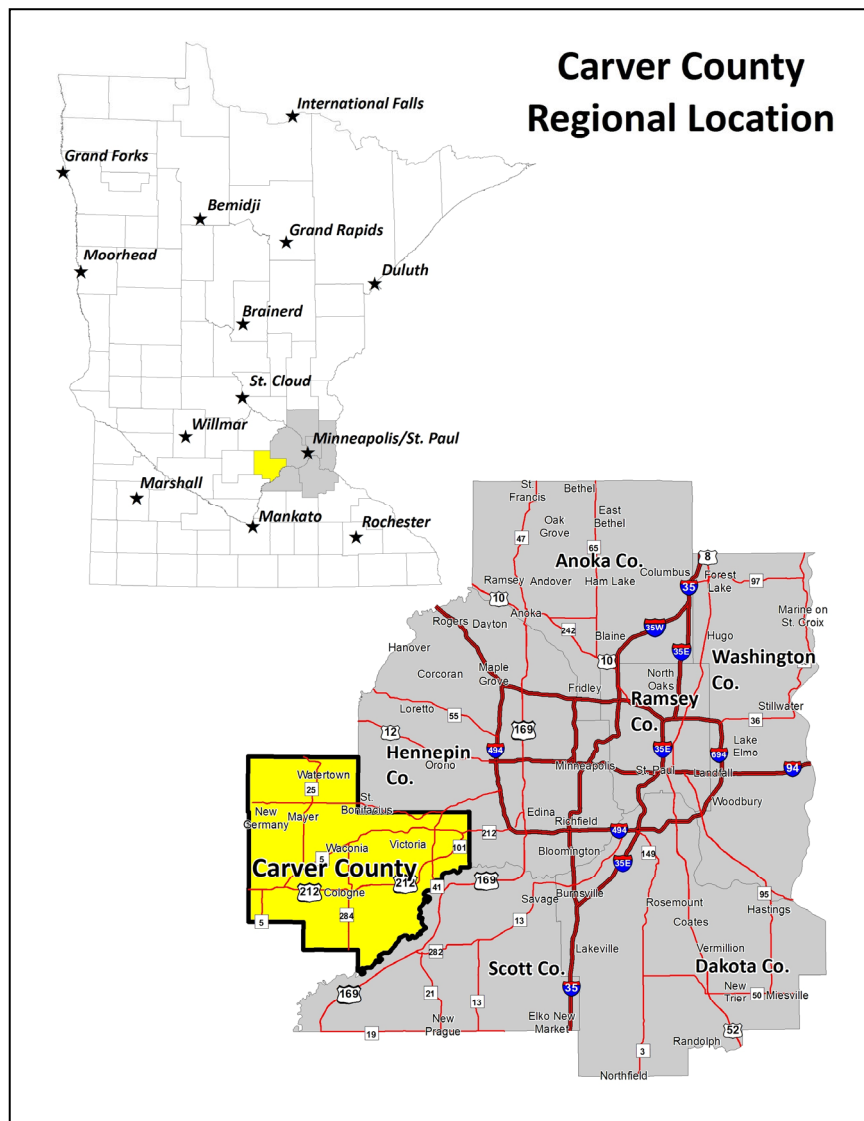
Carver County Profile

Description

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

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

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



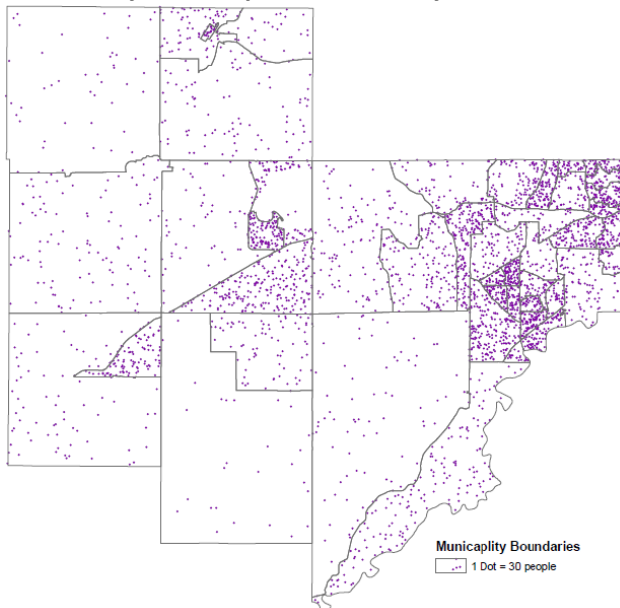
The 2019 population estimate for Carver County is 105,089, according to U.S. Census estimates. The largest city in the county, Chaska (the County Seat), had a 2019 estimated population of 26,989. Chanhassen followed closely behind with an estimated population of 26,389.

The 2040 forecasts from the Metropolitan Council predict that Carver County will experience the highest population growth rate in the Twin Cities Metro Region into 2040, reaching a forecasted population of 161,440. Using this projection, the change in County population from 2019-2040 is expected to see an increase of 53.62%.

Snapshot of Carver County

Population		2000	2010	2019
Total Pop.	County Population	70,205	91,042	105,089
	County Rank (of 87)	11	11	11
Age	% over 65	7.5	8.5	12.6
	% under 18	31.5	29.9	26.4
	Median	33.9	36.3	38.0
Race/Ethnicity	% White	95.9	90.7	92.2
	% Asian	1.6	2.5	3.4
	% Black/ African American	0.6	1.2	2.2
	% Hispanic	1.9	1.7	4.4
	% Other	2.6	3.9	2.2
School Enroll.	K - 12	16,043	20,328	21,608
	College/ Grad. School	2,867	5,765	5,761

Carver County 2019 Population Density Estimate



Housing		2017	2018	2019
Housing Units		38,261	37,583	39,750
Households		35,721	36,925	38,860
Persons per Household		2.7	2.8	2.7
		2018	2019	2020
Sheriff Foreclosure Sales		40	28	12

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

Jobs		2017	2018	2019
Employment by Industry (Top 6 Industries)	Education Services	12,426	11,962	12,203
	Manufacturing	9,753	8,583	8,745
	Professional/Scientific	6,762	7,200	7,351
	Retail Trade	7,172	5,886	5,969
	Finance/ Insurance	4,694	5,440	5,420
	Entertainment/Recreation	5,034	4,480	4,592
	Total (All Industries)	58,556	56,258	56,939

Major Employers (estimated)		2020
	Ridgeview Medical Center	1,500
	Emerson Process Management	1,200
	United Mailing Inc	1,100
	Strom Aviation Inc	1,001
	Automated Building Components	1,000
	Entegris Inc	1,000
	IWCO Direct Holdings Inc	1,000
	Beckman Coulter Inc	780
	Carver County	753
	Bernard Group	600

Source: U.S. Census Bureau and Reference USA

Budget Summary

2021 Adopted Budget		2020 Adopted Budget	
Operating Costs \$ 104,789,109		Operating Costs \$ 104,430,037	
Capital Projects 72,732,511		Capital Projects 42,586,128	
Total	\$ 177,521,620	Total	\$ 147,016,165
2019 Expenditures		2020 Expenditures	
Public Assistance \$ 6,393,927		Public Assistance \$ 6,177,414	
Personal Services 76,711,395		Personal Services 77,003,533	
Services & Charges 12,836,881		Services & Charges 12,552,620	
Materials & Supplies 4,587,736		Materials & Supplies 4,639,476	
Capital Outlay 72,732,511		Capital Outlay 42,586,128	
Debt Services 5,032,200		Debt Services 5,032,200	
Other Expenses (3,382,791)		Other Expenses (3,327,887)	
Transfers 2,609,761		Transfers 2,352,681	
Total	\$ 177,521,620	Total	\$ 147,016,165

Source: Carver County Financial Services

Income and Labor Force

		2017	2018	2019
Income	Median Household	\$ 101,271	\$ 100,324	\$ 101,496
	Median Earnings	\$ 46,721	\$ 52,006	\$ 51,095
	% Poverty	3.6	3.0	4.3
Educational Attainment (Population age 25+)	% No H.S. Diploma	2.9	2.9	6.2
	% H.S. Graduate or Equivalent	18.3	17.0	15.1
	% Associate Degree or Some College	28.9	29.4	26.7
	% Bachelors Degree	34.7	32.8	35.9
	% Graduate or Professional Degree	15.3	17.8	16.1
	Population 25 years and over	66,083	67,577	69,175
Labor Force	Total Labor Force	77,784	79,260	80,856
	Unemployment Rate	1.9%	1.8%	2.3%

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

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
(term ended 2020)

Matt Udermann (term
began 2021)

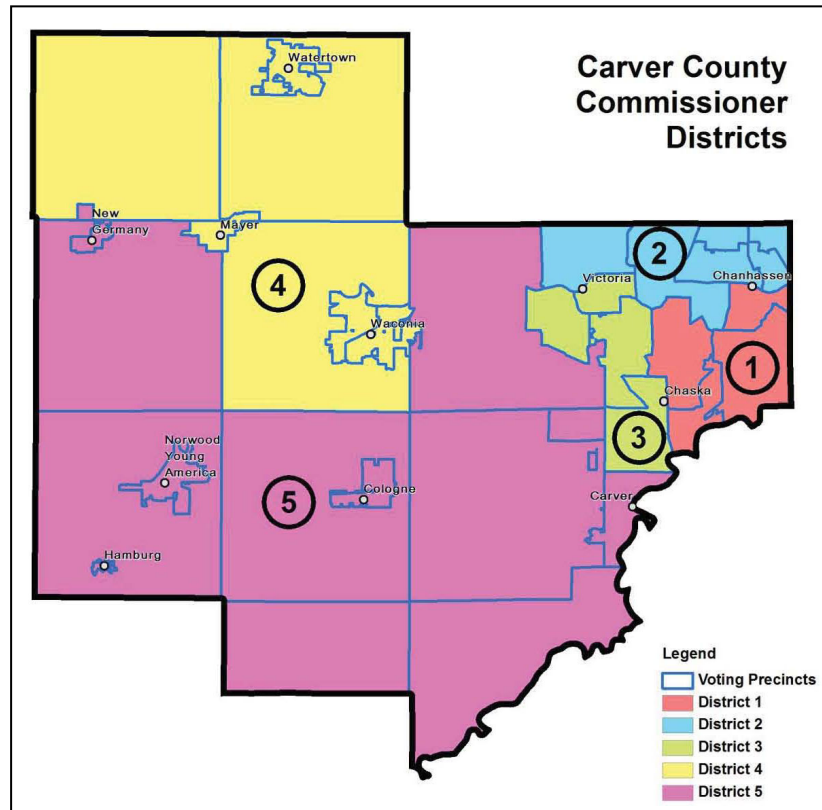
District 4: Tim Lynch

District 5: Jim Ische
(term ended 2020)

John Fahey (term began 2021)

The Board's responsibilities include adopting the annual budget, passing ordinances, and hiring the County Administrator, who serves as the chief administrative officer of the

County. The County Administrator is responsible for carrying out Board policies and ordinances, overseeing day-to-day operations, and appointing the heads of the divisions and departments.



Strategic Plan, Vision, Mission and Goals

I. Vision

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

II. Mission

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

III. Goals - Summarized

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

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

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

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

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

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

IV. Implementation Plan

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

- A. Mitigate flooding of County infrastructure.
- Analyze and develop short and long range plan to mitigate flooding of County highways, bridges, and facilities. Determine high priority flood mitigation projects. Improve road closure process using GIS application.
- B. Raise the quality and quantity of service to the County's veterans and their families to a level of excellence.
- Find ways to identify and serve previously unknown veterans in the County and contribute to efforts to improve veterans housing options.
- C. Transition Health and Human Services' customer service orientation.
- Train staff on new concepts and methodology; adjust policies and practices.
- D. Address food security as a County wide Public Health issue.
- Promote a Community of Stakeholders to inform policy and draft consistent response protocols. Build and enhance community supports and interventions around nutrition and food availability.
- F. Enhance the general overall mental health of Carver County.
- Continue to maintain, or increase, use of telehealth and virtual presence to provide safe and effective mental health care to clients.
 - Public Health and Behavioral Health combine strategies to address building mental wellness on the individual and community basis.
 - Explore the feasibility of a MH/LE co-responder program in Carver County to put people in crisis in direct contact with appropriate resources.
 - Explore collocating crisis team phone triage staff in 911 dispatch center.
 - Expand supportive housing options for homeless population. Create greater housing security for those experiencing difficulties.
 - Open Steiner-Kelting Mental Wellness Facility to provide residential crisis stabilization services.
- G. Study, plan, and implement measures to provide for the security and protection of the public and County employees and assets on County grounds.
- Develop and implement lockdown hardware and procedures, sustain security assessments, and train employees in workplace security. Select and undertake additional facility upgrades identified by assessments.
- H. Update resources and services across the Library system.
- Plan for a new Chaska Library slated to open in 2022.
 - Evaluate the short, and long-term, impacts of COVID-19 on delivery of library services and spaces. This includes social media-based programs, online resources, e-resources, etc.
- I. Develop strategies to change the governance of the Metropolitan Council.
- Coordinate with suburban counties to develop and propose a better governance model for the Metropolitan Council. Follow up by coordinating with legislators to implement changes.
- J. Continue operating drug court, which began in January 2020.

- Continue to work with our partners to operate the drug court.
- K. Evaluate whether to use a hearing officer for traffic court.
- Meet with our justice partners in determining whether having a hearing officer hear traffic cases would be more effective and efficient than our traditional court.
- L. Tele-court: Handle more court hearings via the internet.
- Meet with justice partners in establishing procedures for more court appearances via web services to mitigate the risks with in-person court hearings.
- M. Change data practices laws
- Strategize an approach to coordinate, with partners, to change the data practices law to make it more reasonable and realistic, reducing its weaponization.

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

A. Position the County to attract, develop, and retain a well-qualified workforce. Encourage staff engagement, achievement, and effective teamwork, including engagement of more remote workers and dispersed teams. Continue to build a performance based and service-oriented culture. Create a culture of learning, wellness, innovation and continued personal and professional growth, positioning employees to deliver a high level of service to the community. Develop and incorporate new and modified approaches to support an effective workforce in light of the new challenges presented by the COVID-19 pandemic. Recognize that many public services are essential for the community and must continue to be provided by qualified staff including during challenging economic times. County employees must be supported to effectively deliver these essential services even during the most difficult economic periods.

- Continue to refine methods, process, and approach related to providing meaningful performance feedback, supportive of employee growth and professional development, and performance management processes. Develop management’s ability to guide and support remote teams, and to guide staff through the significant adjustments required to effectively deliver service in a world dramatically changed by COVID-19.
- Continue to monitor employee compensation and benefits to provide a fair total compensation package that is internally equitable and externally competitive with adjustments responsive to the current market conditions, to support attraction and retention of qualified public employees with a commitment to service excellence. Balance these guideposts along with the need to ensure qualified staffing to deliver necessary services with current and upcoming fiscal constraints.
- Provide employee training and education to develop and strengthen professional knowledge and skills, and with focus on educational strategies that will build and support a positive workplace culture. Continue to invest in employee safety and health as top priority commitments.
- Invest in training, development, and professional growth of management, to develop skilled and effective leadership at all levels. Align leadership approach at all levels to create a positive, service-oriented, and effective workplace culture, supportive of employee engagement and growth, and ready to address the unprecedented challenges of the COVID-19 pandemic.
- Evaluate methods of communicating information to both current and prospective employees. Identify strategies to enhance communications approach and develop more effective connections with audience. Address the unique challenges of communicating to a dispersed and remote workforce, testing new methods and approaches, and adjusting to

the significant changes in the way we work in light of a worldwide pandemic. Incorporate and hone the most effective new methods to communicate with and support the County workforce in this new world.

B. Create a culture of innovation.

- Communicate new Rapid Improvement Event method to all employees, urging all to innovate. Train entire IT Project Management Office team to serve as Innovation coaches and new PMO Manager to coordinate. Further raise employee engagement in Innovative methods, train more facilitators, spark more innovations and cultural change, and improve measurement of results.
- Support a culture where innovation can be facilitated in a work environment more focused on remote working and teleworking. Look to build and enhance business processes and structures that increase efficiencies in a remote/telework structure.

C. Address the health disparity of Carver County residents experiencing poverty.

- Community Health Workers will utilize information gained from the County Health Assessment to work with communities and individuals to reduce health disparities in Carver County.

D. Continue to develop a consistent leadership approach at all levels in support of County goals and vision. Support positive organizational culture development, through effective leadership engagement at all levels.

- Continue to build on effective discussions and communication with all levels of County leadership. Align mid-level management methods and approach with organizational goals and vision.

E. Court Services

- Transition Court Services employees to County employees within the HHS Division.

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

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

- Implement an IT Project Management software to help track tasks, IT resources, and portfolio management to increase project visibility and success within the organization.
- Implement IT Strategic Plan, including increased external “Cloud” hosting and improvements in IT structure, management, customer service and communications, core technologies, data integration, and the development of high-level business intelligence.
- Continuously advance cybersecurity protections and training.
- Expand the County’s broadband fiber optic cable network through CarverLink to meet the growing needs of participating agencies.
- Develop a best practice for responding to requests for public data including redacting private information that can eventually be implemented county-wide. Review organizational issues related to Responsible Authority assignments to create more efficient and effective responses to data requests.

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

- Continue to evolve and expand legislative priorities and advocacy efforts to accomplish County goals.

- As expected, the increased use of absentee ballots for the 2016 and 2018 elections continued for the 2020 election in the midst of the COVID-19 pandemic. The physical distancing used for the 2020 election due to COVID-19 may continue as well for the 2022 election. The County needs to expand its capacity to process absentee ballots and further develop options for social distancing to facilitate future elections.
- C. Communications: raise and enhance public and employee awareness of County services and resources.
- Explore opportunities for customers to conduct additional business through our website.
 - Enhance the development of the County Board agenda technology and improve board room technical capabilities including live streaming.
 - Develop County wide maintenance agreements with cities.

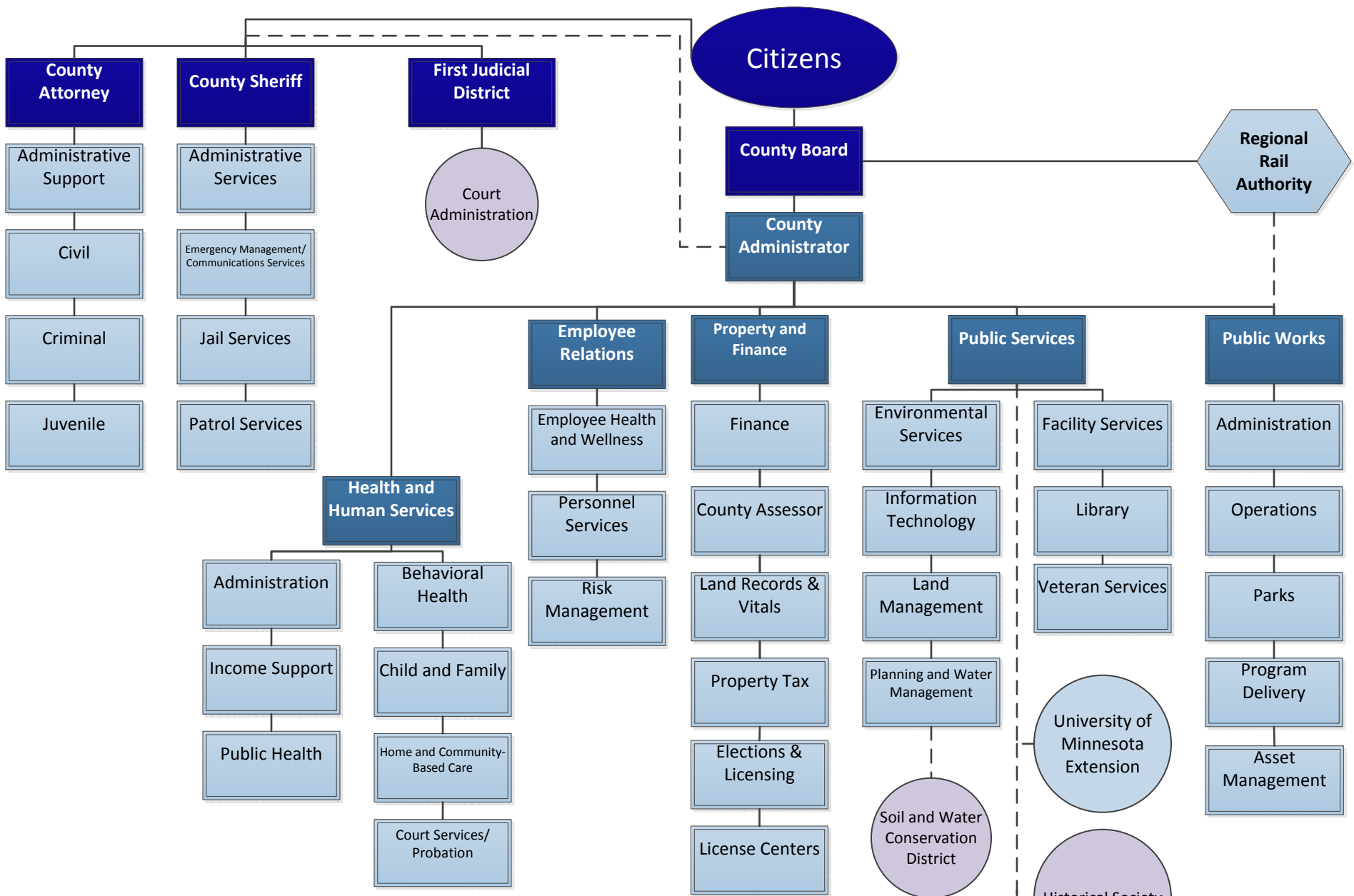
IV. Finances Goal: Improve the County’s financial health and economic profile.

- A. Develop dynamic and flexible budgeting, financing and fiscal forecasting model.
- Create a sustainable funding system to develop, maintain and replace existing road, bridge, parks and trails infrastructure over a 20-year capital investment cycle.
 - Evaluate effects of COVID-19 on transportation and park revenue
 - Meeting increased service needs of our citizens with limited financial resources.
- 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.
- Continue to Implement Asset Management Systems to efficiently track and manage county assets and plan for future needs.
 - Continue to implement Cartegraph OMS for transportation and parks and trails assets and Assetworks for fleet assets. Enhance mobile work orders within Cartegraph to assign and track maintenance work. Eliminate E-timecard entry for PW Operations staff.
 - Prepare a Transportation Asset Management Plan (TAMP).

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

- A. Construct sufficient county infrastructure to accommodate land development while protecting natural resources and limiting the financial burden on the existing tax base.
- Update Transportation Tax Implementation Plan and 5-year CIP Enhance the web site to describe the projects and report progress. Determine financing needs as necessary for county share of projects if grants are won for large projects on Highways 212 and 5.
 - Enhance the county development review process. Improve communication process between cities and county related to land development and impacts to transportation system. Utilize technology as much as possible. Develop engineering review fee structure to ensure quality outcomes.
- B. Modernize County fleet operations
- Analyze and enhance pool car program. Launch pilot kiosk program. As part of space plan, consider storage of pool cars.
- C. Develop Lake Waconia Regional Park
- Apply for grants and state bonding for Phase II development and plan for County funding share.
 - Develop Coney Island

- Develop removal plan for Waconia Event Center
- D. Plan for impacts of new CCWMO plan.
- Determine operational impacts of O&M agreements. Operations and maintenance agreement include inspection and maintenance requirements for new BMPs built with projects. This will require additional resources for the county. Develop partnership with WMO, PW and others to inspect stormwater BMPs.
 - Enhance the county development review process. Improve communication process between cities and county related to land development and impacts to transportation system. Utilize technology as much as possible.
- E. Evaluate recyclable materials accepted at County recycling sites and events to improve our service to residents and businesses and prepare for future growth.
- Analyze markets and local opportunities to enhance or offer new environmental service programs.
- F. Develop a sustainable model to protect the County's water from Aquatic Invasive Species (AIS).
- Analyze different service delivery options, cost saving measures, and revenue sources to deliver a sustainable and equitable AIS program.
- H. Implement the County master space plan to accommodate growing citizen service needs, county staffing, and facility needs.
- Reassess phase one of the master space plan given the impacts of COVID 19. Update spaces to accommodate COVID 19 impacts.
 - Refine and develop both short term and long-term facility protocols, plans and improvements related to health including preventing the spread of COVID-19. Rethink gathering places such as waiting rooms, conference rooms, break rooms, etc. to implement health best practices.
- I. Update zoning codes
- Update/amend the zoning code to reflect 2040 Comprehensive Plan.



Legend:

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

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

- **County Administrator** David Hemze is responsible for the management of County affairs. His division implements the directives, resolutions, ordinances, and policies of the County Board.
- **Employee Relations** provides a full range of personnel services including personnel administration, staffing, classification and compensation, benefits, labor relations, training and development, risk management and safety, and employee health and wellness programming.
- **Health and Human Services** is responsible for providing a wide array of services and programs designed to protect and maintain the health and welfare of County residents. The division determines eligibility and assists residents applying for financial assistance, food support, child care assistance, health care coverage, and long-term care programs. Providing child protection and child support services, licensure of child and adult foster homes, licensing family child care providers, providing public health, mental health, and employment services are core functions as well. Health and Human Services also provides adult and juvenile offender assessments, case planning and programming, coordination of sanctions, treatment referrals, and other local correctional services through its Court Services department.
- **Property and Finance** is responsible for accounting and financial reporting, the annual budget and long-term financial plan, investments and cash management for the County. The Division also provides services related to taxation, land records, property assessment, elections, ditches, and the operation of three customer service/license centers.
- **Public Services** is responsible for administrative, planning, and communications support for County projects and operations. The division provides services related to information technology and facility maintenance, library services, veteran 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. The judges are State employees, and Court Administration operates under the State.

List of Public Officials

Elected Officials

Office

Name

Term

Board of Commissioners

District 1	Gayle Degler	Expires 2024
District 2	Tom Workman	Expires 2022
District 3	Randy Maluchnik	Expires 2020
District 3	Matt Udermann	Expires 2024
District 4	Tim Lynch	Expires 2022
District 5	Jim Ische	Expires 2020
District 5	John Fahey	Expires 2024

County Attorney

Mark Metz Expires 2022

County Sheriff

Jason Kamerud Expires 2022

Appointed County Officials

Office

Name

Term

County Administrator

David Hemze Indefinite

Division Directors

Employee Relations	Kerie Anderka	Indefinite
Health & Human Services	Rod Franks	Indefinite
Property and Finance	David Frischmon	Indefinite
Public Services	Nick Koltavy	Indefinite
Public Works	Lyndon Robjent	Indefinite

Agency Officials

Community Development Agency Executive Director	Julie Frick	Indefinite
Court Administrator	Mary Dalbec	Indefinite
Historical Society Director	Wendy Biorn	Indefinite
Soil and Water Conservation Manager	Mike Wanous	Indefinite
University of MN Extension Regional Manager	Tammy McCulloch	Indefinite

County Budget and Organization

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

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

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

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

Distinguished Budget Presentation Award

The Government Finance Officers Association (GFOA) of the United States and Canada awarded Carver County the GFOA's Distinguished Budget Presentation Award for its 2020 Budget Book. In order to receive the award, Carver County had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as a policy document, financial plan, operations guide, and a communications device. Budget documents must be rated "proficient" in all four categories, and the 14 mandatory criteria within those categories, to receive the award.

In granting the award to Carver County, the GFOA presented a Certificate of Recognition for Budget Presentation to the Finance Department, part of the Property and Financial Services Division, which was primarily responsible for 2020 Budget Book. It was the 11th time the County applied for, and received, the award. The 2021 Budget Book will be submitted for review by the GFOA.

Government Finance Officers Association is a major professional association servicing the needs of more than 21,000 appointed and elected local, state, and provincial-level government officials and other finance practitioners.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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Carver County

Minnesota

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morill

Executive Director



BUDGET OVERVIEW



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

December 15th, 2020

Dear Commissioners and Citizens of Carver County:

I am pleased to present the Recommended 2021 Budget.

The budget recommendations included in this document responds to the uncertain fiscal challenges related to the COVID19 pandemic while continuing Carver County's history of providing a stable level of service to our citizens. The prudent decisions included within these budget recommendations are meant to continue our fiscal stability, personnel investments and Carver County's decade long history of maintaining a AAA bond rating during a public health emergency.

Economic benchmarks, including property market values and new construction, show improved growth from the previous year. For example, the County's \$368,000 average value home increased in value by 1.5% compared to last year. The 2021 budget recommendations capture the new tax base created by this growth which allows for a zero County tax impact on the average-valued residential property.

The 2021 Preliminary Budget totals \$177,521,620 which is a \$30,505,455 (20.75%) increase from 2020 Budget of \$147,016,165. The net increase is primarily the result Road and Bridge planned construction projects for 2021. The recommended preliminary 2021 levy increases by \$1,400,000 (2.37%) to \$60,473,855 compared to the 2020 property tax levy of \$59,073,855.

The County Board held the public hearing on the 2021 Budget on Thursday, December 3rd, 2020. The Board is being asked to adopt the final 2021 levy and budget on Tuesday, December 15th, 2020. The 2021 Budget Book will provide a broad overview of the budget, as well as narrative summaries for all county divisions and departments, elected officials, and programs and services that receive financial support from the County.

The Board is also being asked to approve the 2022 Long-Term Financial Plan on Tuesday, December 15th, 2020. 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 2022 Long-Term Financial Plan will be used as a strategy planning tool to fund significant capital projects and operating challenges beyond the 2021 Budget.

The 2021 Recommended Budget was developed over the past several months through staff meetings, Board work sessions and public hearings. The hard work County staff provided in assisting with the preparation of this budget should be acknowledged. In particular, division directors, managers, Employee Relations and Financial Services staff were instrumental in preparing this budget recommendation, and their assistance is greatly appreciated.

The Budget Overview that follows forms the basis of the recommended preliminary 2021 Annual Budget and is being submitted for review by the Board of Commissioners and citizens of Carver County. It includes the 2020-2021 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 2021 Annual Budget process.

Sincerely,



David Hemze
County Administrator

Budget Overview

Budget Summary

The 2021 Preliminary Budget totals \$177,521,620 which is an increase of \$30,505,455 from the 2020 Budget.

2020-2021 Budget Comparison		
Revenue	2020 Budget	2021 Budget
Taxes & Penalties	\$65,168,297	76,479,285
Licenses & Permits	1,401,935	1,417,310
Intergovernmental	60,176,200	79,382,540
Charges for Services	15,323,255	15,034,505
Fines & Forfeitures	218,486	218,486
Investment Earnings	1,587,447	1,537,447
Other Revenues	3,140,545	3,452,047
Total Revenues	\$147,016,165	\$177,521,620
Expenditures		
Public Assistance	\$6,177,414	\$6,393,927
Personnel Services	77,003,533	76,711,395
Services & Charges	12,552,620	12,836,881
Material & Supplies	4,639,476	4,587,736
Capital Outlay	42,586,128	72,732,511
Debt Services	5,032,200	5,032,200
Other Expenses	(3,327,887)	(3,382,791)
Transfers	2,352,681	2,609,761
Total Expenditures	\$147,016,165	\$177,521,620
Reserves Used	-	-

This chart compares the revenue and expenditure amounts for 2020 and 2021.

The most significant changes in the 2021 Budget are in Taxes & Penalties, Intergovernmental and Capital Outlay.

The increase in taxes & penalties and intergovernmental revenues is primarily due to the sales tax, state and federal funds that are included in the 2021 Budget to finance Road and Bridge capital projects. The 2021 Road and Bridge Capital Improvement Budget increased by \$30,053,573 million compared to 2020.

Strategies to Close the Budget Gap

2021 Budget Gap: Executive Summary	
Tax Levy Increase: Zero Impact on Average Value Home	(\$1,400,000)
Salary and Benefit Projection:	(742,000)
Attachment A: County-wide Levy Adjustments	873,000
Attachment A: Net Division Levy Adjustments	1,000,000
Attachment B: Staffing Changes	(31,000)
Attachment C: Capital Projects	100,000
Attachment D: Facilities, Vehicles, and Equipment Replacement	100,000
Attachment E: Redirect CPA from operating to capital	100,000
Budget Gap: Reserves Used	\$0
Attachment E: Projects Funded by Non-Tax Levy Revenue	\$1,860,000

Following the Board’s direction to have no county tax impact on the average-value home, the Recommended 2021 Budget was developed using the strategies that are summarized in this chart and then described in the following paragraphs.

- **Capture tax base from new construction so the County’s tax impact is zero on the average value home.**

The County Administrator’s Recommended 2021 Tax Levy increase is **\$1,400,000** which is a 2.37% increase over the 2020 Levy. However, by capturing the tax base from new construction the county’s tax impact on the average value home is zero.

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

The 2021 salary and benefits are projected to decrease by \$742,000 based on a 0% wage increase compared to 2020. The salary projection is based on market trends, actual 2020 health insurance elections, 2020 employee turnover resulting in lower wages and health insurance contributions for new hires and overtime trends.

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

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

The 2021 Budget identifies **\$873,000** in County-wide levy adjustments primarily from a \$1,000,000 projection for fiscal uncertainties related to the COVID19 pandemic such as: property tax delinquencies, State Aid cuts/shifts, revenue decreases, public health measures, etc.

The 2021 Budget also identifies **\$1,000,000** in net Division levy adjustments. Divisional expenditure levy adjustments totaled \$472,000 with the majority coming from Health and Human Services due to increased client related service costs, increased court appointed atty costs, body camera maintenance costs, and lobbyist services. The Divisional revenue decrease totaling \$529,631 was largely from inmate revenue decreases from ICE contracts and a 15% reduction in Highway State Aid that was covered with an operational budget adjustment of \$165,000 and a matched amount from one-time funds.

See Attachment A for a summary of the recommended \$873,000 in County-wide levy savings and \$1,000,000 in net Division levy adjustments.

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

The recommended staffing changes are funded by non-levy sources of \$536,000 along with a **reduction of \$31,000** in levy dollars in 2021. *See Attachment B for recommended 2021 Staffing Changes*

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

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

allocated to the Road Preservation Plan in the 2021 Budget. *See Attachment C for the list of recommended 2021 Capital Projects.*

This recommended budget also includes one-time projects funded by **\$1.42 million** of Highway Reimbursement Funds and \$440,000 in State County Program Aid. The Highway Reimbursement Funds are annual repayments from the State for the County advance-funding \$20 million of the State's contribution to the Southwest Bridge Reconnection Project over the MN river in 2014. This funding is planned to end in 2023. *See Attachment E for the list of recommended 2021 Capital Projects funded by 2021 Highway Reimbursement Funds and other financing sources.*

- **Funding for a five-year schedule to replace facilities, vehicles and equipment.**

Board direction in the County's Long-Term Financial Plan is to have a five-year schedule to strategically replace facilities, vehicles and equipment. The 2021 Budget recommends \$1,991,261 million to replace facilities, vehicles and equipment, which is a \$63,646 increase from the 2020 Budget. The 2021 levy needed to fund these purchases is \$1,535,000, which is an increase of **\$100,000** from 2020. *See Attachment D for the recommended 2021 facilities, vehicles and equipment replacement schedule.*

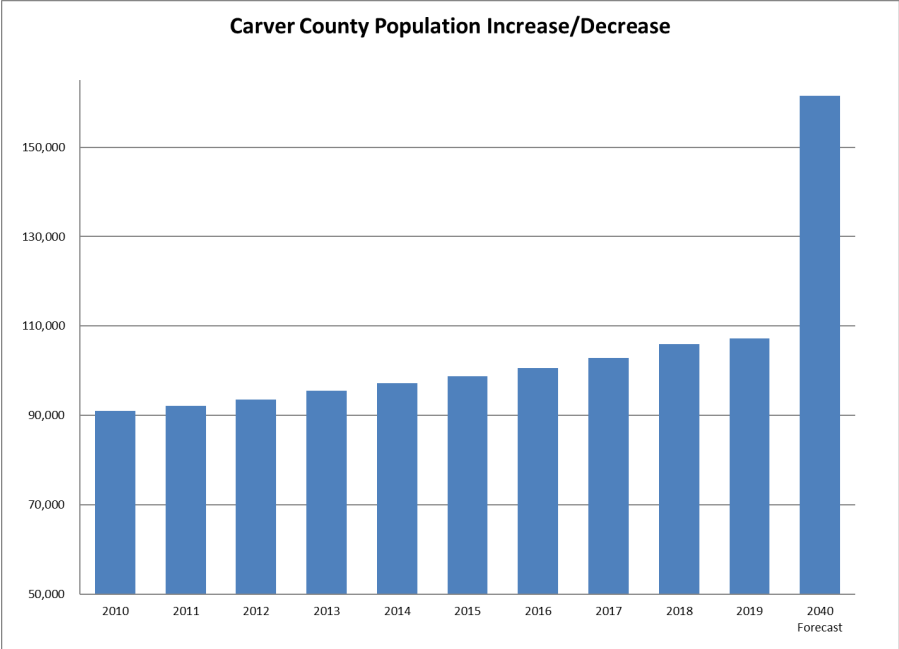
Trend Data

The following are key historical trends that were used to form the foundation of the 2021 Budget.

Population: Out of the 87 Counties within Minnesota, Carver County had the 11th highest population in 2019. Our population increase from 2018 to 2019 was 1.14%. Over the last decade Carver County had a population growth of 17.72% and was the fastest growing county in Minnesota. 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 161,440. That is a 50.63% increase from 2019.

The following shows the 2010 Census populations as well as the 2011-2019 Metropolitan Council population estimates.

<u>Year</u>	<u>Population</u>
2010	91,042
2011	92,104
2012	93,584
2013	95,463
2014	97,162
2015	98,798
2016	100,621
2017	102,858
2018	105,970
2019	107,179
2040	161,440 <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.

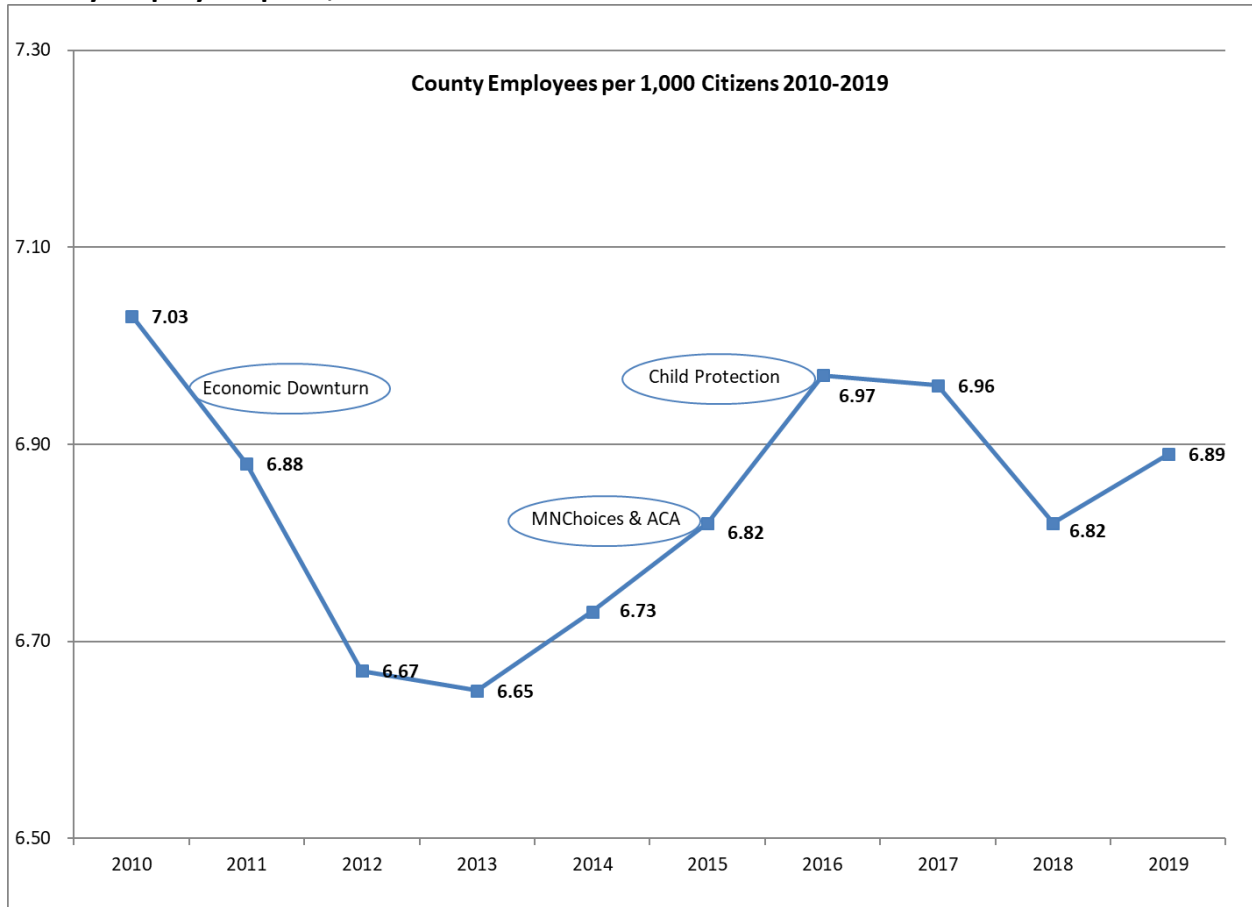
In addition to overall population growth, Carver County’s aging population is expected to impact the type and number of services that will need to be provided in the future. The population of County residents age 65 and older is expected to constitute about 19.70% of the total County population in 2040, up from 11.4% in 2019.

County Employees: Since wage and benefit costs for personnel is the County’s largest expense, the number of County employees significantly impacts the budget. For example, if the number of County employees were to increase at the same rate as the population and double over the next two decades, the result would be large increases in the County budget that would push dramatic property tax increases. Instead the increase in population is expected to introduce economies-of-

scale that will allow the County to operate more efficiently with a lower employee-to-citizen ratio.

The Full-Time Equivalent (FTE) employee positions over the past decade (2010-2019) have increased by 15.3%.

County Employees per 1,000 Citizens 2010-2019

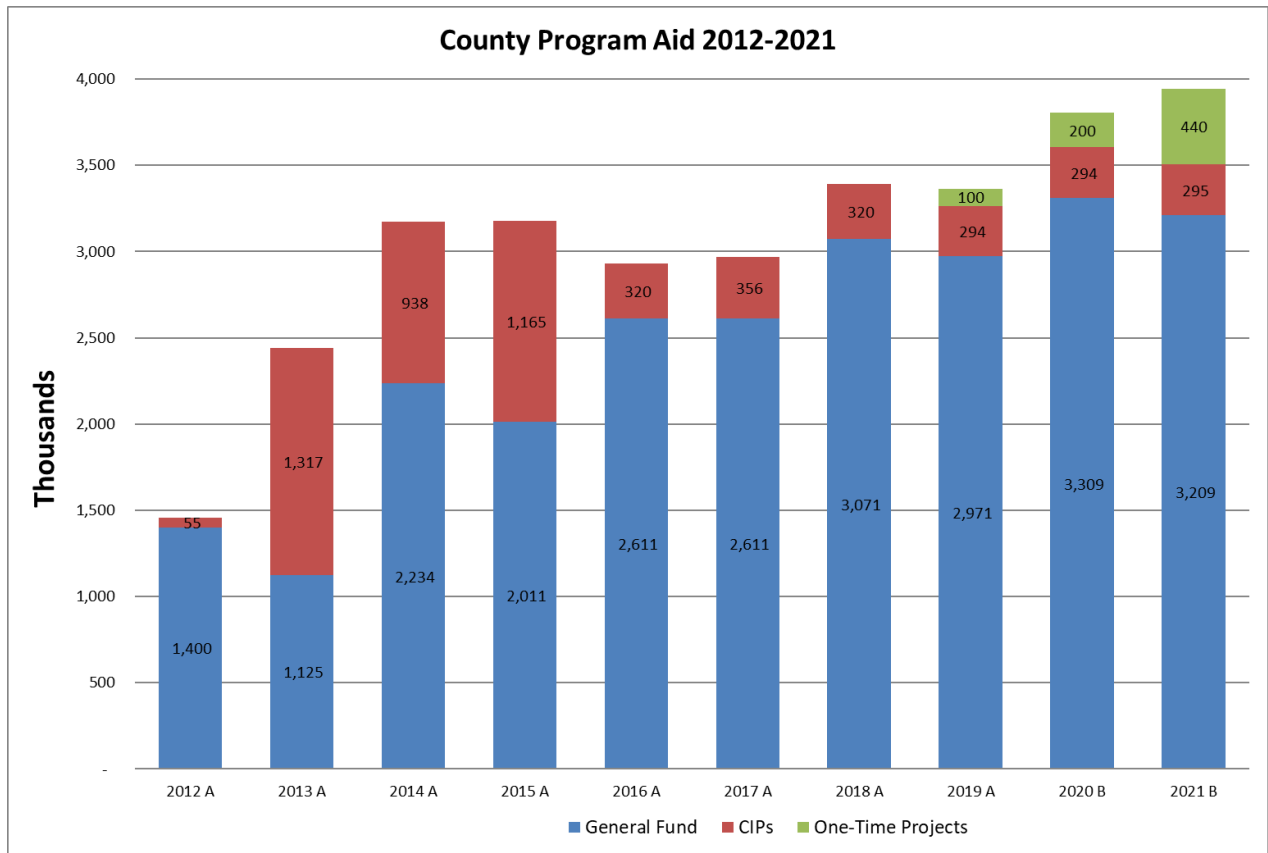


The above graph shows the fluctuation in the number of employees per 1,000 citizens. It has gone from a high of 7.03 employees per 1,000 citizens in 2010 to a low of 6.65 in 2013.

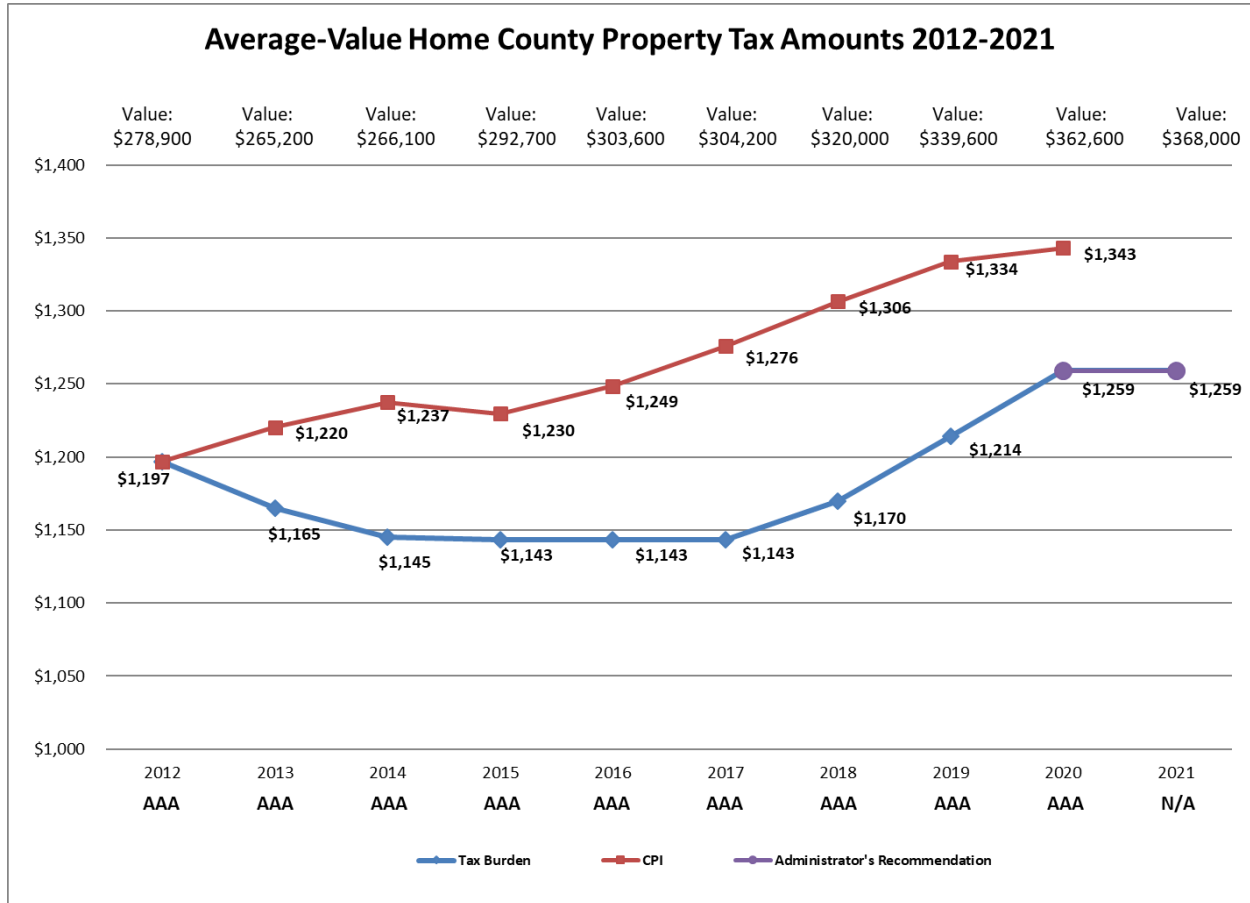
From 2009 thru 2013, there was a steady decrease in the number of employees per 1,000 citizens as a result of a limited growth in the tax base, as well as, continual improvement in efficiencies gained through investments in technology and division reorganizations. The trend reversed in 2014 due to state and federal mandates for the MnChoices program, Affordable Care Act, and Child Protection.

As of October 22th, 2020 there are 752.53 FTEs accounted for at the County. For the 2021 budget there have been an additional 4.55 FTEs approved for a total of 757.08 FTEs (see Attachment B). The 4.55 FTEs added for the 2021 budget cycle are all non-levy funded.

County Program Aid Allocation: The following chart illustrates the actual amount of County Program Aid (CPA) the County has received from 2012-2019 and the budgeted amount for 2020 and 2021. The 2021 Budget has the County receiving \$3,943,892 of CPA funds; this is a \$140,640 increase from 2020. This chart also illustrates the amount of CPA that has been directed to the Capital Improvement Project (CIP) Funds and the General Fund since 2012. In 2021, \$3,209,095 of CPA funds is budgeted in the General Fund.



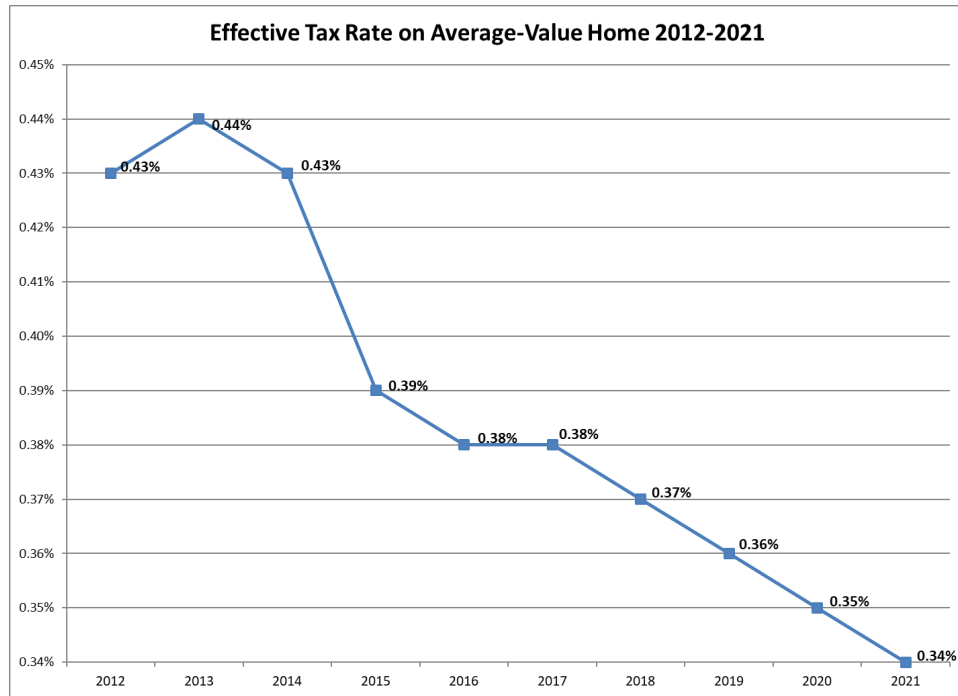
Property Taxation: The Board’s direction for setting the 2021 levy was to have a zero County tax impact on the average value home. The value of the average home in Carver County increased from \$362,600 in 2020 to \$368,000 (1.5%) in 2021. The County’s portion of the total property tax bill on an average-value home for 2021 will remain the same as 2020.



The above chart shows the changes in average home values and taxes from 2012 to 2021. It also shows how the average home’s property tax compares to the Consumer Price Index (CPI), which has grown over the past several years. Carver County’s bond rating which is also listed on the chart has been at the highest rating possible AAA rating since 2010.

Effective Tax Rate:

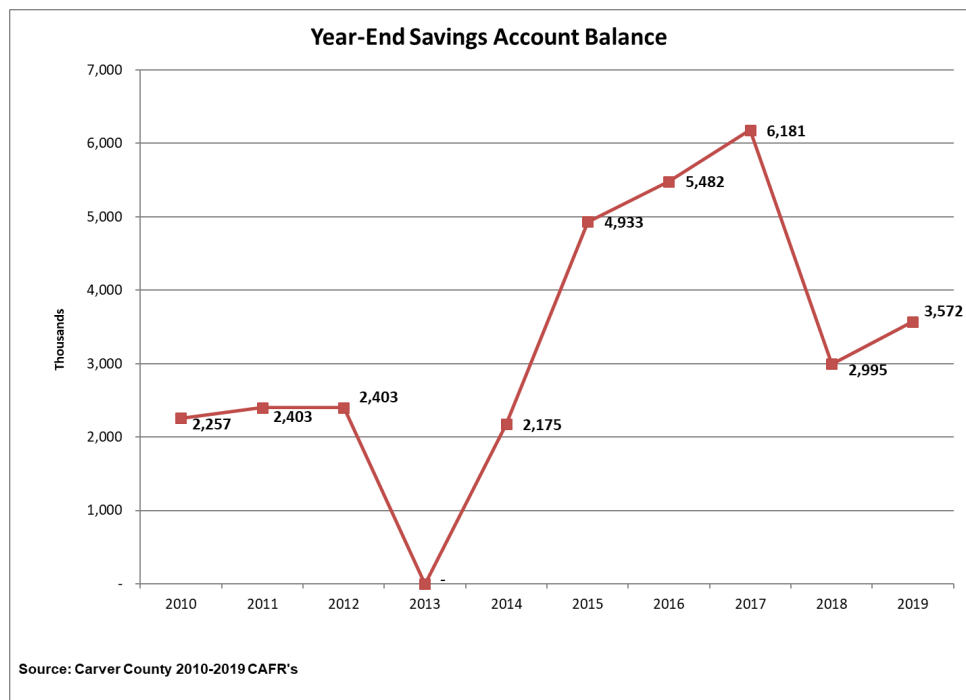
The effective tax rate is the percentage of market value a homeowner is paying in property taxes. It is calculated by taking the average value home's market value and dividing it by the tax. The upward movement on this trend reflects the decreasing valuation of homes that began in 2009 and ended in 2013.



Rising home values and the relatively modest rate of tax increases by the County resulted in a decreasing effective tax rate starting in 2014 and through 2021.

Year-End Savings Account: The Year-End Savings (YES) Account designates up to 5 percent

of the County's reserves for future unknowns such as emergencies, disasters, capital projects, and intergovernmental funding cuts. The chart shows the trend in this account's balance. Significant decreases in 2013, the YES Account was brought down to zero to offset a \$4.3 million negative 2013 mark-to-market investment



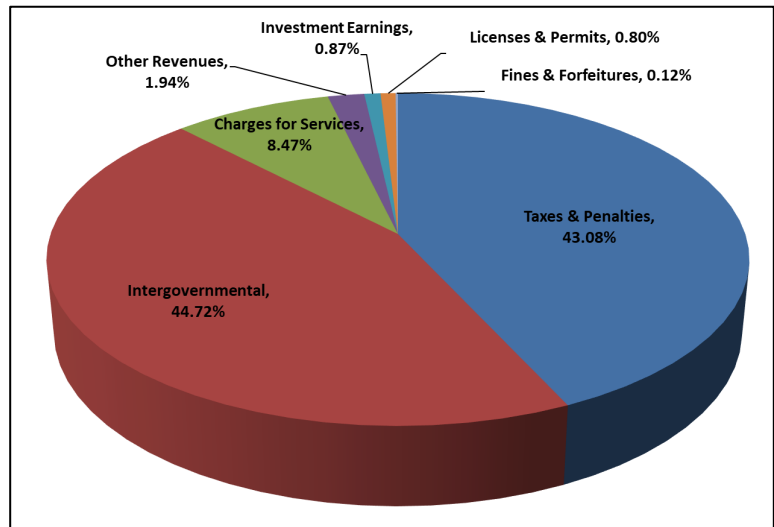
adjustment. The YES account was built back up to \$6.2 million in 2017. There were planned and

approved uses in 2017 as well as 2018 for the YES account. In 2017, \$550k of the YES account was allocated to help fund the purchase of a building that will be used as a Mental Health Wellness Facility. \$875k of 2017 YES funds were earmarked during the 2018 Budget process for Attachment E requests (Software and Other One-Time Projects), as well as, \$101,900 for Sheriff Office crisis training. In 2018, \$1.5M was allocated for the state bonding grant match related to the Lake Waconia Regional Park Redevelopment Project. During the 2019 Budget process, \$508k of 2018 YES funds were earmarked for Attachment E requests. In 2019, uses of the YES account included a phased funding plan for a Health and Human Services position of \$250k, as well as the city of Chaska special assessments for street improvements of \$119k. During the 2020 Budget process, \$110k of the 2019 YES funds were earmarked for Attachment E requests. Finally, since 2018, \$700k of the YES account continues to be earmarked to offset the next negative mark-to-market investment adjustment, which will occur if the market’s historically low interest rates significantly rise at the end of the year similar to 2013.

Revenues

The 2021 Budget totals \$177,521,620 in revenues, which is an increase of \$30.5 million compared to the 2020 budget. The following lists the sources of revenues for 2021, and the chart shows the percentage of the total associated with each revenue amount.

2021 Budget Revenue	
Taxes & Penalties	\$76,479,285
Intergovernmental	79,382,540
Charges for Services	15,034,505
Other Revenues	3,452,047
Investment Earnings	1,537,447
Licenses & Permits	1,417,310
Fines & Forfeitures	218,486
Total Revenues	\$177,521,620



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 2021 Budget includes the amount of property taxes levied for the year and penalties. Once established, property tax amounts cannot be adjusted upward during the year.

The County Administrator’s recommended total County levy of \$60,473,855 for 2021 is an increase of 2.37%, or \$1.4 million from the 2020 levy. Revenues from the property tax levy will constitute approximately 43.08% of all County revenues for 2021.

2021 Proposed Property Tax Levy

General Fund	\$35,199,349
Road and Bridge Fund	5,298,596
Health & Human Services Fund	13,143,710
Road & Bridge Capital Improvement Fund	2,290,000
Debt Services Fund	4,419,200
<u>Unestad Tax Abatement</u>	<u>123,000</u>
Total Levy County	\$60,473,855
<u>Carver Watershed Management Organization</u>	<u>\$ 821,828</u>
Total Combined Levy	\$61,295,683

By capturing the tax base from new construction, the \$1.4 million increase in the 2021 tax levy will have no County tax impact on the average value home.

Intergovernmental and Other Revenues: Intergovernmental funding, which increased by \$19.2 million from the 2020 Budget to the 2021 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 \$60,176,200 in 2020 to \$79,382,540 in 2021 primarily due to the state and federal funds that were included in the 2021 Budget to finance Road and Bridge capital projects.

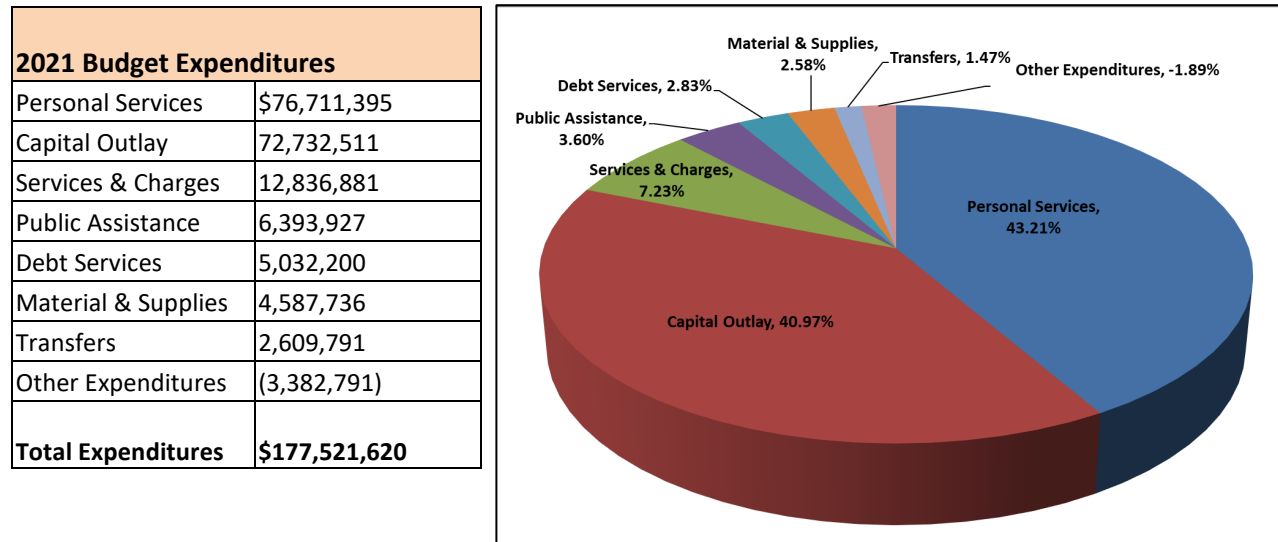
The Other Revenues category totals \$3,452,047. It includes gifts and donations, miscellaneous revenue from contracts, and transfers between funds.

Charges for Services: The third-highest revenue source comes from Charges for Services, which totals \$15,034,505 in the 2021 Budget, a decrease of \$288,750 from 2020. 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 \$1,537,447 in 2021, a decrease of \$50,000 compared to 2020 based on recent years and the short-term investment outlook.

Expenditures

The 2021 Budget totals \$177,521,620 in expenditures, which is an increase of \$30.5 million compared to the 2020 budget. The following lists the expenditures for 2021 and the chart shows the percentage of the total expenditure associated with each category.



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 2021 is \$76,711,395, which is a decrease of \$292,138 from the 2020 budgeted amount of \$77,003,533. The 2021 Budget includes salary and benefit increases to remain competitive with the market. This also includes the recommended FTE changes reflected on Attachment B.

After years of seeing health insurance costs increase at a rate much higher than inflation, the County’s health insurance premiums had relatively small increases over the past few years due to rate cap guarantees in the County’s employee health insurance contract. In 2016, a request for proposals for employee health insurance resulted in an aggregate 15% decrease in 2017 health insurance premiums and single-digit rate cap increases for 2018 – 2021. Every five years, the County is statutorily required to re-bid its employee health insurance contract. During 2021, the County will be conducting a health insurance request for proposal for the 2022 benefits.

Conference and Training: The 2021 Budget includes \$573,436 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 \$72,732,511 for capital improvements. A number of capital projects are included in the 2021 Budget, most of which have off-setting cost savings, intergovernmental reimbursements, and sources of funds other than property taxes. *See Attachment C: Capital Projects and Attachment D: Facilities, Vehicles, and Equipment Replacement for projects that are included under Capital Outlay.*

Public Assistance: The 2021 Budget includes \$6,393,927 for Public Assistance. In terms of expenditures for specific County functions, expenditures for Health and Human Services (which includes Public Assistance) consume the most dollars in comparison to other services provided by the County. The amount budgeted for Public Assistance in 2021 is \$216,513 higher than the 2020 budget.

Debt Services: Annual principal and interest payments that retire County debt are budgeted in the Debt Service Fund and are another major component of County expenditures. In the 2021 Budget, \$5,032,200 is being budgeted for Debt Services, which is the same as 2020.

2021 Budget: Net Levy Adjustments/Trends

12/9/2020

	Item	Division Request	County Administrator's Preliminary Recommendation
Attachments C-E			
	Attachment C - 2021 Capital Projects - Road Preservation	100,000	100,000
	Attachment D - 2021 Equipment Replacement	100,000	100,000
	Attachment E - CPA redirected from Operating Budget to One-Time Projects	100,000	100,000
	<i>Subtotal accounted for in Attachment C-E</i>	<i>300,000</i>	<i>300,000</i>
County-wide:			
	Expiring and early retirement of debt (2012 A & 2013A Bonds) and decrease in principal and interest payments	(1,282,365)	(1,282,365)
	Future Debt Service for Master Space Plan	1,282,365	1,282,365
	LTFP driven- IT cost increases	30,000	30,000
	Indirect Federal Funding increases (based on trends)	(32,063)	(32,063)
	Investment Income	50,000	50,000
	Property Tax Delinquencies/State Cuts/etc.	1,000,000	1,000,000
	Vacancy Savings Adjustment - 5.0% of 2021 Salary & Benefit Projection	(175,000)	(175,000)
	<i>Subtotal</i>	<i>872,937</i>	<i>872,937</i>
Divisions Negative Expenditure Trends Levy Adj:			
County Admin	County Lobbyist	50,000	50,000
Public Services- Extension	MOA increase for 2021- University of MN waived planned increase (\$4,041)	-	-
Public Services- SWCD	Following County pattern, 0%	-	-
Public Services- Historical Society	Allocation increase	2,000	2,000
Public Services- IT	Security Information Event Management (SIEM)	28,000	28,000
Public Services- PWM	AIS Program Support to cover local partner funding gap	28,000	28,000
Court Admin	Increased cost in Court Appointed Atty Fees: \$51k increase related to juvenile cases- CHIPS cases based on 3 year trend, increased civil budget by \$8k based on 5 year trend.	59,000	59,000
Employee Relations	Increase in Unemployment budget based on past and current trends	50,000	50,000
HHS-Child & Family	Court Appointed Attorneys have increased client related service costs in recent years of approximately \$126,000. In 2020 HHS spent \$166,000 on these costs, and in 2021 the State allocation is \$40,000. In addition HHS experienced increased court time, and increases in transportation costs, and additional meeting costs. It is hoped a new structure to the Court Appointed Attorney contract will reduce these costs.	126,000	126,000
PW- Parks	Lake Waconia Regional Park- Annual Sewer and Water Services	10,000	10,000
PW-APM	Cartegraph cloud hosting GIS services maintenance	14,500	14,500
PW-APM	Assetic Predictor Software	18,000	18,000
PW-Operations	Fleet software for fuel management	10,000	10,000
Sheriff's Office	Medical Examiner's Contract increase	11,570	11,570
Sheriff's Office	Annual maintenance- body cameras	65,000	65,000
	<i>Subtotal - Expenditure Levy Adj.</i>	<i>472,070</i>	<i>472,070</i>
Divisions Net Revenue Levy Adjustments:			
Sheriff's Office	Inmate Revenue decrease	373,000	373,000
Sheriff's Office	UASI Grant eliminated	50,000	50,000
Sheriff's Office	Revenue increases from Contract Revenue	(168,369)	(168,369)
HHS-Encore	Encore program at half capacity for 2021, 75% for 2022 - See Attachment E	120,000	60,000
PFS - License Center	New State Vehicle registration software will reduce # of customers served	50,000	50,000
PW-Operations	15% reduction State Aid, half of 15% comes back for 2022 - See Attachment E	330,000	165,000
	<i>Subtotal - Revenue levy adj.</i>	<i>754,631</i>	<i>529,631</i>

Net Division Levy Adjustment

1,226,701

1,001,701

Net County Wide and Division Levy Adjustment

\$ 2,099,638 \$ 1,874,638

Net Attachments C-E, County Wide and Division Levy Adjustments

2,399,638 2,174,638

Attachment B: Recommended Staffing Changes

as of 12/9/2020

Division/Department	Division priorities	Division Requested FTE's	Funding Source	Administrator Recommended FTE's Changes	Position	Requested Gross Levy (\$)	Direct Reimbursement	Indirect Funding	Division Requested Net Levy (\$)	Administrator Recommended Net Levy (\$)
Requested for 2021:										
Attorney's Office	1	(0.70)	Levy	(0.70)	Law Clerk (2)	\$ (30,927)	-	-	\$ (30,927)	\$ (30,927)
HHS/Child and Family	1	1.00	NonLevy	1.00	Family Finding Social Worker	109,752	-	109,752	-	-
HHS/Behavioral Health	1	1.00	NonLevy	1.00	Psychotherapist	117,902	-	117,902	-	-
HHS/Behavioral Health	2	1.00	NonLevy	1.00	Housing Social Worker	107,808	-	107,808	-	-
PS/Information Technology	1	1.00	Levy	-	IT Project Manager	112,721	-	-	112,721	-
PS/Facilities Services	2	1.00	Levy	-	Custodian	68,365	-	-	68,365	-
PS/Information Technology	3	1.00	Levy	-	IT Solutions Architect	117,794	-	-	117,794	-
PS/Planning & Water Management	4	0.40	NonLevy	0.40	Water Resources Technician	42,164	-	42,164	-	-
PS/Planning & Water Management	5	1.00	NonLevy	1.00	Lead Water Resources Technician	72,259	-	9,768	62,491	-
PS/Planning & Water Management	5	(1.00)	NonLevy	(1.00)	Water Resources Technician	(62,491)	-	-	(62,491)	-
PS/ Environmental Services	6	0.10	NonLevy	0.10	Environmental Attendant	3,870	-	3,870	-	-
PS/ Environmental Services	7	0.25	NonLevy	0.25	STOC Assistant Environmentalist	7,953	-	7,953	-	-
PS/Library Services	8	1.00	Levy	-	Technology Librarian	107,711	-	-	107,711	-
PS/Library Services	9	0.42	Levy	-	Library Assistant	38,438	-	-	38,438	-
PS/Library Services	10	0.10	Levy	-	STOC Librarian	5,619	-	-	5,619	-
PS/Library Services	11	0.70	Levy	-	Associate Librarian	49,470	-	-	49,470	-
PW/Program Delivery	1	1.00	Partial Levy	1.00	Engineering Specialist	95,003	-	95,003	-	-
PW/Parks	2	0.50	NonLevy	0.50	Park Maintenance Technician	41,991	-	41,991	-	-
PW/Operations	3	0.50	Levy	-	Hwy Maint Operator	41,991	-	-	41,991	-
PW/Program Delivery	4	1.00	Partial Levy	-	Transportation Planner	109,210	-	54,605	54,605	-
										-
Subtotal:		11.27		4.55		\$ 1,156,603	\$ -	\$ 590,816	\$ 565,787	\$ (30,927)

Attachment C: Capital Projects by Fund for 2021
as of 12/9/2020

DEPT.	CIP #	DESCRIPTION	2020 Board Approved	2021 Recommended	2021 Board Approved	Inc./Dec
Parks & Trails Capital Improvements						
	522-512	TH5 Arboretum Trail (CPA)- payback to Fund 32	73,539	73,699	73,699	160
	529-517	Lake Waconia Regional Park/Coney Island (Parks & Trails Funds)	286,000	286,000	286,000	-
		34-000-XXX-XXXX-66xx	359,539	359,699	359,699	160
Fund 34 Total	34-XXX-XXX-XXXX-66XX		359,539	359,699	359,699	160
Levy Dollars - Fund #34			-	-	-	-
Building and Other Capital Improvements						
		Contribution to Agricultural Society 2020/2021 Building Projects (CPA)	60,000	60,000	60,000	-
		Building Security Improvement Plan- (CPA)	13,540	13,699	13,699	159
		30-XXX-XXX-XXXX-6630	73,540	73,699	73,699	159
Fund #30 Total	30-XXX-XXX-XXXX-66XX		73,540	73,699	73,699	159
Levy Dollars - Fund #30			-	-	-	-
Regional Rail Authority Right-of Way Capital Improvements						
		Contribution to County for FTE (levy)	63,202	105,193	105,193	41,991
		Ditch Drainage, Culvert Cleaning, Tree Removal, Trail Crack Sealing & Sealcoating	110,798	69,807	69,807	(40,991)
		15-XXX-XXX-XXXX-66XX	174,000	175,000	175,000	1,000
Fund #15 Total	15-XXX-XXX-XXXX-66XX		174,000	175,000	175,000	1,000
Levy Dollars - Fund #15			170,000	173,000	173,000	3,000
Road & Bridge Capital Improvements						
Transfers						
		State Aid Regular transfer for FTEs	424,278	424,278	424,278	-
		Transportation Sales & Use Tax to Fund 3 for FTEs and 212 professional services	344,970	443,670	443,670	98,700
		Wheelage tax funds transfer to Fund 35	315,000	315,000	315,000	-
		Levy transfer to Fund 3 for Seal Coating and Crack Filling		82,190	82,190	82,190
		03-304 & 35-814	1,084,248	1,265,138	1,265,138	180,890
Professional Services						
	307-8726	TH 101 Reconstruction from CSAH 61 to Pioneer Trail. (City Lead) (CSAH Reg)	51,649	-	-	(51,649)
	307-8726	TH 101 Reconstruction from CSAH 61 to Pioneer Trail. (City Lead) (Sales Tax)	5,893	-	-	(5,893)
	307-8787	CSAH 44 Reconstruction from CSAH 11 to TH212 (City Lead) (MUN/STATE)	100,000	-	-	(100,000)
	307-8787	CSAH 44 Reconstruction from CSAH 11 to TH212 (City Lead) (CSAH Reg)	225,000	-	-	(225,000)
	307-8794	CSAH 24 shoulder widening from CSAH 10 to Hennepin County Line (Wheelage Tax)	397,260	-	-	(397,260)
	307-8818	County Road 117 (Galpin Blvd.) from Highway 5 to North County Line (MUN/STATE)	255,500	-	-	(255,500)
	307-8818	County Road 117 (Galpin Blvd.) from Highway 5 to North County Line (Sales Tax)	577,000	-	-	(577,000)
	307-8846	CSAH 17 at Lake Lucy Road Pedestrian Crossing (MUN/STATE)	54,900	-	-	(54,900)
	307-8847	Highway 5 & CSAH 33 Roundabout. SP 010-633-047 (MUN/STATE)	301,104	-	-	(301,104)
	307-8847	Highway 5 & CSAH 33 Roundabout. SP 010-633-047 (CSAH Reg)	33,541	-	-	(33,541)
	307-8861	CSAH 11 at Deer Run Dr. Pedestrian Crossing (MUN/STATE)	53,100	-	-	(53,100)
	307-8637	CSAH 18 Reconstruction from TH 41 to Galpin (MUN/STATE)	-	363,116	363,116	363,116
	307-8760	CSAH 10 Expansion from RR to Creek Ln. N.(10-M3) (Sales Tax)	-	271,920	271,920	271,920
	307-8811	CSAH 11 - Reconstruction From 6th Street to TH 212. (MUN/STATE)	-	200,000	200,000	200,000
	307-8813	CSAH 61 Reconstruction from Highway 41 to East Chaska Creek (with TH41 - City Lead) (MUN/STATE)	-	322,350	322,350	322,350
	307-8813	CSAH 61 Reconstruction from Highway 41 to East Chaska Creek (with TH41 - City Lead) (Sales Tax)	-	61,600	61,600	61,600
	307-8820	Highway 41 and 10 Expansion from Bavaria to Park Drive (10-S2,S4,M4,M5,M6) (MUN/STATE)	-	84,420	84,420	84,420
	307-8820	Highway 41 and 10 Expansion from Bavaria to Park Drive (10-S2,S4,M4,M5,M6) (Sales Tax)	-	425,430	425,430	425,430
	307-8824	CSAH 61 Reconstruction from Engler Blvd. to Bluff Creek Dr.(M5, L5) (MUN/STATE)	-	1,028,715	1,028,715	1,028,715
	307-8826	TH 212 Expansion from Norwood Young America to Cologne (MUN/STATE)	-	429,187	429,187	429,187
	307-8826	TH 212 Expansion from Norwood Young America to Cologne (Sales Tax)	-	429,187	429,187	429,187
	307-8834	Highway 41 Reconstruction from Mn River to Walnut Court. (City Lead) (Sales Tax)	-	70,000	70,000	70,000
	307-8844	CSAH 40 Rehab and SW from CSAH 52 to South County Line (Wheelage Tax)	-	530,105	530,105	530,105
	307-8866	Highway 20/25 Intersection (CSAH Reg)	-	166,000	166,000	166,000
	307-8880	CSAH 50 shoulder widening and rehab from CSAH 31 to CSAH 33(W) (Wheelage Tax)	-	62,106	62,106	62,106
	307-10-S1	CSAH 11 Improvements from N. of RR to S. of Marsh Lake Road (10-S1) (MUN/STATE)	-	49,852	49,852	49,852
	307-10-S3	Highway 41 Underpass N. of Engler (10-S3) (MUN/STATE)	-	19,313	19,313	19,313
		32-307-000-0000-6680	2,054,947	4,513,301	4,513,301	2,458,354
Construction						
	307-8015	Safety Set Aside (County Levy)	175,000	175,000	175,000	-
	307-8016	Traffic Marking / Signs / Signals (County Levy)	315,000	315,000	315,000	-
	307-8016	Traffic Marking / Signs / Signals (County Program Aid)	147,078	147,399	147,399	321
	307-8726	TH 101 Reconstruction from CSAH 61 to Pioneer Trail. (City Lead) (MUN/STATE)	14,257,044	-	-	(14,257,044)
	307-8726	TH 101 Reconstruction from CSAH 61 to Pioneer Trail. (City Lead) (CSAH Reg)	1,525,000	-	-	(1,525,000)
	307-8726	TH 101 Reconstruction from CSAH 61 to Pioneer Trail. (City Lead) (Sales Tax)	174,000	-	-	(174,000)
	307-8744	CSAH 32 Bridge over Crow River (10514) (CSAH Reg)	1,183,686	-	-	(1,183,686)
	307-8744	CSAH 32 Bridge over Crow River (10514) (Bridge Bonds)	916,004	-	-	(916,004)
	307-8749	CSAH 50 Bridge #L2787 over Bevens Creek. (CSAH Reg)	1,707,703	-	-	(1,707,703)
	307-8749	CSAH 50 Bridge #L2787 over Bevens Creek. (Bridge Bonds)	639,754	-	-	(639,754)
	307-8822	CSAH 11/18/43 Intersection Improvements (MUN/STATE)	50,000	-	-	(50,000)
	307-8822	CSAH 11/18/43 Intersection Improvements (CSAH Reg)	400,000	-	-	(400,000)
	307-8822	CSAH 11/18/43 Intersection Improvements (Sales Tax)	50,000	-	-	(50,000)
	307-8845	CSAH 50 CIR & SW from CSAH 41 to CSAH 40 (CSAH Reg)	2,413,993	-	-	(2,413,993)
	307-8845	CSAH 50 CIR & SW from CSAH 41 to CSAH 40 (Wheelage Tax)	212,507	-	-	(212,507)
	307-8846	CSAH 17 at Lake Lucy Road Pedestrian Crossing (MUN/STATE)	274,500	-	-	(274,500)
	307-8847	Highway 5 & CSAH 33 Roundabout. SP 010-633-047 (MUN/STATE)	1,632,537	-	-	(1,632,537)
	307-8847	Highway 5 & CSAH 33 Roundabout. SP 010-633-047 (Fed)	1,346,400	-	-	(1,346,400)

Attachment C: Capital Projects by Fund for 2021
as of 12/9/2020

DEPT.	CIP #	DESCRIPTION	2020	2021	2021	Inc./Dec
			Board Approved	Recommended	Board Approved	
	307-8847	Highway 5 & CSAH 33 Roundabout. SP 010-633-047 (CSAH Reg)	909,134	-	-	(909,134)
	307-8858	TH 212 Resurfacing from TH 5 to CSAH 36 (W) (CSAH Reg)	100,000	-	-	(100,000)
	307-8861	CSAH 11 at Deer Run Dr. Pedestrian Crossing (MUN/STATE)	295,000	-	-	(295,000)
	307-8637	CSAH 18 Reconstruction from TH 41 to Galpin (MUN/STATE)	-	1,269,473	1,269,473	1,269,473
	307-8726	TH 101 Reconstruction from CSAH 61 to Pioneer Trail. (City Lead) (MUN/STATE)	-	436,912	436,912	436,912
	307-8796	CSAH 41 Bridge over Silver Creek (10502). SF Township (Bridge Bonds)	-	450,000	450,000	450,000
	307-8811	CSAH 11 - Reconstruction From 6th Street to TH 212. (MUN/STATE)	-	4,746,526	4,746,526	4,746,526
	307-8811	CSAH 11 - Reconstruction From 6th Street to TH 212. (CSAH Reg)	-	7,449,018	7,449,018	7,449,018
	307-8811	CSAH 11 - Reconstruction From 6th Street to TH 212. (CSAH Mun)	-	1,402,118	1,402,118	1,402,118
	307-8825	TH 212 Expansion from 0.5 miles E. of CSAH 36 to 0.2 miles W. of CSAH 11 (MUN/STATE)	-	14,000,000	14,000,000	14,000,000
	307-8825	TH 212 Expansion from 0.5 miles E. of CSAH 36 to 0.2 miles W. of CSAH 11 (Fed)	-	22,000,000	22,000,000	22,000,000
	307-8825	TH 212 Expansion from 0.5 miles E. of CSAH 36 to 0.2 miles W. of CSAH 11 (Sales Tax)	-	5,596,653	5,596,653	5,596,653
	307-8867	TH 5 Regional Trail (Sales Tax)	-	3,134,345	3,134,345	3,134,345
		32-307-000-0000-6681	28,724,340	61,122,444	61,122,444	32,398,104
Right of Way						
	307-8726	TH101 Reconstruction (CSAH 61 - CSAH 14) (Muni/ State Participation)	2,742,956	-	-	(2,742,956)
	307-8793	CSAH 10 shoulder widening TH 25 to Wright County Line (Land Acq.) (Wheelage Tax)	10,240	-	-	(10,240)
	307-8794	CSAH 24 shoulder widening from CSAH 10 to Hennepin County Line (Wheelage Tax)	310,000	250,000	250,000	(60,000)
	307-8811	CSAH 11 - Reconstruction From 6th Street to TH 212. (MUN/STATE)	400,000	-	-	(400,000)
	307-8811	CSAH 11 - Reconstruction From 6th Street to TH 212. (CSAH Mun)	400,000	-	-	(400,000)
	307-8825	TH 212 Expansion from 0.5 miles E. of CSAH 36 to 0.2 miles W. of CSAH 11 (MUN/STATE)	1,850,000	-	-	(1,850,000)
	307-8825	TH 212 Expansion from 0.5 miles E. of CSAH 36 to 0.2 miles W. of CSAH 11 (Sales Tax)	1,850,000	-	-	(1,850,000)
	307-8787	CSAH 44 Reconstruction from CSAH 11 to TH212 (MUN/STATE)	-	175,000	175,000	175,000
	307-8787	CSAH 44 Reconstruction from CSAH 11 to TH212 (CSAH Reg)	-	175,000	175,000	175,000
	307-8793	CSAH 10 shoulder widening TH 25 to Wright County Line (Wheelage Tax)	-	75,000	75,000	75,000
	307-8794	CSAH 24 shoulder widening from CSAH 10 to Hennepin County Line (Wheelage Tax)	-	350,000	350,000	350,000
	307-8813	CSAH 61 Reconstruction from Highway 41 to East Chaska Creek (with TH41 - City Lead) (MUN/STATE)	-	58,000	58,000	58,000
	307-8813	CSAH 61 Reconstruction from Highway 41 to East Chaska Creek (with TH41 - City Lead) (Sales Tax)	-	202,000	202,000	202,000
	307-8834	Highway 41 Reconstruction from Mn River to Walnut Court. (City Lead) (Sales Tax)	-	611,000	611,000	611,000
	307-8866	Highway 20/25 Intersection (CSAH Reg)	-	20,000	20,000	20,000
		32-307-000-0000-6685	7,563,196	1,916,000	1,916,000	(5,647,196)
Resurfacing/ Rehab/ Maintenance						
	307-8000	Resurfacing/ Rehab/ Maintenance (County Levy)	1,700,000	1,717,810	1,717,810	17,810
	307-8000	Resurfacing/ Rehab/ Maintenance (Wheelage)	696,184	1,122,114	1,122,114	425,930
	307-8000	Resurfacing/ Rehab/ Maintenance (CSAH Reg)	-	181,541	181,541	181,541
		32-307-000-0000-6684	2,396,184	3,021,466	3,021,466	625,282
Fund #32 Total	32-307-XXX-XXXX-66XX		41,822,915	71,838,349	71,838,349	30,015,434
		Road & Bridge Levy Dollars - Fund #32	2,190,000	2,290,000	2,290,000	100,000

Attachment D: Facilities, Vehicles and Equipment Replacement Schedule (County-wide)

as of 12/9/2020

DEPT.	DESCRIPTION	2020	2021	2021	2021	Inc./Dec
		Board Approved	Initially Rolled Forward from 2021 LTFP	County Administrator's Preliminary Recommendation	Board Approved	
Public Services - Facilities						
Building Improvements - 6640						
	Facilities - Manager Initiatives	330,000	335,000	335,000		5,000
Dept. Total	01-110-XXX-2001-66XX	330,000	335,000	335,000	-	5,000
Public Services - Information Technology						
Capital Initiatives						
	IT Capital Initiatives	107,400	125,000	125,000		17,600
	Software: 01-049-046-0000-6660	107,400	125,000	125,000	-	17,600
Infrastructure Technolc						
	Scanner/Printer Replacement	15,000	20,000	20,000		5,000
	Equipment: 01-049-046-0000-6660	15,000	20,000	20,000	-	5,000
CarverLink						
	CarverLink buildout*	105,000	105,000	105,000		-
	CarverLink equipment replacement*	30,000	30,000	30,000		-
	Equipment: 02-048-000-130x-666x	135,000	135,000	135,000	-	-
Dept. Total		257,400	280,000	280,000	-	22,600
Public Services - Library						
Administration						
	Furniture/Equipment replacement	20,000	20,000	20,000		-
Dept. Total	01-014-XXX-XXXX-66XX	20,000	20,000	20,000	-	-
Public Services - Planning & Water						
WMO						
	Carver County Water Mgmt. Organization Project Fund*	207,615	171,261	171,261		(36,354)
	16-XXX-XXX-XXXX-6630	207,615	171,261	171,261	-	(36,354)
Dept. Total	16-XXX-XXX-XXXX-66XX	207,615	171,261	171,261	-	(36,354)
Sheriff's Office						
Admin						
	Sheriff Priorities	30,000	40,000	40,000		10,000
	Equipment: 01-201-201-0000-66xx	30,000	40,000	40,000	-	10,000
Patrol						
	Vehicles	305,600	320,000	320,000		14,400
	Vehicles: 01-201-236-0000-6670	305,600	320,000	320,000	-	14,400
Communication						
	MDC Replacement and Mobile Radio Replacement	60,000	60,000	60,000		-
	Portable Radio Replacement Planning	35,000	35,000	35,000		-
	Equipment: 01-201-240-0000-6660	95,000	95,000	95,000	-	-
Division Total	01-201-XXX-XXXX-66XX	430,600	455,000	455,000	-	24,400
Public Works						
Highway Operations						
	County-wide Fleet	480,000	530,000	530,000		50,000
	Public Works Equipment (CSAH)*	150,000	150,000	150,000		-
	Equipment: 03-304-000-0000-6660	630,000	680,000	680,000	-	50,000
		-	-	-	-	-
Park Administration						
	Park Maintenance Projects	52,000	50,000	50,000		(2,000)
	Site Improvements: 01-520-000-0000-6610	52,000	50,000	50,000	-	(2,000)
Division Total		682,000	730,000	730,000	-	48,000
County Totals						
		1,927,615	1,991,261	1,991,261	-	63,646
		(492,615)	(456,261)	(456,261)	-	36,354
	Net Levy Dollars Needed	1,435,000	1,535,000	1,535,000	-	100,000

2021 Budget - One-Time Projects: Building maintenance, capital projects, equipment, software, etc.

as of 12/9/2020

	Division Priority	Item	2021 LTFP/Division Director Request	County Administrator Recommendation	2021 Board Approved
2021 Long Term Financial Plan:					
Public Works	1	Bridge Replacement thru 2021	650,000	650,000	650,000
PS-Facilities	1	Replace HVAC Variable Frequency Drives	15,000	15,000	15,000
PS-Facilities	2	Start Replacement of RTU's at Cologne PW Headquarters	65,000	65,000	65,000
PS-IT- Carver Link	3	Fiber installed in PW road projects (changed from \$75k to \$165k)	165,000	75,000	75,000
PS-IT	4	Data Storage Upgrade	100,000	100,000	100,000
PS-Facilities	5	Elevator Upgrades	70,000	70,000	70,000
PS-Facilities	8	County Buildings- Replace Carpet and Furnishing	125,000	105,000	105,000
Sheriff's Office	1	ARMER Radio System Upgrade	50,000	50,000	50,000
Sheriff's Office	2	Replace external doors- project to be managed by Facilities	55,000	55,000	55,000
Sheriff's Office	3	Replace flooring- project to be managed by Facilities	50,000	50,000	50,000
Division Director Requests:					
Sheriff's Office	4	Body cameras for Deputies	250,000	250,000	250,000
Fair Board	1	County Contribution of 25% 2021 Capital Improvement Plan (2020- \$60k, 2021- \$61k request funded on Attach C)	1,000	-	-
PW- P&T CIP	1	Trunk Highway 5 Regional Trail Professional Services	250,000	-	-
PW- Program Delivery	2	Future Highway 10 Land Preservation - Oak Point Area	250,000	100,000	100,000
PW- APM	3	Assetics Software Implementation	30,000	30,000	30,000
PW- Parks	4	Program Registration Software	20,000	20,000	20,000
PW- Operations	5	Pool Software Kiosks	80,000	-	-
PW- Operations	6	Asset Work Pool software	50,000	-	-
PW- P&T CIP	7	Waconia Event Center Demolition	150,000	-	-
PW- Operations	8	Loader Mount Snow Pusher	10,000	-	-
PW- Operations	9	Schulte Flx 1510 flex arm mower	35,000	-	-
PW- Program Delivery	10	Traffic Counting Equipment	75,000	-	-
PW- Operations	11	Grinder Bucket	55,000	-	-
PW- P&T CIP	12	Site Amenities-, Playground	700,000	-	-
PW- Parks	13	Portable climbing wall unit	85,000	-	-
PW- P&T CIP	14	Lake Waconia RP Phase II Waterfront Service Center (50/50 match with State funds)	2,400,000	-	-
PW- Operations		2021 Assumes 15% reduction State Aid: \$165k on Attachment A long-term and \$165k is one time on Attachment E	-	165,000	165,000
HHS-Encore		2021 Assumes Encore program at 50% capacity: \$60K on Attachment A long term and \$60K is one-time on Attachment E (i.e. 75% capacity for 2022).	-	60,000	60,000
One Time Projects Total =			5,786,000	1,860,000	1,860,000
Initial Project Funding +over/(under)			(3,926,000)	-	-
One-Time Funding Sources:					
State Turnback Reimbursement			\$ 1,420,000	\$ 1,420,000	\$ 1,420,000
\$100,000 redirected from 2019 CPA and 2020 CPA			200,000	200,000	200,000
\$100K redirectd from 2021 CPA			100,000	100,000	100,000
2021 Increase to County Program Aid			140,000	140,000	140,000
Total One-Time Funding Sources:			\$ 1,860,000	\$ 1,860,000	\$ 1,860,000

State Turnback estimates by year		
1,420,000	2021	
3,681,679	2022	
-	2023 & Beyond	

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2021**

as of 12/9/20

DIVISION - DEPT.	DESCRIPTION	2020	2021	2021	Inc./Dec
		Adopted	Requested	Recommended	
Commissioners					
District 1		5,000	5,000	5,000	-
	AMC and miscellaneous instate				
District 2		5,000	5,000	5,000	-
	Transportation Alliance Fly-in-Washington				
	Washington- (2) Outstate travel trips re: transportation funding				
	Waste Expo-Outstate location TBD				
	AMC/Midwest Regional Rail and miscellaneous instate				
District 3		5,000	5,000	5,000	-
	Instate and Outstate Conference and Training TBD				
District 4		5,000	5,000	5,000	-
	AMC and miscellaneous instate				
	Washington Transportation Fly-In				
District 5		5,000	5,000	5,000	-
	Instate and Outstate Conference and Training TBD				
Total- Commissioners	01-001-XXX-0000-6332	25,000	25,000	25,000	-
County Administration					
	AMC Annual Conference	700	700	700	-
	MCMA/MACA Annual Conference	725	725	725	-
	MACA Fall	475	475	475	-
	Washington, DC Transportation Funding	2,000	2,000	2,000	-
	Misc.- Administrator/staff	200	200	200	-
Total- County Administration	01-030-000-0000-6332	4,100	4,100	4,100	-
Public Services - Administration					
	MCMA Annual Conference - Minnesota - 2	1,500	1,500	1,500	-
	ICMA National Conference - Out of State	1,800	1,800	1,800	-
	MACA Fall - Minnesota	650	650	650	-
	Webinars and In State Training	1,500	1,500	1,500	-
	Staff Professional Training	100	100	100	-
Total- Public Services Admin	01-048-000-0000-6332	5,550	5,550	5,550	-
Public Services - Facilities					
Facilities Management					
	IFMA & EDAM - Local	1,100	1,100	1,100	-
	IFMA National	1,000	1,000	1,000	-
Total- Facilities	01-110-000-0000-6332	2,100	2,100	2,100	-
Public Services - Information Services					
CIO					
	Microsoft Ignite Conference (out of state training - 1)	3,500	3,500	3,500	-
	In state training	500	500	500	-
	01-049-000-0000-6332	4,000	4,000	4,000	-
Infrastructure					
	Security Supervisor - Security Conference (out of state - 1)	5,000	-	-	(5,000)
	IT Manager IT Solutions Conference (out of state - 1)	5,000	-	-	(5,000)
	Infrastructure Conferences (out of state - 2)	-	10,000	10,000	10,000
	In state training	18,400	11,400	11,400	(7,000)
	01-049-046-0000-6332	28,400	21,400	21,400	(7,000)
Client Services					
	Records Management Conference (ARM, MER, etc.) (out of state - 1)	4,000	3,500	3,500	(500)
	In state training	1,600	2,100	2,100	500
	01-049-xxx-0000-6332	5,600	5,600	5,600	-
GIS & Software					
	ESRI International Conf. (out of state - 2)	4,000	4,000	4,000	-
	ESRI Developers Summit (out of state - 1)	2,300	-	-	(2,300)
	Microsoft Ignite Conf. (out of state -1)	4,000	8,000	8,000	4,000
	Web and SharePoint (out of state - 1)	3,500	3,500	3,500	-
	In state training	5,700	4,000	4,000	(1,700)
	01-049-062-0000-6332	19,500	19,500	19,500	-
Project Management Office					
	Onbase National Conference (out of state - 1)	3,500	3,500	3,500	-
	PM/BA Conference (out of state - 2)	-	-	-	-
	Business Analysis Conference (out of state - 1)	3,500	3,500	3,500	-
	PMO Conference (out of state - 1)	3,500	3,500	3,500	-
	In state training	4,000	4,000	4,000	-
	01-049-064-0000-6332	14,500	14,500	14,500	-
Support Services					
	In state training	-	3,500	3,500	3,500
	01-049-063-0000-6332	-	3,500	3,500	3,500
Security					
	In state training	-	3,500	3,500	3,500
	01-049-066-0000-6332	-	3,500	3,500	3,500
CarverLink					
	In state training	2,300	2,300	2,300	-
	02-048-000-0000-6332	2,300	2,300	2,300	-
Total- Information Tech	01-049-XXX-XXXX-6332 & 02-048.6332	74,300	74,300	74,300	-
Public Services - Library					
	IUG conference (2020) - (Out of State - 1 conference attendee)	2,000	-	-	(2,000)
	PLA Annual Conference (2020) - (Out of State - County funding budgeted for 1 attendee)	2,000	-	-	(2,000)
	Internet Librarians Conference (Monterey, CA - 1 conference attendee)	2,000	-	-	(2,000)
	American Library Association conference (2021) - Chicago, IL (2 attendees)	-	4,500	4,500	4,500

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2021**

as of 12/9/20

DIVISION - DEPT.	DESCRIPTION	2020	2021	2021	Inc./Dec
		Adopted	Requested	Recommended	
MELSA-funded Conferences *	Power Up Conference (2021) - Madison, WI (County funding budgeted for registr. for 5 attendees)		1,500	1,500	1,500
	01-014-500-0000-6332	6,000	6,000	6,000	-
	NACo Leadership Academy (MELSA pays for 2 attendees)	-	-	-	-
	ALA Conference - Out of State (MELSA pays for 1 attendee)	-	-	-	-
	ALSC Conference - Minneapolis (MELSA pays for 3 attendees)	-	-	-	-
	Power Up Conference - Out of State (MELSA pays for Lodging and Meals for 5 attendees)	-	2,000	2,000	2,000
	Library Marketing and Communications Conference - Indianapolis, IN (1 attendee)	-	2,500	2,500	2,500
	COSUGI (Customers of SirsiDynix Users Group Inc) - Provo, UT (3 attendees)	-	7,500	7,500	7,500
	In-State Conferences (MLA) and Webinars	-	2,555	2,555	2,555
	01-014-500-8011-6332 Reimbursed by MELSA *	-	14,555	14,555	14,555
<i>*2020 conferences reimbursed by MELSA were listed in 2020 Attachment F with event names only. Beginning in 2021 the Library has included MELSA-reimbursed conference expenses and the offsetting reimbursement revenue in the requested budget for the department. These additions are levy neutral.</i>					
Law Library	Potential Out of State Training (TBD)	-	2,000	2,000	2,000
	In State Training	500	500	500	-
	02-508-000-0000-6332	500	2,500	2,500	2,000
Total- Library and Law Library	01-014-500-XXXX-6332 & 02-508.6332	6,500	23,055	23,055	16,555
Public Services - Veteran Services					
	MN DVA Spring Training/Conference (Four staffers @ \$320/staffer)	1,400	1,280	1,280	(120)
	Nat'l County Veteran Service Officer Conf (Out of State - Two staffers @ \$1640/staffer)	3,400	3,280	3,280	(120)
	MN County Veterans Service Officer Conference (Four staffers @ \$785/staffer)	2,400	3,140	3,140	740
Total- Veteran Services	01-120-000-0000-6332	7,200	7,700	7,700	500
Public Services - Land Management					
	Planning/Zoning Administrators workshop or conference (e.g. MACPZA, APA, etc.)	900	900	900	-
	Continuing Education (e.g. Building Plan Technician Certification, etc.)	300	300	300	-
	Professional Development or work related Tuition Reimbursement (In State)	400	400	400	-
	01-123-160-0000-6332	1,600	1,600	1,600	-
Public Services- Environmental Services					
Administration					
	Annual Agricultural Inspectors Conference	250	250	250	-
	Annual MPCA Sewage Treatment System Cont. Education (3)	1,900	1,900	1,900	-
	Annual MPCA County Feedlot Officers Training	300	300	300	-
	Misc. professional conferences or work related tuition reimbursement	900	900	900	-
	Feedlot, SSTS and Water Quality misc. conferences	500	500	500	-
Solid Waste					
	RAM/SWANA Annual Conference [4]	950	950	950	-
	SWAA Annual conference	200	200	200	-
	Misc. special issue conferences	1,500	1,500	1,500	-
	US Composting Council Conference [Out of State]	1,300	-	-	(1,300)
Industrial Hazardous Waste					
	National Solid Waste Conference - Out of State	-	1,300	1,300	1,300
	National Hazardous Waste Conference - Out of State	2,000	2,000	2,000	-
	Misc. special issue conferences	300	300	300	-
	OSHA/Safety Training	300	300	300	-
	01-123-130-XXXX-6332	10,400	10,400	10,400	-
Public Services - Planning & Water Management					
	ESRI Annual User Conference (Out of State)	1,500	1,500	1,500	-
	Misc. Professional conferences or Tuition Reimbursement	250	250	250	-
	MN Water Resource conference: MNAPA Annual Conference, other water related conferences, other planning related conferences.	1,650	1,650	1,650	-
	In state GIS, CRM or other software conference & training	850	850	850	-
	Wetland Certification and related training	2,300	2,300	2,300	-
	National (Out of State) potential conferences: Nat. APA Conf., Nat. NALMS Conf., Nat. StormCon Conf., Nat. TMDL Conf., National LID Symposium, Nat. ESRI Water conference, Center for Watershed Protection Nat. Conf.	1,550	1,550	1,550	-
	01-123-XXX-XXXX-6332 & 16.6332	8,100	8,100	8,100	-
AIS					
	Nat AIS conference, International AIS conference (Out of State) or State AIS conferences and training: State of Water, AIS Summit, AISRC center, Upper Midwest Invasive Species Conference, Invaders Summit, WI AIS ID Training or related trainings	1,625	1,625	1,625	-
	01-123-120-5021-6332	1,625	1,625	1,625	-
Total- Public Services		117,375	134,430	134,430	17,055
Attorney					
	IMLA (La Quinta, CA) & NDAA- (Washington, DC)	6,000	6,000	6,000	-
	Various training courses- continuing education credits for Attorneys	10,500	10,500	10,500	-
Total- Attorney	01-090-000-0000-6332	16,500	16,500	16,500	-
Court Services - Probation					
	Drug Court National Conference- \$9500- grant funded				
	Correctional Evidence-Based Practices (LS/CMI, YLS, MI, Case Planning, etc.)	500	500	500	-
	APPA National Probation Training Institute (Out-of-State)	1,400	1,400	1,400	-
	MN Association of County Probation Officers (MACPO) - Spring Conference	1,500	1,500	1,500	-
	MACPO Regional Training for Probation Officers	250	250	250	-
	Miscellaneous Mental Health Training Opportunities	500	500	500	-
	Minnesota Corrections Association (MCA) - Fall Institute	1,350	1,350	1,350	-
Total- Court Services	01-252-XXX-XXXX-6332	5,500	5,500	5,500	-

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2021**

as of 12/9/20

as of 12/9/20		2020	2021	2021	
DIVISION - DEPT.	DESCRIPTION	Adopted	Requested	Recommended	Inc./Dec
Employee Relations - Personnel Services					
	MCHRMA Spring Conference	300	300	300	-
	MCHRMA Fall Conference	400	400	400	-
	MPELRA Summer Conference	500	500	500	-
	MPELRA Winter Session	200	200	200	-
	ADA, WC, FMLA, COBRA, ACA	500	500	500	-
	SHRM Seminars	600	600	600	-
	Support, MCIT Seminars	600	600	600	-
	Legal Update Seminars	2,400	2,400	2,400	-
	NPELRA, SHRM or IPMA or NEOGOV Out-of-State Conference	4,000	4,000	4,000	-
	IPMA Local, Regional or National Conference	700	700	700	-
	PRIMA National Conference - Out-of-State	2,000	2,000	2,000	-
	01-050-000-0000-6332	12,200	12,200	12,200	-
	Wellness Conference	1,000	1,000	1,000	-
	01-050-050-0000-6332	1,000	1,000	1,000	-
Total- Employee Relations	01-050-XXX-0000-6332	13,200	13,200	13,200	-
Property & Finance					
Finance					
	National GFOA Conference- Chicago, IL (OUT OF STATE) (2)	4,200	4,200	4,200	-
	National APA Congress- (OUT OF STATE)	3,000	3,000	3,000	-
	Minnesota GFOA Conference (2)	1,500	1,500	1,500	-
	MCCC Annual Conference	1,000	1,000	1,000	-
	Additional Staff Training (IFS, Year-end, OSA)	1,250	1,250	1,250	-
	Treasurer's Mid-Year Conference	750	750	750	-
	01-045.6332	11,700	11,700	11,700	-
Property Tax					
	MN Assoc. of County Officers	750	750	750	-
	MN Assoc. of County Auditors	1,600	1,000	1,000	(600)
	Tax Training /Dept. Revenue	1,500	1,000	1,000	(500)
	MCCC Conference	1,500	1,000	1,000	(500)
	Staff Training	2,150	1,000	1,000	(1,150)
	01-040-040-0000-6332	7,500	4,750	4,750	(2,750)
License Centers					
	MN Assoc. of County Officers	600	600	600	-
	Deputy Registrar Annual Meeting	600	600	600	-
	Staff Training	800	800	800	-
	01-040-055-0000-6332	2,000	2,000	2,000	-
Elections & Licensing					
	MN Assoc. of County Officers	600	600	600	-
	Sec. of State Training	600	600	600	-
	Staff Training	600	600	600	-
	01-040-065-0000-6332	1,800	1,800	1,800	-
County Assessor					
	MAAO Fall Conference	1,250	1,250	1,250	-
	MAAO Seminars	1,500	1,500	1,500	-
	CLE Seminars	750	750	750	-
	MCCC Annual Conference	1,500	1,500	1,500	-
	MAAP Training	200	200	200	-
	Appraisal Training	4,000	4,000	4,000	-
	01-047.6332	9,200	9,200	9,200	-
Land Records and Vitals					
	MN Association of County Officers	2,000	2,000	2,000	-
	PRIA National Conference- (OUT OF STATE) (2)	4,000	4,000	4,000	-
	Recorder's Conference	2,000	2,000	2,000	-
	Examiner of Titles Training	500	500	500	-
	MCRA Conference (Vitals)	300	300	300	-
	Staff Training	1,000	1,000	1,000	-
	01-100.6332	9,800	9,800	9,800	-
Total- Property & Finance		42,000	39,250	39,250	(2,750)
Public Works - Road & Bridge Administration					
	MCEA Institute	850	850	850	-
	Highway Accountants Conference (2)	1,150	1,150	1,150	-
	AMC Annual Conference	550	550	550	-
	NACE Annual Conference (TBD) OUT OF STATE	2,400	2,400	2,400	-
	MTA Fly In (Washington DC) OUT OF STATE	1,300	1,300	1,300	-
	MTA Annual Meeting	100	100	100	-
	SWCTC Fly-In (Washington DC) OUT OF STATE (2)	-	-	-	-
	DC Congressional Visit - 212 OUT OF STATE	1,000	2,000	2,000	1,000
	MAPA (MN Asphalt Pavement Assoc.)	100	100	100	-
	PM Web Users Conference OUT OF STATE	2,000	1,000	1,000	(1,000)
	Miscellaneous	500	500	500	-
	03-301-000-0000-6332	9,950	9,950	9,950	-
Asset & Performance Mgmt.					
	MN GISLIS Conference	2,225	2,500	2,500	275
	ESRI User Conference (San Diego) OUT OF STATE	1,600	1,600	1,600	-
	Transportation Research Board National Conference OUT OF STATE	2,100	-	-	(2,100)
	GIS Transportation Asset Management Conference	1,000	2,500	2,500	1,500
	iAM North American Conference OUT OF STATE	2,500	2,500	2,500	-
	Cartograph Conference (Colorado) OUT OF STATE (3)	4,700	5,000	5,000	300
	Leadership Training	-	-	-	-

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2021**

as of 12/9/20

DIVISION - DEPT.	DESCRIPTION	2020	2021	2021	Inc./Dec
		Adopted	Requested	Recommended	
	Drone Training & Testing	1,600	1,000	1,000	(600)
	03-302-000-0000-6332	15,725	15,100	15,100	(625)
Program Delivery					
	MCEA Institute	3,400	3,400	3,400	-
	MCEA Summer Conference	650	650	650	-
	MSPS Conference	950	950	950	-
	MSPS Winter Conference	300	300	300	-
	MACS Seminars	300	300	300	-
	GIS Seminars	400	400	400	-
	MN-Dot Survey Technical Conference	1,050	1,400	1,400	350
	Frontier Precision	1,000	1,000	1,000	-
	CTC AutoCad	3,000	2,000	2,000	(1,000)
	MN Transportation Conference	1,500	1,500	1,500	-
	Toward Zero Deaths Conference	800	800	800	-
	MN-Dot and U of M certificates	5,100	14,945	14,945	9,845
	MN-Dot and U of M re-certificates	7,050	2,085	2,085	(4,965)
	HECRAS Training	1,500	-	-	(1,500)
	MN-Dot R-O-W Conference	1,000	1,000	1,000	-
	Project Management Training	1,000	3,000	3,000	2,000
	Project Management Institute Days Conference	1,700	2,500	2,500	800
	NACE Annual Conference (TBD) OUT OF STATE	2,400	2,600	2,600	200
	ATTSA How To Conference OUT OF STATE	1,200	500	500	(700)
	IMSA TS Tech 2-year Re-certification	1,400	5,000	5,000	3,600
	IMSA Signs and Marking Tech 2 year Re-certification	1,400	-	-	(1,400)
	MN-Dot Pavement Marking Design &App (every other year)	350	-	-	(350)
	MN-Dot TS Design (every other year)	700	-	-	(700)
	MN-Dot Signal & Lighting Certification	350	-	-	(350)
	MN APA Conference & Workshop	500	500	500	-
	Miscellaneous	-	170	170	170
	03-303-000-0000-6332	39,000	45,000	45,000	6,000
Highway Operations					
	Equipment Training, Pesticide	4,000	810	810	(3,190)
	Safety Conference	-	250	250	250
	Wellness Conference / Training	-	300	300	300
	Equipment Training	-	150	150	150
	Snow Rodeo	-	500	500	500
	APWA Snow Conference, (out of state)	4,500	-	-	(4,500)
	APWA National Conference, (out of state)	3,000	-	-	(3,000)
	U of W Snow and Ice Management (out of state)	-	2,000	2,000	2,000
	Fleet National Conference (out of state)	3,000	-	-	(3,000)
	Asset Works Academy (2 staff) (out of state)	4,500	4,500	4,500	-
	Miscellaneous	-	490	490	490
	03-304-000-0000-6332	19,000	9,000	8,510	(10,490)
Equipment Operations					
	Hydraulic, Electrical, & Welding Training	2,000	2,000	2,000	-
	Mack Class OUT OF STATE	5,500	5,500	5,500	-
	03-306-000-0000-6332	7,500	7,500	7,500	-
Total- Public Works	03-XXX-XXX-XXXX-6332	91,175	86,550	86,060	(5,115)
Public Works - Parks					
	MRPA Annual Conference	1,400	1,500	1,500	100
	MN Shade Tree Short	-	100	100	100
	MRPA Seminars	-	100	100	100
	Park Supervisor Seminars	-	100	100	100
	National Park Institute (Out of State)	2,300	2,500	2,500	200
	Outdoor Recreation Curriculum Standards	-	500	500	500
	Miscellaneous	1,300	200	200	(1,100)
Total- Parks	01-520-000-0000-6332	5,000	5,000	5,000	-
Sheriff's Office					
Administrative Services Unit		20,000	20,000	20,000	-
	Clerical Support (15)				
	MSA Summer Conference				
	MSA Winter Conference				
	Administrative Services Manager (PLEAA Conference)				
	Sheriff MSA Jail Conference				
	Chief Deputy				
Jail Services Unit		9,000	9,000	9,000	-
	Jail Training-Conf, Mgmt. Training, etc.				
	From SS Other				
Operation Services Unit		10,005	10,005	10,005	-
	Investigation Division				
	Crime Technician				
	School Resource Officer/Gangs/Bike Patrol				
	SERT				
Patrol Services Unit		-	-	-	-
	Training - State POST, OSHA mandated,				
	Elective, 1st Responder, PRISIM, ADA, etc.				
	Traffic Safety/Criminal Interdiction/Weights/Scales				
	K-9 Trials and Certifications				
	Supervisor Development				
Support Services Unit		59,375	59,375	59,375	-
	ATV				
	Civil Process				
	Conceal and Carry				
	Warrants				
	Dive Team				

**CONFERENCE AND TRAINING LIST
BY DEPARTMENT FOR 2021**

as of 12/9/20

DIVISION - DEPT.	DESCRIPTION	2020 Adopted	2021 Requested	2021 Recommended	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 (1)				
	EVOC, 1st Aid, SPSC				
	01-201-XXX-XXXX-6332	98,380	98,380	98,380	-
Emergency Management Unit					
	AMEM Emergency Management Conference	3,900	3,900	3,900	-
	Governor's Emergency Mgmt. Conf.	1,000	1,000	1,000	-
	Emergency Management Training	1,000	1,000	1,000	-
	Hazardous Materials Training	2,600	2,600	2,600	-
	01-201-280-0000-6332	8,500	8,500	8,500	-
Conceal & Carry					
	Conceal & Carry- reserve fund	1,700	1,700	1,700	-
	02-202-000-0000-6332	1,700	1,700	1,700	-
Reserves-					
	Reserves	1,000	1,000	1,000	-
	02-204-000-0000-6332	1,000	1,000	1,000	-
Explorers					
	Explorers	2,750	2,750	2,750	-
	02-205-000-0000-6332	2,750	2,750	2,750	-
Posse					
	Posse Training	3,750	3,750	3,750	-
	02-203-000-0000-6332	3,750	3,750	3,750	-
Communications					
	Communications	637	637	637	-
	01-201-240-0000-6332	637	637	637	-
911 Communication					
	Communications	4,200	4,200	4,200	-
	APCO/NENA MSA State Conference-(6)	3,480	3,480	3,480	-
	02-911-000-0000-6332	7,680	7,680	7,680	-
Total- Sheriff	01-201-XXX-XXXX-6332	124,397	124,397	124,397	-
Health & Human Services- Social Services					
	National Youth Conference - Out of State	1,800	1,800	1,800	-
	Workforce Conference, NAWB - Out of State	1,800	900	900	(900)
	National Eligibility Workers Assoc Conf - Out of State	4,800	2,800	2,800	(2,000)
	National Child Support Assoc Conf Out of State	1,800	1,800	1,800	-
	National Child Support Assoc Conf - Out of State - County Attorney	1,800	1,800	1,800	-
	National Human Services Conference - Out of State APHSA & Local Retreat - Probert	1,500	2,000	2,000	500
	National Association of Welfare Research - Out of State - NAWRS President/Funded	-	-	-	-
	NASTA/SNAP National Conference - Out of State	-	600	600	600
	National Human Services Conference - Out of State - Franks	-	1,500	1,500	1,500
	International Signs of Safety Gathering - Out of State	3,500	3,500	3,500	-
	Equity Summit - Out of State	-	2,000	2,000	2,000
	International Conference on Child & Family Maltreatment - Out of State	2,000	2,000	2,000	-
	CWLA National Conference - Out of State	2,000	-	-	(2,000)
	National Adult Protective Services Association Conference - Out of State	3,600	-	-	(3,600)
	National Criminal Justice Training Center Training - Out of State	-	2,500	2,500	2,500
	National Association of Suicidology - Out of State	-	5,250	5,250	5,250
	NSPL Conference - Out of State	-	3,000	3,000	3,000
	National Council of Behavioral Health (NATCON) - Out of State	-	2,000	2,000	2,000
	Credible Conference - Out of State	4,764	4,000	4,000	(764)
	Conferences within State	66,673	57,605	57,605	(9,068)
	11-XXX-XXX-XXXX-6332	96,037	95,055	95,055	(982)
Public Health					
Public Health Department - Leadership					
Public Health Nursing Unit					
	TB Clinical Intensive Conference - Out of State	3,500	4,000	4,000	500
	Family Home Visiting National Conference - Out of State	3,500	4,500	4,500	1,000
	Vaccinology Research Conference - Out of State	3,500	4,000	4,000	500
Planning & Promotion Unit					
	NACCHO Emergency Preparedness Conference - Out of State	3,500	5,542	5,542	2,042
	NACCHO/APHA Annual Conference - Out of State	3,500	-	-	(3,500)
	GIS Conference & Training - Out of State	3,500	-	-	(3,500)
	Conferences within State	15,050	6,902	6,902	(8,148)
	11-460-XXX-XXXX-6332	36,050	24,944	24,944	(11,106)
Total- Health & Human Services	11-XXX-XXX-XXXX-6332	132,087	119,999	119,999	(12,088)
County Totals		576,334	573,926	573,436	(2,898)



BUDGET
RESOLUTIONS

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

Date: December 15th, 2020 Resolution: 92-20
 Motion by Commissioner: Degler Seconded by Commissioner: Maluchnik

**CERTIFYING
2021 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 2021.

NOW, THEREFORE, BE IT RESOLVED by the Carver County Board of Commissioners that there be, and hereby is, levied upon the taxable property of the County of Carver the following sums for the respective purposes indicated herein for the calendar year commencing January 1, 2021, to wit:

GENERAL FUND	\$35,199,349
Road and Bridge Fund	5,298,596
Health & Human Services Fund	13,143,710
Road & Bridge Capital Improvement Fund	2,290,000
Debt Services Fund	4,419,200
Unestad Tax Abatement	123,000
Total Levy County	\$60,473,855
Carver Watershed Management Organization	821,828
Total Combined Levy	\$61,295,683

YES	ABSENT	NO
Yes	No	Absent
Degler	_____	_____
Ische	_____	_____
Lynch	_____	_____
Maluchnik	_____	_____
Workman	_____	_____

STATE OF MINNESOTA
COUNTY OF CARVER

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Board of County Commissioners, Carver County, Minnesota, at its session held on the 15th day of December, 2020, 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, 2020.

DocuSigned by:
David Hemze
5A100775628942D
County Administrator

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

Date: December 15th, 2020Resolution: 93-20Motion by Commissioner: DeglerSeconded by Commissioner: Maluchnik

**COUNTY BOARD ADOPTION OF THE
2021 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 above-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 2021 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:

2021 CARVER COUNTY BUDGETS

	<u>REVENUE</u>	<u>EXPENDITURE</u>
General Revenue Fund	\$56,707,059	\$56,707,059
Road and Bridge Fund	9,801,173	9,801,173
Health and Human Services Fund	32,456,833	32,456,833
Buildings CIP Fund	513,699	513,699
Road & Bridge CIP Fund	71,838,349	71,838,349
Parks & Trail CIP Fund	359,699	359,699
Debt Service Fund	4,857,200	4,857,200
County Ditch Fund	42,431	42,431
Carver County Water Management Organization	869,328	869,328
Self-Insurance Revolving Fund	<u>945,177</u>	<u>945,177</u>
Total	\$178,390,948	\$178,390,948

NOW, THEREFORE, BE IT RESOLVED by the Carver County Board of Commissioners that the 2021 operating and capital budgets are hereby adopted and placed on file in the Carver County Auditor's Office.

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

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

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

BE IT FURTHER RESOLVED, capital expenditures that have been itemized in the 2021 budget when purchased must conform with State Statute 471.345 as amended. Further, in accordance with County Policy, any capital expenditure (object code 6600’s) greater than \$25,000 must have prior County Board approval for purchase. Items classified as building improvements (code 6640) which are needed on an emergency basis may be purchased without prior Board approval but subsequent Board ratification will be required.

BE IT FURTHER RESOLVED, all position changes which are itemized and approved in the 2021 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 2021 as deemed appropriate by the Administrator.

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

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

BE IT FURTHER RESOLVED, the 2021 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 2021 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	No	Absent
Degler		
Ische		
Lynch		
Maluchnik		
Workman		

STATE OF MINNESOTA
COUNTY OF CARVER

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Board of County Commissioners, Carver County, Minnesota, at its session held on the 15th day of December, 2020, 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, 2020.

DocuSigned by:

dave hemze

5A10677562B942D

County Administrator



2022 Long Term Financial Plan

*Presented for Adoption
December 15, 2020*

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

Date: December 15, 2020
Motion by Commissioner: Lynch

Resolution: 94-20
Seconded by Commissioner: Workman

**COUNTY BOARD ADOPTION OF THE
2022 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 2022 Long Term Financial Plan is hereby adopted and placed on the County's website.

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

	Yes	No	Absent
Degler	_____	_____	_____
Ische	_____	_____	_____
Lynch	_____	_____	_____
Maluchnik	_____	_____	_____
Workman	_____	_____	_____

STATE OF MINNESOTA
COUNTY OF CARVER

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Board of County Commissioners, Carver County, Minnesota, at its session held on the 15th day of December, 2020, 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, 2020.

DocuSigned by:

David Hemze
County Administrator
SA10677562B942D...



BOARD OF COUNTY COMMISSIONERS CARVER COUNTY, MINNESOTA

Date: September 15, 2020

Resolution No.: 72-20

Motion by Commissioner: Maluchnik

Seconded by Commissioner: Workman

RESOLUTION APPROVING THE 2021 PROPOSED BUDGET AND PAYABLE 2021 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 2021 budget and levied the special benefits tax, payable 2021, 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:

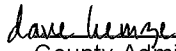
1. The County has previously approved the levy by the Authority for taxable year 2011 and any subsequent years of taxes upon the taxable property in the County in amounts pledged by the Authority to pay debt service with respect to its outstanding housing development bonds. In addition, the County hereby approves the levy by the Authority for taxable year 2021 of taxes upon the taxable property in the County in the amounts specified for purposes other than such debt services in the Authority’s annual budget upon the taxable property in the County.
2. The Authority’s requested levy of \$2,892,300 for taxes payable 2021 is hereby certified to the County Auditor.
3. A copy of this Resolution shall be furnished to the Authority through its Executive Director by the County Administrator.

Yes	No	Absent
Degler		
Ische		
Lynch		
Maluchnik		
Workman		

**STATE OF MINNESOTA
COUNTY OF CARVER**

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Board of County Commissioners, Carver County, Minnesota, at its session held on the 15th day of September, 2020, 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 September, 2020.

DocuSigned by:

County Administrator

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

Date: December 15th, 2020 Resolution: CCRRA #-1-20
—
Motion by Commissioner: Lynch Seconded by Commissioner: Degler

CERTIFYING 2021 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 2021.

NOW, THEREFORE, BE IT RESOLVED by the Carver County Regional Rail Authority Board that there be, and hereby is, levied upon the taxable property of the County of Carver the following sums for the respective purposes indicated herein for the calendar year commencing January 1, 2021, to wit:

CARVER COUNTY REGIONAL RAIL AUTHORITY \$173,000

ADOPTION OF 2021 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 2021 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>\$175,000</u>	<u>\$175,000</u>

NOW, THEREFORE, BE IT RESOLVED by the Carver County Regional Rail Authority Board that the 2021 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 2021 budgets.

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

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

BE IT FURTHER RESOLVED, capital expenditures that have been itemized in the 2020 budget when purchased must conform with State Statute 471.345 as amended. Further, in accordance with County Policy, any capital expenditure (object code 6600's) greater than \$25,000 must have prior Regional Rail Authority Board approval for purchase. Items classified as building improvements (code 6640) which are needed on an emergency basis may be purchased without prior Board approval but subsequent Board ratification will be required.

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


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

	Yes	No	Absent
Degler	_____	_____	_____
Ische	_____	_____	_____
Lynch	_____	_____	_____
Maluchnik	_____	_____	_____
Workman	_____	_____	_____

STATE OF MINNESOTA
COUNTY OF CARVER

I, David Hemze, duly appointed and qualified County Administrator of the County of Carver, State of Minnesota, do hereby certify that I have compared the foregoing copy of this resolution with the original minutes of the proceedings of the Carver County Regional Rail Authority Board, Carver County, Minnesota, at its session held on the 15th day of December, 2020, 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, 2020.

DocuSigned by:

5A10677562B942D... County Administrator

Annual Budget



FINANCIAL INFORMATION

Financial Information

Financial Policy Goals

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

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

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

Budget and Long-Term Financial Plan Policy

Purpose

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

Policy

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

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

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

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

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

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

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

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

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

The Property and Finance 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 Finance 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 Finance 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 2019, 2020 and 2021 is as follows:

All Funds Combined

Category		2019 Actual	2020 Budget	2021 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	67,397,325	65,168,297	76,479,285	11,310,988	17.36%
5100	Licenses & Permits	1,159,647	1,401,935	1,417,310	15,375	1.10%
5200-5400	Intergovernmental	53,461,263	60,176,200	79,382,540	19,206,340	31.92%
5500	Charges for Services	14,982,575	15,318,255	15,034,505	(283,750)	-1.85%
5600	Fines & Forfeitures	240,484	218,486	218,486	-	0.00%
5700	Investment Earnings	3,532,685	1,587,447	1,537,447	(50,000)	-3.15%
5750	Gifts & Contributions	91,715	14,900	15,400	500	3.36%
5800-5900	Other Revenues	7,941,114	3,130,645	3,436,647	306,002	9.77%
TOTAL REVENUES		148,806,808	147,016,165	177,521,620	30,505,455	20.75%
EXPENDITURES:						
6000	Public Assistance	6,738,918	6,177,414	6,393,927	216,513	3.50%
6100	Personnel Services	69,536,651	77,006,840	76,711,395	(295,445)	-0.38%
6200-6300	Services & Charges	15,547,821	12,552,620	12,836,881	284,261	2.26%
6400-6500	Material & Supplies	4,907,794	4,639,476	4,587,736	(51,740)	-1.12%
6600	Capital Outlay	25,200,894	42,586,128	72,732,511	30,146,383	70.79%
6700	Debt Services	4,441,525	5,032,200	5,032,200	-	0.00%
6800	Other Expenses	1,186,980	(3,327,887)	(3,382,791)	(54,904)	1.65%
6900	Transfers	6,281,158	2,349,374	2,609,761	260,387	11.08%
TOTAL EXPENDITURES		133,841,741	147,016,165	177,521,620	30,505,455	20.75%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		14,965,067	-	-	-	0%

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

General Fund

The General Fund is the general operating fund of the County. It is used to account for all financial resources except those that are required to be accounted for in another fund. The following chart gives a summary of the General Fund for 2019, 2020, and 2021.

General Fund

Category		2019 Actual	2020 Budget	2021 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	32,861,194	34,882,810	36,229,437	1,346,627	3.86%
5100	Licenses & Permits	1,159,647	1,401,935	1,417,310	15,375	1.10%
5200-5400	Intergovernmental	7,987,753	6,667,640	5,592,566	#####	-16.12%
5500	Charges for Services	10,809,247	10,873,365	10,744,073	(129,292)	-1.19%
5600	Fines & Forfeitures	240,484	218,486	218,486	-	0.00%
5700	Investment Earnings	3,531,144	1,586,316	1,536,316	(50,000)	-3.15%
5750	Gifts & Contributions	68,547	14,900	14,900	-	0.00%
5800-5900	Other Revenues	2,443,687	923,298	953,971	30,673	3.32%
TOTAL REVENUES		59,101,703	56,568,750	56,707,059	138,309	0.24%
EXPENDITURES:						
6000	Public Assistance	387,018	324,572	323,724	(848)	-0.26%
6100	Personal Services	41,154,823	45,489,538	45,491,772	2,234	0.00%
6200-6300	Services & Charges	8,721,408	8,953,060	9,197,927	244,867	2.74%
6400-6500	Material & Supplies	2,599,103	2,659,471	2,658,943	(528)	-0.02%
6600	Capital Outlay	1,051,954	1,120,000	1,142,000	22,000	1.96%
6700	Debt Services	165,090	175,000	175,000	-	0.00%
6800	Other Expenses	602,336	(3,313,917)	(3,488,791)	(174,874)	5.28%
6900	Transfers	2,911,033	1,161,026	1,206,484	45,458	3.92%
TOTAL EXPENDITURES		57,592,765	56,568,750	56,707,059	138,309	0.24%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		1,508,938	-	-	-	0%

General Fund by County Department and Program

The following chart gives the 2021 General Fund Budget by County department and County-supported program and agency.

General Fund Budget by County Department and Program

Department/Program	2021 Revenue	2021 Expense	Net
Board of Commissioners	-	729,902	(729,902)
Court Administration	3,900	397,000	(393,100)
Library	306,105	4,461,777	(4,155,672)
County Administrator	-	418,378	(418,378)
Auditor	1,532,765	2,344,774	(812,009)
Financial Services	2,297,753	1,295,003	1,002,750
Assessor	655,833	1,442,586	(786,753)
Public Services - Administration	108,278	738,258	(629,980)
Information Technology	888,482	6,651,042	(5,762,560)
Employee Relations	-	2,100,754	(2,100,754)
Attorney	457,450	3,816,976	(3,359,526)
Recorder	1,068,041	1,076,272	(8,231)
Facilities Management	99,000	3,198,118	(3,099,118)
Veterans Services	12,500	462,256	(449,756)
Land, Water, & Environmental	3,396,740	4,141,903	(745,163)
Sheriff	6,444,480	21,965,359	(15,520,879)
Court Services	794,300	2,221,222	(1,426,922)
Parks	445,613	1,470,365	(1,024,752)
Extension	14,700	344,157	(329,457)
Non-Departmental	38,181,119	(3,220,971)	41,402,090
Carver County Historical Society	-	229,898	(229,898)
Carver County Agricultural Society	-	51,000	(51,000)
Soil & Water Conservation District	-	336,530	(336,530)
Memorial Day Services	-	4,500	(4,500)
CAP Agency	-	-	-
Southern Valley Alliance for Battered Women	-	15,000	(15,000)
Sexual Violence Center	-	15,000	(15,000)
Total	56,707,059	56,707,059	-

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		2019 Actual	2020 Budget	2021 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	4,642,511	5,229,635	5,408,596	178,961	3.42%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	3,706,004	3,465,264	3,177,578	(287,686)	-8.30%
5500	Charges for Services	3,550	25,000	27,500	2,500	10.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	14,833	-	-	-	0.00%
5800-5900	Other Revenues	2,023,863	945,970	1,187,499	241,529	25.53%
TOTAL REVENUES		10,390,761	9,665,869	9,801,173	135,304	1.40%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	5,543,241	6,294,328	6,310,792	16,464	0.26%
6200-6300	Services & Charges	936,150	894,552	952,937	58,385	6.53%
6400-6500	Material & Supplies	2,069,920	1,764,750	1,779,305	14,555	0.82%
6600	Capital Outlay	701,501	630,000	680,000	50,000	7.94%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	209,379	-	-	-	0.00%
6900	Transfers	266,698	82,239	78,139	(4,100)	-4.99%
TOTAL EXPENDITURES		9,726,889	9,665,869	9,801,173	135,304	1.40%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		663,872	-	-	-	0%

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

Health and Human Services Fund

Category		2019 Actual	2020 Budget	2021 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	12,498,883	13,339,298	13,143,710	(195,588)	-1.47%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	15,338,773	14,758,495	15,014,691	256,196	1.74%
5500	Charges for Services	4,148,815	4,419,890	4,262,932	(156,958)	-3.55%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	8,335	-	500	500	0.00%
5800-5900	Other Revenues	604,188	1,200	35,000	33,800	2816.67%
TOTAL REVENUES		32,598,994	32,518,883	32,456,833	(62,050)	-0.19%
EXPENDITURES:						
6000	Public Assistance	6,351,900	5,852,842	6,070,203	217,361	3.71%
6100	Personal Services	22,838,587	25,222,974	24,908,831	(314,143)	-1.25%
6200-6300	Services & Charges	1,422,638	1,346,782	1,327,311	(19,471)	-1.45%
6400-6500	Material & Supplies	196,695	215,255	149,488	(65,767)	-30.55%
6600	Capital Outlay	55,126	-	-	-	0.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	35,778	(118,970)	1,000	119,970	-100.84%
6900	Transfers	1,216,324	-	-	-	0.00%
TOTAL EXPENDITURES		32,117,048	32,518,883	32,456,833	(62,050)	-0.19%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		481,946	-	-	-	0%

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

Water Management Organization Fund

Category		2018 Actual	2020 Budget	2020 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	755,325	802,802	821,828	19,026	2.37%
5100	Licenses & Permits	32,944	24,500	24,500	-	0.00%
5200-5400	Intergovernmental	34,639	-	-	-	0.00%
5500	Charges for Services	14,310	23,000	23,000	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	32,860	-	-	-	0.00%
TOTAL REVENUES		870,078	850,302	869,328	19,026	2.24%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	306,901	320,337	372,269	51,932	16.21%
6200-6300	Services & Charges	275,381	257,834	202,250	(55,584)	-21.56%
6400-6500	Material & Supplies	11,142	6,300	6,300	-	0.00%
6600	Capital Outlay	1,364	51,115	67,111	15,996	31.29%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	8,286	-	-	-	0.00%
6900	Transfers	212,812	214,716	221,398	6,682	3.11%
TOTAL EXPENDITURES		815,886	850,302	869,328	19,026	2.24%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		54,192	-	-	-	0%

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

County Ditch Fund

Category		2019 Actual	2020 Budget	2021 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	77,637	41,300	41,300	-	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	1,541	1,131	1,131	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	14,994	-	-	-	0.00%
TOTAL REVENUES		94,172	42,431	42,431	-	0.00%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	47,115	42,431	42,431	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	-	-	-	-	0.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	-	-	-	-	0.00%
TOTAL EXPENDITURES		47,115	42,431	42,431	-	0.00%
RESERVES USED		-	-	-	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		47,057	-	-	-	0%

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

Capital Projects Funds

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

Buildings Capital Improvement Fund

Category		2019 Actual	2020 Budget	2021 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	23	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	712,627	273,540	513,699	240,159	87.80%
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	126,721	-	-	-	0.00%
TOTAL REVENUES		839,371	273,540	513,699	240,159	87.80%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	117,393	13,540	13,699	159	1.17%
6400-6500	Material & Supplies	42,076	-	-	-	0.00%
6600	Capital Outlay	825,496	200,000	440,000	240,000	120.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	(142,867)	60,000	60,000	-	0.00%
TOTAL EXPENDITURES		842,098	273,540	513,699	240,159	87.80%
RESERVES USED		2,727	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		-	-	-	-	0%

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

Road and Bridge Capital Improvement Fund

Category		2019 Actual	2020 Budget	2021 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	12,812,103	7,133,054	17,114,042	9,980,988	139.93%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	24,841,119	34,651,722	54,724,307	20,072,585	57.93%
5500	Charges for Services	20,963	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	665,828	-	-	-	0.00%
TOTAL REVENUES		38,340,013	41,784,776	71,838,349	30,053,573	71.92%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	3,134,827	462,078	462,399	321	0.07%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	19,384,406	40,276,589	70,110,812	29,834,223	74.07%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	257,559	-	-	-	0.00%
6900	Transfers	2,029,970	1,046,109	1,265,138	219,029	20.94%
TOTAL EXPENDITURES		24,806,762	41,784,776	71,838,349	30,053,573	71.92%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		13,533,251	-	-	-	0%

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

Parks and Trails Capital Improvement Fund

Category		2019 Actual	2020 Budget	2021 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	2	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	857,213	359,539	359,699	160	0.04%
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	674,235	-	-	-	0.00%
TOTAL REVENUES		1,531,450	359,539	359,699	160	0.04%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	-	-	-	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	3,481,657	359,539	359,699	160	0.04%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	-	-	-	-	0.00%
TOTAL EXPENDITURES		3,481,657	359,539	359,699	160	0.04%
RESERVES USED		1,950,207	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		-	-	-	-	0%

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

Debt Service Fund

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

Debt Service Fund

Category		2019 Actual	2020 Budget	2021 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	4,504,972	4,542,200	4,542,200	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	17,774	-	-	-	0.00%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	315,000	315,000	315,000	-	0.00%
TOTAL REVENUES		4,837,746	4,857,200	4,857,200	-	0.00%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	-	-	-	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	-	-	-	-	0.00%
6700	Debt Services	4,276,435	4,857,200	4,857,200	-	0.00%
6800	Other Expenses	-	-	-	-	0.00%
6900	Transfers	-	-	-	-	0.00%
TOTAL EXPENDITURES		4,276,435	4,857,200	4,857,200	-	0.00%
RESERVES USED		-	-	-	-	0%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		561,311	-	-	-	0%

Internal Service Fund

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

Internal Service Fund

Category		2019 Actual	2020 Budget	2021 Approved Budget	Dollar Inc/Dec.	Percent Inc/Dec.
REVENUES:						
5000	Taxes & Penalties	-	-	-	-	0.00%
5100	Licenses & Permits	-	-	-	-	0.00%
5200-5400	Intergovernmental	-	-	-	-	0.00%
5500	Charges for Services	-	-	-	-	0.00%
5600	Fines & Forfeitures	-	-	-	-	0.00%
5700	Investment Earnings	-	-	-	-	0.00%
5750	Gifts & Contributions	-	-	-	-	0.00%
5800-5900	Other Revenues	1,072,598	945,177	945,177	-	0.00%
TOTAL REVENUES		1,072,598	945,177	945,177	-	0.00%
EXPENDITURES:						
6000	Public Assistance	-	-	-	-	0.00%
6100	Personal Services	-	-	-	-	0.00%
6200-6300	Services & Charges	869,044	840,177	840,177	-	0.00%
6400-6500	Material & Supplies	-	-	-	-	0.00%
6600	Capital Outlay	-	-	-	-	0.00%
6700	Debt Services	-	-	-	-	0.00%
6800	Other Expenses	81,928	105,000	105,000	-	0.00%
6900	Transfers	-	-	-	-	0.00%
TOTAL EXPENDITURES		950,972	945,177	945,177	-	0.00%
DIFFERENCE BETWEEN REVENUES & EXPENDITURES		121,626	-	-	-	0%

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

Budgeted Fund Balances

The following chart is a summary of budgeted fund balances from 2019 actual to 12/31/2021 projected.

Budgeted Fund Balance Comparison 2019-2021

Fund	Actual 12/31/2019	Budgeted Fund Balance 2020 Changes	Budgeted 12/31/2020	Budgeted Fund Balance 2021 Changes	Projected 12/31/2021
Operating Budget					
General Fund	\$26,136,667	-	\$26,136,667	-	\$26,136,667
Road & Bridge	5,046,063	-	5,046,063	-	5,046,063
Health & Human Services	11,449,472	-	11,449,472	-	11,449,472
Other Funds					
Ditch Fund	78,990	-	78,990	-	78,990
Water Management Organization	331,988		331,988		331,988
Buildings CIP	2,523,182	-	2,523,182	-	2,523,182
Parks & Trails CIP	2,108,171	-	2,108,171	-	2,108,171
Road & Bridge CIP	26,406,701	-	26,406,701	-	26,406,701
Debt Service	11,332,701	-	11,332,701	-	11,332,701
Regional Rail Authority	230,260	-	230,260	-	230,260
Total	\$85,644,195	-	\$85,644,195	-	\$85,644,195

2020 Fund Balance Changes

- None

2021 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 Finance Divisions and is posted on the County’s website.

The following Budget by Function/Program for the 2021 Budget lists Budgeted Expenses and Budgeted Program Revenues for each Primary Government Activity by function. It lists the Net between the Expense and Revenue amounts with the budgeted Change in Net Position. The Budget by Function/Program also provides a categorization of General Revenues based on function.

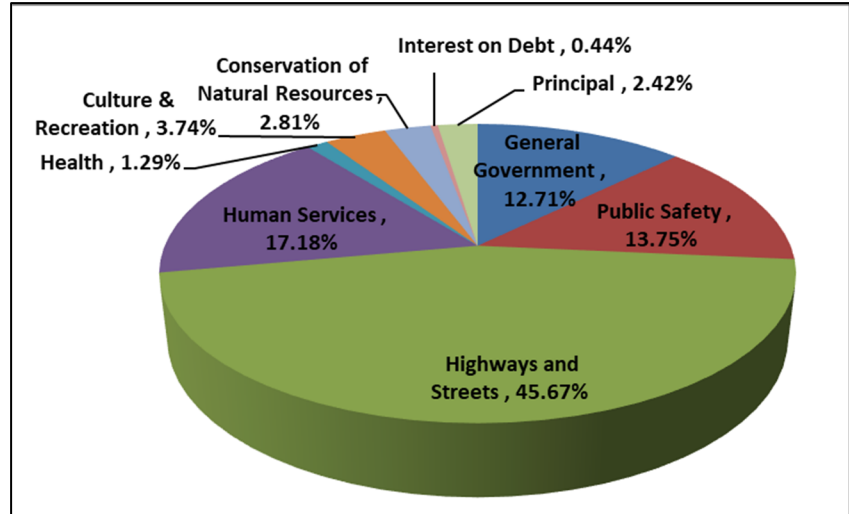
2021 Budget by Function/Program

	Budgeted Program Revenues				Net (Expense) / Revenue and Change in Net Position
	Budgeted Expenses	Fees, Charges, Fines and Other	Operating Grants and Contributions	Capital Grants and Contributions	Primary Government Governmental Activities
Functions/Programs					
Primary Government					
Governmental activity:					
General Government	\$ 22,360,389	\$ 4,480,458	\$ 734,138	\$ -	\$ (17,145,793)
Public Safety	24,186,581	5,692,911	1,358,469	-	(17,135,201)
Highways and Streets	80,336,245	27,500	35,304,486	22,450,000	(22,554,259)
Human Services	30,222,455	4,314,282	14,237,270	-	(11,670,903)
Health	2,264,378	33,000	726,571	-	(1,504,807)
Culture & Recreation	6,577,610	326,250	326,855	286,000	(5,638,505)
Conservation of Natural Resources	4,943,089	2,156,750	856,908	-	(1,929,431)
Interest on Debt	775,835	-	-	-	(775,835)
Principal	4,256,365	-	-	-	(4,256,365)
Total primary government	\$ 175,922,947	\$ 17,031,151	\$ 53,544,697	\$ 22,736,000	(82,611,099)
General revenues:					
Property Taxes					62,367,271
Wheelage Tax					4,794,833
Transit Tax					10,029,209
Gravel Tax					60,000
Grants and contributions not restricted to specific programs					2,958,728
Payment in lieu of taxes					110,000
Investment income					1,537,447
Miscellaneous					753,611
Total general revenues					82,611,099
Budgeted Change in Net Position					\$ -

The Budgeted Expenses exceed the Budgeted Program Revenue by \$82,611,099; the Budgeted General Revenues total \$82,611,099, 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.

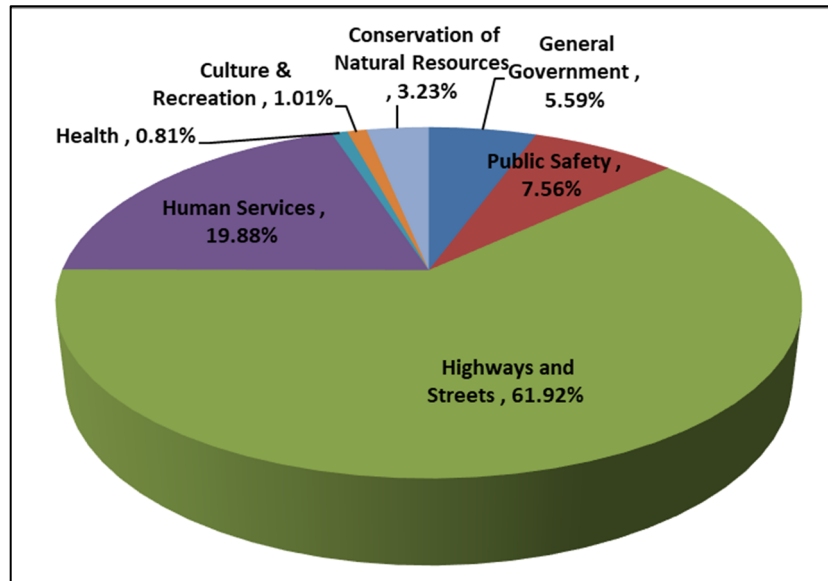
2021 Expense by Function:

Total Primary Government Budgeted Expenses for 2021 total \$175,922,947. As this chart indicates, the highest amount budgeted is for Highway and Streets, which comprise 45.67% of the total, followed by Human Services, which comprise 17.18% of the total. The amount budgeted for Public Safety is 13.75%, followed by General Government at 12.71%.



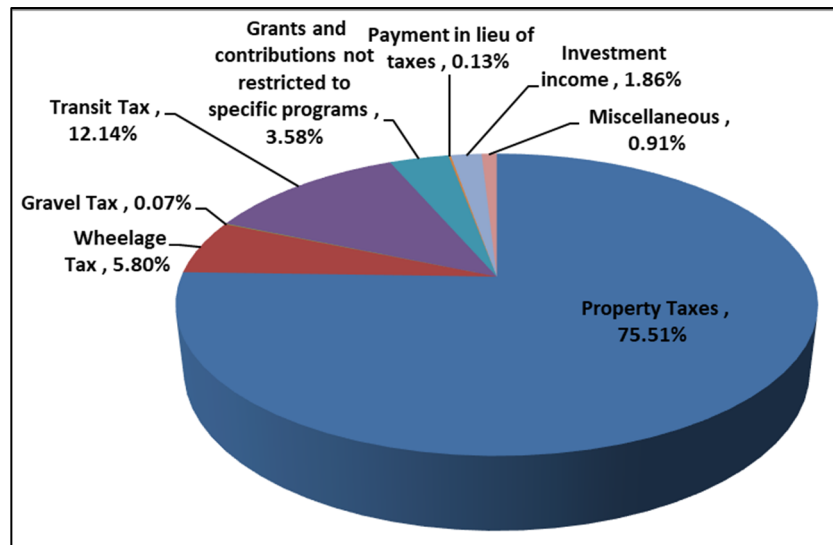
2021 Program Revenues by Function:

Total Primary Government Program Revenues for 2021 total \$93,311,848. As this chart indicates, the largest source of program revenue by function is for Highway and Streets, which comprises 61.92% of the total, followed by Human Services at 19.88%, and Public Safety at 7.56%.



2021 General Revenues:

Total general revenues for 2021 total \$82,611,099. As this indicates, Property Taxes comprise 75.51% of total General Revenue, which includes the Carver County Regional Rail Authority and Carver County Water Management Organization. This is a 2.33% increase in property taxes from the 2020 Budget.

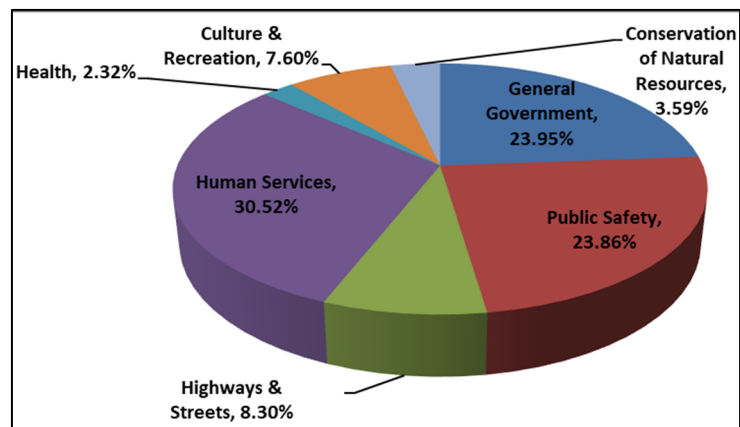


Personnel Summary by Function

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 2018 to the 2021 Budget Year. Under this classification system, some employees in the same division/department may be accounted for under different functions.

Personnel Summary Function/Program	2018 Year-end	2019 Budgeted	2019 Year-end	2020 Budgeted	2020 As of Oct	2021 Budgeted
Administration	2.00	2.00	2.00	2.00	2.00	2.00
Public Services Administration	4.20	4.20	4.20	5.20	5.20	5.20
Property Assessment	13.00	14.00	14.00	14.50	14.50	14.50
Attorney	32.35	33.35	33.35	33.50	33.50	32.80
Property Tax, Elections, & LC	26.25	26.25	26.25	28.88	29.38	29.38
Commissioners	5.00	5.00	5.00	5.00	5.00	5.00
Facilities Management	15.00	16.00	16.00	16.00	16.00	16.00
Financial Services	7.70	8.50	8.50	8.50	8.50	8.50
HR/Employee Relations	13.20	13.20	13.20	13.20	13.20	13.20
Information Services	31.80	32.80	32.80	33.80	33.80	33.80
Land Records and Vitals	8.00	8.00	8.00	8.00	9.20	9.20
Veterans Services	5.60	5.60	5.60	5.60	5.60	5.60
Land Management	5.00	5.00	5.00	5.00	5.00	5.00
General Government Total	169.10	173.90	173.90	179.18	180.88	180.18
Court Services/ Probation	16.50	16.50	16.50	16.50	16.50	16.50
Sheriff	163.90	163.90	163.90	161.90	164.16	164.16
Public Safety Total	180.40	180.40	180.40	178.40	180.66	180.66
Public Works	58.85	60.85	60.85	61.85	61.85	62.85
Social Services	219.08	220.08	220.08	225.48	228.08	231.08
Public Health Services	19.00	19.00	19.00	19.00	17.60	17.60
Library	44.02	44.00	44.01	44.03	44.03	44.03
Parks	12.15	13.40	13.40	12.98	12.98	13.48
Culture & Recreation Total	56.17	57.40	57.41	57.01	57.01	57.51
Planning & Water and Environmental Services	23.50	24.75	24.75	24.75	24.75	25.50
University MN Extension	1.70	1.70	1.70	1.70	1.70	1.70
Conservation of Natural Resources Total	25.20	26.45	26.45	26.45	26.45	27.20
County Total	727.80	738.08	738.09	747.37	752.53	757.08

The chart to the right illustrates the budgeted FTE employee positions assigned to each function in the 2021 Budget.



Vacancy Turnover Allocation

Year-End 2020 Vacant Positions Excluding Positions Eliminated for 2021 Budget

Division/Department	Vacant FTEs	Classification Title	Salary & Benefits Total
Employee Relations Total	1.00	Deputy Division Director- ER	136,937
Public Services / Admin	1.00	Deputy Division Director-Public Services	153,181
	1.00	Communications Manager	106,854
Information Technology	1.00	IT Support Technician	86,206
Library	2.40	Librarian	211,342
	1.65	Library Assistant	70,560
	0.38	Library Shelver	13,886
Environmental Services	2.00	Senior Environmentalist	234,204
	0.40	Environmental Attendant	15,023
Land Management	1.00	Planner	93,965
Planning and Water Management	1.00	Water Resource Specialist	73,988
University of MN Extension	0.60	Extension Administrative Representative	42,157
Public Services Division Total	12.43		1,101,366
Property & Financial Services / Assessor	0.50	Appraiser Inter	26,193
Public Works Division/ Program Delivery	1.00	Engineering Program Manager	132,224
	1.00	Engineering Specialist-Survey	64,846
Operations	2.00	Highway Maintenance Operator	143,929
Parks		Parks Operations and Natural Resource Supervisor	
	1.00		114,154
Public Works Division Total	5.00		455,153
Sheriff's Office / Communications	2.00	PSAP Supervisor	191,172
	1.00	911 Dispatcher	72,391
Jail	2.00	Detention Deputy	188,258
Patrol	1.00	Licensed Sergeant	140,254
	7.00	Deputy Sheriff	692,581
	1.11	Community Service Officer	62,929
Sheriff's Office Total	14.11		1,347,585
Health & Human Services / Administrative Support	1.00	Account Technician	79,084
	1.00	Administrative Assistant	58,797
	1.00	Administrative Representative	57,728
Court Services/Probation	1.00	Court Services Agent III	119,096
Behavioral Health	1.00	Behavioral Health Clinical Services Manager	141,937
	1.00	School Linked Therapist	93,210
	1.00	Health Care Navigator	77,654
Health & Human Services Division Total	7.00		627,506
County Total	40.04		3,694,740

The previous chart lists vacant FTE employee positions as of year-end 2020 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 2020 was 40.04 FTEs, which is more than the 2019 year-end total of 32.05 vacant FTEs reported in the 2020 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 \$175,000 to \$3,930,557. This entire amount has been allocated to the departments based on the assumption that there will be vacant positions during 2021 and utilizing the vacant FTEs, as of Dec. 31, 2020, as a starting point to allocate the anticipated savings. The following chart lists the vacancy savings allocation for the 2021 Budget.

2021 Vacancy/Turnover Savings Allocation

Division/Department	Allocation of Prior Year Vacancies	Year-End 2020 Vacant FTEs	Salary and Benefit Totals for 2020 Vacant FTEs	2021 Vacancy Allocation
Employee Relations	(130,000)	1.00	136,937	(150,000)
Public Services:				
Administration	(150,000)	2.00	260,035	(260,000)
Facilities	(150,000)	-	-	-
Information Technology	-	1.00	86,206	(150,000)
Library	(25,000)	4.43	295,788	(300,000)
Environmental Services	-	2.40	249,227	(250,000)
Land Management	-	1.00	93,965	(50,000)
Planning and Water Management	-	1.60	116,145	(50,000)
Property & Financial Services				
Assessor	(100,000)	0.50	26,193	(20,000)
License Centers	(75,000)	-	-	-
Public Works	(500,000)	5.00	455,153	(500,000)
Sheriff's Office	(1,470,000)	14.11	1,347,585	(1,300,557)
Health & Human Services	(1,155,557)	7.00	627,506	(900,000)
Total	(\$3,755,557)	40.04	\$3,694,740	(\$3,930,557)

Annual Budget

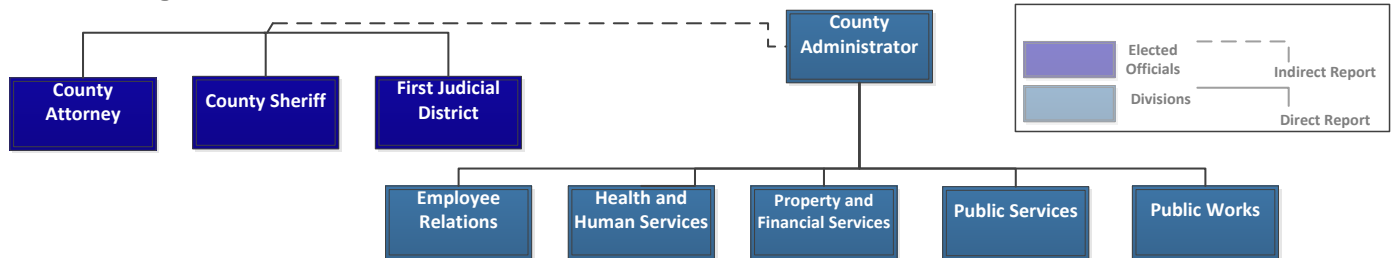


Annual Budget



County Administrator

County Administrator



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

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

Budget Highlights

The following table summarizes the budget for the County Administrator.

County Administrator's Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(796)	-	-	-	-	46,562
Expenditure total	435,729	371,816	368,378	368,378	12.52%	
Levy dollars needed	434,933	371,816	368,378	368,378	12.52%	

The main reason for the large difference between 2019 actual and 2020 Budget- a transfer of \$84,000 was made from County Administration membership dues to County Board membership dues to cover AMC, NACo, MICA and MESB dues.

Levy Adjustments – Budget Overview, Attachment A— In the past, Carver County contracted with Scott County for lobbyist services. Scott County's current lobbyist is retiring so Administration is requesting an additional **\$50,000** for 2021 lobbyist services.

Conference & Training—Attachment F— Requested conference and training for 2021 includes \$4,100 for the following conferences: AMC, MACA, MCMA, a Washington DC transportation funding event, and miscellaneous one day conferences.

County Administrator's Staff					
Position:	2020 FTEs Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Assistant	1.00	1.00	-	-	1.00
County Administrator	1.00	1.00	-	-	1.00
<i>Division Total</i>	2.00	2.00	-	-	2.00

County Administrator accomplishments for 2020

1. Communities: Create and maintain safe, healthy, and livable communities.

- Mental Health - Guide strategies to provide education and service improvements related to mental health concerns.

➤ **Administrator Summary of Accomplishments related to this 2020 goal**

- Neared completion of the Steiner-Kelting Mental Wellness Center with a planned first quarter 2021 opening dependent upon COVID-19 trends.
- Expanded housing and food security options to certain populations impacted by COVID-19.

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

- Court Services - Oversee the transition of Court Services State employees to County employee status by the second quarter of 2020.

➤ **Administrator Summary of Accomplishments related to this 2020 goal**

- Progress on this issue was delayed due to COVID-19.
- Held an arbitration to rule on the status of these employees with an expected decision by the end of the year and transition completion first quarter of 2021.

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

- Budget - Develop and implement a 2020 budget with a goal of maintaining service levels while minimizing the tax impact on the average value home and maintaining our AAA credit rating. Review facility and road project bonding options for Board consideration. Oversee efforts to obtain additional State and Federal funding for priority programs.

➤ **Administrator Summary of Accomplishments related to this 2020 goal**

- Guided allocation of \$12.8 million in CARES Act funding.

- Developed a 2021 budget that maintained or improved service levels and limited the County tax on average value homes to a 2.7% increase.
- Maintained our AAA credit rating.

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

- Master Space Plan - Guide facility planning issues including Board decisions related to implementation of the comprehensive space study. Guide site selection of a new Health & Human Services facility and the expansion of the newly purchased Mental Health Wellness Facility and prepare for an early 2020 opening.

➤ **Administrator Summary of Accomplishments related to this 2020 goal**

- Guided process to close facilities and reshape services due to COVID-19 and implemented a phased reopening plan.
- Implemented COVID-19 health and safety protocols.
- Completed the Master Space Plan and placed it on hold due to COVID-19.
- Conducted site analysis for a Health & Human Services building and placed it on hold due to COVID-19.
- Developed security policies and strategies and implemented enhanced security training.

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

- Transportation - Guide communications and decisions related to transportation projects including efforts to leverage County dollars to obtain additional State and Federal funding.

➤ **Administrator Summary of Accomplishments related to this 2020 goal**

- Continued implementation of new transportation taxes.
- Implemented strategies for expanding Highway 212 including successfully filling the funding gap for the first section from Carver to Cologne.
- Continued moving several other projects forward including the Arboretum transportation study, the MN River Bluffs regional trail project, Highway 5 and 41 trail project, Highway 41 and Lyman project, and Lake Waconia Regional Park and Coney Island upgrades.

Goals, Objectives and Performance Measures for 2021

1. Communities: Create and maintain safe, healthy, and livable communities.

- COVID-19 - Guide strategies to address pandemic related issues including progressing through Reopening Phase III.

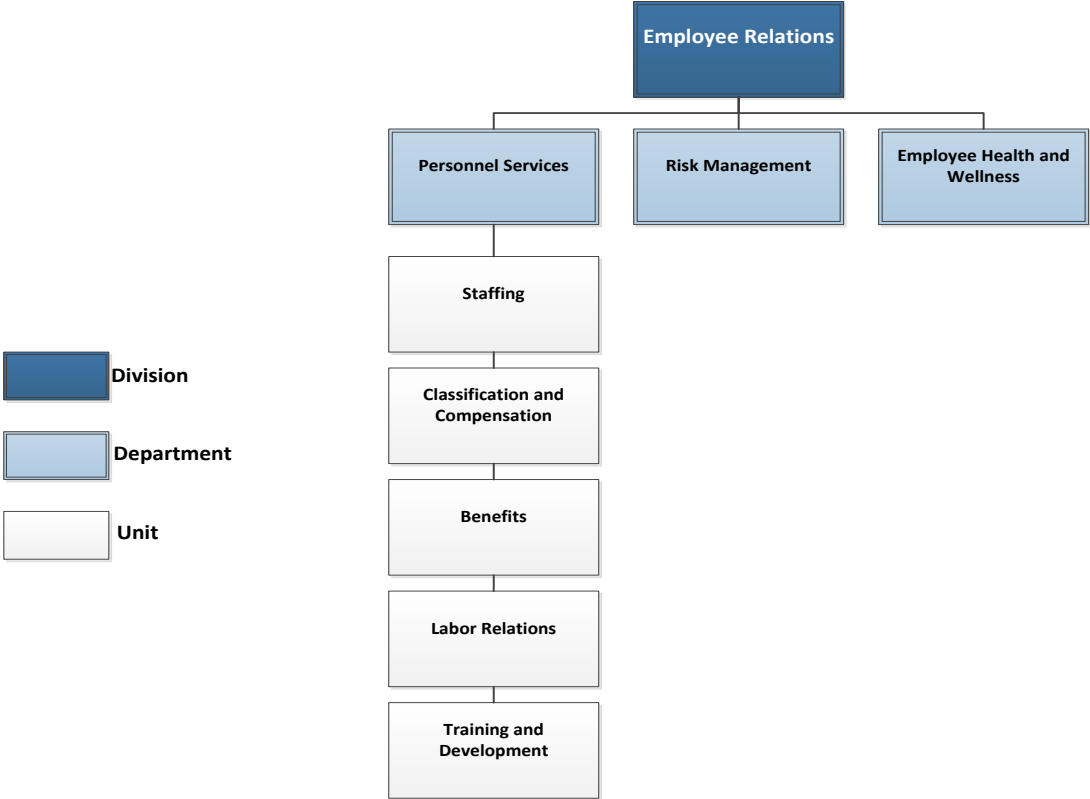
2. **Culture:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.
 - Service delivery - Oversee continued changes resulting from the pandemic including implementing a long-term telecommuting strategy and determining appropriate short and long- term service delivery methods beyond the pandemic.
 - Equity issues – Guide increased efforts to train and support employees and increase organizational efforts to address evolving equity concerns.
3. **Finances:** Improve the County’s financial health and economic profile.
 - Fiscal issues – Finalize recommendations related to CARES Act funding. Address State budget concerns and develop and implement a 2022 budget with a goal of maintaining service levels while minimizing the tax impact on the average value home and maintaining our AAA credit rating.
4. **Connections:** Develop strong public partnerships and connect people to services and information.
 - Master Space Plan – Revisit the comprehensive space study and reshape it for post pandemic service provision.
 - Lobbyist – Guide the process of selecting a new State lobbyist.
5. **Growth:** Manage the challenges and opportunities resulting from growth and development.
 - Transportation - Review facility and road project bonding options for Board consideration. Oversee efforts to obtain additional State and Federal funding for priority programs.
Guide communications and decisions related to transportation projects including efforts to leverage County dollars to obtain additional State and Federal funding.



Employee Relations

Employee Relations Division

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



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

Budget Highlights

The following table summarizes the budget for the division.

Employee Relations Division Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(129)	-	-	-	-	45,821
Expenditure total	1,743,658	2,054,933	2,100,754	2,100,754	2.23%	
Levy dollars needed	1,743,529	2,054,933	2,100,754	2,100,754	2.23%	

Levy Adjustment Targets – Budget Overview, Attachment A –

During the budget process, Employee Relations recommended the addition of \$50,000 to the unemployment budget based on state and national economic trends related to the COVID-19 pandemic. The County has worked to ensure staff continue to deliver services and address new areas of need as the pandemic situation has progressed, maintaining all staff engaged in meaningful work. However, in recognition of numerous unknown factors associated with the COVID-19 pandemic and future economic uncertainties, Employee Relations recommended budgeting for the possibility of increased unemployment costs. Like many other public sector employers, the County is a reimbursing employer for Minnesota Unemployment Insurance benefits, so any unemployment claims result in a more immediately felt impact.

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

Current FTE total is 13.20; no additional requests were made for 2021.

Employee Relations Division Staff					
	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Positions:					
Administrative Assistant	1.00	1.00	-	-	1.00
Deputy Director of ER/Labor Relations Manager	1.00	1.00	-	-	1.00
Employee Relations Business Partner	4.00	4.00	-	-	4.00
Employee Relations Coordinator	1.00	1.00	-	-	1.00
Employee Relations Director	1.00	1.00	-	-	1.00
Employee Relations Senior Advisor	0.20	0.20	-	-	0.20
Employee Relations Senior Business Partner	1.00	1.00	-	-	1.00
Health & Wellness Program Manager	1.00	1.00	-	-	1.00
Risk Management Specialist	1.00	1.00	-	-	1.00
Seasonal Temporary On-Call (STOC) Clerical	2.00	2.00	-	-	2.00
Division Totals	13.20	13.20	-	-	13.20

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 that support the County’s commitment to equal employment opportunity; advertising open positions, supporting and administering screening and interview processes, guiding pre-placement processes, facilitating selection of qualified candidates based on job-related criteria, and providing onboarding services for new employees.

- **Classification & Compensation:** Ensuring compliance with Pay Equity and Fair Labor Standards, preparing, updating and evaluating job descriptions, completing salary surveys, computing wages and salaries, and recommending salary adjustments to the County Board.
- **Benefits:** Managing employee enrollment in health, dental, life, long-term and short-term disability insurance, as well as health savings account (HSA), health reimbursement arrangement (HRA), flexible spending plans, deferred compensation accounts; managing benefits for former employees and retirees; administering benefits plans, communicating with benefits providers; and continuing to assess the most cost effective benefits plan options to meet employee needs and support workforce attraction and retention goals.
- **Labor Relations:** Negotiating collective bargaining agreements (CBAs), hearing and resolving grievances, explaining CBA terms and conditions to employees and supervisors. The County takes advantage of the services provided by the Bureau of Mediation Services (BMS) to help resolve contract and grievance differences to avoid more costly arbitration. In addition, the County supports several labor management committees to facilitate open communications between labor and management, and to build positive labor relations.
- **Training & Development:** Developing, delivering and coordinating leadership and employee training and development programs. Examples of training areas addressed include support staff conference and training, safety training, harassment and discrimination prevention, respectful workplace practices, customer service, diversity, equity and inclusion, leadership development, and performance management process training initiatives.
- **Risk Management:** Managing liability, workers compensation, property and casualty insurance; reviewing contracts and assessing risk exposure and mitigation situations.
- **Safety and Health:** Developing and implementing policies, programs, protocols, systems and training to maintain a safe and healthful workplace and service delivery environment. Convening the countywide 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.
- **Employee Health & Wellness:** Providing programs, resources, education, and incentives to encourage employees and their families to improve overall lifestyle and whole person well-being and reduce the risks of chronic diseases. The mission of the County's Wellness Committee is to improve the health and well-being of Carver County employees and their families.

2020/2021 Goals, Objectives and Performance Measures

COVID-19 Pandemic Response:

- Since March of 2020, Employee Relations has taken a significant role in addressing organizational response to the COVID-19 pandemic. Work continues in 2021 to guide appropriately adjusted service protocols and operations that support employee and community health and safety throughout the COVID-19 pandemic. Areas addressed, associated with the pandemic, include but are not limited to:
 - Pandemic COOP planning and guidance

- Development and management of employee health and safety policies, programs, procedures, and guidance (e.g. expanded respiratory protection fit testing, employee COVID-19 screening protocols, incident/exposure case review and associated isolation and quarantine guidance)
- Development and management of general workplace policies, procedures, and guidance (e.g. Communicable Disease Policy, COVID-19 leave policies supportive of workplace and customer safety, review of reopening phase protocols and safety/health supportive measures across County divisions and departments)
- Application and management of new provisions of law, state directives, and public health authority guidance as they relate to workplace operations (e.g. new federal employee leave provisions, study and application of the most current CDC and MDH guidance, preparation of the County's COVID-19 Preparedness Plan)
- Increased employee leave management
- Employee and management communications and education addressing pandemic related topics and effective remote workforce management approaches
- Additional labor relations communications and MOAs addressing changes resulting from the pandemic situation including workforce reassignments, leave provisions, and new program areas responsive to COVID-19, focused on maintaining effective County operations
- Telework Program development will be a specific area of focus for 2021, capitalizing on newly gained efficiencies and benefits of flexible service delivery strategies

Labor Contract Negotiations:

- All 10 of the County's collective bargaining agreements conclude at the end of 2020.
- Employee Relations will negotiate updated agreements with all bargaining units addressing 2021 and beyond.
- Future uncertainty due to the pandemic situation presents a uniquely challenging scenario for this round of negotiations.

Technology Systems:

- With the support of the Board, Employee Relations has maintained a strong focus over the past 5+ years on converting less efficient paper-based and manual processes to more effective technology-based approaches. This ongoing effort positioned the Employee Relations Division to seamlessly transition to remote work as part of organizational response to the COVID-19 pandemic, while effectively continuing to deliver all services.
- HRIS/Payroll System Conversion –
 - The High Line HRIS and Payroll System implemented by the County in 2019 was recently acquired by NEOGOV.
 - Conversion to NEOGOV's software as a service (SAAS) version of the HRIS/Payroll product is anticipated to proceed in 2021, to position the County with effective HRIS/Payroll technology to serve the organization into the future.
- Continued Employee Relations Technology Progress –
 - The County was able to secure additional NEOGOV technology modules as part of the HRIS/Payroll technology upgrade project, while remaining within original budget parameters. Implementation of new HR technology modules is underway, including solutions for management of onboarding processes and forms/workflow management.

- Integrated technology systems investment will increase overall efficiency and capabilities and support countywide remote work effectiveness by deploying technology-based advancements across the organization.
- Conversion from paper to an electronic personnel file system was completed in 2020, using existing County technology (OnBase). This was the last major transition piece in ER's overall multi-year plan to move from paper to electronic processes and data management.

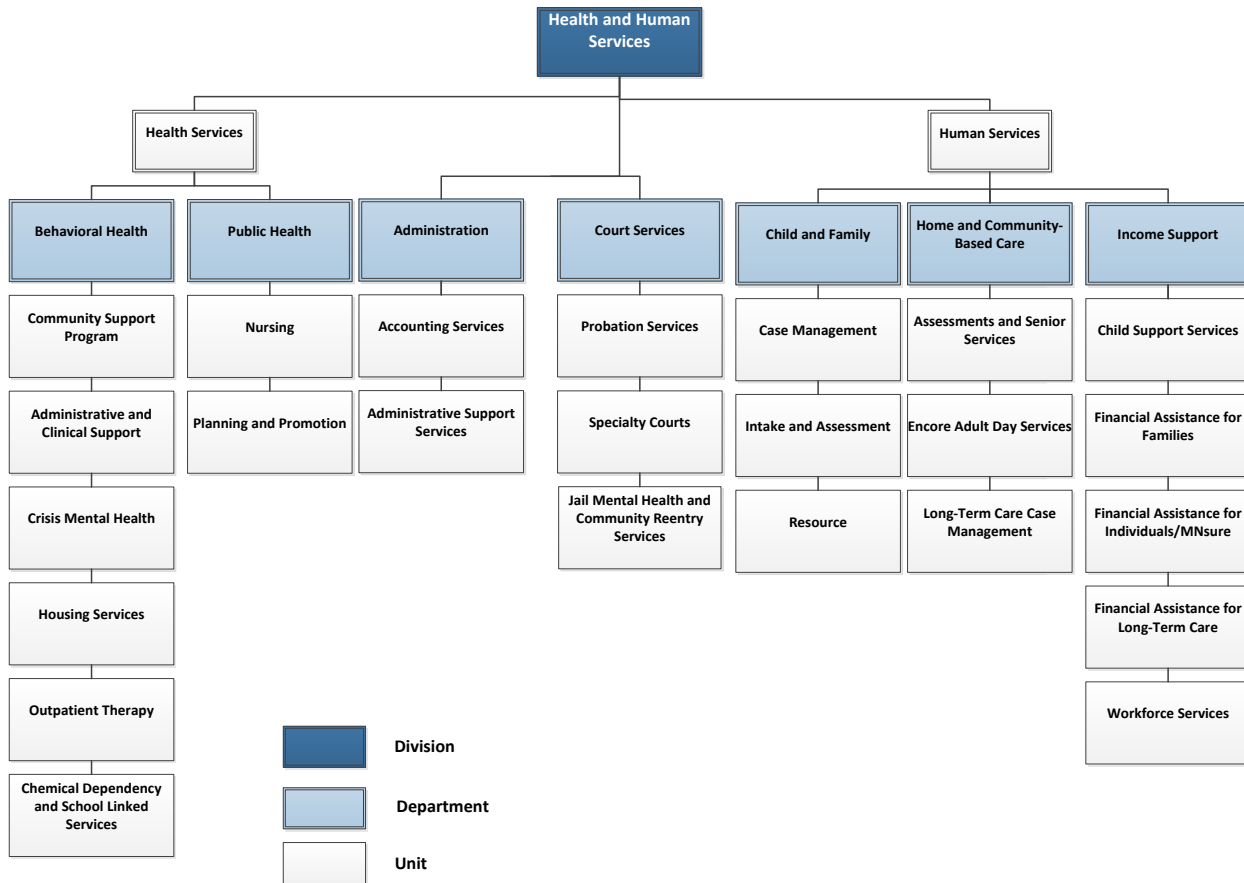
Employee Health Insurance and Other Benefits:

- Health insurance last RFP - premium rates *decrease* of 15% for 2017 along with rate cap guarantees provided during the subsequent four years including caps at 6% for 2018, 7% for 2019, 8% for 2020, and 9% for 2021.
- The actual health insurance increase for 2021 was 6.38% due to the ACA premium tax being removed.
- Health insurance RFP process will be conducted in 2021, for 2022 benefits.
- Dental plan structure was modified significantly in 2015 based on Employee Relations recommendations for a complete plan model overhaul, resulting in significantly improved group experience rates and achievement of a more sustainable plan model.
- 2019 RFP for the 2020 dental plan included a move from Delta Dental to Health Partners. HealthPartners provided a 15% *decrease* in dental insurance rates, and dental rates remain the same from 2020 through 2021.
- Dental insurance RFP will be conducted for 2022 benefits.
- Life Insurance RFP will be conducted for 2022 benefits.



Health and Human Services

Health & Human Services



The Health and Human Services (HHS) Division provides a wide variety of social services and public health services and supports to children and families, vulnerable adults, and individuals who are disabled, elderly, mentally ill, chemically dependent, homeless, impoverished, or medically compromised. The staff provides assessments and assists with application for state and federal programs, makes referrals for and helps to coordinate community resources, and provides direct services related to local programs. Carver County through its Human Services department operates a much-needed adult day program for seniors, which was closed for much of 2020 due to the pandemic. In 2020, the Court Services Department has also become a part of the HHS Division.

Budget Highlights

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

Health & Human Services Division Budget <i>(Court Services is not included in this table, see below)</i>						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(20,141,741)	(19,179,585)	(19,313,123)	(19,313,123)	0.70%	(195,588)
Expenditure total	32,117,048	32,518,883	32,456,833	32,456,833	-0.19%	
Levy dollars needed	11,975,307	13,339,298	13,143,710	13,143,710	-1.47%	

Levy Adjustment Targets – Budget Overview, Attachment A – Projected loss of revenue of \$120,000 in the Encore adult day services program due to ability to operate only at 50% capacity due to COVID-19. The program will still need to maintain 100% of staff costs in 2021.

Costs for services to Child Protection clients brought forth by Court-appointed attorneys have caused HHS expenditures to rise over State allocations by \$126,000. Only the State allocation has been budgeted for 2021. It is hoped a new structure to the contract for Court-appointed attorneys will assist in bringing down these costs, as well as a corresponding reduction in staff court time and other significant ancillary costs.

Through multiple meetings and detailed review of trends, projections, and creative solutions, Health and Human Services was able to come up with \$243,250 in structural adjustments to balance the 2021 budget need. All HHS Managers were key players in making the budget for 2021 come together.

The following chart summarizes the staffing requests for 2021.

Health & Human Services Staff	2020 FTEs Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Unit/Department:					
Administrative Services	20.00	20.00	-	-	20.00
Behavioral Health	69.13	70.33	2.00	2.00	72.33
Child & Family	40.45	40.65	1.00	1.00	41.65
Court Services/Probation	16.50	16.50	-	-	16.50
Home & Community-Based Care	47.10	47.10	-	-	47.10
Income Support	48.80	50.00	-	-	50.00
Public Health	19.00	17.60	-	-	17.60
Division Totals	260.98	262.18	3.00	3.00	265.18

Staffing Requests – Budget Overview, Attachment B –

Behavioral Health:

Psychotherapist-1.00 FTE- no new levy \$ associated. Outpatient is requesting an additional full-time psychotherapist to meet the increasing demand for therapy services. As of January 2019, all psychologists and psychotherapists schedules were full. Even our new therapist, who was hired in October 2018 became full by January 2019. Depending on the therapist, our current wait time for an initial therapy appointment is 6 to 12 weeks. Typical wait times over the years have been 2 to 3 weeks. Our Psychologists who typically do both psychological testing and therapy have had to lessen testing hours to address the demand for therapy services. This made it especially difficult to meet the HCBC need for CADI waiver eligibility testing. Also, return appointments in some cases are out for six weeks, when people typically attend therapy weekly or biweekly. This means that our regular, established patients are not able to be treated effectively.

Social Worker-1.00 FTE- no new levy \$ associated. The new Housing Unit Social Worker will be providing Housing Stabilization Services in the form of Housing Consultation, Housing Transition Services, and Housing Stabilization Services. This is a billable service now through MN DHS. Carver County is currently enrolling to provide this service. This new staff person will have a case load of approximately 20 households who are disabled and needing help finding or maintaining housing. A case load of this size will allow for enough billable income to support the cost of one FTE.

Child and Family:

Family Finding Social Worker- 1.00 FTE- no new levy \$ associated. The new Family Finding Social Worker will provide a variety of tasks to the Child and Family department that will include licensing new relative homes, providing relative search updates to the court as well as assisting in finding family and kin that could be possible supports or placement options for children in placement.

Conference and Training – Budget Overview, Attachment F –Continuing education and training is crucial, for 2021 \$125,499 is budgeted for the full division (HHS and Court Services).

Accomplishments and Goal Setting

The overarching activity of 2020 has been addressing the COVID-19 pandemic. The pandemic has led the Division to institute significant changes in almost all facets of our work. Beginning with the first “Stay At Home” order issued by Governor Walz, 80% of the HHS work force became remote workers almost overnight. At the same time, for safety reasons almost all face to face client engagement needed to transition to a virtual format. Previous investments in technology in both software and hardware supported by the County Board were key in giving the HHS Division the ability to quickly make this transition. All services continue to be provided effectively and efficiently and all clients are able to be served. Once processes were in place, earned revenue for virtual in lieu of face to face services were similar to pre COVID levels. We anticipate that the virtual connections with clients will continue well into 2021 and most likely beyond in some form. Utilization of CRF for further investments in technology to address COVID-19 related challenges will well position the Division for this future.

A major initiative of the Division this year was in initiating the Emergency Operations Center to address the needs of the County in dealing with the pandemic. Public Health staff has played a major role, along with other staff members from across the Division. Efforts of the EOC have touched all aspects of addressing the pandemic both internally and externally. This has been a significant mobilization effort in 2020 and will continue as a maintenance effort for the duration of the pandemic, which will continue into 2021 and possibly beyond.

One unanticipated effect of the pandemic was a significant increase in the amount and complexity of Child Protection referrals. While most other counties saw a decrease in Child Protection activity, this was not the case in Carver County. Our Child Protection staff has been able to meet the demands involved with this increase during an extremely challenging COVID environment. The high level of risk involved with these referrals have resulted in a corresponding increase in child out of home placements which as a result has increased placement costs for 2020 and are projected

to be even higher in 2021 due to COVID-19 effects. The new Family Finding Social Worker position, originally to be funded by State opioid fee collections, is critical in containing the cost of out of home placement. In 2020, the State informed Counties that the funds originally allocated would be reduced by 68%. Because of this, additional local funding will be needed to fund this critical position in 2021. If not funded, it is anticipated overall costs in out of home placements will continue to rise throughout 2021.

As a response to the pandemic, the Encore adult day services program was required to cease in-person operations in March 2020. This has resulted in the loss of important programming, as well as significant revenue. While the staff associated with the Encore program was unable to perform their regular duties in serving some of the County’s most vulnerable residents, they were nonetheless able to perform important duties throughout the Division to support COVID-related needs and operations. In 2021, it is planned the Encore program will operate at 50% capacity in order to maintain the health and safety of participants. This will still result in a projected loss of \$120,000 in revenue for 2021.

Our Income Support Department has been on the frontline in 2020 assisting with the financial and health care needs of County residents during the pandemic. The Income Support staff will continue to be a leader with assisting County residents in receiving needed supports through the distribution of CARES Act funds/COVID Budget Stabilization funds for housing, childcare, transportation, and other financial needs in 2021. In 2020, the Career Force program was the first workgroup in HHS to begin center-based in-person appointments and services. Moving into 2021, the efforts of the Career Force staff will be critical in the economic recovery of the County.

Administrative Services

The Administrative Services Department reflects the overhead costs for administration of the HHS Division. Efficiencies across these units have been implemented to meet the needs of the HHS growth and to ensure quality customer service is provided both internally and externally.

The department in 2020 had 20.00 FTEs, no requests made during the 2021 budget process for additional FTEs:

Administrative Support Department Staff Position:	2020 FTEs Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Accounting Manager	1.00	1.00	-	-	1.00
Accounting Supervisor	1.00	1.00	-	-	1.00
Accounting Technician	6.00	6.00	-	-	6.00
Administrative Assistant	3.00	3.00	-	-	3.00
Administrative Officer	1.00	1.00	-	-	1.00
Administrative Representative	5.00	4.00	-	-	4.00
Health & Human Services Director	1.00	1.00	-	-	1.00
HHS Deputy Director- Social Services	1.00	1.00	-	-	1.00
HHS Deputy Director- Health Services	1.00	1.00	-	-	1.00

Information Technology Coordinator	1.00	1.00	-	-	1.00
<i>Department Totals</i>	21.00	20.00	-	-	20.00

Administrative Support Department:

The work of the Administrative Support Department is involved in the everyday operations of the HHS Division. Efficiencies continue to be implemented to meet the needs of on-going FTE growth in HHS in order to continually provide quality customer service to all customers both internally and externally.

The Administration section (11-405-600/700 of the HHS Budget, please note that Deputy Director salaries are reflected in their respective areas of management) reflects the overhead costs for Administration staff.

Goals and Objectives for 2020:

A new Accounting Supervisor was hired in January 2020 due to the continued growth of the division, added grants, reporting, audits and high level of oversight that is needed. Timing could not have been better as this proved to be extremely beneficial due to COVID-19 and the added supervision needed to move this unit to a hybrid remote work schedule, CARES Act monitoring/reporting and the large number of claims processed by this unit.

HHS Accounting fully integrated to the new SharePoint collection system in early 2020. This project involved the collaboration of accounting staff and IT engineers. It has proven to be a very user-friendly system. Not only does it provide accurate statements but also has provided the ability to pull collection data easily.

Enhanced revenue collection was also a highlight for the accounting unit. This is clearly shown in the area of CW-TCM revenue. An accounting technician took on the additional work of reviewing workgroups, running reports monthly for the Child & Family unit moving HHS forward from antiquated crystal reports previously being used by the Child & Family units. This work along with case managers' timely entry has resulted in a significant revenue increase.

The Administrative Representative and Administrative Assistant staff continue to meet the challenges of a remote workforce due to COVID-19. They have worked tirelessly to adjust & re-adjust to provide excellent customer service. The Administrative Support Supervisor has been incremental in moving this team forward and is continuously looking to update technology, streamline and refine processes to meet the needs of the HHS Division.

2021 Challenges:

The challenge continues to be the struggle to balance the enormous growth due to FTE increases and adequately supporting the division. The accounting complexity and audit requirements have increased significantly. In 2021, a position request will be to add another Accounting supervisor in order to properly staff the daily budget inquiries and reporting. The recommendation is to have a supervisor for the Social Service/Mental Health/Public Health area of reporting and a supervisor for the Income Maintenance/Child Support/Career Force areas. This is a necessity for this unit to function smoothly, meet the demands of audit, and to properly support the accounting needs of the division. The division managers will be reviewing the administrative support needs in the next few months. It is fully anticipated there will be a need. HHS is a growing division and as the rest of the division units grow this area will need the added FTE's in order to meet the demand.

Health Services:

The Deputy Director of Health Services oversees the following HHS departments:

Behavioral Health Department

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

In 2020, 70.33 FTEs made up the Behavioral Health Department, in 2021 and additional 2.00 FTEs are being requested. (See Attachment B for costing and funding) The changes in department staff is outlined in the following table:

Behavioral Health Department Staff					
Position:	2020 FTEs Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Accounting Supervisor	1.00	1.00	-	-	1.00
Accounting Technician	3.00	3.00	-	-	3.00
Adult Mental Health RN/ Case Manager	1.00	1.00	-	-	1.00
Behavioral Health Manager	-	1.00	-	-	1.00
Case Aide	1.00	1.00	-	-	1.00
Case Management Associate	1.00	1.00	-	-	1.00
Case Management Sup- School Link	1.00	1.00	-	-	1.00
Case Management Supervisor – Day	1.00	1.00	-	-	1.00
Clinical Director	1.00	1.00	-	-	1.00
Clinical Social Worker	1.00	1.00	-	-	1.00
Community Support Supervisor	1.00	1.00	-	-	1.00
Crisis Program Supervisor	1.00	1.00	-	-	1.00
Crisis Therapist	11.00	10.20	-	-	10.20
Crist Therapist (On-call) (MH Prof Casual)	0.40	0.40	-	-	0.40
Health Care Navigator	1.00	1.00	-	-	1.00
Health Services Nurse- Psychiatry	2.00	2.00	-	-	2.00
HHS Administrative Assistant	3.00	3.00	-	-	3.00
Housing Unit Supervisor	1.00	1.00	-	-	1.00
Jail Re-entry Program Coordinator	1.00	1.00	-	-	1.00
Law Enforcement Crisis Responder	-	1.00	-	-	1.00
Psychologist	2.00	2.00	-	-	2.00
Psychotherapist	4.00	4.00	1.00	1.00	5.00
Social Worker	13.48	14.48	1.00	1.00	15.48
Therapist School Linked Services	16.25	16.25	-	-	16.25
Department Totals	68.13	70.33	2.00	2.00	72.33

Outpatient Mental Health Program

Description

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

This year the Outpatient Unit was swept up in the national Covid-19 emergency. Although Outpatient stood at risk of losing revenue, the unit brought in more revenue than previous years. This was due to an increase in business and a decrease in failed appointments. Outpatient has received payment for only 10.5 months of services billed in 2020; yet is ahead of 2018 revenue totals by 77,000 and has outdone 2019 revenue by 40,000. Since Outpatient may not meet its optimistically minded 2020 revenue projection, it will keep the same revenue goal for 2021.

Outpatient will continue to focus on increasing efficiencies in resource utilization, and on building partnerships and relationships with referral sources. Outpatient, and to a lesser degree First Street Center, has joined an independent practice association to better position us to receive better rates from our payers. Through the MACMHP Convergent Integrated Care Association, Outpatient will develop a common integrated pathway of care. This will not only improve the overall mental health system but will increase treatment quality and access. These efforts will allow bonuses for quality integration and will also give us the leverage to negotiate insurance rates as a group.

Outpatient will respond to the increased business demand by hiring another therapist in 2021. This additional staff will also serve to produce more revenue while increasing timely access to services.

Goals and Objectives for 2021

The primary goal of the Outpatient Unit is to increase access to both psychiatry and psychotherapy services, while increasing rates of reimbursement. Outpatient will increase efficiencies in psychiatry and take steps to plan for succession as retirements occur. Outpatient will continue to work actively with the MACMHP Convergent Integration Association to negotiate better rates and achieve bonuses from payers. This unit will continue to look for opportunities to develop formal partnerships with other entities in order to secure a sound referral base.

Measures/Accomplishments

The unit's Clinical Director has set a tone of focus on productivity, revenue production and quality of service. This is operationalized by implementing telehealth, filling as many open slots as possible in the outpatient providers' schedules, promoting therapists to continue their education through workshops, seminars and conferences and looking for ways to optimize the use of electronic medical records. Outpatient has not only managed to continue providing care during the pandemic, but it has increased clientele and revenue.

Crisis Program

The Mental Health Crisis Program provides telephonic and mobile crisis response services 24-hours a day, 7-days a week in Carver and McLeod Counties. The program is a private and public collaboration between Carver and McLeod Counties and Ridgeview Medical Center.

The Carver County Mental Health Crisis Program had an extraordinary year of program collaboration and expansion of services. The program continued to provide telephonic crisis response and mobile crisis response 24-hours per day 7-days a week, to individuals in Carver and McLeod Counties. The Crisis Therapists continued to provide face to face mobile crisis response services in the community and Ridgeview Medical Centers during the pandemic. The Crisis Program responded to 8,368 crisis callers, provided 1159 face to face mental health assessments and provided mobile Stabilization services to 371 adults, children and families.

In collaboration with the Sheriff's Office the program was able to implement two innovative service collaborations. Carver County is one of first in the State to implement these services successfully. The first was co-locating the crisis practitioners that provides telephonic crisis response and triage in the 911 dispatch center. This initiative allowed for immediate response to 911 callers that needed mental health intervention and helped to decrease costs. The second was the development of a law Enforcement Crisis Therapist that co-respond with Sheriff's Office and Chaska Police departments. The Law Enforcement Crisis Therapist is dedicated to responding with law enforcement. The implementation of these two initiatives have resulted in increased utilization of the Crisis Program outside of the co-responders scheduled hours.

The Crisis Program as awarded a five-year grant from the MN Department of Health to become, one of only four providers in the state of MN, as a call center for the National Suicide Prevention Line (NSPL). The grant award allowed for the hiring of two additional crisis employees to expand the number of employees responding and triaging the telephonic crisis calls. This grant may also fund a second supervisor in 2021.

The Crisis Program applied and was certified as a provider for the National Suicide Prevention Lifeline in the United States, Carver County is one of only 180 NSPL call centers.

Budget Highlights

The program is funded with grants, service contracts and billing for services, it does not depend upon County tax levy. The Carver County Crisis Program is the most proficient program in the State at billing and collecting third party revenue. The Crisis Program participated with the Behavioral Health Department in renegotiating contracts with the major insurers and rates for services were successfully increased.

The Crisis Program has grant funding awarded from the MN Department of Health until June 2025 and from the MN Department of Human Services through Dec 2022. There is an annual service contract with McLeod County and Ridgeview Medical Center.

Goals and Objectives for 2021

The Crisis Program goal is to provide immediate and intensive community based services as an alternative/prevention to a higher level of care; to provide early intervention of mental health concerns and suicidal ideation; to stabilize the immediate crisis and to promote resiliency, hope and access to treatment and services.

The Crisis Program will continue to collaborate with the Sheriff's Office to maintain telephonic crisis intervention and triage in the 911 dispatch center and to co-respond as requested by law enforcement. The utilization of mobile crisis response services by law enforcement in McLeod County will also be an objective in 2021 as we share the success in Carver County.

The Crisis Program will work collaboratively in the Steiner-Kelting Residential Stabilization facility to provide clients with an alternative to a higher level of care and decrease cost for individuals, families and the County.

Measures/Accomplishments

The Mental Health Crisis Program will continue to provide telephonic crisis and triage, mobile assessment and intervention services and stabilization services 24/7. Utilization, billing and reimbursement will be maintained or increase from 2020 levels.

The program will continue to collaborate with Law enforcement in the 911 dispatch center and in co-responding with officers as requested. The utilization by law enforcement will increase in 2021 in both Carver and McLeod County.

Chemical Health Assessment

The Carver County Chemical Health Assessment Unit is comprised of 1.0 FTE, providing chemical health assessments to residents of Carver County. This employee also participates in Drug Court and Veterans Court and provides case management and monitoring for individuals with CD civil commitment orders.

Budget Highlights

Chemical Health Assessments are provided primarily for people who have no insurance or Minnesota Medical Assistance. Private pay chemical health assessments are available for those over income for Rule 25 or Behavioral Health Funding as well.

Goals and Objectives for 2021

This program will be working throughout 2021 to implement changes brought on by Substance Use Disorder (SUD) reform, as Direct Access was implemented in the State on October 1st, 2020. The program has been enrolled with DHS as a provider for both Comprehensive Assessments and Treatment Coordination services. The current Rule 25 Assessment process will continue to be available until July 1, 2022, at which time Direct Access will be the only way to access SUD services. The program anticipates that the provision of MA billable Comprehensive Assessments will begin in the first portion of 2021. Treatment Coordination is also an MA billable service that may be provided by this program, should staffing levels allow for this service provision.

Measures/Accomplishments

The Chemical Health unit will continue to serve people in need of chemical health assessments, case management and monitoring for CD civil commitments, and develop the new Comprehensive Assessments and Treatment Coordination programs to implement SUD reform changes.

Jail Mental Health

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

Budget Highlights

Jail Mental Health services are provided through a contract with MEND to provide onsite mental health services to inmates. The jail staff report being very satisfied with the services provided by MEND. We anticipate this contract continuing through 2021.

Goals and Objectives for 2021

A goal for 2021 is to continue to integrate the mental health services provided by MEND into the Behavioral Health Departments electronic health records system, and to use that integration to increase the continuity of care for inmates upon release.

Measures/Accomplishments

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

Housing Services

The Housing Unit consists of the Housing Unit Supervisor, the Housing Support Specialist and the Homeless Outreach Specialist. The goal of this unit is to provide support services to people experiencing homelessness and housing instability, while helping them to assess available housing resources. This is done while building an infrastructure (with other Metro counties) to better serve the Carver County community and other surrounding counties. This unit also works to inform and educate all social service staff on housing issues. Carver County's Housing Supervisor lead the launch of the local Coordinated Entry System and continues to play a vital role in maintaining and facilitating communication among a continuum of agencies and organizations that focus on housing issues.

Budget Highlights

No significant budget issues related to this position/program. In 2016 the program was awarded a competitive grant for a specialist to serve people experiencing homelessness who also have serious mental illness. This grant was renewed for 2018 and again for 2020-2021. In addition, an infrastructure grant was awarded to the unit in 2018 for a Homeless Outreach specialist to serve people experiencing homelessness who have any type of disability. This grant was renewed for 2019-2021 as well.

Goals and Objectives for 2021

One of the goals for the Housing Unit is to continue working with a system called Coordinated Entry. Coordinated Entry directs all people faced with housing issues to a central access point where they are asked to complete a short assessment. Their information is compiled and placed on a central priority list that is organized by length of time homeless. All referrals to homeless housing programs are made from this list. Another goal is to work with other community partners (CAP agency, Carver CDA, Launch Ministries, Beacon, His House, Hope House, etc.) to continually build stronger professional relationships in order to best serve the residents of Carver County.

Measures/Accomplishments

Carver County's Housing Supervisor was instrumental in leading the charge for Coordinated Entry and continues to play a vital role in maintaining and facilitating communication among a continuum of agencies and organizations that focus on housing issues as well as being vital to the transition to a regional approach. The Housing Unit has also facilitated the expansion of Supportive Housing units in the County from zero in 2015 to over 50 in 2021. A new shelter program was also developed in December of 2019 that has grown to accommodate safe space shelter needs for over 90 Carver County households throughout 2020 and during the COVID-19 pandemic.

Adult Mental Health

The Adult Mental Health Unit provides targeted case management, community support services and outreach services for people experiencing Serious and Persistent Mental Illness (SPMI). The adult mental health unit also completes pre-petition screenings for civil commitment requests and provides SOAR (assistance with applying for Social Security Disability) services for those who are homeless or at risk of homelessness.

Budget Highlights

When a state hospital determines that a client no longer meets "medical necessity" for residential treatment setting, the County is then responsible for an increased portion of the cost until the person is discharged from the hospital to an appropriate setting. This includes Anoka Metro Regional Treatment Center (AMRTC), Minnesota Sexual Offender Program (MSOP), Community Behavioral Health Hospitals (CBHH) and St. Peter Security Hospital for those committed as Mentally Ill and Dangerous. The State has effectively "cost shifted" part of their traditional expense to the Counties and this could be a tremendous additional cost for us. Rule 20 civil commitments (typically when a person is in jail) have become the primary source for state hospital admissions. Revenue for AMH-TCM services is expected to maintain or increase, as the program has received increased referrals and civil commitments since the beginning of the COVID-19 pandemic.

Goals and Objectives for 2021

Primary goals for 2021 include continuing to implement trauma-informed and person-centered protocols into the work of the unit, ensuring that people who are eligible for adult mental health services will have access to this required service, and maintaining the quality and range of services available to support those with serious and persistent mental illness. This includes the ongoing development of new programs including SOAR for those who are homeless or at risk of homelessness, continuing to utilize AMHI grant funds for IPS-like supported employment, along with implementing quality improvement processes in the various components of the unit. Adult Mental Health Initiative Reform is underway in the state, with a plan for new funding formulas for the AMHI grants before the current AMHI and CSP Grants end in December 2022. The supervisor is coordinating the Carver County Adult Mental Health Initiative meetings and preparing for anticipated changes.

Measures/Accomplishments

The Adult Mental Health unit continues to provide effective services; throughout the high number of referrals and complex situations in 2020, the program has demonstrated a creative, flexible approach to meeting the needs of people with serious and persistent mental illness. The Carver

Adult Mental Health Initiative has continued to partner with people with lived experience of mental illness, health plan representatives, housing, employment, and mental health providers in the area.

Public Health Department

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

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

The Public Health Department budget includes salaries and benefits for 17.60 FTE positions, no additional FTEs requested for the 2021 Budget. In October 2016, the department was awarded the Statewide Health Improvement Program (SHIP) grant, funding work performed through October 2017. The department will submit a grant application for continued funding through October 2020. The grant requires continued designation of a 1.00 FTE Grant Coordinator. The staffing for the department is as follows:

Public Health Department Staff					
Position	2020 FTEs Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Accounting Technician	1.00	1.00	-	-	1.00
Community Health Supervisor	1.00	1.00	-	-	1.00
Community Health Worker	2.00	1.00	-	-	1.00
Family Health Supervisor	1.00	1.00	-	-	1.00
Health Informatics Specialist	1.00	1.00	-	-	1.00
Public Health Nurse (PHN)	7.00	6.80	-	-	6.80
Senior PH Services Professional	6.00	5.80	-	-	5.80
Department Totals	19.00	17.60	-	-	17.60

staffing for the department is as follows:

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

Community Health Planning & Promotion (CH&P) Unit

The CH&P Unit develops and implements county health promotion programs, including public health emergency preparedness planning and communications functions for biological threats and

events. The unit is responsible for identification of priority health issues for Carver County residents and determining how to address them through a mandated assessment and planning process conducted every five years.

CH&P staff uses a wide variety of program management, implementation, evaluation and quality improvement processes according to evidence-based practices to promote optimal health and wellbeing for all who live, work, learn, and play in Carver County. Programs and initiatives are developed in collaboration with internal county partners, various community organizations, and county residents.

The CH&P Unit plays the lead role in orchestrating the completion of the Community Health Assessment and Community Health Improvement Plan. A comprehensive report of the CHA and CHIP are available on the Carver County Public Health Website: <https://www.co.carver.mn.us/departments/health-human-services/public-health/about-us>

Budget Highlights

CH&P Unit operations are funded primarily by Local Public Health grant, general county levy, and the State Health Improvement Partnership (SHIP) grant.

Public Health emergency preparedness initiatives are funded by the Public Health Preparedness Grant (PHEP) and the Cities Readiness Initiative (CRI) Grant. These grants are used for planning and response to biological emergencies. The fiscal year for the PHEP and CRI grants are from July 2020 to June 2021, with grant revenue for 12 months of 2021 included in the division's 2021 budget request. The SHIP is typically a five-year grant, but funding is usually allocated on a year by year bases. The current fiscal year for the SHIP grant is from November 2020 to October 2021. The 2019 – 2020 grant was extended to June 2021 due to the COVID-19 pandemic with funds being rolled over to the 2021 budget year.

Goals and Objectives for 2021

Community Health and Promotion Unit Goal #1

Implement the 2020-2025 Community Health Improvement (CHIP) and Strategic Plan (SP).

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

Objective: Carver County Public Health will implement strategies outlined during the Community Health Assessment (CHA) project initiated in Spring 2018. As part of the CHA, a Community Health Improvement Plan was developed in collaboration with a broad segment of community partners, the Public Health Advisory Council (PHAC) to address the public health needs of the county.

Measures/Accomplishments

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

Community Health and Promotion Unit Goal #2

Continue to implement the Statewide Health Improvement Partnership (SHIP) strategies in the county, and plan for continued SHIP funding from November 2020 through October 2021

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

Objective: The purposes of the State 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.
- 4) The scope of SHIP has been expanded for 2021 to support well-being, which includes mental, physical, social and emotional health in all settings as determined by need identified through the community health assessment.

Measures/Accomplishments

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

Community Health and Promotion Unit Goal #3:

Promote and implement strategies to address health issues of older adults through our Office of Aging and partnership with other county agencies and community partners.

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.

Measures/Accomplishments:

Activities supporting the Office of Aging were largely placed on hold in 2020 due to the need to redirect staff capacity to address the COVID-19 pandemic. Health issues pertaining to older adults were incorporated into the COVID-19 response planning, which included but were not limited to collaboration with long term care facilities to mitigate the risk from the pandemic, coordinate essential services for residents with limited resources to ensure compliance with isolation and quarantine as needed, and coordination of vaccine services.

Family Health Unit

The Family Health Unit's work is sustained by a combination of levy funds and state and federal grant funds. Ongoing grant funds expected in 2021 are from the Local Public Health Grant, the Department of Human Services (DHS) Child and Teen Check-ups (C&TC) Administrative Services Grant, the Temporary Assistance for Needy Families (TANF) Grant, the Maternal Child Health (MCH) Grant and several federal grants, state and local health plan grants. Funding levels

for 2021 program areas are expected to be somewhat consistent with 2020 funding.

Budget Highlights Goals and Objectives for 2021

Family Health Unit Goal #1

Continue immunization awareness campaigns to increase accessibility of vaccines for uninsured and underinsured persons, in compliance with state mandate to investigate, report, and control the spread of disease in Carver County. Focus on the distribution and administration of the COVID-19 vaccine according to guidelines prescribed by CDC and MDH.

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.

Measures/Accomplishments:

The vast majority of Family Health staff were redirected to address the COVID-19 pandemic. Family Health staff along with staff from CH&P, Sheriff's Office, Emergency Management, other county departments and community partners participated in the formation of an Incident Command Structure to launch the COVID-19 Response Emergency Operation Center (later transitioned to a Department Operational Center) to implement COVID-19 prevention and mitigation strategies.

Family Health Unit Goal #2

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

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

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

Measures/Accomplishments:

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

Social Services:

The Deputy Director of Social Services oversees the following HHS departments:

Child and Family Department

The Child and Family Department includes services for Child Protection, Child Welfare, Children's Mental Health, Intake, Truancy, Minor Parents, Parent Support Outreach, Foster Care and Adoption.

With the pandemic, the Child and Family Department has been forced to change how we are able to respond based on Public Health data as well as waivers from the State of MN. However, with child protection assessments, we have continued to meet with our families in-person in order to establish a child's safety. In addition, we have developed many alternative internal processes in order to support staff that are still doing the work but usually from home by utilizing virtual meetings as well as other technology.

The following table shows the staffing requests for the department:

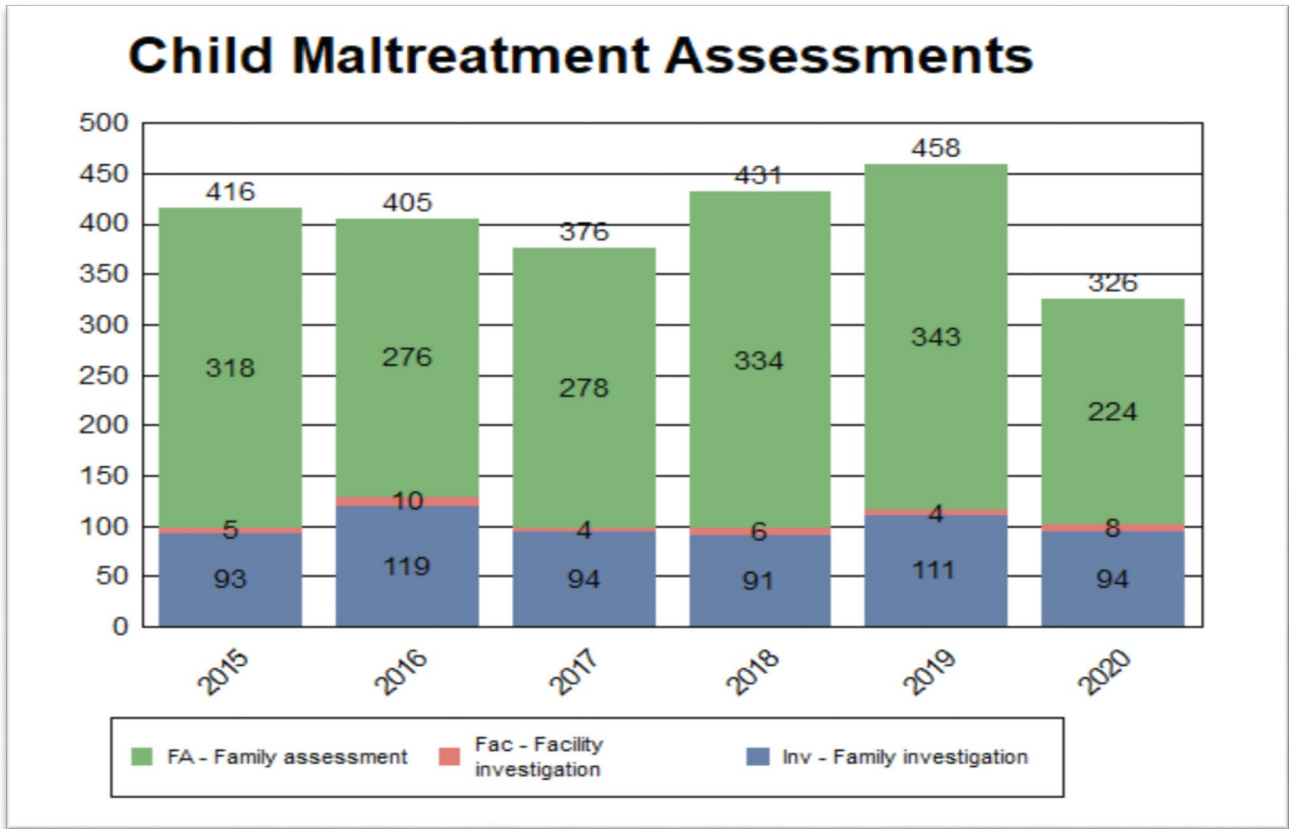
Child and Family Department Staff					
Position:	2020 FTEs Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Case Aide	2.00	2.00	-	-	2.00
Child/Family Manager	1.00	1.00	-	-	1.00
Child/Family Supervisor	4.00	4.00	-	-	4.00
Senior Social Worker	3.00	3.00	-	-	3.00
Social Worker	30.45	30.65	1.00	1.00	31.65
<i>Department Totals</i>	40.45	40.65	1.00	1.00	41.65

Budget Highlights

Goals and Objectives for 2021

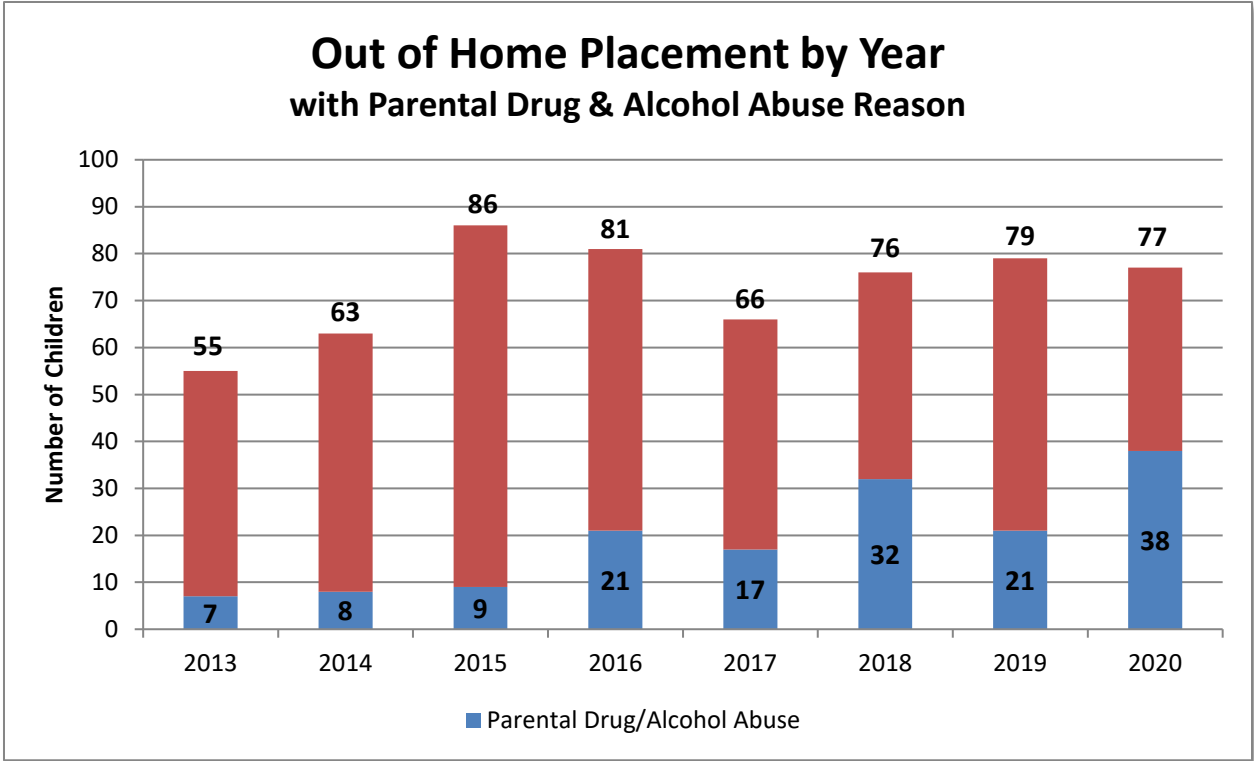
The Child and Family Mission Statement is to provide for the safety and wellbeing of children and their families within the community in a proactive, family-centered, culturally sensitive and strengths-based manner. The goals of the department are to increase our cultural awareness, ensure that children are safe and in the least restrictive placement option, increase our efficiency using technology, increase our resource families, and increase revenue.

With the pandemic in 2020, we have seen a decrease in our overall number of child protection assessments, likely due to children not being physically in school where they are surrounded by mandated reporters. However, the child protection reports we do receive, are more intense particularly around chemical/substance abuse and domestic violence. As a result, we have opened more cases to case management for child protection and children's mental health than any other year in the past.

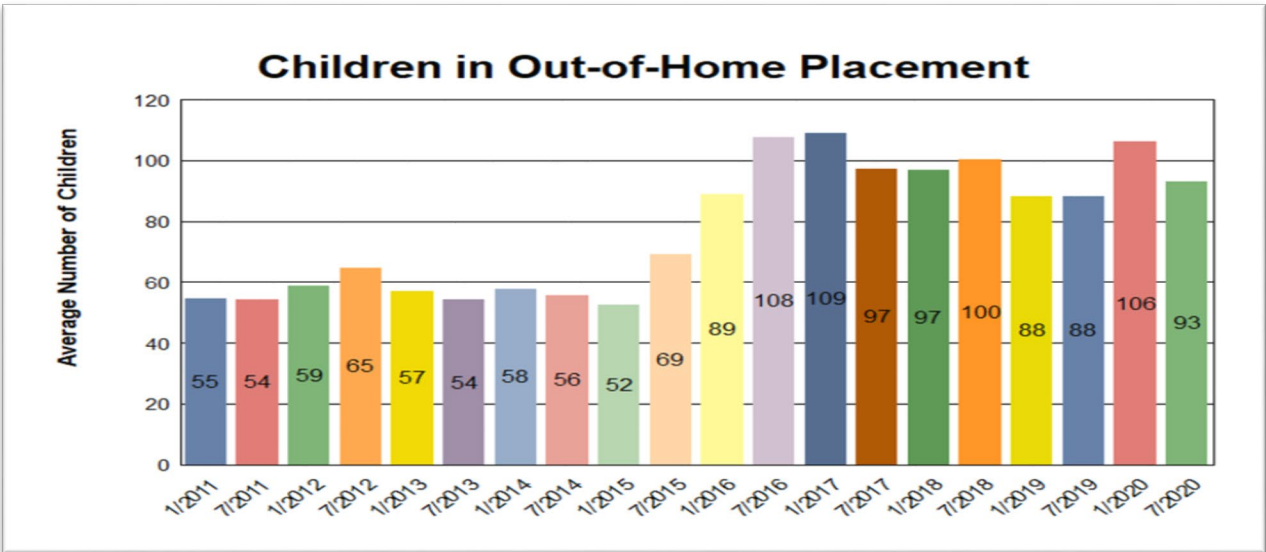


Carver County Social Services has experienced three major increases in costs in the following areas which have impacted our budgetary process: Child Family Foster Care, Correctional Facilities, and Court-ordered services. The current trend is that we are involved in the court process more than half of our working days each month. In addition, we have experienced an increase in complex mental health cases requiring more expensive treatment options, not always covered by a parent’s insurance.

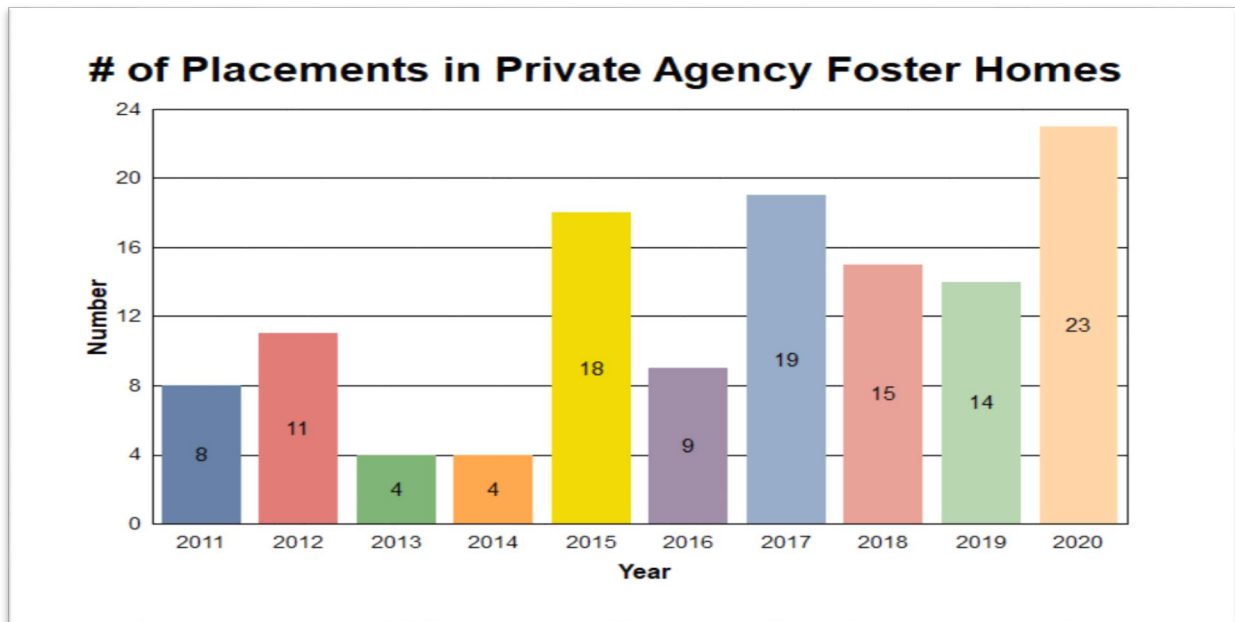
Children in Carver County are primarily entering placement due to parental drug use and chronic neglect. The Chart below shows the role that drug use has had on children who have been placed over the last seven years. For example, out of 77 children being placed out of the home in 2020, 38 were related to parental drug use or alcohol abuse. The other 39 placements (in red on chart) are related to a variety of other reasons such as child abandonment, inability to parent due to mental illness, etc. As you can see over the past three years, the number of children going into placement has remained fairly steady but substance use as a reason for children needing placement is as high as it has even been. One could make the correlation that the pandemic has had an impact on this number.



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



In the last three years, 61 to 70% of Carver’s children in ongoing out-of-home placement have been in a relative/kin resource family. This percentage surpasses the federal standard of 35.7% or greater. Placing children with their family or kin is best for the children but requires additional staff time to license and support these families. The resource unit has worked hard over the past years to recruit foster homes with their physical presence at community events as well as through social media but with the pandemic in 2020, it has been more difficult to recruit new foster care providers for our children.



The County was hoping to utilize a State allocation from the established Opiate Epidemic Response account to support our resource work by hiring a social worker to assist with specialized foster care recruitment but unfortunately, the State miscalculated the allocation and we learned in July 2020 that the funding would fall short of what we were expecting. That loss coupled with unexpected high costs for services to Child Protection clients brought forth by Court-appointed attorneys that caused HHS expenditures to rise over State allocations by \$126,000, the County then stepped in and supported the additional worker utilizing what Opioid funding we did receive, combined with TCM revenue as well as additional local county levy to assist with this need in 2021. This “family finding” social worker will assist with moving children out of non-familial placement and into a home with relative/kin.

In 2020, we had 23 unique placements in private agency foster homes. Our goal is to bring those children back into the community. We have also begun a new recruitment process utilizing an advertising agency to try and make an impact on this concern. In addition, the County has developed a partnership with other private agency resources including local churches to assist with unmet support and social needs for foster homes.

Home & Community-Based Care Department:

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

The staffing for the department is as follows:

Home & Community Based Care Department Staff					
Position:	2020 FTEs Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Case Aide	2.00	2.00	-	-	2.00
HCBC Manager	1.00	1.00	-	-	1.00
HCBC Supervisor	4.00	4.00	-	-	4.00
Program Technician	3.00	3.00	-	-	3.00
Public Health Nurse	-	1.00	-	-	1.00
Senior Social Worker	1.00	1.00	-	-	1.00
Social Worker	34.90	33.90	-	-	33.90
Encore Program (STOC)	0.20	0.20	-	-	0.20
Therapeutic Recreation Specialist	1.00	1.00	-	-	1.00
Department Totals	47.10	47.10	-	-	47.10

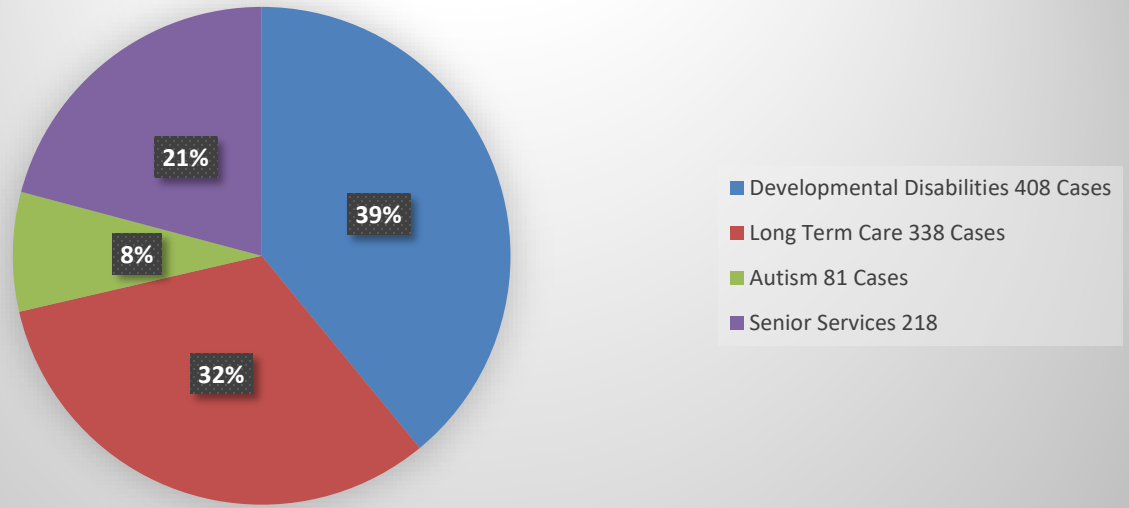
Budget Highlights

Goals and Objectives for 2021

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

The HCBC Department is comprised of the Long-Term Care Unit, the MnChoices Assessment Unit, the Senior Services Administrative Case Management Unit, and the Encore Adult Day Service, Adult Protection, and Autism Spectrum Disorders Unit. Client populations served include the elderly, autism spectrum disorders, developmentally disabled, physically disabled, and those with a brain injury. On average there are 1,100 open cases in the Department at any one time and roughly 1,400 cases served annually.

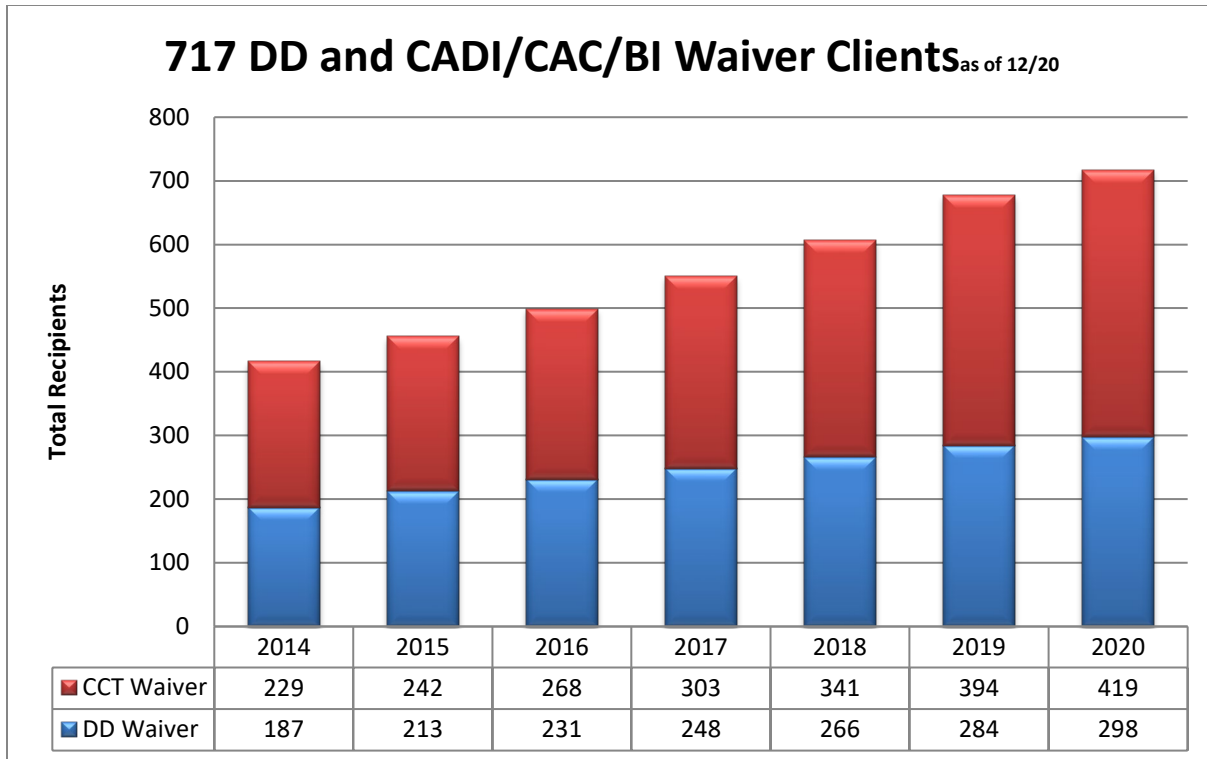
HCBC Department Open Cases per Program



Long Term Care Unit

The Long-Term Care (LTC) Unit consists of 14 Case Managers and 1 Supervisor. Case management areas in the LTC unit include 8 FTE case managers serving clients with an Intellectual/Developmental Disability (ID/DD) Diagnosis and 6 FTE case managers serving clients with a medical, mental health, or brain injury diagnoses.

The majority of clients receive services through the Developmental Disabilities (DD) Waiver or the Community Access for Disability Inclusion (CADI) Waiver. We have a handful that receive services either from the Brain Injury (BI) waiver for Community Alternative Care (CAC) waiver. MA waiver programs have experienced significant growth over the last four (4) years with an average increase of 55 clients a year (increase of 39 from 2019 to 2020). In 2020, the DD and CADI/BI/CAC programs provided services to **717** clients annually with a total operating aggregate budget of \$54,834,000.



- ❖ DD = Developmental Disabilities Waiver
- ❖ CCT= CADI/CAC/BI Waiver (For 2020, 419 = 393 CADI, 24 CAC, and 2 BI)

MnChoices Assessment Unit

The MnChoices Assessment Unit, in 2020, consisted of 11 Assessors and 1 Supervisor. MnChoices is a comprehensive assessment and support planning tool for people in need of long-term services and supports due to a disability. The tool was created, and its use is required by Minnesota Department of Human Services; it must be administered by counties who have assessors that have been certified by the State. Clients are required to have at minimum an annual assessment which determines eligibility for programs and services. Carver County conducts 1,200 MnChoices assessments annually.

Also, housed within the MnChoices Unit is one Registered Nurse who along with completing assessments provides case management services for the Community Alternative Care (CAC) waiver. This waiver provides community-based services to children and adults who are chronically ill or medically fragile and require the level of care normally provided in a hospital. Carver County served twenty-four persons on the CAC waiver in 2020.

Senior Services Administrative Case Management Unit

The Senior Services Administrative Case Management unit, in 2020, consisted of 6 Case Managers, 2 Case Aides, and 1 Supervisor. Senior Services Case Managers work with clients age 65 and older to coordinate needed services funded through Managed Care Organizations utilizing an individualized and authorized payment from Elderly Waiver or from the Alternative Care Program; Carver County serves roughly 400 clients annually. The purpose of these programs is to keep individuals living in the community, either safely in their own home or in a

congregate setting and avoid nursing home or hospital placements. Carver County provides contracted care coordination for those clients enrolled in Blue Cross Blue Shield (Blue Plus) or Medica health plans.

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

In 2020 this Unit consisted of 5 Case Managers, 3 Programs Assistants, 1 Recreation Therapist, and 1 Supervisor. There are 2 case managers assigned to provide Children's Mental Health (CMH) Case Management services for clients diagnosed with an Autism Spectrum Disorder (ASD). CMH case management requires more frequent (typically monthly contact) compared to other Units in the department. Clients receiving services through the ASD unit tend to receive funding through consumer directed programs such as the Consumer Support Grant or Consumer Directed Community Support option through the DD and CADI waivers. These programs allow for significant flexibility and customization of service options which can meet the unique needs of these children and their families.

Carver County is mandated to provide adult protective services to vulnerable adults living within our county. There are 2 FTE Case Managers responsible for Adult Protection investigations. The majority of investigations are related to self-neglect due to deteriorating physical or cognitive capacity and financial exploitation. The complexity and time requirements on investigations have increased especially with cases involving financial exploitation or criminal activity requiring coordination with law enforcement.

Encore Adult Services Day program

The Encore program consists of a Case Manager, a Recreation Therapist, and 3 Program Assistants. Encore provides the following to participants: social activities, supervision, medication administration, toileting assistance, meals/snacks and eating assistance, and possibly a bath if appropriate. In 2019, Encore served a total of 62 participants with an average daily attendance of 14.6 participants. For many of these participants involvement with the Encore program allows them to stay living in their own homes longer delaying placement in assisted living or nursing facilities. The percentage of clients requiring significant physical assistance including one-to-one staffing support related to mobility and transfers continued to increase.

The center that physically hosts the Encore program has remained closed since the onset and throughout the pandemic (since late March 2020); staff have been reassigned part-time to provide administrative case management support to social workers working remotely. Part of the time, Encore has been allowed by the State of MN to offer program participants virtual programming on a limited basis to maintain contact with participants. This has helped provide social support to both the participant and their caregiver and we have often been able to see physical, cognitive, or psychological decline through these virtual face-to-face visits. The Encore program between July and December 2020, served fourteen (14) participants each month and conducted 402 individual virtual sessions. Generally, the impact of COVID-19 on employment and day programs for persons with disabilities or seniors in Minnesota has been significant; many privately-owned facilities have been forced to closed permanently. Encore is one of the few programs that will be ready to resume operations as soon as the health data allows and county authority to reopen is given.

2021 Priority Supporting a Remote Workforce

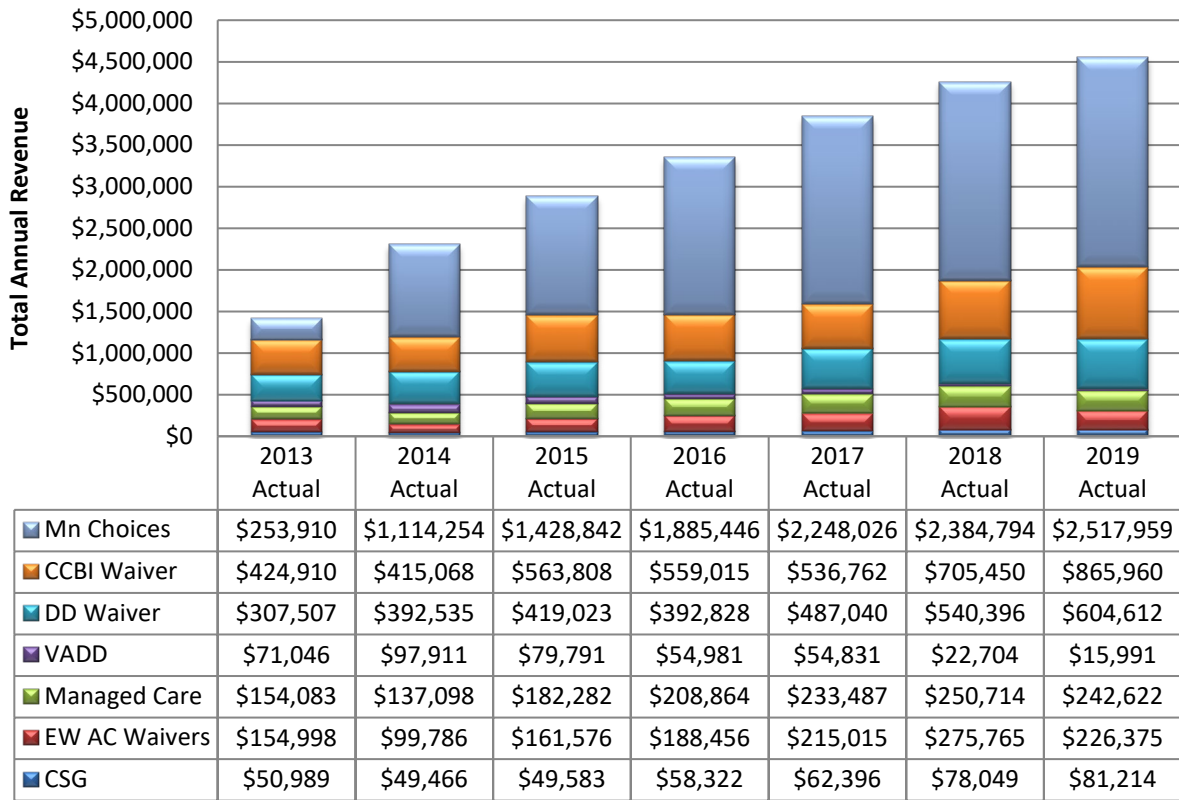
The pandemic has required significant changes necessary to support a remote workforce and interact with clients. Historically most case work required direct client contact and was done in the office or community setting. Client case information passes between departments and multiple staff with each party responsible for a portion of the process. Tasks include service agreement entry, opening and closing cases, budget allocations, screening entry, and monitoring the data entry process to ensure services are authorized within established timelines. The Department is planning on most staff being part of a remote workforce going forward. Many disabled and elderly clients require significant assistance to access services using technology. Reliance on technology creates some barriers to accessing services which will require systemic changes and options when technology is unavailable.

Measures/Accomplishments:

Revenue

Health and Human Services receives significant revenue for assessment and case management services provided to clients from a variety of programs including Medical Assistance waiver (DD,CCBI, and EW) programs, MnChoices, the Alternative Care (AC) program, Vulnerable Adult/Developmental Disabilities (VA/DD) Targeted Case Management (TCM), Consumer Support Grant (CSG), and care coordination provided for managed care organizations (Blue Plus and Medica). Since 2013, the Home and Community Based Care Department has experienced significant growth due to new State programs and caseload growth. The MN Department of Human Services has followed through by providing the revenue necessary for the HCBC Department to administer programs. The Annual Revenue Totals chart below shows actual HCBC Department revenue per program from 2013 through 2019. During that time Department revenue totals have increased by 300% keeping pace with population growth and demand for services.

HCBC Department Annual Revenue Totals



Income Support Department

The Income Support Department has adapted to many changes driven by the pandemic and continues to deliver customer-centered/family-centered services to support residents of Carver County to maintain self-sufficiency, wellbeing and economic independence. In 2020 the Income Support department focused on integration and created multiple partnerships within Carver County and community-based organization to offer essential services to Carver County residents and families. Public Assistance, Health Care, Child Care, Child Support and Workforce Development Services have been delivered honoring cultural differences, respecting multiple viewpoints, honoring wisdom of the community, and creating a healthy environment for the innovation for supporting both: staff and customers.

Workforce Development Services have been reorganized to ensure that needs of employers and job seekers are met, new and innovative Career Pathway approaches have been developed to address needs of employers and job seekers. With unemployment claims raising, Workforce Development Services staff have been offering individualized career coaching and educational services to address needs of the community and support economic wellness of Carver County.

No additional FTEs are being requested for 2021. The staffing for the department is as follows:

Income Support Department Staff					
Position:	2020 FTEs Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Case Aide	0.80	2.00	-	-	2.00
Child Care Specialist	1.00	1.00	-	-	1.00
Child Support Officer	8.00	8.00	-	-	8.00
Child Support Supervisor	1.00	1.00	-	-	1.00
Employment Counselor	5.00	5.00	-	-	5.00
Financial Assistant Specialist	7.00	6.00	-	-	6.00
Financial Assistant Supervisor	3.00	3.00	-	-	3.00
Income Support Manager	1.00	1.00	-	-	1.00
Lead Financial Assistance Specialist	17.00	18.00	-	-	18.00
Resource Specialist	1.00	1.00	-	-	1.00
Social Worker	1.00	1.00	-	-	1.00
Support Enforcement Technician	2.00	2.00	-	-	2.00
Workforce Services Supervisor	1.00	1.00	-	-	1.00
Department Totals	48.80	50.00	-	-	50.00

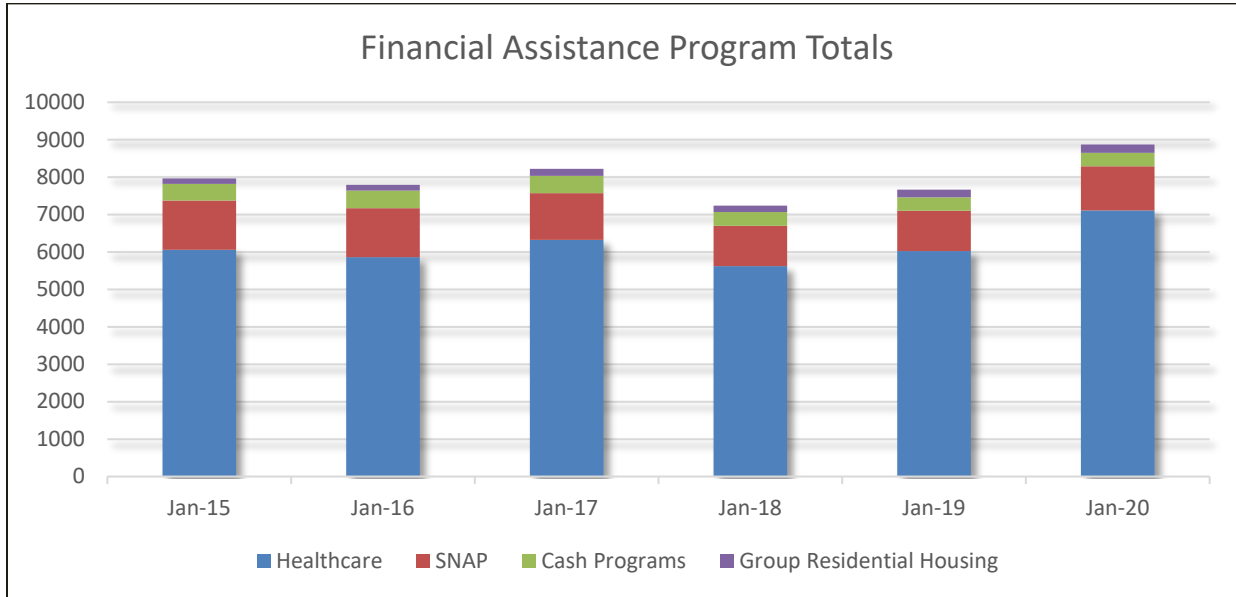
Financial Assistance

Budget Highlights

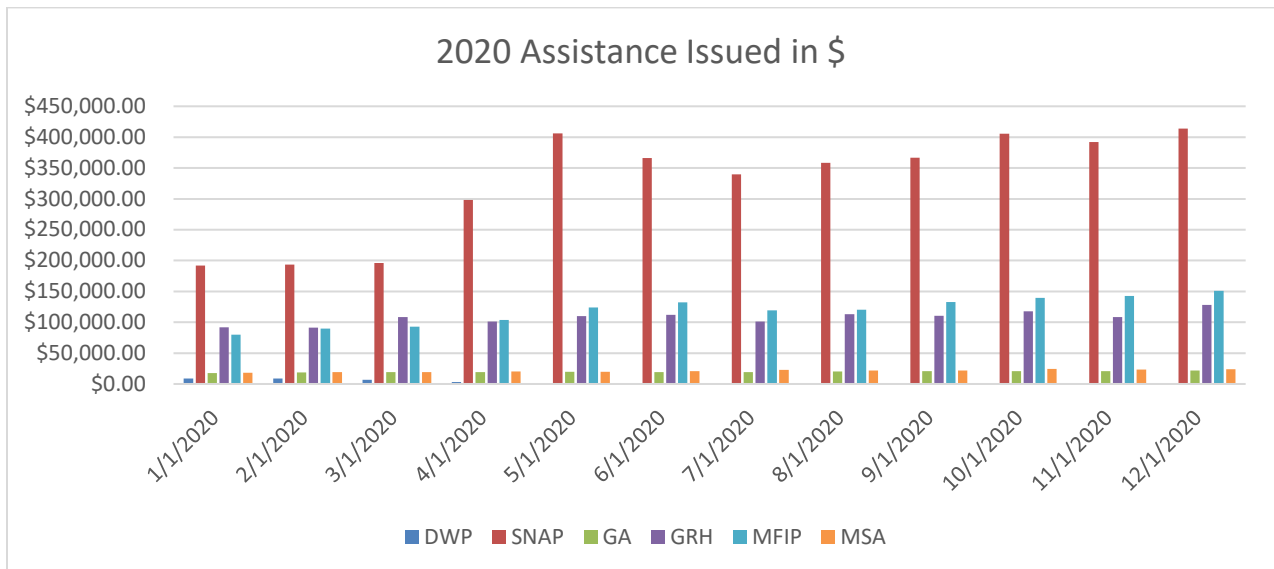
Goals and Objectives for 2021

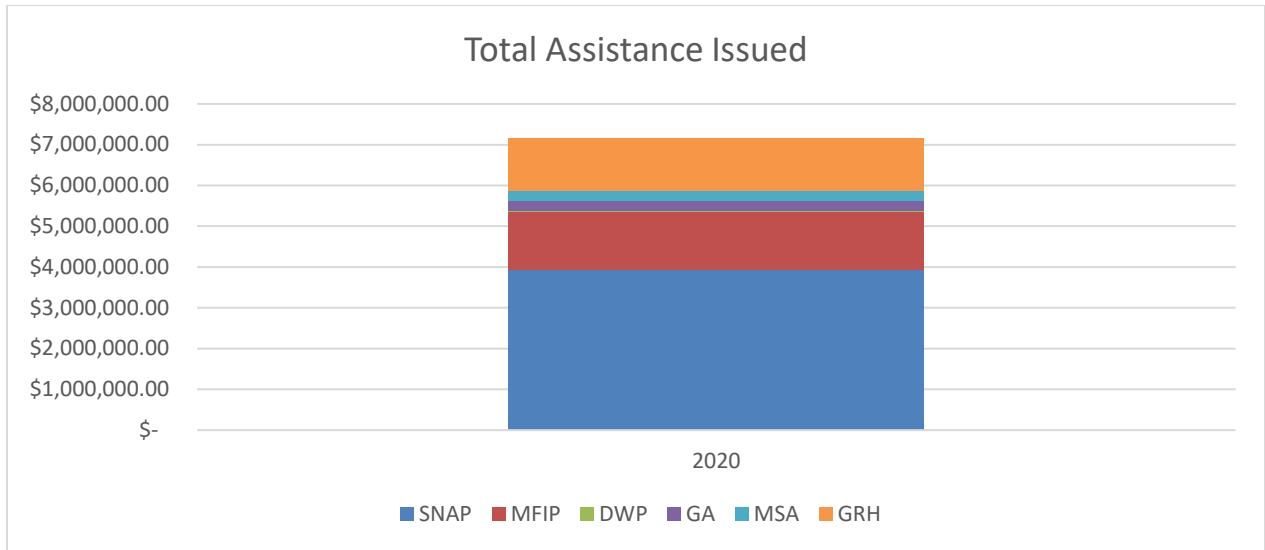
With existing federal/state waivers in place, we continue to experience an increase in the volume of health care and public assistance service requests. Currently, the health care team is managing 4,430 cases equaling 8,912 individuals, an increase of nearly 700 cases and 1300 individuals. The Family/Adult unit is serving 1,1013 households, an increase of 20%. The Elderly and Disabled unit is managing 1,489 cases and has seen an increase in 2020 of 547 cases. The Elderly and Disabled unit, working in partnership with HCBC, helps determine eligibility for the residents that need a skilled level of care, and residents that need waived services to remain in their home and avoid being admitted into an institutional facility. In addition, in 2020, Financial Assistance units, in partnership with the community, administered multiple housing stability, transportation assistance, digital divide and community support services programs. In anticipation of additional COVID-19 related funding and increased caseloads, our financial assistance teams have been reorganized and better positioned to meet needs of residents. The Financial Assistance Case Aide position was created in 2020 to accommodate and offer support to staff and customers. The Case Aide position is focused on addressing clerical needs of the team and basic needs of the customers. Financial Assistance team members have been offered an opportunity to specialize and work on specific tasks which created efficiency in offering services to the community and addressing needs of residents. An investment into technology will continue to facilitate remote face -to -face connections between Financial Assistance team members and the community. We continue to focus on easy access for customers and in 2020 partnered with multiple community sites to create a location within the community (e.g. grocery stores) for application pick up. Existing policies and

procedures were reviewed and modified to create flexibility for program implementation and easy access for customers.



	Dec-15	Dec-16	Dec-17	Dec-18	Dec-19	Dec-20
Healthcare	6056	5865	6321	5619	6025	7110
SNAP	1320	1309	1251	1079	1077	1182
Cash Programs	448	467	461	368	360	359
Group Residential Housing	141	151	189	172	200	221





Measures/Accomplishments:

Financial Assistance team members have been focused on addressing needs of customers and community. Team members appreciate stability in caseloads and are inspired by the opportunities to learn new things and offer innovative solutions for program implementation. Staff has been invested in meeting program outcomes, processing applications within ten (10) days, and meeting all standards set by the Office of Performance Management. Staff has been offering support to each other in order to meet deadlines and outcomes set by MN DHS.

Child Support

Budget Highlights

Goals and Objectives for 2021

Child Support services include the locating and establishment of parentage, establishing and enforcing court orders for child, medical and childcare support, reviewing and modifying court orders, and working with other states to enforce support when one parent does not live in Minnesota. The unit continues to perform to the highest level of the 7-metro county area. The child support unit collected 79.48% of current support which is down slightly from 2019 totals of 79.82%, which considering the pandemic and limited ability to enforce court orders is to be applauded. The child support unit is continuing to reach out to residents and offer community resources and referrals. Together, in partnership with the Workforce Development Unit, a special “Pathways for Success” program has been created to address educational and employment needs of the child support customers. The goal is to help parents secure employment, stabilize their ability to pay child support, and ensure quality time with their children. The child support unit has continued its incredible teamwork by adjusting schedules and workloads to accommodate ever changing in person/in-office and remote needs, hiring and training 3 new staff members (which equals 1/3 of the unit), and developing innovative and sustainable training protocols. There are roughly 18,000 child support cases in Carver County. We are predicting an increase in cases and services in 2021. Utilizing innovative teamwork, the 2021 goals are to continue to set realistic child support payments, focus on establishing partnerships with families, promote stability, increased income, and wellness.

**Child Support 2020 Federal Performance Outcomes
7 County Metro Area Relative Rankings**

	Paternity Establish	#	Support Establish	#	Current Collections	#	Arrears Collections	#	Cost Effect	#	Avg Rank	Overall Rank based on Avg
Anoka	104.41%	1	88.54%	3	76.15%	3	81.93%	3	4.52	4	2.8	3
Carver	100.40%	4	92.38%	2	79.50%	2	82.86%	2	5.95	1	2.2	1
Dakota	97.50%	6	83.69%	6	72.74%	6	80.65%	4	4.47	4	5.2	5
Hennepin	99.43%	5	82.47%	7	72.86%	5	78.19%	6	3.41	6	5.8	6
Ramsey	94.36%	7	84.02%	5	70.39%	7	75.09%	7	2.62	7	6.6	7
Scott	101.37%	3	88.41%	4	80.92%	1	85.94%	1	4.61	3	2.4	2
Washington	101.64%	2	94.38%	1	74.97%	4	79.97%	5	4.99	2	2.8	3
Minnesota	100.14%		87.47%		75.41%		79.65%		3.26			

Paternity Establishment: The percent of children with paternity established
 Support Order Establishment: The percent of cases with support orders established
 Collections on Current Support: The percent collected of current support due
 Collections on Arrears: The percent of cases with arrears collections
 Cost Effectiveness: Dollars collected per dollar spent on the IV-D program

Data Source: MN Department of Human Services, CPAT Annual summary of Performance, FFY2020 Performance Measures

Measures/Accomplishments:

In 2021, the Child Support Unit looks forward to being fully staffed with experienced workers. The primary goal of the Child Support Unit is to continue to improve its’ performance on the five federal performance measures (Paternity Establishment, Order Establishment, Current Support Paid, Arrears Paid, and Cost Effectiveness) and retain our leadership role in the metro area focusing on helping people get stable income by connecting customers to the specifically identified employment counselor and offering individualized career coaching and educational counseling.

Workforce Development/CareerForce Services

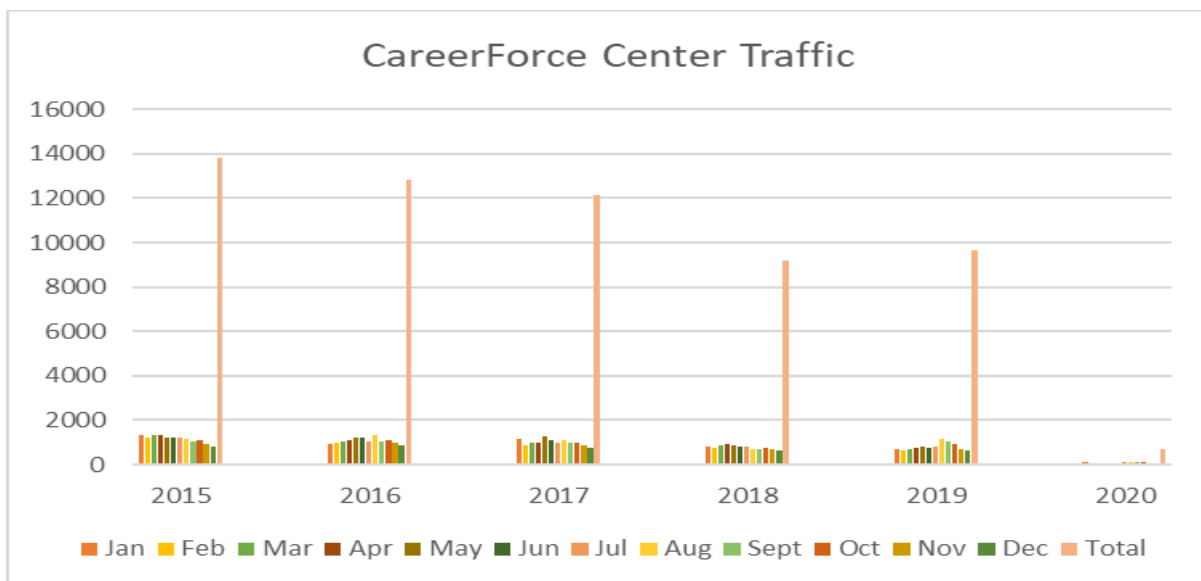
Budget Highlights

Goals and Objectives for 2021

Workforce Development/CareerForce Services has transitioned to help assistance to two different type of customers: employers and job seekers. In 2020, the team adapted to offering services following the Career Pathways model and focused on implementing the full family approach adopting Aspen Institute’s framework. The team went through caseload reorganization; structuring caseloads based on staff’s areas of focus and expertise. Staff specialize in addressing needs of youth and young adults, veterans, employers, justice involved individuals, public assistance and workforce development customers. 2020 continues to trend with lower levels of spending due to the additional unemployment insurance allocated during the pandemic and supports offered by multiple federal and state investments to customers. Job seekers remain tentative in securing employment. While there are multiple job openings in the community, job seekers are faced with addressing health needs of the families, shortages in childcare, transportation barriers, remote (school) learning, children at home during the day, and multiple changes in the economy driven by individual state waivers and peacetime emergency orders. It is very apparent to CareerForce staff that the citizens who continue to utilize CareerForce services are some of the most in need

and often lack work experience and education. Starting 2021, there are less people enrolled but more services are necessary to get them in the workforce again. CareerForce Chaska is among few CareerForce centers that is open by appointment to address essential and workforce needs of customers. With the support from the County, CareerForce Chaska has undergone multiple environmental changes to offer a safe and health compliant space for customers and staff. CareerForce staff remain committed to serving customers and the public during these tumultuous and stressful times. The counselors have taken on multiple roles focusing on motivating customers and their families to keep moving forward. The CareerForce team has adopted the hybrid service model and will continue to focus on service delivery that offers opportunities for remote and face-to-face on site services. In 2021, the CareerForce team is planning to deliver services from multiple community sites, including Carver County libraries, to address employment needs of customers. CareerForce, through its partnership with the Carver County/Scott County Mobility board, WeCAB, and Southwest Transit, continues to focus on addressing transportation needs of the community. The information in the chart shared below does not reflect virtual appointments, orientations, or workshops conducted remotely as staff pivoted to providing virtual services. We are expecting to see a large increase in customers as the economy reopens.

Even though the number of job seekers has declined, the number of employers participating in our virtual “Employer of the Day” program, and CareerForce virtual job fairs has continued to increase. A mission of Carver County Workforce Services is to meet the needs of the local business community in building a secure workforce to maintain a healthy local economy. Helping County residents become self-sufficient and economically independent through employment are an important function of Workforce Development Services.



Note: The information in the chart does not reflect virtual appointments, orientations, or workshops conducted remotely during the pandemic as staff pivoted to providing virtual services.

Measures/Accomplishments: Workforce Development Services staff continues to work hard to address employment needs of the community by offering customers access to multiple programs. Workforce teams have made major improvements in understanding the Workforce Innovation and

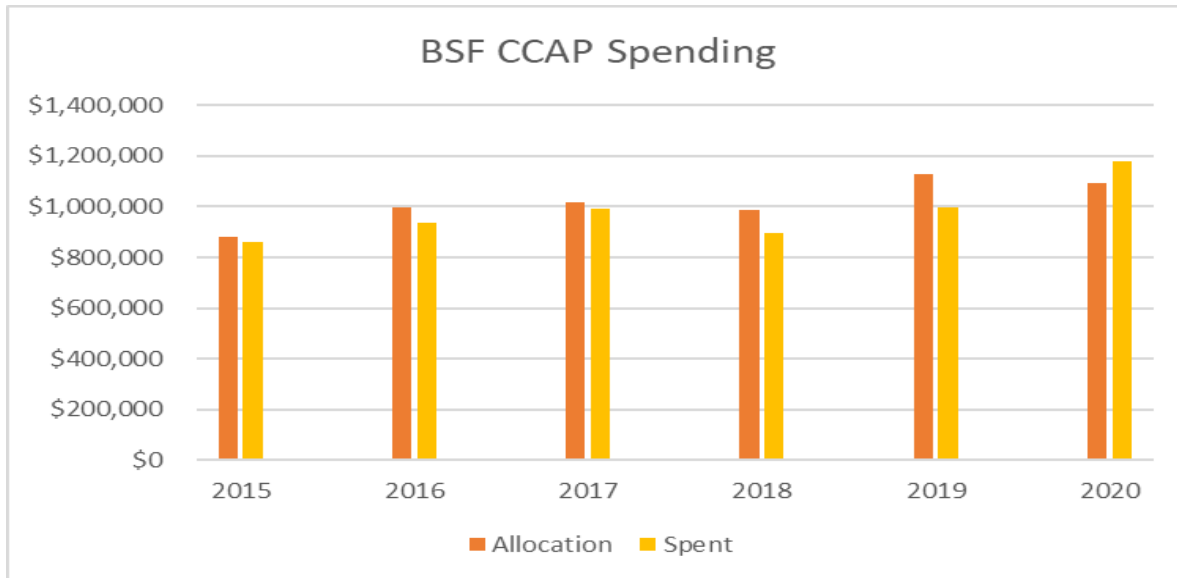
Opportunity Act (WIOA) and in 2020 met required MN Department of Employment and Economic Development (DEED) outcomes. The team will continue to focus on offering employment and training services to customers, marketing services to the community, and working together to meet state and federal required outcomes. Recent changes in the WIOA for youth self-sufficiency programming and ongoing effects of the pandemic offer a challenge for staff with recruiting young adults who have not finished school to participate in training and job searching.

Child Care Assistance/Day Care Licensing

Budget Highlights

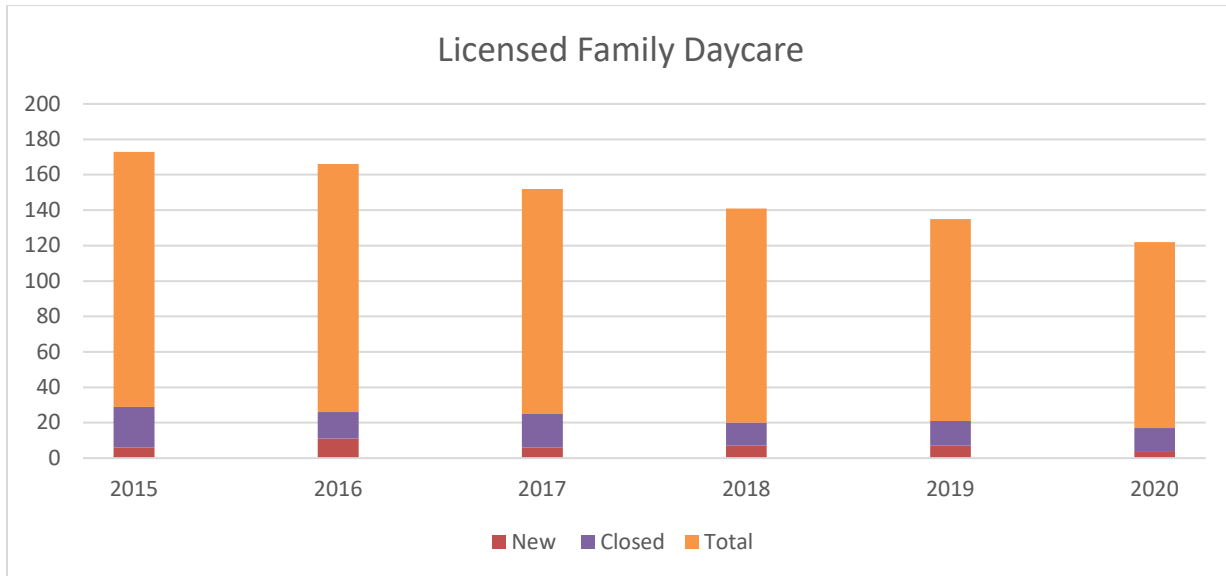
Goals and Objectives for 2021

The Child Care and Development Block Grant Act was signed into law in late 2014. This reauthorizes the Child Care Defense Program for the first time since 1996. Carver County has had a waiting list to receive Child Care Assistance since 2012. In 2017 and 2018 the waiting list was more than 1 year long. In 2019, due to the historically low unemployment rates and a strong economy, Carver County was able to help every single family and eliminated the wait list. Unfortunately, in 2020, due to increased customer need, prescribed state waivers from MN DHS related to the pandemic, and a historically high unemployment rate, we had to re-establish the wait list. Carver County, in partnership with other counties, is working with MN DHS to address financial and legislative changes needed to help to clear the wait list and offer much needed support to families. Each county must spend 90% or more of their allocation to be able to carry over dollars to the following year. In 2020, due to the State's Executive Order related to the pandemic that mandated paying multiple providers at once, Carver County has overspent their 2020 allocation. Through our diligent work and partnership with MN DHS, Carver County was able to address overspending; MN DHS has committed to redistributing childcare funds from counties that were underspent in 2020 to counties that were overspent. The goal is to continue to offer advocacy to ensure that the childcare development grant has funds to address needs of Carver County families. In 2020 (and we will again in 2021), Carver County has partnered with the Community Development Agency (CDA) to offer business grants to childcare providers and centers to address business needs of the community. Staff will continue to work with customers and MN DHS to support long distance learning, access/capacity and cost of childcare in order to meet emerging needs of the community. The Childcare assistance team focuses on addressing individual needs of families, childcare providers, and community partners who rely on childcare assistance as a resource to address the pandemic crisis. We anticipate continuing to see increased requests for childcare assistance as families try to navigate how to support school aged children in distance learning environment.



Note: BSF CCAP = Basic Sliding Fee Child Care Assistance Program

Family Child Care Licensing is working on implementing new background study requirements for the Family Child Care providers. MN DHS continues to implement changes to the rules and regulations impacting Family Child Care Licensing. The team has been offering individual support to the 113 family childcare providers in Carver County. Throughout the pandemic, the childcare licensing team has offered constant support and communication to providers, including connections to the Public Health to address health concerns expressed by providers, and facilitate PPE distributions to providers. Carver County has invested funds to purchase PPE for our local childcare providers. In addition, Carver County has partnered with the CDA to offer business grants to the family-based childcare providers to address business needs of the providers. Out of total of 113 family-based providers, Carver County has been able to retain 103 throughout the pandemic. In addition, during the pandemic, Family Child Care Licensing and Public Health Nursing worked together with local school districts to coordinate delivery of meals for childcare homes. Partnerships for the school meal delivery are established with Southwest Prime and Smart Link. The unit has partnered with Target, Cub Foods, Mackenthuns in Waconia, Hoppers in Waconia and Coopers Foods to address supply and PPE needs of local childcare providers. The goal of the unit is to continue to secure new family providers, offer support to existing providers and create safe environments for children to grow and prosper. The chart below illustrates that increased rules, regulations, and health requirements making it harder to recircuit new and retain existing providers.



Measures/Accomplishments: The goals of both Child Care Assistance and Family Day Care Licensing is to implement recent program changes required by MN DHS. These changes will have a large impact on our providers and recipients; we plan to increase community and ensure providers are informed with the hope of reducing provider anxiety caused by the changes. The Child Care Assistance Program has additional goals to continue to properly manage allocation spending at close to 100% so we can reduce the number of families on the waiting list.

Overall, in 2021, the Income Support Department continues to focus on integration to create and offer seamless services for Carver County residents and families; focus on serving the whole family and creating opportunities to address needs of the family, creating full family interventions, offering individualized and collective services honoring cultural differences, creating customer centric approach, focusing on creating healthy environments that facilitate innovation and creativity of staff, creating hybrid model to support staff and customers, invest into economic recovery and wellness of the community, and continue to shift towards interventions and outcomes that have long lasting effects on the community we serve.

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.

Budget Highlights:

The following table summarizes the budget for the Court Services/Probation Department: 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.”

Primary funding for the department comes from multiple sources, including local tax dollars, state reimbursements of approximately 29% for appointed probation officers (or Court Services

Agents) and managers, state grants, statutorily authorized local correctional fees paid by offenders under supervision, and parental reimbursement for juvenile placements and interventions.

The budget for Court Services/Probation is summarized in the following table.

Court Services/Probation Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(794,607)	(792,800)	(794,300)	(794,300)	0.19%	(45,527)
Expenditure total	2,326,942	2,265,249	2,221,222	2,221,222	-1.94%	
Levy dollars needed	1,532,335	1,472,449	1,426,922	1,426,922	-3.09%	

Court Services/Probation is currently authorized to operate with 16.50 Full-Time Equivalent (FTE) positions, no change in FTE for 2021. 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.

Court Services/Probation Staff					
Position:	2020 FTEs Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Corrections Administrative	2.00	2.00	-	-	2.00
Court Coordinator- Veterans	0.70	0.70	-	-	0.70
Court Services Agent II	2.00	2.00	-	-	2.00
Court Services Agent III	8.80	8.80	-	-	8.80
Court Services Director	1.00	1.00	-	-	1.00
Court Services Supervisor	1.00	1.00	-	-	1.00
Office Manager Court Services	1.00	1.00	-	-	1.00
Department Total	16.50	16.50	-	-	16.50

*Court Coordinator- Drug is not included in the adopted or recommended budget.

Highlights from 2020

- Drug Court grant awarded 9/30/19 and became operational Jan 2020
- Veterans Court operational tune-up completed onsite with federal technical assistance in early October 2019
- New drug testing contract and off-site services more centrally located in county- began Jan 2020
- Hired a Drug Court Coordinator (started March 2020)
- COVID jump started conversations about both short term and long-term internal restructuring planning (intake officer, officer of the day, other ways to improve office efficiency while maintaining excellent customer service and other justice partner

- satisfaction, etc.)
- Expansion of secondary trauma training to non-probation officer populations (HHS staff and other partners)- began early 2020

Goals and Objectives for 2021

Improve rapport and communication with clients for the purpose of encouraging change behavior

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

Objective: To improve interviewing skills of probation agents

Measures/Accomplishments: Upon receiving feedback, agents will focus on interviewing areas needing improvement and complete a follow-up tape to ensure skills are improved

Result: Interview tapes will be submitted first quarter, 2021, and scored/evaluated by in-house Court Services trainers

Improve employee wellness by training employees on the effects of secondary trauma, and encouraging the topic with justice and human service professionals within Carver County

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: To provide training and follow-up to Court Services and other county employees

Measures/Accomplishments: Training will be conducted by 1st quarter of 2020

Result: Training on secondary trauma and peer support occurred and there currently is a peer support committee within the county (HHS)

Implement a successful Drug Court Program in Carver County (CCDC)

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

Objectives: To collaborate with our justice partners in the implementation of the CCDC

Measures/Accomplishments: At the end of 2020, there will be 10-15 Drug Court participants, with Court Services overseeing the coordination of the court as well as the financial reimbursements and performance data required by the grant. In addition, Court Services will review the funding plan shared with the Board with the County Attorney and Finance to ensure we are on track with the grant and plan for county levy dollars to be introduced into the program gradually.

Result: At the end of 2020, there were 12 Drug Court participants in the program

Implement a continuum of cognitive skills interventions for our moderate and high-risk adult and juvenile offenders

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

Objectives: To train staff in a new, open-ended cognitive skills curriculum that provides for greater flexibility for client interventions

Measures/Accomplishments: At the end of 2020, Court Services will have several staff trained in the above curriculum, as well as a risk-based policy for how intervention is delivered, both in groups and individually

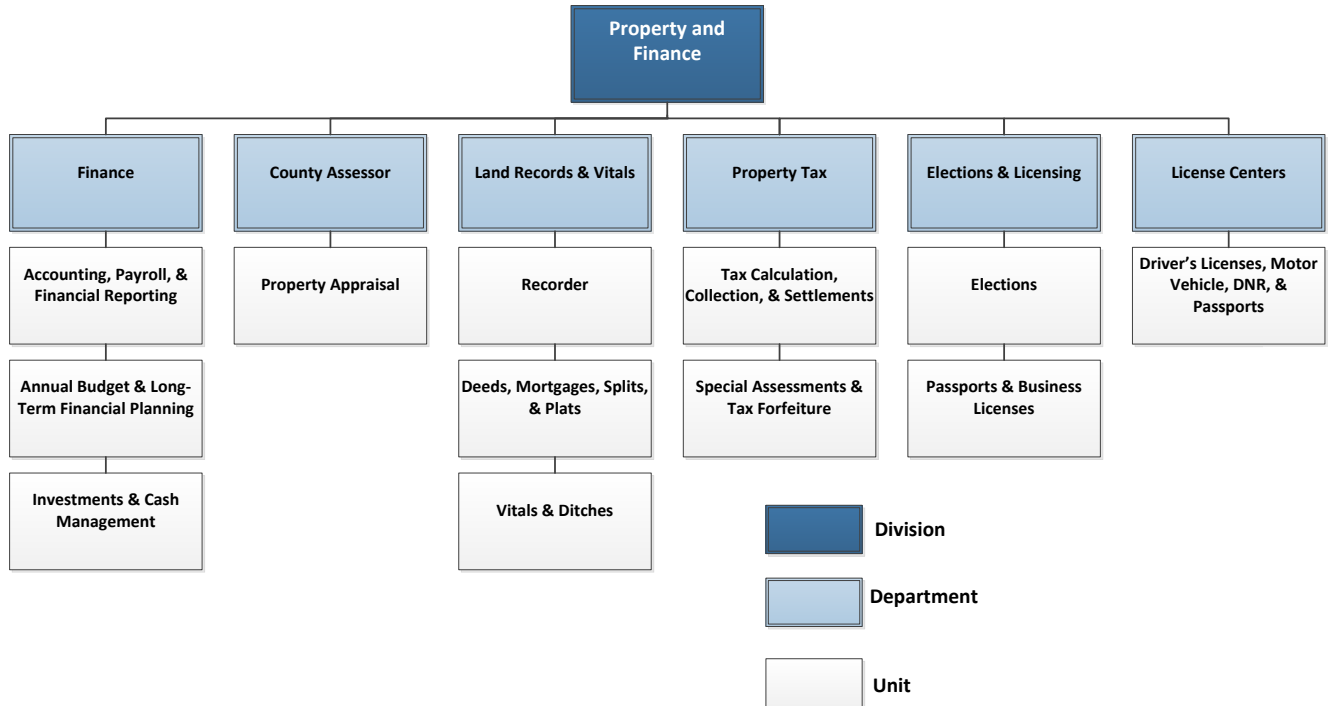
Result: Several probation agents were trained and a juvenile, virtual cognitive skills group is scheduled for February 2021.



Property and Finance

Property and Finance

The Property & Finance Division is made up of six Departments: Finance, County Assessor, Land Records and Vitals, Property Tax, Elections & Licensing and License Centers.



Budget Highlights

The following table summarizes the division's budget:

Property and Finance Division Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(7,543,012)	(5,560,844)	(5,554,392)	(5,554,392)	-0.12%	(42,135)
Expenditure total	5,572,955	6,207,222	6,158,635	6,158,635	-0.78%	
Levy dollars needed	(1,970,057)	645,378	604,243	604,243	-6.52%	

The division currently has a total of 61.58 full-time equivalent (FTE) positions. No FTE changes were requested during the 2021 Budget process.

Property and Finance Division Staff Departments:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Finance	8.50	8.50	-	-	8.50
County Assessor	14.50	14.50	-	-	14.50
Land Records and Vitals	8.00	9.20	-	-	9.20
Property Taxation	5.35	5.35	-	-	5.35

Elections and Licensing	5.03	5.03	-	-	5.03
License Centers	18.50	19.00	-	-	19.00
Division Totals	59.88	61.58	-	-	61.58

Division budget requests:

Levy adjustments, Budget Overview- Attachment A:

- \$50,000- Finance Revenue: Decrease investment income
- \$32,063 –Finance Revenue: Increase in indirect federal funding revenue based on trends
- \$50,000 – License Centers Revenue: New State Vehicle Registration process increases the workload for License Center staff which will correspondingly reduce the number of customers served.

Division Goals, Objectives, Performance Measures & 2020 Accomplishments

Goal #1: Social Distancing Protocols

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: Minimize the number of employees/customers who likely contracted the COVID19 virus in a county facility.

Tasks: Research, plan, implement and enforce social distancing and sanitation protocols following Public Health guidelines. Maintain strong communication with employees to identify any possible contact tracing and apply proper stay at home measures.

Measures of Performance Summary: Number of employees/customers who likely contracted the COVID19 virus in a county facility.

Goal #2: Increase Staff Efficiency and Improve Customer Service

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

Objective: Streamline County processes to continuously improve customer service to the Division’s internal and external customers.

Tasks: Research, plan and implement various projects that increase staff efficiency and /or improve customer service.

Measures of Performance Summary: User friendly applications for licenses (i.e. driving, marriage, liquor, tobacco, etc.) and passports available online. Scanned historical land records back to the 1850s seamlessly available to the public. Well organized and easy to find helpful information on County website for all Division services.

All county departments using automated accounts payable software (“GovAP”) for invoices and employee reimbursement. County Divisions using new Revenue and Expenditures reports software (“Open Gov”) and have online approval for county purchase card (USBank) expenditures. Finance using automated budget development software (“Open Gov”). Employee Relations and Payroll software project (“HRIS”) transitioned to software as a service (“SAAS”) in cloud. License Centers staff accepting credit card payments and utilizing new “QLess” queuing software to create a virtual waiting room in our parking lots with customers in their cars.

Cities/Townships providing building documents online. Cities/Townships getting new PIDs from the County and the County getting new street addresses from Cities/Township in real time, so the County’s GIS data is up to date for all County services and customers i.e. 911 call center.

2020 Accomplishments: Developed COVID-19 social distancing protocols for all Departments. Developed new service delivery models for processing a record number of absentee ballots for three 2020 elections, online marriage license applications and a variety of services utilizing License Center drive-throughs and transitioning to “by appointments only”. Implemented new Land Notification software (TriMn) in Land Records, new MNDRIIVE motor vehicle software that replaced MNLARS software at the License Centers, new Election Management (“Modus”) software in Elections & Licensing, new customer queuing (“QLess”) software in License Centers and was a lead beta tester and early adopter for an upgrade to our General Ledger (“IFS”) software in Finance.

Finance

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

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

Finance 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.

Finance Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(4,378,707)	(2,304,054)	(2,297,753)	(2,297,753)	-0.27%	(10,533)
Expenditure total	1,178,338	1,311,837	1,295,003	1,295,003	-1.28%	
Tax dollars needed	(3,200,369)	(992,217)	(1,002,750)	(1,002,750)	1.06%	

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. In 2019, actual investment income exceeded budget by \$1,359,678 primarily due to a \$991,128 mark to market adjustment which caused the significant spike in revenue.

2021 Interest Rate Budget: The proposed investment income budget for 2021 is \$1.38 million. Interest income from checking is broken out and shown separately. For 2021, interest income on checking is budgeted at \$150k, decrease of \$50k to reflect current and forecasted rates into 2021.

Levy Adjustments – Budget Overview, Attachment A–

- \$32,053 (County-wide adjustment) was added to Indirect Federal Funding: positive historical revenue trend from indirect cost increases that are eligible for Federal reimbursement.
- \$50,000 (County-wide adjustment) was reduced from interest income as noted above.

The department currently has 8.50 FTE positions and is not requesting any additional positions in 2021.

Finance Department Staff					
	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Positions:					
Accounting Technician	1.00	1.00	-	-	1.00
Accountant	1.00	1.00	-	-	1.00
Assistant Finance Director	1.00	1.00	-	-	1.00
Cash Management Officer	1.00	1.00	-	-	1.00
Investment Manager	0.50	0.50	-	-	0.50
On-Call Account Tech	0.20	0.20	-	-	0.20
Payroll Technician	0.80	0.80	-	-	0.80
Property & Finance Director	1.00	1.00	-	-	1.00
Senior Accounting Technician	1.00	1.00	-	-	1.00
Senior Payroll Administrator	1.00	1.00	-	-	1.00
Division Totals	8.50	8.50	-	-	8.50

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 Finance 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 department 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 department ensures the County follows 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 department works with the County Staff and Board to develop and implement a Budget Strategy that provides overall direction for the annual budget process.
- **Payroll Services:** The staff provides biweekly payroll processing, employee master file maintenance, insurance billing reconciliations, and reports related to payroll and employee position FTE counts.
- **Long-Term Financial and Capital Improvement Planning:** Finance staff work with other division employees to develop capital improvement plans and compile a comprehensive five to 30-year plans to finance significant road and bridge, building, park and trail capital projects. The County's Long-Term Financial Plan also develops strategies to address major cost drivers such as employee health insurance and building security.

Accomplishments

Coronavirus Relief Funding: The Finance Department helped to administer the \$12,851,792 in Coronavirus Relief Funding passthrough the State that was part of the Federal CARES Act. The County received the funds in late June 2020 and had until December 1st, 2020 to spend the funds. With funds turned over from cities and townships within the County, Carver County spent a total of \$12,986,642 by December 1st, 2020.

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 Department 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 Department has received this prestigious award for 22 consecutive years, and it is our intention to seek this award each year in the future. We are currently waiting on the review of our 2019 CAFR.

The Department has also received a GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for six 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. We are currently waiting on the review of our 2019 PAFR.

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

Long-Term Financial Plan: The department completed the Long-Term Financial Plan for 2022 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. Details of the LTFP can be viewed in later sections of this report.

Internal Controls: The department 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 test these cycles to determine compliance with internal controls and sharing the results and additional recommendations with the appropriate county personnel.

Finance Policies Manual (FPM): The department updated policies and procedures to increase County employee awareness of the Finance 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.

Department Objectives and Performance Measures for 2021

Finance Goal #1

Move all county departments to an electronic accounts payable process. All routing and approval of invoices and employee reimbursements done electronically.

Supports County Goals III: Improve the County's financial health and economic profile.

Objective: Develop and implement GovAP (RtVision product) throughout the County, which provides a streamlined process for the departments that includes internal controls and safeguards.

Tasks: Address ePort limitations and redaction needs. Once redaction and ePort limitations are addressed, work to rollout to the two remaining areas. Continue to work through bugs and enhancements with vendor. Continue to develop employee expense reimbursements and rollout to departments.

Measures of Performance: All county departments are live on GovAP and development of employee expense reimbursements is complete.

Finance Goal #2

Streamline purchase card approval process

Supports County Goals III: Improve the County’s financial health and economic profile.

Objective: Develop and implement a purchase card process that speeds up the approval process and posting of detail to IFS (County’s general ledger).

Tasks: Research vendors and determine if our current vendor will meet our needs or if we need to switch providers. Decrease the amount of time between when transactions occur and when they are posted to IFS. Decrease the amount of staff time involved at the departmental level and in Finance.

Measures of Performance: Payments using purchase card are available in IFS within 3 weeks of billing cycle.

Finance Goal #3

Streamline and automate budget process

Supports County Goals II & III: Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government. Improve the County’s financial health and economic profile.

Objective: Develop and implement budget software that will streamline and automate the budget process for all County Divisions and Finance.

Tasks: Continue to implement Budget Builder (OpenGov product). Continue to build out reports for Divisions to use when reviewing their budget. Streamline what is needed for the budget hearings and what is needed for the budget book.

Measures of Performance: Reports for Divisions are being used within the product and a Budget is successfully processed through Budget Builder.

County Assessor

Description

The Property Assessment Department housed in the Assessor’s Office has the responsibility for the determining the tax base for the county, school districts, cities, townships and special tax authorities. The work of the department is two-fold: The first phase is to establish and defend an estimated market value for every individual parcel of property in Carver County. The second phase is to work with the Property Tax Department to convert the estimated market values into a current

tax base and ultimately a tax rate which is used to generate the annual property tax statement for each parcel.

Budget Highlights

The following table summarizes the department’s budget.

County Assessor Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(642,477)	(655,833)	(655,833)	(655,833)	-	(16,220)
Expenditure total	1,324,729	1,458,806	1,442,586	1,442,586	-1.11%	
Tax dollars needed	682,252	802,973	786,753	786,753	-2.02%	

The department currently has a total of 14.50 FTE positions and is not requesting any additional positions in 2021.

County Assessor Department Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Appraiser	8.00	7.00	-	-	7.00
Appraiser- Intern	0.50	0.50	-	-	0.50
Appraiser- Systems Analyst	1.00	1.00	-	-	1.00
Appraiser- Trainee	-	1.00	-	-	1.00
Assessor Administrative Assistant	1.00	1.00	-	-	1.00
Assessor Representative	1.00	1.00	-	-	1.00
Assistant County Assessor	1.00	1.00	-	-	1.00
Commercial Appraiser	1.00	1.00	-	-	1.00
County Assessor	1.00	1.00	-	-	1.00
Department Totals	14.50	14.50	-	-	14.50

Department Objectives and Performance Measures for 2021

County Assessor Goal #1

Training and Development of Assessing staff and management

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

Objective: Assessors efficiently and effectively establish fair and equitable estimated market values for all Carver County parcels.

Tasks: Continue training and development of the new County Assessor and Assistant County Assessor who were promoted in 2019 and the new Commercial Appraiser and Appraiser

System Analyst who were promoted in 2020. Continue training and development of the two new Appraisers who were hired in 2020, one new Appraiser hired in 2019 and the Township Appraiser who was hired in 2018. Continue working with appraisal staff that need to complete their AMA License requirements. Continue training and development of the AMA licensed staff on processing splits and plats from start to finish. Regularly develop and share best practices among all assessors to increase quintiling efficiency.

Measures of Performance: Number of county parcels in compliance with quintiling inspection requirements.

County Assessor Goal #2

Create and implement a formal Board of Equalization appeal process

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

Objective: Increase staff efficiency and improve taxpayer customer service during the Board of Equalization appeal process

Tasks: Create and implement a formal application to gather supporting documentation and summarize the taxpayers concerns with the Assessor's valuation. Implement software so taxpayers can go online and easily make an appointment with an Assessor to discuss their valuation appeal.

Measures of Performance: Number of taxpayers who complete an application to appeal their Board of Equalization value which contains helpful information for the Assessor. Number of taxpayers who use the online software to easily make an appointment with an Assessor.

County Assessor Goal #3

Implement a uniform building permit submission process for all cities/townships.

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

Objective: Increase staff efficiency by improving the process for cities/townships to submit building permits.

Tasks: Develop an automated process for cities/townships to submit building permits. Work with cities/townships to encourage them to try the new process and then work with county staff to consider making any changes, suggestions, etc. from cities/townships to continually improve the process.

Measures of Performance: Number of cities/townships who are using the County's preferred process to submit building permits.

Land Records and Vitals Department

Description

Land Records and Vitals oversees county recorder duties as they relate to the evaluation, recording, protection and preserving of all real estate documents in accordance with State Statutes.

Land Records and Vitals also processes all legal instruments that convey land, such as warranty deeds, quit claim deeds, plats and adjust the abstract records and maps to reflect the process. The department also processes land combinations; splits to property and the vacation of roads and annexation of land. The department is a “one-stop shop” collecting state deed tax and mortgage registration tax as well as reviewing all certificates of real estate value.

This department manages the following records: Birth Certificates, Death Certificates, Marriage Certificates, Marriage Licenses, Notary Public Commissions, Ordination Certificates and County and Joint Ditch assessments.

Budget Highlights

The following table summarizes the department’s budget.

Land Records and Vitals Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(963,641)	(992,141)	(1,068,041)	(1,068,041)	7.65%	(35,473)
Expenditure total	1,085,405	1,035,845	1,076,272	1,076,272	3.90%	
Tax dollars needed	121,764	43,704	8,231	8,231	-81.17%	

The department currently has 9.20 FTE positions and is not requesting any additional positions in 2021.

Land Records and Vitals Department Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Assistant County Recorder	1.00	1.00	-	-	1.00
County Recorder & Asst. Manager	1.00	1.00	-	-	1.00
Land Records & Vitals Manager	1.00	1.00	-	-	1.00
Land Records & Vitals Specialist	2.00	2.00	-	-	2.00
Land Records & Vitals Sr. Specialist	3.00	3.00	-	-	3.00
STOC Land Records	-	1.20	-	-	1.20
Department Totals	8.00	9.20	-	-	9.20

Department Objectives and Performance Measures for 2021

Land Records and Vitals Goal #1

Move land records software server from on-premise to off-site in the “cloud”

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

Objective: Eliminate land record staff duplicate data entry and reduce county IT support for link between land record software (Landshark) and land record imaging software (OnBase)

Tasks: Set-up, test and train staff on land record software server in the “cloud” environment. Complete an IT security risk assessment. Work with Finance to find a funding source for the software vendor’s incremental software maintenance costs from maintaining the county’s land records software and historical images in the “cloud” environment.

Measures of Performance: Amount of land record staff time redirected to land record transactions that used to be spent on duplicate data entry. Amount of IT staff time redirected to other IT projects that used to be spent supporting the electronic link between our land record software and our land record imaging software (OnBase).

Land Records and Vitals Goal #2

Complete historical images back scanning project.

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

Objective: Create a seamless process to search for County land records going back to the 1850’s.

Tasks: Index historical land records so they can be seamlessly searched. Identify and eliminate duplicate historical land records which complicate the search process. Consider various alternatives to publishing the historical tract books.

Measures of Performance: Scanned historical land records back to the 1850s seamlessly available to the public.

Land Records and Vitals Goal #3

Build a land records repository to manage land documents.

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

Objective: Create an electronic and transparent process to manage land documents.

Tasks: Work with county staff, cities and townships to build a land records repository.

Measures of Performance: Cities/Townships get new Property Identification (“PID”) from the County and the County gets new street addresses from Cities/Township in real time so County’s GIS data is up to date for all County services and customers i.e. 911 call center. Parent/child PID relationship is maintained for historical reference.

Property Tax Department

Description

This department manages the property taxation process. This involves: calculating tax capacities for all parcels; calculating adjustments for tax increment, fiscal disparities and power lines; calculating tax rates for each taxing district; calculates abatements or additions to the tax roll; calculates and collects delinquent tax; processes taxpayer addresses changes and maintains special assessments certified for collection; and generating proposed tax notices and final tax statements.

This department is a resource for school districts, cities, townships and all other taxing districts by collecting property taxes and then settling the appropriate property tax distributions to the taxing districts and by calculating tax impact estimates which assists taxing districts in analyzing and understanding the tax impact from annual property tax levies and budgets.

Budget Highlights

The following table summarizes the department’s budget.

Property Tax Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(137,199)	(135,654)	(129,454)	(129,454)	-4.57%	-11,465
Expenditure total	534,044	625,436	607,771	607,771	-2.82%	
Tax dollars needed	396,845	489,782	478,317	478,317	-2.34%	

The department currently has 5.35 FTE positions and is not requesting any additional positions in 2021.

Property Taxation Department Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Property Tax Manager – Interim	1.00	1.00	-	-	1.00
Senior Taxation Analyst	1.00	1.00	-	-	1.00
STOC- Property Tax	0.35	0.35	-	-	0.35
Taxation Analyst	3.00	3.00	-	-	3.00
Department Totals	5.35	5.35	-	-	5.35

Department Objectives and Performance Measures for 2021

Property Tax Goal #1

Participate in RFP process for property tax software vendor and develop a multi-year implementation plan including funding and staffing.

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

Objective: Evaluate market for new property tax software

Tasks: Watch property tax software demos and analyze cost/benefit for various options

Measures of Performance: Recommendation to purchase new property tax software. Staffing and funding plans for a multi-year project implementation.

Property Tax Goal #2

Improve efficiency for the Manufactured Home workflow between several county departments

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

Objective: Streamline the Manufactured Home workflow

Tasks: Meet with staff from other Departments to brainstorm ideas on how to streamline the Manufactured Homes process. Analyze various options and recommend process improvements to streamline the Manufacture Homes process.

Measures of Performance: Manufactured Homes workflow will have less steps in the process.

Property Tax Goal #3

Evaluate print vendors who could give taxpayers the option to have property tax statements emailed to taxpayers.

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

Objective: Reduce the county's cost for property tax statement postage and envelopes.

Tasks: Research how this option is working in other counties, evaluate vendors providing this service. Make a recommendation to the County Board on this option and a print vendor.

Measures of Performance: Taxpayers have the option to have their property tax statements emailed.

Elections and Licensing Department

Description

The Elections and Licensing Department manages the county functions for 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 and resources are coordinated by the department. Election equipment servicing and 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. The Department serves as the county-wide absentee precinct for all absentee balloting for the 46 days prior to Election Day. On Election Day, the Department serves as the main resource for election judges 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 processes passport applications; issues all beer, liquor, set-up, auctioneer, charitable gambling, precious metals and tobacco licenses in the townships and various cities within Carver County; collects current and delinquent property taxes; and keeps the property tax software (Aumentum) updated for land transactions like ownership and/or mailing address changes.

Budget Highlights

The following table summarizes the department's budget.

Elections and Licensing Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(113,395)	(135,530)	(79,630)	(79,630)	-41.25%	48,239
Expenditure total	345,110	480,351	472,690	472,690	-1.59%	
Tax dollars needed	231,715	344,821	393,060	393,060	13.99%	

The department currently has 5.03 FTE positions and is not requesting any additional positions in 2021.

Election and Licensing Department Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Elections & Licensing Manager-interim	1.00	1.00	-	-	1.00

Elections & Licensing Specialist	2.00	2.00	-	-	2.00
Senior Elections & Licensing Specialist	1.00	1.00	-	-	1.00
STOC- Election Judges/Clerks	1.03	1.03	-	-	1.03
Department Totals	5.03	5.03	-	-	5.03

Department Objectives and Performance Measures for 2021

Elections and Licensing Goal #1

Manage the Statutory Redistricting Process

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

Objective: Develop redistricting maps for the County Commissioner Districts and other local government officials.

Tasks: Research statutory requirements and develop various options for Board consideration.

Measures of Performance: County Board approved Commissioner districts and local elected official precincts.

Elections and Licensing Goal #2

Improve customer service by providing online applications for liquor and tobacco licenses.

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

Objective: Automate and streamline liquor and tobacco license application process.

Tasks: Replace paper liquor and tobacco applications with electronic applications.

Measures of Performance: Electronic liquor and tobacco applications available on the County website for customers to use instead of the current paper applications.

Elections and Licensing Goal #3

Increase the average number of passport applications processed each month.

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

Objective: Maximize County passport revenue

Tasks: Develop a marketing campaign to raise awareness and increase demand for the new passport service at the Chaska Government Center.

Measures of Performance: Average number of passport applications processed each month.

License Centers Department

Description

Two County License/Service Centers handle motor vehicle transactions, driver licensing and game and fish licenses. Motor vehicle transactions include license plates, tabs, vehicle transfers, new vehicle and out-of-state registrations, boat, snowmobile, all-terrain, motorcycle and trailer licensing. Driver license renewals, name and address changes, Minnesota identification cards, and instruction permits are available at both locations. Individual game and fishing licenses are also sold at both locations.

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

Budget Highlights

The following table summarizes the department's budget.

License Center Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(1,307,593)	(1,337,632)	(1,323,681)	(1,323,681)	-1.04%	(16,638)
Expenditure total	1,105,329	1,294,947	1,264,313	1,264,313	-2.37%	
Tax dollars needed	(202,264)	(42,685)	(59,368)	(59,368)	39.08%	

Levy Adjustments– Budget Overview, Attachment A – \$50,000 to offset the loss of License Center revenue due to the new state vehicle registration software reducing the number of customers served.

The department currently has 19.00 FTE positions and is not requesting any additional positions in 2021.

License Center Department Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
License Center Manager	1.00	1.00	-	-	1.00
License Center Supervisor	1.00	1.00	-	-	1.00
Licensing Assistant	2.00	2.00	-	-	2.00
Licensing Specialist (full/part time)	12.50	13.00	-	-	13.00
Licensing Specialist- Senior	2.00	2.00	-	-	2.00
Department Totals	18.50	19.00	-	-	19.00

Department Objectives and Performance Measures for 2021

License Centers Goal #1

Install credit cards at License Centers

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

Objective: Improve customer service by giving customers the option to pay with a credit card.

Tasks: Choose a credit card vendor, purchase credit card machines, install necessary power and data ports, train staff to accept credit cards, update daily reconciliation process for credit cards, open a new bank account to separately track and reconcile expected high volumes for License Center credit card activity.

Measures of Performance: License Centers accept credit cards as a payment option for customers.

License Centers Goal #2

Implement a new service delivery model to increase the number of customers while maintaining social distancing protocols.

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

Objective: Create a virtual waiting room to increase the number of customers served.

Tasks: Add a second License Assistant to help manage customer traffic at the locked front door while the COVID pandemic exists who can move to the greeter station when the front doors are unlocked.

Measures of Performance: Average number of customers served at License Centers on a monthly basis.

License Centers Goal #3

Replace the Qmatic queuing software with QLess's virtual queuing software.

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

Objective: Improve the customers experience by utilizing QLess's software to keep customers informed about their wait times with automatic text messages.

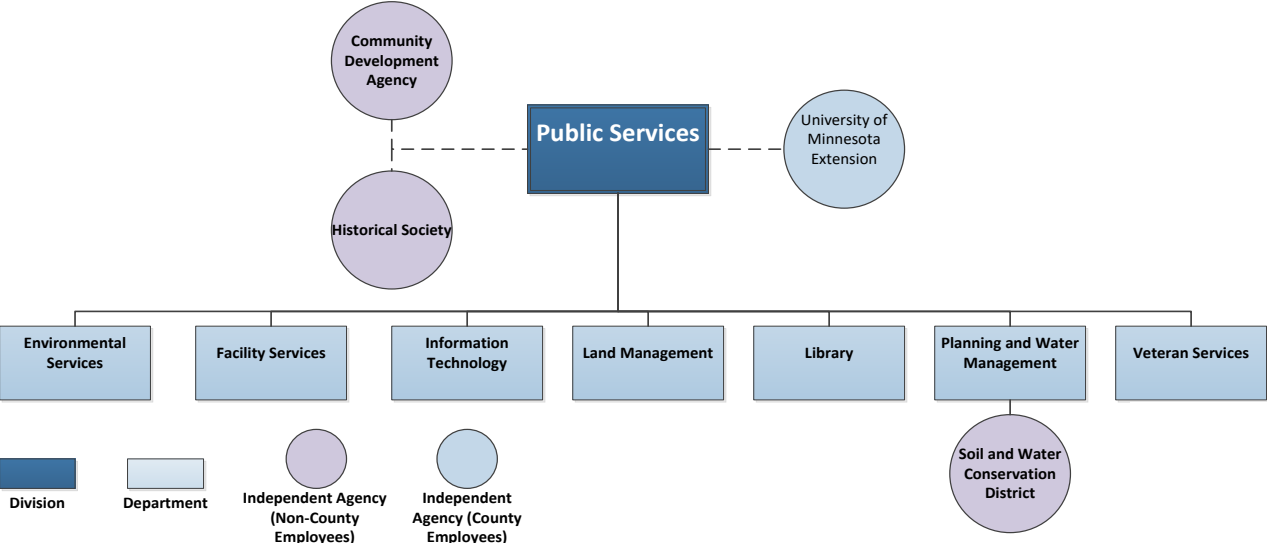
Tasks: Set up multiple queues for various types of services with specific messages for each type of service. Train staff to enter customers in the appropriate queue and summon customers when they should come inside the building.

Measures of Performance: Number of customers who receive a text message from the QLess software.



Public Services

Public Services



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

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

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

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

Budget Highlights

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

Public Services Division Budget (not including CCWMO)						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(5,744,261)	(4,817,044)	(4,825,805)	(4,825,805)	0.18%	(202,859)
Expenditure total	19,505,898	20,758,037	20,563,939	20,563,939	-0.94%	
Levy dollars needed	13,761,637	15,940,993	15,738,134	15,738,134	-1.27%	

The division included the following in its 2021 budget request:

- Levy Adjustment Targets – Budget Overview, Attachment A – \$28,000 security information event management and \$28,000 for Aquatic Invasive Species (AIS) program support.

- Staffing Requests – Budget Overview, Attachment B – Recommended Staffing Changes to add 5.97 FTEs (full-time equivalent employees), to be funded by levy and non-levy sources, are detailed on Attachment B. We describe these requests further in the departmental discussions for Facilities, Environmental Services, IT, the Library, and Planning and Water. The County Administrator and Board recommended 0.75 FTEs as part of the 2021 budget, which is reflected in the table below.
- FVE Replacement – Budget Overview, Attachment D –\$806k across multiple departments. We describe these requests further in the departmental discussions.
- One-Time Projects – Budget Overview, Attachment E – \$540k in requests, \$430k approved. We describe these requests further in the departmental discussions.
- Conference and Training – Budget Overview, Attachment F – increasing from \$117,375 to \$134,430. This change is primarily due to how we list the library conferences that are reimbursed by MELSA. In 2020, we listed them by name only and not the dollar amount that MELSA provided. For 2021, we are including the full expenses and the offsetting reimbursement revenue in the requested budget for the department. This change is levy neutral. The other change is in Veteran Services with a total increase of \$500.

The division had a net total of 134.08 Full-Time Equivalent (FTE) positions in 2020. 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 5.97 FTEs for 2021. The County Administrator and Board approved an additional 0.75 FTEs for 2021. The FTEs for each department and the FTE requests and approvals for 2021 are as follows:

Public Services Division Staff	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Unit/Department:					
Administration	5.20	5.20	-	-	5.20
Facility Services	16.00	16.00	1.00	-	16.00
Environmental Services	13.90	13.90	0.35	0.35	14.25
Information Technology	33.80	33.80	2.00	-	33.80
Land Management	5.00	5.00	-	-	5.00
Library	44.03	44.03	2.22	-	44.03
Planning and Water Management	10.85	10.85	0.40	0.40	11.25
Veteran Services	5.60	5.60	-	-	5.60
University of MN Extension	1.70	1.70	-	-	1.70
Division Totals	136.08	136.08	5.97	0.75	136.83

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

The budget for the administrative functions of the Public Services Division includes the salaries and the conference and training budget for its employees and other line items not related to personnel. Revenue from ATM machines located in County facilities is included in the budget as well. The budget summary for the Division’s administration is as follows:

Administration Budget Highlights

The following table shows the budget for administration and communications in the Public Services Division. For 2020, the revenue is increasing due to a transfer of funds from Carver County Public Works to fund the additional Communications Manager position. In the past, Public Works had contracted out for this work.

Public Services Administration Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(5,184)	(107,778)	(108,278)	(108,278)	0.46%	(46,583)
Expenditure total	495,084	784,341	738,258	738,258	-5.88%	
Tax dollars needed	489,900	676,563	629,980	629,980	-6.89%	

There are 5.00 FTE’s in the Administration staff in 2020, there were no additional FTEs requested in 2021.

Public Services Administration Staff					
Positions:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Public Services Division Accountant	1.00	1.00	-	-	1.00
Support Personnel (STOC)	0.20	0.20	-	-	0.20
Assistant County Administrator	1.00	1.00	-	-	1.00
Communications Manager	2.00	2.00	-	-	2.00
Deputy Division Director	1.00	1.00	-	-	1.00
Department Totals	5.20	5.20	-	-	5.20

Summary of Accomplishments and Plans

Much of the work in 2020, was spent responding to COVID-19. From adjusting our service delivery, working on pandemic communications, leading teleworking efforts, and implementing building improvements to create safe work environments.

At the start of the year, working with the County leadership, the divisional leadership embarked upon the master space plan phase one recommendation: finding a new site for the Health and

Human Services Division. However, because of COVID-19, we put a pause on this work. Now we are kicking off a refresh of the plan giving the change in how many of our staff may work into the future and how this could impact our space needs.

The Communications Manager developed a communications plan and started to implement changes. The use and number of followers on social media continues to rise.

Finally, the Public Services Administration team has led the Division through further consolidation as a coherent entity through Leadership team building, inter-departmental project teams, and the awards recognizing top performers in the Division. The divisional project teams are focused on staff development, communications, and energy and environmental opportunities.

Divisional Goals, Objectives, and Performance Measures for 2021

Administration Goal #1

Conduct a refresh of the Master Space Plan.

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

Objective: Plan and design for long-term space needs for the County within the principles of the Master Space Plan.

Tasks: Working with the architect, devise and recommend options for future County facility growth, revise the plan in consultation with the Board, and Finance Director, and begin to implement the plan.

Measures of Performance: County Board approval of the refreshed plan. A consultative process valued by county and divisional leadership. Financially feasible plans that comport with County resources, its financial outlook, and its other long-term plans.

Administration Goal #2:

Improve staff and citizen communications.

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

Objectives: Implement a strategic communications plan.

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

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

Public Services Departments

The Assistant County Administrator leads the Public Services Division and oversees the following Public Services Departments:

Environmental Services

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

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

Budget Highlights

Environmental Services Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(2,934,035)	(2,734,700)	(2,728,550)	(2,728,550)	-0.22%	
Expenditure total	2,519,832	2,734,700	2,728,550	2,728,550	-0.22%	
Tax dollars needed	(414,203)	-	-	-	-	-

The 2020 Budgeted FTEs remains at 13.90. In 2019, the department accomplished two phases of restructuring which created two additional supervisors and eliminated two senior environmentalist positions.

Environmental Services Department	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Position:					
Administrative Assistant	1.00	1.00	-	-	1.00
Assistant Environmentalist- STOC	0.50	0.50	0.25	0.25	0.75
Environmental Services Dept Manager	1.00	1.00	-	-	1.00
Environmental Center - Supervisor	1.00	1.00	-	-	1.00
Environmental Services Supervisor	1.00	1.00	-	-	1.00

Environmental Attendant	1.40	1.40	0.10	0.10	1.50
Environmentalist	2.00	2.00	-	-	2.00
Lead Environmentalist	1.00	1.00	-	-	1.00
Senior Environmentalist	5.00	5.00	-	-	5.00
Department Totals	13.90	13.90	0.35	0.35	14.25

Summary of Accomplishments and Plans

The Environmental Services Department will continue to provide excellent customer service to Carver County residents and small businesses through all their program areas, including the very popular Environmental Center. The numbers of participants visiting that facility, along with the volumes and complexities of materials dropped-off for recycling and management, continue to expand, thereby creating new challenges for the program and department. Space and design constraints inherent within the existing site will likely provide increasing challenges for safe and efficient operations at the EC as we near capacity.

The Environmental Center continues to be one of the most efficient and cost-effective Household Hazardous Waste (HHW) facilities in the Twin Cities, while at the same time accepting a greater variety of materials than any facility in the metro area. Despite being closed to the public for 11 weeks in 2020 due to the pandemic, staff still managed to serve 24,482 vehicles, collecting and shipping over 2,500,000 pounds of materials for proper management. The Product Reuse Room also continues to increase in popularity. Not only does this program provide free products to residents, it also increases environmental awareness of the public and reduces the amount of waste needing costly disposal.

Special Waste Collections and Rural Recycling Sites – In addition to operating the Environmental Center throughout the year, Carver County also offers the following one-day collection events and recycling drop-off sites for residents in communities within the western portion of our county:

- A large spring collection in NYA, which will take HHW and problem materials
- A small spring collection of HHW only, at the Watertown Township Public Works site
- A large fall collection at the Carver County Public Works site in Hollywood Township, which accepts HHW and problem materials
- Recycling drop-off sites in the cities of Cologne, Mayer, and NYA, which accept general recyclables and select problem materials.

Each year, Environmental Services staff also perform hundreds of septic system inspections, hazardous waste inspections, feedlot inspections, and studies seeking improvements in collection and management of organics and recycling by the private sector, etc. In 2020, Environmental Services focused on providing on-going waste-reduction education and outreach to Carver County residents, businesses, and public entities, as we work to improve our recycling rates which will help us to reach State of Minnesota mandates.

In 2020, the Environmental Services Department functioned under its new operational structure which included two additional supervisors. The new structure created improvements in the areas of communication, accountability, oversight, and efficiencies. Today, the Environmental

Services Department is operating in a safe, efficient, and effective manner, as we continue to plan and prepare for a vibrant future. Our Mission Statement, created and supported by the entire department, says it all: The Carver County Environmental Services Department is committed to protecting the environment through public service, education, and innovation!

Finally, we have analyzed the Solid Waste Fee, and our Department Budget, and we feel we are on-track for next year. Therefore, we are not requesting an increase in the Solid Waste Fee for 2021.

Goals, Objectives and Performance Measures for 2021

Environmental Services Department Goal #1

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

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

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

Tasks: Seek opportunities to reduce expenses and increase efficiencies. Track participation and material collection trends to better forecast future budget/staffing needs. Continue to seek more efficient ways to provide high quality customer service to residents.

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

Environmental Services Department Goal #2

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

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

Objective: Maintain inspection and other regulatory efforts at current levels or above, despite continuing growth and development pressures within Carver County.

Tasks: Ordinance enforcement activities in Environmental Services programs vary, but they are tracked on a yearly basis. All SSTS permits must be approved and the construction inspected (approximately 100 permits per year in recent years). All feedlot construction activities are inspected, while approximately one fourth of the 190 registered feedlots are also inspected each year. All hazardous waste facilities, all Large Quantity Generators, and one third of the smaller hazardous waste generators are inspected each year – a total of about 100 inspections per year.

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

Environmental Services Department Goal #3

Monitor and follow the Carver County Solid Waste Master Plan and the Metropolitan Solid Waste Management Plan.

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

Objective: Search for ways to improve existing solid waste programs and new ways to meet enthusiastic State goals for recycling.

Tasks: The Solid Waste Management Master Plan (2018-2038) outlines the need for increased public education, recycling, organic waste composting, and other solid waste programs designed to meet landfill diversion goals. Environmental Services is currently working with schools and local governments to increase public participation in these valuable programs. The Department may need to provide additional grant funding to support local programs, working with businesses and industry to increase services, and collaborate with other metro counties to ensure region-wide consistency and efficiencies of programs. New requirements passed by the Minnesota legislature require additional efforts in the area of commercial recycling and organic waste composting. The current Solid Waste Management Master Plan (2018-2038) also reflects recent trends in waste management and changes in State policy designed to increase recycling and waste processing, while at the same time reducing land disposal.

Measures of Performance Summary: The Solid Waste Program is heavily subsidized by State grants that require yearly reporting on activities and performance measures such as tons of solid waste recycled, composted, and disposed.

Environmental Services Department Goal #4

Use advances in technology to improve program and staff efficiencies.

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

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

Tasks: Fully implement an electronic inspection and data management process for the SSTS program and continue to work to implement the use of CRM by the Industrial Hazardous Waste, Feedlot, and Solid Waste regulatory programs. Use technology such as

GPS and portable computers to move data generated by permitting and inspections to a “paperless” system that improves the efficiencies of existing staff and reduces staff time related to data entry and management.

Measures of Performance Summary: The Customer Relationship Management (CRM) system was rolled out in 2012. The SSTS program uses CRM and support hardware such as GPS and iPads to manage data and conduct field inspections. Efforts to institutionalize and further refine electronic data collection will continue in the SSTS, Hazardous Waste Generator, and Feedlot programs. Success of these efforts will be measured by the ability to reduce paper-based transactions and to reduce staff time required for the performance and tracking of individual inspections and projects. We will continue to expand and improve our use of the CRM System, including moving our Hazardous Waste Generator program over from Microsoft Access to CRM. This will allow better use of our data, provide the ability for Carver County businesses to enter their data on-line instead of sending it in through the mail, and allow support of our database from IT.

Information Technology

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

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

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

Budget Highlights

The following table summarizes the department’s budget:

Information Technology Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(384,871)	(313,522)	(313,522)	(313,522)	0.00%	(7,885)
Expenditure total	5,473,202	6,083,967	6,076,082	6,076,082	-0.13%	
Tax dollars needed	5,088,331	5,770,445	5,762,560	5,762,560	-0.14%	

Levy Adjustments – Budget Overview, Attachment A –

IT - Security Information Event Management (SIEM) \$28,000: IT completed a security assessment in 2019 and it showed some security gaps with the County’s security program. A SIEM is a log monitoring system that collects log files across the network and uses artificial intelligence to analyze potential security threats in a dashboard for review by the IT Security Manager. It will help identify if the County’s systems have an intruder. IT purchased the SIEM at the end of 2019 with one-time funds. The SIEM is an annual subscription.

Facilities, Vehicle, and Equipment – Budget Overview, Attachment D -- IT Capital Initiatives

-- **\$125,000** purchases for replacement or new hardware that supports the County’s IT infrastructure. Examples - Closet Network Switches, Network Wireless Controller, Blade Servers, DNA Server Center.

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

One-Time Projects – Budget Overview, Attachment E –

\$100,000–The Network Attached Storage (NAS) is nearing end of life. The storage is the repository for our Electronic Data Management System (OnBase), GIS, Engineer CAD files, department shared drives, user drives, local profile stores as well as other application shared drives. This request is to stay proactive in replacing critical storage that will soon be end of life.

The department also requested 2.00 FTE positions for 2021 as indicated in the following table, neither were approved in the Final Budget.

Information Technology	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Position:					
CarverLink Manager (50% funded by CarverLink in 2021)	1.00	1.00	-	-	1.00
Chief Information Officer	1.00	1.00	-	-	1.00
Client Services Representative	3.00	3.00	-	-	3.00
IT Application Analyst	2.00	2.00	-	-	2.00
IT Business Analyst	3.00	3.00	-	-	3.00
IT Database Administrator	1.00	1.00	-	-	1.00
IT GIS Analyst - City	1.00	1.00	-	-	1.00
IT GIS Intern	0.25	0.25	-	-	0.25
IT Intern	0.25	0.25	-	-	0.25
IT Manager – Applications & PMO	1.00	1.00	-	-	1.00
IT Manager – Development & GIS	1.00	1.00	-	-	1.00
IT Manager- Infrastructure Services	1.00	1.00	-	-	1.00
IT Office Manager	1.00	1.00	-	-	1.00
IT Project Manager	-	-	1.00	-	-
IT Security & Infrastructure Supervisor	1.00	-	-	-	-

IT Security Manager	-	1.00		-	1.00
IT Senior GIS Analyst	2.00	2.00	-	-	2.00
IT Senior Systems Engineer	2.00	3.00	-	-	3.00
IT Service Dispatcher	1.00	1.00	-	-	1.00
IT Solution Architect	3.00	2.00	1.00	-	2.00
IT Support Technician	3.00	3.00	-	-	3.00
IT Support Technician Supervisor	1.00	1.00	-	-	1.00
IT Systems Engineer	3.00	3.00	-	-	3.00
Lead Project Manager	1.00	1.00	-	-	1.00
On-Call Support Staff	0.30	0.30	-	-	0.30
Department Totals	33.80	33.80	2.00	-	33.80

Summary of Accomplishments and Plans

Information Technology (IT) will continue moving down the path of having a hybrid infrastructure with Cloud and on-premise technology. A major Cloud initiative is the Microsoft's Collaboration Platform project. The foundation for this project was the Cloud Exchange migration that was completed in 2020, opening the door for more internal and external collaboration opportunities utilizing applications like SharePoint (organization), Teams (groups) and OneDrive (personal storage) in the Cloud. Being in the Cloud opens the ability for employees to have access to data and applications from anywhere on any device.

Security continues to be a high priority in 2021 as IT will be making Security its own budgetary program, removing it from Infrastructure Services. IT will continue to expand the implementation of its Security Information Event Management (SIEM) tool, along with other enhancements to the County's security posture.

Maintaining the County's IT infrastructure continues to be a priority in 2021, with the replacement of the Network Attached Storage (NAS) system that supports critical IT operations. There is also a need to upgrade conference rooms with outdated equipment, with the addition of new equipment for video conferencing as the County transitions with more remote workers.

Workload Indicators

Technology has become more diverse and there is an increasing demand from employees to have multiple devices on the network, including virtual desktops, physical desktops, mobile devices, security devices, and servers is causing additional management and support responsibility for IT Staff.

Cybersecurity continues to be a risk to the County. IT has taken several steps to increase its security posture, requiring additional staff time to mitigate risk.

Increasing number of IT project requests from County Divisions & Departments requiring evaluation, approval, scheduling & project management by PMO staff.

Increased need to provide visibility into the IT project scheduling process with technical resources from across the IT department. Insight into IT staff's capacity and bandwidth for taking on project

work, scheduling and resource commitment will help drive the success of projects taken on by the PMO and Carver County IT.

Increased need for appropriate IT asset tracking has engaged the IT team to develop processes and procedures for proper collection and maintenance of assets.

Tracking of software assets is necessary for license compliance, accountability and assignment, deployment documentation, security monitoring and end of life review.

Goals, Objectives, and Performance Measures for 2021

IT management will continue to work on the implementation of their 2021-2022 IT Strategic Plan, which provides a clear road map for IT services.

Major 2021 Initiatives:

- Web Conferencing – continue to expand web conferencing capabilities at the County.
- Microsoft Online tools, including SharePoint Online, Microsoft Teams and OneDrive to foster collaboration internally and externally.
- Infrastructure as a Service – explore and roadmap Cloud opportunities for the migration of County datacenter hardware to cloud services.
- Enhance mobile device endpoint management and security.
- Project Management Software - Research, identify and implement a best-in-class software solution that will better enable the Project Management Office to effectively manage, execute and close IT projects. Focus will be on resource management, task management and portfolio management.
- Project Management Standardization - Create and implement a standard set of tools and procedures across all IT projects to increase clarity, quality, morale and productivity.
- Continue implementation of the Security Information and Event Management application to monitor security log activity.
- Enhance performance and applications within County’s Virtual Desktop Environment (VDI).
- Software Management and Compliance - Manage and optimize the purchase, deployment, maintenance, utilization and disposal of software applications.

The department will work on the following priorities in 2021 to help achieve the Strategic Plan and County goals:

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

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

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

Tasks: Advance the IT Service Portal system to improve IT service levels to county employees. Utilize the portal to manage IT assets.

Measures of Performance Summary: Using our ticketing system, IT will create and follow metrics and trends to monitor and measure support services. Improve ticket workflow. Advance IT's change management process. Track IT assets.

Objective #2: Improve IT's project portfolio management process to better plan enterprise wide projects.

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

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

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

Objective #1: Continue implementing GIS application technology and GIS data sharing across the County.

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

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

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

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

Objective: Use Innovation Process Improvement methods.

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

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

innovation projects.

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

The CarverLink Broadband Fiber Network is a broadband fiber optics communications network owned and operated by Carver County. Construction and installation of the initial network was completed and began operation in the fall of 2013. A Federal grant from the American Recovery and Reinvestment Act (ARRA) provided 80 percent of the initial funds for the approximately \$8 million one-time construction costs for the network. Carver County provided the remaining 20 percent of the funding. The initial CarverLink Network consisted of approximately 90 miles of “base ring” fiber with approximately 30 miles of “lateral” fiber. The network has both diversity and redundancy in its electronics and physical plant architecture. Since the initial construction CarverLink has been expanding both bandwidth transport capacity as well as physical fiber infrastructure miles and as of 2019 has transport capacity of approximately 520 miles throughout Carver County and the surrounding local area. The County built the network primarily to connect County facilities to unify and enhance County operations. In addition, CarverLink was constructed to directly serve public and community support entities, which includes all eleven cities, all public schools, several townships, our primary medical providers which includes hospitals and numerous clinics, transit facilities, and other public entities, with fiber connectivity and/or internet services. CarverLink was also constructed to provide the opportunity for the initial private service provider in our network, Jaguar Communications, headquartered in Owatonna, Minnesota, to offer services to businesses and residents of Carver County. Jaguar has been connecting businesses and residents to its private fiber network since CarverLink completed initial construction in 2013, offering another competitive option to the various internet service providers established in the eleven communities and rural areas throughout Carver County. In addition, CarverLink oversees the availability of fiber within the network that is available to qualified service providers or other fiber-using entities for new opportunities known as “Open Access/Open Interconnect Fiber.”, with Arvig Communications beginning to use this classification of fiber within our network for customer connections in 2019.

Budget Highlights

The following table summarizes the program’s budget.

CarverLink Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(821,868)	(574,960)	(574,960)	(574,960)	-	
Expenditure total	645,148	574,960	574,960	574,960	-	
Net amount	(176,720)	-	-	-	-	-

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

Expenditures: CarverLink pays for construction costs of upgrades and expansion of the fiber optic network, associated equipment and electronics that operate the network, backbone Internet bandwidth and transport and the shared costs for ongoing fiber repairs and relocations. 0.50 Full-

Time Equivalent (FTE) positions were allotted to CarverLink in 2021 (see Information Technology FTE chart). No new positions are requested for 2021.

Facilities, Vehicle, and Equipment – Budget Overview, Attachment D -- Budget amounts have been included for CarverLink build-out expense (\$105,000) and equipment replacement (\$30,000), to be funded using revenue provided by CarverLink customer fees.

One-Time Projects – Budget Overview, Attachment E –

\$75,000 Fiber Projects - Installation of both active and proactive fiber infrastructure in collaborative construction projects which will expand fiber connectivity within the County at a substantial cost savings versus completing it separately later. This fiber infrastructure will be used for connections to County assets or facilities.

Summary of Accomplishments and Plans

CarverLink will be finalizing the implementation of a collaborative 800 MHz Networks redundancy project for Carver and Scott County's 800 MHz systems. CarverLink will be working on expanding fiber connectivity to a variety of public city structures in several cities based on CarverLink collaboratively working with our primary private partner, MetroNet, on their planned fiber overlays in those cities. We will be working on collaborations with other public partners including Hennepin and Scott County and Eden Prairie City and School District, on several individual but interconnected fiber projects in CarverLink's efforts to fiber connect SW Transit's two remaining unconnected locations.

Goals, Objectives, and Performance Measures for 2021

CarverLink plans to focus on continued strategic expansion of the network regarding connecting additional public entity locations as well as better utilization of the existing fiber infrastructure and network security. We will be leveraging CarverLink's 25% share of a Carver County IT Sr. Systems Engineer position to implement various Carver County projects and initiatives that have substantial CarverLink and County IT interests. We are planning for equipment replacement in 2021 that will replace roughly 80% of all CarverLink's equipment, the majority of which was initially installed in 2012-2013. CarverLink will continue to work on future expansion and growth opportunities including collaborative opportunities to connect public entity facilities in Waconia, Watertown, Victoria and Cologne, like the efforts we completed in Hamburg, Mayer, New Germany and NYA in 2019.

CarverLink Goal #1

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

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

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

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

Measures of Performance Summary: Overall system unavailability statistics.

CarverLink Goal #2

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

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

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

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

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

CarverLink Goal #3

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

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

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

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

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

Land Management

The Land Management Department is responsible for the land use components of the Public Services Division in the unincorporated (township) areas of the county. The department administers and enforces the Zoning Code, Subdivisions, Sign Regulations, Floodplain and Shoreland Regulations, State Building Code (Regulations), and the Agricultural Preserve Program. The department staff assists in other coordinated efforts within the Division such as the Environmental Services Department in particular areas of the SSTS and Feedlot Ordinances, as well as the CCWMO Water Rules and Wetland Conservation Act for the Planning & Water Management Department. These efforts all pertain to the areas of land use, subdivisions, and development reviews. The department also provides essential support for Planning and Water

Management and Environmental Services Department by staffing the main public service windows at the Government Center and processing permits and other requests.

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

Budget Highlights

The following table summarizes the department’s budget:

Land Management Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(344,166)	(373,000)	(374,700)	(374,700)	0.46%	(16,712)
Expenditure total	635,455	703,700	688,688	688,688	-2.13%	
Tax dollars needed	291,289	330,700	313,988	313,988	-5.05%	

As the following chart indicates, there were 5.00 FTE employee positions in the department in 2020, and no new FTE positions are requested for 2021:

Land Management Department Staff					
Position	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Land Use Manager	1.00	1.00	-	-	1.00
Senior Planner	1.00	1.00	-	-	1.00
Land Management Planner	1.00	1.00	-	-	1.00
Land Management Technician	1.00	1.00	-	-	1.00
Land Management Permit Assistant	1.00	1.00	-	-	1.00
<i>Department Totals</i>	5.00	5.00	-	-	5.00

Summary of Accomplishments and Plans

In 2020, permit volume and related revenues were in line with the adopted budget. Even with the unprecedented challenges the department faced with the COVID-19 Pandemic, building permit numbers remained consistent throughout the year and Planning Commission public hearing requests had increased by approximately 57% from the previous year. Due to the uncertainty which took place in 2020, no significant changes (increases or decreases) are expected in permit activity. Therefore, only a modest increase in revenue is proposed for 2021.

Even with the unprecedented challenges we experienced in 2020, the department was able provide excellent customer service while experiencing the uniqueness of staff having to work remotely. Staff become creative in how to conduct daily business (i.e. issuing building permits, public inquiries, team collaboration, remote public hearings, etc.) due to the Government Center being

closed for in-person business from March – December 2020.

In 2021, the Land Management Department will continue to implement the land use elements of the 2040 Comprehensive Plan according to statute and deliver excellent customer service. The department will administer the State Building Code in an efficient and cost-effective manner and provide education and support to landowners and citizens to attain compliance with the land use provisions of the County Code. The department will continue to prioritize enforcement, permit reviews, and related actions based on the potential impacts a particular land use may have on public health, safety, welfare, natural resources, and irreversibility.

A major goal of the department in 2021 is to amend and adopt the Carver County Zoning Code to reflect changes made in the 2040 Carver County Comprehensive Plan.

Goals, Objectives and Performance Measures for 2021

Land Management Department Goal #1

Implement the land use elements of the 2040 Comprehensive Plans according to statute and deliver excellent customer service.

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

Objective: Administer the land use provisions of the County Code and provide mandated services and interdepartmental support. 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 Code and Subdivision Ordinance, Shoreland & Floodplain Regulations, Agricultural Preserves Program, and supports the CCWMO Water Rules, Wetland Conservation, SSTS and Feedlot regulations, among others.

Measures of Performance Summary: Approximately 264 (total) annual permit reviews, zoning permits, building eligibilities reviews, and Planning Commission & Board of Adjustment hearings with active town board and citizen participation. 1,230 parcels enrolled in the Agricultural Preserves Program, including numerous renewals and annual landowner notices. Continue to monitor the permitting and identify process improvement areas.

Land Management Department Goal #2

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

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

Objective: Administer the State Building Code efficiently by coordinating departmental

responsibilities with the private inspection service (Building Official) to reduce costs, while helping landowners comply with the code. The Building Official's contract was renewed in 2020 and will be effective for 3 years (2020-2022) at a fixed rate.

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

Measures of Performance Summary: Approximately 640 building permits issued annually in a professional and consistent manner.

Land Management Department Goal #3

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

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

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

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

Measures of Performance Summary: Using the county database (CRM) to monitor/track approximately 120 active and 330 inactive compliance/complaint records, work closely with township officials to identify priorities and coordinate efforts with the Attorney's Office to review decisions and procedures as needed. Measure quantity and quality of reviews, types of complaints, and violation compliance results.

Planning and Water Management

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

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

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

- Development and implementation of the County Groundwater Plan.
- Enforces the Minnesota statute required Wetland Conservation Act (County wide in townships).

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

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

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

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

Budget Highlights

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

Planning and Water Management Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(619,712)	(277,536)	(293,490)	(293,490)	5.75%	28,695
Expenditure total	972,090	680,016	724,665	724,665	6.57%	
Tax dollars needed	352,378	402,480	431,175	431,175	7.13%	

Levy Adjustments – Budget Overview, Attachment A – \$28,000 AIS Program Support

The AIS program faced a shortfall of \$15,000 in 2020 due to a reduction of partner support (Lake Minnewashta & Pierson Lake one-time funding). The Board approved contingency funds for 2020 in order to continue inspections on these lakes. In addition to this continued shortfall for 2021, the Minnehaha Creek Watershed District has indicated that their \$13,000 partnership funds will be eliminated in 2021. If the inspection program is to stay intact for these two lakes, a \$28,000 annual

budget need exists.

As the following chart indicates, there were 10.85 FTE employee positions in the department in 2020, 0.40 FTE increase approved in 2021:

Planning & Water Management Department Staff					
Position	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
AIS Inspector - Seasonal	2.00	2.00	-	-	2.00
AIS Program Coordinator	1.00	1.00	-	-	1.00
Education Intern	0.25	-	-	-	-
Lead Water Resources Technician	-	-	1.00	1.00	1.00
Planner	1.00	1.00	-	-	1.00
Planning & Water Mgmt. Manager	1.00	1.00	-	-	1.00
Water Management Intern	-	0.25	-	-	0.25
Water Resources Education Coordinator	1.00	1.00	-	-	1.00
Water Resources Program Analyst	2.00	2.00	-	-	2.00
Water Resources Specialist	1.00	1.00	-	-	1.00
Water Resources Technician	1.60	1.60	(0.60)	(0.60)	1.00
Department Totals	10.85	10.85	0.40	0.40	11.25

0.40 FTE Water Resources Technician– no new levy funds associated. Current and projected workload has and will continue to increase to a point where existing staff resources cannot meet demand. This workload stems from: Increasing number of urban stormwater practices in the CCWMO, increasing State requirements for MS4 permit monitoring and grant fund monitoring requirements, CCWMO plan implementation for projects and assessment of individual lakes/streams, greater requests from other partners/agencies, and AIS program impacts. The state requirements in particular have increased monitoring needs for CCWMO and Public Works owned stormwater practices. Increasing the existing PT Water Technician position to FT is the most economical means to meet these needs and is sustainable due to increased grant resources to offset WMO project funds, gradual decrease in the SSTS incentive program, and potential future PW cost share to meet their monitoring requirements.

1.00 FTE Lead Water Resources Technician– no new levy funds associated. The current FT Water Resource Technician has evolved and the lead role better captures the work needed. With the increase in monitoring tasks demand, the need for a differentiation in this position and the other Water Resources Tech position is needed. This follows similar industry standards for how field work is implemented (i.e. other watersheds). Examples are as follows:

- Coordinate and lead day to day field operations with part time staff and interns
- Schedule weekly activities
- Equipment maintenance and replacement responsibility

- Vehicle and boat maintenance
- Communication with labs
- Perform training of new staff and interns
- Coordinate data analysis/reports and information storage

(1.00) FTE Water Resources Technician– This position would be eliminated with the creation of the Lead Water Resources Technician.

Summary of accomplishments and plans

The department recently completed the 2040 Carver County Comprehensive Plan process with Board adoption in early 2020. Implementation of the plan will continue into 2021 with a closer look at transit needs and collaboration as well as support to the Land Management Dept in updates to the Zoning Ordinance.

Administration and implementation of the AIS program completed its fifth year under the Department. The inspection program has continued to be implemented successfully, and the monitoring portion of program has ramped up including assessment of more lakes. Discussions with the Board and stakeholder groups will occur again to assess the program and address 2021 challenges with decreasing funding from partners. Attachment A includes a request for funding this shortfall. The program will also need to address the added cost for inspections at the new Waconia regional park DNR access.

Goals, Objectives and Performance Measures for 2021

Planning & Water Management Department Goal #1

Implement portions of the adopted 2040 County Comprehensive Plan including transit planning and update to the County Zoning Ordinance.

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

Objective: Program implementation of the 2040 Carver County Comprehensive Plan.

Tasks: Meet with stakeholders including SW Transit, Smartlink, Met Council and County HHS. Determine the need and benefit of a County - led transit committee. Seek continued research opportunities with the U of M through the RCP program. Prepare a transit plan to complement the 2040 County Comprehensive Plan. Assist the Land Mgmt. dept in the update to the County Zoning Ordinance.

Measures of Performance Summary: Development of a County Transit Plan. Establishment of a Transit Committee. Adoption of an updated County Zoning Ordinance.

Planning & Water Management Department Goal #2

Adopt of an AIS strategic Plan.

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

Objective: Establish short term goals and metrics for the AIS program as it continues to evolve.

Tasks: Meet with stakeholders including the boating and angling community, lake associations, the MN DNR, cities, watershed staff and the WMO advisory committee. Evaluate funding scenarios and program areas. Present issues and the plan to the County Board.

Measures of Performance Summary: Development of an AIS Strategic Plan.

Water Management Organization (WMO)

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

Budget Highlights

The following table summarizes the WMO’s budget:

WMO Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(115,956)	(47,500)	(47,500)	(47,500)	0.00%	19,026
Expenditure total	815,886	850,302	862,646	869,328	2.24%	
WMO Tax dollars needed	699,930	802,802	815,146	821,828	2.37%	

An increase of \$19,026 to the WMO levy was adopted based on:

1. No increase in the WMO portion of the SWCD allocation.
2. An increase in the WMO portion of salaries of \$51,932 as described in Attachment B.
3. A decrease in the project fund of \$36,254 due to surplus WMO project funds, increased State grant funds, and fewer city requests for 2021.
4. An increase of \$6,682 to the WMO portion of the Aquatic Invasive Species (AIS) program fund due to potential state funding shortfalls for watercraft inspections at the new Lake Waconia boat access.
5. A decrease in professional services costs (\$3,334).

Note: The WMO staff list is included as part of the Planning and Water Management Department budget summary.

The WMO project fund is included- Budget Overview, Attachment D: CCWMO Projects \$171,261, funded with non-general levy (decrease of \$36,354 from 2020)

- o SSTS Direct Discharge Incentive Program - \$58,000
- o Project Requests (from City of Waconia) - \$67,111
- o State Grant Match (leverage up to \$500k) - \$46,250

WMO Accomplishments and Highlights

The WMO recently completed the 10-year update to the WMO Management Plan with Board adoption in early 2020. The plan prioritized both water bodies to focus staff resources and project/program implementation to better position the WMO for grant resources and local collaboration. Major initiatives for 2020 - 2021 include: updates to the County ordinance relating to WMO rules; securing up to \$500k in state Clean Water funds to implement Plan projects; and responding to increased workload in the department and demand on the WMO monitoring program.

Goals, Objectives and Performance Measures for 2021

Planning & Water Management Department Goal #3

Adopt the update to the Carver County Water Management Organization Water Management Rules.

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

Objective: Complete the update to County Ordinance 153 - Water Management Rules. Emphasis will be on providing alternative sequencing options, differentiating linear projects, aligning with the state MS4 permit, and updating the BMP guidelines.

Tasks: Coordinate with the WMO Technical and Citizens Advisory Committees; discuss and seek Board approval of draft update language; seek public and community input; finalize draft and seek Board approval for final ordinance changes.

Measures of Performance Summary: Adoption of Ordinance 153- updated Water Management Rules by the County Board.

Planning & Water Management Department Goal #4

Secure and implement state Clean Water Funds.

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

Objective: Provide outside grant funding to implement CCWMO water management plan and leverage WMO levy and other local funds.

Tasks: Finalize watershed-based funding recommendation by local groups; approve state grants through County Board; finalize agreements with cities as needed; Secure contracts with property owners and contractors; Begin implementation of funded projects.

Measures of Performance Summary: Approved grant agreements with County Board and state BWSR and commencement of project contracts.

Planning & Water Management Department Goal #5

Complete department restructure.

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

Objective: Provide a structure in the department which manages a growing workload and provides accountability and greater teamwork and communication.

Tasks: Implement 2021 budget changes for water monitoring staff; explore option for additional supervisory position in the department; propose restructure option to the County Board.

Measures of Performance Summary: Approved department restructure plan.

Carver Soil & Water Conservation District – State of Minnesota

The Carver Soil & Water Conservation District (SWCD) is an organizational subdivision of the State of Minnesota established under Minnesota Statute 103C. Carver SWCD is governed by a board of five elected supervisors holding four-year terms. Its staff members are District employees (not County employees). As required, the County provides funds for the SWCD’s operation. The Carver SWCD works closely with several of the County’s divisions and departments including the Public Services Division and the Planning and Water Management Department in particular, along with Public Works, Taxpayer Services, and the University of Minnesota Extension Service. The SWCD’s liaison within the County is the Planning and Water Management Department. The SWCD provides technical services to landowners in the county for the protection of soil health, water quality, wildlife habitat, and natural resources.

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

Budget Highlights

The County allocation to the Carver SWCD shows no increase in 2021.

Soil and Water Conservation District						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Expenditure total	323,892	336,530	336,530	336,530	-	
Tax dollars needed	323,892	336,530	336,530	336,530	-	-

Summary of Accomplishments and Plans

In 2021, the SWCD will continue to provide technical assistance to the citizens of Carver County and to several County departments. The Watertown Wetland Banking project has recently been completed and wetland banking credits will be released over the next four years. The SWCD is also working on several large wetland restoration projects through the Conservation Reserve Enhancement Program (CREP) by utilizing state and federal funds to restore marginal cropland back into native habitat. SWCD staff provide technical support to Land Management, Environmental Services, WMO, Public Works, Parks, and the County Drainage Ditch Authority.

Buffer Law and wetland compliance - The SWCD is required to conduct compliance inspections and provide technical assistance to landowners for the MN Buffer Law (103F.48). The SWCD also works closely with County staff and city staff on compliance with the MN wetland conservation act.

Conservation Reserve Enhancement Program (CREP) - is a federal/state/local partnership to retire marginal farmland on sites that restore wetlands, install buffers, or restore floodplains. The SWCD recently worked to restore several large wetland basins utilizing CREP funds. Enrollment of additional sights are being prioritized to line up with goals of the Water Plan and Comp Plan. By utilizing the funding from the CREP program, the SWCD is assisting the county with achieving strategic goals with funding from state and federal sources.

Assistance to County departments - The SWCD will continue to partner with the WMO to implement the water plan, water rules, and sections of the comprehensive plan. The SWCD provides technical expertise to the WMO for permitting and enforcement of water rules and design assistance for Best Management Practices (BMPs). The partnership has allowed both agencies to maximize state grants for implementing projects at a reduced cost to county taxpayers. Technical assistance is also provided to other county departments that deal with natural resources issues – Land Management, Environmental Services, Taxpayer Services and Public Works/Parks.

Goals, Objectives and Performance Measures for 2021

SWCD Goal #1:

Implement water quality improvement projects utilizing state grant funding.

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

Objective: The SWCD will be receiving state grant funds to implement projects around Lake Waconia and Eagle Lake. These projects will help improve water quality and achieve goals identified in the County Water Plan.

Tasks: State grant funding will be used to install projects that have been prioritized and ranked in order to get the best return on investment. The SWCD previously completed a feasibility study to determine which projects will provide the best ROI and this grant will now help fund installation of those projects.

Measures of Performance Summary: Each project installed will have a pollution reduction number calculated to show the impact that the project has on water quality improvement. The grant money will be used on the highest-ranking projects first, as outlined in the previously completed study.

SWCD Goal #2:

Continue working with Carver County on the wetland banking project in Watertown that will provide Carver County with wetland bank credits.

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

Objective: Continue working with Carver County in the development of the wetland restoration and wetland banking process. Provide assistance to County departments with establishing and maintaining native vegetation.

Tasks: The SWCD will play a key role in the credit release schedule that requires annual monitoring and maintenance reports.

Measures of Performance Summary: Wetland banking credits will be generated from this project. In the metro area, wetland banking credits are valued at approximately \$1 - \$2 per square foot. The Watertown banking site is expected to generate around 35 acres (1,524,600 sq. ft.) of wetland banking credits. Performance can be measured by the amount of banking credits generated on this site, but it should be noted that credit approvals are given in stages and the final amount of credits will not be released until the wetland vegetation and hydrology reach full restoration.

SWCD Goal #3:

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

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

Objective: Implement the Conservation Reserve Enhancement Program (CREP). CREP is a state/federal conservation program that provides incentive payments to landowners for retiring marginal farmland.

Tasks: SWCD staff will continue to work with landowners and state and federal agencies to make this program available in Carver County. The SWCD will promote application periods, assist landowners with applications, and follow through with installation of projects selected for funding. These programs will align nicely with the buffer initiative, and also provide a funding source to implement wetland restorations that are a priority in the County Water Plan.

Measures of Performance Summary: The SWCD has 7 CREP easements that are currently approved and in various stages of implementation. Over the past 10 years, the SWCD has helped to secure more than \$8 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.

Facility Services

Facility Services is composed of three units that provide maintenance, custodial, and property management and construction services.

Budget Highlights

The following table summarizes the department’s budget:

Facility Services Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(199,457)	(99,000)	(99,000)	(99,000)	0.00%	(38,457)
Expenditure total	3,181,154	3,236,575	3,198,118	3,198,118	-1.19%	
Tax dollars needed	2,981,697	3,137,575	3,099,118	3,099,118	-1.23%	

Capital Projects- Budget Overview, Attachments C: Building Security Improvements: \$13,699, Attachment C. These funds will be used to make minor security improvements that come from the security assessments that the Sheriff’s Office conducts. Examples of past projects include additional card readers or cameras, motion sensors on lights, and mirrors in hallways.

One-Time Projects – Budget Overview, Attachment E –

County Buildings Carpet Replacement/Paint \$105,000

- o This is part of a multi-year request to upgrade dated and worn flooring and paint throughout our buildings.

Elevator Upgrades \$70,000

- o Some of our elevators are in need of upgrades to meet the latest code and recommended standards. These funds would allow us to upgrade one elevator in the 606 building.

Replace HVAC Variable Frequency Drives \$15,000

- o Start to replace the outdated and worn VFD drives on our HVAC equipment. The VFD adjusts the speed of an HVAC fan or pump. The VFD helps save energy and improve circulation.

Start Replacement of RTU’s at Cologne Public Works Headquarters \$65,000

- o Start to replace HVAC roof top equipment at PW Cologne which is nearing the end of life.

Facility Services - Budget Overview, Attachment D: Facilities Manager Initiatives: \$335,000. These funds are requested to make repairs and changes to existing buildings and workspace as needed throughout the year.

The department had 16.00 FTEs in 2020, one additional FTE requested, no additional FTEs approved for 2021.

Facility Services Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Assistant Facilities Project Manager	2.00	2.00	-	-	2.00
Custodial Supervisor	1.00	1.00	-	-	1.00
Custodian	6.00	6.00	1.00	-	6.00
Facility Services Manager	1.00	1.00	-	-	1.00
Facility Technician	4.00	4.00	-	-	4.00
Lead Facility Technician	1.00	1.00	-	-	1.00
Master Electrician	1.00	1.00	-	-	1.00
Department Totals	16.00	16.00	-	-	16.00

1.00 FTE Custodian– This request is the result of studying service and staffing levels for custodial services. The additional custodian would allow us to meet customer and industry expectations for cleaning services.

Summary of Accomplishments and Plans

Facilities continues to adjust resources due to COVID-19. Much of our custodian efforts are focused on disinfecting surfaces and creating safe work environments and our maintenance staff is focusing on building improvements such as plexiglass. For 2021, the department plans to continue efforts to improve our visual brand by replacing carpet and paint in our County buildings. We will also focus on HVAC upgrades/replacements to our buildings. With the installation of our utilities tracking software we will be closely monitoring daily usage and building history for the Government Center utilities and then plan to grow the system to other County properties.

2020 Improve Energy Efficiency

We continue to seek out new opportunities to reduce our energy needs. We have continued with our efforts to install lighting motion sensors in offices and common areas that will help reduce the number of hours these lights are on. We also continue to replace any non-LED fixtures with full LED lighting.

2020 Security Improvements

We have made a number of security improvements in 2020. We have replaced or added 5 new security cameras to our system. We installed a new 65 camera system in the Jail.

2020 Construction Projects

In 2020, several construction projects have been completed by facilities staff including: remodel of the environmental center lock rooms, addition to the mental wellness building was completed, office remodel of the 911 dispatch area and carpet replaced in the Chanhassen license center, conference rooms at Public Works Cologne, Encore building and the Sheriff basement corridor. We also replaced 2 boilers at Public Works Cologne.

Goals, Objectives, and Performance Measures for 2021

Continue with security improvements and priorities.

We installed a utility monitoring software at the government center that will allow us in real time to monitor our electrical usage and record daily usage for historical comparisons. We plan to expand this system to PW Cologne this year.

Replacement of carpet and furniture at the Chaska License center and areas at the Government center

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

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

Facility Services Goal #1: Maintain County buildings to achieve optimal use, determining how best to use existing space and planning well for future construction.

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

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

Tasks: Working with County leadership and appropriate representatives of Divisions, develop recommendations for best use of space through 2048.

Measures of Performance Summary: Excellent performance would include consensus on the scope of the study and the support of County leadership for the principal recommendations. Budget targets should prove to be sustainable and achievable. Solutions should be feasible and consistent with the County's Strategic and Comprehensive Plans and financial outlook. Furniture and space standards should be compatible with the facilities and technology improvements and achieve environmental or state mandates for energy and construction.

Facility Services Goal #2

Improve energy efficiency for all buildings to reduce energy use to meet the expected future increased demand for energy and potentially higher energy prices as the County continues to grow. Research creative solutions to reduce energy and contain future costs.

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

Objective: Implement Energy Saving Projects with paybacks of baseline capital within a 10-year amortization.

Tasks: Develop baseline standards for comfort and deliver consistent environments for

maximum employee production levels. Recommend energy savings projects with “payback period” of 10 years or less. Use rebates. Engage a process to deliver a five-year strategic energy plan to maintain utility expenditures and manage anticipated rate increases from utility providers.

Measures of Performance Summary: Deliver a strategic energy plan for 2021 implementation.

Facility Services Goal #3

Improve workplace safety and security

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

Objective: Complete security assessments for priority facilities. Provide and implement recommendations for security improvements. In conjunction with the Sheriff’s Office, identify security improvements and provide training.

Tasks: Measure the success of the phased security improvement plan(s). Implement training opportunities for all county staff members. Review policies and procedures to aid in the safety of all staff. Continue to add, replace or upgrade existing security hardware/software.

Measures of Performance: Sheriff’s Office satisfaction with operation and security. Public and staff comments. Well-defined policies and standards that meet the objective across County operations and achieve continuity of security operations.

Library

The overarching goal for the Carver County Library (www.carverlib.org) is that the Carver County Libraries are integrated into the fabric of each community in the County and into the lives of our community members. Each district of the county has representation on the Library Board, whose members are appointed by the County Board of Commissioners. The Carver County Library System consists of six public branch libraries (in Chanhassen, Chaska, Norwood Young America, Victoria, Waconia, and Watertown), a law library (Carver County Courthouse), four express library locations (in Carver, Cologne, Mayer, and Victoria), and a “virtual branch” website. While the advent of e-resources has meant a change in how some people access materials from in-person to online, the brick and mortar library remains an essential “gathering place” and community asset. The county Library system also provides for efficient use of resources.

Budget Highlights

The following table summarizes the department’s budget:

Library Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(411,315)	(309,348)	(306,105)	(306,105)	-1.05%	(121,007)
Expenditure total	4,324,319	4,586,027	4,461,777	4,461,777	-2.71%	
Tax dollars needed	3,913,004	4,276,679	4,155,672	4,155,672	-2.83%	

Furniture/Equipment replacement- Budget Overview, Attachment D: The Library requested \$20,000 for furniture replacement and refurbishment. As our buildings age, so do the furnishings. By maintaining furnishings, we will increase the lifetime of our furniture and create a “facelift” for our environments.

Conference and Training- Budget Overview, Attachment F: In 2021 \$23,055 was budgeted for conferences and training.

The Library requested 2.22 FTEs in 2021, no additional FTEs approved in the final budget as indicated below.

Library Staff	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Position:					
Administrative Assistant	0.80	0.80	-	-	0.80
Associate Librarian	2.50	2.50	0.70	-	2.50
Community Engagement Coordinator	0.80	0.80	-	-	0.80
Law Library Paralegal	0.80	0.80	-	-	0.80
Librarian	12.60	12.60	-	-	12.60
Library Assistant	12.66	12.66	0.42	-	12.66
Library Branch Manager	3.00	3.00	-	-	3.00
Library Director	1.00	1.00	-	-	1.00
Library Operations Supervisor	3.00	3.00	-	-	3.00
Library Shelves	2.77	2.77	-	-	2.77
Library Systems Administrator	1.00	1.00	-	-	1.00
Library Technology Associate	2.00	2.00	1.00	-	2.00
On-Call Librarian	0.64	0.64	0.10	-	0.64
On-Call Library Assistant	0.46	0.46	-	-	0.46
<i>Department Totals</i>	44.03	44.03	2.22	-	44.03

The staffing requests made, but not approved, for 2020 are as follows:

STOC Librarian- 0.10 FTE -- The Summer Reading Program is the busiest time of the year for the library. The library would like to add an additional .1 FTE Seasonal STOC to fund 20 hours of STOC for 10 weeks to assist with Summer Reading Program across the 6 libraries. This would be an "internship" type position where we would look for a current or recent student in the library field.

Technology Librarian – 1.00 FTE -- A growing demand in libraries is technology programs. This position would create and oversee technology-based programs for the library and allow us to expand in this high demand area. This position would support all libraries with proactive problem

solving on projects requiring technology solutions. In addition, it would oversee and create curriculum for activities in Maker Spaces and iLab and for system Tech To Go units and Senior Technology curriculum units. The position would coordinate Virtual Library Card project with schools in the County and would serve as ILS instructor including creating IEPs for staff on library technology pieces. As well, the person in this position would serve as a backup to the System Administrator.

Associate Librarian – 0.70 FTE – This part-time position would float to all three Western libraries, providing desk coverage for all three Western libraries, including daytime, evenings and weekends. With the addition of this position, hours could be added to NYA and Watertown libraries to make open hours more consistent across our libraries.

Library Assistant – 0.42 FTE – Currently, the Operations Supervisor for the western libraries has staff working at three different locations. By adding hours to a current position, one full-time library assistant would provide a lead/backup for the supervisor. In addition, the position would provide consistency and stability to an area where part-time workers can have high turn-over. This position would be able to fill the void in library desk coverage and would be responsible for some of the more critical or complex library assistant tasks including cash reports, deposits, managing the processing for the express libraries, and compiling statistics.

Summary of Accomplishments and Plans

In 2021, the Library will be finishing the migration to a different ILS (integrated library system) and continue to implement the new functions of the system. In 2020, the virtual card project was initiated and 2021 will see the addition of more Carver County school classrooms on this project, thus allowing additional resources for students as well as knowledge of how to utilize the Library's databases both now and after they reach adulthood. 2020 also saw the initiation of developing a meaningful communication plan that connects the public with the library's varied offerings. 2021 will show the fruition of that plan.

Progress on Major 2020 Initiatives:

Enhance literacy services to the County

- **Streaming services** – Investigations of new streaming services were conducted, and those services are now starting to come down in price. The Collection team will continue to investigate new options for streaming services with an eye to potential initiation of that type of service to coincide with the opening of the new Chaska library.
- **Virtual library cards** – The library is in the process of partnering with the County school districts and initiating virtual library cards for students to do research at the public library at home or at school. Waconia Middle school is serving as the pilot project site for the 2019-2021 school years with library cards and curriculum integration being currently created. Waconia high school will follow suit once problems in the pilot site are remedied and District 112 schools would be next sites planned for implementation. Once all schools are successfully onboard, plans are in the works for senior center residences.

- **Better management of literacy kits** – The Bookings Module on Lib Cal was investigated in 2020, but found not to be an optimum choice. The Booking module available on Sirsi Dynix is currently being investigated for implementation fall of 2021 in order to manage in-house program materials, laptops, iPads and Chromebooks.
- **Reaching the underserved** – In order to reach those individuals who cannot come to the library, the library will go to them. At the November staff meeting, librarians used the RIP (Rapid Improvement Process) demonstrated at the Public Services annual meeting to determine how various groups can be reached (such as deposit collections in community gathering spaces, book club kits, pop-up libraries, etc.) and determine which projects will be undertaken in 2021 and 2022.
- **Relocate materials for optimal usage** – Evaluation of teen floating collections and music CDs was completed. The information garnered from the evaluation resulted in the relocation of music CDS to two holding collections and the discontinuance of floating for teen collections.
- **Evaluation of Overdrive contract** – The Overdrive contract was evaluated and found not to serve as many Carver County residents as could extending the Bibliotheca contract. The Overdrive contract was discontinued.
- **Evaluation of Memory Maker kits** – The Memory Maker kits have proved very popular and new kits are being funded by the Library Foundation.

Develop programming that meets the needs of the Carver County residents for cultural, technological and civic engagement.

- **3D Design and Print Club** – A 3-D Design and Print club was initiated at the Victoria Library as a pilot and it has proved highly successful, attracting teens and tweens from across the County. At the beginning of 2021, the Library plans an evaluation of this Club as a continuing service and whether it should remain at one location or more or should change its location.
- **Expansion of Beanstack usage** – The software product – Beanstack – was originally used to track Summer Reading Program usage, but in 2019, the software was also used to track participation in the new 1,000 Books Before Kindergarten and the Adult Winter Reading Program. Participation in both programs grew exponentially as adults enjoyed using the software. The software also allowed staff to keep better statistical information on material usage as well as participation. Beanstack also proved a valuable tool in 2020 and in 2021 in providing safe virtual book tally tools for the public.
- **Senior Tech Classes** – Our senior citizens have made requests for specific technology programming for them. In fact, our 2019 **Techno Talk** has been one of our most popular classes offered and one of the most highly attended. Dependent on the findings of the study of the Senior Task Force, more classes for seniors may be added as in-house programming or as outreach.

Enhance and maintain gathering spaces for civic and cultural engagement.

- **Carver County wireless printing** – Today, many people use their iPhones as their mobile computer, but they need to be able to print from them as well. In 2018, wireless printing was piloted in the Victoria Library and glitches were worked out. Then in early 2019, wireless printing was successfully added as a service to the Chanhassen Library. The wireless printing service was added to the Chaska and Waconia libraries the first quarter of 2020 and proved highly successful.

Plan for the changing needs of Carver County as demographics change.

- **Senior task force** – In order to focus on the needs of one of the fastest growing demographic groups in Carver County (senior citizens), the library created a senior task force to address the needs of the three basic components of senior citizens (Silent, Greatest Generation and Baby Boomers) and how the library can address the needs of each with materials and services. Currently the task force has addressed the Silent and Greatest Generation components but plans to work on the Baby Boomers in 2021. Original plans to evaluate Baby Boomer needs in 2020 had to be placed on hold due to COVID-19.
- **Virtual Barcodes** – We expanded the use of our barcode scanners by enabling them to be capable of reading library barcodes from a smartphone screen. This has addressed a need fueled by our tech savvy population as many of them do not carry their library cards with them but carry all types of information (from credit card to library card numeric ID) on their smartphones.

Highlights of major initiatives/goals planned for 2021:

Library Department Goal #1:

Enhance literacy services to the County

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

Task: Develop and initiate an online class on Office 365 in 2021.

Task: Continue implementation of the Virtual Library card systemwide.

Task: Implement Every Child Ready to Read for K-3 students.

Task: Implement elementary STEM project.

Library Department Goal # 2:

Plan for the changing needs of Carver County as demographics change.

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

Task: Senior Task Force to develop best practices and appropriate services for each library branch/Express Library

Library Department Goal #3:

Implement steps of staff development initiative

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

government.

Task: Develop a technology core competencies checklist

Task: Develop a strategy for improving staff training on technology, particularly in the new Sierra era.

Library Goal #4:

Explore a diversity audit or other methods to ensure Carver County Library has a diverse collection to address the needs of a changing demographic in the County.

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

Task: Conduct a method such as a diversity audit to determine collection gaps in this area.

Task: Develop and implement a targeted marketing plan for this collection/s in 2021.

Task: Respond to changes in MELSA consortium purchasing of digital content by participating in the Marketplace training and by migrating to the new MELSA digital platform.

Task: Develop and implement a plan to reach new residents and immigrants.

Library Goal #5:

Efficiently and effectively manage the Library budget to meet community growth demands within the County's parameters.

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

Task: Staff to learn more about the Library technology specific budgeting process to improve dialogue around technology funding

Library Goal #6:

Better define relationships with community assets.

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

Task: Identify partners for potential outreach.

Task: Add new deposit collections as needed to support outreach.

Veteran Services

Carver County Veteran Services assists county veterans, their dependents, and military families in preparing claims for the Minnesota Department of Veterans Affairs (MDVA) and United States Department of Veterans Affairs (VA) for benefits and services. These include service-connected disability benefits, healthcare benefits, VA pensions/Special Monthly Pension, dependent indemnity compensation, survivor death pensions, MDVA State Soldiers Assistance Program (SSAP), and burial and memorial benefits – local, state, and federal.

The Veteran Services Office (VSO) provides many other services, including: participation on the Carver County Veterans Court Team; assisting the Carver County Veterans' Council (CCVC) and Veteran Assistance Program (CVAP), maintaining veterans' files and records, recording and

providing certified copies of veterans' discharges as deputy recorders; requesting documents from the National Personnel Records Center; working and collaborating with Carver County's other departments/divisions; and numerous outreach events in area communities.

Veteran Services also provides the Veteran Transportation Program, which assists in transporting veterans to their VA medical appointments from their homes to both the Minneapolis VA Medical Center (four days per week) and the Shakopee VA Community-Based Outreach Center (currently offered on Wednesdays). This vital service is free of charge. The program has the capability of transporting 14 veterans (including veterans needing wheelchair accessibility) and their dependents to and from appointments.

Budget Highlights

The following table summarizes the department's budget:

Veterans Services Office Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(13,548)	(12,500)	(12,500)	(12,500)	0.00%	363
Expenditure total	398,942	461,893	462,256	462,256	0.08%	
Tax dollars needed	385,394	449,393	449,756	449,756	0.08%	

Revenue includes \$12,500 from the County Veteran Services Officer Enhancement Grant from the State of Minnesota Department of Veterans Affairs. This is an annual grant which is adjusted by the National Center for Veterans Analysis and Statistics Geographic Distribution of VA Expenditures Report (GDX).

Conference and Training- Budget Overview, Attachment F: \$7,700 for 2021.

Veteran Services has 5.60 FTEs in 2020 and requests no changes for 2021.

Veteran Services Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Asst. Veteran Services Officer	2.00	2.00	-	-	2.00
Veteran Services Driver	1.20	1.20	-	-	1.20
Veteran Services Officer	1.00	1.00	-	-	1.00
Veteran Services Rep.	1.00	1.00	-	-	1.00
STOC – Clerical	0.20	0.20	-	-	0.20
STOC - Veteran Services Driver	0.20	0.20	-	-	0.20
Department Totals	5.60	5.60	-	-	5.60

Carver County Veteran Services (VS) continues its pursuit in achieving results in the area of veteran advocacy. To that end, the department has invested considerable time in a Customer Relationship Management (CRM) product with Carver County's Information Technology (IT) team. This CRM tool will provide many opportunities for collecting and managing data, providing

efficiency for client benefits and case management. As more veterans visit the VS office, the platform will become stronger and assist in supplementary benefits such as: DD214 recording with the County Recorder’s Office, Disabled Veteran Property Tax Exclusion with the County Assessor’s Office, data on local aid received and several other features which will benefit the organization. The CRM project began its planning phase in Spring 2020 and is in the midst of the second phase of building the product. Once complete, the CRM program will be operated by the VS staffers and maintenance conducted “in house” by Carver County IT. The contracts for the project are being funded entirely by Minnesota Department of Veteran Affairs grants, applied for by Carver County each year.

2020 Highlights

Client Workload

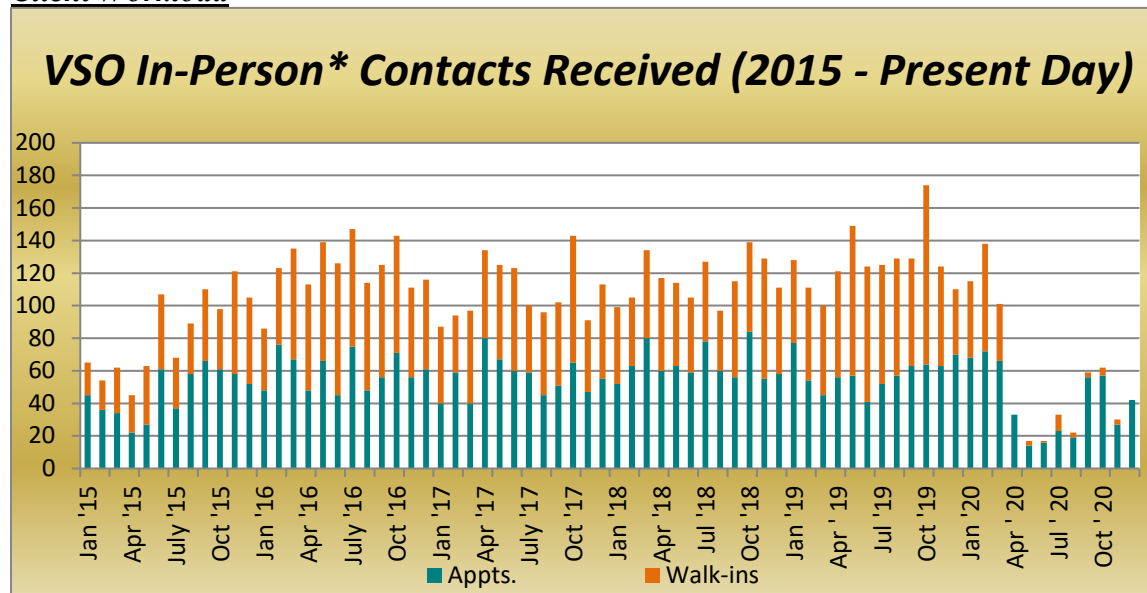


Figure 1 – VSO in-person contacts since 2015 (measures appointments and walk-in contacts); *Beginning mid-March 2020, appointments were held by phone or virtually. Walk-ins consisted of clients dropping off paperwork or meeting in physically distanced set-up to gather signatures.

Carver County Veteran Services experienced fewer overall tasks in 2020. This is mainly due to the global health pandemic affecting how staff members carried out working with clients. Initially, our actions shifted toward submitting “intent to file” packets for any client wishing to file a claim with VA. This approach began to change in May, when it was clear that our work from home model would continue for the foreseeable future. Customer service remained a high priority, as phone calls were generally returned within 24 (business) hours response time. The difficult shift for communication became the amount of emails received. It’s estimated that email traffic tripled as a workaround to limit in-person meetings. It was no surprise that in-person contacts also decreased to a fraction of what they had been in previous years.

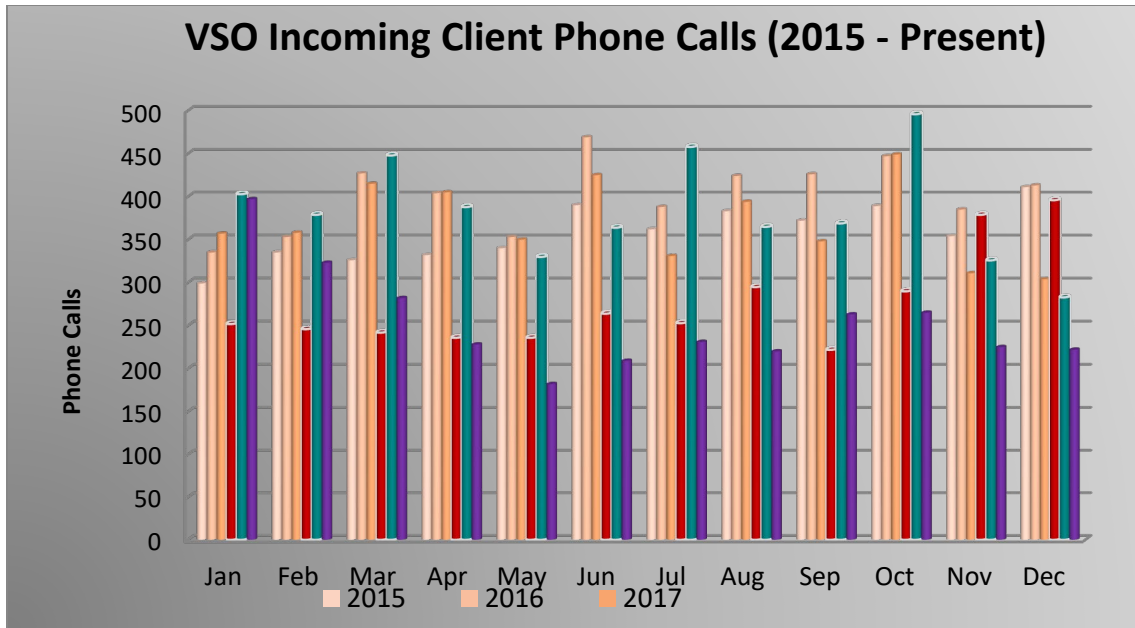


Figure 2 – VSO incoming client phone calls since 2015 (includes both client calls and transportation requests).

Phone calls received in the office for 2019 were the least seen by Carver County Veteran Services in the past five years, as the staff fielded 1,129 fewer calls than its previous year. We learned in 2019 that having more staff available to staff phone calls had a great benefit to office flow. Picking up the phone and speaking with clients allowed more opportunities to accurately communicate questions, comments, and concerns quicker - and more clearly defined. Unfortunately, this was not a feasible nor realistic process for much of the year. Many days, the office would be staffed by a single staffer which limited answering to one call at a time. Many calls went to voicemail, which caused for much back and forth between staff and clients. When a client is greeted by the office voicemail greeting, messages left rarely contain the pertinent information needed to provide quality service without a call back to inquire more about the callers' needs. We hope that the Nation's and State of Minnesota's plan for vaccination will aid our staff members by returning to in-person meetings, providing normalcy for client interaction.

The past year has produced several achievements, as well. Both VA and the veteran service organizations where our staff submit claims were instrumental in adjusting to an electronic submittal process. This move has undoubtedly cut down on the amount of printing and mailing our office would experience in previous year. We've also shown that working remotely for claims is possible, although it's not ideal in every situation. In the future, it's probable that our department staff will explore a "work from home" agreement for employees in some form. This will allow better concentration on competing phone calls and reviewing claim packets and rating decision letters to ensure quality assurance and quality control of our work.

Transportation



Photo Credit: K. Rydland

The department's transportation program began as strong as it had been in previous years but was negatively affected by the COVID-19 pandemic. It was a very inconsistent year, as our trips were forced to go on two suspensions of service in order to maintain safety of both riders and drivers. When the vehicles were being driven, additional safety measures were implemented, including one rider/household being transported each day with both vehicles in service Monday through

Thursday. This created some frustration from veteran riders, but alternative options were sought and, ultimately, they were able to attend health appointments by using other needs.

The pauses in transportation produced a dilemma: our two part-time drivers found themselves looking for work during these periods. The employees were effectively used by answering phones for incoming calls and scanning incoming mail. This helped customer service, as more callers were being triaged rather than going to voicemail. It's important to acknowledge that the drivers remained flexible and positive as they conducted tasks not normally in their job description. This is an example of how our strong team in the VS department worked through COVID-19, still focused on results.

State COVID-19 Grants and other Needs-Based Benefits

Carver County Veteran Services took a significant step in 2020 by helping local veterans with applying and receiving more than \$100,000 in relief grants paid to the veteran or a vendor. This was far more state veteran aid than had ever been received before by the County. Grants began processing in April of 2020 and ranged from \$1K to \$3K. They were available to any Minnesota veteran or military family who could demonstrate income loss due to the COVID-19 pandemic. In September, a K-12 education grant was established to support veterans with children in distance learning programs. The grants, when coupled with CVAP grants and help from other local non-profits (notably, Flags and Honor of Minnesota), likely saved many families from financial devastation and home foreclosure/eviction.

Additionally, the Carver County Veteran Council's 6th annual Holiday Giving Program saw over \$20,000 raised in local gift cards to local businesses for county veterans who experienced financial difficulty in 2020. At the conclusion of this program, more than 40 veteran and military families were assisted in making the holiday season possible. Giving did not stop there. The Waconia Lions invited members of the CVAP to a meeting in early 2020 to present a check for over \$19,000 to support local veterans in need. Local veteran organizations and auxiliaries have also sent donations to the CVAP fund, increasing the operating account to greater than \$30,000 to aid our county's veteran population.

Ending veteran homelessness in Minnesota has been a priority for Governor Walz since his first day holding office. In January of 2020, progress was made to support this initiative in Carver County. Through the collaboration of the Carver County Board, the Community Development Agency (CAP), and Minnesota Assistance Council for Veterans (MACV), a four-plex apartment

building in downtown Chaska was acquired and rehabilitated to serve as transitional housing for homeless veterans with families. To get the project moving toward remodeling each unit, local groups raised money to fund the project, including a generous check of \$20,000 from the Chaska Lions and nearly \$15,000 by Chaska Beyond the Yellow Ribbon. During its first year, the property housed four separate families who were previously homeless. Carver County Health and Human Services' Housing Manager (Jen Romero) established a hotel voucher program which was used to remove veterans from living in their cars or other dire situations. As a result, the Suburban Metro Area County continuum of care declared "functional zero" in veteran homeless on Veterans Day 2020. This is a significant accomplishment and will allow our office to better assist any homeless veterans with a streamlined process of rapid housing.

Highlights of major initiatives/goals planned for 2021

Carver County Veteran Services continues to reassess its use of business practices concerning data collection and SharePoint use while simultaneously preparing for the arrival of a customer resource management (CRM) tool, which will better enable us to serve our clients.

As we enter our second year with the same personnel, 2021 is a great opportunity for the department to expand training and team-norming. In returning from over a year of working from home, a review of current policies and procedures will take place to ensure effectiveness and the desire to meet customer needs.

Veteran Services Goal #1

Improve assistance to veterans for claims and benefits and decrease public contact wait times.

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

Objective: Carver County VSO's top priority is to serve and assist the county's veteran population. Improving efficiency, while maintaining a high level of customer service and technical knowledge of job functions, will be vital in the 2021 budget cycle.

Tasks: Scheduling veterans and work functions (training, administrative, professional development, etc.) appropriately, implementing a more reliable phone system, improving statistical record tracking, continuing a solid transportation program with access to both the Minneapolis VAMC and the Shakopee CBOC, "finding" more veterans not currently registered in our database and maintaining current response times to clients (less than three days).

Performance Measures: Maintain the current state of appointments and phone calls, track performance measures in the department, conduct outreach to sustain operational tempo and continue a state-leading transportation program.

Veteran Services Goal #2

Train staff members to provide quality customer service, consistent processes, and excellent results to the veteran community.

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: Sustain the full use of assigned FTEs and expand technology into office operations.

Objective 2: Plan for training opportunities accordingly; ensure all office staff are accredited by the VA and applicable service organizations to maximize capabilities in helping clients.

Objective 3: Conduct a full review of employee knowledge and understanding in department operations as staff members return to office environment while adjusting current processes when applicable.

Tasks: Maintain strong staff communication by holding regularly scheduled one-on-one check-ins, staff meetings, and team trainings. During these events, come prepared to discuss and decide on how to move forward, navigating past any potential roadblocks. Record and publish achievements, changes and track improvement to ensure that progress is being made among the team.

Performance Measures: Work output increased due to innovation/communication measures utilized.

Veteran Services Goal #3

Increase outreach and services 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 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 community leaders, businesses, school districts and non-profits to raise awareness of veterans’ issues; and participating in County events to ensure that employees and residents know about and understand our capabilities. While completing these important tasks, it is imperative that the office plans, executes, and maintains after action reviews of outreach efforts in order to evaluate the need for future events, improve on our message to the public, and to help communication for future events. Continue to submit press releases for various news events with a goal of at least one press release per quarter. With the many happenings and changes taking place in Veterans advocacy, we should not have any issue finding messages to communicate to the general public and, more importantly, to our veterans.

University of Minnesota County Extension Service

The University of Minnesota Extension Service and Carver County have an educational partnership. Support for these educational programs comes from a combination of local public

funds, program fees, grants, state and federal funds. The University employs the programmatic staff, while the County provides two administrative colleagues. Extension’s liaison to the County is the Public Services Division’s Deputy Director.

The University of Minnesota Extension Mission is “Connecting Community Needs and University Resources to address critical issues in Minnesota” reflecting a commitment to delivering high quality, relevant, research-based educational programs and information to Carver County citizens and communities. This University of Minnesota Extension Mission aligns closely with the Carver County Strategic Plan, Vision, Mission, and Goals. Together, we strive to create a great place to live, work and play.

Extension currently provides program services through a regional delivery system and through local positions purchased and agreed to by Carver County through a Memorandum of Agreement (MOA) with the University of Minnesota Extension. These positions provide specific educational programs and services to county residents based on a need’s assessment done through the County Extension Committee and the priorities they set. Major programs include: 4-H Youth Development, Extension Master Gardener, Agriculture, and Financial Capability.

Budget Highlights

The following table summarizes the department’s budget:

University of MN Extension Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(10,105)	(14,700)	(14,700)	(14,700)	0.00%	(3,273)
Expenditure total	315,719	347,430	344,157	344,157	-0.94%	
Tax dollars needed	305,614	332,730	329,457	329,457	-0.98%	

Levy Adjustments- Budget Overview, Attachment A: - the University of Minnesota waived the planned increase for 2021.

Carver County Extension had 1.70 FTEs in 2020. No new position requests were made for 2021 as the following table indicates.

University of Minnesota Extension Carver County Staff Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Extension Administrative Rep.	0.60	0.60	-	-	0.60
Extension Administrative Tech.	0.90	0.90	-	-	0.90
Clerical Support (STOC)	0.20	0.20	-	-	0.20
<i>Department Totals</i>	1.70	1.70	-	-	1.70

Summary of Accomplishments and Plans

Program Goals for 2021

4-H Youth Development - Carver County 4-H will continue to seek out partnerships that engage

young people in 4-H programming that are not currently participating in positive youth development programs. Advertising efforts are underway with the area Community Ed fall/winter publications. If allowed to meet in-person, we will re-brand and expand our fall open-house, Get Green, to incorporate the typical spring “Day to Dabble” project learning classes. A new energy and hands-on activities will attract a larger audience and get families excited about joining 4-H.

4-H will be restarting a 4-H Youth Ambassador program for grades 6 and above. This leadership opportunity will help with retention of youth and encourage young people to engage in county and state-wide programs.

Plans also include continuing to work with Carver County Parks and the Norwood Young America, Eastern Carver County Schools and Watertown Mayer Community Education Programs to provide more programming to expose 4-H to prospective families.

Extension Master Gardener – The focus for 2021 will include cultivating new partnerships and enhancing offerings with stakeholders currently using our program. After the previous initiative of Community Visibility and Awareness, the group is taking on the challenge to “Think Differently, Unconventionally, from a New Perspective.” Retention of current program and event attendees is important for our ongoing success. The objective is for programming to not become stagnant, but to provide new and exciting content to retain current program participants and to intrigue and entice new attendees. Offerings need to change and develop, while incorporating new themes that match societal trends. This will be accomplished by revamping curriculum and updating continuing education pieces to incorporate the latest information with the current trends in horticultural learning. Exploration of new partnerships on local and regional levels will help reach broader audiences to deliver the message of the U of MN scientific based horticulture knowledge.

Agriculture – Focus for 2021 will be to develop programs to address beginning farmer and rural living in regards to water quality and best management practices. Build upon farm transition offerings including teamwork with financial capability. Seek opportunities to address urban issues, backyard poultry, and food access. To increase the reach of agricultural Extension programs through county partnerships, media and social media publicity to connect traditional clients as well as new clients to Extension. Continue programming in Dairy Education, Land Rent, Living on the Land and Small Farms

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

Program Accomplishments for 2020 Include:

4-H Youth Development –

Carver County 4-H currently has 374 enrolled members and 211 volunteers. While in-person events and activities have been restricted since March 16, there have been new opportunities for collaboration and platforms for delivery. A week-long Virtual Summer 4-H Camp was co-sponsored between Benton, Wright, Carver, Dakota, and Washington counties and drew 205

members with 16 registrants from Carver County. During this camp, the Carver County Parks and Recreation staff provided two educational sessions via video for the youth. 4-H also worked with a Carver/Scott County Master Gardener to provide a live-online class on creating a container pizza garden. There were 12 registrants from 10 different counties. The video is available on the new [Carver County 4-H YouTube channel](#).

Extension Master Gardener - The Carver-Scott Master Gardeners jumped into action during the Stay-at-home order. Master Gardeners learned how to use the Zoom platform for online meetings and presentations and within three weeks began serving residents online. This included Webinar Wednesdays and Saturday Morning Q&A Sessions. In just over 7 weeks, the program reached 352 people. The Evenings in the Garden program that began in June was held online and had 40 participants join in for what would normally be held in the garden. This is the same number of participants that joined in person the previous year.

The Master Gardener program engaged in new partnerships this year including working with the United States Fish & Wildlife Service at the Rapids Lake Unit, the TreeHouse Youth Outreach organization, the Carver Crossing affordable housing project, and additional senior and assisted living facility community gardens. Initial partnership discussions began in 2018 with the USFW. The result of the partnership has Master Gardener's teaching monthly classes through the summer and fall of 2019 at the USFW Education Center. The first ever class in June had 20 people in attendance. The TreeHouse Youth Outreach program partnered for a new youth managed community garden. The Carver Crossing community garden came to fruition after joint efforts between the Carver-Scott Master Gardeners, Carver Crossing staff, the Carver County SHIP program, Carver County Public Health and the CDA. One quarter of the residences in the Carver Crossing building are participating in the community garden. The importance of the Carver-Scott Master Gardener program was also highlighted in State Representative Jim Nash's weekly update in May. Schoolyard Gardens continue to be a strong part of the program with 16 schools between the two counties, reaching thousands of kids each year.

Agriculture - The highlight of agriculture programming in 2020 includes dairy education with the Carver County Dairy Expo with over 230 attendees from 12 counties. In addition, Extension hosted a "Women in Dairy" night that had twenty-five Carver County dairy women in attendance. Private Pesticide Applicators Testing and Land Rent Workshops were attended by 30 residents. New programming included a crops update meeting reaching 45 participants and a farm transition workshop with 25 participants. Also, hosted a Farm Bill meeting in Mayer. Assisted in facilitating an online goat and sheep management series and poultry workshops. Supported a partnership with Carver County Environmental Services and Mid-County Coop to communicate and deliver the Ag, marine and greenhouse plastics recycling program. Lastly, there has been special attention given to work with Carver County Public Health in providing rural stress resources.

Financial Capability - Delivered personal finance education to 208 clients at Carver County partner organizations in 2018-2019. Topics included: budgeting, credit, banking, identity theft and saving/investing. A new partnership with Carver County Veteran Services began in 2018 with providing financial coaching to their clients. This is in addition to regularly teaching at New Beginnings high school for pregnant and parenting teens. Continued classes at the libraries, Workforce Services, and Families Moving Forward.

Historical Society

In April of 2020, the Carver County Historical Society celebrated its 80th year of operation as an independent nonprofit 501(c)3 educational organization. The mission of the Historical Society is to “collect, preserve and interpreting the history of Carver County.” The Historical Society provides for the preservation of the collections and for its accessibility, to all who wish to examine, study, and disseminate historical information. The Society’s liaison to the County is the Public Services Deputy Division Director.

It is our goal to work closely with Carver County to provide free or low-cost services to the citizens of Carver County. To accomplish this, the Carver County Historical Society partners with numerous organizations. Thanks to Carver County, numerous generous donors, and our wonderful members, the Carver County Historical Society provides free school programming, displays, research facilities, public assistance, newspaper indexing, public speakers, rotational displays and family programming. Information regarding programming and collections are disseminated through quarterly newsletter, monthly e-blasts, newspaper articles, Facebook, Website, Carver outreach programs, speaking engagements, log granary at the Carver County fair, various news releases and soon the Historic Andrew Peterson Farmstead.

In the last 14 years, the CCHS has grown from one affiliate, the Chaska History Center, to five. We current work jointly with not only the Chaska History Center, but the Watertown Area Historical Society, the NYA Willkommen Heritage Center, Chanhassen Historical Society, and the Waconia Heritage Association. In 2020, we began providing a roundtable training quarterly program for our affiliates. Topics discuss have included how to correctly accept and number artifacts in the collection to grant writing and processes. The year 2020 has been hard on all of us. It has especially taken a toll on memberships, both with us and the affiliates. This does provide insight however that members see the brick and mortar building as an important reason for becoming a member.

The complete shutdown of all our museums for much of the year has hurt all of us. A National Endowment for the Humanities traveling exhibit was virtually, unvisited.

The Peterson Farm, Jeffris Challenge Campaign continued throughout the year. It may not have been the best of times to raise funds, but we did exceed our end of the year goal by \$902, ending the year at \$225,902. These are designated funds and cannot be touched for anything except for work on the Peterson farmhouse. There is a year and half left in the campaign and \$274,000 left to raise. Many of our donors switched their donations to the farm, meaning our 2020 budgeted annual fund drive was below projections.

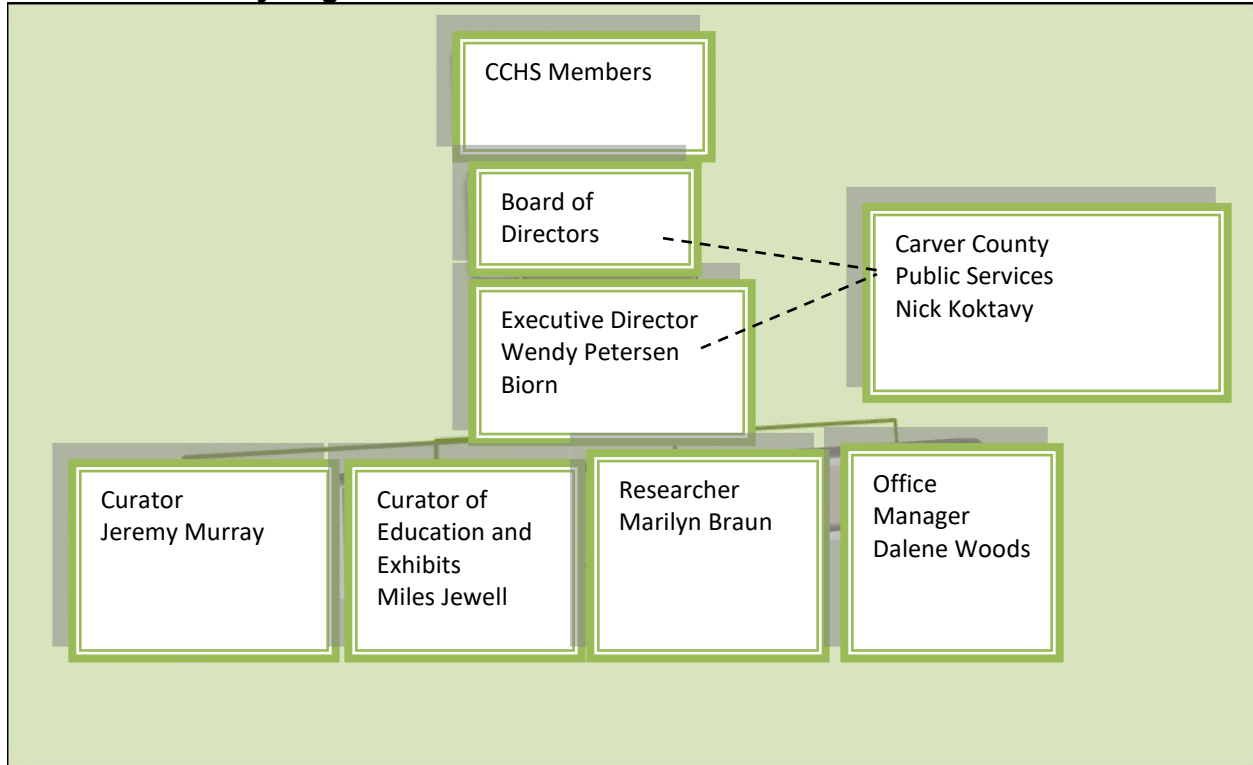
Budget Highlights:

The following table summarizes the allocation to the Carver County Historical Society from the general levy:

Carver County Historical Society Budget-						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Expenditure total	221,061	227,898	227,898	229,898	0.88%	2,000
Tax dollars needed	221,061	227,898	227,898	229,898	0.88%	

The above budget includes the increased allocations for additional staff related costs that are outlined in Attachment A- **\$2,000**.

Historical Society Organization



2021 Board of Directors:

		City	Area of Expertise
President	Mark Willems	Cologne/NYA	Zoning and Planning/business
Vice-President	Dan Lund	Victoria	Business
Treasurer	David Lavin	Carver	Nonprofit finance
Secretary	Marta Beckett	Waconia	Real estate
	Burton Johnson	Chaska	Peterson farm
	Lin Deardorff	Waconia	Business/local history
	Mike Fahey	Carver/Chaska	Education
	Mike Coleman	East Union	Local history
	Barbara Swenson	Waconia	MidCountry Bank
	Matthew McDougall	Waconia	Attorney
	Julie Norman	St. Paul	Scandia Cemetery/fundraising

Staff:

	Position	
Wendy Petersen-Biorn	Executive Director	1.00 FTE
Jeremy Murray	Curator	1.00 FTE
Miles Jewell	Educator/exhibits	1.00 FTE
Dalene Woods	Office Manager	0.45 FTE

Marilyn Braun

Researcher

0.48 FTE

Affiliate Organizations

Chaska Historical Society

Chanhasen Historical Society

Willkommen Heritage Center of Norwood Young America

Watertown Historical Society

Waconia Heritage Association

Budget Highlights

The following table summarizes the Historical Society’s 2020 results and the approved budget for 2021 budget:

	2020 Actual	2021 Approved Budget
Revenue		
County Appropriation	\$ 227,898.00	\$ 229,898.00
Fund raisers	\$ -	
Memberships	\$ 3,752.61	\$ 3,500.00
Affiliate memberships	\$ 1,196.80	\$ 1,100.00
Fund appeal	\$ 2,472.00	\$ 6,000.00
Inventory Sales	\$ 2,019.83	\$ 4,000.00
Sales/research fees	\$ 441.18	\$ 1,300.00
Donations	\$ 1,940.41	\$ 3,000.00
Program fees	\$ 160.00	\$ 1,500.00
Endowment income	\$ 6,764.00	\$ 6,500.00
MCIT Refund	\$ 493.00	\$ 650.00
Peterson Farm income	\$ 3,318.76	\$ 4,000.00
sponsorship		\$ 400.00
Total Revenue	\$ 250,456.59	\$ 261,848.00
Expenses		
Discretionary	\$ 254.32	\$ 250.00
Marketing	\$ 1,081.42	\$ 850.00
Repairs/services needs	\$ 2,675.00	\$ 2,700.00
Security System	\$ 336.00	\$ 400.00
Staff training	\$ 375.00	\$ 1,000.00
General operation	\$ 984.54	\$ 1,200.00
Health insurance	\$ 23,958.66	\$ 25,000.00
Employer taxes	\$ 12,313.60	\$ 13,166.00
Telephone	\$ 749.12	\$ 1,100.00
Workers Comp	\$ 439.00	\$ 439.00
Utilities	\$ 9,914.02	\$ 10,000.00
Mileage	\$ 501.23	\$ 876.00
Volunteer/Staff benefits	\$ -	\$ 200.00
payroll	\$ 163,812.02	\$ 165,610.00
PERA	\$ 11,874.71	\$ 12,420.00

MCIT insurance	\$ 4,030.00	\$ 4,111.00
Technology/program support	\$ 1,473.46	\$ 1,200.00
Pay Chex	\$ 2,124.11	\$ 1,900.00
Fund raising expenses	\$ 135.00	\$ 500.00
Books for staff	\$ -	\$ 100.00
Materials for library	\$ 395.64	\$ 700.00
Stock for resale	\$ 1,380.04	\$ 1,000.00
Collections care	\$ 892.60	\$ 600.00
Exhibits design	\$ 2,297.18	\$ 1,200.00
Membership dues	\$ 945.00	\$ 1,525.00
County fair	\$ -	\$ 250.00
Licenses and permits	\$ 25.00	\$ 25.00
Newsletter	\$ 526.39	\$ 800.00
Postage	\$ 593.38	\$ 900.00
Accounting needs/audit	\$ 1,550.00	\$ 1,600.00
Programs	\$ 321.83	\$ 1,800.00
Past Perfect/Proficio	\$ 3,259.00	\$ 1,860.00
Landscaping	\$ 125.95	\$ 166.00
Peterson farm	\$ 4,653.55	\$ 6,000.00
Legal fees	\$ 213.75	\$ -
Springtime on the Farm	\$ -	\$ 400.00
Total Expenses	\$ 254,210.52	\$ 261,848.00

Progress on Major Initiatives 2020/21

The Historical Society's focus in 2021 will be on the fund drive and trying to get back into schools. The CCHS just ended the first half of a three-year capital fund drive for the Peterson Farm. The challenge grant, issued by the Jeffris Family Foundation, offered \$250,000 if we raise \$500,000 in three years. We were at approximately \$190,000 when the coronavirus hit. The BOD chose to stop fundraising for several months but resumed in September. We ended the year at \$225,902 or \$900 above our EOY goal. A \$160,000 Legacy grant was completed in June. It was used to stabilize the large middle barn. That building will be used as an interpretive/education center. It is currently usable for small events. A \$110,400 grant is being used for construction drawings, prepared by Miller Dunwiddie, for the last three buildings: house, granary, and south barn. Of this amount, just over \$60,000 can be applied toward the Jeffris Foundation challenge grant. The construction drawings will be completed by the end of March. We are currently not renting the property for events but are having small CCHS led events and tours. We are planning to resume events during the fall of 2021, as the State allows.

Historic Andrew Peterson Farmstead

Middle 1914 Dairy Barn

With the help of Representative Jim Nash, we received \$160,000 earmark from the Legacy fund to be use at the Peterson Farm. The CCHS board of directors chose to use the money to stabilize the 1914 dairy barn. The intended future use of the building will be as an interpretive, welcoming center.

Capital Fundraising Campaign

The Jeffris Family Foundation offered the CCHS a fundraising challenge in 2019. The Capital Campaign for the Peterson Farm will last until the end of June 2022. The anticipated goal is to raise \$750,000 which includes \$250,000 from the Jeffris Foundation. If the full \$500,000 is not raised, we will receive nothing from the Foundation. A feasibility study was completed in September of 2018 indicating a \$500,000 goal was realistic.

A master long range business plan for the farm was finished and approved by the CCHS board in January of 2019. Our focus until 2022 is fundraising. Following that it will be building rehabilitation. The plan emphasizes community uses for the farm and financial self-reliance.

Diary Translation and Publication

The Andrew Peterson diaries completed translation in early 2019. It was published the same year. The translation is owned by the CCHS and will be available in book format for purchase and on our website for free. Copies of the diary have been purchased and sent to as far away as Sweden.



Effects of COVID-19 on the CCHS

There is no doubt the COVID virus affected many businesses. The CCHS was shut down the majority of 2020 due to Governor's orders. Even when allowed to open, we were limited to 25% capacity. School programming is about 80% of our contact numbers. With schools closed, we focused on exhibit design and collections. A National Endowment for the Humanities exhibit about Coney Island in New York arrived in December only to be shut down by the Governor several days later. An exhibit to partner with Coney Island designed by the CCHS was Coney Island of the West. Both exhibits have seen less than 100 people due to shutdowns. The unfortunate part is we still had to pay for the traveling exhibit. They were gracious enough to allow us to keep the exhibit until March, however. We continue to work with schools for distance learning methods.

Highlights and Lowlights

- We exceeded our EOY fundraising Jeffris Peterson Farm goals by \$902.
- We ended the year with a financial loss but were able to keep all staff employed thanks to a PPP loan.
- The visitation numbers are dismal compared to previous years. We can have visitors when the doors are closed. We were still able to accommodate researcher's requests.

Major initiatives/goals planned for 2021

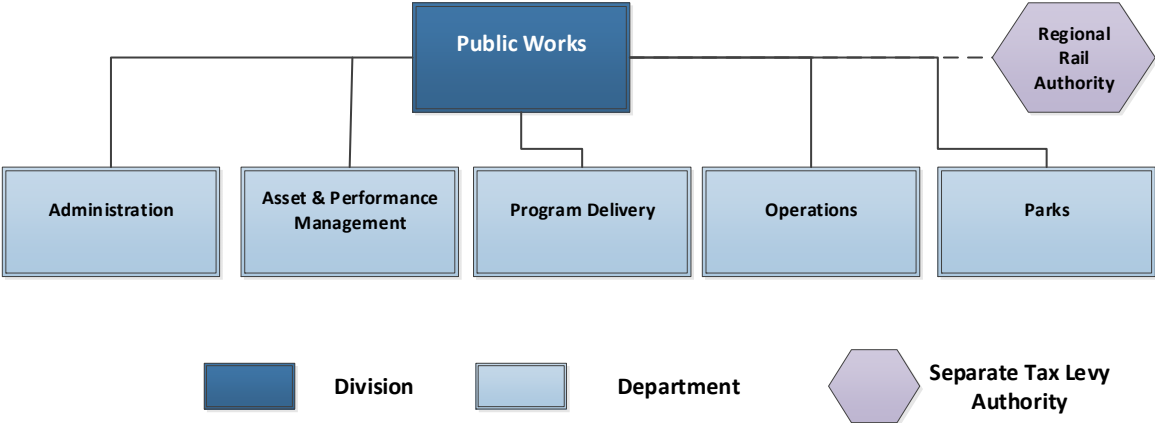
- Continue to work on the Peterson/Jeffris Capital campaign. It may be optimistic, but the goal is to finish the campaign by the end of 2021. We have until the end of June 2022 to accomplish the project.
- Continue to partner with local organizations.
- Continued partnership with Carver County in areas as requested, specifically in regard to the interpretation of Coney Island.

- It will take several years to rebuild the school programing base. We have experienced a drop in memberships as well due to COVID. This will also take time to rebuilt.



Public Works

Public Works



The Carver County Public Works Division administers all functions associated with the county highway and the county parks systems. The Division is comprised of five departments as shown. Administration, Program Delivery, Asset and Performance Management, 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 four 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	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(6,366,802)	(4,970,461)	(4,948,190)	(4,948,190)	-0.45%	211,274
Expenditure total	11,127,528	11,082,535	11,271,538	11,271,538	1.71%	
Levy dollars needed	4,760,726	6,112,074	6,323,348	6,323,348	3.46%	

The division currently has a total of 74.83 full-time equivalent (FTE) positions and requested an additional 3.00 FTEs be added in 2021. 1.50 of those requested FTEs were approved and included in the 2021 Adopted Budget.

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

Public Works Division Staff Departments:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Administration	5.00	5.00	-	-	5.00
Program Delivery	24.75	24.75	2.00	1.00	25.75
Asset and Performance Management	3.17	3.17	-	-	3.17
Operations	28.93	28.93	0.50	-	28.93
Parks	12.98	12.98	0.50	0.50	13.48
Division Totals	74.83	74.83	3.00	1.50	76.33

Administration Department

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

There are 5.00 FTEs in Administration for 2020 and no additional staffing requests made for the 2021 Budget.

Administration Department Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Assistant	1.00	1.00	-	-	1.00
Administrative Technician	1.00	1.00	-	-	1.00
Administrative Services Manager	1.00	1.00	-	-	1.00
Senior Accounting Technician	1.00	1.00	-	-	1.00
Public Works Director	1.00	1.00	-	-	1.00
Department Totals	5.00	5.00	-	-	5.00

Summary of Accomplishments and Plans

2020 Accomplishments

1. Culture & Connections: Prepared the Public Works Operations plan for COVID-19

2. **Finances:** Continued to seek funding for US 212 to augment county sales tax budget. Garnered firm commitment from MnDOT to contribute \$18.6 million for Phase 1. Submitted grant applications for INFRA, BUILD, Regional Solicitation, and State Bonds
3. **Growth:** Work continues to prioritize the Transportation Tax Plan to inform the R&B CIP. Utilizing study findings and data from the Arboretum Area Transportation Plan, Highway 10 Corridor Plan, along with other CIP project information and updated revenue forecasts that include estimated impacts of COVID-19.
4. **Culture & Connections:** Continue to enhance internal and external communications with improved web pages, GovDelivery notifications and social media posts. Hold regular departmental meeting now virtually with Webex.

Goals, Objectives, and Performance Measures for 2021

Administration Goal #1

Analyze future space needs at PW facilities with “the new normal” following COVID-19.

Supports County Goals III: Culture and Connections- Provide an organizational culture which 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: PW staff is growing, and space is limited but shared space and continued teleworking will inform future needs. County highway infrastructure is expanding, and urbanizing and additional plow routes will be needed which will impact PWHQ and Chaska Truck Stations.

Tasks: Assist Public Services to reanalyze county space plan related to PW. Analyze snowplow routes.

Measures of Performance: Space plan recommendations for PWHQ and other locations as applicable.

Administration Goal #1

Continue to seek funding for US 212 and Highway 5 and Highway 18

Supports County Goals III: Finances- Improve the County’s financial health and economic profile

Objective: Seek grants and state bonds for US 212 and HWY 5 and CSAH 18 Connection Project to augment county sales tax budget

Tasks: Engage state and federal delegation.

Measures of Performance: Award of Grant/Bonding

Administration Goal #2

Continue to implement the Transportation Tax Plan/CIP

Supports County Goals III: Growth- Manage the challenges and opportunities resulting from growth and development

Objective: Engage the cities of Victoria, Chaska and Chanhassen to align priorities and determine local budget needs. Determine resources needs to deliver 2022-2026 CIP.

Tasks:

- Guide city and county adoption of Arboretum Area Transportation Plan and County Highway 10 Corridor Study.
- Determine next steps to solidify the implementation plans with cities.
- Determine county resource needs to manage the delivery of the program and the public coordination.
- Budget for FTE and consultant needs.
- Continue to seek grant funding as they come up.

Measures of Performance: Resolution of support, revised CIP, FTE recommendation.

Administration Goal #3

Enhance internal and external communications

Supports County Goals II & III: Culture and Connections- Provide an organizational culture which 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: Improve internal and external communication and promote teamwork and positive employee interaction. Adjust communication and teamwork processes during and post COVID-19.

Tasks:

- Hold regular staff meetings
- Continue development of centralized Online GIS application and communication process to track, county, city and state construction projects.
- Continue to refine the Development Review and Permit management process utilizing SharePoint (BrightWork) and GIS.
- Assist the Public Services Division to hire a Communications Manager and continue enhance GovDelivery and social media outreach.

Measures of Performance:

- Amount of complaints, concerns or inquiries related to construction projects and development projects.
- Amount of employee issues brought up related to communication.

Program Delivery Department

The Program Delivery Department is responsible for the design and construction of county highways and bridges. The County investment in projects is often combined with federal, state, and other contributed dollars. Funding sources are shown in the Road and Bridge CIP Fund section. Other department responsibilities include:

- Annual inspection of township, city, and county bridges.
- Traffic safety and impact studies.
- Biannual traffic counts on all county highways.
- Issuance of utility, access, moving, and transportation permits.
- Review of developments that impact county roads.
- Creation of traffic and highway policies.
- Assistance in the development of the Capital Improvement Plan.
- Short and long term local and regional transportation studies.
- Maintenance of signs and traffic signal systems.
- Maintenance of the Public Land Survey section corner markers.
- GIS parcel mapping.
- Surveying and mapping county property and highway corridors.
- Development of highway right of way plats
- Providing high-precision positional control for county construction projects.

The department currently has a total of 24.75 full-time equivalent (FTE) positions and requested an additional 2.00 FTEs be added in 2021. 1.00 of those requested FTEs were approved and included in the 2021 Adopted Budget.

Program Delivery Department Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Assistant County Surveyor	1.00	1.00	-	-	1.00
Assistant Public Works Director	1.00	1.00	-	-	1.00
Civil Engineer	2.00	-	-	-	-
Civil Technician- Survey	-	1.00	-	-	1.00
Civil Technician II	2.00	2.00	-	-	2.00
Civil Technician III	-	1.00	-	-	1.00
Civil Technician IV	-	1.00	-	-	1.00
Construction Supervisor	1.00	1.00	-	-	1.00
County Surveyor	1.00	1.00	-	-	1.00
Design Engineer	1.00	1.00	-	-	1.00
Eng/ Land Surveying Assistant (STOC)	0.75	0.75	-	-	0.75
Engineering Program Manager	1.00	1.00	-	-	1.00
Engineering Specialist	-	1.00	1.00	1.00	2.00
Engineering Supervisor	1.00	1.00	-	-	1.00

GIS Specialist	1.00	1.00			1.00
Project Manager	1.00	1.00	-	-	1.00
Right-of-Way Agent	1.00	1.00	-	-	1.00
Senior Civil Engineer	-	1.00	-	-	1.00
Senior Right-of-Way Agent	1.00	1.00	-	-	1.00
Senior Transportation Planner	1.00	1.00	-	-	1.00
Sign Shop Foreman	1.00	1.00	-	-	1.00
Survey Crew Leader	1.00	-	-	-	-
Transportation Engineering Coordinator	1.00	1.00	-	-	1.00
Transportation Manager	1.00	1.00	-	-	1.00
Transportation Operations Specialist	2.00	2.00	-	-	2.00
Transportation Planner	-	-	1.00	-	-
Department Totals	24.75	24.75	2.00	1.00	25.75

Staffing Requests- Budget Overview, Attachment B-

Engineering Specialist-1.00 FTE. Engineering Specialists provide specialized expertise for a wide range of tasks ranging from construction plan development, to construction inspection and surveying work. Public Works has a growing and increasingly complex construction program which causes a shortage of skilled civil technician staff. This position would reduce our reliance on consultants and directly reduce the cost to construction projects.

Transportation Planner-1.00 FTE. This position will assist the Senior Transportation Planner in planning, development reviews and grant application efforts for the Public Works Division. Transportation planning demands and needs continue to increase along with grant applications in support of planned construction projects. Public Works currently relies heavily on consultants to complete many of the grant applications which comes at a significant cost to the Division. If this position were funded, it would greatly improve the ability to complete this work internally and to not be as dependent on consultants

Summary of Accomplishments and Plans

2020 Accomplishments

1. Connections: Continued implementation of Brightwork project management system
 - a. Use on development review projects in 2021.
2. Communities: Update and modernize land surveying infrastructure and data Complete all Subdivision Boundaries:
 - a. Completed update of all properties as to Abstract/Torrens attributes in GIS, completed mapping of all private surveys in GIS, created survey repository for all subdivision plats.
 - b. Completed Parcel Fabric Model implementation.
3. Connections: Update or create transportation related policies:

- a. Created Crosswalk Policy which was adopted by the County Board on May 5, 2020
 - b. Completed the Traffic Signal Communication and Management Plan.
4. Growth: Complete various transportation studies
 - a. Completed 2 major transportation studies: CSAH 10 Corridor Study – Victoria/Chaska, Arboretum Area Transportation Plan
 5. Finances: Submitted multiple grant applications thorough the Met Council regional solicitation process and MnDOT HSIP program. Won nearly \$29 million in grants between the county and city led applications.

Goals, Objectives, and Performance Measures for 2021

Program Delivery Goal #1

Continued Implementation of Brightwork

Supports County Goals III: Connections- Develop strong public partnerships and connect people to services and information.

Objective: Implement Brightwork O365 version of project management software to manage public works projects.

Tasks:

- Implement new O365 version with cloud-based data.
- Test for development review process or CIP project.

Measures of Performance: Production use on at least one project.

Program Delivery Goal #2

Land Surveying

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Update and modernize land surveying infrastructure and data

Tasks:

- Continue 10 year PLSS maintenance work. Visit 10% per year.

Measures of Performance: Task % complete

Program Delivery Goal #4

Update or create transportation related policies and plans

Supports County Goals III: Connections- Develop strong public partnerships and connect people to services and information.

Objective: Update or create transportation related policies and plans to provide consistency to road users and inform budget decisions.

Tasks:

- Complete a Rural Lighting Policy
- Complete Pavement Marking Policy

Measures of Performance: Adopted Policies

Program Delivery Goal #5

Collaboration with CCWMO on permitting requirements

Supports County Goals III: Connections- Develop strong public partnerships and connect people to services and information.

Objective: Work with CCWMO to define permit requirements for road and bridge and maintenance projects.

Tasks:

- Collaboration with CCWMO on permitting requirements, which will include a flowchart, template project schedule, checklist(s) to use for submittal.
- Hold monthly meetings with WMO
- Finalize maintenance agreement/checklist.
- Define responsibility for stormwater facilities inspection and maintenance
- Tie requirement with City maintenance agreements update being led by Operations.

Measures of Performance: Consensus of permit requirements and documentation

Program Delivery Goal #6

Complete Transportation Studies and Apply for Grants

Supports County Goals IV: Growth- Mangle the challenges and opportunities resulting from growth and development

Objective: Complete transportation studies to prioritize future investments and determine highest value grant applicants.

Tasks:

- Cologne Area Transportation Plan

Measures of Performance: Documented implementation plan and grant submittals

Asset and Performance Management Department

The Asset and Performance Management Department provides division-wide support for asset management and GIS. Department staff oversee the implementation and operation of enterprise asset management software to ensure data integrity while promoting sound asset management practices.

There are 3.17 FTEs in APM for 2020 and no additional staffing requests made for the 2021 Budget.

Asset and Performance Management Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Asset Manager	1.00	1.00	-	-	1.00
GIS Assistant (STOC)	0.17	0.17	-	-	0.17
GIS Specialist	1.00	1.00	-	-	1.00
GIS Technician	1.00	1.00	-	-	1.00
Department Totals	3.17	3.17	-	-	3.17

Summary of Accomplishments and Plans

2020 Accomplishments

1. Communities: Continued development of Asset Management System using Cartegraph:
 - a. Risk management as a practice is developing as part of our Transportation Asset Management Plan (TAMP). A risk register is being created that itemizes the risks faced, staff will prioritize the risks and create mitigation plans for each. The outcomes of these risk exercises will be incorporated at the asset level in our asset management software and used to prioritize when budgeting.
 - b. Public works is tracking work on the assets where the work happens, Cartegraph software is being used for inquiry to answer questions about work that is being performed. We are capable of rapidly supplying answers to who/what/why/when/where type questions as well as task specific financials. Work can be displayed and queried in many ways to provide detailed accountability.
 - c. The TAMP Version 1 is complete and in final review. The chapters are clearly showing deep insight into the cost of owning and maintaining assets, there will be positive and negative revelations as a result.
 - d. Public Works has for the first time developed a comprehensive data driven budget for signalized intersections. This is significant in that we are making a move from “worst first” budgeting to a planful program that has proactive replacements before failure in this work area. Budget scenarios have also been developed for pavement markings and we are making progress on pavement as well.

Goals, Objectives, and Performance Measures for 2021

APM Goal #1

Continued development of Asset Management System

Supports County Goals I, II, III, & IV: 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. Growth- Manage the challenges and opportunities resulting from growth and development

Objective: Continue to develop the Asset Management System by completing an asset management strategic plan, and using Cartegraph software to inventory, rate condition, track work, develop lifecycle costs, assess risk, and prepare budget scenarios for public works assets.

Tasks:

- Building upon the TAMP efforts by creating a living public facing website that illustrates asset condition, performance, trends, and related asset preservation/management activities.
- Replace RTVision time accounting for Operations staff to streamline data entry while maintaining a high level of data granularity.
- Increase internal accountability and transparency through Cartegraph and ArcGIS Online asset management-oriented dashboards.
- Treat storm sewer as a joint asset and foster data maintenance partnerships with municipalities. Move into a shared data model that supports 3D modeling of storm sewer.
- Partner with the Parks Department to move towards asset management as a formal practice in the areas of parks and trails
- Expand and improve the use of data driven budgeting and forecasting in support of Public Works business units.

Measures of Performance: TAMP complete, Elimination of ETimesheet for Operations, Dashboards.

APM Goal #2

Drone Program Development

Supports County Goals I : Communities- Create and maintain safe, healthy, and livable communities.

Objective: Continue drone program development.

Tasks:

- Prepare County UAV policy

- Elevate the Public Works staff's knowledge and skills.
- Expand data collection as a service, make services available to other divisions and agencies where appropriate.

Operations Department

The Operations Department is responsible for the maintenance of the county highway system including 270 miles of roadway and 55 county bridges. It is also responsible for the servicing of all county vehicles and county major pieces of equipment. Department responsibilities include snowplowing, sheet patching, seal-coating, signing, pavement marking, roadside spraying, roadside mowing, crack-filling, shouldering, erosion control, hand patching, and culvert repair. About 250 vehicle/equipment units are serviced at the Public Works Headquarters facility in Cologne. Only body damage, painting, heavy equipment transmission/engines, and unique repairs are completed by outside vendors.

The county currently operates 3 highway maintenance shops located in Hollywood Township, Watertown, Benton Township (Public Works Headquarters), and Chaska (combined facility with MnDOT). An expansion of the PWHQ facility is planned in the future and detailed in the County Long Term Financial Plan.

The department currently has a total of 28.93 full-time equivalent (FTE) positions and requested a net zero impact in FTEs for 2021. The change in FTEs were not included in the 2021 Adopted Budget.

Operations Department Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Equipment Technician	3.00	3.00	-	-	3.00
Highway Maintenance Operator	13.00	11.00	1.00	-	11.00
Highway Maintenance Operator-Trainee	-	2.00	-	-	2.00
Highway Maintenance Worker (STOC)	2.70	2.70	-	-	2.70
Highway/Parks Maintenance Operator	1.00	1.00	(1.00)	-	1.00
Inventory Control Technician	1.00	1.00	-	-	1.00
Lead Equipment Technician	2.00	2.00	-	-	2.00
Lead Highway Maintenance Operator	2.00	2.00	-	-	2.00
Operations Manager	1.00	1.00	-	-	1.00
Operations Supervisor	3.00	3.00	-	-	3.00
Seasonal Shop Helper	0.23	0.23	-	-	0.23
Department Totals	28.93	28.93	-	-	28.93

Summary of Accomplishments and Plans

1. Communities: Maintenance Agreements with Cities.
 - a. Current agreements responsibilities (from previous construction JPAs) have been mapped except for signal agreements.
 - b. Working on storm water responsibility.
2. Communities: Assist with implementation of Asset Management system.
 - a. Cartegraph Mobile work orders rolled out to select Operations staff who are tracking work costs (labor, materials and equipment) on assets in real time.
3. Culture & Connections: Developed operations plan for COVID-19 impact. Small groups, enhanced communication, PPE.
4. Culture & Connections: Improved Highway Maintenance practices with a shift to more traditional work and contracting out major program work. Improving work groups to be more consistent
5. Culture: Enhance County Fleet Management
 - a. Continue to build AssetWorks fleet management software system.
 - b. Continue replacement schedule modifications based off need and use.

Goals, Objectives, and Performance Measures for 2021

Operations Goal #1

Maintenance Agreements with Cities.

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Enter into a maintenance agreement with each city to define roles and responsibilities in maintaining public works assets

Tasks:

- Draft methodology to define responsibility for inspection, maintenance (work) and cost participation in stormwater system maintenance using pilot projects in Chaska and Chanhassen.
- Develop schema for asset management systems.
- Meet with city partners and Carver County WMO to gain consensus on practice.
- Revisit/finalize other routine maintenance items (such as snow and ice control, mowing, crack filling etc.) in draft agreement.
- Meet with city partners to reach consensus.
- Prepare final agreements.
- Determine long term budget impacts.

Measures of Performance: Completed Maintenance Agreements

Operations Goal #2

Continue with implementation of Asset Management system.

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Assist APM department to implement Asset Management System

Tasks:

- Gain 100% compliance from Operations staff with entering work tasks (labor, materials and equipment) on assets in Cartegraph mobile.
- Test asset reporting for import into the cost accounting system (New Roads)
- Eliminate ETimesneet entry for Operations staff.

Measures of Performance: All employees receive high grade on recording work. Admin department accepts data into New Roads.

Operations Goal #3

Enhanced Snow and Ice Control Operations

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Enhance snow and ice control and continue to implement AVL and Cartegraph to measure performance.

Tasks:

- Utilize metrics from Everbridge to measure response time to call ins.
- Incorporate Precise data for material usage and location information into GIS and Cartegraph.
- Analyze snowplow routes

Measures of Performance: High compliance of operators reporting to snow and ice events within specified times. Successful integration of AVL data into Cartegraph and or GIS. New snowplow route mapping and future budget impacts

Operations Goal #4

County Fleet Management

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

Objective: Analyze the existing fleet practices and motor pool needs to better serve user needs and reduce long term costs.

Tasks:

- Create Fleet Strategic Plan
- Update Fleet Replacement Plan
- Analyze county pool car usage and budget for pilot kiosk system for 2022

Measures of Performance: Pool vehicle implementation plan. Draft strategic document. Updated fleet replacement plan

Road and Bridge Fund

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

Road and Bridge Fund						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(5,834,007)	(4,546,234)	(4,502,577)	(4,502,577)	-0.96%	178,961
Expenditure total	9,726,889	9,665,869	9,801,173	9,801,173	1.40%	
Tax dollars needed	3,892,882	5,119,635	5,98,596	5,98,596	3.50%	

Levy Adjustments—Budget Overview, Attachment : \$372,500 requested in levy adjustments, \$207,500 was approved during 2021 Budget process. See below table:

	Item	Division Request	County Administrator's Preliminary Recommendation
PW-APM	Cartegraph cloud hosting GIS services maintenance	14,500	14,500
PW-APM	Assetic Predictor Software	18,000	18,000
PW-Operations	15% reduction State Aid, half of 15% comes back for 2022 - See Attachment E	330,000	165,000

Capital Improvements—Budget Overview, Attachment C: Road and Bridge CIP projects are discussed in the CIP Fund (Fund 32) section.

Facilities, Vehicle, and Equipment—Budget Overview, Attachment D: \$680,000, this includes \$530,000 in levy and \$150,000 in CSAH Funding.

As of 2020 Public Works manages 174 units of county equipment and maintains an additional 71 units for the Sheriff. Public Works has created a 10-year equipment replacement plan which is incorporated into the Long Term Financial Plan (LTFP). The equipment plan is guided by industry standards for lifecycle and adapted to county needs. The LTFP currently includes adding \$50,000 in levy to the fleet replacement fund each year until 2022 and \$25,000 for 2023 to assist with keeping the replacement plan on schedule.

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

The following equipment is included in the 2021 budget request for replacement:

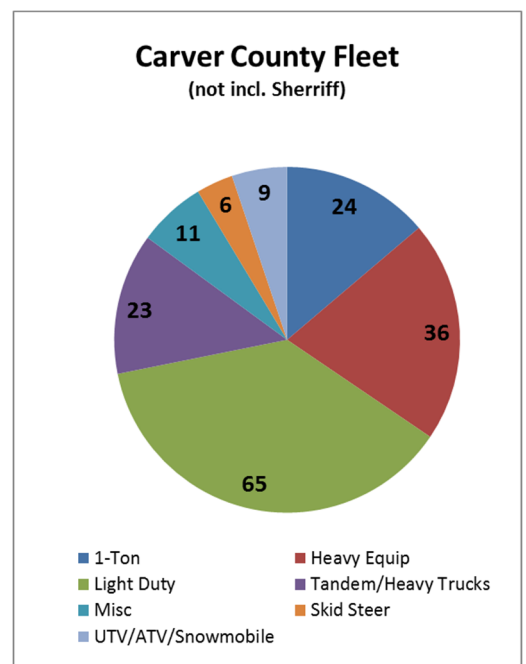
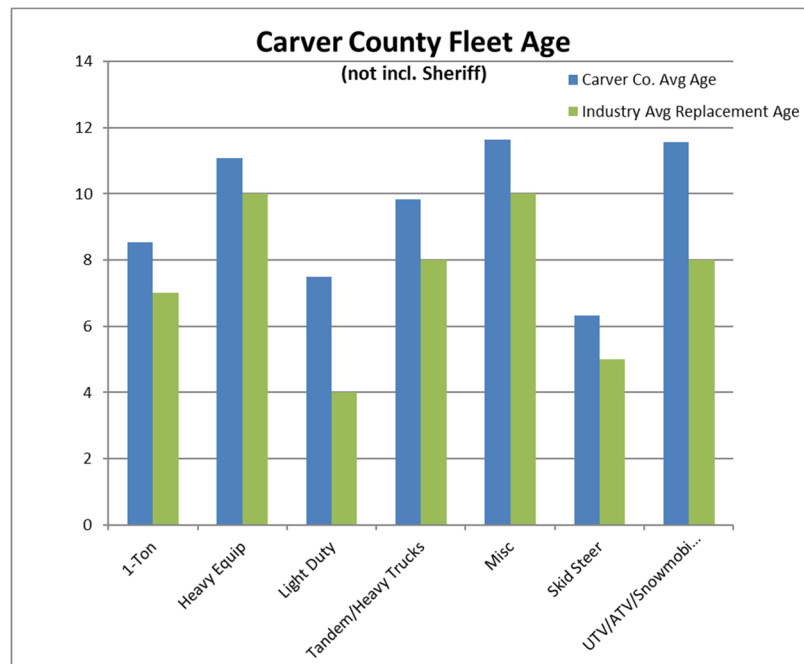
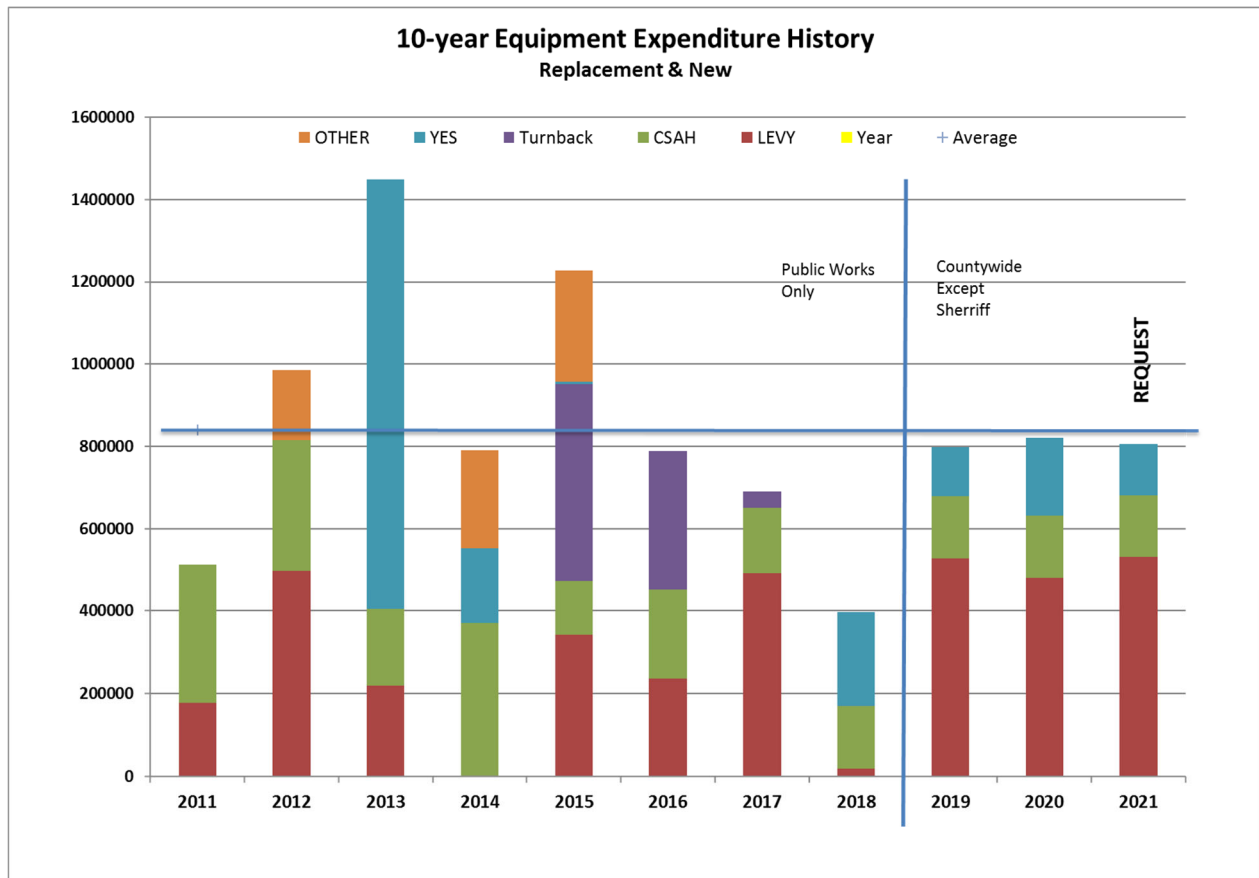
- Tandem Plow Truck and plow equipment for 2 - \$280,000
- Excavator replacement - \$230,000
- 4 Crown Victoria Replacements - \$100,000
- 6 foot Mower Replacement – \$40,000
- 800 MHZ Radio Replacements - \$30,000

This equipment list could be adjusted based on emerging needs and other analysis.

10-Yr Equipment Budget						
Year	Additional Budget - NEW			Replacement BUDGET		
	YES/Attch E	State	INSURANCE	LEVY	CSAH / CPA	Auction
2011				326,000	336,000	
2012	200,000			385,000	317,000	
2013	1,000,000		45,000	213,500	186,000	
2014		854,500		105,000	370,000	
2015				253,500	187,500	
2016				265,000	150,000	
2017				315,000	150,000	26,000
2018	240,000			315,000	150,000	50,000
2019	135,000			425,000	150,000	70,000
2020	175,000			480,000	150,000	
2021	125,000			530,000	150,000	

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

	Public Works Only
	County Wide except Sheriff
	Request



Note: The Sheriff has 71 Units of equipment. Average age of 7 years

One-Time Projects—Budget Overview, Attachment E: The following one-time funding for equipment and projects was approved for Public Works:

- \$650,000 for Pay as You Go Bridge Replacement: this is an offset from CPA cuts in previous years. See R&B CIP narrative for bridges.
- \$100,000 for future Highway 10 Land Preservation - Oak Point Area. This is needed to preserve the future highway 10 corridor south of Highway 5. This is a partnership with the City of Waconia. The land there is under imminent development.
- \$30,000 for Assetics Software Implementation. This is a budget engine for asset management. This will support Cartegraph in analyzing budget needs to meet asset management performance targets. This will eliminate the complex data extraction and spreadsheet work that is required to do budget analysis now.
- \$165,000 to cover half of the assumed 15% reduction in State Aid.

Attachment F - Conference and Training List:

Public Works Road and Bridge Fund requested \$86,060 for Conference and Training, \$5,115 decrease from 2020. The majority of the increase is to cover increased needs for certifications in the engineering and traffic groups.

Parks Department

The Parks Department of the Public Works Division is under the supervision of the Parks and Recreation Director. The Parks and Recreation Director oversees the ongoing planning, development, operations, maintenance of three existing Regional Parks, one public lake access, one undeveloped county park under the jurisdiction of Carver County, and 15 miles of railroad corridor under the jurisdiction of the Carver County Regional Railroad Authority. There are 12.98 Full-Time Equivalent (FTE) positions which include seasonal workers for 2021.

More than 790,000 user visits are annually recorded at the County regional park and trail facilities. The Carver County Parks System provides the public with a wide variety of recreational opportunities. The facilities offered include: swimming beaches, hiking trails, fishing piers, cross country ski trails, picnic areas and shelters, restrooms, nature trails, creative play facilities, tot lots, open play fields, volleyball courts, boat accesses, an off-leash dog area, disc golf, family camping, group camping site and 16 miles of developed regional trails.

The Department also provides many recreational programs and events including various outdoor based camps, bike events, canoeing, paddle boarding, slack lining, archery, fishing, geo-caching, cross-country skiing, and outdoor survival skills.

Budget Highlights

Primary sources of revenue for the Parks Department include general fund, grants and fees for services. Carver County receives three types of grants through the Metropolitan Council. These grants include Operation and Maintenance, Capital Improvement, and Parks and Trails Funds. The following table summarizes the department's budget.

Parks Department Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(532,795)	(424,227)	(445,613)	(445,613)	5.04%	32,313
Expenditure total	1,400,639	1,416,666	1,470,365	1,470,365	3.79%	
Tax dollars needed	867,844	992,439	1,024,752	1,024,752	3.26%	

Commissioner Contingency/No Net Levy Increase

The 2020 budget reflects a 28% decrease in revenue collected. The decrease represents that vehicle park entrance fees are no longer being charged at the 3 regional parks operated by Carver County. The County has off-set the decrease in revenue with Commissioner Contingency Funding in 2019 and thereafter is funded within the capacity of the County levy.

Levy Adjustments—Budget Overview, Attachment : \$10,000 requested in levy adjustments, \$10,000 was approved during 2021 Budget process. See below table:

	Item	Division Request	County Administrator's Preliminary Recommendation
PW- Parks	Lake Waconia Regional Park- Annual Sewer and Water Services	10,000	10,000

Capital Improvements—Budget Overview, Attachment C: Parks & Trails CIP projects are discussed in the CIP Fund (Fund 34) section.

Attachment D-Facilities, Vehicles and Equipment:

Site Improvements

\$50,000- These improvements often include repairs to buildings, wells, septic systems, concrete repairs, bituminous patching and crack sealing, replacement of picnic tables and grills, upgrades to electrical systems, improvements to drainage, contracted services such as painting and tree removal. The annual allocation of these funds maintains the investment in existing infrastructure helping to ensure user satisfaction with park and trails areas of the County.

One-Time Projects—Budget Overview, Attachment E: The following one-time funding for equipment and projects was approved for Public Works:

- \$20,000 for Park Program Registration software . The proposed software allows for efficient communications, registration of customers, collection and tracking of user data, and the management of participants and facilities for our recreation programs.

Attachment F-Conference and Training List:

Staff training is critical to staying current with trends, maintenance and recreation safety practices, and professional and technical skill development. The Department requests **\$5,000** for training, seminar and conference participation. Participation includes annual attendance to state conference for professional staff. Also includes out of state travel to either National Recreation and Parks Association or National County Park and Recreation Association by the Parks Director or

designee. Technical training includes participation at programs in natural resource management, GIS, equipment operation, site and grounds care, water and sewer system.

The Parks Department had 12.98 FTEs in 2020 and requested an additional 1.00 FTE in 2021, 0.50 was recommended and approved.

Parks Department Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Assistant	0.80	0.80	-	-	0.80
Campground Attendant	0.53	0.53	-	-	0.53
Park Maintenance Lead	1.00	1.00	-	-	1.00
Park Maintenance Technician	2.00	2.00	1.00	0.50	2.50
Parks & Recreation Director	1.00	1.00	-	-	1.00
Parks and Recreation Supervisor	1.00	1.00	-	-	1.00
Parks Operations & Natural Resource Manager	1.00	1.00	-	-	1.00
Part-Time Seasonal	4.65	4.65	-	-	4.65
Recreation & Volunteer Specialist	1.00	1.00	-	-	1.00
<i>Department Total</i>	12.98	12.98	1.00	0.50	13.48

Staffing Requests- Budget Overview, Attachment B-

0.50 FTE Parks Maintenance Technician

To be funded by the Carver County Regional Rail Authority (CCRRA).

This position performs a variety of skilled, semi-skilled, and manual labor necessary to the maintenance, repair, asset management and construction of the County parks and trail system. Main duties will be maintenance/stewardship of CCRRA corridors. The County is acquiring an additional 6 miles of regional trail from the Hennepin County Regional Railroad Authority. More staffing will be needed to mow, remove trash, remove debris (trees, limbs, leaves). Hiring this position will allow time for existing staffing resources to maintain and upkeep new park facilities at Lake Waconia Regional Park and Coney Island.

Summary of Accomplishments and Plans

1. Communities: Coney Island Development
 - a. Coney Island Initial Phase I Site Cleanup and Development Completed
 - b. Coney Island Phase III Artifact Preservation and Cataloging Nearing Completion
 - c. Coney Island Operation and Maintenance has Begun

2. Communities: Minnesota River Bluffs Regional Trail
 - a. Hennepin County Regional Railroad Authority has Award Contract to Repair Slope Failure, Construction is Nearing Completion.

3. Communities: TH 5 Arboretum Trail Connection- Minnewashta Parkway to Century Blvd.
 - a. Contract Awarded and Work has Commenced.
4. Communities: Lake Waconia Regional Park
 - a. Lake Waconia Regional Park Municipal Sanitary Sewer and Water Installation Completed
 - b. Lake Waconia Regional Park Site Grading, Construction of Roads and Parking Lot Substantially Complete
 - c. Lake Waconia Regional Park, DNR Water Access Substantially Complete
 - d. Lake Waconia Regional Park Metropolitan Council Sanitary Force Main Substantially Complete
5. Communities: 2020 Waconia Event Center
 - a. Waconia Event Center Operations Continue to be Suspended During Park Development
6. Communities: Stewardship Projects
 - a. Stewardship Projects Pertaining to Pavement Management for Trails and Roof Replacement for the Baylor Park Visitor Center are Programed for Completion in 2021
7. Communities: Recreation Services:
 - a. Provided Virtual Programing and Storybook Walks
 - b. Modified Campground, Beach and Picnic Shelter Operations in Response to COVID-19
 - c. Many Programs and Events Were Cancelled in Response to COVID- 19
 - d. Provided Lessons and Watercraft Rental as a New Opportunity

Goals, Objectives, and Performance Measures for 2021

Parks Dept. Goal #1:

TH 5 Regional Trail Project

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Complete 2- mile trail connection between Minnewashta Parkway and Century Boulevard in Chanhassen.

Tasks:

- Construction Completed by October 2021
- Work with LifeTime to plan and construct a memorial

Measure of Performance:

Two miles of trail are constructed from Minnewashta Parkway to Century Boulevard.

Parks Dept. Goal #2:
Coney Island Development

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Continue Phase I Development of Coney Island and add operational services in 2021.

Tasks:

- Solicit ferry services for a pilot program to transport customers to Coney Island
- Make grant application for historical interpretation of Coney Island
- Plan to construct vault latrines for Coney Island
- Continue with archeological work to allow additional trail development

Measure of Performance:

- Ferry service solicited
- Grant application submitted for historical interpretation
- Vault latrines planned and constructed
- Archeology work completed to allow additional trail development

Parks Dept. Goal #3:
Lake Waconia Regional Park Phase I Development

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Design and begin construction of the Waterfront Service Center 2021-2022

Tasks:

- Complete public engagement for primary design elements of Waterfront Service Center
- Contract for design and construction management services
- Determine County funding source to match state bonds
- Contract for construction services

Measure of Performance:

Construction of a Waterfront Service Center with primary elements of picnic pavilion, activity room, concession area and equipment rental space begins 2021 and is open to the public the summer of 2022.

Parks Dept. Goal #4:
Dakota Rail Regional Trail create plans to repair or replace Bridge RO631 at Crane Creek

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Repair bridge structure to ensure public safety

Tasks:

- Meet with consulting bridge engineer
- Develop project scope
- Develop bridge repair plans
- Bid bridge repair 2021
- Begin construction fall 2021

Measure of Performance:

Bridge repair is completed fall 2021-spring 2022.

Parks Dept. Goal #5:

Dakota Rail Regional Trail, Mayer to the East County Line, crack seal and sealcoat pavement

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Extend useful life of pavement and maintain user satisfaction for a smooth ride

Tasks:

- Develop specifications
- Obtain quotes/bids
- Contract for service

Measure of Performance:

Seven miles of trail between Mayer and the east county line are crack sealed and seal coated 2020

Parks Dept. Goal #6:

MN River Bluffs Regional Trail Project

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Acquire property from Hennepin County Regional Railroad Authority.

Tasks:

- Complete deliverables in purchase agreement
- Have assigned all applicable rights of HCRRA to Carver County related to the slope 2021-2022 slope repair project
- Contract with title company to close on property

Measure of Performance:

Acquire property by June 2021



ELECTED OFFICIALS



Board of Commissioners

Board of Commissioners

The Board of Commissioners is the governing body for County of Carver and responsible for the operation of the County and the delivery of County services. The Carver County Board of Commissioners functions as the legislative and policy making Board of Carver County. The Board sets a budget, levies taxes to finance County services and establishes overall County policies.

The mission of the Board of Commissioners is to meet the service requirements and special needs of our residents in a fiscally responsible way. We will plan the county's growth to preserve its rural uniqueness and urban compatibility. The Board utilizes the following Value Statement in fulfilling the mission and vision of Carver County:

- **Fiscal Responsibility:** We believe in good stewardship of public funds and providing services in a cost-effective manner.
- **Respect:** We affirm the value of each individual and strive to meet the needs of citizens of all ages from all cultural, social and economic experiences.
- **Service:** We serve the public with respect, concern, courtesy and responsiveness.
- **Ethics:** We demonstrate the highest ethical standards of professional and personal integrity and honesty, as these are the foundation of public trust and confidence
- **Accountability:** We believe in a government that is accountable and accessible; one that listens to and communicates with its residents. We encourage and value public participation by the citizens we serve.
- **Stewardship:** We recognize the delicate balance between growth and the protection of our natural resources. We are committed to maintaining this environmental balance to protect our historic past while planning for a dynamic future.
- **Collaboration:** We communicate and cooperate with other units of government to achieve better understanding and to accomplish common goals.
- **Employees:** We recognize our employees as the most valuable resource in providing service to the public. We encourage creativity and innovation in fulfilling our responsibilities to the people of Carver County.
- **Leadership:** We provide progressive and visionary leadership.

Budget Highlights

The budget summary for the Board of Commissioners is as follows:

Board of Commissioners' Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	-	-	-	-	-	4,672
Expenditure total	485,552	725,230	729,902	729,902	0.64%	
Levy dollars needed	485,552	725,230	729,902	729,902	0.64%	

There is a significant difference between the 2019 actual and the 2020/2021 budgets. Two large factors make up the difference. Starting in 2020, membership dues and associated budget were located to the County Board's budget. Changes included a transfer of \$84,000 from County

Administration to County Board to cover AMC, NACo, MICA and MESB membership dues. In addition, an expired Weber Johnson lobbying contract resulted in a \$38,000 re-allocation to cover expenses that have been trending up for several years such as membership dues, office supplies, and conferences and training. The other factor is the commissioner contingency budget line, \$100,000, the budget was allocated out to the Board approved purposes and the actual expense wasn't charged against the Commissioner's Budget.

Conference & Training—Budget Overview, Attachment F -\$25,000 The overall conference and training budget is \$5,000 for each Board member. Outstate conferences planned for each member are listed in Attachment F.

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 2021 as the following table indicates:

Board of Commissioners' Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
County Commissioner	5.00	5.00	-	-	5.00
<i>Division Total</i>	5.00	5.00	-	-	5.00

Goals, Objectives and Performance Measures

The primary goal of the Board of Commissioners is to continue to make progress toward achieving its mission to meet the service requirements and special needs of residents in a fiscally responsible way and to plan County growth to preserve its rural uniqueness and urban compatibility.

The Board utilizes the County's Strategic Plan in setting its overarching goals and objectives. The five major goals of the Strategic Plan are summarized as follows:

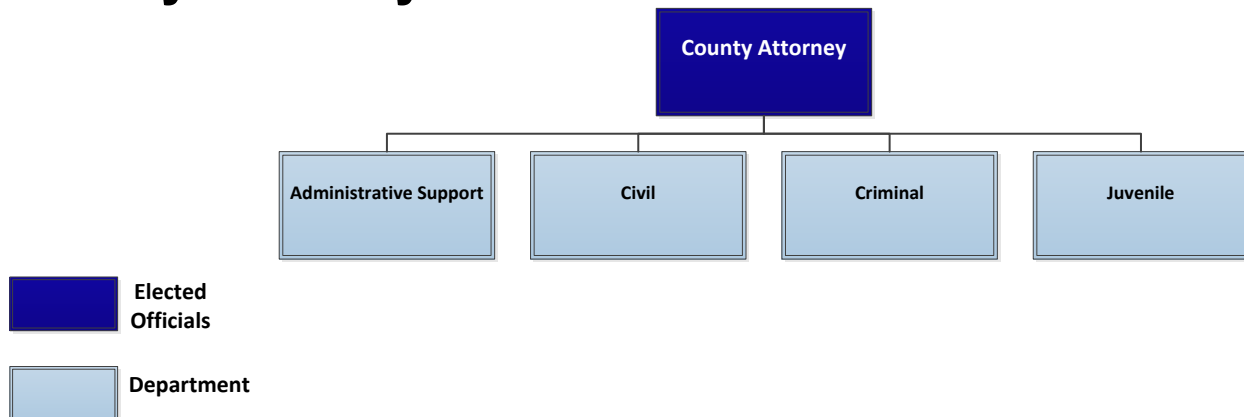
- **Communities:** Create and maintain safe, healthy, and livable communities.
- **Culture:** Provide an organizational culture which fosters individual accountability to achieve goals and sustain public trust and confidence in County government.
- **Connections:** Develop strong public partnerships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

Carver County's Strategic Plan serves as the foundation for strategies, work and priorities carried out by the Board. The Board will assess progress on the tasks assigned in the Strategic Plan as it reviews the work of County divisions, departments, offices, and agencies during 2021.



County Attorney

County Attorney



Description

The Carver County Attorney's Office is responsible for prosecuting all adult criminal felonies and all juvenile delinquency offenses, as well as gross misdemeanors, misdemeanors, and petty misdemeanors for 10 of the County's 11 cities under a prosecution contract. In addition, the Office is responsible for advising the County Board of Commissioners and representing the legal interests and concerns of all divisions in the County.

Specifically, the County Attorney's Office provides legal advice, representation and training to all County divisions on a variety of civil and criminal matters, including drainage ditches, public health, civil commitments, zoning and environmental, children in need of protective services, employee relations, contracts and bidding, law enforcement, and numerous issues impacting social services, including paternity and child support actions.

The Carver County Attorney's Office is committed to providing the highest quality, ethical representation in all matters, with a customer service model of representation. The County Attorney's Office places excellence, professionalism, and fair play in the pursuit of justice and public safety as its highest priorities.

Budget Highlights

The following table summarizes the budget for the County Attorney's Office.

County Attorney's Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(431,963)	(457,450)	(457,450)		-	(97,847)
Expenditure total	3,653,336	3,914,823	3,8,16,976		-2.50%	
Levy dollars needed	3,221,373	3,457,373	3,359,526		-2.83%	

Conference & Training–Budget Overview, Attachment F- \$16,500, no change from previous year.

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

County Attorney’s Staff					
Position:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Assistant- Attorney	1.00	1.00	-	-	1.00
Assistant County Attorney	7.00	6.00	-	-	6.00
Assistant County Attorney- Division Manager	3.00	3.00	-	-	3.00
Chief Deputy County Attorney	1.00	1.00	-	-	1.00
County Attorney	1.00	1.00	-	-	1.00
Executive Assistant	1.00	1.00	-	-	1.00
First Assistant County Attorney	1.00	-	-	-	-
Law Clerk	0.70	0.70	(0.70)	(0.70)	-
Law Office Manager	1.00	1.00	-	-	1.00
Legal Administrative Assistant	4.00	4.00	-	-	4.00
On-Call Clerical	0.15	0.15	-	-	0.15
Paralegal	2.50	2.50	-	-	2.50
Senior Assistant County Attorney	5.15	7.15	-	-	7.15
Senior Legal Administrative Assistant	3.00	3.00	-	-	3.00
Victim Witness Coordinator	2.00	2.00	-	-	2.00
Department Total	33.50	33.50	(0.70)	(0.70)	32.80

Staffing Requests–Budget Overview, Attachment B- Law Clerk – (0.70) FTE Law Clerk (2 positions)

The office eliminated two law clerk positions and have passed on cost savings to the cities it contracts with to prosecute lower level offenses. The county will be utilizing a hearing officer in 2021 for lower level offenses (petty misdemeanors and misdemeanors) and therefore the county attorney’s office no longer has the same needs for law clerks, who primarily appeared in court on those cases.

2020 Accomplishments and 2021 Goals

2020 marks another year of continued collaboration between our partners in government, law enforcement and the community. This was especially important due to the COVID-19 pandemic. During the pandemic, the County Attorney’s Office has been able to seamlessly telework and continue to deliver the services to the community and partners. We have found creative ways to meet with our partners through Zoom, WebEx and other internet services. We have also had numerous court hearings via the internet and developed protocols for in-person court or meetings to ensure that all of our employees and citizens are safe.

The County Attorney's Office has had success with its Drug Court, which began in January of 2020. The County Attorney's Office was awarded a \$500,000 federal grant to create a specialty court (drug court) for individuals who are involved in the criminal justice system as a result of chemical dependency. This court is a problem-solving court dedicated to changing the behavior of drug offenders and to enhance public safety through reducing drug offenses.

In other departments, the County Attorney's Office provided legal representation on various challenging civil cases, which included land acquisition cases and other pressing civil issues. Carver County remains towards the top in child support collection, compared to the 87 other counties. This shows how dedicated staff in the County Attorney's Office and Social Services is in ensuring kids get the support here in Carver County.

Carver County Attorney Mark Metz encourages and provides the opportunity for professional growth to all attorneys. Attorneys from all three divisions are actively engaged on important committees geared towards delivering the highest levels of service to the public, and as organized by the Minnesota County Attorneys Association, the Minnesota State Bar Association, the National District Attorney's Association, and the Lawyer's Board of Professional Responsibility. As respected professionals in their respective fields, many attorneys have organized and presented legal lectures and seminars at both the state and national level, although COVID-19 has changed the way legal education seminars are presented.

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

2021 Goals

Divisional Goal I

Serve the citizens and cities of Carver County by providing legal prosecution to help ensure safer communities.

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

Objective: Continue to represent the communities of Carver County for all adult felonies, select adult gross misdemeanors, and all juvenile delinquencies, handle civil matters including County Board and Departments, child protection, paternity/child support and civil commitments, and contract with cities to provide representation in adult gross misdemeanors, misdemeanors, and petty misdemeanors.

Tasks: Develop annual Prosecution Contracts with 10 cities in Carver County (excluding Chanhassen) to prosecute all cases for the cities.

Measures of Performance: Develop annual Prosecution Contracts with 10 cities in Carver County (excluding Chanhassen) to prosecute all cases for the cities.

Divisional Goal II

Work with justice partners to create a Hearing Officer position to handle misdemeanor/traffic cases.

Support Strategic Plan Goal II: Connections: Develop strong public partnerships and connect people to services and information.

Objective: Support the Court in creating a hearing officer position in the criminal justice system. The hearing officer, who will be a licensed attorney hired by the judicial branch, will handle first appearances involving misdemeanor cases and traffic tickets in lieu of appearing in front of a District Court Judge. With the hearing officer adhering to the county attorney's office's policies, it will not be necessary for the county attorney's office to have a prosecutor and law clerks appear in court on those cases.

Tasks: Work with the Court and Court Administration in hiring the hearing officer and communicating with our justice partners on this new change. In addition, communicate the county attorney's office's policies on plea negotiations and case resolutions to the court and hearing officer.

Measures of Performance: Implementing the hearing officer position and measuring the cost savings and increased efficiencies. For example, it will no longer be necessary for our office to have two law clerks handle these types of cases, which will save resources.

Divisional Goal III

Work with our law enforcement partners and groups to improve the way that cases are investigated and prosecuted.

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

Objective: Work closely with law enforcement and our prosecutors in training and education involving investigations and prosecutions. Update and improve the County Attorney's Office's policies and manual.

Tasks: Improve how criminal cases are investigated and prosecuted.

Measures of Performance: Monitor training and compliance with policies.

Divisional Goal IV

Work closely with our employees, partners and divisions to continue to telework in 2021.

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

Objective: To increase our efficiencies and effectiveness by allowing employees to work from home.

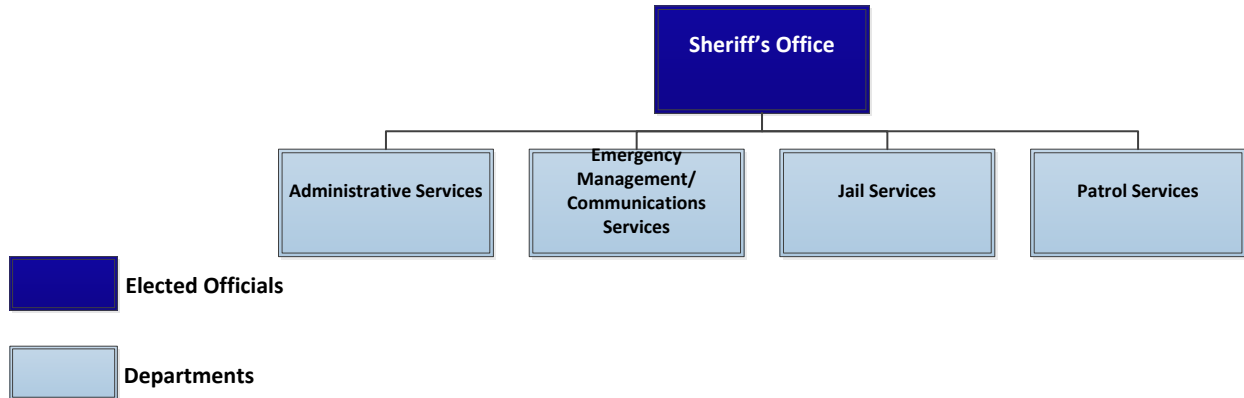
Tasks: Evaluate each of our employees to determine the feasibility of having them work from home and the schedule that continues to provide a high level of service and provides cost savings to the taxpayer.

Measures of Performance: Monitor efficiencies and effectiveness through management and updated policies.



County Sheriff

Sheriff's Office



The Carver County Sheriff's Office provides statutory law enforcement coverage throughout Carver County. In doing so, the Sheriff provides county-wide response to calls for service, transports prisoners and staffs the courts for security, serves civil process and warrants, conducts criminal investigations, processes crime scenes and pieces of evidence, has a recreational services unit that conducts training and enforcement of laws surrounding boating, snowmobile and ATV safety and operation, collaborates on dive team operations and conducts drug investigations as a partner in the Southwest Metro Drug Task Force.

The Sheriff's Office participates through a joint powers agreement in the Tri-City Tactical Team. The Sheriff also operates the County Jail, Emergency Management, as well as the only 9-1-1 Public Safety Answering Point (PSAP) in the county from which it dispatches all police, fire and medical calls for service.

The Sheriff's Office also partners with cities, townships and school districts in Carver County to provide contract law enforcement services in local communities and school districts.

Budget Summary & Overview

The Sheriff's Office budget is consistent with keeping Carver County a great place to live, work and play for a lifetime. The budget will meet statutorily required service requirements as well as meet the special needs of our residents in a fiscally responsible manner.

Personnel costs are the single biggest factor impacting the Sheriff's Office operational budget. The increase in the Sheriff's Office budget is comprised of requested CIP money and wage rates established through collective bargaining agreements.

Budget Highlights

The following table summarizes the budget for the Sheriff's Office:

Sheriff's Office Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(6,815,562)	(6,547,993)	(6,444,480)	(6,444,480)	-1.58%	56,288
Expenditure total	20,374,545	22,012,584	21,965,359	21,965,359	-0.21%	
Levy dollars needed	13,558,983	15,464,591	15,520,879	15,520,879	0.36%	

Net Levy Adjustments – Budget Overview, Attachment A –

- The Sheriff's Office has had a decrease in inmate boarding requests from the Federal Government. The Federal Government currently has a large contract with another detention facility which requires them to purchase a large amount of bed space. This contract reduced the need to house inmates at the Carver County Jail. Additionally, COVID-19 further reduced the number of inmates accepted into the facility. This has resulted in an estimated **\$373,000 decrease** in inmate boarding revenue. 2021 Incoming revenue is anticipated to be approximately **\$300,000**.
- The Medical Examiner's contract increased over the past two years. An increase of **\$11,570** is needed to ensure the County's contractual obligations are met.
- The Sheriff's Office continues to maintain and increase police contracting services, **\$168,369** additional budgeted revenue. Two FTE were added to the policing contract in 2020. Additionally, actual cost of policing contracts has increased, which increases the police contract revenues.
- The Sheriff's Office will be developing a Body Worn Camera (BWC) program. The estimated annual cost of maintaining the system and data collected by the system is **\$65,000**. State law requires video collected from the system be held for a minimum of 90 days or more, depending on case status. The Sheriff's Office will look to policing contracts to share the cost.
- The State of Minnesota changed the application process and requirements for their UASI grant and redirected the funds. This will result in the loss of a **\$50,000** grant starting in June of 2021.

Facilities, Vehicles, and Equipment—Budget Overview, Attachment D—\$455,000 ensures the Sheriff's Office maintains a safe and functional patrol fleet. The patrol fleet is utilized 24 hours a day, 7 days a week, 365 days a year. The patrol fleet is an essential tool in providing high quality services to the citizens of Carver County. The Sheriff's Priorities fund allows the Sheriff's Office to properly maintain and update needed equipment and basic infrastructure within Sheriff's Office and Jail. The Sheriff's Office also has a continuous need to update and replace MDCs and police radios (both mobile and portable) which become obsolete due to rapidly changing technologies.

One-time Purchases—Budget Overview, Attachment E-

- The ARMER Public Safety Radio System, is a shared, integrated resource which requires periodic hardware and software upgrades. The upgrades are not scheduled by the vendor ahead of time. **\$50,000** will allow the County to have resources to meet the need when it occurs.

- The Carver County Jail will need to replace five (5) 30” security doors in 2021 at an estimated cost of **\$52,000**. The security doors are over 25-years-old and have been subjected to the harsh Minnesota weather. These doors are considered critical infrastructure and need to be maintained to ensure the safety and security of the facility and public.
- Additionally, over 60,000 people have been booked into the Carver County Jail in the last 25 years. Because the booking area has such a high use, **\$50,000** is needed to replace the flooring.
- The Sheriff’s Office is in the process of researching and developing a Body Worn Camera (BWC) program for the Patrol Division. The BWC program will help ensure accountability and transparency in the daily activities of the patrol staff and their encounters with the public. BWC’s serve as an additional source of electronic evidence for criminal and civil cases. The initial buildout of the program, which includes the purchase of the hardware and software, maintenance agreement, and data storage, is estimated at **\$250,000**. The Sheriff’s Office will look to policing contracts to share the cost.

Conference & Training—Budget Overview, Attachment F—\$124,397, no change from 2020 Budget. The Sheriff’s Office continues to maintain the highest standards of training to meet the service demands of our citizenry. This includes the additional training requirements established by the MN Peace Officer Standards and Training (POST) board. We are expecting additional requirements to be imposed by the State of Minnesota legislature and POST in the coming year.

Sheriff’s Office Staff Department:	2020 Adopted	2020 FTEs Actual (as of 10/20/20)	2021 FTE Division Requested Changes	2021 Administrator Recommended Changes	2021 FTEs Approved
Administration	15.00	15.00	-	-	15.00
Emergency Management/ Communications	22.00	23.26	-	-	23.26
Jail	40.00	40.00	-	-	40.00
Patrol	84.90	85.90	-	-	85.90
Division Totals	161.90	164.17	-	-	164.17

Statutory Responsibilities

The Sheriff is statutorily obligated to perform certain duties for the health, safety and welfare of our citizenry. The Sheriff continues to provide 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. The Sheriff also operates and maintains the 911 Dispatch Center and the Emergency Management Division for Carver County.

Financial

The Sheriff’s Office continues to look for opportunities to enhance operational efficiencies to improve the County’s financial health and economic profile, which is in alignment with the

County's Strategic Plan. The Sheriff's Office continues to generate revenue through Inmate Boarding, contract police services to local cities, school districts, and civil process.

The Sheriff reviews and adjusts the table of organization to ensure effective and efficient services to the County's citizenry. The Sheriff continues to fund a Law Enforcement Crisis Responder/Therapist position in collaboration with Health and Human Service, in the area of Public and Behavioral Health.

Communities

The Sheriff's Office continues to develop and expand its community partnerships. The Sheriff's Office continues to provide community outreach programs such as medicine take-back/disposal initiatives, Triad, inmate reintegration programs and juvenile offender programs designed to reduce recidivism.

The Sheriff's Office continues to work directly with Health and Human Services, in the area of Public and Behavioral Health to develop responsive, proactive strategies aimed at suicide prevention, mental health management, chemical dependency management, and emergency preparedness. This includes cornerstone projects on the Co-Responder Crisis Therapist program and Co-Located Crisis program.

The Sheriff continues work with the Sheriff's Citizens Advisory Board to provide feedback on topics affecting law enforcement in the twenty-first century. Additionally, the Sheriff developed the Crucial Conversations/Cultural Competency Team which is working to ensure equity in policing countywide.

Connections

The Sheriff's Office continues to pursue collaborative partnerships with other criminal justice and public safety entities at the local, county, state, and federal levels. This includes the continued partnership with Court Administration and the County Attorney's Office in support of Veteran's Court and Drug Court programming. The Sheriff's Office developed and implemented the Carver County Radio Users Advisory Committee to help provide recommendations on radio operations countywide.

Technologies

The 911 Center continues its migration from microwave radio technology to fiber optic technology; including the transition to full encryption capabilities. The 911 Center was updated with new dispatch consoles. The Sheriff's Office is testing and reviewing mobile data computer systems for their patrol cars. A body worn camera program is currently underway as well.

2020 Goals / Accomplishments

Auto Vehicle Locator: The Sheriff's Office has fully implemented the Auto Vehicle Locator mapping software. This provides squad car location on the map for patrol personnel and dispatch to see in real time. This capability can enhance priority dispatching by routing closest available

unit(s). It eliminated the need for GIS to rebuild and relicense the mapping software utilized in patrol cars.

Cultural Competency: The Sheriff Office leadership team attended a Racial Justice Seminar called Road to Racial Justice. This seminar was required training that was designed to help develop staffs' knowledge of cultural competency. Additionally, the entire leadership team completed training through the YMCA Equity Innovations Center.

Microwave to Fiber Conversion Project: The Carver County Dispatch Center is completing its move from microwave technology to fiber technology known as CarverLink. The CarverLink network was supported and built by Carver County. CarverLink has proven to be a reliable, secure, and cost effective technology which is well suited for this project. Currently, the Norwood Young America tower, Hollywood Township tower, Chanhassen tower, and Chaska sites have the fiber in place and should be connected and in use within the first quarter of 2021.

Sheriff's Office Policy: The Sheriff Office completed a full review of their policies and procedures. The Sheriff's Office successfully transitioned its policies over to Lexipol.

2021 Goals and Objectives

In 2021, the Sheriff will continue to meet the statutorily obligated service requirements and provide services that meet or exceed the health, safety, and welfare needs of our citizenry.

Cultural Competency: The Sheriff Office line staff will be required attend cultural competency training through the YMCA Equity Innovations Center. This training is designed to help develop staffs' knowledge of cultural competency.

Radio Upgrade: The Sheriff's Office portable and mobile radios were upgraded and are encryption capable. The Dispatch Center's Control Stations will be upgraded to be encryption capable. The Control Stations will be relocated to the upper suite in the Jail.

Radio Encryption: The Carver County Sheriff's Office will continue to evaluate the feasibility of moving Law Enforcement only radio channels to full encryption. Due to the sensitive nature of the calls for service, a higher level of security is needed to help protect staff and information being transmitted.

Body Worn Camera (BWC): The Sheriff's Office is researching and will develop a body-worn camera program. This program is designed to help maintain a high level of transparency and accountability with the Sheriff's Office and citizenry.



First Judicial District

First Judicial District

The First Judicial District has 36 judges and more than 250 staff that handle nearly 125,000 case filings annually in the counties of Carver, Dakota, Goodhue, Le Sueur, McLeod, Scott and Sibley. The court's mission is "to provide justice through a system that assures equal access for the fair and timely resolution of cases and controversies."

There are 36 District Court Judges in the First Judicial District, including the Chief Judge, the Honorable Kathryn Messerich, the Assistant Chief Judge, the Honorable David Knutson, and Judicial District Administrator Brian Jones.

The four resident judges who serve Carver County are:

Judge Janet L. Barke Cain – Appointed January 2008, by Gov. Tim Pawlenty. Elected in 2010 and 2016. Current term expires January 2023.

Judge Michael D. Wentzell - Appointed January 2013, by Governor Mark Dayton. Elected in 2014 and 2020. Current term expires January 2027.

Judge Eric J. Braaten – Appointed October 2014, by Governor Mark Dayton. Elected in 2016. Current term expires January 2023.

Judge Martin S. Fallon – Appointed June 2020, by Governor Tim Walz. Current term expires January 2023.

The county's district court judges are state employees.

The First Judicial District is one of the 10 Judicial Districts that comprise Minnesota's District Courts which are located in each of the state's 87 counties. Each year, there are approximately 1.5 million cases filed in Minnesota's District Courts. Each district is made up of 2 to 17 counties, with the exception of the Second District (Ramsey County) and the Fourth District (Hennepin County). Each district is managed by a chief judge, an assistant chief judge, and a judicial district administrator. A court administrator is responsible for the day-to-day operations in each county.

The Minnesota Judicial Branch is a fully state-funded system. By working as one unit, the goal is to ensure that all Minnesotans receive fair and equal treatment under the law. For further information, please visit: <http://www.mncourts.gov/>

In Carver County, Court Administration and Court Services/Probation operate under the authority of the First Judicial District. Court Administration employees are state employees.

Court Administration

The District Court processes filings for criminal, traffic, juvenile, civil, family, and probate matters. The court is responsible for case-flow management, jury management, and revenue (fines, fees and restitution) collection and disbursement. The court provides a range of services to the public, attorneys, judges and other members of the judiciary branch.

While Court Administration operates under the State of Minnesota, the County has Court Administration budget costs associated with legal and attorney fees. The following table summarizes the County's portion of the budget for Court Administration.

Court Administration Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(6,255)	(3,900)	(3,900)	(3,900)	-	59,000
Expenditure total	440,199	338,000	397,000	397,000	17.46%	
Levy dollars needed	433,944	334,100	393,100	393,100	17.66%	

Requested Net Levy Adjustments–Budget Overview, Attachment A -- The courts is requesting an additional \$59,000 to cover increased costs seen within Court Appointed Attorney Fees. \$51,000 increase for juvenile cases and \$8,000 increase for civil cases.

Highlights and Accomplishments 2020/2021

Within 2020 the Judicial Branch has funded many technology updates in the courtrooms and Justice Center, specifically enhancements of technology in Courtroom 1 and Courtroom 5. On June 19, 2020 Judge Kevin Eide retired after 19 years serving as Judge within Carver County. Due to his vacancy the governor appointed Judge Martin S. Fallon. Judge Fallon joined the 1st Judicial District on June 29th, 2020, he is chambered in Carver County and splits his time between serving Carver County and Scott County. The courts continue to focus on precautionary measures and preparedness plans related to COVID and ensuring in-person and remote hearings are handled appropriately and safely. Thus far for 2021 we currently do not have projects or updates planned which may require financial support from the county.



SEPARATE TAX
LEVY
AUTHORITIES

Carver County Community Development Agency

CDA Board of Commissioners

Sarah Carlson - Chair
Molly Koivumaki - Vice Chair
John Fahey- Secretary/Treasurer
Darrel Sudheimer – Commissioner
Greg Anderson - Commissioner

Mission Statement:

The Carver County Community Development Agency provides affordable housing opportunities and fosters Community and Economic Development in Carver County.

Vision:

To be an innovative leader in creating housing and economic opportunities to create Communities for a Lifetime in Carver County.

Values:

Commitment to Quality Results

Providing quality housing and private development assistance activities will be the hallmark of the Carver County CDA.

Quality Customer Service

As the Carver County CDA communities continue to develop, we are committed to meeting our customers' needs.

Commitment to Our Employees

To promote a challenging, fulfilling and safe work environment that recognizes employee commitment to excellence.

Partnering

The CDA will achieve its mission through actively seeking partnerships and collaborative efforts with Carver County, its communities and with other agencies.

Integrity

In undertaking our duties, we are committed to the values of honesty, fairness and trust.

2021 BUDGET NARRATIVE

For the 2021 budget, the Carver County Community Development Agency (CDA) is requesting a levy of \$2,892,300, which is a \$212,868 or about 7.94% increase from the 2020 levy. The impact on a \$368,000 valued home is \$3.92 for a total of \$61.14.

Carver County Community Development Agency Budget					
Budget Summary	2019 Budget	2020 Budget	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(9,239,510)	(9,955,084)	(10,341,192)	3.88%	
Expenditure total	11,742,640	12,634,516	13,233,492	4.74%	
Tax dollars needed	2,503,130	2,679,432	2,892,300	7.94%	212,868

Tenant Based Rental Assistance Programs

Bridges/Bridges RTC Program

MN Housing funded program to provide a housing subsidy for persons with serious mental illness.

Housing Trust Fund

A rental assistance program through MN Housing for High Priority Homeless households.

Permanent Supportive Housing Program

A federally funded program as part of the HEARTH Act for persons that are homeless and disabled.

Coordinated Entry System

The CDA is a point of entry for the Coordinated Entry process for single adults and families that are experiencing homelessness in Carver County. This process is a HUD mandate to connect the homeless with housing program resources.

Rental Housing Opportunities

The CDA provides and manages affordable housing opportunities for working families and seniors throughout Carver County.

- Bluff Creek – Carver
- Brickyard – Chaska
- Carver County Homes-Scattered site throughout Carver County
- Centennial – Chanhassen
- Crossings – Waconia
- Lake Grace-Chaska
- Oak Grove-NYA
- Waybury – Chaska
- Windstone – Chaska

Project-Based Vouchers:

144 units have Project Based Vouchers.

Of that total:

- 9 are designated for homeless
- 3 are designated for homeless veterans
- 21 are designated for mainstream (between the ages of 18 and 61 and disabled)
- 4 newly awarded vouchers are designated for our partnership with Beyond New Beginnings
- 10 are designated for homeless families within the school districts

Community and Economic Development Programs

Economic Development Strategy

In January 2020, the CDA adopted an Economic Development Strategy, which set a roadmap of goals, objectives, and actions steps to guide the CDA on economic development activities. The six strategic directions include: business retention, expansion, and attraction; marketing; partnerships; tourism; resources; and livability. The Economic Development Strategy will be reviewed this fall to determine what updates should be made to set goals for 2021.

Growth Partnership Initiative

The Community Growth Partnership Initiative was created and funded by the CDA in January 2016. The goals of the program are to increase the tax base and improve the quality of life in Carver County through three specific strategies: affordable housing development, job creation and redevelopment/community development; through direct grants to Carver County cities.

Since its inception, the Initiative has achieved the following:

Predevelopment Grants:

- Nine grants have been awarded to help cities prepare for future development
- Grants have been awarded to the cities of Carver, Watertown, Norwood Young America, New Germany, Victoria and Laketown Township
- Project examples include site specific redevelopment plans, wastewater facility plans, a downtown redevelopment plan, and a parking study

Community Development Grants:

- Eleven grants have been awarded to assist cities with redevelopment projects
- Over 200 jobs have been created or retained, leveraging over \$48 million in other funding
- Grants have been awarded to the cities of Chanhassen, Chaska, Carver, Victoria, Waconia and Watertown

- Project examples include business expansion and site improvements to facilitate redevelopment

Tourism

In August 2020, the CDA launched the “Visit Carver County” website to promote tourism in Carver County. Throughout the remainder of 2020 and 2021, we will continue to build out the site with more content and work on a partnership with Explore Minnesota.

CARES Coronavirus Relief Funds

In coordination with Carver County, the CDA will be distributing \$2M of federal Coronavirus Relief Funds to residents, businesses, and non-profits affected by the COVID-19 pandemic. These programs, which will be launched in August 2020 and concluded by November, are expected to serve several hundred residents and businesses.

Housing Counseling

The CDA is a HUD-certified housing counseling agency that provides the following services to Carver County residents:

- **Foreclosure Prevention Assistance**-The CDA assists Carver County homeowners who are delinquent or may become delinquent on their mortgage.
- **Financial Fitness Counseling**– The CDA assists residents with budgets, credit repair, negative rental reference report responses.
- **Pre-Purchase Counseling & Education**- County residents and potential homebuyers can meet with the CDA to determine if they would qualify for a mortgage to buy a home. The CDA will set up a plan of action with the client to help them overcome any barriers they may have to achieving homeownership. Potential homebuyers can attend our education workshop (HomeStretch). First-time homebuyer mortgage and down payment assistance programs require education certificates.
- **Post Purchase Counseling**- Carver County residents can meet with counselors to discuss refinance options or budgeting questions to ensure successful home ownership and maintenance questions.
- **Rental Assistance Counseling**– The CDA provides assistance in finding rentals in Carver County, reviewing the rental history reports and assisting with the explanation of barriers.
- **Homeless Counseling** – Counselors assist homeless clients in understanding the coordinated entry system and shelter program and make appropriate referrals as needed.

Carver County Community Land Trust Program

The CDA administers a Community Land Trust (CLT) program, which provides access to

home ownership opportunities for moderate income households who might not otherwise afford homes in the community. The CLT ensures permanent affordability by retaining ownership of the land and removing it from the real estate purchase. Homebuyers must be at or below 80% AMI and mortgage ready. Currently, there are 33 land trust homes located throughout Carver County within Chaska, Victoria, Waconia, and Watertown. Since its inception, the land trust has served 61 families. There is currently an open grant which will allow the CLT to expand in Carver County. We anticipate adding eight (8) additional homes to the portfolio.

Small Cities Development Program

The CDA administers this program for cities in Carver County that receive SCDP funding from the Department of Employment and Economic Development (DEED) through a competitive process. The program can fund single-family, rental and commercial rehabilitation; public facilities; and homebuyer programs. The CDA is currently administering two SCDP awards:

- The City of Watertown, in 2017, received funding of \$511,750 for commercial rehabilitation and single-family owner-occupied rehabilitation within a targeted area. For the commercial rehabilitation, six projects are complete and two are in process. For the single-family rehabilitation, three projects are complete and four are in process.
- In May 2019, the City of Norwood Young America was notified of a \$556,600 award for rental housing and commercial property rehabilitation. Applications are being processed and work will begin in mid-August. Currently, there are six commercial, three mixed-use and two multi-family rental applications approved.

Other CDA Programs

Watertown EDA rehab fund

The CDA administers a home ownership rehabilitation fund on behalf of the Watertown EDA for households in the city at or below 100% AMI. At this time, three loans have been executed and two applications are in process.

MN Housing Rehab

The CDA administers the Minnesota Housing Rehabilitation Loan/Emergency and Accessibility Loan Programs (RLP/ELP) throughout Carver County. The program provides deferred loan financing to eligible low-income homeowners who are unable to secure home improvement financing in the private sector. Funds may be used for basic home improvements that directly affect the home's safety, habitability or energy efficiency. To date, one loan has been executed and two are pending.

Septic/Well Replacement Loan

The CDA partners with Carver County Environmental Services to provide residents with a low-interest loan for improvements to failing septic systems or wells. The CDA is responsible for program administration and has coordinated 15 loans so far in 2020.

Single Family Mortgage Program

The CDA administers the Minnesota City Participation Program (MCP) offered through the MN Housing. The MCP program is designed to assist first-time homebuyers in Carver County obtain affordable financing to purchase a home. The 2020 MCP program year was a resounding success to date.

MCP results for 2019:

- Carver County 201 Allocation Amount: \$1,673,106
- Committed Loans: 24
- Committed Amount: \$4,946,874 (296% usage rate)
- Carver County Non-MCP Committed Loans: \$7,427,262 (32 loans)
- Overallotment for Carver County: \$12,354,488 (738% usage rate)
- Down payment and closing cost assistance: \$502,920 (89% of loans received DP assistance)

MCP results as of 6/30/2020:

- Carver County 2020 Allocation Amount: \$1,475,350
- Committed Loans: 25
- Committed Amount: \$5,101,603 (346% usage rate)
- Carver County Non-MCP Committed Loans: \$5,611,486 (22 loans)
- Overallotment for Carver County: \$10,713,089 (726% usage rate)
- Down payment and closing cost assistance: \$502,900 (104% of loans received DP assistance)

Metropolitan Consortium of Community Developers (MCCD) Open to Business Program

In late 2012, the Carver County CDA contracted with the Metropolitan Consortium of Community Developers to provide the Open to Business program in the county. Since its inception, the program has:

- Served over 350 Carver County residents and/or business owners
- Delivered over 4200 hours of technical assistance
- Provided \$2.3 million in direct funds
- Leveraged over \$12 million in private financing
- Had residents or businesses of 10 of the 11 cities in Carver County utilize the services

Most referrals to the Open to Business program come from the cities and banks; however, other entrepreneurs also provide a large number of referrals validating confidence in the program by the small business community.

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.
- Continuation of existing programs for entrepreneurs and new programs directed to high growth companies.
- Enhanced partnerships with Carver County and GIS applications.
- Promotion of tourism in Carver County

The CDA actively looks for opportunities in the County to further senior and affordable workforce rental housing to preserve the “Naturally Occurring Affordable Housing” in Carver County. The CDA is in the process of purchasing 42 units of housing in Mayer and Watertown that will preserve affordable units.

The CDA submitted four applications to MN Housing during the 2020 RFP. The projects consisted of a 43-unit senior and 60-unit general occupancy in Carver and a 60-unit senior and 60-unit general occupancy in Waconia.

The CDA continues to look at options for the 25 acres the CDA currently owns in the City of Watertown.

The CDA purchased a fourplex in Chaska and will be working with Beyond New Beginnings to house young mothers and mothers-to-be.

The CDA will continue to grow the tourism website by adding content and engaging partners in the process.

As the residents and businesses of Carver County continue to be impacted by COVID-19, the CDA will help to provide housing counseling services to residents and look for additional programs to help stabilize businesses.

The CDA submitted three land trust expansion grants this year. One for a partnership with Habitat for Humanity which would add 4 twin-homes, for a total of 8 units. These homes would have 4 bedrooms and target large lower-income families. Additionally, two applications were submitted in conjunction with the City of Chaska. These applications would allow the CLT

program to acquire and rehab the Ernst house in downtown Chaska and build 3 townhomes on the adjacent vacant lot.

		2020 Budget	2021 Requested Budget	Change
REVENUES				
Administrative Revenues		114,890	97,160	(17,730.00)
Pass-Through Grant Funds		638,333	607,692	(30,641.00)
Operating Revenues		1,793,200	1,886,940	93,740.00
Carver Homes		907,780	1,118,500	210,720.00
Housing Revenues		6,500,881	6,630,900	130,019.00
Tax Levy		2,679,432	2,892,300	212,868.00
TOTAL REVENUES		12,634,516	13,233,492	598,976.00
EXPENDITURES				
Administrative & Operating Expenses		3,330,522	3,358,300	27,778.00
Carver Homes (formerly PH)		907,780	1,118,500	210,720.00
Carver Homes Capital Improvements		41,000	42,100	1,100.00
Pass-Through Grant Funds		638,333	607,692	(30,641.00)
Bond Expenditures		276,000	276,000	0.00
Community/Economic Development		940,000	1,200,000	260,000.00
Housing Expenditures		6,500,881	6,630,900	130,019.00
TOTAL EXPENDITURES		12,634,516	13,233,492	598,976.00
TOTAL CDA DIFFERENCE BETWEEN REVENUES & EXPENDITURES		0	0	0

***REVENUE**

Administrative Revenues - decrease due to the expiration of the SCDP Watertown grant and reduced funding of counseling grants.

Pass-Through Grant Funds - decrease due to the expiration of the SCDP Watertown grant.

Operating Revenues – increase due to management fees and enterprise revenue from additional housing units

***EXPENDITURES**

Administrative & Operating Expenses - increase due to health insurance costs and additional funds budgeted for IT support

Carver Homes Capital Improvements – HUD mandated replacement reserve requirement increase

Community/Economic Development – additional funds budgeted for COVID related assistance and support of Carver County businesses

Carver County Regional Rail Authority

Description

The Carver County Regional Rail Authority (CCRRA) is governed by five Commissioners appointed by the Carver County Board of Commissioners. In Carver County, the CCRRA Commissioners are the County Board Commissioners. The Public Works Division manages projects and work activities for the CCRRA. The purpose of the CCRRA is to provide for the preservation and improvement of local rail service for agriculture, industry, or passenger traffic and provide for the preservation of abandoned rail right-of-way for future transportation uses when determined to be practicable and necessary for the public welfare, particularly in the case of abandonment of local rail lines.

The CCRRA levies separately from Carver County to fund regional rail projects and activities. The levy includes funding for County staff to administer and maintain CCRRA properties, conduct capital improvement projects, contract for services, and provides materials and supplies. **The approved 2021 levy is \$173,000, increase of \$3,000.** Several other funding sources are used to augment the CCRRA levy for property acquisition, corridor preservation, management and development.

Budget Highlights

The following table summarizes the budget for the Carver County Regional Rail Authority.

Carver County Regional Rail Authority Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(2,610)	(4,000)	(2,000)	(2,000)	(50.00%)	3,000
Expenditure total	84,695	174,000	175,000	175,000	0.57%	
CCRRA Levy dollars needed	160,167	170,000	173,000	173,000	1.76%	

County FTE funding **\$105,193:**

- Continue with Parks/Highway Maintenance Technician for railroad corridor stewardship and trail maintenance. (50% CCRRA levy) -\$26,000. Transfer funds to Road and Bridge operating fund.
- Add a Park Maintenance Technician for 2021- \$41,991 100% CCRRA levy funded.
 - This position will perform variety of skilled, semi-skilled, and manual labor necessary for the maintenance, repair and construction of the County parks and trail system. Main duties will be maintenance/stewardship of CCRRA corridors. The County is acquiring an additional 6 miles of regional trail from the Hennepin County Regional Railroad Authority. More staffing will be needed to mow, remove trash, remove debris (trees, limbs, leaves).
- Provide general Administration of CCRRA activity- \$15,000. Transfer funds to Parks operating budget (General Fund).
- 0.4 FTE is allocated for a Community Service Officer to provide additional ordinance enforcement on the Dakota Rail and the Minnesota River Bluffs regional trails - \$19,080.
- 0.12 PT FTE Seasonal- for seasonal maintenance needs and outreach activities on the regional trails operated on the railroad corridors- \$3,122.

Capital Improvements—Budget Overview, Attachment C:

CCRRA will continue with several stewardship projects on both the Dakota Railroad and former Union Pacific Railroad Corridors. \$69,807 is built into the 2021 Budget. The projects include ditch and culvert cleaning, drainage and erosion improvements, tree removal and tree trimming, trail crack sealing and seal coating. Other work to be accomplished includes bridge repair/replacement, trailhead construction and negotiating the acquisition of the Minnetonka LRT trail

Summary of Accomplishments and Plans

2020 Stewardship Initiatives

- Railroad corridor stewardship completed included initial bridge repair assessment at Bridge RO631 at Crane Creek, tree trimming and grounds care
- HCRRA has awarded bids for repair of slope failure and trail on the former UP corridor as a result of June 2014 heavy rains. Upon successful restoration of the area of slope failure and trail repair, CCRRA will acquire and manage property between County Road 61 and the east county line.

2021 Goals and Objectives

Goal #1: Railroad Corridor Stewardship

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

Objective: Maintain infrastructure of railroad corridors. Accelerate Railroad Corridor Stewardship activities of diseased tree removal, tree trimming, culvert cleaning, and erosion control and drainage improvements

Activities: Funding is provided to continue with diseased tree removal. Additionally, there are a number of areas in both the former Union Pacific Railroad and Dakota Railroad corridors that are in need of ditch and culvert cleaning. Sediment and vegetation are blocking drainage ways and structures. Other areas of the corridors need drainage improvements to better manage storm water and embankment stabilization to reduce erosion.

Goal #2: Property Transfer to Carver County Regional Rail Authority

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

Objective: CCRRA will acquire and manage property between County Road 61 and the east county line that is currently owned and managed by the Hennepin County Regional Railroad Authority (HCRRA).

Activities:

CCRRA oversees other rail corridors in the County. Transferring ownership to the rail authority provides another funding source to manage property and improvements. A joint powers agreement (JPA) between Carver County and the Carver County Regional Railroad Authority may be needed along with approval of the Metropolitan Council to ensure that the JPA does not conflict with the funding provided by Legislative Citizens Commission on Minnesota Resources (LCCMR).

Goal #3: County Road 10 Trailhead

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

Objective: Provide additional parking for the Dakota Rail Regional Trail

Activities: An area of exploration for 2020 would be to consider a joint powers agreement between Carver County and the Carver County Regional Railroad Authority to construct a trailhead on County owned property in the south east quadrant of the intersection of County Road 10 and the trail. The proposed trailhead facility would alleviate some parking demand on North Shore Road and provide convenient parking off of County Road 10. The partnership would pool resources from both entities to accomplish greater public service. The trailhead facility is consistent with the approved regional trail master plan.

Goal #4: Northshore Road Erosion Control and Restoration

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

Objective: Restore slope embankment between the Dakota Rail Regional Trail and Lake Waconia and prevent trail from eroding down the embankment and maintain 2-foot shoulder off of the trail

Activities: Plans have been prepared to restore and preserve the railroad embankment along Lake Waconia. Secure access to private property for repair and restoration work. Bidders will be solicited for the project. Work is planned for the 2021 construction season.

Goal #5: Dakota Rail Regional Trail create plans to repair or replace Bridge RO631 at Crane Creek

Supports County Goals I: Communities- Create and maintain safe, healthy, and livable communities.

Objective: Repair bridge structure to ensure public safety

Activities: Meet with consulting bridge engineer and develop project scope, bridge repair plans. Plan for bidding and construction activity during the 2021 construction season.



COUNTY-
SUPPORTED
AGENCIES AND
SERVICES

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 2021 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 2021 Budget provides \$1,131 in projected interest income and \$41,300 in special assessments in funding for the Ditch Authority.

Medical Examiner's Office

The Medical Examiner's Office provides a variety of services related to death investigations in Carver County. All accidental, suicidal, and undetermined deaths are certified by this office.

Minnesota Statute 390.005 requires counties to provide Medical Examiner or coroner services. The Carver County Board approved an agreement for Medical Examiner Services on 10/29/15 with Anoka County for 2016 and has renewed this contract through 2023.

The Medical Examiner's Office provides a variety of services related to death investigations in Carver County. All accidental, suicidal, and undetermined deaths are certified by this office.

The Carver County Medical Examiner's Office budget request for 2021 is for \$256,858

The following table summarizes the budget for Medical Examiner services.

Minnesota Regional Medical Examiner's Office**					
Budget Summary	2019 Actual	2020 Budget	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	-	-	-	0.00%	11,570
Expenditure total	245,287	245,288	256,858	4.72%	
Tax dollars needed	245,287	245,288	256,858	4.72%	

** The Medical Examiner budget is within the County Sheriff's Office budget

Memorial Day Services

Minnesota State Statute 375.35 permits counties to award up to \$300 to each local post of a recognized military service organization or society to defray the expenses of Memorial Day exercises.

The Veteran's Service Office has requested the County budget \$4,500 to provide 15 stipends for \$300 each to local veteran's service organizations that conduct public Memorial Day exercises.

Sexual Violence Center

The Sexual Violence Center is a non-profit organization working against all forms of sexual violence by providing advocacy and support services, prevention programs, community education, and training for professionals throughout Hennepin, Scott and Carver counties. The West Suburban Office of the Sexual Violence Center is located in Chaska. It provides a crisis line, hospital advocacy, support groups, community education and outreach, general advocacy services and systems change work.

The Sexual Violence Center receives a grant from the Minnesota Coalition Against Sexual Assault to coordinate the local Sexual Assault Interagency Council (SAIC). This Council consists of criminal justice system and community organization representatives who are committed to SAIC's mission to ensure the coordination of a consistent, respectful, victim-centered response to sexual assault in Carver County. The Council has worked to design best practices in response to incidents of sexual assault. County representation on SAIC includes the Attorney's Office, Community Social Services, Court Services, Public Health, and the Sheriff's Office.

The 2021 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 2021 Budget provides \$15,000 in county funds to support the Southern Valley Alliance for Battered Women.



INTERNAL
SERVICE AND
NON-
DEPARTMENTAL

Non-Departmental Revenue and Expenses

Description

Non-department items include general revenues such as County tax levy dollars and State property tax aid. Budgeted expenditures include the commissioners contingency and salary contingency accounts.

The 2021 salary contingency includes the estimated savings from position vacancies during 2021. The budgeted salary contingency increased by \$175,000 in 2021 to \$3,930,557, based on prior year trends in vacancy savings.

For 2021, the County budgeted for \$3,943,892 in County Program Aid (CPA), a \$140,640 increase from 2020. \$3,209,095 of the CPA funds will be allocated to the General Fund, a \$100,000 decrease from 2020. The \$100k of CPA funds were redirected to fund one-time projects (Budget Overview- Attachment E). This is part of a long-term strategy to help fund one-time project needs once the State Turnback reimbursement ends in 2022. The remaining \$294,797 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 2019 actual to the 2020 and 2021 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 2020 and 2021.

Non-Departmental Revenue and Expenses						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(5,121,917)	(4,081,770)	(2,981,770)	(2,981,770)	-26.95%	1,460,339
Expenditure total	1,604,853	(3,495,810)	(3,135,471)	(3,135,471)	-10.31%	
Tax dollars needed	(3,517,064)	(7,577,580)	(6,117,241)	(6,117,241)	-19.27%	

Levy Adjustments – Budget Overview, Attachment A–

\$1,000,000 (County-wide adjustment) Property Tax Delinquencies/State/Cuts/etc.: COVID-19 related negative financial impact to taxpayers and/or local aid impacts to the County’s 2021 Budget.

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 insuring of property, casualty, automobile, and workers’ compensation programs as well as the costs of coverage through the Minnesota Counties Intergovernmental Trust (MCIT). This program is part of the Employee Relations Division and works with risk issues across the entire organization. The personnel costs related to these programs and services are listed in the Employee Relations Budget.

The following table summarizes the budget for the Self Insurance Fund.

Self Insurance Fund						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(1,072,598)	(945,177)	(945,177)	(945,177)	0.00%	
Expenditure total	950,972	945,177	945,177	945,177	0.00%	
Tax dollars needed	(121,626)	-	-	-	0.00%	-

Budget Highlights

Carver County has been insuring through MCIT since 1989 for workers’ compensation and 1993 for property and casualty. This has proven to provide good exposure coverage at a reasonable cost. 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 County also maintains other insurance coverage through the insurance program with MCIT as well as Flood insurance coverage through the National Flood Insurance Program with Selective Insurance and additional excess Cyber Insurance. Insurance for the Steiner-Kelting Mental Wellness Center will be placed through Gallagher (Broker) upon opening of the building.

The frequency and severity of work compensation claims continue to vary. An important feature of the County’s self-insurance model is maintaining sufficient reserves for future expenses. For policy year 2021, the Workers Compensation program received an experience modification factor of 1.114 which reflects claim results from policy years 2017, 2018 and 2019.

MCIT determined the 2021 insurance contribution rates in the fall of the 2020. Carver County’s Work Comp premiums went down from 2020 and Property Casualty premiums went up from 2020. The Risk Management Department continues to improve services and favorably influence the County’s risks and exposure by training, investigating accidents, developing and maintaining risk management programs, reviewing contracts, seeking subrogation/restitution, recommending appropriate level of insurance, and developing related policies and procedures.

2019-2020 Accomplishments

1. Continued to utilize the web-based Incident Report which provides enhanced tracking and response and build on the incident tracking program with JJ Keller to ensure accurate OSHA reporting
- 2.
3. With continued analysis of the cost and exposure, the County continues to reduce insurance coverage on small items to keep contribution costs down.
4. Performed Ergonomic Assessments and provide an ergonomic checklist to design the workspace to fit the employee in an effort to provide a safe and comfortable environment and minimize loss of work time and injury.
5. Participated in contract review in an effort to reduce risk and liability to the County.

2021 Objectives

1. Enhance the risk management and safety programs and 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. Build on incident root cause analysis as well as the incident tracking program with JJ Keller to ensure accurate OSHA reporting.



CAPITAL PROJECTS

Capital Projects: Buildings CIP Fund

Description

Capital projects are those that fund the purchase or construction of a capital asset. They include the costs for planning, design, and development of a new facility, the acquisition of land for a specific purpose, and the acquisition of a major vehicle or equipment. The County defines capital assets as assets with an initial, individual cost equal to or greater than \$5,000 to more than \$50,000 (amount not rounded) depending on the asset type and category and an estimated life equal to or greater than two years. Machinery and equipment with a cost equal to or greater than \$2,500 (amount not rounded) and an estimated life equal to or greater than three years is tracked for inventory/insurance purposes.

In 2008, the County separated its Capital Improvement Projects (CIP) Fund into two separate funds to show the distinction between Buildings Projects and Road and Bridge Projects. In addition, the County created a fund for Park and Trail Capital Improvement Projects in 2010.

The Buildings CIP Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities. These expenses may include those for new construction, expansion, remodeling, land acquisition, and infrastructure replacement and upgrades (including technology).

Carver County has established an ongoing program for the planning of future Building Projects through its Capital Improvement Plan (CIP). The purpose of the CIP is to define an investment plan that best meets the building needs with the financial resources available. Financing and developing projects often takes several years due to the increasingly complex financial and regulatory environment. The Buildings CIP ensures an efficient budgeting and accounting for the actual capital projects from their inception to completion. A 20-year plan for building projects is a part of the County’s separate Long-Term Financial Plan.

The following table summarizes the budget for the Buildings CIP Fund.

Buildings CIP						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(1,073,748)	(273,540)	(513,699)	(513,699)	87.80%	
Expenditure total	1,076,475	273,540	513,699	513,699	87.80%	
Tax dollars needed	2,727	-	-	-	0.00%	

Building Project Highlights

HVAC Upgrades: The Facilities department will start to replace the older existing (VFD) variable frequency drive units. These units help control the speed of the motors for our HVAC equipment, during low load days these units slow the motors down and during higher loads speed them up which helps to control utilities costs.\$15,000.

Carpet & Furniture: The Facilities department will be replacing carpet and paint at select County buildings to enhance the appearance of these buildings interiors. \$105,000.

Public Work Cologne: The Facilities department will continue to replace select HVAC units on the Public Works building in Cologne that have reached their end of life. \$65,000.

Elevator Upgrades: The Facilities department will have one of the lobby elevators in the Courts building upgraded due to its life cycle This will include new digital controls, wiring and power motor replaced which will also bring it to current state codes. The cost is estimated at \$70,000.

Watertown Wetland Restoration: The County and the City of Watertown have been collaboratively working on a project that mutually benefits both agencies. They County will be restoring a wetland complex for wetland credits and the City of Watertown will be constructing a trail on approximately 80 acres of county and city property located within the city limits of Watertown. The Carver County Soil and Water Conservation District is assisting in the wetland restoration and banking process. The project is expected to create approximately 30-40 acres of banked wetland credits. The County budgeted \$549,625 for this project in 2015-2016, and construction of the items necessary to establish the wetland bank area will occur in 2021.

Master Space Plan: Carver County worked with an Architect to develop a space plan analysis and recommendations to achieve service delivery goals. The plan describes how the County facilities will develop by addressing immediate needs over the next five years while planning for the long-term evolution of services and facilities over the next 20 years. The analysis was finished in 2018. Based on the recommendations in this plan, the County has started a site search for a new Health and Human Services location. This project was placed on hold due to COVID-19.

Steiner-Kelting Mental Wellness Facility – The County purchased the Marie Steiner Kelting Hospice Home in 2017 and secured \$1.25M in State bond funds to transform the facility into a Mental Wellness Facility, which would provide critical mental wellness services to area residents. The addition to the building is nearly complete. The addition will add 6 new patient rooms to compliment the existing 6 existing patient rooms. The project neared completion in 2020 planned to open 1st quarter 2021 dependent upon COVID-19 trends.

2021 Building Improvement Projects

Attachment C- Capital Projects by Fund

For 2020, \$294,797 of budgeted County Program Aid (CPA) has been allocated to capital improvement in a 50/25/25 ratio with 50% allocated to the Road and Bridge CIP, 25% to the Building CIP, and 25% to the Parks & Trails CIP Funds. The following table summarizes the \$73,699 allocated to the Building Capital Improvement Fund. As part of the 2019-2021 Budget, \$100,000 of CPA each year has been redirected to the Building CIP fund to offset Attachment E needs and prepare for 2023 when reimbursement through State Turnback is no longer a funding stream.

		2020 Adopted	2021 Requested	2021 Approved	Increase/Decrease
Building and Other Capital Improvements					
	Contribution to Agricultural Society 2020/2021 Building Projects (CPA)	60,000	60,000	61,000	-
	Building Security Improvement Plan- (CPA)	13,540	13,699	12,699	159
	30-XXX-XXX-XXXX-6630	73,540	73,699	73,699	159
Fund #30 Total	30-XXX-XXX-XXXX-66XX	73,540	73,699	73,699	159
<i>Levy Dollars - Fund #30</i>		-	-	-	-

Attachment E- Software and Other One-Time Projects

Note: only \$300k is included in the adopted budget (CPA shift for one-time project funding) the remaining projects listed below will be budgeted for when the funds become available through State Turnback funds or use of prior year YES (Year-End Savings) account.

Outside of the CPA allocation, the following projects are budgeted for utilizing one-time funding:

- County-wide carpet and furniture replacement- \$105,000
- Replacement of RTU's at PW Headquarters- \$65,000
- Elevator upgrades- \$70,000

Parks and Trails CIP Fund

Description

The Park & Trail CIP Fund #34 separates the Parks and Trails capital activity from the operating activity. This fund accounts for capital projects that relate to park and trail land acquisition, park development/redevelopment and trail development/redevelopment.

Carver County has established an ongoing program for the planning of future Parks and Trails projects through the County’s Capital Improvement Plan (CIP). The purpose of the CIP is to define an investment plan that best meets the acquisition, development, redevelopment and capital repair needs with the financial resources available.

Financing and developing projects often takes several years due to the increasingly complex financial and regulatory environment. The CIP ensures an efficient flow of projects from their inception to completion. The Parks and Trails CIP Fund budgets and accounts for the actual capital projects. A five-year plan for Parks and Trails projects is a part of the County’s separate Long-Term Financial Plan.

Budget Highlights

The following table summarizes the budget for the Park and Trail CIP.

Parks & Trails CIP Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(1,531,450)	(359,539)	(354,699)	(354,699)	0.04%	
Expenditure total	3,481,657	359,539	354,699	354,699	0.04%	
Levy dollars needed	1,950,207	-	-	-	-	

Capital Improvement Projects—Budget Overview, Attachment C

- TH 5 Arboretum Trail \$73,539 CPA Allocation
- Coney Island \$136,000 Parks and Trails Funds
- LakeWaconia Regional Park Event Center Demolition \$150,000 Parks and Trails Funds

Summary of Accomplishments and Plans

TH 5 Regional Trail Arboretum Connection

TH 5 Arboretum Trail has been a very challenging project which has partnering agencies of the City of Chanhassen, Minnesota Landscape Arboretum/ U of M Regents and Life Time. The project constructs approximately 2 miles of trail from Century Boulevard to in Minnewashta Parkway in Chanhassen and construction is to begin July of 2020. The project has two complicated infrastructure components that have required additional design and engineering to minimize impacts to adjacent properties. The underpass at TH 41 and related retaining walls have been redesigned to further minimize impacts to Life Time’s and the Landscape Arboretum properties and also reduce construction costs. Additionally, it was necessary to redesign the trail and create a

boardwalk in the area of the Arboretum to avoid wetland impacts as requested by permitting agencies. Funds are needed for the additional expense related to design services for these two pieces of infrastructure. Both Schedule E funds of \$250,000 (not recommended or approved) and 2021 CPA funds are requested to bridge funding gaps related to the project.

Lake Waconia Regional Park

A capital budget request of \$2.5 million is requested to match an equal amount of state bonds to design and construct the waterfront service building and area for the park. The proposed building provides much needed restroom services, indoor space for group gatherings, exterior sheltered space for picnicking, and concession service related to rental of watercraft and food service. The requested funding works to replace previous park buildings of a restroom, on-site septic system and picnic shelter that had outlived their usefulness and were removed during the redevelopment of the park. Additionally, the new building would make use of new infrastructure of sanitary sewer and water lines that have been installed as a part of the park redevelopment project.

Lake Waconia Regional Park Playground

Funding of \$700,000 for a playground is requested to give youth an exciting opportunity to build strength, confidence, self-esteem and provide an occasion to build socialization and teamwork skills when interacting in play with others. The proposed playground will provide user satisfaction with recent park redevelopment work. It will complement the other activities in the park related to family gatherings, picnicking and beach activities. Funding for this through Attachment E was not approved.

Coney Island

It is requested that Parks and Trails Funds for State Fiscal Year 2022 (Beginning July 1, 2021) be allocated towards the next round of site development and cleanup of Coney Island. Primary activities planned are to complete the north trail loop in the vicinity of the resort, continue with hazardous material abatement from cabin sites, construct vault latrines and provide archeological services to collect and record artifacts and other data during this phase of activity.

Waconia Event Center

It is requested that funding be provided to demolish the Event Center and restore the property to green space. The Event Center has a long history of providing service in the community particularly to non-profit groups who have enjoyed the large seating capacity of the building. However, a sustainable funding and operation plan does not appear to be feasible in the marketplace for these few events. Competition for events such as weddings has changed with the creation of newer venues in the county rendering the Event Center nearly obsolete. The request is for \$150,000. Funding for this through Attachment E was not approved. The County did request \$150,000 in Parks and Trails Funds to cover the cost of building demolition through the Metropolitan Council. With COVID-19 the event center has become a popular location for voting, pandemic testing and vaccinations. PW will re-evaluate the demolition proposal again before proceeding.

Road & Bridge CIP Fund

Description

The Road & Bridge Capital Improvement Plan (CIP) Fund accounts for capital projects that relate to county roads, bridges and signage, including new construction, replacement, right-of-way acquisition, and professional service fees.

Carver County has established an ongoing program for the planning of future Road and Bridge projects through the long-range Roadway System Plan (RSP) and short-term Capital Improvement Plan (CIP).

In order to provide additional revenue for high priority road and bridge projects, the Carver County Board of Commissioners implemented two transportation taxes on May 2, 2017: a new ½ percent Local Option Sales Tax and an increase in the Wheelage Tax to \$20. The Sales Tax went into effect October 1, 2017 and the additional \$10 in Wheelage Tax on January 1, 2018. The revenue from the sales tax has to be used on specific projects listed by resolution. The wheelage tax can be used on any county transportation project. The County Board approved these taxes for 20-years through 2038.

Financing and developing projects often takes several years due to the increasingly complex financial and regulatory environment. The CIP includes the current budget year (2021) and the following 5-years (2022-2026). The CIP helps ensure an efficient flow of projects from their inception to construction. The 2022-2026 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 2022-2026 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.

Budget Highlights

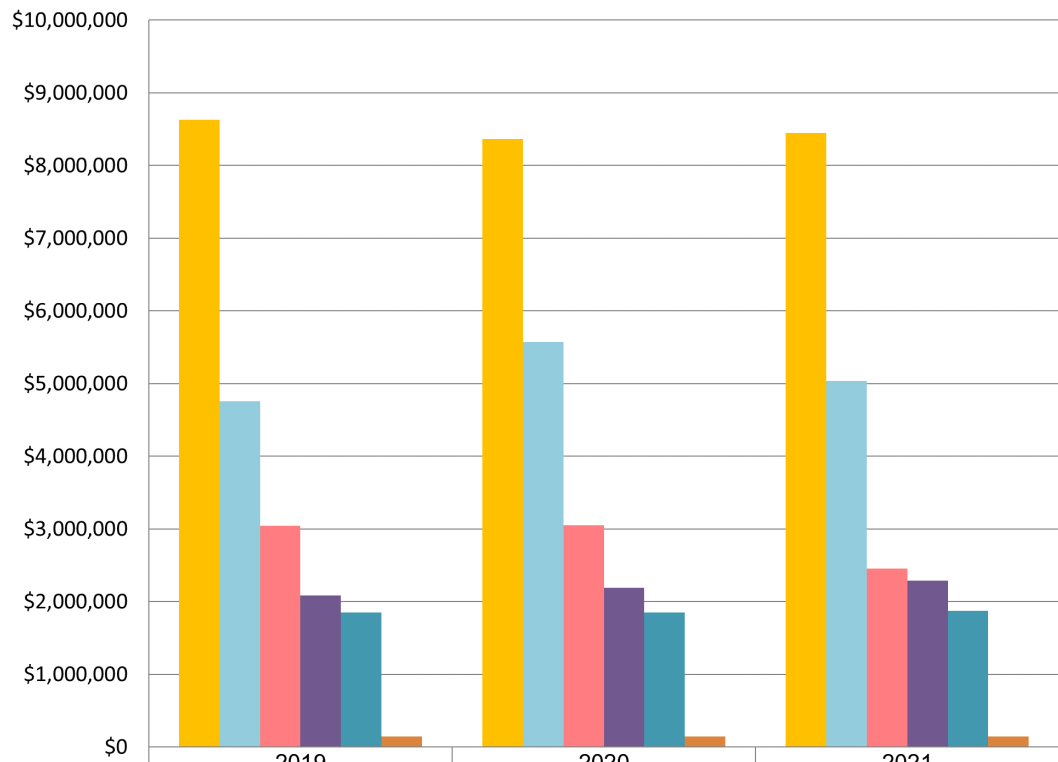
Road & Bridge CIP Budget						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(36,273,594)	(39,594,776)	(69,548,349)	(69,548,349)	75.65%	100,000
Expenditure total	24,806,762	41,784,776	71,838,349	71,838,349	71.92%	
Levy dollars needed	(11,466,832)	2,190,000	2,290,000	2,290,000	4.57%	

New Road and Bridge CIP projects for 2021 are shown on Attachment C and on the map and funding table below. Project funding comes from multiple sources including County Levy, Wheelage Tax, County Program Aid, Local Option Sales Tax, County State Aid Highway Fund (portion of fuel tax, motor vehicle sales tax, license tab fees, sales tax on auto parts and car rentals), Sales Tax on Leased Vehicles, Federal Grants and cost sharing from Cities and Minnesota Department of Transportation (MnDOT).

Traditional County Revenue for 2019-2021 is shown in the following chart and depicts the expected impact of COVID-19 to transportation revenue.

The following summarizes the expected revenue and proposed utilization for the 2021 Road and Bridge CIP:

Traditional County Revenue - 2019-2021

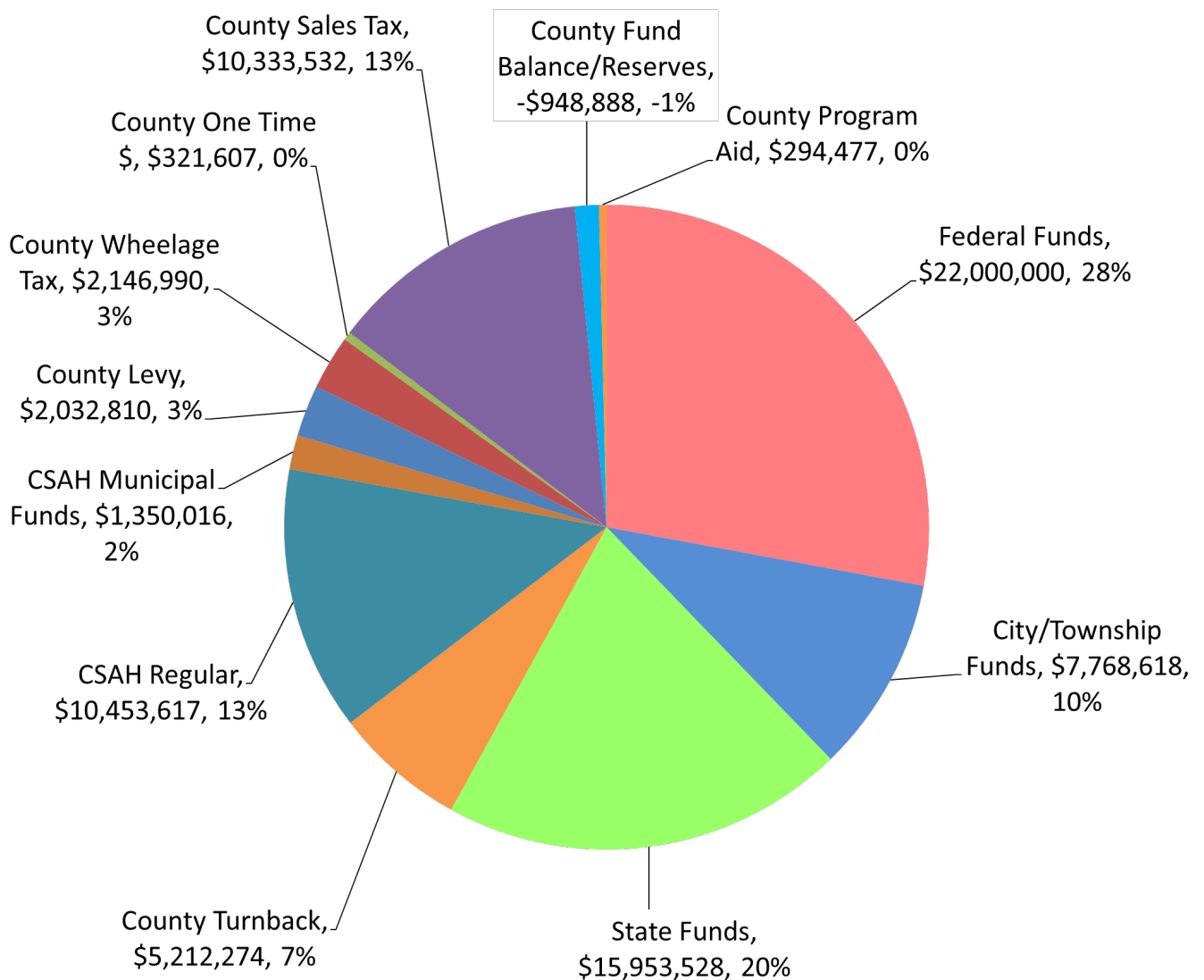


	2019	2020	2021
1/2 % Sales Tax	\$8,628,531	\$8,365,012	\$8,448,662
CSAH (Fuel Tax, Tab Fees, MVST)	\$4,754,000	\$5,574,120	\$5,036,000
Leased Motor Vehicle Sales Tax	\$3,040,206	\$3,050,298	\$2,456,153
Property Tax Levy	\$2,081,220	\$2,190,000	\$2,290,000
Wheelage Tax (\$20)	\$1,852,555	\$1,852,555	\$1,873,585
County Program Aid (CPA)	\$147,078	\$147,078	\$147,399
Total	\$20,503,590	\$21,179,063	\$20,251,799

- The County Long Term Financial Plan recommends increasing the amount of levy funding for road and bridge projects by \$100,000 per year for 10-years beginning in 2016. The levy is primarily used for resurfacing/rehabilitation, maintenance and safety projects. The 2021 levy for the road and bridge CIP is **\$2,290,000**.
- Wheelage tax (\$20) is expected to generate \$1.87 million in 2021. \$315,000 is transferred to the debt service fund and the remainder along with previously accumulated funds is programmed for projects. A total of \$2.1 million in Wheelage Tax proceeds will be used in 2021
- New Sales Tax (1/2 percent) and \$20 Vehicle Excise Fee is expected to generate approximately \$8.4 million in 2021. This is estimated to be 1% higher than 2020 which is **3% lower than 2019 due to the impact of COVID-19**. Approximately \$403,667 will be transferred to the operating budget for Program Delivery staff salaries to help deliver the 20-Year implementation plan. \$40,000 will be used for Highway 212 federal delegation coordination. The remainder will be utilized for projects in 2018-2037 Transportation Tax Implementation Plan.
- County Program Aid is used primarily used for bridge replacements and road preservation needs. In 2021 the CPA allocated to road and bridge is **\$147,399**. Some carryover funds from 2020 will be utilized in 2021 as well.
- An additional \$750,000 in county one time funding was requested to augment the R&B budget for bridge replacement and other special projects. See Attachment E discussion below.
- CSAH construction revenue is \$7.49 million for 2021. This is **13% lower than 2020 due to the impact of COVID-19**. Approximately \$424,000 will be used for salaries. Approximately \$12.2 million in CSAH funding is allocated to 2021 projects. This includes funds from previous years.
- The County will receive **\$22 million** in federal Regional Solicitation and Minnesota Highway Freight Program funds for Highway 212 reconstruction from the City of Carver to Cologne.
- The County will receive **\$14 million** in State funds in 2021 for construction of Highway 212.
- 2021 includes **\$1,151,000** in State Bridge Bonding requests for the CSAH 51 Bridge replacement over Carver Creek as well as 2 bridges on CR 140 over Carver Creek. The program is first come first serve depending on the amount of bond funds appropriated by the legislature.
- The County anticipates receiving **\$5.2 million** in State County Turnback Funds for 101 Bluff and CSAH 61 from Engler Blvd to Bluff Creek Drive
- The County anticipates receiving **\$7.7 million** in cost share from cities and townships in 2021.

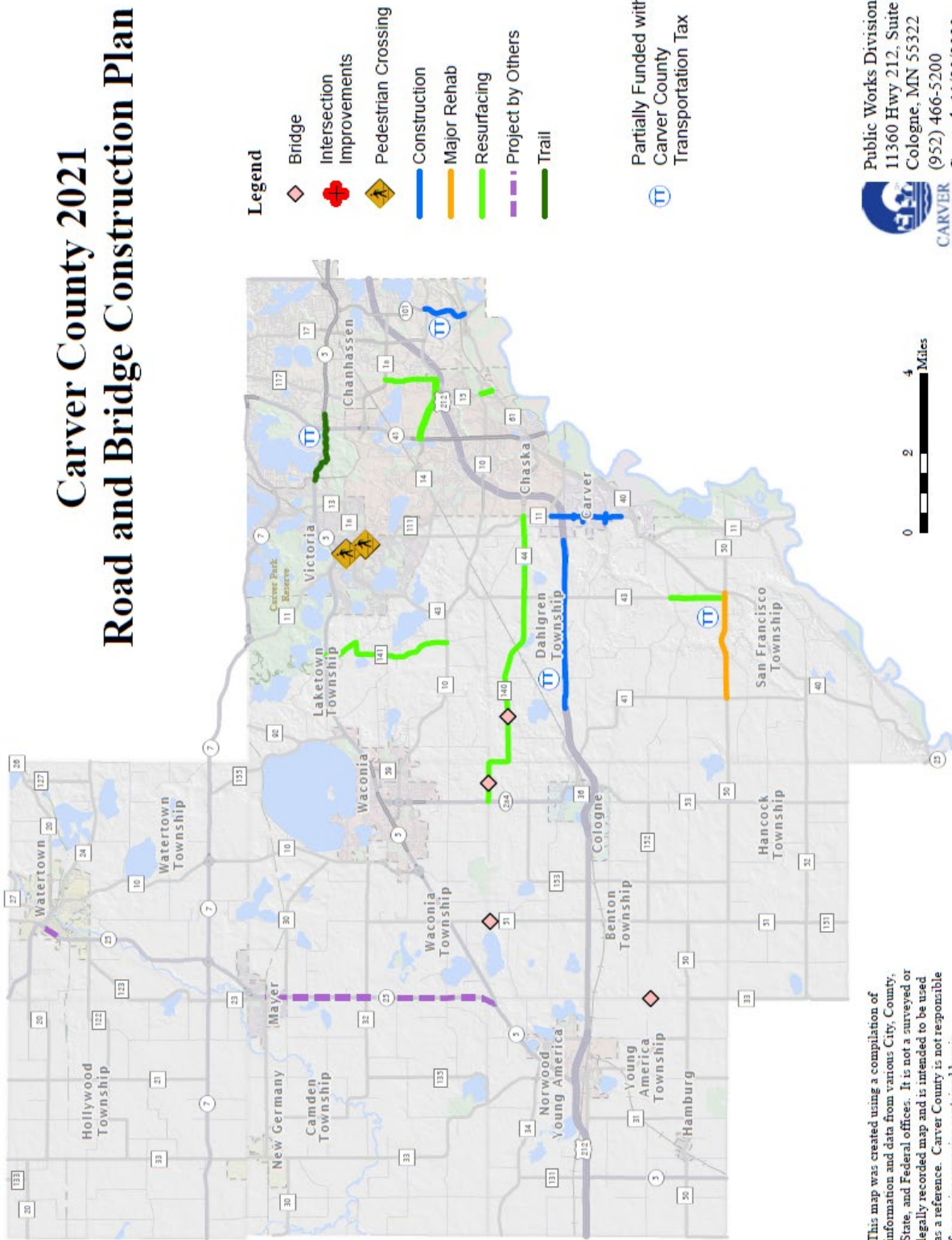
The following chart shows the current approximate CIP Program for 2021 at the time of this budget preparation. This represents all expenditures and their funding sources assuming all planned projects and activities occur. It represents the 2021 Budget including carryovers from 2020. It does not account for all funding available in 2021. Additional county state aid highway funds, and county fund balance including accumulated sales tax, wheelage tax and levy exists and has been programmed for future years.

2021 Road and Bridge CIP \$76,918,581



2021 Construction Map (New and previously budgeted projects)

Carver County 2021 Road and Bridge Construction Plan



Public Works Division
11360 Hwy 212, Suite 1
Cologne, MN 55322
(952) 466-5200
Created: 11/20/2020

2021 Road and Bridge CIP Summary (includes carryovers from previous years)

Year	Project Type	PR #	Project Description	Total	Federal Funds	State Funds	Tumback Funds	County Funds	City/Township Funds
2021	RECONSTRUCTION/EXPANSION	148726	TH 101 Reconstruction from CSAH 61 to Pioneer Trail. (City Lead)	\$436,912			\$436,912		
		178834	Highway 41 Reconstruction from Mn River to Walnut Court.(41-S4,S5,S6,S7,M1)(City Lead)	\$3,599,743			\$3,324,841	\$49,934	\$224,967
		178825	TH 212 Expansion from 0.5 miles E. of CSAH 36 to 0.2 miles W. of CSAH 11	\$41,696,653	\$22,000,000	\$14,000,000		\$5,696,653	
		168811	CSAH 11 - Reconstruction From 6th Street to TH 212.	\$12,904,672		\$98,118		\$8,025,592	\$4,780,962
		148760	CSAH 10 Expansion from RR to Creek Ln. N.(0-M3)	\$271,920				\$271,920	
		168813	CSAH 61 Reconstruction from Highway 41 to East Chaska Creek (61-S2,S3,M2) (with TH41 - City Lead)	\$923,599			\$445,397	\$306,750	\$171,452
		178824	CSAH 61 Reconstruction from Engler Blvd. to Bluff Creek Dr.(61-M3, L5)	\$1,081,839			\$1,005,124		\$76,715
		178828	Highway 41 and 10 Expansion from Bavaria to Park Drive incl Ped Underpasses (10-S2,S3,S4,S5,S6,S7)	\$548,475				\$444,743	\$103,732
		178829	TH 212 Expansion from Norwood Young America to Cologne	\$858,373		\$429,187		\$429,187	
		128637	CSAH 18 Reconstruction from TH 41 to Gaipin					-\$1,645,000	\$1,645,000
		198866	Highway 20/25 Intersection	\$118,748				\$118,748	
	DEVELOPMENT DRIVEN	158787	CSAH 44 Reconstruction from CSAH 11 to TH212	\$175,000				\$175,000	
		10-S1	CSAH 11 Improvements from N. of RR to Marsh Lake Road & 11/14MLR Roundabout (10-S1, S1a)	\$956,870				\$570,208	\$386,662
		10-M2	CSAH 11 Improvements from N. 10 to RR (10-M2)	\$57,165				\$36,138	\$21,027
	INTERSECTION SAFETY	188861	CSAH 11 at Deer Run Dr. Pedestrian Crossing	\$696,200				\$348,100	\$348,100
		10-M1	CSAH 10/11 Intersection Improvements (10-M1)	\$80,340				\$80,340	
	REHAB/OVERLAYS	158793	CSAH 10 shoulder widening TH 25 to Wright County Line	\$75,000				\$75,000	
		158794	CSAH 24 shoulder widening from CSAH 10 to Hennepin County Line	\$350,000				\$350,000	
		188845	CSAH 50 CIR & SW from CSAH 41 to CSAH 40	\$2,550,000				\$2,550,000	
		188844	CSAH 40 Rehab and SW from CSAH 52 to South County Line	\$530,105				\$530,105	
		208880	CSAH 50 shoulder widening and rehab from CSAH 31 to CSAH 33(W)	\$75,000				\$75,000	
		188854, 188854, 1	Highway Preservation (Resurfacing, Rehab, Extra Seal Coating & Crack Sealing)	\$2,635,082				\$2,635,082	
	BRIDGES	148737	CR 140 Bridge over Carver Creek (L2795) Replacement. BR 10,035	\$699,403			\$484,930		
		148738	CR 140 Bridge over Carver Creek (10504) Replacement. BR 10,033	\$693,628			\$539,416		
		148740	CSAH 51 Bridge over Carver Creek Replacement	\$577,214			\$126,877		
		208885	Salem Ave Bridge over Joint Ditch #4	\$285,000			\$275,000		\$10,000
	SIGNING/STRIPING SIGNALS	218016	Signing/Striping/Signals	\$657,295				\$657,295	
	Study	188856	Future Highway 10 from TH 5 to 102nd	\$250,000				\$250,000	
	Trail	198867	TH 5 Regional Trail	\$3,134,345				\$3,134,345	
2021 Total				\$76,918,581	\$22,000,000	\$15,953,528	\$5,212,274	\$25,984,161	\$7,768,618

Attachment E: Software and Other One-time Projects

The following one-time funding for capital projects was approved for Public Works in 2021:

- \$650,000 for Pay as You Go Bridge Replacement
- \$100,000 for future Highway 10 Land Preservation - Oak Point Area. This is needed to preserve the future highway 10 corridor south of Highway 5. This is a partnership with the City of Waconia. The land there is under imminent development.

Summary of Accomplishments and Plans

Progress on 2020 Major Road and Bridge CIP Initiatives

1. Resurfaced CSAH 43 from CSAH 10 to CSAH 11
2. Resurfaced CSAH 18 from CSAH 11 to CSAH 13
3. Resurfaced CSAH 33 from New Germany to North County Line
4. Resurfaced CSAH 50 from CSAH 53 to CSAH 41
5. Replaced CSAH 50 Bridge over Bevenes Creek
6. Replace CSAH 44 Bridge over West Chaska Creek
7. Replace CSAH 33 Bridge over Bevens Creek
8. Replace 16th Street Bridge over Joint Ditch No. 4 – Hollywood Township
9. Replace 53rd Street Bridge over Joint Ditch No. 1 – Hollywood Township
10. Replace 154th Street Bridge over Bevens Creek – Young America Township
11. Reconstructed CSAH 18 (Lyman Blvd) from TH 41 to Galpin including TH41 intersection.
12. Reconstructed CSAH 44 from Savanna Way to Cascade Drive (W)
13. Reconstructed CSAH 33 and TH 5 intersection as part of the 212 Resurfacing Project
14. Reconstructed CSAH 101 – Bluff Area. Project will be completed in 2021
15. Installed Flashing Yellow Arrows at Highway 212 interchanges
16. Installed Pedestrian Crossings on Rolling Acres Road and Powers Blvd
17. Completed detailed design and right of way acquisition for the Highway 11 Project – West Carver Area Phase 1
18. Assembled complete funding package, completed detailed design and right of way acquisition for the Highway 212 Project – Dahlgren Township, between the Cities of Carver and Cologne

Major Road and Bridge CIP Initiatives Planned for 2021:

1. Rehabilitate pavement and resurface CSAH 50 from CSAH 41 to CSAH 40. (delayed from 2020)
2. Resurface CSAH 14 from TH 41 to CSAH 15
3. Resurface CSAH 15 from CSAH 14 to CSAH 18 and from CSAH 61 to CSAH 10
4. Resurface CR140 from TH 284 to CSAH 43
5. Resurface CSAH 44 from CSAH 43 to CSAH 11
6. Resurface CSAH 43 from CSAH 50 to Maplewood Road
7. Resurface CR141 from CSAH 10 to TH 5
8. Replace two bridges on CR 140 over Carver Creek (delayed from 2020)

9. Replace culvert on CSAH 51 over Carver Creek
10. Replace bridge on Salem Ave over Joint Ditch #4 in Young America Township
11. Reconstruct Highway 212 from Cologne to Chaska
12. Reconstruct CSAH 11 from 4th Street to TH212
13. Install Pedestrian Crossings on CSAH 11 at Deer Run and 82nd St. (delayed from 2020)
14. Begin design of CSAH 61 from Engler Blvd to Bluff Crk Drive
15. Begin design of Galpin Blvd from TH 5 to N County Line (City Lead)
16. Begin detailed design of TH 41 and CSAH 61 in downtown Chaska (City Lead)
17. Begin preliminary design for TH 41 and Rnler Blvd expansion in Chaska
18. Begin preliminary design for CSAH 11 from CSAH 10 to Marsh Lake Rd (City Lead)
19. Begin preliminary design for TH 212 between Cologne and Norwood Young America

See Road and Bridge Fund 3 narrative for more information related to CIP project initiatives related to grants and studies.



DEBT SERVICE

Debt Service Fund

Carver County currently has a AAA bond rating, which is the highest bond rating possible. When Moody’s Investors Service upgraded the County’s bond rating in 2009 from the prior Aa2 rating assigned in 2008, it stated that the County’s rating reflects sound fiscal management and future economic outlook. The ratings recognize the County Board’s and management’s long-term commitment to maintaining and improving the County’s infrastructure using sound financial disciplines as well as other strong management practices. Bond ratings are important because they result in lower interest rates that the County must pay when selling bonds.

The following table summarizes the budget for the Debt Service Fund.

Debt Service Fund						
Budget Summary	2019 Actual	2020 Budget	2021 Requested	2021 Approved	% Change 2020-2021	Change In Levy
Revenue total	(348,837)	(315,000)	(315,000)	(315,000)	0.00%	
Expenditure total	4,276,435	4,857,200	4,857,200	4,857,200	0.00%	
Tax dollars needed	3,927,598	4,542,200	4,542,200	4,542,200	0.00%	-

Levy Adjustments – Budget Overview, Attachment A–

\$1,282,365- Expiring and early retirement of existing debt that is now being redirected during the 2021 budget process for future debt service for the Master Space Plan.

Debt Service Limits and Debt Service Obligations

The County’s long-term debt and the level of annual debt service are regulated by Minn. Stat. Section 475.53, subd.1. State policy establishes maximum debt limits, which limits the County to debt of three percent of taxable market value. As shown by the following information, the County’s current debt is well below state limits.

Legal Debt Limit – State of Minnesota General Obligation Debt	
Assessor’s Estimated Market Value for taxes payable in 2020 (rounded)	\$ 15,634,055,900
Debt limit (Three percent of payable 2020 assessed value)	0.03
Maximum debt applicable to debt limit	469,021,677
Current outstanding debt (12/31/20)	(22,371,012)
Assets currently available to pay bonds (estimated)	11,918,553
Available margin per Legal Debt Limits:	\$458,569,218

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, 2021										
Bond Type	Interest Rates	Payment Due Date	Original Amt. Issued	Amount Outstanding 12/31/21	2022	2023	2024	2025	2026	2027 to 2030
2014A GO Capital Improvement			9,555,000	5,320,000	595,000	615,000	635,000	655,000	675,000	2,145,000
Principal.....	2/1	2-1/8-1		663,600	150,675	132,525	113,775	94,425	74,475	97,725
Interest..... 2.0-3.0%				5,983,600	745,675	747,525	748,775	749,425	749,475	2,242,725
2014 MPFA Loan (12/2015 Projection)			18,000,000	9,592,000	1,024,000	1,034,000	1,044,000	1,055,000	1,065,000	4,370,000
Principal.....	8/20	2-20/8-20		485,990	95,920	85,680	75,340	64,900	54,350	109,800
Interest..... 1.0%				10,077,990	1,119,920	1,119,680	1,119,340	1,119,900	1,119,350	4,479,800
2016A GO Refunding			7,190,000	2,985,000	1,260,000	1,320,000	405,000	-	-	-
Principal.....	2/1	2-1/8-1		171,000	113,700	49,200	8,100	-	-	-
Interest..... 2.0-5.0%				3,156,000	1,373,700	1,369,200	413,100	-	-	-
Total			36,205,000							
Principal.....				17,897,000	2,879,000	2,969,000	2,084,000	1,710,000	1,740,000	6,515,000
Interest.....				1,320,590	360,295	267,405	197,215	159,325	128,825	207,525
Total				19,217,590	3,239,295	3,236,405	2,281,215	1,869,325	1,868,825	6,722,525



LONG TERM
FINANCIAL
PLAN- 2020 &
BEYOND

Long-Term Financial Plan

I. EXECUTIVE SUMMARY

This 2022 Long Term Financial Plan, (the “Plan”) along with the 2021 Annual Budget, fulfills the County Board’s direction to “connect financial strategies to the County’s short and long-term strategic goals and objectives.” The Plan is not a budget but rather a non-binding assertion of future intent. Ideally, individual elements of the Plan will systematically be rolled forward each year until they are brought into the Annual Budget process for approval and implementation.

The Plan focuses on the four areas which will significantly impact future property tax levy and budgets:

- A. Capital Improvement Plans (CIPs) for New Capital Projects
- B. Five Year Replacement Schedule for Facilities, Vehicles and Equipment
- C. Bond Sales and Debt Service
- D. Personnel Costs

A. Capital Improvement Plans (CIPs) for New Capital Projects:

CIP Revenue Summary:

County ½ cent Sales Tax: In 2017, the County Board approved a ½ cent sales tax that generates \$8 - \$9 million annually for County road and bridge projects.

Wheelage Tax: In 2017, the County Board increased the wheelage tax to \$20 effective January 1st, 2018 which Annually generates approximately \$1.8 million from auto and motorcycle license renewals for County road and bridge projects.

Request for State Bonding: The 2018 Legislature approved a \$1.5M grant from the State which was matched with \$1.5M in County funds for a \$3M Lake Waconia Regional Park Phase I Infrastructure only project. The 2020 Legislature approved \$2.5M for a \$5.0M Phase II Waterfront Service Center with a 50/50 match in County funds.

Road & Bridge Tax Levy: The County Board has directed that the \$2.4M tax levy for road and bridge annual maintenance be increased \$100K for the next 4 years to finance the Road Preservation Plan.

State, Federal and Local funds: New road and bridge construction projects are financed from the Minnesota Highway Users Tax Distribution Fund (Fuel Tax, License Fees and Motor Vehicle Sales Tax), Sales Tax on Leased Vehicles, as well as Federal and State grant programs, City funds, and proceeds from County Bonds.

State Sales Tax “Legacy Funds”: The 2008 State Legislature increased the State sales tax and allocated a portion of the new revenue to expand parks and trails throughout the State. The County’s share of these new funds is expected to be approximately \$350,000.

These funds commonly referred to as “Parks and Trails Legacy Funds,” are being used for the local match to Federal Grants for the Extension of the MN River Bluffs Regional Trail and trail pavement resurfacing.

State County Program Aid (“CPA”): The Recommended 2021 Budget has approximately \$735,000 in 2021 CPA that is not allocated to the operating budget. \$440,000 is being directed to fund one-time capital projects listed on 2021 Budget Attachment E and the remaining \$295,000 will be directed to the CIPs according to the percentages below:

50%	Road & Bridge CIP
25%	Park & Trail CIP
<u>25%</u>	Building CIP
100%	Total State CPA

Metropolitan Council Reimbursement for Park Land Acquisition: The County is currently reimbursed 100% from the Metropolitan Council for parkland acquisitions that are included in the County’s Regional Park Master Plan. The reimbursement formula is currently up to \$1.7M of the purchase price reimbursed at the land acquisition closing and then a biannual reimbursement of up to \$470,000. Based on the current reimbursement formula, the County will be waiting until 2024 for full reimbursement from the Met Council for previous land acquisitions.

CIP Project Summary:

Buildings CIP: Building projects related to ongoing maintenance, increasing security and expanding square footage are included in the Building CIP. These projects include:

- Furnishing a new Chaska library
- 20 Year Building Master Space Plan Study

Funding for these building projects has not been identified at this time.

Roads & Bridges CIP: The County updated the Roadway System Plan (RSP) as part of the Carver County 2040 Comprehensive Plan. The RSP identifies \$883 million of road and bridge projects to meet the needs of the projected growth in population and employment by 2040. This includes 3% inflation to the expected build year. \$320 million is needed in county funds to expand, reconstruct or build new County Road and Bridges. Approximately \$49 million is needed from the Cities to cost share in these projects. \$84 million is for reconstruction of roads turned back to the County from the State. \$377 million is needed in County, State or Federal funds for critical State Highway projects. Finally, \$52 million is needed for County road preservation.

Road and bridge needs include preservation (overlays), bridge replacement, safety enhancements (turn lanes, traffic signals, roundabouts, etc.), system expansion (added lanes), system connectivity (new roads and bridges), and reconstruction (rebuilding existing roads without adding lanes). A 2022-2026 Road and Bridge CIP has been updated to recognize the additional funding from the ½ cent sales tax and increased wheelage tax which were approved in 2017 by the County Board.

The plan funds traditional preservation, bridge replacement and safety enhancement goals as well as partially fund high priority expansion, connectivity and other emerging regionally significant projects. The CIP identifies projects that are either traditional or development driven as the County has a cost participation policy that differs for each.

Parks and Trails CIP: This CIP focuses on sustainability projects to maintain the County's existing park and trail system as well as the next round of park and trail development projects. Additional resources may need to be identified in order to complete park and trail development projects on a timely basis. Options to address this potential financing gap are being developed by the Park Board and County staff.

B. Five Year Replacement Schedule for Facilities, Vehicles and Equipment

The Administrator Recommended 2021 Budget includes \$1.5 million in levy funding to replace facilities, vehicles and equipment. This Plan includes a five-year replacement schedule for Facilities, Vehicles and Equipment based on division requests for 2022 thru 2026. These capital replacement requests will be rolled forward each year until they become part of current year Budget process. The five-year replacement schedule relies on a \$100,000 a year increase to the \$1.5 million levy over the next five years. The County Board has been supportive of this \$100K a year increase in levy dollars to create an orderly and scheduled replacement of County facilities, vehicles and equipment.

C. Bond Sales and Debt Service

Pay-as-you-go financing is the Board's preference for financing Building and Park & Trail projects. Other than potentially issuing debt for the 50/50 match to the \$5.0M Lake Waconia Regional Park development project, there are no plans to issue debt in either the Building CIP or the Park & Trail CIP.

The 2022-2026 Road and Bridge CIP has been updated to reflect the additional funding from the ½ cent sales tax and wheelage taxes that were approved in 2017. Depending on the success of various State and Federal grant applications, County bonds may be necessary to provide matching grant dollars for high priority projects. The current plan expects a \$8,000,000 bond sale funded by the ½ cent sales tax in 2026 to fund CSAH 10 expansion from west of Highway 212 to west of Highway 11. Most of the projects in the Road & Bridge CIP are funded by external funding sources that have been secured.

D. Personnel Costs

Personnel costs are the largest and have been the fastest growing portion of the County's operating budget. This Plan identifies strategies for addressing the two major drivers of personnel costs:

1. Requests for Additional Levy Funded Staffing
2. Employee Health Insurance

The County Board carries the ultimate budget authority. The 2021 Annual Budget and the 2022 Long Term Financial Plan were approved at the December 15, 2020 County Board meeting.

II. CAPITAL IMPROVEMENT PLANS

A Capital Improvement Plan (CIP) is created to provide a stable and sustainable road map for funding future capital projects. Financing and developing capital projects often take several years due to the increasingly complex financial and regulatory environment. A CIP ensures a long-range perspective for capital projects and provides for efficient project tracking from their inception to construction.

By design, a CIP is fluid because future priorities can change dramatically based on current circumstances. Thus, projects listed for the next year are approved in the Annual Budget, whereas projects listed beyond the next year are considered merely placeholders.

The County's CIPs have been developed by prioritizing a list of capital projects based on the estimated earliest year needed. The estimated total project cost is listed and includes construction costs, soft costs (engineering, legal, administration), and contingencies. An inflation factor is then added based on the number of years before the project is estimated to start. Funding sources are also identified. At the bottom is a summary of the projected fund balance for future years based on the timing and cost of the projects and the estimated funding sources. Projected deficits in future years indicate that additional capital project funding needs to be identified and/or capital projects need to be pushed back until the necessary financial resources are available.

Carver County has three CIPs:

- Buildings & Misc. (including furnishing Libraries) – Fund #30
- Roads & Bridges – Fund #32
- Parks & Trails - Fund #34

A. **BUILDINGS & MISC. CIP - Fund #30**

This CIP finances a comprehensive list of building and miscellaneous capital projects for:

- Facility remodeling projects and building improvements including new carpet, roofs and parking lots. Technology projects for data centers, fiber ring, network closets (wiring installations), and similar technology hubs

County staff has developed a funding plan to provide adequate funding sources for the above projects in the Buildings CIP except for \$1.2 million for parking lot replacement projects in 2026.

Funding for the building projects below has not been identified at this time.

- Furnishing a new Chaska library
- 20 Year Building Master Space Plan Study

Please see the Buildings & Misc. CIP the next page for further details.

BUILDINGS & MISC CAPITAL PROJECTS
CAPITAL IMPROVEMENT PLAN - Fund #30: Budget Attachment E
2021

DESCRIPTION	ESTIMATED YEAR NEEDED	ESTIMATED PROJECT COST	ESTIMATED PROJECT COST PLUS INFLATION
BUILDINGS:			
Carpet, Elevator, HVAC, RTUs, Doors & Flooring	2021	360,000	360,000
Carpet, Office equipment, Parking lots, Elevator, HVAC, Landscaping, Repaint, VFD's, Roof, RTUs	2022	1,665,000	1,732,000
Carpet, Entry door, Elevator, HVAC, Landscaping, VFD's, Roof, RTUs	2023	640,000	692,000
Carpet, Air Handler, Elevator, RTUs, Roof	2024	750,000	844,000
Carpet, Elevator, RTU, Boiler	2025	605,000	710,000
Parking lots*, Roof*, RTU	2026	1,545,000	1,880,000
LIBRARY BOOK/SHELVES/ETC.* (1):			
Chaska	2023	3,500,000	3,790,000
MISC. CAPITAL PROJECTS: TECHNOLOGY, EQUIPMENT, ETC.:			
Fiber, Data storage, Software, Land, Radio, Body Cameras	2021	625,000	625,000
Fiber, Firewall, Lidar, Print Center, Radio, Cabinet, Forensic, Emergency Command Center, Flooring, Software	2022	1,146,000	1,192,000
Fiber, Shaper, Scanner, Radio, Forensic, Cooler	2023	346,000	374,000
Fiber, Data Storage, Laminator, Scanner, Radio, Forensic, Tower	2024	806,000	907,000
Fiber, Cardiac, Sheriff	2025	150,000	175,000
Fiber, Servers, Sheriff	2026	275,000	335,000

Projects Total \$ 12,413,000 \$ 13,616,000

	<u>Projected Cash Flow</u>					
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
BEG. FUND BALANCE:	\$ -	\$ 576,461	\$ 1,800,601	\$ 1,301,062	\$ 216,523	\$ 97,984
Available State Turnback Funds - ends in 2022	1,195,000	3,681,679	-	-	-	-
*Funding Source To Be Determined	-	-	3,790,000	-	-	1,250,555
County Levy: Long Term Plan to Increase \$100K 2019 - 2028 to offset end of State Turnback Funds in 2022	300,000	400,000	500,000	600,000	700,000	800,000
State CPA - 25% allocated to Buildings CIP	140,000	140,000	140,000	140,000	140,000	140,000
CPA funds Capital Contribution to Fair Board Buildings and Building Security Projects	(73,539)	(73,539)	(73,539)	(73,539)	(73,539)	(73,539)
Capital Projects - See above for summary and Capital Project Reports for details	(985,000)	(2,924,000)	(4,856,000)	(1,751,000)	(885,000)	(2,215,000)
PROJECTED YEAR END FUND BALANCE: (Fund #30)	\$ 576,461	\$ 1,800,601	\$ 1,301,062	\$ 216,523	\$ 97,984	\$ -

(1) Cities provide the library buildings, County CIP pays for the initial set of books, shelves, etc. and County Operating Budget pays for operational costs including staff.

B. **ROADS & BRIDGES CIP – FUND #32**

The Road & Bridge Capital Improvement Plan (CIP) Fund accounts for capital projects that relate to county roads, bridges and signage, including new construction, replacement, right-of-way acquisition, and professional service fees.

Carver County has established an ongoing program for the planning of future Road and Bridge projects through the long-range Roadway System Plan (RSP) and short-term Capital Improvement Plan (CIP).

In order to provide additional revenue for high priority road and bridge projects, the Carver County Board of Commissioners implemented two transportation taxes on May 2, 2017: a new ½ percent Local Option Sales Tax and an increase in the Wheelage Tax to \$20. The revenue from the sales tax is required to be used on specific projects listed by resolution. The wheelage tax can be used on any county transportation project. The County Board approved these taxes for 20 years through 2038.

Developing and financing road and bridge capital projects often take several years due to the increasingly complex financial and regulatory environment. The CIP includes the current budget year (2021) which is included in the 2021 Annual Budget and the following 5-years (2022-2026) which are included in the 2022 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 2022-2026 CIP continues to fund preservation, safety and bridge replacements, and also funds high priority reconstruction, expansion and connectivity projects. High priority projects include regionally significant projects on the state highway system as well as the county highway system. Funding projects on the state highway system has become increasingly necessary given the importance of these routes and lack of investment in them by MnDOT.

CIP projects are selected using the following 10 Prioritization Criteria where possible along with input from regional partners:

- Safety Benefits (Measures crash rate and frequency and if route has high risk.)
- Congestion (Measures volume/capacity.)
- System Relief (Measures future traffic demand.)
- Significance of System (Measures functional class and connections to jobs, economic growth areas, transit service and accounts for physical barriers like rivers, railroads.)
- Multimodal Connections (Measures transit and trail importance.)
- Roadway Condition (Measures pavement condition, age, structural capacity, and geometric deficiencies.)
- Freight Needs (Measures heavy commercial truck volume and if the roadway connects to large industrial areas.)

- Funding Availability (Measures how many funding opportunities exist.)
- Project Readiness (Measures level of project development.)
- Community Support (Measures if the project is supported/requested by a city.)

As shown on the following map and tables, the recommended Roads & Bridges CIP:

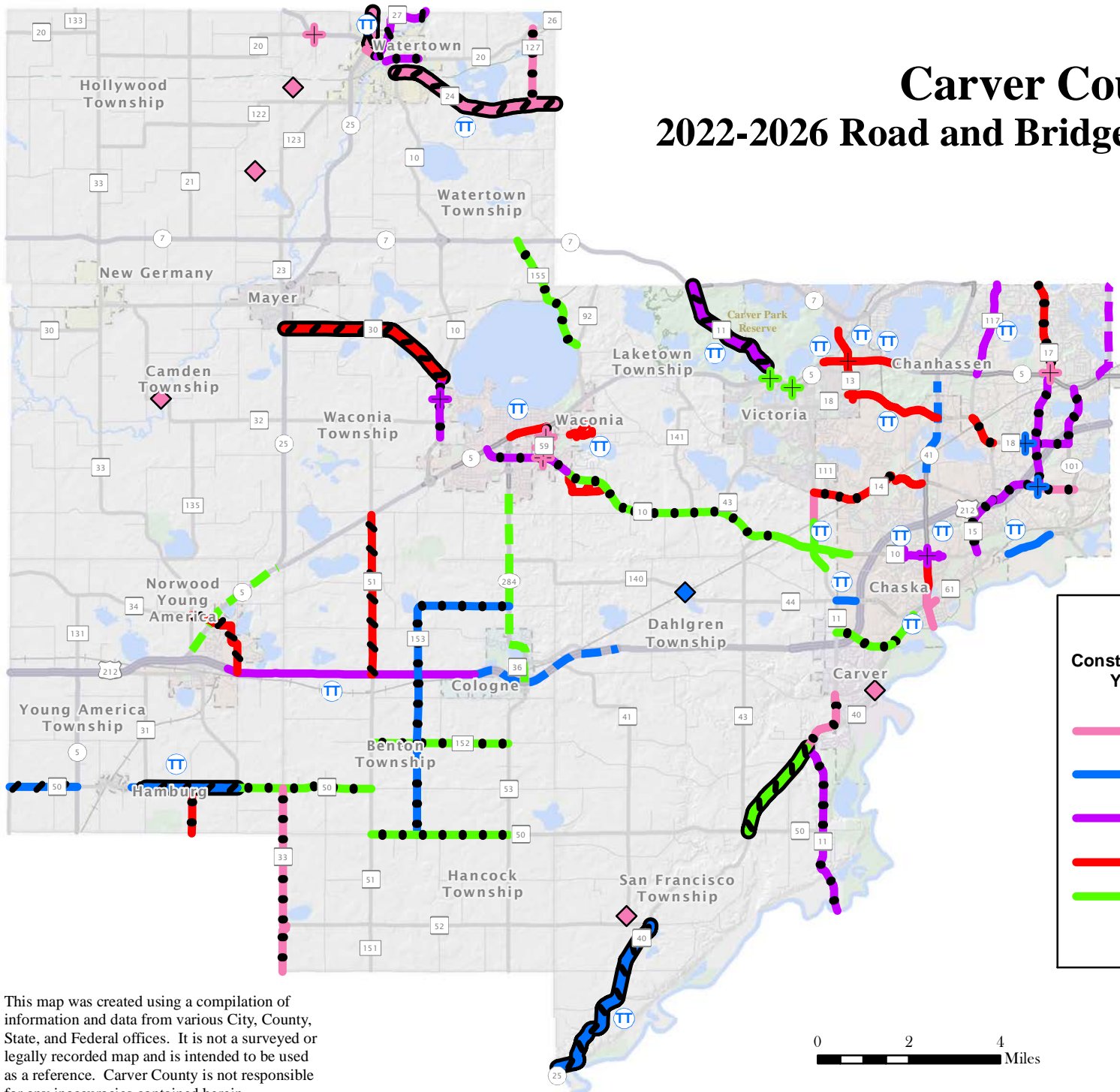
- Allows for funding at traditional levels for preservation and safety.
- Allows for key bridges to be replaced if CPA and State Bridge Bonds are available
- Funds County match on federal projects
- Funds County contribution to State projects
- Anticipates \$100,000 County levy increase in 2022 and each year thru 2025 for the 20-year Road Preservation Plan.

Please see the Roads and Bridges CIP summary on the next page for further details.

ROAD & BRIDGE
CAPITAL IMPROVEMENT PLAN - Fund #32
2022

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
PROJECTED BEG. FUND BALANCE:	\$0	\$ -	\$ -	\$ -	\$ -
Road & Bridge 60 Year Preservation Levy - Board direction to increase \$100K per year thru 2025	2,390,000	2,490,000	2,590,000	2,690,000	2,690,000
State Turnback \$ to offset CPA reductions	650,000	-	-	-	-
State CPA - 50% allocated to Road & Bridge CIP	147,399	147,399	147,399	147,399	147,399
Accumulated Transportation and Wheelage Taxes	10,682,579	13,067,847	24,401,050	16,912,831	8,838,303
Bond Proceeds	-	-	-	-	8,000,000
Transfer to Debt Service Fund for Wheelage Tax supported bonds	(315,000)	(315,000)	(315,000)	-	-
<u>2022 - 2026 ROAD & BRIDGE CONSTRUCTION PLANS -see Map & Charts for details:</u>					
Transfers to other Funds- (XXXX)	(443,667)	(550,941)	(543,667)	(543,667)	(543,667)
Safety Set Aside - (8888)	(175,000)	(175,000)	(175,000)	(175,000)	(175,000)
Traffic Sign Replacement Project - (6520)	(692,399)	(462,399)	(462,399)	(539,456)	(530,321)
Road & Bridge Construction Projects (XXXX)	(10,803,669)	(12,367,635)	(22,010,479)	(16,538,092)	(14,430,556)
Annual Road Resurfacing Costs - (6284)	(1,440,243)	(1,834,271)	(3,631,904)	(1,954,015)	(3,996,158)
PROJECTED YEAR END FUND BALANCE: (R&BCIP - Fund #32)	\$ -	\$ -	\$ -	\$ -	\$ -

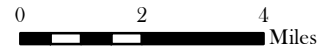
Carver County 2022-2026 Road and Bridge Construction Plan




Legend

Construction Year	◇ Bridge
○ Bridge, By Others	+
+	Intersection Imp.
— 2022	— Reconstruction
— 2023	●●● Resurfacing
— 2024	— Major Rehab
— 2025	▬ Major Rehab with Shoulder Widening
— 2026	— Projects by Others
TT	Partially Funded with Carver County Transportation Tax

This map was created using a compilation of information and data from various City, County, State, and Federal offices. It is not a surveyed or legally recorded map and is intended to be used as a reference. Carver County is not responsible for any inaccuracies contained herein.



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Cologne, MN 55322
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Created: 12/10/2020



CARVER COUNTY PUBLIC WORKS
2022-2026 ROAD AND BRIDGE CONSTRUCTION PLAN
 Traditional and Development Driven Projects

2022		Construction CIP				FUNDING SOURCE													
JOB / SERVICE #	PR#	PROJECT / ROAD DESCRIPTION	CIP CODE	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 FEDERAL	A/C 699 MUNI. / ST.	A/C 699 BRIDGE	COUNTY							CPA		
03-307-000-xxxx										BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	OTHER	ST	WT		
		Transfer	T	PS	424,278												443,667	315,000	
X	8888	UNASSIGNED FUND BALANCE	FB	CON	-1,395,934	1,076,905						17,591,115			0	17,144,470	1,183,354		
	8000	Highway Preservation (Resurfacing, Rehab. Extra Seal Coating & Crack Sealing)	OL	CON	367,973								1,440,243						
	8365	82nd St (CSAH 18) - Construction Bavaria (incl. int.) to Hwy 41 (AATP W82-1a, W82-3a)	DD	PS				214,559									278,759		
	8637	CSAH 18 Reconstruction from TH 41 to Galpin	RE	PS															
	8681	CSAH 13 Reconstruction from TH 5 to TH 7 (Not Intersections)	RE	PS	460,800			115,200											
	8744	CSAH 32 Bridge over Crow River (10514)	BR	PS	156,955														
	8746	3rd ST Carver Culvert #L4967 Replacement - (City Project)	BR	CON	1,183,686				916,004										
	8793	CSAH 10 shoulder widening TH 25 to Wright County Line	OL	PS															
	8794	CSAH 10 shoulder widening TH 25 to Wright County Line	OL	CON	419,436								229,757						
	8796	CSAH 24 shoulder widening from CSAH 10 to Hennepin County Line	OL	PS															
	8796	CSAH 24 shoulder widening from CSAH 10 to Hennepin County Line	OL	CON	1,169,685													2,971,242	
	8796	CSAH 41 Bridge over Silver Creek (10502). SF Township	BR	PS					450,000						650,000				
	8799	42nd St. Bridge #L9196 over stream - Hollywood Township	BR	PS															
	8799	42nd St. Bridge #L9196 over stream - Hollywood Township	BR	CON				10,000	340,000										
	8813	CSAH 61 Reconstruction from Highway 41 to East Chaska Creek (61-S2,S3,M2) (with TH41 - City Lead)	RE	PS				383,076									71,972		
	8813	CSAH 61 Reconstruction from Highway 41 to East Chaska Creek (61-S2,S3,M2) (with TH41 - City Lead)	RE	CON				3,552,800									680,200		
	8818	County Road 117 (Galpin Blvd.) from Highway 5 to North County Line	RE	PS				255,500									577,000		
	8820	Highway 41 and 10 Expansion from Bavaria to Park Drive incl Ped Underpasses (10-S2,S3,S4,S5,S6,S7)	RE	PS				212,156									883,223		
	8824	CSAH 61 Reconstruction from Engler Blvd. to Bluff Creek Dr.(61-M3, L5)	RE	CON															
	8824	CSAH 61 Reconstruction from Engler Blvd. to Bluff Creek Dr.(61-M3, L5)	RE	ROW				642,238											
	8825	TH 212 Expansion from 0.5 miles E. of CSAH 36 to 0.2 miles W. of CSAH 11	RE	PS															
	8825	TH 212 Expansion from 0.5 miles E. of CSAH 36 to 0.2 miles W. of CSAH 11	RE	CON															
	8826	TH 212 Expansion from Norwood Young America to Cologne	RE	PS				1,000,000									1,000,000		
	8827	TH 5 - Expansion from Rolling Acres Rd. to Minnewashta Pkwy.(AATP H5E-1, H5W-5, RAR-1)	RE	PS	95,481			78,121									518,635		
	8834	Highway 41 Reconstruction from Mn River to Walnut Court.(41-S4,S5,S6,S7,M1) (City Lead)	RE	PS				1,490,918									43,430		
	8834	Highway 41 Reconstruction from Mn River to Walnut Court.(41-S4,S5,S6,S7,M1) (City Lead)	RE	CON			1,000,000	12,009,200									859,800		
	8839	Rose Ave. Bridge over stream - Watertown Township	BR	PS				10,000	10,000										
	8844	CSAH 40 Rehab and SW from CSAH 52 to South County Line	OL	CON					340,000										
	8847	Highway 5 & CSAH 33 Roundabout, 212 Underpass, 212/33 Signal. SP 010 633-047. MnDOT lead Construction	Int	PS															350,000
	8847	Highway 5 & CSAH 33 Roundabout, 212 Underpass, 212/33 Signal. SP 010 633-047. MnDOT lead Construction	Int	CON				1,017,065											
	8864	CSAH 10 at Waconia Pkwy N. Intersection	Int	PS	150,000			78,000											
	8864	CSAH 10 at Waconia Pkwy N. Intersection	Int	CON															

CARVER COUNTY PUBLIC WORKS
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Traditional and Development Driven Projects

8866	198866	Highway 20/25 Intersection	Int	ROW																
				PS	35,009			37,267												
				CON	325,117			578,333												
				ROW																
8867	198867	TH 5 Regional Trail	Trail	PS																
				CON																
				ROW															-256,310	
8871	198871	Signal Replacement CSAH 17 & W 78th St	Int	PS	40,223			40,223												
				CON	223,463			223,463												
				ROW																
880002	880002	CSAH 11 shoulder widening and rehab from TH 5 to TH7	OL	PS															120,000	
				CON																
				ROW																
8876	208876	County Wide Intersection Lighting	Int	PS																
				CON			292,500				32,500									
				ROW																
8880	208880	CSAH 50 shoulder widening and rehab from CSAH 31 to CSAH 33(W)	OL	PS																
				CON																
				ROW															168,074	
10-S1	10-S1	CSAH 11 Improvements from N. of RR to Marsh Lake Road & 11/14/MLR Roundabout (10-S1, S1a)	DD	PS	263,528			89,752												
				CON	2,928,084			997,246												
				ROW																
92-M1	92-M1	Little Avenue Connection and Development Access Roads (City Lead) [92-M1]	Int	PS							11,935								0	
				CON																
				ROW																
92-M2	92-M2	CSAH 92 at Airport Rd Intersection (City Lead) [92-M2]	Int	PS															40,898	
				CON																
				ROW																
8015	8015	Safety Set Aside	SS	CON								175,000								
8016	228016	/Signals	SSS	CON						373,144		545,000							147,399	
2005B		2005 Bond Sale (9.9M) 212	B	DS									done							
2008B		2008 Bond Sale (11.4M) CSAHs	B	DS										1,071,200						
2012B		2012 Bond Sale (1.46M) Engler	B	DS										150,000						
2014B1		2014 TRLF (15.7M) 101/61 Y	B	DS										1,155,000						
2014B2		2014 Bond Sale (10M) 10, 61/101 Y, 61 E	B	DS										751,000						
		PROFESSIONAL SERVICES			1,626,274			4,004,773	10,000			-60,552						3,857,584	435,000	
		CONSTRUCTION			6,617,445		2,309,565	17,526,042	2,686,004			-756,421	2,390,000		650,000			1,283,690	2,971,242	
		RIGHT-OF-WAY			25,000			980,081				23,775						858,321	518,074	
		DEBT SERVICE												3,127,200						
2022 TOTALS					8,268,718		2,309,565	22,510,896	2,696,004			-793,198	2,390,000	3,127,200	650,000			5,999,596	3,924,316	147,399
													51,230,496							

CARVER COUNTY PUBLIC WORKS
2022-2026 ROAD AND BRIDGE CONSTRUCTION PLAN
 Traditional and Development Driven Projects

2023		Construction CIP				FUNDING SOURCE												
JOB / SERVICE #	PR#	PROJECT / ROAD DESCRIPTION	CIP CODE	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 FEDERAL	A/C 699 MUNI. / ST.	A/C 699 BRIDGE	BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	OTHER	ST	WT	CPA
		Transfer	T	PS	424,278								7,274			543,667	315,000	
x	8888	UNASSIGNED FUND BALANCE	FB	CON	-844,139	1,722,905						14,944,344			0	15,717,693	961,214	
8000	990099, 990138, 208880, 208880, 880022, 188844	Highway Preservation (Resurfacing, Rehab, Extra Seal Coating & Crack Sealing)	OL	CON	1,863,112								1,834,271					
8365	108365	82nd St (CSAH 18) - Construction Bavaria (incl. int.) to Hwy 41 (AATP W82-1a, W82-3a)	DD	PS				596,972									782,049	
				CON														
				ROW				678,054									808,055	
8637	128637	CSAH 18 Reconstruction from TH 41 to Galpin	RE	PS														
				CON				145,000				-145,000						
				ROW														
8787	158787	CSAH 44 Reconstruction from CSAH 11 to TH212	DD	PS														
				CON				960,000									2,240,000	
				ROW														
8818	178818	County Road 117 (Galpin Blvd.) from Highway 5 to North County Line	RE	PS														
				CON														
				ROW				200,000									200,000	
8826	178826	TH 212 Expansion from Norwood Young America to Cologne	RE	PS														
				CON														
				ROW				1,500,000									1,500,000	
8827	178827	TH 5 - Expansion from Rolling Acres Rd. to Minnewashta Pkwy.(AATP H5E-1, H5W-5, RAR-1)	RE	PS	262,254			214,572									1,424,519	
				CON														
				ROW	295,036			295,036									2,841,090	
8842	188842	TH5/CSAH11(W&E) Intersection Improvements (AATP H5W-3, H5W-4)	Int	PS				4,098				15,817					35,814	
				CON														
				ROW														
8844	188844	CSAH 40 Rehab and SW from CSAH 52 to South County Line	OL	PS														
				CON	2,752,925		2,000,000											
				ROW														
8859	188859	CR 140 Bridge Under TC&W RR	BR	PS					1,700,000									
				CON								2,300,000						
				ROW														
8864	198864	CSAH 10 at Waconia Pkwy N. Intersection	Int	PS														
				CON														
				ROW	100,000			100,000										
8867	198867	TH 5 Regional Trail	Trail	PS														
				CON														
				ROW													-456,310	
8869	198869	CSAH 18/ Sunset Traffic Signal	DD	PS	44,255			44,255										
				CON	245,864			245,864										
				ROW														
8870	198870	CSAH 14/CSAH 17 Traffic Signal	Int	PS	68,842													
				CON	382,454													
				ROW														
8874	198874	CSAH 14 Reconstruction from TH 41 to Bavaria	RE	PS	935,000			165,000										
				CON														
				ROW														
880009	880009	CSAH 30 shoulder widening and SFDR from TH 25 to CSAH 10	OL	PS								140,000						
				CON														
				ROW														
880002	880002	CSAH 11 shoulder widening and rehab from TH 5 to TH7	OL	PS														
				CON														
				ROW								158,455					76,545	
8880	208880	CSAH 50 shoulder widening and rehab from CSAH 31 to CSAH 33(W)	OL	PS														
				CON	0													1,772,378
				ROW														

CARVER COUNTY PUBLIC WORKS
2022-2026 ROAD AND BRIDGE CONSTRUCTION PLAN
 Traditional and Development Driven Projects

2024 Construction CIP					FUNDING SOURCE												CPA			
JOB / SERVICE # 03-307-000-xxxx	PR#	PROJECT / ROAD DESCRIPTION	CIP CODE	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 FEDERAL	A/C 699 MUNI. / ST.	A/C 699 BRIDGE	COUNTY						CPA				
										BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	OTHER	ST	WT			
		Transfer	T	PS	424,278												543,667	315,000		
x	8888	UNASSIGNED FUND BALANCE	FB	CON	629,128	388,345						13,793,061	128,978		0	3,180,668	636,403			
8000	8888	99001Z, 9900ZZ, 990023, 990024, 990027, 990030, 990053, 990126, 990127, 990128, 990143, 880002, 880008		OL																
		Highway Preservation (Resurfacing, Rehab, Extra Seal Coating & Crack Sealing)		CON	1,537,932								1,971,022					1,660,882		
8637	128637	CSAH 18 Reconstruction from TH 41 to Galpin	RE	PS																
				CON				145,000				-145,000								
				ROW																
8760	148760	CSAH 10 Expansion from RR to Creek Ln. N.(10-M3)	RE	PS	792,358															
				CON																
				ROW	1,451,906															
8864	198864	CSAH 10 at Waconia Pkwy N. Intersection	Int	PS	97,344			48,672												
				CON	65,200		1,760,000	65,200												
				ROW																
8874	198874	CSAH 14 Reconstruction from TH 41 to Bavaria	RE	PS																
				CON																
				ROW	330,000			330,000												
8818	178818	County Road 117 (Galpin Blvd.) from Highway 5 to North County Line	RE	PS				255,500					105,755				577,000			
				CON				2,356,550					1,057,552				4,511,098			
				ROW																
8820	178820	Highway 41 and 10 Expansion from Bavaria to Park Drive incl Ped Underpasses (10-S2,S3,S4,S5,S6,S7)	RE	PS				238,947									982,230			
				CON			7,933,360	3,142,808									3,703,339			
				ROW																
8824	178824	CSAH 61 Reconstruction from Engler Blvd. to Bluff Creek Dr.(61-M3, L5)	RE	PS				898,792												
				CON				10,623,650												
				ROW																
8826	178826	TH 212 Expansion from Norwood Young America to Cologne	RE	PS				2,810,000												
				CON			28,500,000	19,760,000										11,070,000		
				ROW																
8842	188842	TH5/CSAH11(W&E) Intersection Improvements (AATP H5W-3, H5W-4)	Int	PS				12,662					48,875				110,666			
				CON																
				ROW																
8867	198867	TH 5 Regional Trail	Trail	PS																
				CON																
				ROW													-256,310			
880009	880009	CSAH 30 shoulder widening and SFDR from TH 25 to CSAH 10	OL	PS																
				CON																
				ROW	320,000															
880002	880002	CSAH 11 shoulder widening and rehab from TH 5 to TH7	OL	PS																
				CON	1,022,512	1,982,560													324,811	
				ROW																
10-M1	10-M1	CSAH 10/11 Intersection Improvements (10-M1)	Int	PS	395,054															
				CON																
				ROW	56,275															
10-M2	10-M2	CSAH 11 Improvments from N. 10 to RR (10-M2)	DD	PS	131,628			76,591												
				CON																
				ROW				22,510												
8015	8015	Safety Set Aside	SS	CON									175,000							
		Signing/Striping /Signals	SSS	CON									84,101	315,000					147,399	
2005B		2005 Bond Sale (9.9M) 212	B	DS																
2008B		2008 Bond Sale (11.4M) CSAHs	B	DS																
2012B		2012 Bond Sale (1.46M) Engler	B	DS																
2014B1		2014 TRLF (15.7M) 101/61 Y	B	DS																
2014B2		2014 Bond Sale (10M) 10, 61/101 Y, 61 E	B	DS																
		PROFESSIONAL SERVICES			1,840,662			4,341,164					154,630	128,978			2,213,563	315,000		
		CONSTRUCTION			2,625,645	1,982,560	38,993,360	36,093,208					996,653	2,461,022			19,028,127	1,985,693	147,399	
		RIGHT-OF-WAY			2,158,182			352,510												
		DEBT SERVICE													2,056,000					
		2024 TOTALS			6,624,489	1,982,560	38,993,360	40,786,882					1,151,283	2,590,000	2,056,000		21,241,690	2,300,693	147,399	
												117,874,356								

**CARVER COUNTY PUBLIC WORKS
2022-2026 ROAD AND BRIDGE CONSTRUCTION PLAN
Traditional and Development Driven Projects**

2025		Construction CIP				FUNDING SOURCE													
JOB / SERVICE # 03-307-000-xxxx	PR#	PROJECT / ROAD DESCRIPTION	CIP CODE	A/C	A/C 299 SAR	A/C 399 SAM	A/C 599 Federal	A/C 699 MUNI. / ST.	A/C 699 BRIDGE	BOND	BOND INT	FUND BALANCE	TAX 1	TAX 2	OTHER	ST	WT	CPA	
		Transfer	T	PS	424,278								168,928				543,667		
x	8888	UNASSIGNED FUND BALANCE	FB	CON	-5,161,652	1,058,345						5,380,808				0	-2,064,308	313,908	
	8000	Highway Preservation (Resurfacing, Rehab, Extra Seal Coating & Crack Sealing)	OL	CON	-663,529								1,954,015					2,332,476	
	8365	82nd St (CSAH 18) - Construction Bavaria (incl. int.) to Hwy 41 (AATP W82-1a, W82-3a)	DD	PS				695,250									896,433		
				CON				7,815,164				8,523,682					1,629,902		
				ROW															
	8874	CSAH 14 Reconstruction from TH 41 to Bavaria	RE	PS	493,000			87,000											
				CON	4,930,000			870,000											
				ROW															
	9500	Signal Replacement CSAH 14 & Village Rd	Int	PS	36,810														
				CON	204,500			241,310											
				ROW															
	8637	CSAH 18 Reconstruction from TH 41 to Galpin	RE	PS				111,108											
				CON								-111,108							
				ROW															
	8827	TH 5 - Expansion from Rolling Acres Rd. to Minnewashta Pkwy.(AATP H5E-1, H5W-5, RAR-1)	RE	PS				2,269,279											
				CON	3,477,822		10,000,000	3,104,802									8,747,515		
				ROW															
	8829	TH 5 Reconstruction from TH 284 to Birch Street (City Lead)	RE	PS													1,800,000		
				CON															
				ROW															
	8832	Rolling Acres Rd (CSAH 13) from Interlaken to TH 7 and Intersection Improvements (AATP RAR-2, RAR-4)	RE	PS	55,645			31,300									191,280		
				CON															
				ROW															
	8867	TH 5 Regional Trail	Trail	PS															
				CON													-456,310		
				ROW															
	8872	CSAH 61 Reconstruction from Yellow Brick Road to CSAH 15 (61-L1)	RE	PS				932,900											
				CON															
				ROW															
	8873	CSAH 61 Reconstruction from CSAH 11 to CSAH 44 (61-L4)	RE	PS				256,217											
				CON															
				ROW															
	88009	CSAH 30 shoulder widening and SFDR from TH 25 to CSAH 10	OL	PS															
				CON	3,921,920														
				ROW															
	92-M1	Little Avenue Connection and Development Access Roads (City Lead) [92-M1]	Int	PS													34,778		
				CON												434,728			
				ROW															
	92-M2	CSAH 92 at Airport Rd Intersection (City Lead) [92-M2]	Int	PS													119,173		
				CON	1,400,000											87,349			
				ROW															
	92-M3	CSAH 92 and Klein Drive Connection [92-M3]	Int	PS				43,473									8,173		
				CON															
				ROW															
	8015	Safety Set Aside Signing/Striping /Signals	SS	CON									175,000						
	8016	2005 Bond Sale (9.9M) 212	SSS	CON									-321	392,057				147,399	
	2005B	2008 Bond Sale (11.4M) CSAHs	B	DS											done				
	2008B	2012 Bond Sale (1.46M) Engler	B	DS											done				
	2012B	2014 TRLF (15.7M) 101/61 Y	B	DS											150,000				
	2014B1	2014 Bond Sale (10M) 10, 61/101 Y, 61 E	B	DS											1,155,000				
	2014B2		B	DS											751,000				
		PROFESSIONAL SERVICES			1,009,733			4,315,419					168,928				1,793,505		
		CONSTRUCTION			13,270,714		10,000,000	12,142,384				8,412,253	2,521,072				12,243,183	2,332,476	147,399
		RIGHT-OF-WAY																	
		DEBT SERVICE												2,056,000					
		2025 TOTALS			14,280,447		10,000,000	16,457,803				8,412,253	2,690,000	2,056,000		14,036,688	2,332,476	147,399	
																			70,413,066

C. **PARKS & TRAILS CIP – FUND #34**

The county regional park system faces tremendous challenges to redevelop aging infrastructure, develop its park areas, and implement a vision which secures new areas as identified in county and regional planning documents. Development and redevelopment of our parks system is a continuing process through our partnership with the Metropolitan Council. The County advance funded the land acquisition for Lake Waconia Regional Park. Advanced funding is to be repaid to the County in future Metropolitan Council capital improvement budgets. As the County is reimbursed for past land acquisitions, this will create new opportunities for land acquisition that will preserve conservation and recreation space for the future. Other possible acquisition areas are shown on the County's Comprehensive Plan.

Additionally, the 2009 legislative session passed the Parks and Trail Legacy Fund. This is new funding provided through the constitutional amendment passed by the voters in November of 2008. As a result of the amendment, Carver County receives approximately \$400,000 annually for recreation programs and outreach activities and new capital projects consistent with the language of the constitutional amendment.

Since 2010, Carver County has constructed 14 miles of paved trail within park areas and regional trails. Funding is planned to maintain trails surfaces at regular intervals to maximize the pavement life.

P A R K D E V E L O P M E N T C A P I T A L P R O J E C T S

The County's Park Board and staff are prioritizing the following development projects and exploring various options to bring additional resources to the County's Park & Trail Capital Improvement Plan.

Lake Waconia Regional Park

County Staff has partnered with the Minnesota DNR to develop a boat access consistent with the Lake Waconia Regional Park Master Plan. The DNR has acquired the land and is in the process of designing the boat access. Carver County will provide maintenance operations seamless from the surrounding park property

In 2018, the State Legislature approved bonding of \$1.5M which was matched with \$1.5M of County funds for a \$3M water, sewer and stormwater utility, site grading, roadway and parking lot construction project that was completed in 2020.

A \$8.6M Phase II project with a 50/50 State and County match for a park building, bathrooms, playground equipment, etc. was a Legislative priority for 2020. A \$5.0M Phase II project with a 50/50 State and County match was approved by the 2020 Legislative.

Lake Minnewashta Regional Park

Land previously occupied for parking at a second boat access will be made available for large group activities to help separate group usage from family and casual users thereby reducing conflict in general use areas of the park.

Emerging needs include the replacement of the playground equipment. The existing equipment is approaching 20 years old. There have been numerous repairs made and visibly the equipment is showing signs of wear and tear. Other enhancements being contemplated include lighting for the trail

system, development of group camp site, swim pond for dogs, and repurposing the caretaker house for recreation activities.

Baylor Regional Park

Longer term objectives of remodeling the park visitor center, upgrading electrical service to campsites, considering a splash pad instead of a swimming beach due to poor lake water quality are emerging ideas to improve customer satisfaction with the park.

Please see the Parks and Trails CIP summary on the next page for further details.

**PARKS & TRAILS
CAPITAL IMPROVEMENT PLAN - Fund #34
2021**

DESCRIPTION	ESTIMATED YEAR NEEDED	ESTIMATED PROJECT COST	ESTIMATED PROJECT COST PLUS INFLATION	COUNTY CIP	State Bonding/ Grants/Other
TRAIL DEVELOPMENT:					
PARK REDEVELOPMENT:					
LakeWaconia Regional Park Redevelopment - Phase II*	2022	4,810,000	5,000,000	2,500,000	2,500,000
Lake Minnewashta Regional Park - Playground Equipment	2023	650,000	700,000	700,000	-
Lake Minnewashta Regional Park - Visitor Contact Station	2023	90,000	100,000	100,000	-
Baylor Park Visitor Center	2025	425,000	500,000	500,000	-
Lake Minnewashta Regional Park - Group Camp Area	2026	245,000	300,000	300,000	-
Baylor Park Splash Pad	2027	1,200,000	\$1,500,000	1,500,000	-
Totals Project Costs		\$ 7,420,000	\$ 8,100,000	\$ 5,600,000	\$ 2,500,000

<u>Projected Cash Flows</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
BEG. FUND BALANCE :	\$ -	\$ 2,786,000	\$ 572,160	\$ 58,320	\$ 344,480	\$ 130,640
State Legacy Sales Tax Available for Parks and Trails Capital Projects (\$400K total)	286,000	286,000	286,000	286,000	286,000	286,000
State Aid - 25% to Park & Trail CIP	73,699	73,699	73,699	73,699	73,699	73,699
State Turnback Funding	-	-	-	-	-	-
*Funding Source to be Determined	2,500,000	-	-	-	-	-
Park and Trail Sustainability Projects	(73,699)	(73,539)	(73,539)	(73,539)	(73,539)	(73,539)
Parks & Trails Capital Projects - See above for summary and <u>Capital Project Reports</u> for details	-	(2,500,000)	(800,000)	-	(500,000)	(300,000)
PROJECTED YEAR END FUND BALANCE: (Fund #34)	\$ 2,786,000	\$ 572,160	\$ 58,320	\$ 344,480	\$ 130,640	\$ 116,800

III. VEHICLES, FACILITIES AND EQUIPMENT REPLACEMENT

The Administrator Recommended 2021 Budget includes \$1.5 million in levy funding to replace facilities, vehicles and equipment. This Plan includes a five-year replacement schedule for Facilities, Vehicles and Equipment based on division requests for 2022 thru 2026. These requests will be rolled forward each year until they become part of current year Budget process. The five-year replacement schedule relies on a \$100,000 a year increase to the \$1.5 million levy over the next five years. The County Board has been supportive of this \$100K a year increase in levy dollars to create an orderly and scheduled replacement of County facilities, vehicles and equipment.

See Attachment B-5 and B-6 for the 5-year replacement schedule

IV. Bond Sales and Debt Service

Pay-as-you-go financing is the Board’s preference for financing capital projects. However, the timing and scope of the 20-year Master Space Plan Study, redevelopment of Lake Waconia Regional Park, furnishing a new Chaska library and expanding Highway 212 to four lanes will likely require funding from a bond sale.

Please see the Debt Service schedule below for more details.

CARVER COUNTY CHASKA, MINNESOTA COMBINED SCHEDULE OF BONDS PAYABLE December 31, 2021										
Bond Type	Interest Rates	Payment Due Date	Original Amt. Issued	Amount Outstanding 12/31/21	2022	2023	2024	2025	2026	2027 to 2030
2014A GO Capital Improvement										
Principal.....		2/1	9,555,000	5,320,000	595,000	615,000	635,000	655,000	675,000	2,145,000
Interest.....	2.0-3.0%	2-1/8-1		663,600	150,675	132,525	113,775	94,425	74,475	97,725
Total				5,983,600	745,675	747,525	748,775	749,425	749,475	2,242,725
2014 MPFA Loan (12/2015 Projection)										
Principal.....		8/20	18,000,000	9,592,000	1,024,000	1,034,000	1,044,000	1,055,000	1,065,000	4,370,000
Interest.....	1.0%	2-20/8-20		485,990	95,920	85,680	75,340	64,900	54,350	109,800
Total				10,077,990	1,119,920	1,119,680	1,119,340	1,119,900	1,119,350	4,479,800
2016A GO Refunding										
Principal.....		2/1	7,190,000	2,985,000	1,260,000	1,320,000	405,000	-	-	-
Interest.....	2.0-5.0%	2-1/8-1		171,000	113,700	49,200	8,100	-	-	-
Total				3,156,000	1,373,700	1,369,200	413,100	-	-	-
Total										
Principal.....			36,205,000	17,897,000	2,879,000	2,969,000	2,084,000	1,710,000	1,740,000	6,515,000
Interest.....				1,320,590	360,295	267,405	197,215	159,325	128,825	207,525
Total				19,217,590	3,239,295	3,236,405	2,281,215	1,869,325	1,868,825	6,722,525

V. Operating Budget

The most significant cost driver for future operating budgets is the staffing costs needed to address the increasing service demands from a growing county along with increasing regulatory and compliance mandates. Thus, key financial strategies have been developed to focus on three issues related to personnel costs:

A. Requests for Additional Levy-Funded Staffing

Chart #1: Population Trend

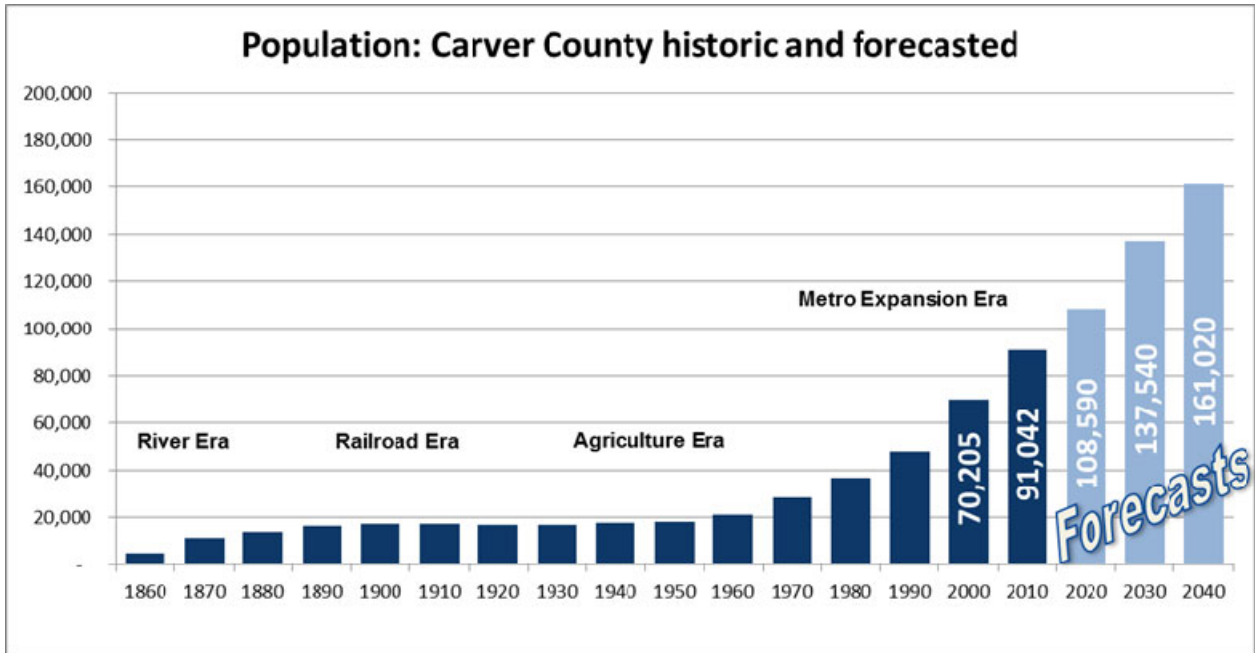
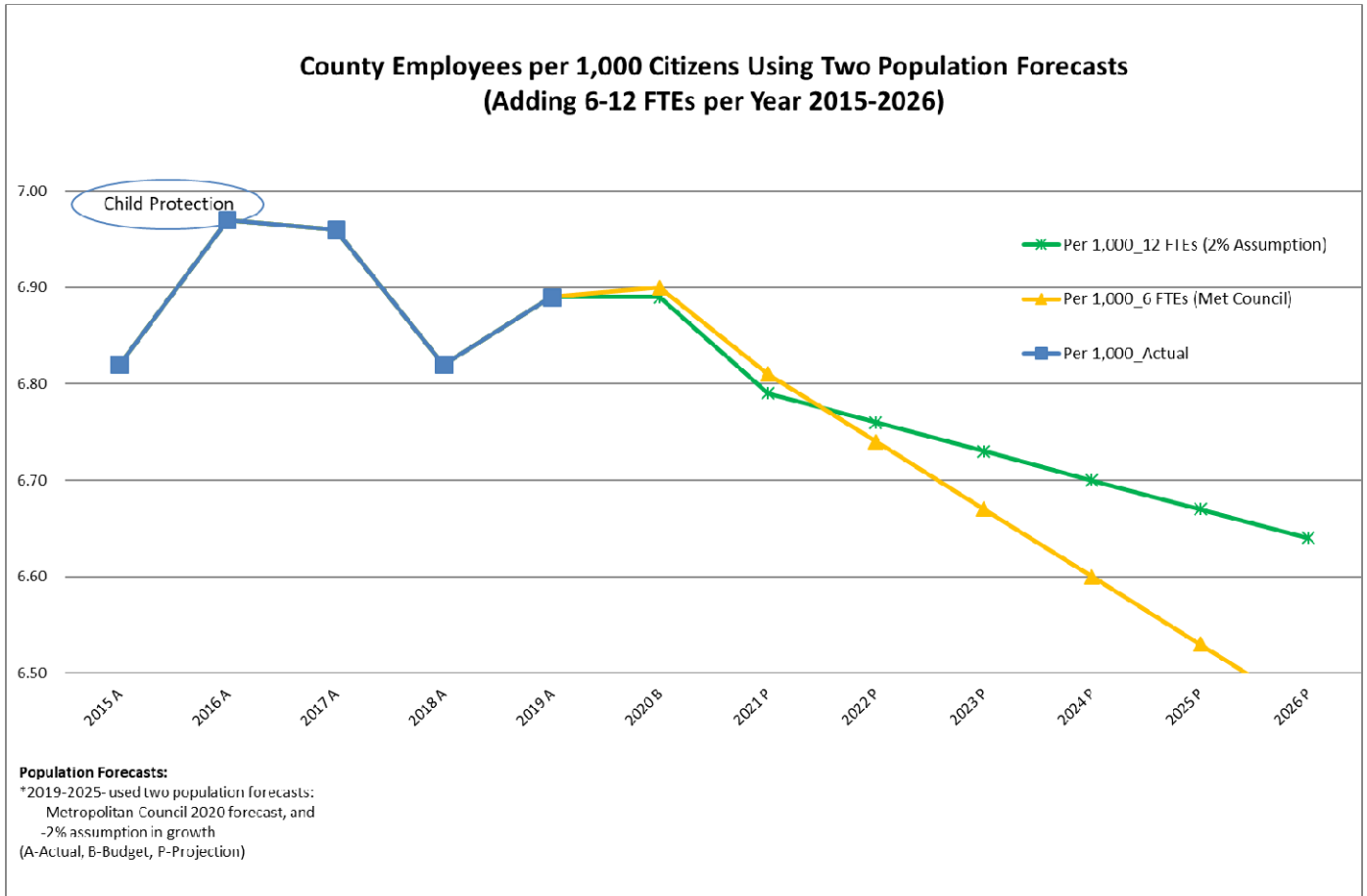


Chart #1 shows the dramatic forecasted increase to 161,020 residents by the year 2040. The County's primary strategy to finance increasing service demands from population growth is to hire additional Full-Time Equivalent (FTE) employees at a slower rate than the County's overall growth by:

1. Leveraging technology to gain staff efficiencies: An extensive list of technology projects throughout the County are expected to increase staff efficiencies along with a focus on LEAN/Kaizen/Rapid Improvement events which has emerged as a successful new tool to increase workflow efficiency.
2. Collaborating with other organizations to enhance service delivery, increase efficiencies, and eliminate duplication of efforts: In 2008, the County created the Association of Carver County Elected Leaders (ACCEL) to facilitate this effort. For 2012, this association was expanded to include appointed city administrators/school superintendents.
3. Implement pay-for-performance that rewards performance: The long-term plan has been to transition employee groups from a legacy step pay model to a pay-for-performance model. This plan has been implemented for non-bargaining employees and ten out of eleven bargaining units in 2020.

The FTE Per Thousand Residents graph compares county FTEs to County residents from 2015 thru 2026. The graph also projects a downward trend of FTEs per thousand residents if the County adds 6 FTEs each year based on the Met Council’s 2021 population growth assumption or adds 12 FTEs each year based 2% population growth continuing thru 2026. This projection range of 6 – 12 additional FTEs over the next 5 years provides a high-level planning benchmark for future operating budget’s most significant cost driver. However, this high-level projection could change dramatically during the annual budget process due to future circumstances that are often outside of the County’s control.



B. Employee Health Insurance

When the County went out for health insurance bids in 2007, only one major health insurance carrier offered a bid and two major carriers indicated they would not bid for the County’s future business until the County provided consumer-driven health insurance options to its employees. In response, the County developed the following strategies:

1. Plan Design: Consumer-Driven Models

The latest trend to attempt to slow health care costs is to give consumers more choice in their health care which is commonly referred to as “consumer-driven health plans.” In 2009 & 2010, the County Board approved the recommendations of the Health Care Labor Management Committee and created incentives for employees to migrate from the legacy Plan A to: a new “Plan B” – a high-deductible HRA which shares risk with the employee in exchange for lower premiums; an improved Plan C – a Tiered Network where clinics/hospitals with higher care ratings have lower deductibles; or a high-deductible HSA Plan D. The Board also created a cafeteria plan to provide employees with more benefit flexibility.

2. Education/Wellness

Estimates have calculated that up to 65% of health care costs relate to poor lifestyle choices: what we eat, smoking, alcohol and drug use, lack of exercise, etc. In 2008, the County Board approved the creation of the Health Break Team to create a healthier culture at the County. Employee awareness, participation and support for the various Wellness programs and activities have been growing and are expected to continue in the future.

3. Health Incentive Plan

Beginning in 2012, the County Board approved the Health Break’s Team recommendation for \$100 incentive for employees who participate in the Health Incentive Plan by completing basic Wellness tasks: Biometrics, Health Assessment, Preventive screenings, and a dentist visit.

The great news from health insurance the Request For Proposal (“RFP”) process in 2012 and 2017 is that premiums decreased on average 2% and 14%, respectfully, and the County had single digit % rate cap increases from 2017 – 2021 due to very competitive bidding for the County’s 5 year contract. The County plans to issue a 5-year Health Insurance RFP for 2022 – 2027 in the Spring of 2021.

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2021	2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026	
Budget Att. E-5 Yrs One-Time Projects: Building maintenance, capital projects, equipment, software												
6630-Buildings & Misc. Capital Projects												
<i>Auditor</i>												
Property Tax Software Replacement		C	0	450,000	0	0	0	0	450,000	0	450,000	D-1
<i>Auditor Total</i>			0	450,000	0	0	0	0	450,000	0	450,000	
<i>Building Projects</i>												
Admin West front window/entry door replacement		A	0	0	60,000	0	0	0	60,000	0	60,000	D-66
City of Chaska New Library: Collection and FF&E		B	0	0	3,500,000	0	0	0	3,500,000	0	3,500,000	D-67
Master Plan Space Study		B	0	0	0	0	0	0	0	0	0	D-65
<i>Building Projects Total</i>			0	0	3,560,000	0	0	0	3,560,000	0	3,560,000	
<i>Public Services: Facilities Management</i>												
1st Street Center boiler replacement		A	0	0	0	0	80,000	0	80,000	0	80,000	D-21
600 South Building Main Air Handler replacement		B	0	0	0	400,000	0	0	400,000	0	400,000	D-20
Asphalt parking lot replacement 600 North building		A	0	75,000	0	0	0	0	75,000	0	75,000	D-28
County Buildings carpet and furnishing replacement		C	105,000	125,000	125,000	125,000	125,000	0	500,000	0	500,000	D-32
Elevator upgrades		B	70,000	70,000	75,000	75,000	75,000	0	295,000	0	0	D-25
GC Replacement of existing main parking lot		C	0	0	0	0	0	395,000	395,000	0	395,000	D-26
GC South parking lot replacements		C	0	0	0	0	275,000	275,000	550,000	0	550,000	D-24
HVAC Pneumatic controls replacement 606 building		A	0	75,000	0	0	0	0	75,000	0	75,000	D-27
Landscaping for the Government Center		C	0	60,000	0	0	0	0	60,000	0	60,000	D-30
PW Cologne parking lot replacement		B	0	1,000,000	0	0	0	0	1,000,000	0	1,000,000	D-16
Repaint Enviromental Center building		B	0	30,000	0	0	0	0	30,000	0	30,000	D-29
Replace GC North parking lot		B	0	0	0	0	0	225,000	225,000	0	225,000	D-18
Replace HVAC Variable Frequency Drives (VFD's)		A	15,000	15,000	15,000	0	0	0	30,000	0	30,000	D-14
REplace roof on 606 building		B	0	0	0	0	0	525,000	525,000	0	525,000	D-17
Replace roof on the Enviromental facility		B	0	0	250,000	0	0	0	250,000	0	250,000	D-31

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT			EXPENDITURES							REVENUES		
Project Title	Department	Prior-ity	Current Amount 2021	2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026	Page #
Replace RTU's at PW Cologne		C	65,000	50,000	50,000	50,000	50,000	125,000	325,000	0	325,000	D-22
Replacement of office furniture		C	0	65,000	65,000	0	0	0	130,000	0	130,000	D-23
Roof repairs continued at PW Cologne		B	0	100,000	0	100,000	0	0	200,000	0	200,000	D-15
<i>Public Services: Facilities Management Total</i>			<i>255,000</i>	<i>1,665,000</i>	<i>580,000</i>	<i>750,000</i>	<i>605,000</i>	<i>1,545,000</i>	<i>5,145,000</i>	<i>0</i>	<i>4,850,000</i>	
<i>Public Services: IS: Specific Projects</i>												
Blade Servers		C	0	0	0	0	0	150,000	150,000	0	150,000	D-13
Data Storage Upgrade		C	100,000	0	0	250,000	0	0	250,000	0	250,000	D-4
Fiber Installed in PW Road Projects		C	75,000	75,000	75,000	75,000	75,000	75,000	375,000	0	375,000	D-2
Firewall Replacement		C	0	195,000	0	0	0	0	195,000	0	195,000	D-10
Laminator Replacement		C	0	0	0	30,000	0	0	30,000	0	30,000	D-5
Lidar Elevation Data Collection		B	0	75,000	0	0	0	0	75,000	0	75,000	D-8
Network Traffic Shaper		C	0	0	70,000	0	0	0	70,000	0	70,000	D-12
Print Center Upgrade		C	0	25,000	0	0	0	0	25,000	0	25,000	D-11
Scanner Replacement - Wide Format Scanners		C	0	0	20,000	0	0	0	20,000	0	20,000	D-9
Scanner Replacement – Heavy Duty Scanners		C	0	0	0	20,000	0	0	20,000	0	20,000	D-7
<i>Public Services: IS: Specific Projects Total</i>			<i>175,000</i>	<i>370,000</i>	<i>165,000</i>	<i>375,000</i>	<i>75,000</i>	<i>225,000</i>	<i>1,210,000</i>	<i>0</i>	<i>1,210,000</i>	
<i>Public Works: Road & Bridge</i>												
Assestics Software Implementation		B	30,000	0	0	0	0	0	0	0	0	D-56
First time purchase of additional fleet vehicles		B	0	0	0	0	0	0	0	0	0	D-52
Highway 10 Land Preservation		C	100,000	0	0	0	0	0	0	0	0	D-55
Parks Program Registration Software		C	20,000	0	0	0	0	0	0	0	0	D-53
<i>Public Works: Road & Bridge Total</i>			<i>150,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
<i>Sheriff</i>												
ARMER Radio System Upgrade		A	50,000	25,000	25,000	25,000	0	0	75,000	0	75,000	D-51
Body Cameras		C	250,000	0	0	0	0	0	0	0	0	D-34
Cabinet Replacement - Master Control and Booking		C	0	30,000	0	0	0	0	30,000	0	30,000	D-40
Emergency Management Incident Command Unit		A	0	150,000	0	0	0	0	150,000	75,000	75,000	D-36
Forensic Exam Computer		C	0	6,000	6,000	6,000	0	0	18,000	0	18,000	D-45

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		
Project Title	Department	Priority	Current Amount 2021	2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026	Page #
Hollywood Radio Tower		C	0	0	0	400,000	0	0	400,000	0	400,000	D-49
Hollywood Tower Fiber Ring		C	0	65,000	0	0	0	0	65,000	0	65,000	D-48
Inmate Cardiac Monitoring		C	0	0	0	0	25,000	0	25,000	0	25,000	D-37
Jail Dryers		C	0	0	0	0	0	0	0	0	0	D-43
Replacement of Large Kitchen Appliances		C	0	0	0	0	0	0	0	0	0	D-42
Sheriff Priorities - Additional one-time projects		C	0	0	0	0	50,000	50,000	100,000	0	100,000	D-35
Walk-in Cooler/Freezer		C	0	0	150,000	0	0	0	150,000	0	150,000	D-41
WDSI - 30" doors		C	54,000	0	0	0	0	0	0	0	0	D-39
Yetzer's Flooring		C	50,000	50,000	0	0	0	0	50,000	0	50,000	D-38
<i>Sheriff Total</i>			<i>404,000</i>	<i>326,000</i>	<i>181,000</i>	<i>431,000</i>	<i>75,000</i>	<i>50,000</i>	<i>1,063,000</i>	<i>75,000</i>	<i>988,000</i>	
6630 Totals			984,000	2,811,000	4,486,000	1,556,000	755,000	1,820,000	11,428,000	75,000	11,058,000	
Budget Att. E-5 Yrs One-Time Projects: Building maintenance, capital projects, equipment, software Totals			984,000	2,811,000	4,486,000	1,556,000	755,000	1,820,000	11,428,000	75,000	11,058,000	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES										REVENUES	
Project Title	Department	Priority	Current Amount 2021	2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026	Page #
Parks and Trails - CIP - Fund # 34												
6615-Parks and Trails Development												
<i>Public Works - Parks</i>												
BAYLOR PARK SPLASH PAD		C	0	0	0	0	0	0	0	0	0	0 D-61
BAYLOR PARK VISITOR CENTER		A	0	0	0	0	500,000	0	500,000	0	500,000	D-60
LMP VISITOR CONTACT STATION		B	0	0	100,000	0	0	0	100,000	0	100,000	D-63
LMP GROUP CAMP AREA		B	0	0	0	0	0	300,000	300,000	0	300,000	D-64
LMP PLAYGROUND EQUIPMENT		A	0	0	700,000	0	0	0	700,000	0	700,000	D-62
LWRP Redevelopment - Phase II		B	0	2,500,000	0	0	0	0	2,500,000	0	2,500,000	D-59
<i>Public Works - Parks Total</i>			0	2,500,000	800,000	0	500,000	300,000	4,100,000	0	4,100,000	
6615 Totals			0	2,500,000	800,000	0	500,000	300,000	4,100,000	0	4,100,000	
Parks and Trails - CIP - Fund # 34 Totals			0	2,500,000	800,000	0	500,000	300,000	4,100,000	0	4,100,000	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2021	2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026	
Budget Attachment D - 5 Year Replacement Schedule: Facilities, Vehicles and Equipment												
6640-Building Improvements												
<i>Public Services: Facilities Management</i>												
Building Improvements		A	335,000	350,000	390,000	415,000	435,000	450,000	2,040,000	0	2,040,000	D-19
<i>Public Services: Facilities Management Total</i>			335,000	350,000	390,000	415,000	435,000	450,000	2,040,000	0	2,040,000	
<i>Public Works - Parks</i>												
Park Building Maintenance Projects		C	50,000	50,000	50,000	50,000	50,000	50,000	250,000	0	250,000	D-58
<i>Public Works - Parks Total</i>			50,000	50,000	50,000	50,000	50,000	50,000	250,000	0	250,000	
6640 Totals			385,000	400,000	440,000	465,000	485,000	500,000	2,290,000	0	2,290,000	
6660-Equipment And Furniture Purchase												
<i>Public Services: IS: Specific Projects</i>												
Capital Technology - CIO Priorities		B	125,000	140,000	160,000	190,000	225,000	250,000	965,000	0	965,000	D-3
Printer Replacement		C	20,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	D-6
<i>Public Services: IS: Specific Projects Total</i>			145,000	160,000	180,000	210,000	245,000	270,000	1,065,000	0	1,065,000	
<i>Public Services: Library - Administration</i>												
Furniture and Equipment Repl for Library Branches		A	20,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	D-57
<i>Public Services: Library - Administration Total</i>			20,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	
<i>Sheriff</i>												
MDC Replacement		A	25,000	25,000	25,000	25,000	25,000	25,000	125,000	0	125,000	D-47
Mobile Radios Replacement		A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-46
Portable Radios Replacement		A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-50
Sheriff Priorities		A	40,000	50,000	50,000	50,000	50,000	50,000	250,000	0	250,000	D-33
<i>Sheriff Total</i>			135,000	145,000	145,000	145,000	145,000	145,000	725,000	0	725,000	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT	EXPENDITURES									REVENUES		Page #
Project Title	Department	Priority	Current Amount 2021	2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026	
6660 Totals			300,000	325,000	345,000	375,000	410,000	435,000	1,890,000	0	1,890,000	
6670-Vehicle Purchase												
<i>Sheriff</i>												
Fleet		A	320,000	330,000	345,000	360,000	380,000	400,000	1,815,000	0	1,815,000	D-44
<i>Sheriff Total</i>			<i>320,000</i>	<i>330,000</i>	<i>345,000</i>	<i>360,000</i>	<i>380,000</i>	<i>400,000</i>	<i>1,815,000</i>	<i>0</i>	<i>1,815,000</i>	
6670 Totals			320,000	330,000	345,000	360,000	380,000	400,000	1,815,000	0	1,815,000	
6690-Equipment - Highway												
<i>Public Works: Road & Bridge</i>												
Vehicles and Equipment Replacement - County Wide		A	530,000	580,000	605,000	635,000	660,000	700,000	3,180,000	0	3,180,000	D-54
<i>Public Works: Road & Bridge Total</i>			<i>530,000</i>	<i>580,000</i>	<i>605,000</i>	<i>635,000</i>	<i>660,000</i>	<i>700,000</i>	<i>3,180,000</i>	<i>0</i>	<i>3,180,000</i>	
6690 Totals			530,000	580,000	605,000	635,000	660,000	700,000	3,180,000	0	3,180,000	
Budget Attachment D - 5 Year Replacement Schedule: Facilities, Vehicles and Equipment Totals			1,535,000	1,635,000	1,735,000	1,835,000	1,935,000	2,035,000	9,175,000	0	9,175,000	

CAPITAL PROJECTS BY FUND

Data Entry Group: County Wide

OBJECT			EXPENDITURES							REVENUES		
Project Title	Department	Priority	Current Amount 2021	2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026	Page #
Grand Totals			2,519,000	6,946,000	7,021,000	3,391,000	3,190,000	4,155,000	24,703,000	75,000	24,333,000	

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	Current Amount 2021	EXPENDITURES						REVENUES		Page #	
				2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026		
Auditor													
040 001	Property Tax Software Replacement	C	0	450,000	0	0	0	0	0	450,000	0	450,000	D-1
Totals			0	450,000	0	0	0	0	0	450,000	0	450,000	
Building Projects													
950 005	Master Plan Space Study	B	0	0	0	0	0	0	0	0	0	0	D-65
962 003	Admin West front window/entry door replace	A	0	0	60,000	0	0	0	0	60,000	0	60,000	D-66
970 001	City of Chaska New Library: Collection and F	B	0	0	3,500,000	0	0	0	0	3,500,000	0	3,500,000	D-67
Totals			0	0	3,560,000	0	0	0	0	3,560,000	0	3,560,000	
Public Services: Facilities Management													
110 001	Replace HVAC Variable Frequency Drives (A	15,000	15,000	15,000	0	0	0	0	30,000	0	30,000	D-14
110 003	Roof repairs continued at PW Cologne	B	0	100,000	0	100,000	0	0	0	200,000	0	200,000	D-15
110 004	PW Cologne parking lot replacement	B	0	1,000,000	0	0	0	0	0	1,000,000	0	1,000,000	D-16
110 005	REplace roof on 606 building	B	0	0	0	0	0	0	525,000	525,000	0	525,000	D-17
110 006	Replace GC North parking lot	B	0	0	0	0	0	0	225,000	225,000	0	225,000	D-18
110 007	Building Improvements	A	335,000	350,000	390,000	415,000	435,000	450,000	2,040,000	2,040,000	0	2,040,000	D-19
110 008	600 South Building Main Air Handler replace	B	0	0	0	400,000	0	0	0	400,000	0	400,000	D-20
110 009	1st Street Center boiler replacement	A	0	0	0	0	80,000	0	0	80,000	0	80,000	D-21
110 010	Replace RTU's at PW Cologne	C	65,000	50,000	50,000	50,000	50,000	125,000	325,000	325,000	0	325,000	D-22
110 011	Replacement of office furniture	C	0	65,000	65,000	0	0	0	0	130,000	0	130,000	D-23
110 012	GC South parking lot replacements	C	0	0	0	0	275,000	275,000	550,000	550,000	0	550,000	D-24
110 013	Elevator upgrades	B	70,000	70,000	75,000	75,000	75,000	75,000	0	295,000	0	0	D-25
110 014	GC Replacement of existing main parking lot	C	0	0	0	0	0	0	395,000	395,000	0	395,000	D-26
110 019	HVAC Pneumatic controls replacement 606 b	A	0	75,000	0	0	0	0	0	75,000	0	75,000	D-27
110 020	Asphalt parking lot replacement 600 North bu	A	0	75,000	0	0	0	0	0	75,000	0	75,000	D-28
110 021	Repaint Enviromental Center building	B	0	30,000	0	0	0	0	0	30,000	0	30,000	D-29
110 024	Landscaping for the Government Center	C	0	60,000	0	0	0	0	0	60,000	0	60,000	D-30

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #
			Current Amount 2021	2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026	
110 026	Replace roof on the Enviromental facility	B	0	0	250,000	0	0	0	250,000	0	250,000	D-31
110 027	County Buildings carpet and furnishing replac	C	105,000	125,000	125,000	125,000	125,000	0	500,000	0	500,000	D-32
Totals			590,000	2,015,000	970,000	1,165,000	1,040,000	1,995,000	7,185,000	0	6,890,000	
Public Services: IS: Specific Projects												
049 001	Fiber Installed in PW Road Projects	C	75,000	75,000	75,000	75,000	75,000	75,000	375,000	0	375,000	D-2
049 002	Capital Technology - CIO Priorities	B	125,000	140,000	160,000	190,000	225,000	250,000	965,000	0	965,000	D-3
049 003	Data Storage Upgrade	C	100,000	0	0	250,000	0	0	250,000	0	250,000	D-4
049 004	Laminator Replacement	C	0	0	0	30,000	0	0	30,000	0	30,000	D-5
049 005	Printer Replacement	C	20,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	D-6
049 006	Scanner Replacement – Heavy Duty Scanners	C	0	0	0	20,000	0	0	20,000	0	20,000	D-7
049 007	Lidar Elevation Data Collection	B	0	75,000	0	0	0	0	75,000	0	75,000	D-8
049 008	Scanner Replacement - Wide Format Scanner	C	0	0	20,000	0	0	0	20,000	0	20,000	D-9
049 009	Firewall Replacement	C	0	195,000	0	0	0	0	195,000	0	195,000	D-10
049 010	Print Center Upgrade	C	0	25,000	0	0	0	0	25,000	0	25,000	D-11
049 011	Network Traffic Shaper	C	0	0	70,000	0	0	0	70,000	0	70,000	D-12
049 012	Blade Servers	C	0	0	0	0	0	150,000	150,000	0	150,000	D-13
Totals			320,000	530,000	345,000	585,000	320,000	495,000	2,275,000	0	2,275,000	
Public Services: Library - Administration												
500 003	Furniture and Equipment Repl for Library Bra	A	20,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	D-57
Totals			20,000	20,000	20,000	20,000	20,000	20,000	100,000	0	100,000	
Public Works - Parks												
520 003	Park Building Maintenance Projects	C	50,000	50,000	50,000	50,000	50,000	50,000	250,000	0	250,000	D-58
520 023	LWRP Redevelopment - Phase II	B	0	2,500,000	0	0	0	0	2,500,000	0	2,500,000	D-59
527 001	BAYLOR PARK VISITOR CENTER	A	0	0	0	0	500,000	0	500,000	0	500,000	D-60
527 002	BAYLOR PARK SPLASH PAD	C	0	0	0	0	0	0	0	0	0	D-61
528 001	LMP PLAYGROUND EQUIPMENT	A	0	0	700,000	0	0	0	700,000	0	700,000	D-62

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	EXPENDITURES							REVENUES		Page #
			Current Amount 2021	2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026	
528 002	LMP VISITOR CONTACT STATION	B	0	0	100,000	0	0	0	100,000	0	100,000	D-63
528 003	LMP GROUP CAMP AREA	B	0	0	0	0	0	300,000	300,000	0	300,000	D-64
Totals			50,000	2,550,000	850,000	50,000	550,000	350,000	4,350,000	0	4,350,000	
Public Works: Road & Bridge												
301 001	First time purchase of additional fleet vehicles	B	0	0	0	0	0	0	0	0	0	D-52
301 002	Parks Program Registration Software	C	20,000	0	0	0	0	0	0	0	0	D-53
305 019	Vehicles and Equipment Replacement - Count	A	530,000	580,000	605,000	635,000	660,000	700,000	3,180,000	0	3,180,000	D-54
307 001	Highway 10 Land Preservation	C	100,000	0	0	0	0	0	0	0	0	D-55
307 004	Assestics Software Implementation	B	30,000	0	0	0	0	0	0	0	0	D-56
Totals			680,000	580,000	605,000	635,000	660,000	700,000	3,180,000	0	3,180,000	
Sheriff												
201 001	Sheriff Priorities	A	40,000	50,000	50,000	50,000	50,000	50,000	250,000	0	250,000	D-33
201 002	Body Cameras	C	250,000	0	0	0	0	0	0	0	0	D-34
201 003	Sheriff Priorities - Additional one-time projec	C	0	0	0	0	50,000	50,000	100,000	0	100,000	D-35
231 005	Emergency Management Incident Command	A	0	150,000	0	0	0	0	150,000	75,000	75,000	D-36
235 001	Inmate Cardiac Monitoring	C	0	0	0	0	25,000	0	25,000	0	25,000	D-37
235 005	Yetzer's Flooring	C	50,000	50,000	0	0	0	0	50,000	0	50,000	D-38
235 006	WDSI - 30" doors	C	54,000	0	0	0	0	0	0	0	0	D-39
235 007	Cabinet Replacement - Master Control and B	C	0	30,000	0	0	0	0	30,000	0	30,000	D-40
235 008	Walk-in Cooler/Freezer	C	0	0	150,000	0	0	0	150,000	0	150,000	D-41
235 009	Replacement of Large Kitchen Appliances	C	0	0	0	0	0	0	0	0	0	D-42
235 010	Jail Dryers	C	0	0	0	0	0	0	0	0	0	D-43
236 001	Fleet	A	320,000	330,000	345,000	360,000	380,000	400,000	1,815,000	0	1,815,000	D-44
239 001	Forensic Exam Computer	C	0	6,000	6,000	6,000	0	0	18,000	0	18,000	D-45
240 001	Mobile Radios Replacement	A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-46
240 002	MDC Replacement	A	25,000	25,000	25,000	25,000	25,000	25,000	125,000	0	125,000	D-47
240 003	Hollywood Tower Fiber Ring	C	0	65,000	0	0	0	0	65,000	0	65,000	D-48

CAPITAL PROJECTS BY DEPARTMENT

Data Entry Group: County Wide

DEPARTMENT PROJ. NO.	Project Title	Prior- ity	Current Amount 2021	EXPENDITURES						REVENUES		Page #
				2022	2023	2024	2025	2026	2022 To 2026	Other Sources 2022 To 2026	County Cost 2022 To 2026	
240 004	Hollywood Radio Tower	C	0	0	0	400,000	0	0	400,000	0	400,000	D-49
240 005	Portable Radios Replacement	A	35,000	35,000	35,000	35,000	35,000	35,000	175,000	0	175,000	D-50
240 006	ARMER Radio System Upgrade	A	50,000	25,000	25,000	25,000	0	0	75,000	0	75,000	D-51
Totals			859,000	801,000	671,000	936,000	600,000	595,000	3,603,000	75,000	3,528,000	
Grand Totals			2,519,000	6,946,000	7,021,000	3,391,000	3,190,000	4,155,000	24,703,000	75,000	24,333,000	

CONSOLIDATED LISTING OF CAPITAL PROJECTS

Data Entry Group: County Wide

Project Number	Project Title	Department Name	Page Number	2022 To 2026 Totals
040 001	Property Tax Software Replacement	Auditor	D-1	450,000
			Auditor Total:	450,000
970 001	City of Chaska New Library: Collection an	Building Projects	D-67	3,500,000
962 003	Admin West front window/entry door repla	Building Projects	D-66	60,000
950 005	Master Plan Space Study	Building Projects	D-65	
			Building Projects Total:	3,560,000
110 001	Replace HVAC Variable Frequency Drive	Public Services: Facilities Ma	D-14	30,000
110 003	Roof repairs continued at PW Cologne	Public Services: Facilities Ma	D-15	200,000
110 004	PW Cologne parking lot replacement	Public Services: Facilities Ma	D-16	1,000,000
110 005	REplace roof on 606 building	Public Services: Facilities Ma	D-17	525,000
110 006	Replace GC North parking lot	Public Services: Facilities Ma	D-18	225,000
110 007	Building Improvements	Public Services: Facilities Ma	D-19	2,040,000
110 008	600 South Building Main Air Handler repl	Public Services: Facilities Ma	D-20	400,000
110 009	1st Street Center boiler replacement	Public Services: Facilities Ma	D-21	80,000
110 010	Replace RTU's at PW Cologne	Public Services: Facilities Ma	D-22	325,000
110 011	Replacement of office furniture	Public Services: Facilities Ma	D-23	130,000
110 012	GC South parking lot replacements	Public Services: Facilities Ma	D-24	550,000
110 013	Elevator upgrades	Public Services: Facilities Ma	D-25	295,000
110 014	GC Replacement of existing main parking	Public Services: Facilities Ma	D-26	395,000
110 019	HVAC Pneumatic controls replacement 6	Public Services: Facilities Ma	D-27	75,000
110 020	Asphalt parking lot replacement 600 Nort	Public Services: Facilities Ma	D-28	75,000
110 021	Repaint Enviromental Center building	Public Services: Facilities Ma	D-29	30,000
110 024	Landscaping for the Government Center	Public Services: Facilities Ma	D-30	60,000
110 026	Replace roof on the Enviromental facility	Public Services: Facilities Ma	D-31	250,000
110 027	County Buildings carpet and furnishing re	Public Services: Facilities Ma	D-32	500,000
			Public Services: Facilities Management Total:	7,185,000
049 001	Fiber Installed in PW Road Projects	Public Services: IS: Specific	D-2	375,000
049 002	Capital Technology - CIO Priorities	Public Services: IS: Specific	D-3	965,000
049 003	Data Storage Upgrade	Public Services: IS: Specific	D-4	250,000
049 004	Laminator Replacement	Public Services: IS: Specific	D-5	30,000
049 005	Printer Replacement	Public Services: IS: Specific	D-6	100,000
049 006	Scanner Replacement – Heavy Duty Sca	Public Services: IS: Specific	D-7	20,000
049 007	Lidar Elevation Data Collection	Public Services: IS: Specific	D-8	75,000
049 008	Scanner Replacement - Wide Format Sca	Public Services: IS: Specific	D-9	20,000
049 009	Firewall Replacement	Public Services: IS: Specific	D-10	195,000
049 010	Print Center Upgrade	Public Services: IS: Specific	D-11	25,000
049 011	Network Traffic Shaper	Public Services: IS: Specific	D-12	70,000
049 012	Blade Servers	Public Services: IS: Specific	D-13	150,000
			Public Services: IS: Specific Projects Total:	2,275,000
500 003	Furniture and Equipment Repl for Library	Public Services: Library - Ad	D-57	100,000
			Public Services: Library - Administration Total:	100,000
528 001	LMP PLAYGROUND EQUIPMENT	Public Works - Parks	D-62	700,000

CONSOLIDATED LISTING OF CAPITAL PROJECTS

Data Entry Group: County Wide

Project Number	Project Title	Department Name	Page Number	2022 To 2026 Totals
527 001	BAYLOR PARK VISITOR CENTER	Public Works - Parks	D-60	500,000
527 002	BAYLOR PARK SPLASH PAD	Public Works - Parks	D-61	
528 002	LMP VISITOR CONTACT STATION	Public Works - Parks	D-63	100,000
528 003	LMP GROUP CAMP AREA	Public Works - Parks	D-64	300,000
520 003	Park Building Maintenance Projects	Public Works - Parks	D-58	250,000
520 023	LWRP Redevelopment - Phase II	Public Works - Parks	D-59	2,500,000
Public Works - Parks Total:				4,350,000
301 001	First time purchase of additional fleet vehi	Public Works: Road & Bridge	D-52	
307 001	Highway 10 Land Preservation	Public Works: Road & Bridge	D-55	
301 002	Parks Program Registration Software	Public Works: Road & Bridge	D-53	
307 004	Assestics Software Implementation	Public Works: Road & Bridge	D-56	
305 019	Vehicles and Equipment Replacement - C	Public Works: Road & Bridge	D-54	3,180,000
Public Works: Road & Bridge Total:				3,180,000
240 001	Mobile Radios Replacement	Sheriff	D-46	175,000
236 001	Fleet	Sheriff	D-44	1,815,000
239 001	Forensic Exam Computer	Sheriff	D-45	18,000
201 001	Sheriff Priorities	Sheriff	D-33	250,000
235 001	Inmate Cardiac Monitoring	Sheriff	D-37	25,000
201 002	Body Cameras	Sheriff	D-34	
240 002	MDC Replacement	Sheriff	D-47	125,000
240 003	Hollywood Tower Fiber Ring	Sheriff	D-48	65,000
201 003	Sheriff Priorities - Additional one-time proj	Sheriff	D-35	100,000
240 004	Hollywood Radio Tower	Sheriff	D-49	400,000
240 005	Portable Radios Replacement	Sheriff	D-50	175,000
231 005	Emergency Management Incident Comm	Sheriff	D-36	150,000
235 005	Yetzer's Flooring	Sheriff	D-38	50,000
235 006	WDSI - 30" doors	Sheriff	D-39	0
240 006	ARMER Radio System Upgrade	Sheriff	D-51	75,000
235 007	Cabinet Replacement - Master Control an	Sheriff	D-40	30,000
235 008	Walk-in Cooler/Freezer	Sheriff	D-41	150,000
235 009	Replacement of Large Kitchen Appliance	Sheriff	D-42	0
235 010	Jail Dryers	Sheriff	D-43	0
Sheriff Total:				3,603,000
Grand Total:				24,703,000



APPENDICES

Appendix A: Budget Summary Comparison

Account Description	2019 ACTUAL	2020 Adopted Budget	2021 Adopted Budget	% OF CHANGE	CHANGE IN LEVY
COMMISSIONERS					
REVENUES	-	-	-	0.00%	
EXPENDITURES	485,552	725,230	729,902	0.64%	
TAX LEVY DOLLARS NEEDED	<u>485,552</u>	<u>725,230</u>	<u>729,902</u>	0.64%	4,672
COUNTY ADMINISTRATION					
REVENUES	(796)	-	-	0.00%	
EXPENDITURES	435,729	371,816	418,378	12.52%	
TAX LEVY DOLLARS NEEDED	<u>434,933</u>	<u>371,816</u>	<u>418,378</u>	12.52%	46,562
EMPLOYEE RELATIONS					
REVENUES	(129)	-	-	0.00%	
EXPENDITURES	1,743,658	2,054,933	2,100,754	2.23%	
TAX LEVY DOLLARS NEEDED	<u>1,743,529</u>	<u>2,054,933</u>	<u>2,100,754</u>	2.23%	45,821
COURT SERVICES/ PROBATION					
REVENUES	(794,607)	(792,800)	(794,300)	0.19%	
EXPENDITURES	2,326,942	2,265,249	2,221,222	-1.94%	
TAX LEVY DOLLARS NEEDED	<u>1,532,335</u>	<u>1,472,449</u>	<u>1,426,922</u>	-3.09%	(45,527)
NON DEPARTMENTAL					
REVENUES	(5,121,917)	(4,081,770)	(2,981,770)	-26.95%	
EXPENDITURES	1,604,853	(3,495,810)	(3,135,471)	-10.31%	
TAX LEVY DOLLARS NEEDED	<u>(3,517,064)</u>	<u>(7,577,580)</u>	<u>(6,117,241)</u>	-19.27%	1,460,339 (1)
COURT ADMINISTRATION					
REVENUES	(6,255)	(3,900)	(3,900)	0.00%	
EXPENDITURES	440,199	338,000	397,000	17.46%	
TAX LEVY DOLLARS NEEDED	<u>433,944</u>	<u>334,100</u>	<u>393,100</u>	17.66%	59,000
PROPERTY & FINANCIAL SERVICES DIVISION					
REVENUES	(7,543,012)	(5,560,844)	(5,554,392)	-0.12%	
EXPENDITURES	5,572,955	6,207,222	6,158,635	-0.78%	
TAX LEVY DOLLARS NEEDED	<u>(1,970,057)</u>	<u>646,378</u>	<u>604,243</u>	-6.52%	(42,135)
ATTORNEY					
REVENUES	(431,963)	(457,450)	(457,450)	0.00%	
EXPENDITURES	3,653,336	3,914,823	3,816,976	-2.50%	
TAX LEVY DOLLARS NEEDED	<u>3,221,373</u>	<u>3,457,373</u>	<u>3,359,526</u>	-2.83%	(97,847)

PUBLIC SERVICES DIVISION						
REVENUES	(5,744,261)	(4,817,044)	(4,825,805)	0.18%		
EXPENDITURES	19,505,898	20,758,037	20,563,939	-0.94%		
TAX LEVY DOLLARS NEEDED	13,761,637	15,940,993	15,738,134	-1.27%	(202,859)	(3)
SHERIFF						
REVENUES	(6,815,562)	(6,547,993)	(6,444,480)	-1.58%		
EXPENDITURES	20,374,545	22,012,584	21,965,359	-0.21%		
TAX LEVY DOLLARS NEEDED	13,558,983	15,464,591	15,520,879	0.36%	56,288	
PARKS						
REVENUES	(532,795)	(424,227)	(445,613)	5.04%		
EXPENDITURES	1,400,639	1,416,666	1,470,365	3.79%		
TAX LEVY DOLLARS NEEDED	867,844	992,439	1,024,752	3.26%	32,313	
GENERAL FUND TOTAL						
REVENUES	(26,991,297)	(22,686,028)	(21,507,710)	-5.19%		
EXPENDITURES	57,544,306	56,568,750	56,707,059	0.24%		
TAX LEVY DOLLARS NEEDED	30,553,009	33,882,722	35,199,349	3.89%	1,316,627	
ROAD & BRIDGE FUND						
REVENUES	(5,834,007)	(4,546,234)	(4,502,577)	-0.96%		
EXPENDITURES	9,726,889	9,665,869	9,801,173	1.40%		
TAX LEVY DOLLARS NEEDED	3,892,882	5,119,635	5,298,596	3.50%	178,961	(1)
HEALTH & HUMAN SERVICES FUND						
REVENUES	(20,141,741)	(19,179,585)	(19,313,123)	0.70%		
EXPENDITURES	32,117,048	32,518,883	32,456,833	-0.19%		
TAX LEVY DOLLARS NEEDED	11,975,307	13,339,298	13,143,710	-1.47%	(195,588)	(1)(2)
CAPITAL PROJECTS FUND						
REVENUES	(1,073,748)	(273,540)	(513,699)	87.80%		
EXPENDITURES	1,076,475	273,540	513,699	87.80%		
TAX LEVY DOLLARS NEEDED	2,727	-	-	0.00%	-	
ROAD & BRIDGE CIP						
REVENUES	(36,273,594)	(39,594,776)	(69,548,349)	75.65%		
EXPENDITURES	24,806,762	41,784,776	71,838,349	71.92%		
TAX LEVY DOLLARS NEEDED	(11,466,832)	2,190,000	2,290,000	4.57%	100,000	(3)
PARKS & TRAILS CIP						
REVENUES	(1,531,450)	(359,539)	(359,699)	0.04%		
EXPENDITURES	3,481,657	359,539	359,699	0.04%		
TAX LEVY DOLLARS NEEDED	1,950,207	-	-	0.00%	-	

DEBT SERVICE FUND					
REVENUES	(346,074)	(315,000)	(315,000)	0.00%	
EXPENDITURES	4,276,435	4,857,200	4,857,200	0.00%	
TAX LEVY DOLLARS NEEDED	3,930,361	4,542,200	4,542,200	0.00%	-
DITCH FUND					
REVENUES	(94,172)	(42,431)	(42,431)	0.00%	
EXPENDITURES	47,115	42,431	42,431	0.00%	
TAX LEVY DOLLARS NEEDED	(47,057)	-	-	0.00%	-
SELF INSURANCE FUND					
REVENUES	(1,072,598)	(945,177)	(945,177)	0.00%	
EXPENDITURES	950,972	945,177	945,177	0.00%	
TAX LEVY DOLLARS NEEDED	(121,626)	-	-	0.00%	-
COUNTY WIDE TOTAL					
REVENUES	(93,358,681)	(87,942,310)	(117,047,765)	33.10%	
EXPENDITURES	134,027,659	147,016,165	177,521,620	20.75%	
NET (OVER) / UNDER BUDGET	15,595,877				
TAX LEVY DOLLARS NEEDED	56,264,855	59,073,855	60,473,855	2.37%	1,400,000

Significant levy changes:

- (1) Net levy operating adjustments needed, see Attachment A of the Administrator's Budget Message for further detail.
- (2) The levy decrease is largely related to salary and benefit changes between the 2020 budget and 2021 budget, along with no budgeted salary increases for 2021.
- (3) Board directed yearly levy increase for road preservation.

Appendix B: Total Full-Time Equivalent Employee Positions Board of Commissioners

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Commissioners	5.00	-	5.00
<i>Board of Commissioners Totals</i>	5.00	-	5.00

County Administrator

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
County Administrator	1.00	-	1.00
Administrative Assistant	1.00	-	1.00
<i>County Administrator Totals</i>	2.00	-	2.00

Public Services Division Administration & Communication

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Public Services Division Accountant	1.00		1.00
Support Personnel (STOC)	0.20	-	0.20
Assistant County Administrator	1.00	-	1.00
Communications Manager	2.00	-	2.00
Deputy Division Director	1.00	-	1.00
<i>Department Totals</i>	5.20	-	5.20

Environmental Services

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Assistant	1.00	-	1.00
Assistant Environmentalist- STOC	0.50	0.25	0.75
Environmental Attendant	1.40	0.10	1.50
Environmental Center- Supervisor	1.00	-	1.00
Environmental Services Manager	1.00	-	1.00
Environmental Services Supervisor	1.00	-	1.00
Environmentalist	2.00	-	2.00
Lead Environmentalist	1.00	-	1.00
Senior Environmentalist	5.00	-	5.00
<i>Department Totals</i>	13.90	0.35	14.25

Information Technology

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
CarverLink Manager (25% funded by Carverlink)	1.00	-	1.00
Chief Information Officer	1.00	-	1.00
Client Services Representative	3.00	-	3.00
IT Application Analyst	2.00	-	2.00
IT Business Analyst	3.00	-	3.00
IT Database Administrator	1.00	-	1.00
IT GIS Analyst – City	1.00	-	1.00
IT GIS Intern	0.25	-	0.25
IT Intern	0.25	-	0.25
IT Manager – Applications & PMO	1.00	-	1.00
IT Manager – Development & GIS	1.00	-	1.00
IT Manager – Infrastructure Services	1.00	-	1.00
IT Office Manager	1.00	-	1.00
IT Security Manager	1.00	-	1.00
IT Senior GIS Analyst	2.00	-	2.00
IT Senior Systems Engineer	3.00	-	3.00
IT Service Dispatcher	1.00	-	1.00
IT Solution Architect	2.00	-	2.00
IT Support Technician	3.00	-	3.00
IT Support Technician Supervisor	1.00	-	1.00
IT Systems Engineer	3.00	-	3.00
Lead Project Manager	1.00	-	1.00
On-Call Support Staff	0.30	-	0.30
<i>Department Totals</i>	33.80	-	33.80

Land Management

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Land Use Manager	1.00	-	1.00
Land Management Permit Assistant	1.00	-	1.00
Land Management Planner	1.00	-	1.00
Land Management Technician	1.00	-	1.00
Senior Planner	1.00	-	1.00
<i>Department Totals</i>	5.00	-	5.00

Planning & Water Management

Position	2020 FTEs	2021	2021
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	Actual (as of 10/20/20)	Administrator Recommended Changes	FTEs Approved
AIS Inspector - Seasonal	2.00	-	2.00
AIS Program Coordinator	1.00	-	1.00
Lead Water Resources Technician	-	1.00	1.00
Planner	1.00	-	1.00
Planning & Water Management Manager	1.00	-	1.00
Water Management Intern	0.25	-	0.25
Water Resources Education Coordinator	1.00	-	1.00
Water Resources Program Analyst	2.00	-	2.00
Water Resources Specialist	1.00	-	1.00
Water Resources Technician	1.60	(0.60)	1.00
Department Totals	10.85	0.40	11.25

Facility Services

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Assistant Facilities Project Manager	2.00	-	2.00
Custodial Supervisor	1.00	-	1.00
Custodian	6.00	-	6.00
Facility Services Manager	1.00	-	1.00
Facility Technician	4.00	-	4.00
Lead Facility Technician	1.00	-	1.00
Master Electrician	1.00	-	1.00
Department Totals	16.00	-	16.00

Library

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Assistant	0.80	-	0.80
Associate Librarian	2.50	-	2.50
Community Engagement Coordinator	0.80	-	0.80
Law Library Paralegal	0.80	-	0.80
Librarian	12.60	-	12.60
Library Assistant	12.66	-	12.66
Library Branch Manager	3.00	-	3.00
Library Director	1.00	-	1.00
Library Operations Supervisor	3.00	-	3.00
Library Shelves	2.77	-	2.77
Library Systems Administrator	1.00	-	1.00
Library Technology Associate	2.00	-	2.00
On-Call Librarian	0.64	-	0.64
On-Call Library Assistant	0.46	-	0.46

<i>Department Totals</i>	44.03	-	44.03
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Veterans Services

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Asst. Veteran Services Officer	2.00	-	2.00
Veteran Services Driver	1.20	-	1.20
Veteran Services Officer	1.00	-	1.00
Veteran Services Rep.	1.00	-	1.00
STOC – Clerical	0.20	-	0.20
STOC - Veteran Services Driver	0.20	-	0.20
<i>Department Totals</i>	5.60	-	5.60

University of Minnesota Extension

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Extension Administrative Rep.	0.60	-	0.60
Extension Administrative Tech.	0.90	-	0.90
Clerical Support (STOC)	0.20	-	0.20
<i>Department Totals</i>	1.70	-	1.70
Public Services Division Totals	136.08	0.75	136.83

County Attorney

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Assistant- Attorney	1.00	-	1.00
Assistant County Attorney	6.00	-	6.00
Assistant County Attorney- Division Manager	3.00	-	3.00
Chief Deputy County Attorney	1.00	-	1.00
County Attorney	1.00	-	1.00
Executive Assistant	1.00	-	1.00
Law Clerk	0.70	(0.70)	-
Law Office Manager	1.00	-	1.00
Legal Administrative Assistant	4.00	-	4.00
On-Call Clerical	0.15	-	0.15
Paralegal	2.50	-	2.50
Senior Assistant County Attorney	7.15	-	7.15
Senior Legal Administrative Assistant	3.00	-	3.00
Victim Witness Coordinator	2.00	-	2.00
Attorney's Office Totals	33.50	(0.70)	32.80

Employee Relations Division

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Assistant	1.00	-	1.00
Deputy Director of ER/ Labor Relations Manager	1.00	-	1.00
Employee Relations Business Partner	4.00	-	4.00
Employee Relations Coordinator	1.00	-	1.00
Employee Relations Director	1.00	-	1.00
Employee Relations Senior Advisor	0.20	-	0.20
Employee Relations Senior Business Partner	1.00	-	1.00
Health & Wellness Program Manager	1.00	-	1.00
Risk Management Specialist	1.00	-	1.00
Seasonal Temporary On-Call (STOC) Clerical	2.00	-	2.00
Employee Relations Division Totals	13.20	-	13.20

Property and Financial Services Division

Finance

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Accounting Technician	1.00	-	1.00
Accountant	1.00	-	1.00
Assistant Finance Director	1.00	-	1.00
Cash Management Officer	1.00	-	1.00
Investment Manager	0.50	-	0.50
On-Call Account Tech	0.20	-	0.20
Payroll Technician	0.80	-	0.80
Property & Finance Director	1.00	-	1.00
Senior Accounting Technician	1.00	-	1.00
Senior Payroll Administrator	1.00	-	1.00
Department Totals	8.50	-	8.50

County Assessor

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
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Appraiser	7.00	-	7.00
Appraiser Intern	0.50	-	0.50
Appraiser - Systems Analyst	1.00	-	1.00
Appraiser - Trainee	1.00	-	1.00
Assessor Administrative Assistant	1.00	-	1.00
Assessor Representative	1.00	-	1.00
Assistant County Assessor	1.00	-	1.00
Commercial Appraiser	1.00	-	1.00
County Assessor	1.00	-	1.00
Department Totals	14.50	-	14.50

Land Records and Vitals

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Assistant County Recorder	1.00	-	1.00
County Recorder & Asst. Manager	1.00	-	1.00
Land Records & Vitals Manager	1.00	-	1.00
Land Records & Vitals Specialist	2.00	-	2.00
Land Records & Vitals Sr. Specialist	3.00	-	3.00
STOC Land Records	1.20	-	1.20
Department Totals	9.20	-	9.20

Property Tax

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Property Tax Manager – Interim	1.00	-	1.00
Senior Taxation Analyst	1.00	-	1.00
Taxation Analyst	3.00	-	3.00
STOC – Property Tax	0.35	-	0.35
Department Totals	5.35	-	5.35

Election and Licensing

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Elections & Licensing Manager – Interim	1.00	-	1.00
Elections & Licensing Specialist	2.00	-	2.00
Senior Elections & Licensing Specialist	1.00	-	1.00
STOC – Election Judges/Clerks	1.03	-	1.03
Department Totals	5.03	-	5.03

License Center

Position	2020 FTEs Actual (as of	2021 Administrator	2021 FTEs
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	10/20/20)	Recommended Changes	Approved
License Center Manager	1.00	-	1.00
License Center Supervisor	1.00	-	1.00
Licensing Assistant	2.00	-	2.00
Licensing Specialist (full/part time)	13.00	-	13.00
Licensing Specialist – Senior	2.00	-	2.00
Department Totals	19.00	-	19.00
Property and Financial Services Division Totals	61.58	-	61.58

Public Works Division

Administration

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Assistant	1.00	-	1.00
Administrative Technician	1.00	-	1.00
Administrative Services Manager	1.00	-	1.00
Senior Accounting Technician	1.00	-	1.00
Public Works Director	1.00	-	1.00
Department Totals	5.00	-	5.00

Program Delivery

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Assistant County Surveyor	1.00	-	1.00
Assistant Public Works Director	1.00	-	1.00
Civil Technician- Survey	1.00	-	1.00
Civil Technician II	2.00	-	2.00
Civil Technician III	1.00	-	1.00
Civil Technician IV	1.00	-	1.00
Construction Supervisor	1.00	-	1.00
County Surveyor	1.00	-	1.00
Design Engineer	1.00	-	1.00
Eng/ Land Surveying Assistant (STOC)	0.75	-	0.75
Engineering Program Manager	1.00	-	1.00
Engineering Specialist	1.00	1.00	2.00
Engineering Supervisor	1.00	-	1.00
GIS Specialist	1.00	-	1.00
Project Manager	1.00	-	1.00
Right-of-Way Agent	1.00	-	1.00
Senior Civil Engineer	1.00	-	1.00

Senior Right-of-Way Agent	1.00	-	1.00
Senior Transportation Planner	1.00	-	1.00
Sign Shop Foreman	1.00	-	1.00
Transportation Engineering Coordinator	1.00	-	1.00
Transportation Manager	1.00	-	1.00
Transportation Operations Specialist	2.00	-	2.00
Department Totals	24.75	1.00	25.75

Asset and Performance Management

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Asset Manager	1.00	-	1.00
GIS Assistant (STOC)	0.17	-	0.17
GIS Specialist	1.00	-	1.00
GIS Technician	1.00	-	1.00
Department Totals	3.17	-	3.17

Operations

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Equipment Technician	3.00	-	3.00
Highway Maintenance Operator	11.00	-	11.00
Highway Maintenance Operator-Trainee	2.00	-	2.00
Highway Maintenance Worker (STOC)	2.70	-	2.70
Highway/Parks Maintenance Operator	1.00	-	1.00
Inventory Control Technician	1.00	-	1.00
Lead Equipment Technician	2.00	-	2.00
Lead Highway Maintenance Operator	2.00	-	2.00
Operations Manager	1.00	-	1.00
Operations Supervisor	3.00	-	3.00
Seasonal Shop Helper	0.23	-	0.23
Department Totals	28.93	-	28.93

Parks

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Assistant	0.80	-	0.80
Campground Attendant	0.53	-	0.53
Park Maintenance Lead	1.00	-	1.00
Park Maintenance Technician	2.00	0.50	2.50
Parks & Recreation Director	1.00	-	1.00

Parks and Recreation Supervisor	1.00	-	1.00
Parks Operations & Natural Resource Manager	1.00	-	1.00
Part-Time Seasonal	4.65	-	4.65
Recreation & Volunteer Specialist	1.00	-	1.00
<i>Department Total</i>	12.98	0.50	13.48
Public Works Division Totals	74.83	1.50	76.33

Sheriff's Office Administration

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Administrative Civil Specialist	1.00	-	1.00
Administrative Services Manager	1.00	-	1.00
Administrative Support Assistant	1.00	-	1.00
Background Investigator	1.00	-	1.00
Background Supervisor	1.00	-	1.00
Chief Deputy Sheriff	1.00	-	1.00
County Sheriff	1.00	-	1.00
Lead Records Technician	1.00	-	1.00
Records Supervisor	1.00	-	1.00
Records Technician	5.00	-	5.00
Senior Accounting Technician	1.00	-	1.00
<i>Department Total</i>	15.00	-	15.00

Emergency Management/ Communications

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
911 Dispatcher	14.00	-	14.00
Commander of Emergency Management & Communication Services	1.00	-	1.00
Communications Services Manager	1.00	-	1.00
Emergency Management Specialist	2.00	-	2.00
PSAP Supervisor	3.00	-	3.00
STOC Emergency Management Specialist	0.26	-	0.26
Terminal Agency Coordinator	1.00	-	1.00
Warrants Specialist	1.00	-	1.00
<i>Department Total</i>	23.26	-	23.26

Jail

Position	2020 FTEs	2021	2021
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	Actual (as of 10/20/20)	Administrator Recommended Changes	FTEs Approved
Assistant Jail Administrator	1.00	-	1.00
Commander of Jail Services	1.00	-	1.00
Detention Deputy	33.00	-	33.00
Detention Sergeant	5.00	-	5.00
<i>Department Total</i>	40.00	-	40.00

Patrol

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Civil Process Assistant	1.00	-	1.00
Commander of Operations	1.00	-	1.00
Community Service Officer	2.90	-	2.90
Deputy Sheriff	63.00	-	61.00
Evidence Technician	1.00	-	1.00
Investigation Assistant	1.00	-	1.00
Licensed Sergeant	13.00	-	12.00
Lieutenant	3.00	-	4.00
<i>Department Total</i>	85.90	-	85.90
Sheriff's Office Totals	164.16	-	164.16

Health and Human Services Division

Administration

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Accounting Manager	1.00	-	1.00
Accounting Supervisor	1.00	-	1.00
Accounting Technician	6.00	-	6.00
Administrative Assistant	3.00	-	3.00
Administrative Officer	1.00	-	1.00
Administrative Representative	4.00	-	4.00
Health & Human Services Director	1.00	-	1.00
HHS Deputy Director – Social Services	1.00	-	1.00
HHS Deputy Director – Health Services	1.00	-	1.00
Information Technology Coordinator	1.00	-	1.00
<i>Department Totals</i>	20.00	-	20.00

Behavioral Health

Position	2020 FTEs Actual (as of	2021 Administrator	2021 FTEs
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	10/20/20)	Recommended Changes	Approved
Accounting Supervisor	1.00	-	1.00
Accounting Technician	3.00	-	3.00
Adult Mental Health RN/ Case Manager	1.00	-	1.00
Behavioral Health Manager	1.00	-	1.00
Case Aide	1.00	-	1.00
Case Management Associate	1.00	-	1.00
Case Management Sup- School Link	1.00	-	1.00
Case Management Supervisor – Day Treatment	1.00	-	1.00
Clinical Director	1.00	-	1.00
Clinical Social Worker	1.00	-	1.00
Community Support Supervisor	1.00	-	1.00
Crisis Program Supervisor	1.00	-	1.00
Crisis Therapist	10.20	-	10.20
Crist Therapist (On-call) (MH Prof Casual)	0.40	-	0.40
Health Care Navigator	1.00	-	1.00
Health Services Nurse- Psychiatry	2.00	-	2.00
HHS Administrative Assistant	3.00	-	3.00
Housing Unit Supervisor	1.00	-	1.00
Jail Re-entry Program Coordinator	1.00	-	1.00
Law Enforcement Crisis Responder	1.00	-	1.00
Psychologist	2.00	-	2.00
Psychotherapist	4.00	1.00	5.00
Social Worker	14.48	1.00	15.48
Therapist School Linked Services	16.25	-	16.25
Department Totals	70.33	2.00	72.33

Child and Family

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Case Aide	2.00	-	2.00
Child/Family Manager	1.00	-	1.00
Child/Family Supervisor	4.00	-	4.00
Senior Social Worker	3.00	-	3.00
Social Worker	30.65	1.00	31.65
Department Totals	40.65	1.00	41.65

Court Services/Probation

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Corrections Administrative	2.00	-	2.00

Court Coordinator – Veterans	0.70	-	0.70
Court Services Agent II	2.00	-	2.00
Court Services Agent III	8.80	-	8.80
Court Services Director	1.00	-	1.00
Court Services Supervisor	1.00	-	1.00
Office Manager Court Services	1.00	-	1.00
Department Totals	16.50	-	16.50

Home & Community-Based Care

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Case Aide	2.00	-	2.00
HCBC Manager	1.00	-	1.00
HCBC Supervisor	4.00	-	4.00
Program Technician	3.00	-	3.00
Public Health Nurse	1.00	-	1.00
Senior Social Worker	1.00	-	1.00
Social Worker	33.90	-	33.90
Encore Program (STOC)	0.20	-	0.20
Therapeutic Recreation Specialist	1.00	-	1.00
Department Totals	47.10	-	47.10

Income Support

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Case Aide	2.00	-	2.00
Child Care Specialist	1.00	-	1.00
Child Support Officer	8.00	-	8.00
Child Support Supervisor	1.00	-	1.00
Employment Counselor	5.00	-	5.00
Financial Assistant Specialist	6.00	-	6.00
Financial Assistant Supervisor	3.00	-	3.00
Income Support Manager	1.00	-	1.00
Lead Financial Assistance Specialist	18.00	-	18.00
Resource Specialist	1.00	-	1.00
Social Worker	1.00	-	1.00
Support Enforcement Technician	2.00	-	2.00
Workforce Services Supervisor	1.00	-	1.00
Department Totals	50.00	-	50.00

Public Health

Position	2020 FTEs Actual (as of 10/20/20)	2021 Administrator Recommended Changes	2021 FTEs Approved
Accounting Technician	1.00	-	1.00
Community Health Supervisor	1.00	-	1.00
Community Health Worker	1.00	-	1.00
Family Health Supervisor	1.00	-	1.00
Health Informatics Specialist	1.00	-	1.00
Public Health Nurse (PHN)	6.80	-	6.80
Senior PH Services Professional	5.80	-	5.80
<i>Department Totals</i>	17.60	-	17.60
Health and Human Services Division Totals	262.18	3.00	265.18

County Total FTEs	752.53	4.55	757.08
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**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS**

<u>Function/program</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>General Government</u>										
Administrative Services										
Square Feet of Building Space (1)	610,665	610,665	610,665	610,665	610,665	610,665	610,665	618,665	618,665	618,665
Employee Relations										
New Hires Processed	98	112	109	168	192	163	205	214	157	189
Terminations Processed	121	74	116	123	165	140	174	187	161	190
Collective Bargaining Agreements	11	11	11	11	11	11	11	11	11	11
Financial Services										
Cash Receipts Processed	6,142	5,310	6,798	6,862	5,854	5,811	6,278	5,950	5,862	5,778
Payroll Checks Issued	856	365	498	480	587	423	516	467	433	413
Payroll Stubs Issued	18,337	17,905	17,968	19,005	18,390	19,767	19,402	19,895	20,327	24,344
Claims Paid	14,464	15,010	13,016	13,507	13,603	14,001	13,147	12,502	11,722	12,151
Contracts Maintained	444	367	306	424	482	616	601	548	516	585
Journal Entries	804	806	726	776	646	728	721	699	620	601
Budget Amendments Entered	88	150	107	127	127	141	179	162	164	161
Capital Assets Inventoried	91	65	71	81	62	80	60	56	110	72
Property Records and Taxpayer Services										
Deeds Recorded	2,394	2,701	3,422	3,962	3,447	3,857	3,864	5,051	4,030	3,522
Birth and Death Certificate Copies Issued	4,416	4,262	4,797	5,792	5,783	5,835	6,207	6,308	6,531	7,133
Marriage Licenses Processed	387	408	443	507	485	478	507	508	470	441
Passports Processed	3,094	2,885	3,947	4,310	4,869	6,520	6,972	6,858	6,229	5,948
Motor Vehicle Registrations	34,704	39,801	52,690	56,697	59,332	61,577	66,066	63,529	66,548	60,580
% of Voter Turnout (General Election)	70%	0%	96%	0%	65%	0%	91%	0%	81%	0%
Real Estate Documents Processed (6)	23,246	19,724	25,840	24,822	17,828	16,419	11,452	9,948	8,814	7,848
Electronic Documents Received (6)	-	-	-	-	-	4,735	10,163	10,825	10,209	12,812
Real Property Parcels (2)	39,746	39,876	41,424	42,617	43,173	42,759	41,517	41,800	42,136	42,869
Personal Property Parcels (2)	-	-	-	-	-	-	188	185	185	185
Number of New Homes Constructed	314	386	394	610	573	508	641	627	622	572
Properties Appraised	7,173	7,756	7,498	8,670	9,144	8,871	8,428	8,363	11,596	8,856

**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Public Safety</u>										
Sheriff's Office										
Calls for Service Received:	53,329	53,180	50,430	50,640	53,068	53,081	55,221	53,687	51,970	56,362
Chaska Calls	13,294	12,811	11,802	11,375	11,298	10,864	11,289	11,568	11,724	11,463
County Calls	40,035	40,369	38,628	39,265	41,770	42,217	43,932	42,119	40,246	38,974
Part I Crimes	856	896	865	818	865	928	246	-	-	-
Part II Crimes	1,768	1,802	1,627	1,587	1,645	1,789	655	-	-	-
Group A Crimes	-	-	-	-	-	-	1,047	1,650	1,492	1,475
Group B Crimes	-	-	-	-	-	-	306	554	512	539
Misc. Non-Criminal Incidents	37,376	37,671	36,136	36,860	39,260	39,500	41,674	15,459	15,846	15,604
Fire Calls	570	590	552	640	730	769	720	760	745	1,182
Medical Calls	2,098	2,124	2,309	2,445	2,549	2,531	2,786	2,942	3,194	4,514
Drug Cases	118	123	145	222	267	260	241	672	275	239
Crashes	1,323	1,185	1,052	1,410	1,424	1,463	1,429	1,454	1,344	1,438
Fatal Crashes	7	5	3	6	9	4	1	3	5	4
Personal Injury Crashes	174	135	156	194	160	190	180	164	166	141
Property Damage Crashes	1,142	1,045	896	1,210	1,255	1,269	1,248	1,287	1,173	1,295
Alarm calls	1,752	1,614	1,587	1,400	1,312	1,297	1,232	1,290	1,225	1,282
Citations Issued	5,105	4,830	4,315	4,313	4,530	5,180	8,298	5,492	3,067	2,842
Total Arrests	1,284	1,252	664	542	590	590	964	1,203	1,258	1,184
Drug Arrests	189	221	289	76	100	89	224	288	259	274
Civil Papers Served	1,996	1,708	1,513	1,201	1,183	1,259	1,334	1,530	1,250	1,174
Warrants	1,042	1,109	1,001	753	948	893	892	1,088	907	947
Number of Prisoners Transported	485	417	539	425	574	472	568	526	650	607
Prisoners Transported (Miles)	38,813	33,311	55,850	41,738	57,906	40,133	53,693	53,165	60,253	54,020
Inmates Booked:	1,910	2,083	1,956	1,927	1,856	1,831	2,023	2,223	1,968	1,944
Total Carver County Inmates Booked	1,488	1,581	1,488	1,352	1,511	1,507	1,529	1,614	1,560	1,638
Males Booked	1,172	1,243	1,151	1,050	1,166	1,168	1,216	1,193	1,174	1,220
Females Booked	316	338	337	302	345	339	313	421	386	418
Boarded Inmates from Other Jurisdictions	422	502	468	575	345	324	494	609	408	306
Average Daily Inmate Population	74	75	69	62	76	63	83	89	78	70
Prisoners Days Stayed	27,015	27,286	24,959	22,398	27,775	23,005	30,529	32,493	28,551	25,482
Jail Medical Unit- Inmate Interaction (4)	1,910	2,332	2,390	2,279	1,948	1,795	1,970	4,283	4,649	4,123
Total Juveniles Booked:	283	317	306	265	284	272	245	242	199	247
Carver County Juveniles Booked	138	126	138	87	113	128	109	89	71	76
Male Juveniles Booked	106	96	119	72	75	78	74	62	55	58
Female Juveniles Booked	32	30	19	15	38	50	35	27	16	18
Boarded Juveniles from Other Jurisdictions	145	191	168	178	171	144	136	153	128	171
Average Daily Juvenile Population	2	3	3	3	3	3	3	3	2	3
Juvenile Resident Days Stayed	872	1,009	1,059	980	1,142	1,226	1,123	1,125	902	1,169

**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Court Services</u>										
Number of Probation Supervision Clients/Offenders	1,220	1,161	1,123	1,274	1,136	1,102	1,071	1,122	1,283	1,269
Number of Probation Supervision Cases	1,521	1,469	1,293	1,470	1,167	1,208	1,206	1,434	1,386	1,350
Number of Offender Risk Assessments Completed	939	801	749	650	855	677	680	766	825	1,104
Number of Offender Drug/Alcohol Tests Completed	2,160	3,040	3,583	3,457	4,479	3,638	3,861	3,384	3,124	3,472
Number of Offender Probation Violations Filed	257	303	366	288	273	251	238	263	229	295
<u>Highways & Streets</u>										
<u>Road & Bridge</u>										
Resurfacing (miles)	5.6	7.2	6.5	11.2	9.9	9.4	8.5	8.7	19.0	17.8
Vehicle/Equipment Units Serviced	355	355	355.0	355.0	360.0	361.0	256.0	319.0	308.0	312.0
<u>Human Services</u>										
<u>Health and Human Services</u>										
Financial Assistance End of Year Caseload	3,219	3,361	3,295	3,453	6,165	6,674	7,792	7,744	7,238	6,407
Child Support Annual Disbursements	\$8,231,783	\$ 8,218,129	\$ 8,164,867	\$ 8,440,219	\$ 8,627,101	\$ 8,644,514	\$ 8,481,691	\$8,330,537	\$8,300,791	\$8,504,491
Open Child and Family Workgroups	362	320	319	300	335	730	730	770	1,032	991
Developmentally Disabled Clients	358	344	341	346	334	341	352	377	355	408
Crisis Program Clients Served	3,819	5,691	8,858	9,459	9,098	8,738	5,762	6,991	6,195	6,162
Detox Visits	185	153	176	193	163	166	167	146	115	74
Child Support End of Year Caseload	1,904	1,864	1,934	1,902	1,816	1,779	1,838	1,821	1,792	1,740
Children in Out-Of Home Placement	61	54	56	53	59	91	161	83	115	173
Child Care Assistance End of Year Caseload	179	128	165	132	128	131	141	143	138	169
Licensed Family Day Care Homes	197	188	182	167	155	144	139	128	118	114
Encore Adult Day Services Participants	51	54	48	46	48	54	58	54	53	62
DD Screening	158	174	173	222	212	N/A	N/A	N/A	N/A	N/A
MnChoices Assessments	N/A	N/A	N/A	N/A	N/A	451	585	1,133	1,103	1,191
Workforce Resource Center Average Daily Client Usage	93	84	81	77	69	58	52	51	38	47
Workforce Services Enrolled Clients	1,256	828	720	644	640	584	600	617	556	368
SmartLink Transit Passenger Trips	220,462	223,549	209,956	193,832	190,023	154,143	161,088	159,292	165,309	117,119
<u>Health</u>										
<u>Public Health</u>										
Information & Resources Calls (3)(5)	728	675	748	646	594	420	363	501	527	419
Children 0-3 Enrolled in Follow Along Program	1,061	1,178	1,201	1,309	1,241	1,170	846	946	566	531
MRC Volunteers Registered	111	113	120	120	120	120	112	113	97	114

**CARVER COUNTY
CHASKA, MINNESOTA**

**OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
(Continued)**

<u>Function/program</u>	<u>Fiscal Year</u>									
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Culture & Recreation</u>										
Library										
Library Visits	600,750	584,998	580,242	557,219	551,358	535,064	525,656	505,807	482,482	533,596
Library Circulation	1,115,108	1,113,621	1,078,004	1,039,915	1,059,994	1,064,549	1,018,472	993,786	997,988	1,084,590
Number of Materials	256,206	233,209	240,780	242,603	255,474	279,462	273,183	267,642	367,427	235,381
Queries for Information	66,671	42,861	37,310	67,353	56,186	57,954	59,954	48,672	74,709	89,648
Public Service Hours	13,286	13,374	13,364	13,217	13,303	14,994	15,348	15,185	17,542	17,542
Attendance of Library Hosted Programs	30,373	26,387	36,245	27,441	29,042	34,650	35,028	32,145	35,084	39,949
Park										
Park & Trail User Visits (annual use)	307,000	443,900	582,000	615,000	675,120	686,240	583,000	710,000	750,000	Not Available
Historical Society										
Attendance of Programs hosted in Schools	2,819	2,099	1,174	2,546	4,373	4,038	3,675	4,018	5,597	4,409
Attendance of Programs hosted in Museum	1,549	1,493	3,169	2,798	1,592	1,193	1,035	787	456	1,758
Attendance of Programs hosted in Library	823	711	653	478	648	1,067	1,035	643	1,842	2,410
Attendance of Programs - other	3,130	4,073	2,377	2,341	4,869	2,995	3,367	3,746	2,816	2,759
<u>Conservation of Natural Resources</u>										
Land & Water Services										
Environmental Center Visits	24,918	25,799	26,158	26,812	27,423	33,641	35,000	40,146	34,659	28,424
Appliances Recycled (in units)	3,546	3,266	2,862	3,036	2,952	3,111	3,811	3,975	3,855	4,036
Tons of Tires Recycled	27	24	32	33	37	30	44	39	39	37
Tons of Electronics Recycled	297	286	276	316	292	292	350	308	254	219
Tons of Household Hazardous Waste Recycled	172	203	212	210	215	228	380	332	262	251
Building Permits Issued	551	598	596	478	557	635	615	652	565	668
New & Replacement On-site Sewer Systems	114	115	100	95	95	107	70	100	156	78
Hazardous Waste Generators Licensed/Re-licensed	317	293	307	297	300	304	340	307	298	298
Planning Commission/Board of Adjustment Actions	29	30	47	45	42	60	58	55	26	45
Minor Subdivisions	21	26	34	35	31	43	22	69	57	59
Zoning Permits Issued	528	228	243	172	167	120	159	263	292	216
Wetland Conservation Act Contracts	121	205	170	271	266	137	223	244	231	239
Number of Water Projects Approved	49	54	62	62	65	109	49	56	69	58
Number of Feedlot Inspections	80	78	55	58	71	49	17	19	20	22

Note: (1) Square feet of Building Space does not include leased space. (2) In 2008, personal property parcels combined with real property. (3) In 2009, there was an increase in Public Health Calls related to H1N1. (4) Inmate interactions transferred to the Sheriff's Office in April of 2009. (5) The number of Information & resources calls has increased from 2010, but due to changes in processing calls and the database used, the 2011 I&R number was lower than expected. (6) Electronic documents started being received in 2015, and began being broken out from total real estate documents processed in 2016.

Data Sources:

Various County Departments

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Auditor				Proj#	040	-	001
Project Title	Property Tax Software Replacement					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Replace Aumentum property tax software due to the software vendor as announced plans to stop supporting the current version by 2023.								
Purpose/ Justification	Property tax calculation, collection and settlement to local governments of over \$200 million annually is an essential and complicated service provided by the County. The County participates in the MNCCC with several other MN counties to jointly work with the software vendor to update the property tax software for Legislative changes which happen on a regular basis. Cost estimate includes \$350K for software plus \$100k for two year position to help support Property Tax Department during set-up,conversion, installation, testing and "Go Live" for a total \$450,000 project.								
Funding Source and Amt:	County Tax Dollars				\$450,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
01 40 0000 0000 6630		\$450,000					\$450,000		
Total		\$0	\$450,000	\$0	\$0	\$0	\$0	\$450,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr			Proj#	049	-	001
Project Title	Fiber Installed in PW Road Projects				Year Started			
Priority	C	Project # Last Year:			Year Ended			
Description/ Location	Strategically install fiber as Public Works is building/repairing roads.							
Purpose/ Justification	Cost effective to install dark fiber when Public Works is building/repairing roads.							
Funding Source and Amt:	County Tax Dollars			\$375,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Buildings & Misc. Capital Projects								
30 049 000 0000 6630	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000	
Total	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr			Proj#	049	-	002
Project Title	Capital Technology - CIO Priorities				Year Started	2009		
Priority	B	Project # Last Year:	02		Year Ended	2020		
Description/ Location	Technology Advancement Capital							
Purpose/ Justification	Project identified and approved by I.T. for advancement of County Technology. These funds include those capital projects impacted by Division strategic planning and internal division advancement.							
Funding Source and Amt:	County Tax Dollars			\$965,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Equipment And Furniture Purchase								
01 049 000 0000 6660	\$125,000	\$140,000	\$160,000	\$190,000	\$225,000	\$250,000	\$965,000	
Total	\$125,000	\$140,000	\$160,000	\$190,000	\$225,000	\$250,000	\$965,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	003
Project Title	Data Storage Upgrade			Year Started	2021	
Priority	C	Project # Last Year:		Year Ended	2024	
Description/ Location	Upgrade end of life data storage in data centers.					
Purpose/ Justification	Data storage has about a 5 year life cycle. In order to keep the data storage under maintenance and support the IT departments needs to upgrade the hardware.					
Funding Source and Amt:	County Tax Dollars		\$250,000	Funding Account Number:		
	Current Year	2022	2023	2024	2025	2026
Buildings & Misc. Capital Projects						2022 2026
01 049 046 0000 6630	\$100,000			\$250,000		\$250,000
Total	\$100,000	\$0	\$0	\$250,000	\$0	\$250,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	004
Project Title	Laminator Replacement			Year Started	2023	
Priority	C	Project # Last Year:		Year Ended	2023	
Description/ Location	The County's laminator within the Print Center is end of life within Client Services.					
Purpose/ Justification	The laminator within the Print Center is used to laminate print jobs for various projects throughout the year.					
Funding Source and Amt:	County Tax Dollars		\$30,000	Funding Account Number:		
	Current Year	2022	2023	2024	2025	2026
Buildings & Misc. Capital Projects						2022 2026
01 049 060 0000 6630			\$0	\$30,000		\$30,000
Total	\$0	\$0	\$0	\$30,000	\$0	\$0
						\$30,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr			Proj#	049	-	005
Project Title	Printer Replacement				Year Started	2010		
Priority	C	Project # Last Year:			Year Ended	2022		
Description/ Location	Printer Replacement							
Purpose/ Justification	Replace or purchase new printers.							
Funding Source and Amt:	County Tax Dollars			\$100,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Equipment And Furniture Purchase								
01 049 046 0000 6660	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000	
Total	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	006
Project Title	Scanner Replacement – Heavy Duty Scanners			Year Started	2024	
Priority	C	Project # Last Year:		Year Ended	2024	
Description/ Location	Replacement of Heavy Duty Scanners					
Purpose/ Justification	There are currently 3 high capacity scanners (Canon DR G1100) in use that were purchased in 2016 and are holding up well so they should not need to be replaced until 2024. Due to technological advancements and enhancements, device replacement for enhanced optics, increased performance, etc. are factors to consider for upgrading devices based on manufacturer recommendation. Device consistency in our VDI environment with drivers makes an overall upgrade to all devices the better option.					
Funding Source and Amt:	County Tax Dollars		\$20,000	Funding Account Number:		
	Current Year	2022	2023	2024	2025	2026
						2022 2026
Buildings & Misc. Capital Projects						
01 049 060 0000 6630	\$0		\$0	\$20,000		\$20,000
Total	\$0	\$0	\$0	\$20,000	\$0	\$20,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	007
Project Title	Lidar Elevation Data Collection			Year Started	2022	
Priority	B	Project # Last Year:		Year Ended	2022	
Description/ Location	Update 2011 Lidar data for GIS elevation mapping needs.					
Purpose/ Justification	The county purchased its first Lidar flight in 2005 and received Lidar data in 2011 from the State. Lidar data is used to create a base elevation data model for the county. The elevation data model is used to generate 2 foot contours, water modeling, and orthorectification of Aerial Photography (increases the accuracy of the aerial imagery). Urbanization within Carver County continues to change the earth's surface and over time the elevation data model becomes outdated. If the State doesn't do another Lidar flight the county will need to update their elevation data model.					
Funding Source and Amt:	County Tax Dollars		\$75,000	Funding Account Number:		
	Current Year	2022	2023	2024	2025	2026 2026
Buildings & Misc. Capital Projects						
01 049 062 0000 6630	\$0	\$75,000	\$0			\$75,000
Total	\$0	\$75,000	\$0	\$0	\$0	\$75,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	008	
Project Title	Scanner Replacement - Wide Format Scanners			Year Started	2024		
Priority	C	Project # Last Year:		Year Ended	2024		
Description/ Location	Replacement of Wide Format Scanners/Printers						
Purpose/ Justification	The current models were purchased in 2016 and 2017 respectively (HP T2530) and are holding up well so they should not need to be replaced until 2023. Due to technological advancements and enhancements, device replacement for enhanced optics, increased performance, etc. are factors to consider for upgrading devices based on manufacturer recommendation. Device consistency in our VDI environment with drivers as well as the end user experience makes an overall upgrade to all devices the better option.						
Funding Source and Amt:	County Tax Dollars		\$20,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
01 049 060 0000 6630		\$0	\$20,000	\$0			\$20,000
Total	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	009
Project Title	Firewall Replacement			Year Started	2022	
Priority	C	Project # Last Year:		Year Ended	2022	
Description/ Location	Replace IT Firewall.					
Purpose/ Justification	The County's IT Firewall has a 5-year life cycle. The current Firewall was installed with a grant through the State. After 3 years the State provided ownership to the County. The current Firewall will need to be replaced with new hardware. The Firewall protects the County from cybersecurity threats. It is our first line of defense blocking external access into the County's computer systems. Making it one of the most critical pieces of hardware within the IT network.					
Funding Source and Amt:	County Tax Dollars		\$195,000	Funding Account Number:		
	Current Year	2022	2023	2024	2025	2026
Buildings & Misc. Capital Projects						2022 2026
01 049 046 0000 6630		\$195,000				\$195,000
Total	\$0	\$195,000	\$0	\$0	\$0	\$195,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: IS: Specific Pr			Proj#	049	-	010
Project Title	Print Center Upgrade				Year Started	2022		
Priority	C	Project # Last Year:			Year Ended	2022		
Description/ Location	Client Services Print Center Upgrade							
Purpose/ Justification	As use of the Print Center continues an annual increase, it is the desire to continue to increase the efficiency and capabilities of the equipment. Moving from a low-end print production device to a higher-end print production device (potentially moving from two to one device) will continue to provide value-added services to Carver County staff and provide opportunities for streamlined, integrated project submissions by end users.							
Funding Source and Amt:	County Tax Dollars			\$25,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Buildings & Misc. Capital Projects								
01 049 060 0000 6630		\$25,000					\$25,000	
Total	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	011
Project Title	Network Traffic Shaper			Year Started	2023	
Priority	C	Project # Last Year:		Year Ended	2023	
Description/ Location	Network Traffice Shaper Software					
Purpose/ Justification	Traffic shaping is a bandwidth management technique used on computer networks to optimize or guarantee performance, improve latency, or increase usable bandwidth.					
Funding Source and Amt:	County Tax Dollars		\$70,000	Funding Account Number:		
	Current Year	2022	2023	2024	2025	2026
Buildings & Misc. Capital Projects						2022 2026
01 049 046 0000 6630			\$70,000			\$70,000
Total	\$0	\$0	\$70,000	\$0	\$0	\$0

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: IS: Specific Pr	Proj#	049	-	012
Project Title	Blade Servers			Year Started	2026	
Priority	C	Project # Last Year:		Year Ended	2026	
Description/ Location	Blade Server replacement in the County's Data Center.					
Purpose/ Justification	These blade servers are used to support the County's VDI infrastructure. They were added at the end of 2020 and have about a 5 year life cycle.					
Funding Source and Amt:	County Tax Dollars	\$150,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026
Buildings & Misc. Capital Projects						2022 2026
01 049 046 0000 6630						\$150,000 \$150,000
Total	\$0	\$0	\$0	\$0	\$0	\$150,000 \$150,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	001	
Project Title	Replace HVAC Variable Frequency Drives (VFD's)			Year Started	2021		
Priority	A	Project # Last Year:		Year Ended	2023		
Description/ Location	Replacement of HVAC equipment VFD's. The VFD's control the speed at which the motors run on the larger hvac equipment. Without them the motors would always be running at 100%. The existing VFD's are 23 years old						
Purpose/ Justification	Existing VFD's are past there useful life. Failure of a VFD would increase the costs to run our HVAC systems.						
Funding Source and Amt:	County Tax Dollars		\$30,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
01 110 000 0000 6630	\$15,000	\$15,000	\$15,000				\$30,000
Total	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0	\$30,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	003	
Project Title	Roof repairs continued at PW Cologne			Year Started	2020		
Priority	B	Project # Last Year:		Year Ended	2024		
Description/ Location	replacement of the roofing material is original on PW Cologne						
Purpose/ Justification	Continue to replace sections of the original roofing material.						
Funding Source and Amt:	County Tax Dollars		\$200,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
110 110 000 0000 6630		\$100,000		\$100,000			\$200,000
Total	\$0	\$100,000	\$0	\$100,000	\$0	\$0	\$200,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	004	
Project Title	PW Cologne parking lot replacement			Year Started	2020		
Priority	B	Project # Last Year:		Year Ended	2024		
Description/ Location	The existing asphalt roadways and lot at PW Cologne is failing.						
Purpose/ Justification	Replacement of sections of the existing asphalt roadways and parking areas recommended to be fully funded in 2022 with excess Turnback \$.						
Funding Source and Amt:	County Tax Dollars		\$1,000,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
30 110 000 000 6630	\$0	\$1,000,000	\$0	\$0			\$1,000,000
Total	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	005	
Project Title	REplace roof on 606 building			Year Started	2026		
Priority	B	Project # Last Year:		Year Ended	2026		
Description/ Location	Replace the existing 20+ year roof on the 606 building						
Purpose/ Justification	beyond useful life cycle age and cost of repairs.						
Funding Source and Amt:	County Tax Dollars	\$525,000	Funding Account Number:	01 110 000 0000 6630			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
01 110 000 0000 6630						\$525,000	\$525,000
Total	\$0	\$0	\$0	\$0	\$0	\$525,000	\$525,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	006	
Project Title	Replace GC North parking lot			Year Started	2026		
Priority	B	Project # Last Year:		Year Ended	2026		
Description/ Location	Removal and replacement of the GC north parking lot						
Purpose/ Justification	Existing lot beyond repairs.						
Funding Source and Amt:	County Tax Dollars	\$225,000	Funding Account Number:	01 110 000 0000 6310			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
01 110 000 0000 6630						\$225,000	\$225,000
Total	\$0	\$0	\$0	\$0	\$0	\$225,000	\$225,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	007	
Project Title	Building Improvements			Year Started	2018		
Priority	A	Project # Last Year:	07	Year Ended	2023		
Description/ Location	. Building Improvements for County Buildings						
Purpose/ Justification	Funds would be used to cover Department requests for Board approved capital improvements during the year.						
Funding Source and Amt:	County Tax Dollars		\$2,040,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Building Improvements							
01 110 000 0000 6640	\$335,000	\$350,000	\$390,000	\$415,000	\$435,000	\$450,000	\$2,040,000
Total	\$335,000	\$350,000	\$390,000	\$415,000	\$435,000	\$450,000	\$2,040,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	008
Project Title	600 South Building Main Air Handler replacement			Year Started	2018	
Priority	B	Project # Last Year:		Year Ended	2024	
Description/ Location	Replacement of 600 South Building main air handler that is original to the building.					
Purpose/ Justification	Existing air handler is past its life cycle. A new air handler will be much more energy efficient.					
Funding Source and Amt:	County Tax Dollars		\$400,000	Funding Account Number:		
	Current Year	2022	2023	2024	2025	2026
Buildings & Misc. Capital Projects						2022 2026
30 110 000 0000 6630	\$0			\$400,000		\$400,000
Total	\$0	\$0	\$0	\$400,000	\$0	\$400,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	009
Project Title	1st Street Center boiler replacement			Year Started	2020	
Priority	A	Project # Last Year:		Year Ended	2025	
Description/ Location	Replace original 1st street boiler system					
Purpose/ Justification	Replace original, past its end of life boiler system and install a new energy efficient boiler. Finance moved back to 2025 for cash flow purposes.					
Funding Source and Amt:	County Tax Dollars		\$80,000	Funding Account Number:		
	Current Year	2022	2023	2024	2025	2026
						2022 2026
Buildings & Misc. Capital Projects						
30 110 000 0000 6630				\$0	\$80,000	\$80,000
Total	\$0	\$0	\$0	\$0	\$80,000	\$0 \$80,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	010	
Project Title	Replace RTU's at PW Cologne			Year Started	2022		
Priority	C	Project # Last Year:		Year Ended	2025		
Description/ Location	Replacement of end of life existing HVAC Roof top units						
Purpose/ Justification	Existing units are at end of life and have R-410 refrigerant which is being phased out.						
Funding Source and Amt:	County Tax Dollars		\$325,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
01 110 000 0000 6630	\$65,000	\$50,000	\$50,000	\$50,000	\$50,000	\$125,000	\$325,000
Total	\$65,000	\$50,000	\$50,000	\$50,000	\$50,000	\$125,000	\$325,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	011	
Project Title	Replacement of office furniture			Year Started	2021		
Priority	C	Project # Last Year:		Year Ended	2022		
Description/ Location	Replacement of old office furniture in Auditor Department and Sheriff's Office.						
Purpose/ Justification	Replacement of furniture allows for better office configuration allowing for more FTE's in the same space.						
Funding Source and Amt:	County Tax Dollars		\$130,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
01 110 000 0000 6630	\$0	\$65,000	\$65,000				\$130,000
Total	\$0	\$65,000	\$65,000	\$0	\$0	\$0	\$130,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	012	
Project Title	GC South parking lot replacements			Year Started	2025		
Priority	C	Project # Last Year:		Year Ended	2026		
Description/ Location	Repalcement of existing South parking lots.						
Purpose/ Justification	existing lots beyond repairs.						
Funding Source and Amt:	County Tax Dollars		\$550,000	Funding Account Number:	01 110 000 0000 6310		
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
01 110 000 0000 6630					\$275,000	\$275,000	\$550,000
Total	\$0	\$0	\$0	\$0	\$275,000	\$275,000	\$550,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	014	
Project Title	GC Replacement of existing main parking lot			Year Started			
Priority	C	Project # Last Year:		Year Ended	2026		
Description/ Location	Replacement of the GC existing main parking lot						
Purpose/ Justification	Existing lot beyond repairs						
Funding Source and Amt:	County Tax Dollars		\$395,000	Funding Account Number:	01 110 000 0000 6310		
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
01 110 000 0000 6630						\$395,000	\$395,000
Total	\$0	\$0	\$0	\$0	\$0	\$395,000	\$395,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	019	
Project Title	HVAC Pneumatic controls replacement 606 building			Year Started	2020		
Priority	A	Project # Last Year:		Year Ended	2024		
Description/ Location	606 building pneumatic HVAC controls replacement						
Purpose/ Justification	remove and replace the pneumatic HVAC controls and convert them to digital for faster response and better reliability.						
Funding Source and Amt:	County Tax Dollars		\$75,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
30 110 000 0000 6630		\$75,000					\$75,000
Total	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	020	
Project Title	Asphalt parking lot replacement 600 North building			Year Started	2020		
Priority	A	Project # Last Year:		Year Ended	2024		
Description/ Location	600 West building asphalt front parking lot replacement						
Purpose/ Justification	Remove and replace worn asphalt in the front parking lot						
Funding Source and Amt:	County Tax Dollars		\$75,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
30 110 000 0000 6630		\$75,000					\$75,000
Total	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	021	
Project Title	Repaint Enviromental Center building			Year Started	2020		
Priority	B	Project # Last Year:		Year Ended	2024		
Description/ Location	Repaint Enviromental Center building						
Purpose/ Justification	Prep building and apply a new coat of electro mastic painting material to the extrior of the building.						
Funding Source and Amt:	County Tax Dollars		\$30,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
30 110 000 0000 6630	\$0	\$30,000					\$30,000
Total	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	024	
Project Title	Landscaping for the Government Center			Year Started	2020		
Priority	C	Project # Last Year:		Year Ended	2024		
Description/ Location	Replace landscaping at the Governmnet Center.						
Purpose/ Justification	Remove and replace the over grown landscaping in the front parking lot and along beech street.Project may get rolled up into Master Space Plan Study.						
Funding Source and Amt:	County Tax Dollars		\$60,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
30 110 000 0000 6630	\$0	\$60,000					\$60,000
Total	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	026	
Project Title	Replace roof on the Enviromental facility			Year Started	2020		
Priority	B	Project # Last Year:		Year Ended	2024		
Description/ Location	Replace the roof on the Enviromental facility						
Purpose/ Justification	remove and replace the original roof at the Peavy Road Enviromental facility						
Funding Source and Amt:	County Tax Dollars		\$250,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
30 110 000 0000 6630			\$250,000				\$250,000
Total	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Services: Facilities Mana	Proj#	110	-	027	
Project Title	County Buildings carpet and furnishing replacement			Year Started	2020		
Priority	C	Project # Last Year:		Year Ended	2024		
Description/ Location	Carpet and Furnishing Replacement schedule for all County buildings						
Purpose/ Justification	Replace 15+ year old worn carpet and outdated furnishings in County buildings.						
Funding Source and Amt:	County Tax Dollars		\$500,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Buildings & Misc. Capital Projects							
30 110 000 0000 6630	\$105,000	\$125,000	\$125,000	\$125,000	\$125,000		\$500,000
Total	\$105,000	\$125,000	\$125,000	\$125,000	\$125,000	\$0	\$500,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	201	-	001
Project Title	Sheriff Priorities				Year Started	2018		
Priority	A	Project # Last Year:			Year Ended			
Description/ Location	Steady funding for Sheriff to replace furniture, equipment, vehicles and jail appliances as needed based on highest priority.							
Purpose/ Justification	Sheriff's Office operates 24/7/365 a jail with appliances and has a vast inventory of specialized equipment and vehicles which are hard to shedule for replacement including but not limited to Crime Scene Van, Jail Appliances, Emergency Management Incident Command, Boats, Snowmobiles, etc. This steady funding will give the sheriff flexibility to respond to changing needs and priorities similar to IT, PW and Facilities,							
Funding Source and Amt:	County Tax Dollars			\$250,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Equipment And Furniture Purchase								
01 201 0000 000 6660	\$40,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	
Total	\$40,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	201	-	002
Project Title	Body Cameras					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Body Cameras worn by patrol deputies								
Purpose/ Justification	Consensus policing best practice is for deputies out on the street to record activity using body cameras								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
01 201 201 0000 6630	\$250,000								
Total	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	201	-	003
Project Title	Sheriff Priorities - Additional one-time projects				Year Started			
Priority	C	Project # Last Year:			Year Ended			
Description/ Location	Sheriff Priorities - Cell Communication, Jail Dish Line, Unit Painting/Cabinets and Floor Drains							
Purpose/ Justification	Sheriff needs additional funding for one-time projects for the years 2025 - 2028							
Funding Source and Amt:	County Tax Dollars			\$100,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Buildings & Misc. Capital Projects								
01 201 201 0000 6630					\$50,000	\$50,000	\$100,000	
Total	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$100,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	231	-	005
Project Title	Emergency Management Incident Command Unit				Year Started	2015		
Priority	A	Project # Last Year:			Year Ended	2015		
Description/ Location	Transportable trailer system. Finance pushed back to 2022 Budget							
Purpose/ Justification	We had to dispose of the old command post since it was no longer usable. The latest in mobile command post structure is a transportable trailer system which allows for greater diversity in customization. Cost of trailer ranges from \$75,000 - \$150,000. A grant will supplement . (Finance moved funding source to State Turnback Reimbursement Funds - Fund #30 Building & Misc. Vehicle to pull Command Unit is included in the \$150K budget but funding may be available from Sheriff's Priorities Budget)							
Funding Source and Amt:	County Tax Dollars			\$75,000	Funding Account Number:			
Funding Source and Amt:	Grant			\$75,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Buildings & Misc. Capital Projects								
01 201 231 0000 6630	\$0	\$150,000					\$150,000	
Total	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	235	-	001
Project Title	Inmate Cardiac Monitoring					Year Started	2025		
Priority	C	Project # Last Year:				Year Ended	2025		
Description/ Location	Jail inmate cardiac monitoring								
Purpose/ Justification	Inmate cardiac monitoring (Finance moved to funding from Buildings and Misc CIP)								
Funding Source and Amt:	County Tax Dollars				\$25,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
01 201 235 0 6630				\$0	\$25,000		\$25,000		
Total	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	235	-	005
Project Title	Yetzer's Flooring					Year Started	2021		
Priority	C	Project # Last Year:				Year Ended	2022		
Description/ Location	Yetzer's Flooring								
Purpose/ Justification	Replacement of flooring. Finance recommends adding this project to the Facilities Annual Budget in 2021 and 2022.								
Funding Source and Amt:	County Tax Dollars				\$50,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
01 201 235 0000 6630	\$50,000	\$50,000	\$0	\$0			\$50,000		
Total	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	235	-	006
Project Title	WDSI - 30" doors				Year Started	2021		
Priority	C	Project # Last Year:			Year Ended	2021		
Description/ Location	WDST - 30" doors							
Purpose/ Justification	Replacement of 30" doors in the jail. Finance recommends adding to Facilities replacement schedule.							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Buildings & Misc. Capital Projects								
01 201 235 0000 6630	\$54,000	\$0	\$0	\$0			\$0	
Total	\$54,000	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	235	-	007
Project Title	Cabinet Replacement - Master Control and Booking				Year Started	2022		
Priority	C	Project # Last Year:			Year Ended	2022		
Description/ Location	Replacement of cabinets in the master control and booking areas							
Purpose/ Justification	Replacement of cabinets in the master control and booking areas of the jail. Finance recommends adding to IT Budget in 2022.							
Funding Source and Amt:	County Tax Dollars			\$30,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Buildings & Misc. Capital Projects								
01 201 235 0000 6630		\$30,000					\$30,000	
Total	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	235	-	008
Project Title	Walk-in Cooler/Freezer				Year Started	2023			
Priority	C	Project # Last Year:			Year Ended	2023			
Description/ Location	Walk-in Cooler/Freezer								
Purpose/ Justification	Replacement of the walk-in cooler and freezer.								
Funding Source and Amt:	County Tax Dollars			\$150,000	Funding Account Number:				
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
01 201 235 0000 6630			\$150,000				\$150,000		
Total	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	235	-	009
Project Title	Replacement of Large Kitchen Appliances				Year Started	2024		
Priority	C	Project # Last Year:			Year Ended	2024		
Description/ Location	Replacement of large kitchen appliances							
Purpose/ Justification	\$50K in Kitchen appliances need to be replaced by 2024. Finance recommends spreading replacement cycle over several years funded by Sheriff Priority funds.							
Funding Source and Amt:	County Tax Dollars			\$0	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Buildings & Misc. Capital Projects								
01 201 235 0000 6630				\$0			\$0	
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	235	-	010
Project Title	Jail Dryers				Year Started	2024			
Priority	C	Project # Last Year:			Year Ended	2024			
Description/ Location	Jail Dryers								
Purpose/ Justification	\$50K for Jail dryers need to be replaced and upgraded by 2024. Finance recommends spreading replacement cycle over several years funded by Sheriff Priority funds.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
01 201 235 0000 6630				\$0			\$0		
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	236	-	001
Project Title	Fleet				Year Started	2011			
Priority	A	Project # Last Year:	01		Year Ended	2019			
Description/ Location	Purchase vehicles for marked patrol and administrative purposes.								
Purpose/ Justification	The Sheriff's Office operates 24/7 and has a continuing need to replace motor vehicles that become worn through use in daily operations. The Sheriff's Office fleet is on a replacement cycling schedule that incorporates vehicle application, operation costs, improvements in technologies, vehicle estimated value, and scheduling practices in determining the cycle schedule. Current projections allow replacement of 9-11 vehicles annually (approx. 20% of the fleet), depending upon vehicle purpose (i.e., marked patrol or administrative) with an increased CIP budget request of 4% per year, which will accommodate manufacturer increases in pricing and changes in options.								
Funding Source and Amt:	County Tax Dollars				\$1,815,000	Funding Account Number:	01 201 236 0000 6670		
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Vehicle Purchase									
01 201 236 0000 6670	\$320,000	\$330,000	\$345,000	\$360,000	\$380,000	\$400,000	\$1,815,000		
Total	\$320,000	\$330,000	\$345,000	\$360,000	\$380,000	\$400,000	\$1,815,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	239	-	001
Project Title	Forensic Exam Computer					Year Started	2021		
Priority	C	Project # Last Year:				Year Ended	2025		
Description/ Location	Forensic Exam Computer								
Purpose/ Justification	Computers become obsolete after 5 years and should be updated periodically. Finance recommends adding these computers to IT's replacement schedule or funding by Sheriff Priority funds.								
Funding Source and Amt:	County Tax Dollars				\$18,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
01 201 239 0000 6630	\$0	\$6,000	\$6,000	\$6,000			\$18,000		
Total	\$0	\$6,000	\$6,000	\$6,000	\$0	\$0	\$18,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff				Proj#	240	-	001
Project Title	Mobile Radios Replacement				Year Started	2011			
Priority	A	Project # Last Year:			Year Ended	2019			
Description/ Location	Squad Car Equipment								
Purpose/ Justification	We have 65 units to replace and the life expectancy is approximately 10 years.								
Funding Source and Amt:	County Tax Dollars				\$175,000	Funding Account Number:			
		Current Year	2022	2023	2024	2025	2026	2022 2026	
Equipment And Furniture Purchase									
01 201 240 0000 6660	\$35,000		\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000	
Total	\$35,000		\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	002
Project Title	MDC Replacement				Year Started	2011		
Priority	A	Project # Last Year:			Year Ended	2019		
Description/ Location	Purchase Panasonic Toughbook Computers to replace aging existing computers deployed in Sheriff's Office squad cars.							
Purpose/ Justification	The Sheriff deputies need reliable, mobile computers. This funding will provide new computers to cycle through the outdated computers. Five computers need to be replaced in the fleet each year.							
Funding Source and Amt:	County Tax Dollars			\$125,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Equipment And Furniture Purchase								
01 201 240 0000 6660	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	
Total	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	003
Project Title	Hollywood Tower Fiber Ring				Year Started	2021		
Priority	C	Project # Last Year:			Year Ended	2021		
Description/ Location	Install a fiber ring for diverse routing to the Hollywood radio site							
Purpose/ Justification	The Hollywood radio site is a critical site in the ARMER State Wide Emergency Radio System. This site is leased by Carver County and is between two MNDOT owned radio sites. The site is currently connected via microwave radio to sites in NYA and Minnetrista. Those microwave radios are nearing end of life and will cost in excess of \$100,000 to replace. Additionally, there is a CarverLink fiber connection to the site for back-up purposes. This fiber connection is vulnerable to isolation in the event of a backhoe cut or other damage to fiber. Creating a fiber loop will cost an estimated \$60,000. Once a fiber ring with dual access is available, the microwave radios can be decommissioned saving the cost of replacing them.							
Funding Source and Amt:	County Tax Dollars			\$65,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Buildings & Misc. Capital Projects								
01 201 240 0000 6630	\$0	\$65,000	\$0	\$0			\$65,000	
Total	\$0	\$65,000	\$0	\$0	\$0	\$0	\$65,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	004
Project Title	Hollywood Radio Tower				Year Started	2024		
Priority	C	Project # Last Year:			Year Ended	2024		
Description/ Location	Erect a new radio tower in Hollywood Township on county property							
Purpose/ Justification	The Hollywood radio site is critical to the ARMER State Wide Emergency Radio System. The current tower was built in 1999 and sits on land owned by Hollywood Township which is leased to Carver County. The life of the radio tower is more than half over for public safety purposes. The lease with Hollywood Township requires the County to complete all inspections, maintenance and repairs, and carry insurance, registration and licensing. (i.e. all costs of ownership) The inevitability of increased maintenance and repair costs, coupled with increasing lease expenses, suggest a tower or monopole built on County property adjacent to the existing site is a viable, economical solution.							
Funding Source and Amt:	County Tax Dollars			\$400,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Buildings & Misc. Capital Projects								
01 201 240 0000 6630	\$0	\$0	\$0	\$400,000			\$400,000	
Total	\$0	\$0	\$0	\$400,000	\$0	\$0	\$400,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	005
Project Title	Portable Radios Replacement				Year Started			
Priority	A	Project # Last Year:			Year Ended			
Description/ Location	Replace portable radios carried by deputies							
Purpose/ Justification	The Sheriff deputies need reliable, encrypted portable radios. This funding will provide new radios to cycle through outdated radios.							
Funding Source and Amt:	County Tax Dollars			\$175,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Equipment And Furniture Purchase								
01 201 240 0000 6660	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000	
Total	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Sheriff			Proj#	240	-	006
Project Title	ARMER Radio System Upgrade				Year Started	2021		
Priority	A	Project # Last Year:			Year Ended			
Description/ Location	ARMER radio system upgrade							
Purpose/ Justification	The ARMER Public Safety Radio System is a shared, integrated resource which requires periodic hardware and software upgrades, many of which are not scheduled by the vendor ahead of time. This will allow the County to have resources to meet the need when it occurs.							
Funding Source and Amt:	County Tax Dollars			\$75,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Buildings & Misc. Capital Projects								
01 201 240 0000 6630	\$50,000	\$25,000	\$25,000	\$25,000			\$75,000	
Total	\$50,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$75,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works: Road & Bridge				Proj#	301	-	001
Project Title	First time purchase of additional fleet vehicles					Year Started			
Priority	B	Project # Last Year:				Year Ended			
Description/ Location	Adding Vehicles to the County fleet								
Purpose/ Justification	First time funding to add a vehicle to the County fleet is requested on Budget Attachment E. Future replacement is then funded by Budget Attachment D.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
30 301 000 0000 6630									
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works: Road & Bridge				Proj#	301	-	002
Project Title	Parks Program Registration Software					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Software public uses to registrar for Parks programs t								
Purpose/ Justification	Improve customer experience by automating the parks program registration process.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
30 301 000 0000 6630	\$20,000								
Total	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Road & Bridge	Department Public Works: Road & Bridge			Proj#	305	-	019
Project Title	Vehicles and Equipment Replacement - County Wide				Year Started	2015		
Priority	A	Project # Last Year:			Year Ended	2021		
Description/ Location	Consolidated PW requests in 6690 - Detail replacement list maintained by PW							
Purpose/ Justification	2019 consolidated replacement of all Highway, Parks HHS and Public Services equipment and vehicles by Public Works staff. Accordingly, for 2019 Budget, HHS (\$25K) and Public Services (\$30K) annual allocation were added to PW (\$315K) annual allocation.							
Funding Source and Amt:	County Tax Dollars			\$3,180,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026	
Equipment - Highway								
03 304 000 0000 6690	\$530,000	\$580,000	\$605,000	\$635,000	\$660,000	\$700,000	\$3,180,000	
Total	\$530,000	\$580,000	\$605,000	\$635,000	\$660,000	\$700,000	\$3,180,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works: Road & Bridge				Proj#	307	-	001
Project Title	Highway 10 Land Preservation					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Preserve ROW for Highway 10 Corridor								
Purpose/ Justification	Land needed to expand Highway 10 to meet traffic demands								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
03 307 0000 0000 6630	\$100,000								
Total	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works: Road & Bridge				Proj#	307	-	004
Project Title	Assestics Software Implementation					Year Started			
Priority	B	Project # Last Year:				Year Ended			
Description/ Location	Public Works software								
Purpose/ Justification	Public Works software								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
30 307 000 0000 6630	\$30,000								
Total	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Services: Library - Admi	Proj#	500	-	003
Project Title	Furniture and Equipment Repl for Library Branches			Year Started	2014	
Priority	A	Project # Last Year:		Year Ended	2023	
Description/ Location	Furniture and equipment replacement at six branch locations.					
Purpose/ Justification	Public space furniture and equipment at all branches receives regular wear and tear. At first, most items are cleaned but, over time, it becomes necessary (and more cost effective) to replace the item with new. The chronology of branch libraries' construction works to budgeting advantage: a regular replacement schedule in keeping with aging of branches. Such planning prevents a one-time, high-dollar purchase. The library will work with the Facilities Department as well as IT Department to ensure purchases are most cost-effective and coordinated (if possible) with other county furniture and/or equipment purchases.					
Funding Source and Amt:	County Tax Dollars			\$100,000	Funding Account Number:	
	Current Year	2022	2023	2024	2025	2026 2022 2026
Equipment And Furniture Purchase						
01 014 500 0000 6660	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works - Parks				Proj#	520	-	003
Project Title	Park Building Maintenance Projects					Year Started			
Priority	C	Project # Last Year:				Year Ended			
Description/ Location	Various projects related to maintaining Park buildings								
Purpose/ Justification	Funding for Park building maintenance.								
Funding Source and Amt:	County Tax Dollars				\$250,000	Funding Account Number:			
		Current Year	2022	2023	2024	2025	2026	2022 2026	
Building Improvements									
01 520 0000 0000 6640	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	
Total	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Revenue	Department Public Works - Parks				Proj#	520	-	023
Project Title	LWRP Redevelopment - Phase II					Year Started	2017		
Priority	B	Project # Last Year:				Year Ended	2017		
Description/ Location	Construct Waterfront Service Center at Lake Waconia Regional Park. Requested 50/50 funding County funds and State bonds.								
Purpose/ Justification	Phase II - Waterfront Service Center at Lake Waconia Regional Park. \$2.5M county funding to be determined for \$5M Lake Waconia Regional Park Phase II project with 50/50 County & State match. (\$3M Phase I - Infrastructure 50/50 County funds and State bonds for utility services, site improvements, parking lot, etc. completed in 2020.)								
Funding Source and Amt:	County Tax Dollars				\$2,500,000	Funding Account Number:			
		Current Year	2022	2023	2024	2025	2026	2022 2026	
Parks and Trails Development									
01 520 000 0000 6615	\$0	\$2,500,000						\$2,500,000	
Total	\$0	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$2,500,000	

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks	Proj#	527	-	001	
Project Title	BAYLOR PARK VISITOR CENTER			Year Started	2019		
Priority	A	Project # Last Year:		Year Ended	2019		
Description/ Location	Baylor Park Vistor Center Remodel / Address ADA requirements						
Purpose/ Justification							
Funding Source and Amt:	County Tax Dollars	\$500,000	Funding Account Number:				
	Current Year	2022	2023	2024	2025	2026	2022 2026
Parks and Trails Development							
34 527 000 0000 6615	\$0	\$0	\$0	\$0	\$500,000		\$500,000
Total	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks				Proj#	527	-	002
Project Title	BAYLOR PARK SPLASH PAD					Year Started	2020		
Priority	C	Project # Last Year:				Year Ended	2020		
Description/ Location	Baylor Park splash pad / pool								
Purpose/ Justification	Finance pushed back \$1.5M project back to 2027 due to lack of funding.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Parks and Trails Development									
34 527 000 0000 6615									
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks	Proj#	528	-	001
Project Title	LMP PLAYGROUND EQUIPMENT			Year Started	2018	
Priority	A	Project # Last Year:		Year Ended	2018	
Description/ Location	Replace 22 year old playground equipment at Lake Minnewashta Regional Park					
Purpose/ Justification	Equipment is at the end of its expected life cycle, many repairs have been made to the structure. The playground equipment is requiring more service as parts become worn out..					
Funding Source and Amt:	County Tax Dollars		\$700,000	Funding Account Number:		
	Current Year	2022	2023	2024	2025	2026
						2022 2026
Parks and Trails Development						
01 520 000 0000 6615	\$0	\$0	\$700,000			\$700,000
Total	\$0	\$0	\$700,000	\$0	\$0	\$0
						\$700,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks	Proj#	528	-	002	
Project Title	LMP VISITOR CONTACT STATION			Year Started	2020		
Priority	B	Project # Last Year:		Year Ended	2020		
Description/ Location	LMP Visitor Contact Station						
Purpose/ Justification	Financed pushed back to 2022 when funding is available						
Funding Source and Amt:	County Tax Dollars	\$100,000	Funding Account Number:				
	Current Year	2022	2023	2024	2025	2026	2022 2026
Parks and Trails Development							
34 528 000 0000 6615		\$0	\$100,000				\$100,000
Total	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Public Works - Parks	Proj#	528	-	003	
Project Title	LMP GROUP CAMP AREA			Year Started	2021		
Priority	B	Project # Last Year:		Year Ended	2021		
Description/ Location	Construct group camp area at Lake Minnewashta Regional Park						
Purpose/ Justification	Lake Minnewashta Park has a number of large scouting groups which use the park for day and week long activities. Because these groups are large they compete with the same space as the general public at the beach, picnic shelters and other general use areas of the park, conflicts arise when the large groups occupy general use areas of the park making it difficult for members of the general public to have access to recreation facilities or the environment is not comfortable for general use. (Finance pushed project back to 2023 due to limited funding)						
Funding Source and Amt:	County Tax Dollars		\$300,000	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026
Parks and Trails Development							
34 528 000 0000 6615	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
Total	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects				Proj#	950	-	005
Project Title	Master Plan Space Study					Year Started	2015		
Priority	B	Project # Last Year:				Year Ended	2015		
Description/ Location	Chaska campus build-out is renovating the Government Center - Admin N and W to provide additional capacity and to reconfigure the space based on the current priorities and optimizing service delivery, Project cost, timing and funding need to be determined.								
Purpose/ Justification	Over time the delivering of county services changes and expands as the county grows. To optimize service delivery while maximizing building capacity, the Admin N and W need to be renovated similar to the build out and renovations to the Justice Center in 2009.								
Funding Source and Amt:	County Tax Dollars				\$0	Funding Account Number:			
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
30 118 950 0000 6630									
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects				Proj#	962	-	003
Project Title	Admin West front window/entry door replacement				Year Started	2017			
Priority	A	Project # Last Year:			Year Ended	2019			
Description/ Location	Develop plan to redplace store front windows in West entry - Secure more entry doors and enhance security door features.								
Purpose/ Justification	Replace front windows and doors for Admin West entry. Replace concrete and columns. This project will likley get rolled up into Master Space Plan. Not requested in 2020, so Finance pushed back to 2023.								
Funding Source and Amt:	County Tax Dollars			\$60,000	Funding Account Number:				
	Current Year	2022	2023	2024	2025	2026	2022 2026		
Buildings & Misc. Capital Projects									
01 110 000 0000 6630			\$60,000				\$60,000		
Total	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000		

**COUNTY OF CARVER
INDIVIDUAL CAPITAL PROJECT**

Fund	Capital Projects	Department Building Projects	Proj#	970	-	001
Project Title	City of Chaska New Library: Collection and FF&E			Year Started	2018	
Priority	B	Project # Last Year:	01	Year Ended	2023	
Description/ Location	Provide opening day books and materials for a new City of Chaska library branch. Also includes furniture, fixtures and equipment such as material shelving, staff and customer furniture and equipment.					
Purpose/ Justification	Provide library services at a new downtown site as part of downtown revitalization project. Anticipate \$50,000 in architectural fees to be incurred in 2021 and the remainder of project in 2023.					
Funding Source and Amt:	County Tax Dollars		\$3,500,000	Funding Account Number:		
	Current Year	2022	2023	2024	2025	2026
						2022 2026
Buildings & Misc. Capital Projects						
30 970 000 0000 6630	\$0	\$0	\$3,500,000			\$3,500,000
Total	\$0	\$0	\$3,500,000	\$0	\$0	\$0
						\$3,500,000

E: Glossary of Terms and Acronyms

Accrual Basis: Refers to the accounting of revenues and expenditures on the basis of when they are incurred or committed, rather than when they are made or received. Caver County uses the modified accrual basis for budgeting, which is also defined below.

Appropriation: an amount of funds dedicated to a specific purpose.

Audit: an official inspection of the County's accounts and financials, by an independent body. The County's current external auditors are CliftonLarsonAllen, LLP.

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.

Bond: A debt instrument that requires repayment of a specified principal amount on a certain date (maturity date), and interest at a stated rate or according to a formula for determining the interest rate.

Bond Rating: An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Standard and Poor's Rating Group is the agency that regularly reviews county bonds and generates the bond ratings

Budget: An itemized summary of probable revenue and expenditures for a given time.

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.

Fund: Governmental accounting systems are organized and operated on a fund basis. A fund is an independent financial and accounting entity with a self-balancing set of accounts in which financial transactions relating to revenues, expenditures, assets, and liabilities are recorded.

Funds are established to account for the use of restricted revenue sources and to carry on specific activities or pursue specific objectives.

Fund Balance: The difference between assets and liabilities reported in a governmental fund. In the budget, part of fund balance may be designated and appropriated as a resource to support the fund expenditures. Fund balance also is reserved to indicate where a portion of fund balance is not available for new spending because of legal restrictions involving parties outside the financial reporting entity, such as contractual commitments.

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, Health and Human Services, Rail Authority, Water Management Organization 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, Road and Bridge Capital Improvement Fund, and the Parks and Trails 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

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

CPA- County Program Aid

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

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

GAAP- Generally Accepted Accounting Principles

GASB- Governmental Accounting Standards Board

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